



Joe Sample

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Candidate ID: C5wPgCHJK
Email: sample@psymetricsinc.com

Organization: Sample Distributor

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:

Achievement Drive	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.
Assertiveness	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).
Leadership	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.
Self Confidence	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.
Stress Management	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, multitasking and jobs in fast paced organizations to name a few examples.
Supervision	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.

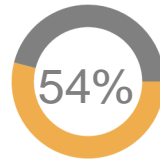
Interpreting the Elite Manager Profile

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



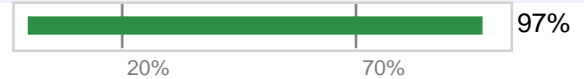
Average

Total Score Interpretation

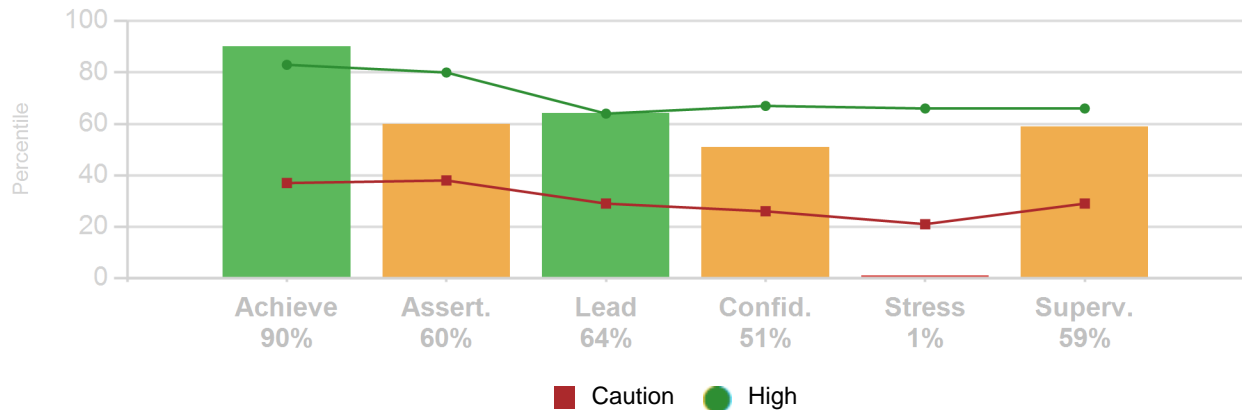
This candidate's total Elite Manager Profile score falls within the Moderate range. This candidate generally demonstrates moderate to average levels of the behavioral characteristics necessary for managerial success. If the candidate is to be exceptional in managerial jobs, he/she needs to strengthen 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: High: The candidate's responses are likely to be an accurate representation of his/her attitudes and behaviors.



