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Assessing the Effectiveness of Organizations and Individuals

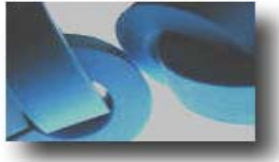
Employee Surveys

Assessment of Managerial Effectiveness

Assessment of Supervisory Effectiveness

Pre-Hire Assessment

Internet Based Pre-Employment Candidate Assessment



Jane Smith

**Sample Company
Sales Management Candidate**

This report is based on a multi-faceted assessment of this candidate's management skills and needs for development. The instruments used for the assessment are described in the following pages. The information is presented strictly for review by authorized SC hiring authorities. It is for distribution to no one other than appropriate Company representatives. Personal feedback on these results is available from Psychologists on the staff of The E.J. Flynn Company.

For a "snapshot" of these results, see Pages 1 and 2. The data supporting those comments and conclusions are found in the remaining pages of the report.

It is important to recognize that the results of these kinds of assessments sometimes produce seemingly contradictory or inconsistent results. The key is to view the results from an overall, "big picture" standpoint rather than to attribute too much importance to one or another specific finding.

PRE-EMPLOYMENT CANDIDATE ASSESSMENT

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SUMMARY OF ASSESSMENT RESULTS

This Summary is based on a thorough review of all materials associated with this assessment. These include the self-report personality profiles, the skills assessments and the personal telephone interview. The comments made here should be considered in the larger context of this applicant's overall selection process - documentation, interviews and references.

MANAGERIAL STRENGTHS AND NEEDS FOR DEVELOPMENT

The central purpose of this exercise is to assist hiring managers in maximizing the skills a candidate brings to the job. The report highlights current skills and shortcomings and suggests the most probable kinds of behaviors the candidate will exhibit on the job.

Strengths

Jane is a very intelligent woman who brings strong problem solving and analytical thinking talent to the workplace. It is not likely that she would fail in a senior management role due to lack of mental acumen. On a day-to-day basis, she will probably demonstrate sharp insight and excellent all-around ability. She has the kind of intellectual capacity to contribute substantially to the team.

From the standpoint of personality qualities, indications are that Jane is exceptionally conscientious, reliable and responsible. Work ethic, career ambition and personal drive for success are among the strongest assets she brings to the job. Furthermore, Jane interacts with others in an energetic, participative and upbeat way that conveys a very positive, yet caring attitude. Jane enjoys multiple demands and she embraces challenge. She places high value on learning and broadening her intellectual horizons.

Jane's approach to managing others is most likely based on hard-working personal example and a mutually respectful manner with coworkers. She is a compassionate and empathic woman, but these qualities are balanced with keen attention to the achievement of results.

Development Needs

Jane might be inclined toward "analysis paralysis," often delaying action in favor of pursuing every angle and the most remote possibilities. She should be encouraged to take actions in a more timely way, even when there is some acceptable level of uncertainty. She is not inclined to embracing change for the sake of change, and risk taking probably does not come easily to her. She will stick to "tried and true" approaches, perhaps too long at times. She may be found a bit inflexible, opinionated or difficult to persuade, but her overall intelligence and basic good nature probably balance this tendency. In managing others, Jane should develop a more forceful and assertive approach to invoke when called upon to give negative (albeit constructive) performance feedback to those under her direction.

SUMMARY OF ASSESSMENT RESULTS

OVERALL CONCLUSIONS

This Internet-based assessment indicates that Jane is an excellent candidate for a management role at SC. She is quite bright, highly articulate, socially composed and interpersonally responsive. Her energetic and keenly ambitious nature renders her well-suited to a sales management position. Coworkers might find her too stubborn or opinionated at times, but her basically warm and concerned nature will shine through in the end. Both coworkers and customers will find her inclusive, eager to participate, and willing to pitch in when required. With regard to the longer term picture, these results suggest that Jane has the capacity to excel with SC, although she will need managerial experience, coaching and seasoning to develop her potential. In our interview, Jane handled herself quite well. She is composed, articulate and personable. Overall, it appears that Jane is an excellent candidate for Sales Management at SC, and for longer term growth with the organization.

