



## John Sample

Date 11/06/2013  
Time 7:50 PM

Candidate ID 3116  
Email cSample@frontier.com  
Job Title Applying For Retail District Manager

Organization Silverwood Associates

To ensure you are obtaining the full benefits available to you from the use of this assessment, please read the information contained in this report carefully. By using the information provided in this report, you are acknowledging that you understand the general guidelines for interpreting the assessment results.

While this assessment was designed to help assess various aspects of personality and/or skills, the report results are presented in terms of probabilities. False Positives and False Negatives are expected. PsyMetrics and the test developer are not liable for test taker behaviors.

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## What the Elite Manager Profile Measures

The Elite Manager Profile is a general indicator of the individual's ability to lead and manage others. Adding the Elite Intellect Profile helps identify those who can also problem solve, learn and think quickly.

The areas assessed by this Profile are:

<b>Achievement Drive</b>	Achievement Drive measures the degree to which the individual is likely to be competitive and driven to be the best. This characteristic is important for jobs where the attainment of established goals and benchmarks are important (e.g., sales jobs). It is also important for jobs where there may be competition within departments or between coworkers and positions where the individual is expected to grow and advance to higher levels within the organization.
<b>Assertiveness</b>	Assertiveness measures the degree to which the individual is likely to assert him/herself, speak his/her mind and enjoy taking control or the lead in group situations. This characteristic is important for jobs where a strong personality is a plus (e.g., most sales jobs and managerial positions).
<b>Leadership</b>	Leadership measures the degree to which the individual has the necessary interest, ability and disposition necessary to perform in a leadership capacity. Leadership is important for jobs that require the management of others and/or the coordination of the work of others to accomplish the organization's goals. Supervisors, managers and team or group leaders need leadership characteristics to be successful.
<b>Self Confidence</b>	The Self Confidence scale measures the degree to which the individual is likely to be self-assured, independent and is confident in his or her decisions and actions.
<b>Stress Management</b>	Stress Management measures the degree to which the individual is likely to demonstrate patience and stress tolerance during challenging work-related situations. This characteristic is appropriate for jobs requiring interactions with customers, multi tasking and jobs in fast paced organizations to name a few examples.
<b>Supervision</b>	Supervision measures the degree to which the individual has the ability and disposition to motivate others, relate well to employees, create a sense of unity among staff, and maintain high levels of employee satisfaction. Supervision skills are important for jobs that require overseeing and managing others.

### Candidness of the Elite Manager Profile Results

This Profile includes a candidness check to determine the degree to which the individual may have exaggerated his/her responses in order to present themselves more favorably. The results of this validity check with interpretation is presented on the following page.

### Interpreting the Elite Manager Profile

The following page also presents the Total Score Summary and Total Score Interpretation. This is followed by the Score Profile. The Score Profile includes the scores for all of the scales. The scores are presented in terms of percentiles. The percentile indicates how the candidate scored relative to all other individuals who have taken the assessment. For example,



if a candidate's score on a particular scale shows as the 75th percentile, this indicates he/she scored better than 75% of all other people who have completed that scale.

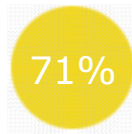
The pages that follow the Score Profile provide detailed interpretations for each of the scales, as well as, management strategies and follow-up interview questions one can ask the candidate to obtain more insight with respect to areas needing development.