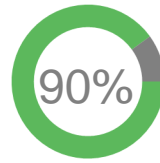
Score Profile



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

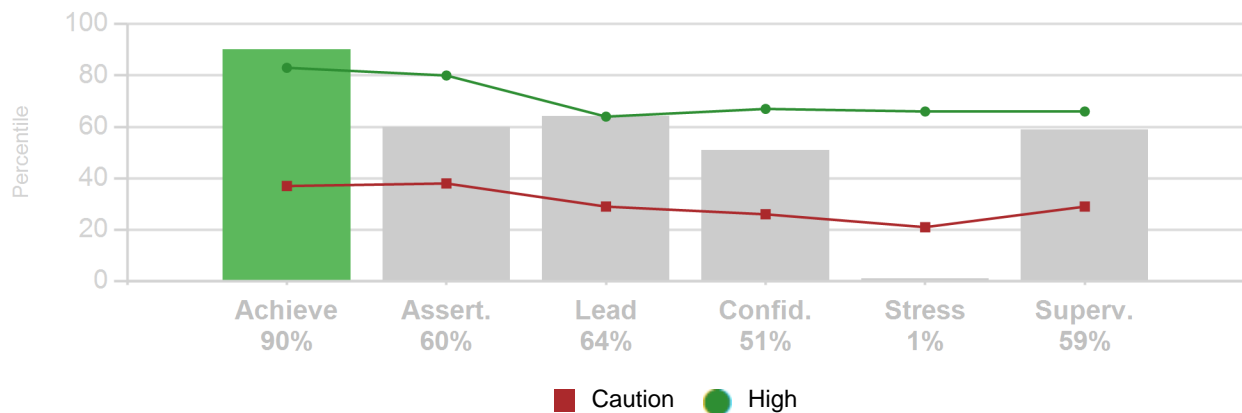


High

Score Details

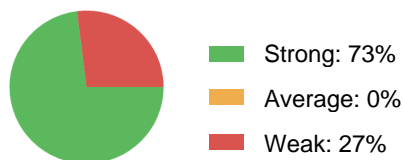
Achievement Drive measures the degree to which the individual is likely to be competitive and driven to be the best. This characteristic is important for jobs where the attainment of established goals and benchmarks are important (e.g., sales jobs). It is also important for jobs where there may be competition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

Joe Sample scored in the **90th** percentile on Achievement Drive (High), meaning Joe scored better than 90 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.

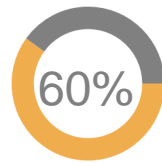


Expected Job Behaviors

- This individual is competitive.
- Is constantly trying to surpass set goals.
- He/she is driven to be the best at whatever he/she does.
- Is likely to create competitive situations with coworkers.



Assertiveness

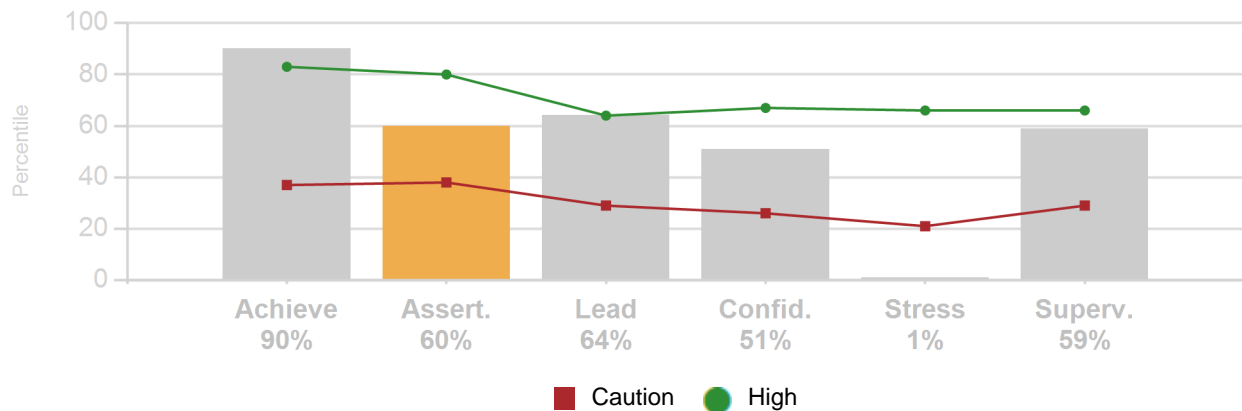


Average

Score Details

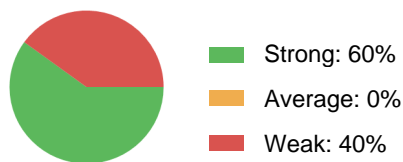
Assertiveness measures the degree to which the individual is likely to assert him/herself, speak his/her mind and enjoy taking control or the lead in group situations. This characteristic is important for jobs where a strong personality is a plus (e.g., most sales jobs and managerial positions).

Joe Sample scored in the **60th** percentile on Assertiveness (Average), meaning Joe scored better than 60 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.

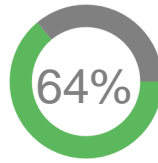


Expected Job Behaviors

- Does not normally engage in overly controlling behaviors.
- Is not overly persistent with other people.
- This individual's assertiveness score is consistent with most other candidates.
- Tends to show an even-tempered demeanor when it comes to assertiveness.
- On occasion can be expected to speak his/her mind.



