

The Guardian

Assessment For: Joe Applicant
Phone: 555-555-5555
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Position: Customer Service

Report Type: Production

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For More Information
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----- History of Dishonesty -----

- * NO SIGNIFICANT HISTORY OF STEALING
- * NO SIGNIFICANT HISTORY OF DRUG OR ALCOHOL ABUSE

----- Mental Aptitudes -----

Mental Acuity

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

MENTAL ACUITY - How quickly an individual comprehends information and is able to reason through and solve problems -- Average learner who should be capable of learning the job within a reasonable period of time.

Math Skills

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

MATH SKILLS measures the general knowledge of arithmetic an individual possesses. Mr. Applicant's knowledge of general arithmetic is excellent. He can be expected to add, subtract or multiply with the speed and degree of accuracy required of a position that requires excellent knowledge of general arithmetic.

Numerical Perception

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

NUMERICAL PERCEPTION measures an individual's accuracy in handling numeric and alphabetic data. Mr. Applicant's exemplary Numerical Perception score indicates that he can process data quickly and accurately.

----- Personality Structure -----

Energy

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

ENERGY- Energy and drive to get the job done. -- Physically "laidback" person who prefers working in a stationary position for long periods of time, and who may procrastinate on assignments.

Flexibility

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

FLEXIBILITY - Level of flexibility, creativity, integrity and adaptability to change -- Likes having structured guidelines and rules to follow; not flexible, adaptive to change or creative, but very loyal to his company and honest and straightforward with people.

Organization

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

ORGANIZATION - Desire to organize assignments to better utilize time and resources -- Extremely disorganized; needs help laying out priorities. Needs a position not heavily detail-oriented.

Communication

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

COMMUNICATION - Ability to communicate and willingness to share knowledge with others to achieve common goals -- Extremely outgoing; enjoys and needs constant interaction with people during the day. Will also need to develop good listening skills for better communication.

Emotional Dev

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

EMOTIONAL DEVELOPMENT - Level of ego and confidence -- Patient, mature individual who seldom becomes impatient with situations or people. Could tend to procrastinate when action is needed. May be overly self-confident.

Assertiveness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

ASSERTIVENESS - Cooperativeness versus the tendency to be opinionated -- Able to deal with most people in a firm, yet respectful, manner. Good degree of dominance for most positions.

Competitiveness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

COMPETITIVENESS - Desire to compete against others and win vs. desire to work as part of a team -- Can work as part of a team, or through individual pursuits. Desires to excel.

Mental Toughness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

MENTAL TOUGHNESS - Ability to handle negative aspects of job as well as ability to exhibit empathy towards others -- Good ability to handle job pressures and problems; also able to show concern for others.

Questioning / Probing

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

QUESTIONING/PROBING - Desire to question and probe, rather than accepting things at face value -- Is neither overly gullible, nor overly cynical. Can question to discern motives without appearing untrusting.

Motivation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

MOTIVATION - Achievement orientation and internal motivation to initiate changes and take risks in order to advance -- Needs some security in a position, but always has the urge to achieve more. Will respond well to added incentives such as commissions and bonuses.

----- **Validity Scales** -----

Distortion

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

DISTORTION - Proper vs. improper reporting -- Gave good, frank answers about self.

Equivocation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

EQUIVOCATION - Certainty of personal response -- Accurate; represented self clearly and consistently.

This report is confidential and is an opinion based on assessment results only. Its contents should contribute approximately 1/3 to developmental discussions since it is only one of several evaluatory and feedback resources.

Score Sheet

Production

Mental Aptitudes															
		1	2	3	4	5	6	7	8	9					
MENTAL ACUITY	Slow Learn	X												Fast Learn	
MATH SKILLS	Low Skills	[.....X...]												High Skills	
NUMERICAL PERCEPTION	Imprecise	[...X...]												Accurate	
Personality Dimensions															
		1	2	3	4	5	6	7	8	9					
ENERGY	Restless	[.....]						X							Calm
FLEXIBILITY	Flexible	[.....X]												Rigid	
ORGANIZATION	Disorganized	X	[.....]												Planful
COMMUNICATION	Reserved	[.....]						X							Interactive
EMOTIONAL DEV	Impatient	[.....X]												Tolerant	
ASSERTIVENESS	Cooperative	[.....X...]												Authoritative	
COMPETITIVENESS	Team Player	[.....]						X							Individualist
MENTAL TOUGHNESS	Sensitive	[...X.....]												Tough	
QUESTIONING /PROBING	Trusting	X												Skeptical	
MOTIVATION	Security	[.....X]												Recognition	
Validity Scales															
		1	2	3	4	5	6	7	8	9					
DISTORTION	Frank Answer	[.....X...]												Exaggerates	
EQUIVOCATION	Choose Alter.	[...X.....]												Choose Middle	

STANINE: The STANINE is a system of measurements which divides the population into nine parts.

NOTE: Areas with dots and brackets ([.....]) are of primary importance with the dots and brackets reflecting the most desirable range for an individual to score in to have those characteristics. Areas without dots and brackets are secondary areas that provide additional information regarding the individual.

