

Date: Jul 13, 2008



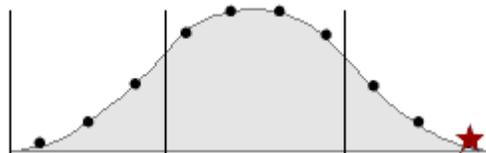
Name: Tom Tester
ID: 295689



Executive Management Summary

General Reasoning (Cognitive)

Slower Processing
Accepts Simple & Repetitive Work



Faster Processing
Needs Intellectual Challenge

- Tom typically learns new information very quickly and is able to solve complex problems
- Able to think strategically which is a good fit for most executive management roles
- May not take the time to fully explain things to others, which means Tom may assume that others can easily see the solution or bigger picture
- Can easily become bored if the job does not require continual learning and complex problem solving

Question: Describe a time when you became frustrated because you felt like your team did not understand what you wanted them to do.

Conscientious (Organization)

Carefree
Impulsive



Detail Oriented
Dependable



- Faster learning speed and easy going nature when it comes to details can allow Tom to see the bigger picture which is extremely helpful in many executive management roles
- As with most executive roles, it is important that Tom have team members that are handling the day to day details

Question: Describe a time when you failed to meet a deadline because of a lack of planning. What did you do?

Tough Minded

Cooperative
Agreeable



Direct
Determined



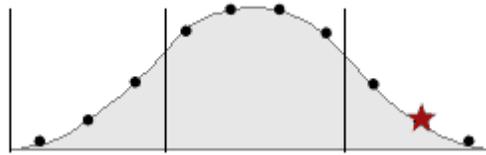
- Tom is comfortable managing the work of others
- At times, Tom may be viewed as pushy and confrontational
- Tends to be tough minded and usually capable of dealing with difficult situations
- At times can be autocratic rather than soliciting ideas from subordinates

Question: In managing, it's frequently important to have trust in your employees. Can you

think about an instance when you were able to trust an employee and it paid off?

Conventional (Rules)

Open to New Experience
Flexible



Consistent
Structured

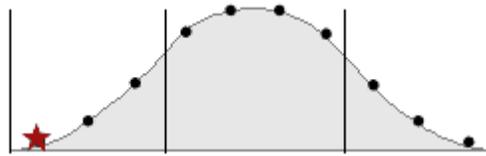
Ok Good Good Good Good Good Ok Ok Ok Poor

- Quicker problem solving speed will usually allow Tom to think of strategic process improvements
- Tom prefers a structured working environment and will typically use tried and true problem solving techniques
- Tends to be consistent and follow a process closely

Question: Describe a time when you had to implement several major changes quickly within your team. How did you do it?

Extroversion

Reserved
Listener



Outgoing
Talker

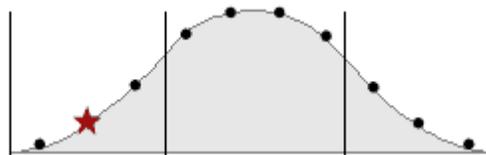
Poor Poor Ok Ok Ok Good Good Good Good Good

- Tom tends to be reserved and quiet
- Managers may find Tom to be withdrawn and seemingly unavailable or uninterested in them
- It is critical that Tom recognize that one of the skills often found in executive managers is the ability to be expressive and enthusiastic with managers to keep them motivated

Question: Describe a time when your listening ability really paid off with a manager. What was the situation?