## Total Score Summary



Caution



**Average**



High

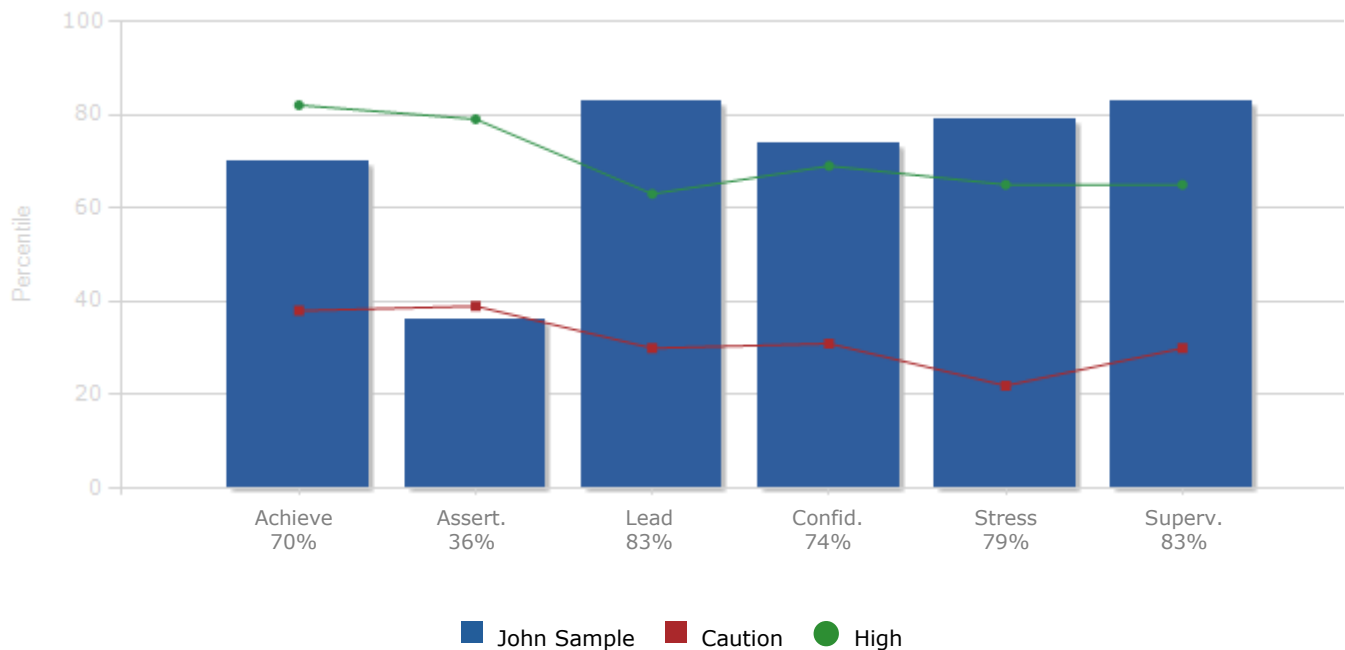
## Total Score Interpretation

This candidate's total Elite Manager Profile score falls within the Average range. This candidate generally demonstrates moderate to average levels of the behavioral characteristics necessary for managerial success. If the candidate is to be exceptional in managerial jobs, he/she needs to strengthen some of these behaviors. Review individual scale details to better understand strengths and potential shortcomings. This individual's overall level of the behavioral characteristics assessed here are consistent with that of most other candidates.

## Score Validity

**Candidness:** Low - The candidate may be attempting to make him/herself look good by answering the questions in a socially desirable manner. Follow-up interview questions are recommended, particularly for those individuals who scored high on the Positive Attitude Profile scales.

## Score Profile



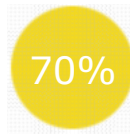
The bar graph above shows the candidate's score pattern across all the dimensions assessed by this profile. The pages that follow offer detailed insight into each dimension score.



