Guardian

Joe Applicant
Customer Service

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Report Type: Customer Service Rep

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Report Narratives

Mental Aptitudes

> The Achiever Performance Assessment correlates three cognitive learning skills to create a comprehensive, multi-faceted profile for your candidate or employee to better assist you in determining job fit, training and development needs, and leadership ability with a better coaching tool to improve performance.

Mental Acuity   4-6

- How an Individual Learns
- Learning Speed
- Ability to Critically Think and Solve Problems

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.

5 Fit

Numerical Perception   7-9

- Visual Acuity Dealing with Numbers and Symbols
- Skill with Detail Work

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.

8 Fit

Math

- Understanding of Basic Arithmetic
- Ability to Perform Simple Calculations

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.

8

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Report Narratives

Performance Scales

Performance Scales are the values and behaviors that are consistent with successful on job performance in the specific job being assessed. These key values and behaviors not only determine job fit, but also identify areas of need for training, development and coaching to engage employees more effectively for better overall job performance.

Energy   5-7

- Energy Level
- Level of Internalized Tension
- Physical Activity

ENERGY - Energy and drive to get the job done -- Calm, tolerant nature; enjoys sedentary work. Can handle job location and movement limitations well.

7 Fit

Flexibility   4-8

- Adherence to Precedent, Rules, and Policies
- Adaptability to Change
- Reliability and Consistency

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.

8 Fit

Organization   4-7

- Planning and Organizational Habits
- Time Management
- Ability to Multi-task

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.

1

Communication

3-6

- Need for Social Interaction
- Ability to Focus on Listening
- Communication Style

COMMUNICATION - Ability to communicate and willingness to share knowledge with others to achieve common goals -- Gregarious; enjoys interacting with people, but may need to also develop better listening skills for enhanced communication. Best suited to a position where he has a lot of people contact.

8

Emotional Development

4-7

- Sense of Urgency
- Ability to Adjust to Emotional Stress
- Level of Self-esteem

EMOTIONAL DEVELOPMENT - Level of ego and confidence -- Good degree of self-confidence; desire to handle work in a timely manner, but realistic in his expectations of situations and people.

5
Fit

Assertiveness

1-5

- Desire for Authority and Control
- Decision Making Style
- Attitude Towards Confrontation

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.

6

Competitiveness

3-5

- Need for Individual Achievement
- Team Compatibility
- Response to Incentives

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.

6

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Report Narratives

Mental Toughness   4-6

- Attitude Towards Criticism
- Level of Empathy
- Stamina and Endurance Levels

MENTAL TOUGHNESS - Ability to handle negative aspects of job as well as ability to exhibit empathy towards others -- Tough enough to handle a moderate degree of negatives on the job, while remaining sensitive to the needs of others.

4
Fit

Question/Probing   4-6

- Willingness to Ask Questions
- Degree of Shrewdness
- Level of Trust in Others

QUESTIONING/PROBING - Desire to question and probe, rather than accepting things at face value -- Cautious and analytical; will desire all the facts before feeling comfortable in a situation.

7

Motivation   1-4

- Motivated by Security vs. Recognition
- Willingness to Take Risks
- Desire for Change

MOTIVATION - Achievement orientation and internal motivation to initiate changes and take risks in order to advance -- Enjoys a balance between security and incentives in a position.

5

Validity

Distortion	1-6

- Willingness to be Candid About Strengths and Weaknesses
- Desire for Social Conformity

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

4 Fit

Equivocation	1-6

- Ability to Follow Instructions
- Indicates the Ability to Commit to an Opinion or Viewpoint

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

2 Fit

Joe Applicant
10/1/2007

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Scoresheet
Customer Service Rep

Mental Aptitudes

Provides distinct measurements of cognitive ability assessing how an individual will approach job functions from a mental standpoint.

Mental Acuity	Slow To Learn				4	(5)	6				Fast to Learn
Numerical Perception	Imprecise							7	(8)	9	Accurate
Basic Math	Low Skills								(8)		High Skills

Performance Scales

Provides measurements of behavior representing an individual's primary personality traits and how they typically behave.