Leadership

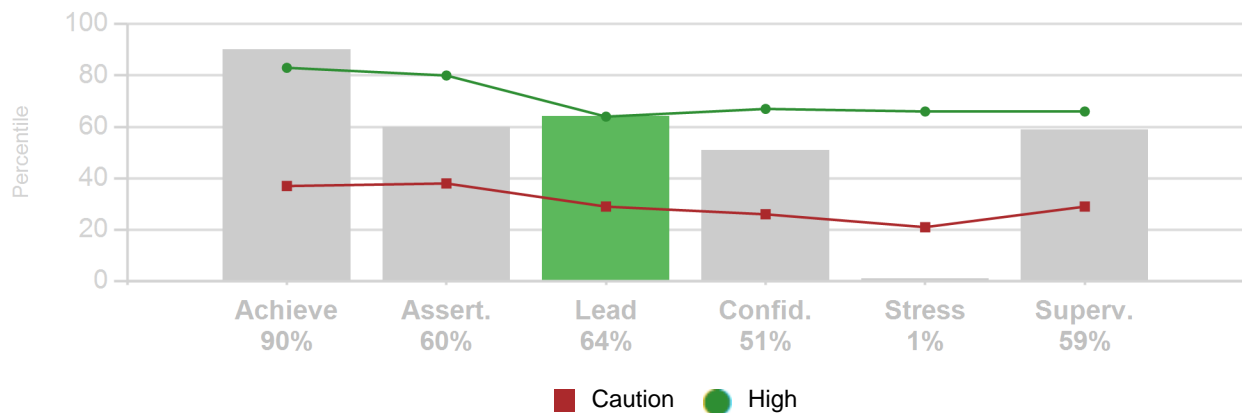


High

Score Details

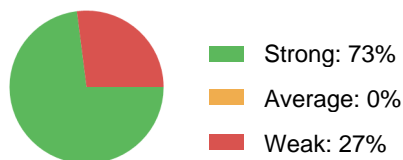
Leadership measures the degree to which the individual has the necessary interest, ability and disposition necessary to perform in a leadership capacity. Leadership is important for jobs that require the management of others and/or the coordination of the work of others to accomplish the organization's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

Joe Sample scored in the **64th** percentile on Leadership (High), meaning Joe scored better 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 Leadership behavioral dimension. This illustration is useful for assessing the strength of the candidate's attitudes and behaviors associated with Leadership.