## Achievement Drive



Caution



**Average**

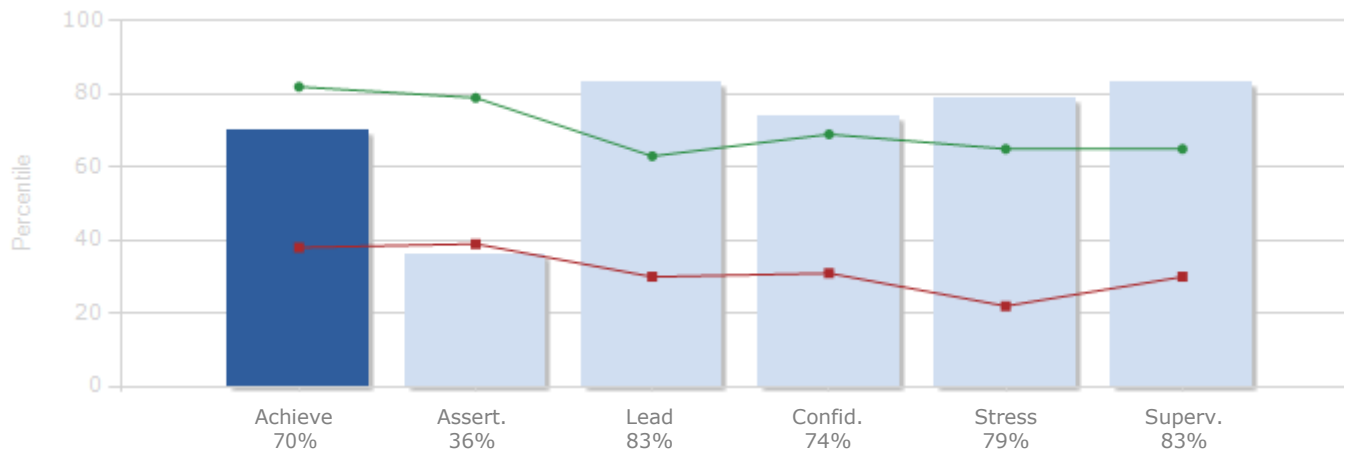


High

### Score Details

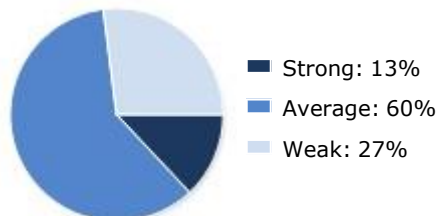
Achievement Drive measures the degree to which the individual is likely to be competitive and driven to be the best. This characteristic is important for jobs where the attainment of established goals and benchmarks are important (e.g., sales jobs). It is also important for jobs where there may be competition within departments or between coworkers and positions where the individual is expected to grow and advance to higher levels within the organization.

John Sample scored in the **70th** percentile on Achievement Drive (Average), meaning Craig scored better than 70 percent of other candidates who have completed this assessment.



### Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Achievement Drive behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Achievement Drive.

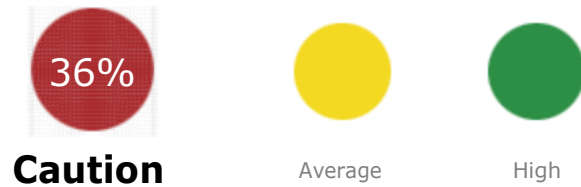


### Expected Job Behaviors

- Competitive nature is moderate to average.
- They are content with satisfactory performance.
- This individual's achievement drive score is consistent with most other candidates.
- While they strive to perform well, they are not driven to always be the best.
- Goal achievement is important but not critical.



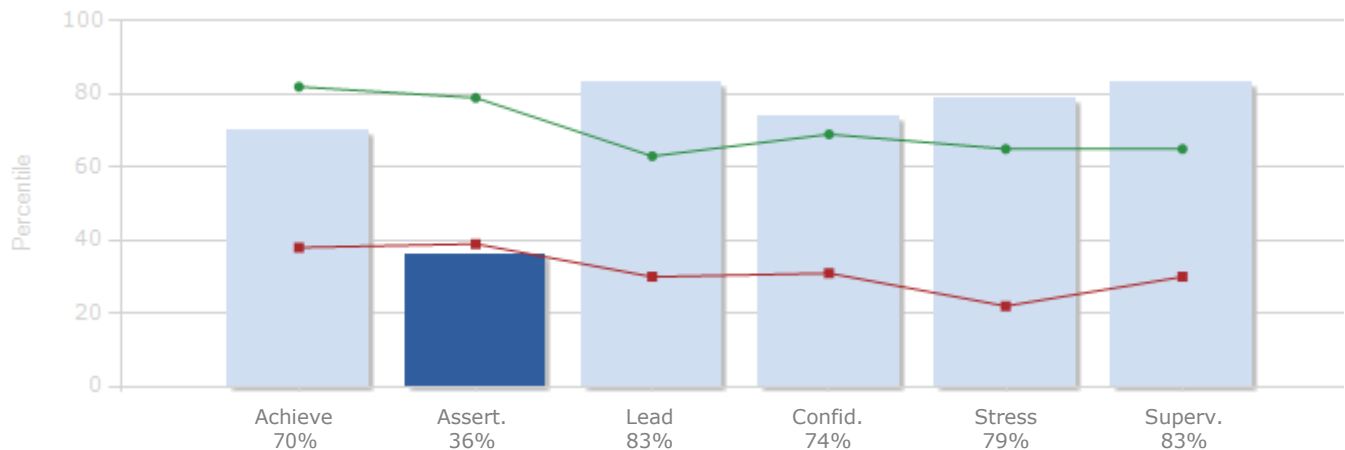
## Assertiveness



### Score Details

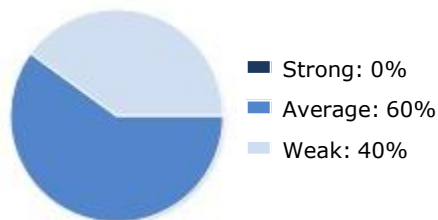
Assertiveness measures the degree to which the individual is likely to assert him/herself, speak his/her mind and enjoy taking control or the lead in group situations. This characteristic is important for jobs where a strong personality is a plus (e.g., most sales jobs and managerial positions).