Energy	Restless					5	6	(7)			Calm
Flexibility	Flexible				4	5	6	7	(8)		Rigid
Organization	Disorganized	(1)			4	5	6	7			Planful
Communication	Reserved			3	4	5	6		(8)		Interactive
Emotional Development	Impatient				4	(5)	6	7			Tolerant
Assertiveness	Cooperative	1	2	3	4	5	(6)				Authoritative
Competitiveness	Team Player			3	4	5	(6)				Individualist
Mental Toughness	Sensitive				(4)	5	6				Tough
Question/Probing	Trusting				4	5	6	(7)			Skeptical
Motivation	Security	1	2	3	4	(5)					Recognition

Validity Scales

Provides measurements of internal validity providing insight into the accuracy of the individual's responses to the Performance Scales.

Distortion	Frank Answer	1	2	3	(4)	5	6			Exaggerates
Equivocation	Chose Alternate	1	(2)	3	4	5	6			Chose Middle

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

AREAS OF CONCERN: Scores of 1 OR 2 in any of the following dimensions: *Energy, Flexibility, Emotional Development OR Mental Toughness.*

NOTE: Blue blocks are of primary importance as they represent the desired range for that characteristic. Scores within that range, or with no range identified, have a white circle. Scores outside the desired range will have a gray circle.

* NO SIGNIFICANT HISTORY OF STEALING

* NO SIGNIFICANT HISTORY OF DRUG OR ALCOHOL ABUSE

Introduction

Success in any business will largely be determined by how wisely an organization invests in its Human Capital Infrastructure.

When hiring a new employee or promoting a current employee, investing in a well thought out interviewing process is a critical point of action in terms of impacting the productivity and profitability of your organization!

Utilizing these assessment results enables all who are involved in the interviewing process to better evaluate the candidate's cognitive traits and knowledge, as well as their performance traits to more effectively determine job and cultural fit, as well as training and development needs.

In hiring the right person, success hinges on determining the FIT with the job. Therefore, it is recommended that a majority of the interviewer's time be spent on probing key behaviors and values that drive successful performance in the specific job being assessed. When using a behavioral interviewing methodology, a candidate's past behavior is the best predictor of current and future behavior.

Following are the interview questions which an interviewer may choose to use in the candidate interview process. These interview questions are generated to assist the interviewer to probe the aptitude and performance traits that are consistent with successful job performance. You will note that the questions are written in a way that probe past behaviors in previous employment experiences to better determine job fit.

NOTE: 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. Rather than pursuing behaviors that are rooted in past work experience, the interviewer can probe life experiences that may enable them to probe relevant behaviors and values in performing the job.

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Interview Questions

Organization

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

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.

Interpretive Guide: 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?

Interpretive Guide: 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?

Interpretive Guide: 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?

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Interview Questions

Communication

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

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

Interpretive Guide: 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?

Interpretive Guide: 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?

Interpretive Guide: 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?

Questioning/Probing

Measurement of the individual's desire to question and probe, rather than accept instructions, directives and information at face value.

Describe how you maintained a positive attitude in your last job. Is maintaining a positive attitude important to you?

Interpretive Guide: Does the candidate appear enthusiastic and positive? Does the candidate have the ability to overcome negative thoughts in orderto maintain a positive attitude?

Tell me about a time when you allowed distrust to come between you and a co-worker. What did you do to rectify the problem?

Interpretive Guide: Does it appear the candidate understands the need to trust others? Was the candidate able to rectify the problem and if so, does he or she admit that cynicism is a personal problem?

Thinking back to your previous job or jobs, what one problem stands out in your mind regarding a manager or supervisor you had? Describe the problem and how you coped with it.

Interpretive Guide: Does the candidate appear to be overly critical of management? Did the candidate become louder or appear angry when discussing a prior manager or supervisor's demeanor? Was the candidate willing to accept any of the blame for the problem?

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