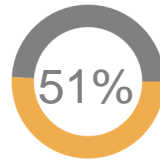


Expected Job Behaviors

- 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

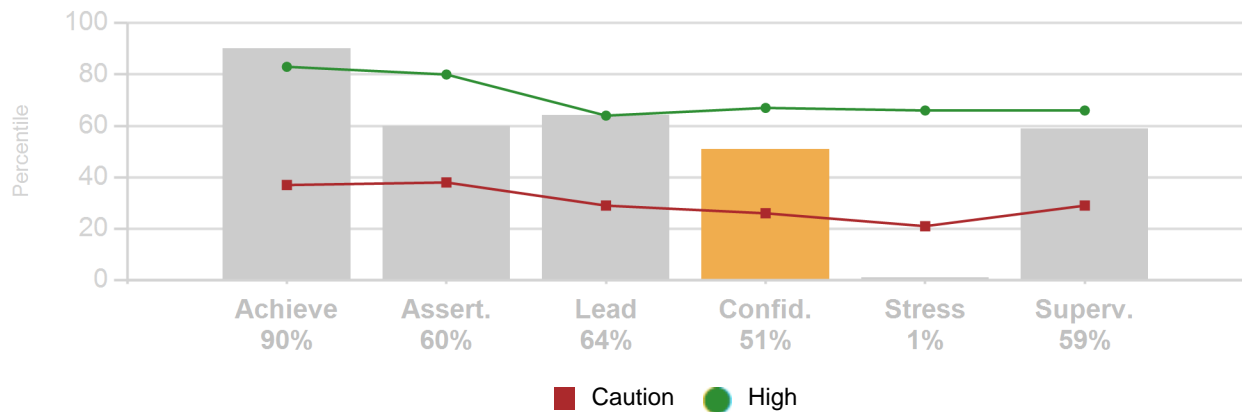


Average

Score Details

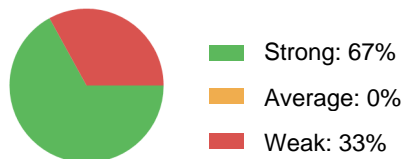
The Self Confidence scale measures the degree to which the individual is likely to be self-assured, independent and is confident in his or her decisions and actions.

Joe Sample scored in the **51st** percentile on Self Confidence (Average), meaning Joe scored better than 51 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.

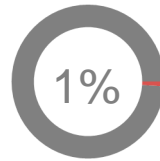


Expected Job Behaviors

- Exhibits some degree of self-assuredness but at times has self doubt.
- Sometimes questions his/her decisions, but will try not to show it.
- This individual's self confidences score is consistent with most other candidates.
- Takes criticism well at times, but tends to personalize some of it.
- Bouncing back from disappointing situations can be challenging but if he/she is pushed, it can generally be achieved.



Stress Management

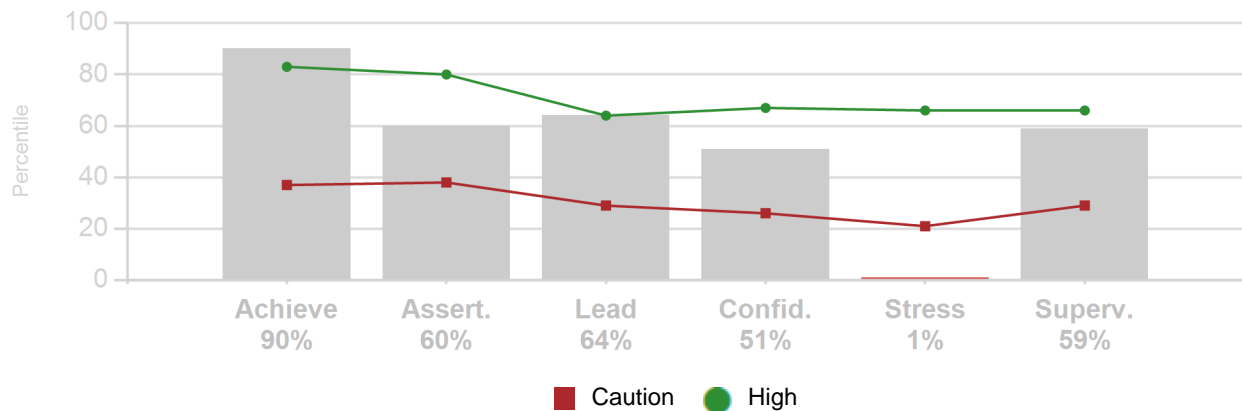


Caution

Score Details

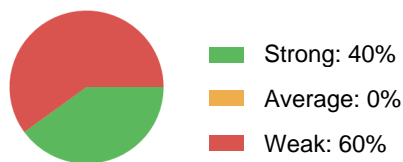
Stress Management measures the degree to which the individual is likely to demonstrate patience and stress tolerance during challenging work-related situations. This characteristic is appropriate for jobs requiring interactions with customers, multitasking and jobs in fast paced organizations to name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

Joe Sample scored in the **1st** percentile on Stress Management (Caution), meaning Joe scored lower than 99 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.

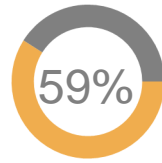


Expected Job Behaviors

- This individual has some trouble demonstrating patience and managing stress during times of conflict.
- Tends to resist change and may seem inflexible.
- This may be an area of concern for this individual. More in-depth interviewing and reference checks focusing on stress management are highly recommended for this individual if this characteristic is important for job success.
- He/she has difficulty dealing with change.
- High pressure situations frustrate him/her and therefore he/she tends to avoid them.