John Sample scored in the **36th** percentile on Assertiveness (Caution), meaning Craig scored lower than 64 percent of other candidates who have completed this assessment.



### Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Assertiveness behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Assertiveness.



### Expected Job Behaviors

- May find it difficult to say what is on his/her mind.
- Tends to take a passive approach when dealing with others.
- May struggle to take control of situations when appropriate.
- Finds it a challenge to be persuasive.



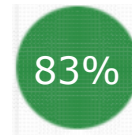
# Leadership



Caution



Average

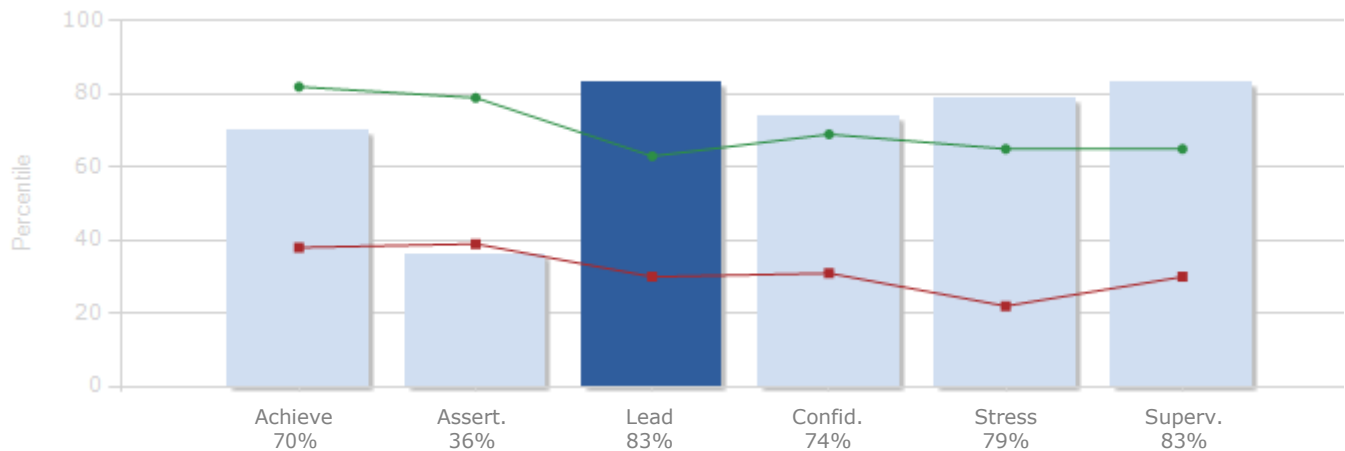


**High**

## Score Details

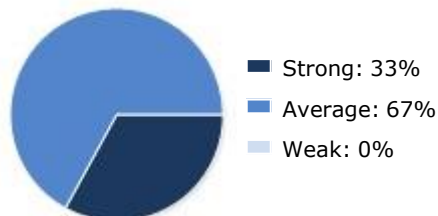
Leadership measures the degree to which the individual has the necessary interest, ability and disposition necessary to perform in a leadership capacity. Leadership is important for jobs that require the management of others and/or the coordination of the work of others to accomplish the organization's goals. Supervisors, managers and team or group leaders need leadership characteristics to be successful.

John Sample scored in the **83rd** percentile on Leadership (High), meaning Craig scored better than 83 percent of other candidates who have completed this assessment.



## Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Leadership behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Leadership.



## Expected Job Behaviors

- This individual has the interest, ability, and disposition necessary to be effective in a leadership role.
- Is able to coordinate the work of others.
- He/she has the ability to influence others.
- Enjoys being in a leadership role and the responsibilities that come with it.



