



Confidential Candidate Results About
Kathy Jones

Account Manager
ABC Corporation

Assessed on: 12.4.2004

SELECTION

DEVELOPMENT

COACHING

CAREER



Assessing People • Maximizing Performance
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Maximizing Effective Hiring with the Work Style AssessmentSM Inventory

Work Style Assessment: Hiring the Right People is designed to help you maximize your hiring process. This report gives you insights into the candidate's work style, which includes how the person achieves results, deals with people, solves problems, and manages feelings and emotions. To help your organization make accurate and informed selection decisions, PsyMax SolutionsSM is providing the following at your request:

- Candidate results that offer a Degree of Fit Summary, Quick Glance Work Style Results, Work Style Assets, Work Style Liabilities, and Next Steps.
- An interview guide that offers interview suggestions and personalized questions to help you evaluate the candidate's standing on important work style behaviors. Worksheets at the end of the guide consolidate relevant information to aid decision making.

Effective selection decisions are based on matching the requirements of the job and the candidate's work style behaviors, knowledge, and skills. Follow best-practice strategies so that your hiring decisions are optimally informed and legally defensible.

SUPPLEMENT RESULTS WITH ADDITIONAL INFORMATION

Good hiring decisions rely on detailed information from multiple sources. What you learn about a candidate based on the Work Style Assessment inventory should always be evaluated in conjunction with other information, including

Prior work history	Job-related technical knowledge	References
Work credentials	Prior job performance	
Personal interviews	Skills or ability measures	

Also, be sure that this report is still timely. Work Style Assessment results should be considered valid for 12 months after the candidate completes the assessment. New work experiences, training, or life changes can shift scores over time. If the results are more than 12 months old, we recommend that the candidate retake the assessment.

HANDLE THESE RESULTS CONFIDENTIALLY

Treat assessment results in a confidential manner consistent with your organization's human resource policies. Store this document in a secure place whether it is in print or electronic format. Shred and/or delete the document when no longer needed.












Degree of Fit Summary

The candidate's Work Style Assessment results are shown below for each of the work style behaviors included in the Success Profile for this job. Your organization created the Success Profile by identifying behaviors that are critical for success in this position.

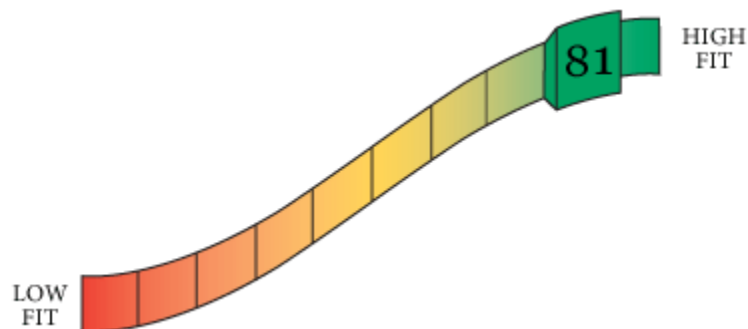
Pay close attention to work style behaviors on which the organization's need and the candidate's level do not match (that is, your organization has identified the behavior as necessary for success but the candidate scores low or very low on that behavior). The interview guide is designed to help you explore work style behaviors in more depth.

FIT ANALYSIS

SUCCESS PROFILE Work Style Behaviors		CANDIDATE'S LEVEL	CANDIDATE'S FIT
Sociable		Low	
Organized		Average	
Independent		High	
Decisive		Very High	
Confident		Very High	
Influential		Very High	
Goal-Oriented		Very High	
Persuasive		Very High	

DEGREE OF CANDIDATE FIT

The Degree of Fit index is a summary measure of the overall level of similarity between an organization's Success Profile and a candidate's corresponding work style scores.





Quick Glance Work Style Results

The candidate's scores for each of the fifteen work style behaviors are presented below. The scales in your organization's **Success Profile** - those work style behaviors that your organization has identified as critical for success in this position - are also highlighted, so that you can compare candidate scores and your organization's needs.

KEY

	Candidate's Score
	Success Profile Behaviors

	VERY LOW	LOW	AVG	HIGH	VERY HIGH							
ACHIEVING RESULTS: How an individual gets things done and accomplishes results												
Goal-Oriented Pushes self and others to achieve high-level results through determination and tenacity					■							
Organized Gets things done in an orderly, systematic, and procedural fashion			■									
Influential Leads others, takes charge, and exercises authority					■							
Straightforward Confronts difficult situations in a candid manner and communicates directly		■										
DEALING WITH PEOPLE: How an individual interacts with and relates to others												
Supportive Acts in a friendly and comfortable manner, demonstrates concern, and assists others			■									
Collaborative Emphasizes cooperative partnering and team-oriented interactions				■								
Sociable Relates to others using an engaging, expressive, and lively style		■										
Persuasive Promotes and advocates ideas in a convincing fashion					■							
SOLVING PROBLEMS: How an individual approaches problems and makes decisions												
Analytical Uses logic to solve problems and anticipate long-term consequences		■										
Creative Addresses issues in an innovative, resourceful, and imaginative manner			■									
Decisive Demonstrates a sense of urgency and responds quickly to issues					■							
MANAGING SELF: How an individual handles feelings and emotions												
Tough-Minded Demonstrates resilience in the face of criticism and does not take negative feedback personally	■											
Controlled Displays an even temperament and maintains control over emotional reactions		■										
Confident Projects self-confidence and optimism for the future					■							
Independent Operates in a self-sufficient manner with a high degree of freedom and autonomy				■								
	PERCENTILE	0	10	20	30	40	50	60	70	80	90	99