Supervision

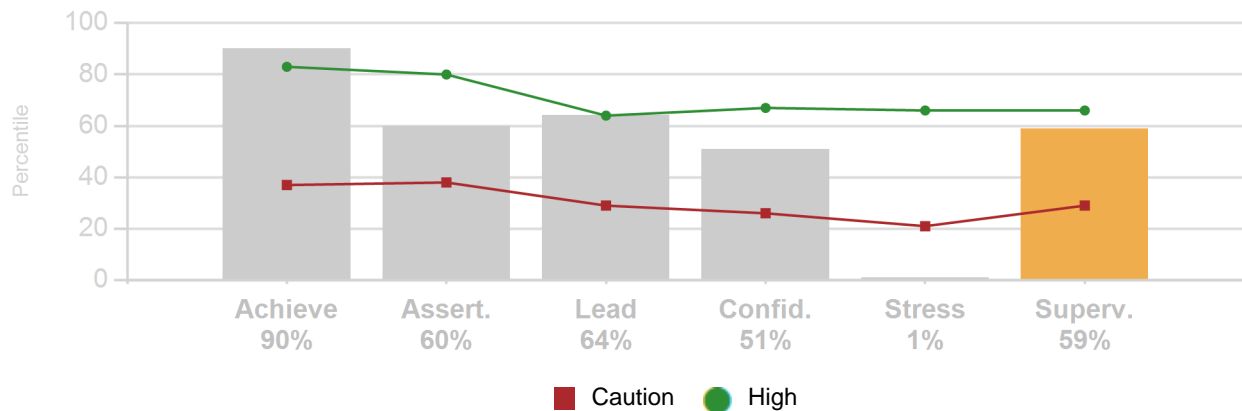


Average

Score Details

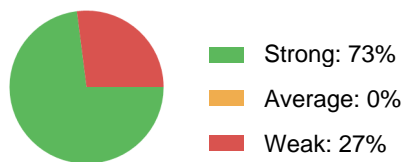
Supervision measures the degree to which the individual has the ability and disposition to motivate others, relate well to employees, create a sense of unity among staff, and maintain high levels of employee satisfaction. Supervision skills are important for jobs that require overseeing and managing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

Joe Sample scored in the **59th** percentile on Supervision (Average), meaning Joe scored better than 59 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 generally has the ability and disposition to motivate others. But for those scoring at the low end of the range it may be more difficult.
- While he/she tries to maintain a sense of unity among staff members, this is not a major priority.
- This individual's supervision score is consistent with most other candidates.
- He/she usually relates in a satisfactory manner with others.
- Is generally approachable.

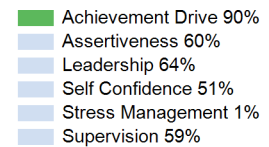


Management Strategies

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.

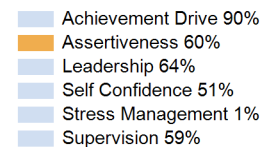
Achievement Drive

- To maintain the candidate's drive and motivation, reward their winning attitude.
- Work with the individual to develop challenging goals and reward goal accomplishment.
- While this characteristic is important for business success, care must be taken to make sure the individual's high level of competitiveness does not affect team performance or relationships.
- This individual's competitive energy needs to be focused on being the best he/she can be within the overall business plans and strategies.



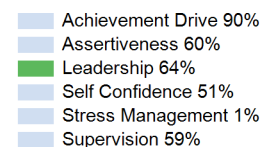
Assertiveness

- Candidates who score in this range from time to time may not be as assertive as they should be for certain positions. Past situations when they lacked assertiveness should be brought to their attention.
- Develop a specific action plan to enhance assertiveness.
- Develop strategies during training, focusing on specific instances where he/she can improve and giving them the tools to do so.
- May want to consider assigning the individual to job responsibilities where assertiveness is not a priority.