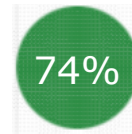
## Self Confidence



Caution



Average

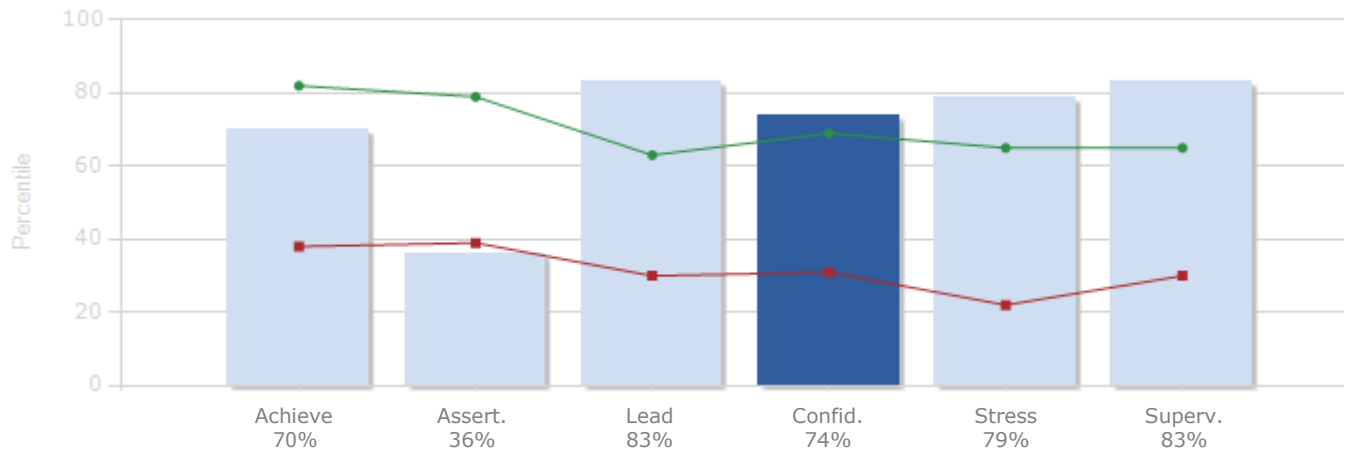


**High**

### Score Details

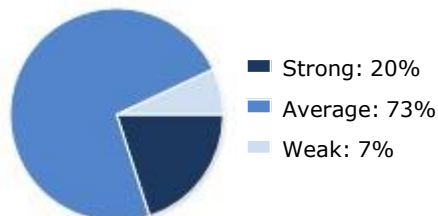
The Self Confidence scale measures the degree to which the individual is likely to be self-assured, independent and is confident in his or her decisions and actions.

John Sample scored in the **74th** percentile on Self Confidence (High), meaning Craig scored better than 74 percent of other candidates who have completed this assessment.



### Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Self Confidence behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Self Confidence.



### Expected Job Behaviors

- Is self-assured.
- Is confident in his/her decisions and actions.
- Is not overly affected by what others think of him/her.
- Tends to bounce back from disappointments because he/she knows inside that he/she can overcome difficult situations.





