

The Achiever

Assessment For: Cynthia Albertson
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Position: Customer Service Representative

Company: Acme Sales Company
Report Type: Customer Service Rep

Assessment Date: 5/5/2008

For More Information
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----- **Mental Aptitudes** -----

Mental Acuity

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Albertson is high in Mental Acuity, indicating she is a very fast thinker with a high degree of critical thinking ability. She has excellent problem solving capabilities and can reason through and make good decisions based on knowledge, intuition and reasoning skills. She will not only enjoy, but will require, mentally challenging work for job satisfaction.

Business Terms

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Cynthia has an average understanding of business terminology obtained either on the job or in a business class.

Memory Recall

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Albertson is very interested in events happening in the world around her and should have a strong knowledge of competitive information and techniques, as well as economic trends which relate to her job.

Vocabulary

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Albertson's language skills are above average, enabling her to communicate effectively. She is capable of highly complex interchanges and will exhibit confidence in her ability to interact with others.

Numerical Perception

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Cynthia's average Numerical Perception score indicates that she can handle moderate amounts of detail work, but her work should be monitored for accuracy. A vision problem, tension, or carelessness may affect the Perception score. Generally, she will pay close attention to her work and follow directions carefully.

Mechanical Interest

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Cynthia shows some interest in machines and is probably willing to devote extra time to learn the technology used at work. Please note that this mental aptitude measures interest, not mechanical ability.

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

Energy

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Albertson has a good level of energy and takes an energetic approach to work and other matters. She has a high drive level, but is generally able to control energy sufficiently to concentrate and accomplish assignments in a timely, yet effective manner.

Flexibility

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Cynthia has a good sense of integrity and is an ethical individual who is focused on what she wants to accomplish. She will also be flexible and adaptable to change, as well as able to handle multiple job demands and assignments. She is also interested in obtaining customer satisfaction by providing good service. She can be creative or stick with the "tried and true," depending on the circumstances. Even though she will try to generate new solutions to problems, and new ways to use existing applications of products or services, she will be concerned about quality prior to implementing a change. She can be inventive, but will test her new ideas and concepts to be certain any risks involved are minimal.

Organization

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Even though Ms. Albertson understands the importance of good organizational habits, she is also a good improviser who can adapt her schedule to unforeseen contingencies. She is usually focused on deadlines and strives to make good use of the time and resources she has available to her to reach organizational goals, but may occasionally lose sight of priorities.

Communication

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Cynthia has an interactive, sharing style of communicating and will be a good collaborator who will share her own thoughts and knowledge with others. Even though she is open and interactive and feels comfortable articulating her thoughts to people, she does not require constant contact with people to be content.

Emotional Dev

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Albertson has a good level of self-confidence and self-esteem, but not so much as to be unrealistic. She is willing to wait a reasonable time for results without becoming upset or frustrated.

Assertiveness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Cynthia can take control, maintain order, and express her opinions, but is open to the ideas of others and will not actively seek out conflict. She will attempt to influence and direct others, but not to the point of appearing unnecessarily demanding.

Competitiveness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Albertson does not have a strong competitive nature, preferring to enjoy life, rather than view it as a struggle to win. She places a strong emphasis on maintaining friendships with co-workers and job satisfaction is measured, in part, by developing and maintaining cordial relationships with others. Lacking a sense of competitiveness, effectiveness and productivity may suffer due to her placing too great an emphasis on friendships.

Mental Toughness

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Cynthia is a very sensitive person who is concerned about the needs of others. She prefers working in a comfortable environment free from criticism, rejection, etc. Criticism can hurt her feelings and she may allow emotions to take over when making good business decisions.

Questioning /Probing

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Cynthia is basically trusting, and usually positive and accepting, but not to the point of being gullible. She will probe and look further into issues when necessary, but is not of the opinion that she has to be suspicious of everyone and everything.

Motivation

① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Cynthia needs some job security, but can be motivated by recognition for her achievements when the rewards are sufficient. Even though she will be willing to put in occasional extra hours and effort to complete a project, job security is still the primary incentive. She will, however, usually respond to the promise of a raise, bonus, incentive or reward for improved performance.

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

Distortion

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Ms. Albertson is a secure person who is not afraid to admit her weaknesses. She is also good at assessing her strengths. She tends to be open and frank.

Equivocation

- ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

She has scored within our acceptable equivocation range.

This report is confidential and is an opinion based on test results and other available data. In the selection process it may count up to one third (1/3) of the decision process along with the interview, reference check, education and experience.