AREAS OF CONCERN - Scores of 1 OR 2 in any of the following dimensions:

*Energy, Flexibility, Emotional Development OR
 Mental Toughness are areas of concern.*

Interview Questions

Introduction

Following are the interview questions which an interviewer may choose to use in the candidate interview process.

These interview questions are generated to establish basic traits critical for all employees.

The interview questions that follow are for a candidate who has prior work experience. In the event the candidate does not have prior work experience, the questions may need to be modified by the interviewer to fit the situation.

Interview Questions for Energy

Energy - Measurement of the individual's energy and drive as it relates to handling assignments and projects.

-----X-----	-----X-----	-----X-----	-----X-----	-----X-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Interpretive Guides

Tell me about a time, in your former job, when you procrastinated and failed to complete a project on time. What were the circumstances and what was the outcome? What did you learn from this situation?

Did the candidate admit to ever having a problem due to procrastinating? Was the candidate able to resolve the issue without serious ramifications occurring? Does it appear the candidate learned from his or her mistake?

Describe for me a stressful situation in your last job which you handled better than others. Why do you feel you handled the pressure better? Do you tend to handle most stress and pressure in this manner?

Did the candidate disclose coping skills he or she possesses in order to deal with pressure? Does the candidate claim to typically handle pressure better than most? Regarding the situation the candidate described, was it a good example of exemplary stress-coping skills? Did the candidate mention that he or she is involved in action-oriented activities such as sports, exercise, etc., which would help control stress?

How much of the time, in your former job, did you move around versus the amount of time you spent sitting still, perhaps behind a desk? Which do you prefer?

Will the candidate typically work behind a desk or in a stationary position, or does the position call for an extremely high energy level? Did the candidate mention that he or she can handle either type of job responsibilities?

Tell me how you were best motivated to complete tasks in a timely manner in your previous position. Are you usually able to discipline yourself to reach deadlines, or do you appreciate outside pressure?

Does the candidate require pressure from others in order to complete work on time? Is the candidate able to set personal deadlines and reach them. Does the candidate appear to be "laidback?"

Interview Questions for Organization

Organization - Measurement of the individual's desire to organize assignments and projects to better utilize time and resources.

-----X-----	-----X-----	-----X-----	-----X-----	-----X-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Interpretive Guides

Tell me about a time you missed a deadline, were late for a meeting or experienced other problems because you did not plan well enough in advance.

Was the candidate on time for this interview? If not, was the excuse justifiable? Does it appear the candidate learned from the experience he or she described in this first question?

Describe how you typically kept yourself organized, and prioritized tasks in your former position. Did you use any planning tools to help keep yourself organized and if so, what were they?

Does the candidate have specific steps he or she takes to stay organized? Does the candidate appear to understand how to prioritize tasks? Does the candidate use planning tools to help stay organized, i.e., a daily planner, computerized schedule, etc?

Tell me about a time, in a previous job, when your ability to "wing it" saved a project from failure. What would the outcome have been had you not been able to improvise?

Has the candidate been able to capitalize on his or her ability to improvise? Does the candidate appear to understand the importance of planning, yet also have the ability to be flexible and change plans, when necessary? Does it appear the candidate takes pride in his or her ability to "change horses in mid-stream?" Is the candidate sharp enough to keep priorities in his or her head without losing sight of them?

Describe your office or work area in your former job. Was everything neatly put in place, or did you tend to function better in chaotic surroundings?

Is the candidate fairly tidy, or does the candidate thrive on chaos and disarray? How important is tidiness in this position? Will others come into or see the candidate's office or work area, or is it secluded?

Interview Questions for Communication

Communication - Measurement of the individual's ability to communicate and willingness to share knowledge and team with others to achieve common goals.

-----X-----	-----X-----	-----X-----	-----X-----	-----X-----
Very strong evidence skill is not present	Strong evidence skill is not present	Some evidence skill is present	Strong evidence skill is present	Very strong evidence skill is present

Probes

Interpretive Guides

Describe a circumstance in a prior job when you or a team member failed to listen attentively and problems arose due to misunderstandings.

Does the candidate have a firm understanding of the importance of listening? During the interview, did the candidate interrupt or appear to not listen to what you were saying? Does the candidate appear enthusiastic and positive, or just loud and boisterous?

Tell me about the most difficult person you've ever dealt with in trying to build rapport. How did you finally break through and get to know that person?

Does the candidate appear to have a skill in developing rapport with strangers? Is the candidate interesting and someone who exhibits interest in others?

Give me an example of a time when someone warned you not to talk so much. How have you learned to control your high level of sociability?

Is the candidate willing to admit that at some time in the past, he or she has been cautioned about talking too much? Does it appear that this is still a problem with the candidate?

Tell me about your communication style. How have you made it serve you? Would you change or improve on your ability to communicate if it were possible?

Does the candidate understand his or her own communication style? Does this style fit into the corporate culture of the company? Does the candidate feel any need to change or improve on his or her communication skills? Are these desired changes logical, mature and do they show good judgment?

