



Suzanne Example

Potential Strengths

She has a solid ability to reason through abstract, nonverbal information and to solve problems in new situations.

She is self-reliant and is probably comfortable using her own judgment and assuming responsibility for her actions.

She should be comfortable in most social situations.

She is likely to be assertive and enjoy influencing others.

Potential Weaknesses

She appears to be impulsive and likely to make decisions too quickly.

She may be stubborn.

She may tend to be black-or-white in her thinking.

Her drive and work pace appear to be lower than average.

She may be more "talk" than "do."

She may be somewhat sensitive or touchy when criticized.

She may show a temper.

She may be aggressive, competitive or disagreeable in her dealings with others.

Her attitudes toward people appear to be negative. She is probably cautious and slow to trust people.

Other

She may prefer not to have to do detail work personally.

General: Manager, Hiring Manager Report

Norm US General Norm | 5/7/2010



Abilities

Critical Thinking	<input type="checkbox"/>
Abstract Reasoning	<input type="checkbox"/>

Thinking

Reflective	<input type="checkbox"/>
Structured	<input type="checkbox"/>
Serious-Minded, Restrained	<input checked="" type="checkbox"/>
Fact-Based	<input type="checkbox"/>
Realistic	<input type="checkbox"/>

Working

Work Pace	<input type="checkbox"/>
Self-Reliance	<input type="checkbox"/>
Work Organization	<input checked="" type="checkbox"/>
Multi-Tasking	<input type="checkbox"/>
Need for Task Closure	<input type="checkbox"/>
Acceptance of Control	<input type="checkbox"/>
Frustration Tolerance	<input type="checkbox"/>
Need for Freedom	<input type="checkbox"/>
Need for Recognition	<input type="checkbox"/>
Detail Orientation	<input checked="" type="checkbox"/>

Relating

Assertiveness	<input type="checkbox"/>
Sociability	<input type="checkbox"/>
Need to be Liked	<input type="checkbox"/>
Positive about People	<input type="checkbox"/>
Insight	<input type="checkbox"/>
Optimism	<input type="checkbox"/>
Criticism Tolerance	<input type="checkbox"/>
Self-Control	<input checked="" type="checkbox"/>
Cultural Conformity	<input type="checkbox"/>

Other

Positive Response Factor 1	<input type="checkbox"/>
Positive Response Factor 2	<input type="checkbox"/>

Suzanne Example

General: Manager --
Norm: US General Norm

Competency Model: General: Manager --

Decisive Judgment

Making good decisions in a timely and confident manner.

Championing Change

Taking action to support and implement change initiatives effectively.

Planning And Organizing

Effectively organizing and planning work according to organizational needs by defining objectives and anticipating needs and priorities.

Driving For Results

Challenging, pushing the organization and themselves to excel and achieve.

Managing Others

Directing and leading others to accomplish organizational goals and objectives.

Coaching And Developing Others

Advising, assisting, mentoring and providing feedback to others to encourage and inspire the development of work-related competencies and long-term career growth.

Relationship Management

Developing and maintaining positive relationships with individuals outside their work group.

Business Acumen*

Understanding general business and financial concepts, understanding the company's business, and using both general and specific knowledge to be effective.

Integrity*

Upholding a high standard of fairness and ethics in everyday words and actions.

Written Communication*

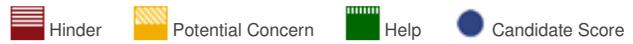
Having the skills to communicate to others in a written format.

**Competencies not strongly helped or hindered by the personality characteristics measured by ASSESS. No judgments are made by ASSESS about these competencies.*

Suzanne Example

General: Manager --
Norm: US General Norm

Decisive Judgment



Assess Personality Implications



Interview Question(s)

Describe some of the decisions you have made recently that had important effects on your business or the people involved. How did you make your decisions? How did you balance the pressures of timeliness and making the right decision? Did you change your decision after making it? Why or why not?

Additional special probes based on Assess results:

Tell me about a time when you decided to use an existing solution when a new or different approach would have been better? Why did this happen? (Is there an overreliance on past solutions?)

Tell me about a time when you made a decision quickly, and it did not go the way you expected. What factors did you miss? (Is there too much emphasis on responsiveness at the expense of a quality decision?)

Championing Change



Assess Personality Implications



Interview Question(s)

Tell me about two situations in which you took personal responsibility for ensuring that an important change occurred in your organization. What was the issue? What did you do? What was the outcome? What would you do differently next time?

Additional special probes based on Assess results:

Describe the challenges you faced when implementing a change initiative quickly. In what time frame did you accomplish this? (Does the candidate have the energy necessary to successfully champion an initiative?)

Tell me about a time when you felt it was better to continue with a way of doing something rather than championing a new approach. (Is there a stubborn resistance to trying new things?)"

Tell me about a time when you committed to a change effort but realized afterwards that it was the wrong thing to do. What did you not anticipate? (Listen for a tendency to adopt changes without careful consideration.)

Suzanne Example

General: Manager --
Norm: US General Norm

Planning And Organizing

 Hinder  Potential Concern  Help  Candidate Score

Assess Personality Implications



Interview Question(s)

Tell me about a successful project or initiative that you had responsibility for planning and organizing. What did you do? Why was this project successful?

Tell me about a project where you had responsibility for planning and organizing that did not go as smoothly. What did you do? What could you have done better?

Additional special probes based on Assess results:

Describe a situation that illustrates the kind of techniques that you use to stay organized and focused in your own work. (Listen for an ability to keep work organized.)

Tell me about a time when you had to coordinate and manage several projects at once. What was challenging? How did you prioritize? How successful were you? (Listen for difficulty juggling multiple tasks at once.)