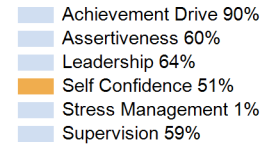
Leadership

- 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.



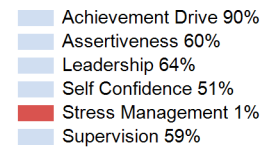
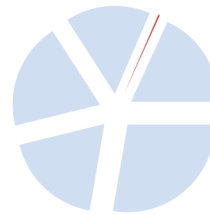
Self Confidence

- Candidates who score in this range from time to time may exhibit low levels of confidence. They need to be reassured and should not be overly criticized.
- They should be praised when they make the right decisions.
- They should be offered assistance and support when they show weakness.
- There should be consistency in positive reinforcement when goals are met to build self-confidence.



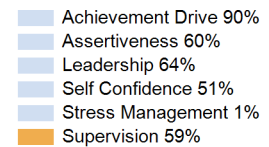
Stress Management

- Significant training should be offered to this individual focusing on specific work situations that are considered stressful.
- These stressful situations should be role-played with the individual and appropriate behaviors need to be identified. And practiced.
- This candidate requires extensive monitoring and coaching during high-pressure job responsibilities.
- Consider placing the candidate in jobs where stress and work pressures are minimal.



Supervision

- Reinforce behaviors that involve him/her mentoring or motivating staff.
- Offer training or reinforce the importance of creating team unity.
- Praise his/her attempts at motivating staff and offer suggestions for him/her to implement.
- Reinforce the importance of him/her being approachable by staff and monitor the to ensure they follow through.



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:

What is your philosophy on risk? Do you feel it is necessary to take risks to succeed? Please explain your answer.

Response Notes:

Response Expected of a Poor
Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Are you a competitive person? Please explain your answer using work-related examples.

Response Notes:

Response Expected of a Poor
Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

What motivates you? Are you self-motivated or are you motivated by external factors (for example, money, other people, etc...).

Response Notes:

Response Expected of a Poor
Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Question:

What is it about competition that you like or dislike? Do tough challenges motivate you or do you prefer more realistic objectives?

Response Notes:

Response Expected of a Poor Performing Employee

1

2

3

Response Expected of a Satisfactory Employee

4

5

Response Expected of an Excellent Employee

6

7

Assertiveness

Question:

How do you handle conversations with assertive customers or coworkers? Please give examples.

Response Notes:

Response Expected of a Poor Performing Employee

1

2

3

Response Expected of a Satisfactory Employee

4

5

Response Expected of an Excellent Employee

6

7

Question:

Describe your comfort level when you have to be assertive with a customer or coworker? How do you feel?

Response Notes:

Response Expected of a Poor Performing Employee

1

2

3

Response Expected of a Satisfactory Employee

4

5

Response Expected of an Excellent Employee

6

7

Question:

Do you ever feel like you need to control a group meeting or take control over a work project? Please explain.

Response Notes:

Response Expected of a Poor Performing Employee

1

2

3

Response Expected of a Satisfactory Employee

4

5

Response Expected of an Excellent Employee

6

7



Question:

Describe how being less assertive than most people benefits you in work situations?

Response Notes:

Response Expected of a Poor
Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

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

Response Notes:

Response Expected of a Poor
Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

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

Response Notes:

Response Expected of a Poor
Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Leadership



Question:

Tell me about a time when you were in a group situation and you ended up leading the discussion or project. How did that feel?

Response Notes:

Response Expected of a Poor Performing Employee

1

2

3

Response Expected of a Satisfactory Employee

4

5

Response Expected of an Excellent Employee

6

7

Question:

From your experience managing a work group, can you give examples of when you did not take full responsibility for the actions of your group? What caused you to take that action?

Response Notes:

Response Expected of a Poor Performing Employee

1

2

3

Response Expected of a Satisfactory Employee

4

5

Response Expected of an Excellent Employee

6

7

Question:

Would your co-workers describe you as being a leader or are you more of a worker, doing rather than coordinating? Discuss work situations to support your answer.