ASSESSMENT DETAILS

INSTRUMENTS USED IN THE ASSESSMENT

This report is based on the candidate's completion of the following Internet-based questionnaires and tests as well as a brief telephone interview with Edward J. Flynn, Ph.D., Consulting Psychologist.

Profile of General and Specific Work-Related Personal Qualities

General Personality Characteristics

The *New Workforce Inventory (NWI)* provides a candidate's profile on six (6) work-related personality factors. They are:

- √ Responsiveness to Coworkers
- √ Team Mindedness
- √ Flexibility/Adaptability
- √ Openness to Learning
- √ Innovativeness
- √ Conscientiousness

Cognitive Problem Solving Skills

Verbal and Nonverbal Reasoning Skill

The *Personnel Assessment Form* provides validated assessment of Overall ability, as well as Verbal and Quantitative reasoning subtests. Each subtest is timed at 7 minutes.

Analytical Reasoning Skill

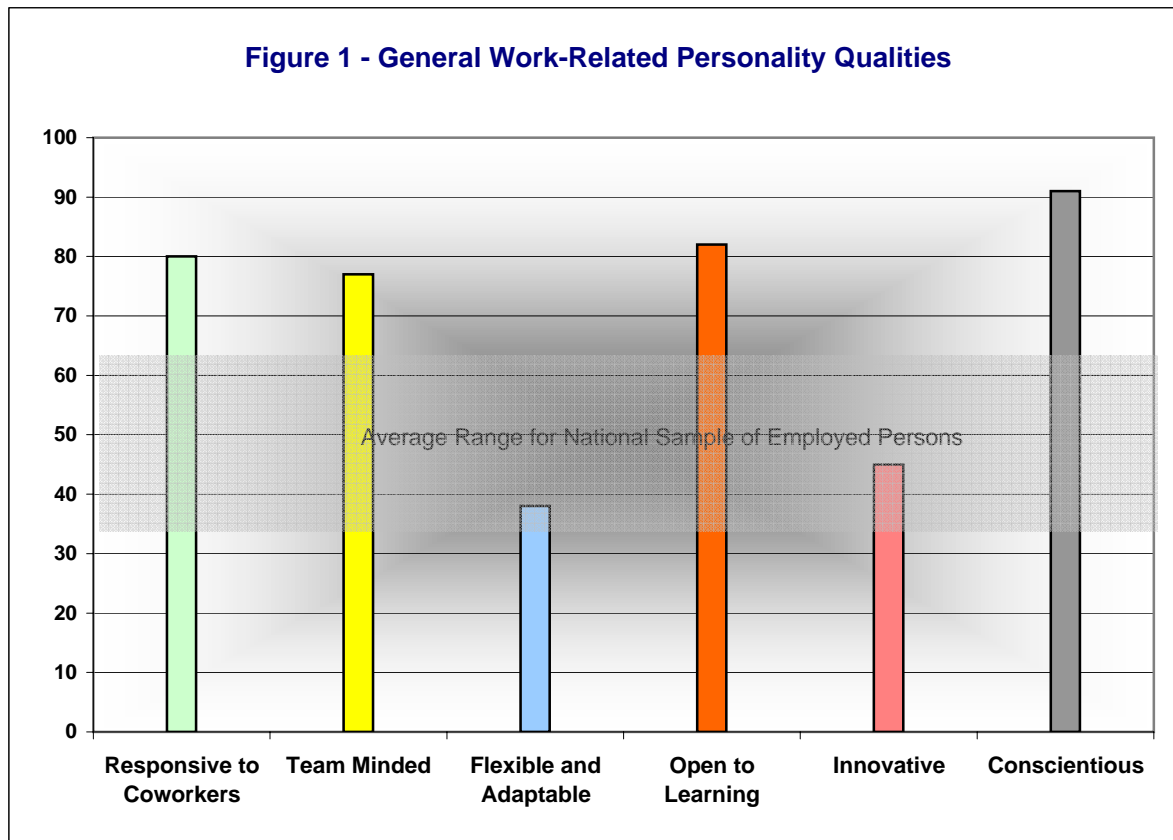
The *Critical Thinking Appraisal (CTA)* is an *untimed* test measuring one's ability to think in disciplined, analytical, objective fashion. It requires the use of powers of inductive and deductive logic, recognition of flawed arguments, formulating correct interpretations of facts given, and spotting false assumptions. In this report, the candidate's score is compared to hundreds of Upper Level Managers in a wide array of business and industry.