Score Sheet

Customer Service Rep

Mental Aptitudes												
		1	2	3	4	5	6	7	8	9		
MENTAL ACUITY	Slow Learn	[.]						X				Fast Learn
BUSINESS TERMS	Uninformed	[. X]									Knowledgeable	
MEMORY RECALL	Unaware	[.]						X				Aware
VOCABULARY	Limited	[.]						X				Strong
NUMERICAL PERCEPTION	Imprecise	X [.]									Accurate	
MECHANICAL INTEREST	Indifferent	X [.]									Interested	
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.

Leadership Traits Assessment

Introduction

This report section evaluates Cynthia's traits in five key areas of leadership:

- Planning
- Organizing
- Staffing
- Coaching
- Facilitating

Areas with good leadership traits are identified on the following pages as well as those where training or development would be beneficial.

Cynthia may or may not be one of the better people employed in a specific organization. If Cynthia is a top performer in your organization, when compared to top performing leaders across America and Canada, this report segment may still highlight areas where development could make the individual a still better leader. Therefore, this Leadership Traits assessment should be reviewed in light of "what could make a good leader even better," with understanding that within human beings, there is always room for improvement.

Leadership Potential

Summary Report

for: Cynthia Albertson

Cynthia has good leadership potential in the following area(s):

- Planning
- Facilitating

Cynthia's Training & Development Needs are:

- **Organizing** - learn how to organize and make better use of time and assets required to successfully perform the job or job requirements.
- **Staffing** - learn how to make better staffing selections as well as how to train, motivate and lead others.
- **Coaching** - learn how to better lead others to achieve what they are capable of as well as fulfilling the requirements of the job or job functions.

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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 Mental Acuity

Mental Acuity - Measurement of how quickly an individual comprehends information and is able to reason through and solve problems.

-----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

Describe your most challenging job. What made the job so challenging?

Give me an example of a time you were faced with a problem for which there appeared to be no solution. What steps did you take to resolve the issue?

All jobs, over time, can become monotonous and routine. Tell me how you keep yourself challenged, motivated and enthusiastic about a job once you've learned and become proficient at it.

What was the last major skill or course of study you accomplished? Did you learn this skill or gain this knowledge on the job, or on your own?

Interpretive Guides

Did the candidate describe circumstances which are likely to occur in this position? Does the candidate appear to accept responsibility and find ways to keep him/herself motivated?

Does the candidate appear to have good reasoning skills and the ability to resolve problems? Does it appear the candidate takes calculated risks in order to resolve crises? Is the candidate willing to admit limitations and ask for the input of others?

Does the candidate have a way to deal with boredom and keep him or herself challenged? Are there other activities the candidate enters into in order to obtain mental challenge? Is the candidate willing to take the initiative to learn new things without being directed to do so by management?

Is the candidate willing to keep skills and knowledge honed? Does it appear the candidate functions below his or her level of capability? Does it appear the candidate realizes his or her high mental ability and uses it to full advantage?

Interview Questions for Competitiveness

Competitiveness - Measurement of the individual's desire to compete against others and win, versus desire to work as part of a team.

-----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

Tell me about a time when you competed for a job, or entered into some other type of competitive endeavor, and lost. How did that make you feel?

In a prior job, give me an example of a sacrifice you have had to make in order to be successful. Do you believe the sacrifice was worth it? Would you make that sacrifice again?

Give me an example of a time when you had to ask for others' help in order to complete a difficult, challenging project. Did it bother you to have to ask for help? Why or why not?

What is the most competitive endeavor you have been part of in the last few years?

Interpretive Guides

Does the candidate get easily discouraged over failure? Does the candidate appear to take failure too personally? Does the candidate appear to have a realistic, mature outlook on trying and failing versus trying and succeeding?

Do the candidate's ideas of what it takes to be successful fit in with the company's corporate viewpoints? Does the candidate appear to be appropriately goal-oriented, yet also realistic and mature in his or her viewpoints?

Does it appear the candidate is team-spirited and willing to ask for others' help? Does it appear the candidate had rather fail to reach a goal than ask for someone else's help in order to reach the goal?

Has the candidate participated in any type of competitive endeavor recently? Was the competitive endeavor the candidate participated in a team endeavor, or one he or she worked towards and reached alone? Is the candidate goal-oriented to any degree?

Interview Questions for Mental Toughness

Mental Toughness - Measurement of the individual's ability to work long hours in a high-pressure environment meeting critical deadlines, as well as the individual's sensitivity and ability to exhibit empathy towards others.