## Stress Management



Caution



Average

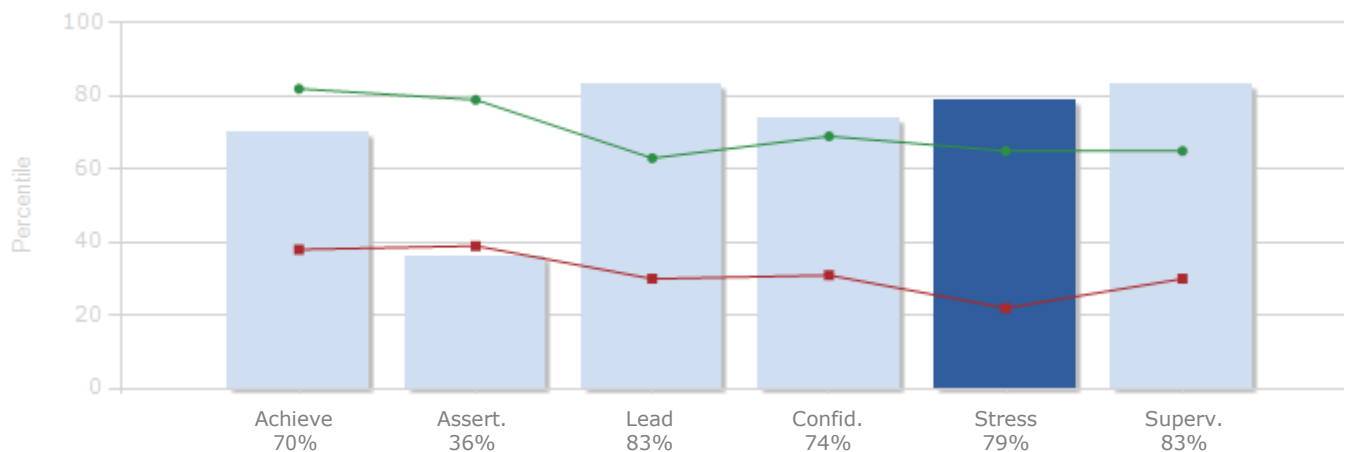


**High**

### Score Details

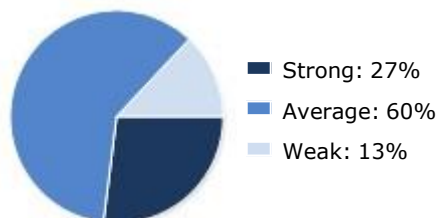
Stress Management measures the degree to which the individual is likely to demonstrate patience and stress tolerance during challenging work-related situations. This characteristic is appropriate for jobs requiring interactions with customers, multi tasking and jobs in fast paced organizations to name a few examples.

John Sample scored in the **79th** percentile on Stress Management (High), meaning Craig scored better than 79 percent of other candidates who have completed this assessment.



### Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Stress Management behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Stress Management.



### Expected Job Behaviors

- This candidate will demonstrate patience during difficult work situations.
- He/she will remain calm during times of conflict with customers and co-workers.
- Is able to deal effectively with change at work.
- He/she remains cool under high-pressure situations and therefore makes appropriate decisions in these circumstances.



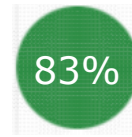
## Supervision



Caution



Average

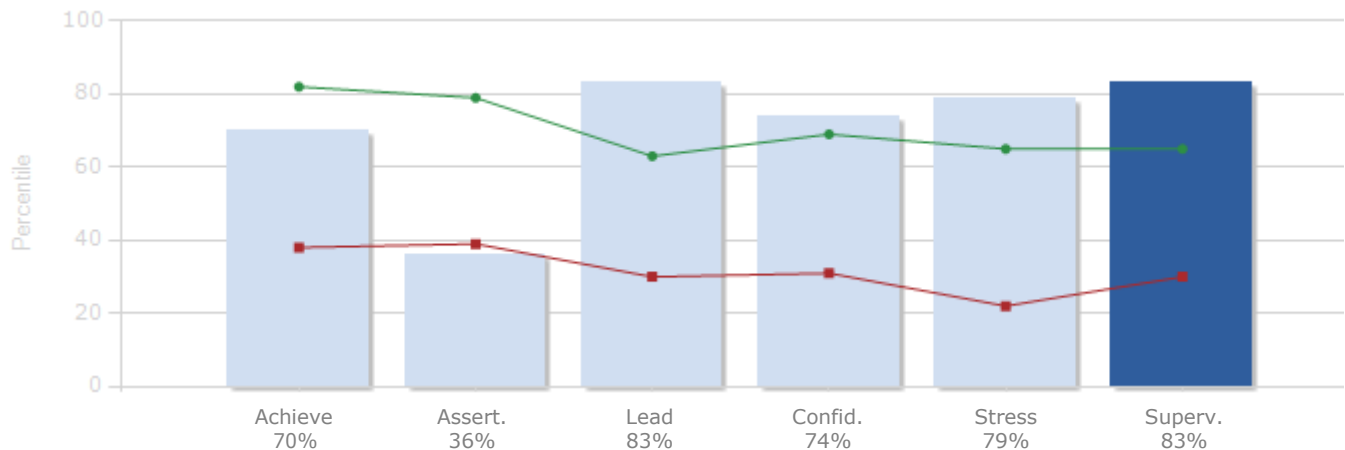


**High**

### Score Details

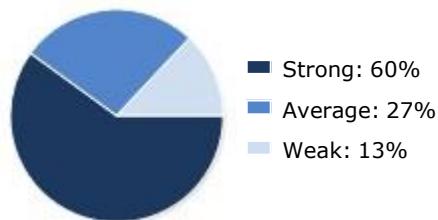
Supervision measures the degree to which the individual has the ability and disposition to motivate others, relate well to employees, create a sense of unity among staff, and maintain high levels of employee satisfaction. Supervision skills are important for jobs that require overseeing and managing others.

John Sample scored in the **83rd** percentile on Supervision (High), meaning Craig scored better than 83 percent of other candidates who have completed this assessment.



### Strength of Candidate's Responses

The graphic below shows the candidate's response pattern for the Supervision behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Supervision.



### Expected Job Behaviors

- This individual has the ability and disposition to motivate others.
- Is likely to be able to maintain high levels of employee satisfaction.
- He/she relates well to employees and creates a sense of unity among staff.
- Is approachable.



