

Achiever IV

Joe Applicant

Manager
ABC Co.
japplicant@some-isp.org
555-555-5555

Report Type: Manager



For more information contact:
UpLevel HR Consulting
hello@uplevelhrconsulting.com
919/659-8220

Mental Aptitudes



The Achiever Performance Assessment correlates five cognitive learning skills to create a comprehensive, multi-faceted profile for your candidate or employee to better assist you in determining job fit, training and development needs, and leadership ability with a better coaching tool to improve performance.

Mental Acuity

5-7



- How an Individual Learns
- Learning Speed
- Ability to Critically Think and Solve Problems

Joe is low-average in Mental Acuity, indicating the candidate is slower in the candidate's thinking, comprehension and reasoning ability than is needed for more difficult tasks. The candidate will need to take time to make a decision or solve a more challenging problem, particularly if the situation involves data which is unfamiliar to the candidate. Some level of supervision and thorough training will need to be available until the candidate is proficient in the job.

4

Business Terms

5-9



- Understanding of Business Language
- Evidence of Business Experience

Joe has an average understanding of business terminology obtained either on the job or in a business class.

6
Fit

Memory Recall

6-9



- Knowledge of Current Events
- Observation Skills
- Retention of Information

Joe has a superior knowledge of events happening in the world around the candidate and should be strongly aware of competitive trends, as well as the economy's effect on business.

9
Fit

Vocabulary

5-7



- Ability to Communicate Orally/Written
- Effectively Convey Thoughts and Ideas

Joe's language skills are good and should enable the candidate to communicate effectively with others.

6
Fit



Numerical Perception

6-9



- Visual Acuity Dealing with Numbers and Symbols
- Skill with Detail Work

Joe's superior Numerical Perception score indicates that the candidate can process data quickly and correctly. Joe's decision-making skills are enhanced by the candidate's ability to identify critical features in the candidate's work.



Performance Scales



Performance Scales are the values and behaviors that are consistent with successful on job performance in the specific job being assessed. These key values and behaviors not only determine job fit, but also identify areas of need for training, development and coaching to engage employees more effectively for better overall job performance.

Energy

4-6



- Energy Level
- Level of Internalized Tension
- Physical Activity

Joe is a very energized individual who takes an active approach to job assignments and other matters. Even though the candidate has a high drive and energy level, the candidate could become less productive and lose the candidate's ability to concentrate due to the candidate's high degree of tension. This, in turn, could cause errors.

2

Flexibility

5-7



- Adherence to Precedent, Rules, and Policies
- Adaptability to Change
- Reliability and Consistency

Joe is a very quality-minded, reliable individual with a high degree of integrity and strong ethics. The candidate has a strong interest in providing quality service and products to customers, but is not very flexible or adaptable to change. This could cause the candidate to experience difficulty handling multiple job demands and assignments. The candidate tends not to be an innovative, free-thinking person who creates new ways of doing things or new uses for existing applications of products or services, but rather will be one who sticks with proven applications as much as possible. The candidate is likely to agree to change only when the candidate is convinced the change is necessary. Even though the company can trust the candidate and know the candidate will be concerned that customers' needs are being met, they cannot expect frequent, imaginative or fresh ideas from the candidate.

8

Organization

4-7



- Planning and Organizational Habits
- Time Management
- Ability to Multi-task

Joe may not always utilize the time or resources the candidate has available to the candidate to reach organizational goals and priorities as well as the candidate should. The candidate is able to easily adapt to deadline changes and contingencies which might arise. Since the candidate tends to react to situations as they arise, the candidate may not always be focused on goals or as aware of priorities as the candidate should be. A high score in Mental Acuity may compensate for a low score in this dimension.

2

Communication

5-7



- Need for Social Interaction
- Ability to Focus on Listening
- Communication Style

Joe has an interactive, sharing style of communicating and will be a good collaborator who will share the candidate's own thoughts and knowledge with others. Even though the candidate is open and interactive and feels comfortable articulating the candidate's thoughts to people, the candidate does not require constant contact with people to be content.