Writing Sample

This form was designed by E.J. Flynn Company to allow a candidate to express his/her thoughts in writing (via keyboard) regarding the particular position in question and his/her career goals in general.

Telephone Interview

Edward J. Flynn, Ph.D. conducted a 30-minute telephone interview with the candidate. This interview was relatively unstructured and explored the candidate's verbal communication and listening skills as well as his/her attitudes about this position, the Company and his/her career.



Responsive to Coworkers

Meeting the needs of internal and external customers. Enjoying interaction with others, showing concern and sensitivity to them, being eager to help.

Team Minded

Comfort and enthusiasm for working with others as a member of a team.

Flexible and Adaptable

Openness and acceptance of change, willingness to compromise, switch direction and display resilience.

Open to Learning

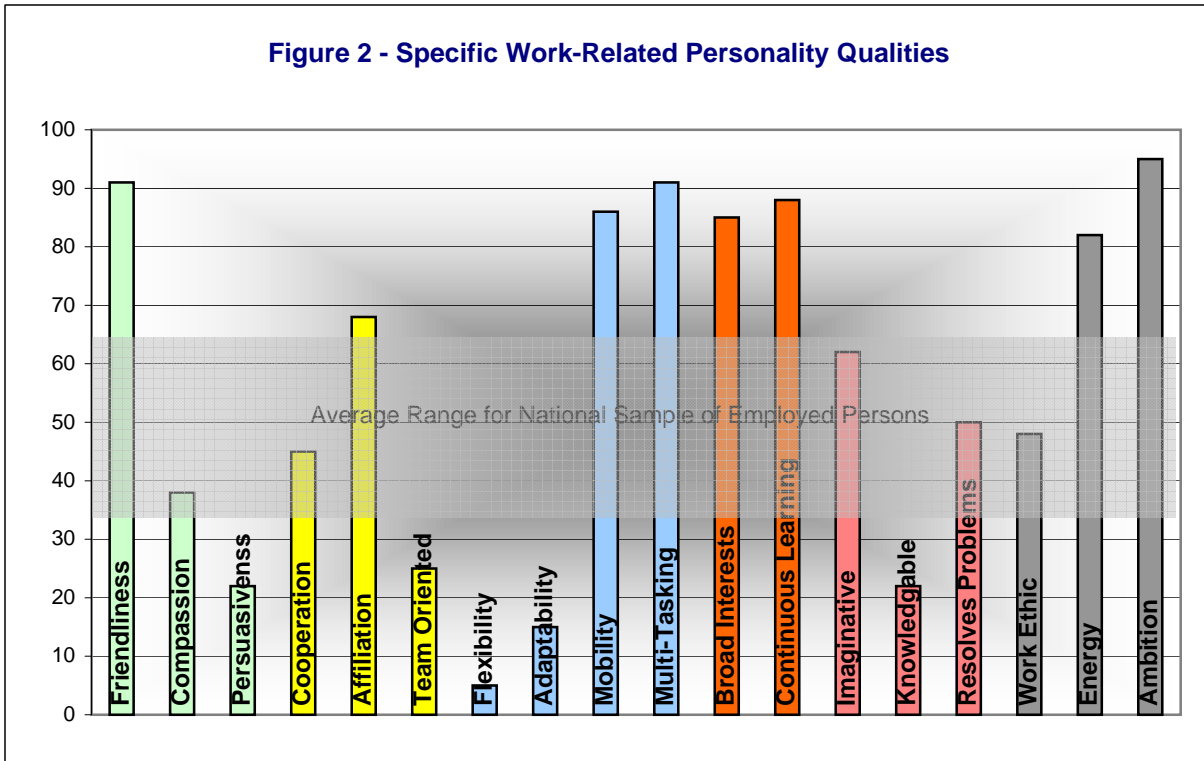
Interest in continual learning of new skills and openness to new ideas, ways of doing things. Placing value on learning for its own sake.