-----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

Tell me about a time you became very disappointed or discouraged in your past job. What caused these feelings and how did you get past them?

Describe a time, in a prior job, when you were unjustly criticized. What were the circumstances and how did you react?

Tell me about the most unpleasant work environment you've been in thus far. What made the working environment so unpleasant?

Tell me about a time when you allowed emotions to play too large a part in a decision you made at work. What was the outcome of the decision? What did you learn from this experience?

Interpretive Guides

Does it appear the candidate is easily discouraged or disappointed? What coping skills did the candidate exhibit in order to deal with this situation? Is this type of scenario likely to occur in the position for which the candidate is applying?

Can the candidate handle criticism appropriately? Were the steps the candidate took when unjustly criticized mature and appropriate? Does the candidate appear to understand the difference between constructive criticism and non-constructive criticism?

Was the work environment unpleasant because of certain people, or because of surroundings, i.e., temperature, lack of privacy, etc.? Are these environmental factors present in this position? Is the candidate capable of dealing with a moderate amount of unpleasantities?

Does it appear the candidate is overly emotional? Does the candidate understand the problems associated with making decisions based too much on emotion? Was the candidate able to resolve the problem and if so, were the steps he or she took appropriate, logical and mature?

Development Suggestions

Introduction

The behavior of each individual is influenced by genetics, biochemistry and environment. The individual's scores related in this assessment depict the individual as of the date and time the individual took the assessment.

Major changes in biochemistry and/or environment can change the scores on the assessment. Effective training and/or development that the individual is exposed to can and should also affect scores.

Consequently, for those individuals who seek to achieve higher levels of productivity and success in their jobs and life, and for those employers who desire such for the people they employ, we have carefully reviewed the training and development materials available in the marketplace and have selected for recommendation those that we deem appropriate to suggest in areas where the person assessed could benefit most from growth and development.

We trust that you will find these suggestions helpful.

Personal Development Suggestions

Competitiveness - Reflects measurement of concern about making and keeping friendships as opposed to competing, winning and achieving individually.

You do not have a strong individualistically competitive nature, preferring to enjoy life, rather than view it as a struggle to win personally. You place a strong emphasis on maintaining friendships with co-workers, and job satisfaction is measured, in part, by developing and maintaining cordial relationships with others. You would not enjoy a position in which your effectiveness was compared to others in any type of competitive ranking.

Your self-affirmation sentence:

"I am a winner!"

Steps to Effect Change

1. Your first attempts to compete should be toward some easily reachable goal.
2. Although competition is a basic part of life, a competitive spirit is more important in some jobs than in others. If you are cast in a role calling for a strong competitive spirit, begin by competing against your own former best efforts. Competing against yourself and achieving will instill within you greater self-confidence.
3. It's great for you to engage in some type of competitive sport or activity and really strive to win. When you see that others won't hold it against you, even if you win, you will feel more comfortable in a competitive role the next time.
4. Set a desire for a particularly desirable object, goal or result in your mind and then work hard to achieve it by setting small goals which ultimately lead to your main objective.

Personal Development Suggestions

Mental Toughness - Evaluates emotional strength

You are a very sensitive person who is concerned about the needs of others. You prefer working in an aesthetic, comfortable environment free from criticism, rejection, etc. Criticism may hurt your feelings and you can allow emotions to take over when making good decisions.

Your self-affirmation sentence:

"I 'hang tough' when life gets me down."

Steps to Effect Change

1. It is important that you have "significant others" in your life who can provide reinforcement when you are down, especially after a series of negative events in your life.
2. The weather, noise, unpleasant conditions, etc., really discourage you. As much as possible, learn to block unpleasanties such as these out of your mind, especially if you have little or no control over them.
3. Physical illness and stress can cause lower stamina levels, so a balanced exercise program, proper diet, and regular check-ups are encouraged. If you are currently experiencing an unusual degree of stress, look at matters very objectively if you start to get your feelings hurt or take offense with something someone has said. It is common to take things too personally when you are feeling ill or under stress.
4. Developing coping skills to control stress is important for the more sensitive individual. Using your sense of humor or writing in a journal are two examples of positive coping skills.

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Online Courseware

Competitiveness

When working with others, your competitive level may be influencing how effective you are in your relationships. You may benefit from the following development suggestions:

Seminars / Workshops:

- Models for Management ™ by Teleometrics International

Self-paced e-Learning:

- [Effective Personal Productivity](#) - Lesson 5: Empowering the Team

To access recommended online courseware, visit www.lmiuniversity.com.