Emotional Development

5-7



- Sense of Urgency
- Ability to Adjust to Emotional Stress
- Level of Self-esteem

Even though Joe has a strong sense of urgency concerning what the candidate desires to accomplish and usually sees that tasks are completed in a timely manner, the candidate can be a very impatient individual who expects a great deal from themselves and others. When the candidate does not reach the goals the candidate has set for themselves, even though they may have been unrealistic to begin with, the candidate can begin to lose confidence in themselves. When others do not fulfill the candidate's sometimes unrealistic expectations of their performance on the job, the candidate can also exhibit a high level of impatience and intolerance. It should be noted that these traits will normally diminish as individuals advance in age.



Assertiveness

5-7



- Desire for Authority and Control
- Decision Making Style
- Attitude Towards Confrontation

Joe will express the candidate's opinions and effectively and professionally defend the candidate's decisions and ideas when challenged, but is also willing to consider the ideas of others. The candidate will have the ability to influence others and direct their activities without appearing too aggressive or overbearing.



Competitiveness

4-7



- Need for Individual Achievement
- Team Compatibility
- Response to Incentives

Joe is a team player with a sense of competitiveness, but the candidate encourages synergism. The candidate is able to envision the whole project when working, not just the part the candidate is playing. The candidate has a competitive spirit, but will encourage and work towards goals which are team-oriented. Although the candidate wants to excel, the candidate may be reluctant to compete just to achieve the candidate's own goals and desires.



Mental Toughness

4-6



- Attitude Towards Criticism
- Level of Empathy
- Stamina and Endurance Levels

Joe is a very sensitive person who is concerned about the needs of others. The candidate prefers working in a comfortable environment free from criticism, rejection, etc. Criticism can hurt the candidate's feelings and the candidate may allow emotions to take over when making good business decisions.

2

Question/Probing

3-6



- Willingness to Ask Questions
- Degree of Shrewdness
- Level of Trust in Others

Joe is trusting, but also cautious. The candidate will ask reasonable, but direct, questions to determine the motives behind a decision or action, and will probe to better analyze a situation.

6

Fit

Motivation

7-9



- Motivated by Security vs. Recognition
- Willingness to Take Risks
- Desire for Change

Joe needs some job security and will take risks only when the candidate is convinced that the candidate is unlikely to make a mistake or fail. If a goal is important to the candidate, the candidate will be more likely to take decisive personal action in order to reach it or put forth extra effort and hours to complete the project, but the candidate remains more easily motivated by security than achievement.

5



Validity

Distortion

1-6



- Willingness to be Candid About Strengths and Weaknesses
- Desire for Social Conformity

Joe is reasonably fair in assessing the candidate's strengths and weaknesses. The candidate has some characteristics that the candidate is not completely happy with and tends not to show others. The validity may be slightly affected by the candidate's indirect answers.

6
Fit

Equivocation

1-6



- Ability to Follow Instructions
- Indicates the Ability to Commit to an Opinion or Viewpoint

The candidate has scored within our acceptable equivocation range.

4
Fit



Mental Aptitudes

Provides distinct measurements of cognitive ability assessing how an individual will approach job functions from a mental standpoint.



Mental Acuity	Slow To Learn				4	5	6	7			Fast to Learn
Business Terms	Uninformed					5	6	7	8	9	Knowledgeable
Memory Recall	Unaware						6	7	8	9	Aware
Vocabulary	Limited					5	6	7			Strong
Numerical Perception	Imprecise						6	7	8	9	Accurate

Performance Scales

Provides measurements of behavior representing an individual's primary personality traits and how they typically behave.



Energy	Restless		2		4	5	6				Calm
Flexibility	Flexible					5	6	7	8		Rigid
Organization	Disorganized		2		4	5	6	7			Planful
Communication	Reserved					5	6	7			Interactive
Emotional Development	Impatient		2			5	6	7			Tolerant
Assertiveness	Cooperative					5	6	7			Authoritative
Competitiveness	Team Player				4	5	6	7			Individualist
Mental Toughness	Sensitive		2		4	5	6				Tough
Question/Probing	Trusting			3	4	5	6				Skeptical
Motivation	Security					5		7	8	9	Recognition

Validity Scales

Provides measurements of internal validity providing insight into the accuracy of the individual's responses to the Performance Scales.