## Management Strategies

This section of the report offers suggestions for developing or managing the candidate based on his/her Profile responses. The diagram below also offers a graphical representation of the areas covered by the Profile. The smaller the area, the more coaching/development might be required.

### Achievement Drive

- Candidates who score in this range from time to time need to be motivated to push themselves and to do what it takes to get the job done.
- Develop competitive strategies at work and during training.
- Focus on strategies to reach goals involving desired business achievements.
- Work to motivate the individual to push himself during challenging work situations.



### Assertiveness

- This candidate's training needs to focus extensively on building self esteem and product/service knowledge so that when they need to assert their point of view they have the confidence and ability to do so.
- Role playing situations that require assertiveness need to be built into his/her training.
- Success in performing job responsibilities that require assertive behaviors need to be rewarded.
- May want to also consider assigning the individual to jobs where assertiveness is not a requirement.



### Leadership

- Give the individual the opportunity to take a leadership role. Recognize and praise positive performance in this area.
- This individual's ability to influence others is one of his/her strengths. Engage the individual in work that requires influencing tactics.
- He/she should be considered for taking the lead in team exercises/projects.
- Sometimes these individuals use their influencing abilities for self-gain rather than for the benefit of the organization. If this occurs, take appropriate corrective action.



## Self Confidence

- Maintaining high levels of confidence require continuing to build self-esteem levels. Continue to point out and reinforce the candidate's positive decisions, behaviors and performance through praise and appreciation.
- Minimize negative comments and criticisms. Focus on the positives. High levels of self-confidence sometimes come with a stubborn demeanor that may be exaggerated by negative comments.
- While being self-confident is important for business success, care must be taken to make sure the individual's high level of confidence does not diminish the importance of considering the advice of others, including managers.
- While this individual's level of confidence and perceived control is a definite strength, be aware that at times it may also raise some difficulties associated with over confident behaviors.



- Achievement Drive 70%
- Assertiveness 36%
- Leadership 83%
- Self Confidence 74%
- Stress Management 79%
- Supervision 83%

## Stress Management

- Given this candidate's ability to handle stressful situations, he/she may have a tendency to take on more work than they should. Monitor their workload and offer assistance when appropriate.
- Use their calm demeanor in pressure situations to help those that become overwhelmed. Have them train others in how to best deal with stressful work situations.
- Use these individuals as problem solvers during high stress situations. Their calm demeanor is ideal for carefully reviewing all options and making rational decisions.



- Achievement Drive 70%
- Assertiveness 36%
- Leadership 83%
- Self Confidence 74%
- Stress Management 79%
- Supervision 83%

## Supervision

- Utilize this individual as a team leader.
- His/her ability to motivate others and create a sense of unity should be beneficial when trying to implement new projects or ideas.
- He/she should be in a position where they have the ability to influence others.



- Achievement Drive 70%
- Assertiveness 36%
- Leadership 83%
- Self Confidence 74%
- Stress Management 79%
- Supervision 83%



## Interview Guide

This report includes follow-up interview questions that focus on those areas where further development might be needed. These questions serve as an excellent guide during the hiring process, coaching or developmental efforts to further uncover potentially negative behavioral tendencies.

### Achievement Drive

**Question:**

Give past work examples of situations where you have felt uncomfortable being competitive.

Response Notes:

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Response Expected of a  
Poor Performing Employee

1

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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**Question:**

Describe work situations when you were not able to take a risk when others did? Why did you hold back?

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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**Question:**

How have you handled competition at work? Is it more disruptive than healthy?

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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**Question:**

How important is it for you to win? What have been the consequences for losing? In your opinion, what is more important, the journey or the outcome of your trip?

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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**Question:**

Please give examples from your experience of employees or coworkers you felt were overly competitive. Please describe their behavior and how it differed from yours.

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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**Question:**

Would you rather compete or compromise? Give work-related examples of when you would do one over the other.

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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## Assertiveness

**Question:**

Have there been times when you wished you could have stated what you were thinking? What keeps you from expressing your true opinion?

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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**Question:**

What do you do when you don't agree with your supervisor or manager? Do you let him/her know? Describe previous work situations when you did not speak up.

Response Notes:

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Response Expected of a  
Poor Performing Employee

Response Expected of a  
Satisfactory Employee

Response Expected of an  
Excellent Employee

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**Question:**

Would you say you are more laid back than assertive? Give examples from your work experience to support your answer.