Driving For Results

 Hinder  Potential Concern  Help  Candidate Score

Assess Personality Implications



Interview Question(s)

Describe a time when your group set and met an aggressive goal. What types of obstacles did you face? How did you overcome them?

Describe a time when your group failed to meet an aggressive goal. Why did this happen?

Additional special probes based on Assess results:

Tell me about one of your projects that had an aggressive deadline for completion. How did you get it done? (Listen for an ability to accomplish things quickly.)

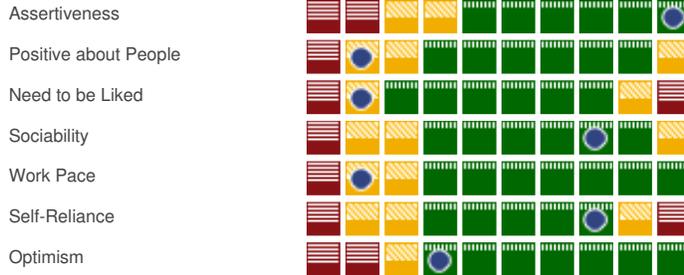
Suzanne Example

General: Manager --
Norm: US General Norm

Managing Others



Assess Personality Implications



Interview Question(s)

(If not previously covered) Give me a history of your management experience. For each step along the way, tell me what your group did, how many people you managed and how you assigned work and organized the group to get the job done.

Tell me how goals were set for the group and each of the individuals in the group for these situations. How did you manage people to achieve these goals?

How do you discipline and reward people who work for you? Give me specific examples of both.

Additional special probes based on Assess results:

Tell me about your poorest performing subordinates. Why do you think they struggle? What have you done to improve their performance? (Listen for a tendency to expect others to fail.)

Give me several examples of positive feedback you have given to subordinates recently. Examples of negative feedback? What did you say? Why? (Was the negative feedback constructive or overly harsh?)

Tell me about a time when your group had a tight deadline to meet and was successful. What did you do to ensure the deadline was met? What about a time when your group missed the deadline? What did you do to try to achieve the missed deadline? (Does the candidate have the energy level to set a good example and energize the activities of others?)

Coaching And Developing Others



Assess Personality Implications



Interview Question(s)

Tell me about a time when you successfully helped develop or coach an individual to reach their potential. What was the situation? What did you do? What difficulties did you overcome to help this individual?

Tell me what things you have done in the past to ensure people who worked with you or for you were given the resources and opportunities to grow.

Describe those aspects of your experience, knowledge or background that are valuable to the development of others in your organization. What do you have to offer, and how willing are you to share this with others?

Additional special probes based on Assess results:

Tell me about people you have chosen to help or coach at work. How are they different from the ones you did not or would not help? Give some specific examples. (Can he bring a positive outlook on people to a coaching situation?)

What is your approach to helping someone learn something you know? Use a current example to tell me what kinds of things you say or do. How have others responded to your help? (Will the candidate be willing to extend himself or herself to help others?)

Suzanne Example

General: Manager --
Norm: US General Norm

Relationship Management



Hinder



Potential Concern



Help



Candidate Score

Assess Personality Implications

Assertiveness	Hinder	Potential Concern	Help	Help	Help	Help	Help	Help	Help	Candidate Score
Need to be Liked	Hinder	Candidate Score	Potential Concern	Help	Help	Help	Help	Help	Help	Help
Insight	Hinder	Potential Concern	Help	Help	Help	Candidate Score	Help	Help	Help	Help
Positive about People	Hinder	Candidate Score	Potential Concern	Help	Help	Help	Help	Help	Help	Help
Sociability	Hinder	Potential Concern	Potential Concern	Help	Help	Help	Candidate Score	Help	Help	Help
Self-Control	Candidate Score	Hinder	Potential Concern	Help	Help	Help	Help	Help	Help	Help
Criticism Tolerance	Hinder	Candidate Score	Potential Concern	Help	Help	Help	Help	Help	Help	Help

Interview Question(s)

Give me several examples of important business relationships you have developed with people from other parts of your organization or with people outside the organization that have helped you to meet your business objectives.

How did you form these relationships, and what have you done to maintain them?

Additional special probes based on Assess results:

In your experience, when do you find internal competition helps the organization move forward, and when is collaboration better? Give me some personal examples? (Will the candidate be competitive and, if so, will this interfere with building relationships?)

In what business situations have others misled you or taken advantage of you? Explain what happened. How do you prevent this from happening again? (Listen for a tendency to be excessively skeptical and cautious and to expect the worst from others.)

Describe a work situation where you had to be very delicate in how you responded to a situation? Why was it important to be so careful? What happened? (Listen for an ability to exert enough self-discipline to choose words and actions carefully.)

Describe several situations in which you were criticized unfairly by others outside your immediate work group. What was said, by whom? What impact did it have on you? (Can the candidate remain effective despite criticism?)

Business Acumen*

Interview Question(s)

What general business skills do you have? How much experience or education do you have in accounting, finance and marketing? Please give examples.

How much experience do you have in writing general business plans, capital and operating budgets, and forecasting income and expenses? Please give examples and highlight your personal involvement.

How much experience do you have in conducting formal performance reviews of subordinates, budgeting for salary expenses and allocating annual raises and bonuses? Please give examples and highlight your personal involvement.

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*General: Manager --
Norm: US General Norm*

Integrity*

Interview Question(s)

Describe for me an ethical business dilemma that you have faced. What were the circumstances? What did you do? Why?

Tell me about two situations in which you have seen others be unfair or dishonest. What happened? What would you have done differently? Why?

Written Communication*

Interview Question(s)

Describe the types of written communications you produced in previous jobs. Did you write them by yourself or did others typically assist you? Can you provide examples?

(Review all examples for the quality of the message, clarity, grammar and an ability to adjust the style and vocabulary to the audience.)