Distortion	Frank Answer	1	2	3	4	5	6				Exaggerates
Equivocation	Chose Alternate	1	2	3	4	5	6				Chose Middle

STANINE: The STANINE is a system of measurements which divides the population into nine parts.

AREAS OF CONCERN: Scores of 1 OR 2 in any of the following dimensions: *Energy, Flexibility, Emotional Development OR Mental Toughness.*

NOTE: Blue blocks are of primary importance as they represent the desired range for that characteristic. Scores within that range are blue with a white circle. Scores outside the desired range or with no range defined will have a white block with gray circle.

There were initially 4 middle choice responses in the performance scales section. This number is lower than or equal to the set limit.

Introduction



Success in any business will largely be determined by how wisely an organization invests in its Human Capital Infrastructure.



When hiring a new employee or promoting a current employee, investing in a well thought out interviewing process is a critical point of action in terms of impacting the productivity and profitability of your organization!

Utilizing these assessment results enables all who are involved in the interviewing process to better evaluate the candidate's cognitive traits and knowledge, as well as their performance traits to more effectively determine job and cultural fit, as well as training and development needs.

In hiring the right person, success hinges on determining the FIT with the job. Therefore, it is recommended that a majority of the interviewer's time be spent on probing key behaviors and values that drive successful performance in the specific job being assessed. When using a behavioral interviewing methodology, a candidate's past behavior is the best predictor of current and future behavior.

Following are the interview questions which an interviewer may choose to use in the candidate interview process. These interview questions are generated to assist the interviewer to probe the aptitude and performance traits that are consistent with successful job performance. You will note that the questions are written in a way that probe past behaviors in previous employment experiences to better determine job fit.

NOTE: In the event the candidate does not have prior work experience, the questions may need to be modified by the interviewer to fit the situation. Rather than pursuing behaviors that are rooted in past work experience, the interviewer can probe life experiences that may enable them to probe relevant behaviors and values in performing the job.

Energy

Measurement of the individual's energy and drive as it relates to handling assignments and projects.



Tell me about the most frustrating situation you've been involved with in a job. How did you handle the pressure of that situation?

Interpretive Guide: Is the candidate aware of the problems which can be associated with stress? Does the candidate appear to thrive under pressure?



Tell me about coping skills you have developed to control stress in your life. How did you learn these skills and how have they been effective?

Interpretive Guide: Does the candidate have good coping skills? Does the candidate practice specific methods of controlling stress, or are such coping skills used sporadically? Did the candidate fidget and move around a lot during the interview?



Describe for me what steps you take to meet a deadline which initially seems impossible to meet.

Interpretive Guide: Are the steps the candidate takes to meet deadlines logical and consistent? Is the candidate able to handle the pressure of deadlines appropriately?

Flexibility

Measurement of the individual's level of flexibility, creativity, integrity and adaptability to change.



Tell me about a time you found yourself in a set of circumstances in which you had to make a decision on a matter with no guidelines or precedents to follow. Describe the circumstances and how you dealt with them.

Interpretive Guide: Did the candidate exhibit good judgment in his or her decision-making? Was the decision based on facts or emotions? Did the final decision exhibit good leadership skills?



Tell me about a time in a previous job when your employer or supervisor asked you to do something unethical. How did you handle the matter?

Interpretive Guide: Did the candidate take a firm stand on personal values and principles? Did the candidate take appropriate, mature action? Did the candidate exhibit good judgment in the method in which he or she handled the situation? Was there any indecision on the part of the candidate?



Describe how you handled an assignment which you were expected to complete on an expedient basis with little or no direction.