Response Notes:

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Response Expected of a  
Poor Performing Employee

Response Expected of a  
Satisfactory Employee

Response Expected of an  
Excellent Employee

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**Question:**

Describe your comfort level when you have to be assertive with a customer or coworker? How have you handled these situations in the past? Give specific work examples.

Response Notes:

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Response Expected of a  
Poor Performing Employee

Response Expected of a  
Satisfactory Employee

Response Expected of an  
Excellent Employee

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**Question:**

Describe a work experience when you had to take charge but found it difficult to do so. Does this happen often?.

Response Notes:

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Response Expected of a  
Poor Performing Employee

Response Expected of a  
Satisfactory Employee

Response Expected of an  
Excellent Employee

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**Question:**

What situations have your coworkers observed that might cause them to say you are more easy going than you are assertive?

Response Notes:

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Response Expected of a Poor Performing Employee		Response Expected of a Satisfactory Employee			Response Expected of an Excellent Employee	
1	2	3	4	5	6	7

**Question:**

How would your coworkers describe you in terms of your aggressiveness or assertiveness? Why would they have this impression of you?

Response Notes:

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Response Expected of a Poor Performing Employee		Response Expected of a Satisfactory Employee			Response Expected of an Excellent Employee	
1	2	3	4	5	6	7

**Question:**

How do you handle conversations with assertive customers or coworkers? How do you maintain control?

Response Notes:

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Response Expected of a Poor Performing Employee		Response Expected of a Satisfactory Employee			Response Expected of an Excellent Employee	
1	2	3	4	5	6	7

**Question:**

Describe for me instances when you wished you had been more assertive? Give work-related examples.

Response Notes:

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Response Expected of a Poor Performing Employee		Response Expected of a Satisfactory Employee			Response Expected of an Excellent Employee	
1	2	3	4	5	6	7





## Leadership

**Question:**

Explain situations you have faced where you have had to tell co-workers or staff members what to do. What was difficult about those situations?

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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**Question:**

In the past, were you more comfortable following the direction of the team leader or leading the team yourself? Give specific work examples.

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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## Self Confidence

**Question:**

Tell me about a time when you had to make an important work-related decision. Did you seek the advice of others or did you take matters into your own hands? What was the outcome?

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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**Question:**

Tell me about a time when you were worried that you would not be able to perform your work as expected? What was the outcome? Do these thoughts occur often?

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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**Question:**

Tell me about work situations where being self-confident might affect one's work in a negative manner. How would you describe your confidence level at work?

Response Notes:

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Response Expected of a  
Poor Performing Employee

Response Expected of a  
Satisfactory Employee

Response Expected of an  
Excellent Employee

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**Question:**

Tell me about a time when you wished you had the confidence to do something you normally would not do. How has this lack of confidence affected your work?

Response Notes:

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Response Expected of a  
Poor Performing Employee

Response Expected of a  
Satisfactory Employee

Response Expected of an  
Excellent Employee

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## Stress Management

**Question:**

How have work pressures affected your work? How often does your workload seem overwhelming?

Response Notes:

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Response Expected of a  
Poor Performing Employee

Response Expected of a  
Satisfactory Employee

Response Expected of an  
Excellent Employee

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**Question:**

How would you describe yourself when it comes to dealing with stressful work-related situations? Do you get anxious or remain calm? Please give work-related examples.

Response Notes:

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Response Expected of a  
Poor Performing Employee

Response Expected of a  
Satisfactory Employee

Response Expected of an  
Excellent Employee

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## Supervision

**Question:**

Describe for me tough situations you have had when working in team or group environments?

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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**Question:**

Describe for me work group or team situations when you did not get along with all the group members. What led to this circumstance?

What was the outcome?

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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**Question:**

Why would you say that you are not perceived as being overly generous by your coworkers or staff members? Give examples from your work history.

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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**Question:**

What have been some difficulties you have faced in getting along with coworkers or staff members?

Response Notes:

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Response Expected of a  
Poor Performing Employee

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Response Expected of a  
Satisfactory Employee

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Response Expected of an  
Excellent Employee

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7



**Question:**

Describe for me some motivational tactics you have implemented in the past with your employees. What was the outcome?

Response Notes:

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Response Expected of a  
Poor Performing Employee

1

2

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Response Expected of a  
Satisfactory Employee

4

5

Response Expected of an  
Excellent Employee

6

7

**Sum of Ratings**

**Number of Questions Rated**

**Average Rating**

(Sum of all ratings divided by the number of questions rated.)

