



General: Executive, Hiring Manager Report

Norm US General Norm | 5/7/2010



Suzanne Example

Potential Strengths

She has a solid ability to quickly solve most verbal and quantitative problems.

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.

Abilities

Mental Alertness	<input type="checkbox"/>
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 checked="" 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

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Competency Model: General: Executive

Visioning

Identifying long-term goals and championing the implementation of different or alternative ideas.

In-Depth Problem Solving And Analysis

Solving difficult problems through careful and systematic evaluation of information, possible alternatives and consequences.

Championing Change

Taking action to support and implement change initiatives effectively.

Driving For Results

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

Influencing And Persuading

Convincing others to adopt a course of action.

Managing Others

Directing and leading others to accomplish organizational goals and objectives.

Organizational Savvy

Recognizing and understanding organizational politics and working within organizational dynamics to accomplish objectives.

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.

Courage Of Convictions*

Having the personal courage to address difficult issues in the face of potential opposition.

Presentation Skills*

Having the skills to effectively communicate to an audience in a formal setting.

Continuous Learning*

Striving to expand knowledge and refine skills through education and training. Inspiring others to develop and refine knowledge and skills relevant to their work.

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

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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?

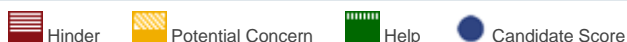
Additional special probes based on Assess results:

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?)

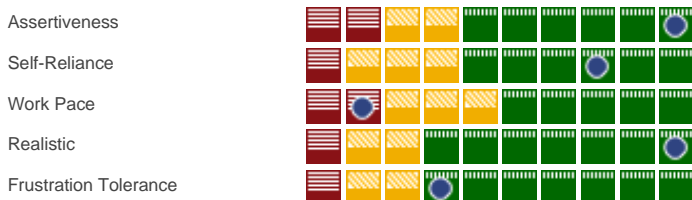
Tell me about a time when you felt it was better to continue with a way of doing something rather than championing a new approach. (Is there a stubborn resistance to trying new things?)"

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.) ""

Driving For Results



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.)

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Influencing And Persuading



Assess Personality Implications



Interview Question(s)

Tell me about a recent work situation in which you were able to convince a group of people to do something that they did not want to do. How did you do this? What would you do differently next time?

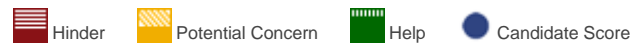
Tell me about a recent work experience in which you tried to persuade someone of something and failed. What was the situation? What did you do? What would you do differently next time?

Additional special probes based on Assess results:

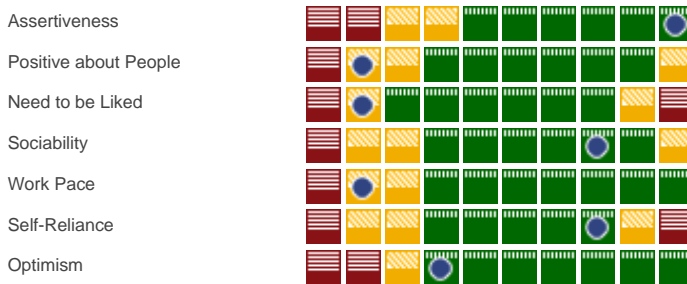
Describe a time when you tried to convince your boss to do something he or she did not want to do. What did you do? What was the result? (Listen for a tendency to be too forceful or pushy.)

Tell me about a time when you needed to really excite people about your ideas in order to persuade them. How did you do it? Tell me about a time when you failed to generate enthusiasm. (Does the candidate have the energy to generate enthusiasm, and will he/she do the work to convince others?)

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?)

Suzanne Example

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Organizational Savvy



Hinder



Potential Concern

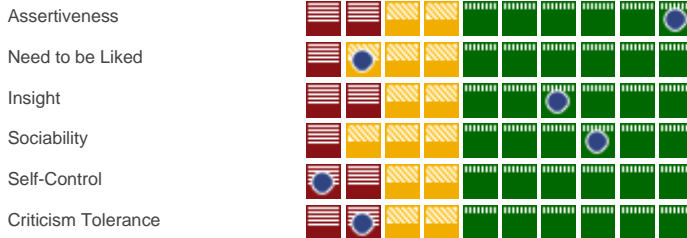


Help



Candidate Score

Assess Personality Implications



Interview Question(s)

Give me several examples of important alliances and personal relationships you have developed across organization boundaries in your previous jobs. Were you able to use them to advance or facilitate important projects? Explain.

Tell me about a time when it was helpful to know the "politics" of your organization. How did this help you? How did you get the information? What did you do with it?

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 examples? (Will the candidate's competitive nature interfere with building alliances?)

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.

Suzanne Example*General: Executive
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?

Courage Of Convictions***Interview Question(s)**

Tell me about your values at work. What sorts of things are important to you about how you and others behave and about how business should be conducted?

Give me several examples of business situations in which you said or did things you thought were right when others disagreed.

Give me several examples of business situations in which your work group initially opposed your ideas, but you were able to change their point of view because of your tenacity.

Suzanne Example*General: Executive
Norm: US General Norm***Presentation Skills*****Interview Question(s)**

Describe the level of your experience making presentations to small and large audiences. What types of presentations have you typically made? For what purpose?

How would you evaluate your ability to make good presentations to small groups and to large groups? What do you do well, and what do you do poorly?

What type of training have you taken to prepare yourself to make good presentations?

(If this competency is extremely important to the position, we recommend the candidate be asked to make a formal presentation to the selection committee to provide a sample of his/her skills.)

Continuous Learning***Interview Question(s)**

(If not previously discussed earlier in the interview process) In broad terms, describe to me your educational background. What degrees or coursework have you completed? At what stage(s) of your life?

What additional formal and informal training have you completed? When?

What new things have you learned in the last five years? What did you do to learn them? Why?

What have you done recently to maintain or improve your skills or knowledge? What do you plan to do in the future? Why?

This is a complimentary report.