Innovative

Enjoy experimenting with new ideas and novel solutions to problems. Tolerant of ambiguity and uncertainty.

Conscientious

Thorough in attention to duty, accepting of responsibility, willing to work hard, focus on results.



Interpretation of High and Low Scores

High Scores

Low Scores

Friendliness	
Warm, personable demeanor; likes people, enjoys contact with customers.	Avoids personal contact; aloof, distant; non-responsive.
Compassion	
Genuine concern for those less fortunate; wants to be of help; care-giving, nurturing, sympathetic, altruistic.	Impatient, unsympathetic.
Persuasiveness	
Sales-oriented as a person; confident, aggressive, helpful.	Unassertive; passive; over-sensitive.

Cooperation	
Collaborative; easy to get along with; team oriented; willing to compromise.	Overly competitive, uncompromising; insists on having own way.
Affiliation	
Enjoys others' company; positive; reinforces mutual contribution to goals; affable, sociable.	Prefer working alone or independently from others; uncomfortable in teams.
Team Oriented	
Participative in team settings; assertive, active in work groups; open to ideas and suggestions.	Have little influence or impact in team settings; dislike teams and group efforts.

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Specific Work-Related Personality Qualities

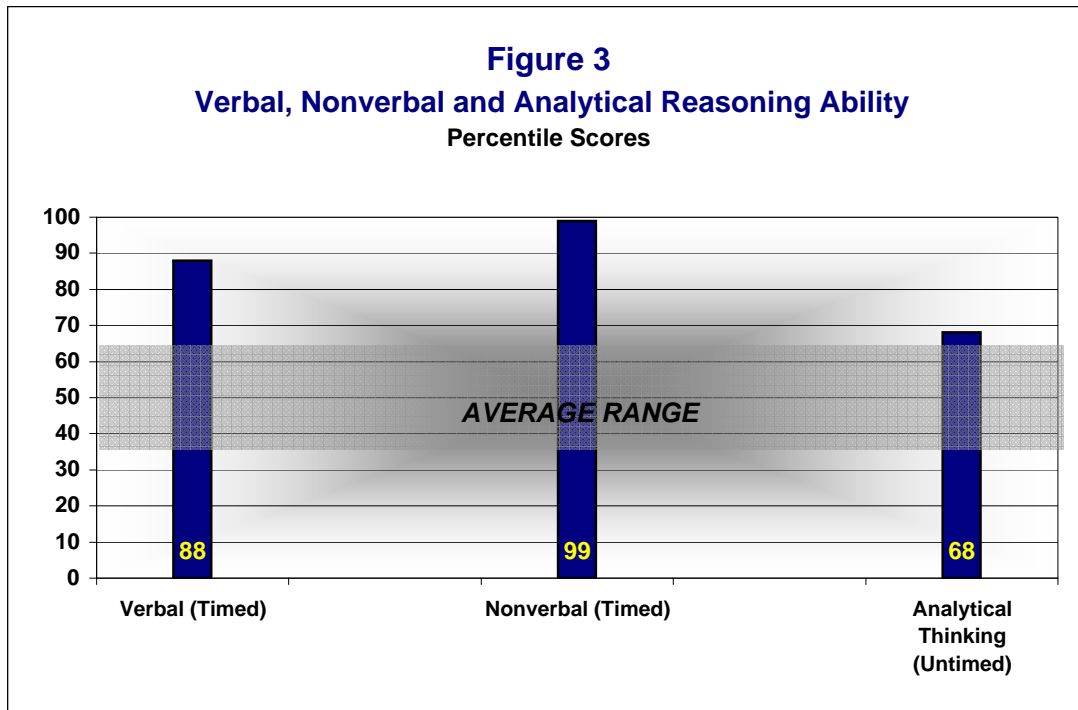
Interpretation of High and Low Scores

(continued)