Work Style Assets

Work style assets are behavioral skills that a candidate possesses. The behavioral tendencies listed below are likely work style strengths of Kathy Jones. The candidate is likely to exhibit these behaviors in typical work settings and to express them consistently. Carefully review each description and consider what impact these behaviors would have on your organization.

KEY



WORK STYLE	CANDIDATE LEVEL	BEHAVIORAL TENDENCIES
 Persuasive	Very High	<ul style="list-style-type: none"> ● Convinces others when selling ideas and advocating positions. ● Publicizes achievements to gain visibility and recognition. ● Is able to effectively change the opinions of others. ● Caution: May need to guard against being perceived as superficial, overly self-promotional, and manipulative.
 Goal-Oriented	Very High	<ul style="list-style-type: none"> ● Focuses intensely on achieving goals through hard work and determination. ● Persists in the face of obstacles, thus accomplishing challenging objectives. ● Sets very demanding performance targets and emphasizes need to meet these elevated expectations. ● Caution: May need to guard against setting unrealistic goals, being too demanding, and failing to adjust.
 Influential	Very High	<ul style="list-style-type: none"> ● Exercises authority comfortably; enjoys being in command. ● Takes charge eagerly and influences situations authoritatively. ● Readily acts in an assertive fashion to influence others. ● Caution: May need to guard against being viewed as too controlling, overbearing, and intimidating.
 Confident	Very High	<ul style="list-style-type: none"> ● Presents a very positive and self-assured image. ● Evaluates personal skills, ideas, and future possibilities optimistically. ● Maintains a strong focus on success and positive aspects of life. ● Caution: May need to guard against appearing arrogant, unrealistic, and naïve about real obstacles.
 Decisive	Very High	<ul style="list-style-type: none"> ● Makes decisions and takes action very quickly. ● Attempts unflinchingly to resolve issues and make things happen. ● Responds to requests or opportunities without hesitation. ● Caution: May need to guard against being impulsive or making decisions without soliciting appropriate input from others.
Collaborative	High	<ul style="list-style-type: none"> ● Establishes cooperative partnerships. ● Focuses on common objectives within the group. ● Generally works to ensure that group goals and objectives are met through teamwork.




Work Style Liabilities

The descriptions below characterize the lowest scores for Kathy Jones. Lower scores suggest potential liabilities that can reduce a candidate's effectiveness. Review the candidate's behavioral tendencies in relation to your organization's needs.

KEY



WORK STYLE	CANDIDATE LEVEL	BEHAVIORAL TENDENCIES
Tough-Minded	Very Low	<ul style="list-style-type: none"> ● Generally fails to respond to criticism and rejection in an objective fashion. ● May be excessively affected by negative remarks. ● Can experience significant difficulty recovering from setbacks.
Straightforward	Low	<ul style="list-style-type: none"> ● Hesitant to approach people, problems, and conflicts directly. ● May fail to address conflict quickly or squarely. ● Is unlikely to confront tough issues or communicate with candor.
Controlled	Low	<ul style="list-style-type: none"> ● May spontaneously express emotions and feelings at times. ● Sometimes reacts with strong emotion when under stress. ● Could be perceived as unpredictable or emotionally inconsistent.
 Sociable	Low	<ul style="list-style-type: none"> ● May be somewhat reserved. ● Hesitates before initiating conversations with others. ● May not have an energizing impact upon others.
Analytical	Low	<ul style="list-style-type: none"> ● Typically does not stress in-depth and technical analysis. ● May inconsistently consider the big picture when studying issues. ● May make decisions with insufficient planning or failure to consider related consequences.



Next Steps

Now that you have this picture of the candidate's work style behaviors, turn to Work Style Assessment: Interviewing for Excellence (included as a separate document). This guide can help you further evaluate the candidate.

Supplement this report and the interview guide with other data (e.g., job-related technical knowledge, prior job performance, references, etc.) before making a hiring recommendation. Tapping multiple sources of information makes it more likely that your hiring decision will be sound.

If you have any questions about how to appropriately use or interpret the information contained in this report, please contact your human resource department or PsyMax Solutions at 866-774-2273.