Response Notes:

Response Expected of a Poor Performing Employee

1

2

3

Response Expected of a Satisfactory Employee

4

5

Response Expected of an Excellent Employee

6

7

Question:

Tell me about a situation you have encountered where you have had to manage or lead a group where you felt the experience was unmanageable.

Response Notes:

Response Expected of a Poor Performing Employee

1

2

3

Response Expected of a Satisfactory Employee

4

5

Response Expected of an Excellent Employee

6

7

Self Confidence



Question:

What would you say are your strengths and weaknesses?

Response Notes:

Response Expected of a Poor Performing Employee

1

2

3

Response Expected of a Satisfactory Employee

4

5

Response Expected of an Excellent Employee

6

7

Question:

How would you describe your confidence level? Would you say you have more, less or the same level of confidence as your coworkers? Please explain or give work-related examples.

Response Notes:

Response Expected of a Poor Performing Employee

1

2

3

Response Expected of a Satisfactory Employee

4

5

Response Expected of an Excellent Employee

6

7

Question:

Before you make an important decision, do you seek the advice of others or do you take matters into your own hands? Please give work-related examples.

Response Notes:

Response Expected of a Poor Performing Employee

1

2

3

Response Expected of a Satisfactory Employee

4

5

Response Expected of an Excellent Employee

6

7

Question:

What runs through your head during stressful work-related situations? Do you find yourself questioning your actions at times? Please explain using work-related examples.

Response Notes:

Response Expected of a Poor Performing Employee

1

2

3

Response Expected of a Satisfactory Employee

4

5

Response Expected of an Excellent Employee

6

7



Question:

What do you think of people that take risks and are willing to lose it all to win it all? How do you feel about taking risks?

Response Notes:

Response Expected of a Poor
Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Stress Management

Question:

How do you handle overly demanding people? How do they make you feel?

Response Notes:

Response Expected of a Poor
Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

How do work pressures affect your work? Give examples from your experience.

Response Notes:

Response Expected of a Poor
Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Explain how insults or criticisms affect you?

Response Notes:

Response Expected of a Poor
Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



Question:

What is it that you do that might make your coworkers describe you as "tense?"

Response Notes:

Response Expected of a Poor
Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

What stresses you out most at work?

Response Notes:

Response Expected of a Poor
Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Do you prefer to work in a steady work environment with little day-to-day surprises or would you prefer an environment that is in constant change, where you are not always sure what tomorrow will bring?

Response Notes:

Response Expected of a Poor
Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

Describe for me situations where you have had to deal with an angry customer or coworker. Tell me what you felt and what you did.

Response Notes:

Response Expected of a Poor
Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7



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:

Response Expected of a Poor Performing Employee

1

2

3

Response Expected of a Satisfactory Employee

4

5

Response Expected of an Excellent Employee

6

7

Question:

Do conflicts with customers or coworkers cause you stress? Describe exactly how these situations affect your workday.

Response Notes:

Response Expected of a Poor Performing Employee

1

2

3

Response Expected of a Satisfactory Employee

4

5

Response Expected of an Excellent Employee

6

7

Supervision

Question:

From your experience, to what degree can a supervisor determine if an employee views his/her job in a positive or negative manner? What are some things you have done in the past to affect the employees' perceptions?

Response Notes:

Response Expected of a Poor Performing Employee

1

2

3

Response Expected of a Satisfactory Employee

4

5

Response Expected of an Excellent Employee

6

7



Question:

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

Response Notes:

Response Expected of a Poor
Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

When interacting with coworkers or staff members, how should they be treated differently from your customers?

Response Notes:

Response Expected of a Poor
Performing Employee

1

2

3

Response Expected of a
Satisfactory Employee

4

5

Response Expected of an
Excellent Employee

6

7

Question:

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

Response Notes:

Response Expected of a Poor
Performing Employee

1

2

3

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.)