Interpretive Guide: Did the candidate become anxious without specific guidelines to follow? Does the candidate exhibit the ability to make decisions independently? Did the candidate show indecisiveness or was the candidate hesitant to act on his or her own?

Organization

Measurement of the individual's desire to organize assignments and projects to better utilize time and resources.



Tell me about a time you missed a deadline, were late for a meeting or experienced other problems because you did not plan well enough in advance.

Interpretive Guide: Was the candidate on time for this interview? If not, was the excuse justifiable? Does it appear the candidate learned from the experience he or she described in this first question?



Describe how you typically kept yourself organized, and prioritized tasks in your former position. Did you use any planning tools to help keep yourself organized and if so, what were they?

Interpretive Guide: Does the candidate have specific steps he or she takes to stay organized? Does the candidate appear to understand how to prioritize tasks? Does the candidate use planning tools to help stay organized, i.e., a daily planner, computerized schedule, etc?



Tell me about a time, in a previous job, when your ability to "wing it" saved a project from failure. What would the outcome have been had you not been able to improvise?

Interpretive Guide: Has the candidate been able to capitalize on his or her ability to improvise? Does the candidate appear to understand the importance of planning, yet also have the ability to be flexible and change plans, when necessary? Does it appear the candidate takes pride in his or her ability to "change horses in mid-stream?" Is the candidate sharp enough to keep priorities in his or her head without losing sight of them?

Emotional Development

Measurement of the individual's level of patience, self-esteem and confidence.



Tell me about a time in a previous job when you expected too much from yourself. Do you believe you tend to be your own worst critic, at times? If so, in what way?

Interpretive Guide: Does it appear the candidate expects too much from him or herself? Can the candidate handle the frustration of failing to reach goals? Does the candidate set goals which appear to be unattainable, thus setting him or herself up for failure?



Describe a situation in your previous job when you admittedly lost your patience with someone else for something which really wasn't their fault. How did you rectify the situation?

Interpretive Guide: Does the candidate admit that he or she tends to be impatient with others? Did the candidate use sound judgment and maturity to resolve the problem caused by his or her impatience? Does it appear the candidate learned anything from the experience?



Tell me about the most frustrating experience you've encountered, thus far, in your career

Interpretive Guide: Does it appear the candidate is easily frustrated? Is the candidate likely to face the same type of situations which have caused him or her to become frustrated in the past?

Mental Toughness

Measurement of the individual's ability to work long hours in a high-pressure environment meeting critical deadlines, as well as the individual's sensitivity and ability to exhibit empathy towards others.



Tell me about a time you became very disappointed or discouraged in your past job. What caused these feelings and how did you get past them?

Interpretive Guide: Does it appear the candidate is easily discouraged or disappointed? What coping skills did the candidate exhibit in order to deal with this situation? Is this type of scenario likely to occur in the position for which the candidate is applying?



Describe a time, in a prior job, when you were unjustly criticized. What were the circumstances and how did you react?

Interpretive Guide: Can the candidate handle criticism appropriately? Were the steps the candidate took when unjustly criticized mature and appropriate? Does the candidate appear to understand the difference between constructive criticism and non-constructive criticism?



Tell me about the most unpleasant work environment you've been in thus far. What made the working environment so unpleasant?

Interpretive Guide: Was the work environment unpleasant because of certain people, or because of surroundings, i.e., temperature, lack of privacy, etc.? Are these environmental factors present in this position? Is the candidate capable of dealing with a moderate amount of unpleasantities?

Introduction



Investing in training and development is not what is ultimately important, **PERFORMANCE** is! What is learned through training and development will yield a higher return on investment, resulting in improved job performance!



The pressure on organizations to improve training and development continues to intensify. Advances in technology, shifts in demographics, and the constant competitive necessity to upgrade workforce skills are challenging every organization.

Utilizing these assessment results provides leadership with credible behavioral information that enables them to take an objective and systematic approach to analyzing and managing the training and development needs of individuals to improve their performance in the workplace. For example, the information provided in the assessment results can assist management in developing and executing a plan to train a new hire during the onboarding process, thereby accelerating their learning curve. It can also prove to be an invaluable tool for management to evaluate and coach current employees to reach their potential.

