



Administrative Assistant Assessment Report
 on
Sarah Matthews

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Prepared by: John Lounsbury, Ph.D. & Lucy Gibson, Ph.D., Licensed Industrial-Organizational Psychologists

The following pages represent a report based on the results of a psychological assessment. The profile presented below summarizes key results in each area compared against general population norms (indicated by the descriptors Low, Below Average, Average, Above Average, and High) and with norms for high performers in the type of job for which the candidate is applying (indicated by the shaded areas). The candidate's score is indicated by the diamond symbol: ◆

ALL RESULTS SHOULD REMAIN STRICTLY CONFIDENTIAL

	Low	Below Average	Average	Above Average	High
Agreeableness					◆
Conscientiousness				◆	
Detail Mindedness			◆		
Emotional Stability / Resilience				◆	
Extroversion				◆	
Flexibility			◆		
Impression Management					◆
Integrity				◆	
Intrinsic Motivation					◆
Long Tenure Potential				◆	
Orderliness					◆
Responsive Service				◆	
Tough Mindedness		◆			
Work Drive			◆		

Filing Aptitude 30% Correct

Grammar/Spelling 76% Correct

Personality Assessment

Strengths:

She is very motivated to have smooth, amiable working relationships. Sarah is quite accommodating and compliant, particularly when conflict arises. She tries to be civil and polite at all times.

She fulfills her job responsibilities reliably and conscientiously. Sarah typically does what she says she will do in a manner others can depend on.

She has a sound level of emotional stability. Sarah will be able to take most forms of job stress in stride. She will remain reasonably calm during work crises.

Sarah is typically cordial, friendly, and expressive. On the job, she will usually be an effective communicator who facilitates interactions among people in her workgroup.

She is generally open to change new learning, especially when the need to change has been explained. Sarah is also fairly comfortable with tried-and-true methods.

She is adept at managing the image she presents to customers and coworkers. Sarah will alter her style depending on who she is with in an effort to achieve desired outcomes.

Sarah scores above-average in terms of being honest and rule-following. She will internalize and promote company norms, values, and policies on her job.

Sarah wants a job that provides a variety of positive experiences at work. For her, doing interesting and personally meaningful work is a highly desirable factor in a job. She is highly motivated by such factors as challenge and task variety.

She is very systematic and orderly in her work. Sarah should be good at managing information and keeping things organized.

Sarah tries to meet customers' needs and requests in a timely, personalized manner. She is fairly focused on keeping them satisfied.

Sarah will often base her decisions on her own personal feelings and the perceived feelings of the people she works with, rather than on facts and data. She is likely to demonstrate empathy and understanding in her relations with coworkers.

Sarah has an average work drive, which should be enough to meet most job demands. She will not be an idler or a slacker on the job.

Developmental Concerns:

Sarah is the type of person who tends to take a rather careless approach to her work and does not always do routine checks. Errors are likely so, she is not particularly well suited to a job where detail and accuracy are extremely important.

Sarah could be more flexible and willing to adapt to new procedures.

She can sometimes be too concerned with her public image and how she comes across to other people. Sarah could try to present herself in a more sincere, genuine manner when interacting with coworkers.

Sarah can occasionally be too tender-minded and swayed by her own feelings or the perceived feelings of other people. It may be hard for her to be objective about things. Also, Sarah may sometimes become emotionally wounded and distraught by negative remarks and disapproval from other people.

Sarah may need to rev up her work drive, at times, if she is to really succeed in this job. This may necessitate going above and beyond normal effort levels to meet pressing or irregular job demands.

INTERVIEW QUESTIONS

After reviewing the assessment results for this candidate, you may want to conduct a structured interview to further explore and clarify some specific concerns. The interview questions listed below reflect areas of concern raised by the assessment results. You should keep asking questions until you have gained confidence in your assessment of the candidate. You can use some or all of these questions when interviewing the candidate. You will probably want to customize these questions to best fit your style and what you already know about the candidate as well as the job for which s/he is being considered. Most of these are behavioral description items which ask the candidate to describe specific behavior on the job. Some additional probes which you might want to use with individual questions are:

- * When did this take place?
- * What factors led up to it?
- * What were the outcomes?
- * What did others in the organization say about this?
- * How often has this type of situation arisen?
- * How would you handle it differently in the future?

INTRINSIC MOTIVATION

- Tell me which factors define success for you in a job.
- Describe how your feelings of job satisfaction are affected by how much challenge and variety you have at work.
- Tell me what you would do if your job became repetitive and routine.
- Describe the kind of work that really motivates you.

ORDERLINESS

- Tell me about a time when you organized the elements or parts of a project into a larger whole and came up with an integrated system.
- Describe how you use details to make plans and develop long-term strategies.
- Tell me about a time when you were so focused on details that you got bogged down and spent too much time on a task or assignment.
- Describe your approach to doing long-range planning and strategic development on your job.

TOUGH-TENDER-MINDED

- Describe a time when you made an important decision based primarily on an objective analysis of facts and data. (Compare the candidate's answer on this question with answers to the next question in terms of level of detail and enthusiasm.)
- Describe a time when you made an important decision based on your personal feelings, values, and intuition.
- Describe a situation where you dealt with an employee (or peer) who was consistently negative in meetings or when interacting with other employees. What did you do? What were the results?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result?

WORK DRIVE

- Under what conditions, if any, do you think a company has a right to ask its employees to work long hours? What is the upper limit for you on how many hours/week you are willing to work on an ongoing basis to meet the demands of your job.
- Describe some ways that you think your commitment to your family or personal life away from the job may have limited your advancement opportunities or earnings potential. How do you feel about this?
- What are the potential problems associated with a company expecting too much overtime from their employees or encouraging them to become workaholics?
- Describe how you keep work separate from your home and personal life and how you keep job demands from intruding on

your free time.

- Under what situations would you be willing to work overtime and weekends for your job? How long would you be willing to do so?

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