High Scores**Low Scores**

High Scores	Low Scores
Flexibility	
Adjusts well to day-to-day changes in expectations and priorities; enjoys variety.	Resists change; prefers routine. Likes knowing what is expected.
Adaptability	
Adjusts well to major changes in strategy, processes and procedures. Sees change as a positive; open.	Rigid; hesitant to try new methods or approaches. Performs best in a stable setting.
Mobility	
Willing to accept transfers, relocations; adventurous; enjoys experiencing different cultures.	Prefers the comfort of familiar surroundings; resists major moves.
Multi-Tasking	
Prefers multiple demands and many simultaneous activities; bored with limited scope of tasks.	Prefers one task or assignment at a time.
Broad Interests	
Open to wide range of intellectual interests and pursuits; informed; views knowledge as an end in itself.	Passive learner; invests little energy in broadening knowledge or skills.
Continuous Learning	
Willing to update and improve job skills continuously. Actively participates in training to develop career.	Satisfied with present skill set. Resist training programs and growth opportunity.
Imaginative	
Able to think "outside the box," to see problems in novel, unorthodox ways. Spontaneous, creative; dreamer.	Conventional, narrow, non-creative in style. Few novel ideas.
Knowledgable	
Competent in wide range of activities; strong interest in work area, intelligent, ingenious.	Lacking interest in broadening horizons. Limited in scope or strategic ability.
Resolves Problems	
Enjoys solving problems, attacking issues, implementing solutions. Contribute ideas for solving problems.	Passive in face of problems. Fails to see ideas through to completion or application.
Work Ethic	
Believes in hard work and honest effort; ambitious, self-motivated, reliable, responsible, self-starting.	Unreliable, undependable; needs direction and supervision.
Energy	
Enjoys maintaining a high level of activity. Needs to be busy; tolerant of pressure. Alert, energetic.	Laid-back, lethargic, indifferent in face of demands.
Ambition	
Success minded; interested in reaching long-term goals. Achievement minded, driven.	Limited aspirations and goals. Traditionally defined success is not highly valued.

Mental Ability



Verbal - General verbal aptitude. Knowledge of diverse topics; recognition of word meanings; ability to recognize conceptual similarities among objects. Scores shown are percentiles comparing this candidate to thousands of employed adults

Nonverbal - Reasoning and problem solving aptitude. Ability to extract elements and use them to arrive at correct answers in a timely manner. Scores shown are percentiles comparing this candidate to thousands of employed adults.

Analytical Thinking - Ability to think in disciplined, analytical, systematic fashion. Requires the use of powers of inductive and deductive logic, to recognize flawed arguments, to formulate correct interpretations of facts given, and to spot false assumptions. Scores suffer to the extent that one allows personal bias, past experience and opinion to influence calculated analyses.

The Analytical Thinking score shown is a percentile comparing this candidate to a normative sample of Managers in Manufacturing and Production companies.

WRITING SAMPLE

Sentence Completion Form

Please complete these sentence stems in ways that will convey your attitudes toward working at SC and toward being in a managerial role. Type in as much or as little as you wish. Your responses will be included in our report to the Company.

[Sentence stems are in bold. Typed responses are in italics.]

I expect the main duties and responsibilities of this position to be ...
increasing sales in the region.

So far in my career, my greatest success has been ...
selling in a tough industry and territory.

The main strengths I bring to this position are ...
desire, work ethic and know-how.

I've been told by people I trust that I should develop improved skills in ...
finance and accounting.

I get frustrated with subordinates who ...
don't want to learn.

The most disappointing aspect of my career so far has been ...
not being more aggressive in seeking promotion.

I expect my biggest challenge at SC to be ...
moving from salesperson to manager.

Most of the coworkers I have worked with in the past would probably describe me as ...
firm but fair.

The most effective way to motivate subordinates is ...
lead by example.

I handle work-related stress by ...
exercising and time with family.

My strongest personal leadership qualities are ...
people skills and technical knowledge.

My long-term career goal is ...
General Management.