Stable

Sensitive
Anxious



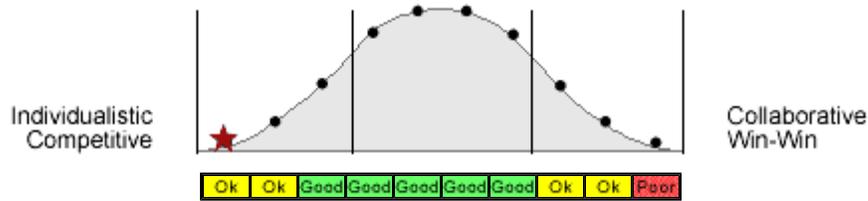
Calm
Stress Resistant

Poor Ok Ok Ok Good Good Good Good Good Good

- Tom may have an exaggerated sense of urgency leading to feelings of stress more quickly than others
- Will typically be more sensitive to the needs of customers and managers
- May become defensive when under extreme pressure

Question: Describe a time when you had to deal with a difficult but important strategic customer. What was it like?

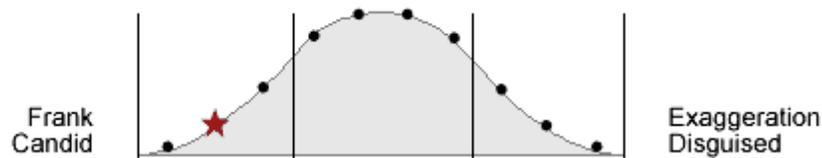
Team



- Tom is typically self-motivated and very competitive
- May be too quick to actually compete with managers for recognition or fail to give the recognition to others for their accomplishments
- At times, Tom may not be collaborative with the internal team

Question: Tell me about a time when one of your employees was doing an incredible job. What did you do to reward them and what would you do differently in the future?

Good Impression (Social Desirability)



- Tom's responses have been frank and open

*The participant has scored in the "red zone" in 1 area.

Overall
75% *

Note: This report represents only a small part of the factors that can be helpful in determining job performance. It is not designed to specifically recommend or not recommend any individual for employment and the ultimate employment decision rests with the Employer.

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Name: Tom Tester
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Executive Management Interview Questions

General Reasoning (Cognitive)

Question: Describe a time when you became frustrated because your team just didn't seem to get the big picture and therefore did not seem to really understand your strategy. What did you do?

Question: Give me an example of a time when you had an employee who kept making the same mistakes over and over again. How did you deal with it?

Question: Tell me about a time when you had to manage people who were doing fairly mundane tasks every day. What was that like?

Conscientious (Organization)

Question: Tell me about a time when you became impatient with a situation and made a decision before you had all the facts. What happened?

Question: Give me an example of how your carefree nature helped you in a stressful situation.

Question: Describe a time when you failed to meet a deadline because of a lack of planning. What did you do?

Tough Minded

Question: Describe a time when you got into an argument with an employee. What was the situation?

Question: Tell me about a situation when you had to be patient with someone in order to get them to do things the way you wanted them. How did you do it?

Question: In managing, it's frequently important to have trust in your employees. Can you think about an instance when you were able to trust an employee and it paid off?

Conventional (Rules)

Question: Tell me about a time when you created a process or structure that helped your department become more efficient. What was the situation?

Question: Give me an example of a time when you had to deal with an employee who was inconsistent and did not follow policies. What did you do?

Question: Describe a time when you had to implement several major changes quickly within your team. How did you do it?

Extroversion

Question: Give me an example of a time when you were not able to effectively motivate your team to do something. What could you have done differently?

Question: Tell me about a time when you had to present something to your team and you knew that it was critical to get their buy in. How did it turn out?

Question: Describe a time when your listening ability really paid off with an employee. What was the situation?

Stable

Question: Tell me about a time when you worked in a very stressful environment with lots of deadlines. How did you deal with the stress?

Question: Give me an example of a time when you became angry with an employee and had to go away and regain your cool before approaching them. What was the situation?

Question: Dealing with others as a manager can make a person impatient or irritable. When this happens to you, how do you deal with situations like that?

Team

Question: Give me an example of a time when you became frustrated because you were not being given credit for your accomplishments. What did you do?

Question: Tell me about a time when one of your employees was doing an incredible job. What did you do to reward them and what would you do differently in the future?

Question: Sometimes when you're working in a team, one or more of the team members are not pulling their weight. How did you deal with that situation?

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