Engagement is the key. These assessment results can be used as an effective tool to assist management in learning more about their people in their effort to build better employee relationships and employee engagement.

Introduction



For those individuals who seek to achieve higher levels of productivity and success in their jobs and life, and for those employers who desire such for the people they employ, we offer the following suggestions where the person assessed could benefit from growth and development. We trust you will find these suggestions helpful.

Energy

Measures drive, energy, stress level and tension, and how an individual copes with stress or pressure.



You are an energetic individual who approaches tasks in a vigorous manner. Due to your high drive level, you will tackle projects energetically, but could lose your ability to concentrate if tension mounts to an extreme level. Because of your tension level, you need opportunities during the day to move around and expend excess energy.

Your self-affirmation sentence:

"I am relaxed so I achieve more."

Steps to Effect Change

Consider a medical examination to learn whether your tension level needs medical attention. If physically able, beginning a daily exercise program involving the following or similar activities would be wise, if you are not already involved in any of these activities on a regularly scheduled basis:

Running or jogging, aerobic dance, exercise or walking.

Tennis, badminton, volleyball, racquetball

Swimming, golf, bicycling.

If your physical activity is severely limited, schedule breaks for yourself, exercise or use other tension-reducing relaxation techniques. In addition, refraining from stimulants such as tobacco, refined sugar, caffeine, etc., will be helpful.

Other approaches you might consider to deal with tension are biofeedback and/or hypnosis relaxation or meditation therapies of all types, under the guidance of a professional.

Flexibility

Measures the flexibility and integrity orientation of the person compared to rules, laws, guidelines, etc.



You are a very quality-minded, reliable individual with a high degree of integrity and strong ethics. You have a strong interest in living up to your promises, and expect the same from others. Since you are, at times, a little inflexible, you could experience difficulty changing direction in your life, even if such a change appears necessary. You prefer to stick with the "tried and proven" ways of doing things, rather than attempting to handle tasks or resolve problems a new way. You are likely to agree to change only when you are convinced the change is necessary.

Your self-affirmation sentence:

"I am flexible and can adapt to change."

Steps to Effect Change

You need to learn that handling life's ever-changing demands requires that you become more flexible and expedient. This enables you to handle sudden, critical demands placed on you. Outlining "what if" emergency events and role-playing can start you thinking about alternative solutions to common problems or sudden changes in your personal environment.

You need reinforcement discussions when changes occur in your life. You should constantly remind yourself of the need to maintain a flexible, less rigid approach to life.

To develop the confidence to create and implement change, commit to making one minor change in your life each month. For instance, if you always follow a certain routine in the mornings when getting ready for work, reverse two activities. Once you see that minor changes do not cause major problems and may actually be beneficial, you will become more willing to make significant changes when necessary.

Organization

Measures a person's attitude about organization, planning, how tasks are performed and how one's life is lived.



Planning your time and activities in advance does not come naturally to you. Since your plans are not always thorough, you may not take full advantage of the time and resources you have available to you to reach goals and objectives. A high score in Mental Acuity may help you compensate for a low score in this dimension.

Your self-affirmation sentence:

"I am organized in my life so I achieve more."

Steps to Effect Change

Good time and space management calls for a specific activity plan to identify priorities by the day or week. For sixty days, list daily plans on paper, then mentally list the six most important things to be done the following day, ranking them by priority, and the time allotted to each item. You will then have a good grasp of what must be done, prior to beginning each day.

To avoid losing track of important details you might need for certain tasks, such as filing your income tax, good recordkeeping is mandatory. Select a certain place to keep important records and discipline yourself to always put important papers in that one location.

Daily, weekly and monthly planning - even yearly planning - will help keep you on an organized and productive basis. Set goals and reach them.

Avoid any distractions which take you off track. If necessary, tell people around you what you are attempting to accomplish, so you will be less likely to be interrupted.

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