



The E.J. Flynn Company
101 Crescent Avenue
Louisville, Kentucky 40206
Phone (502) 895 -2432
Fax (502) 895 -0558
www.ejflynnco.com

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



John Doe

**XYZ Corporation
Production Supervisor**

March, 2006

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 quick "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 apparently 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

Prepared by The E.J. Flynn Company
info@ejflynnco.com 502.895.2432

Table of Contents

	Page
SUMMARY OF ASSESSMENT RESULTS	
Managerial Strengths and Needs for Development	1
Overall Conclusions	2
ASSESSMENT DETAILS	
Instruments Used in This Assessment	3
Work-Related Personality Qualities	
Profile of General Work-Related Personality Qualities	4
Profile of Specific Work-Related Personality Qualities	5
Interpretation of High and Low Scores	5
Cognitive Problem Solving Skills	
Basic Problem Solving Proficiency	7
Proficiency with More Challenging Problems	
Verbal, Nonverbal and Overall Reasoning Ability	8
Writing Sample	
Sentence Completion Form - Verbatim Transcription of Candidate's Written Responses	9

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 external inquiries.

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 the candidate's current skills and shortcomings and suggests the most probable kinds of behaviors the candidate will exhibit on the job.

Strengths

John is driven, eager and success-minded. He brings a strongly conscientious work ethic to the job, associated with highly dependable, reliable and traditional work attitudes. He enjoys positions where he can continually grow and learn, expanding his mental horizons while moving forward in his own career. Intellectually at least, John understands how to manage, supervise and lead coworkers. He comprehends what it takes to persuade people to a point of view and to instill productive work attitudes among those whom he supervises.

Interpersonally, John is responsive, engaging, affable. He places high value on teamwork and joint attainment of objectives. While he keeps a keen eye on maintaining healthy coworker relationships, he is also very results-minded. Subordinates probably find John interested in them as persons, not just as "cogs in a wheel." He is considerate, kind and empathic, while also understanding the need to reach the objective.

In terms of cognitive skill, test results suggest that John has at least average talent in all areas when compared to the general population of employed adults. He will not be found exceptionally quick, but he will demonstrate solid judgment and sound insight when confronted with unfamiliar problems. He is more comfortable in the verbal than the quantitative or nonverbal realm.

Development Needs

John is so responsive to people that he might sometimes react outwardly before giving the other person ample time to complete their thought. He should be encouraged to temper his impulse to speak up, and to gain increased comfort listening in silence.

John might struggle more than most supervisors when he has to exercise stern discipline or intervene in conflict situations between coworkers. He would benefit from skill-building in handling poorly performing employees and resolving employee conflicts.

Since he has a preference for the traditional or conventional approach to a problem, and because he perhaps over-relies on past experience (vs. new ideas), John should be encouraged to develop greater tolerance for the non-traditional solution to a problem.

(continued)

OVERALL CONCLUSIONS

All in all, John is a fine prospect for success as a Shift Supervisor. He is reasonably, if not exceptionally bright generally. He certainly has the overall mental ability to be effective in supervision. While he will not demonstrate exceptional mental talent, he will learn new material with at least average speed and ease. John's work-related personality characteristics include strong work ethic, team mindedness and excellent interpersonal skills. While he will not be found especially creative or open to the novel problem solution, he will be found reliable and dependable. In supervising others, he will lead by his upbeat, friendly and genuine interpersonal manner. Developmental efforts should center on improved listening skills, handling marginal performers and dealing with conflict among subordinates.

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

Personality Characteristics

The *New Workforce Inventory (NWI)* provides a profile of adults on five (5) work-related personality factors. They are Flexibility/Adaptability, Innovation, Conscientiousness, Teamwork and Openness to Learning.

Cognitive Problem Solving Skills

Basic Problem Solving Proficiency

Basic Mental Proficiency is measured using a test called *Select*. This test is designed for entry-level applicants and measures basic verbal and quantitative skills.

Verbal and Nonverbal Reasoning Skill

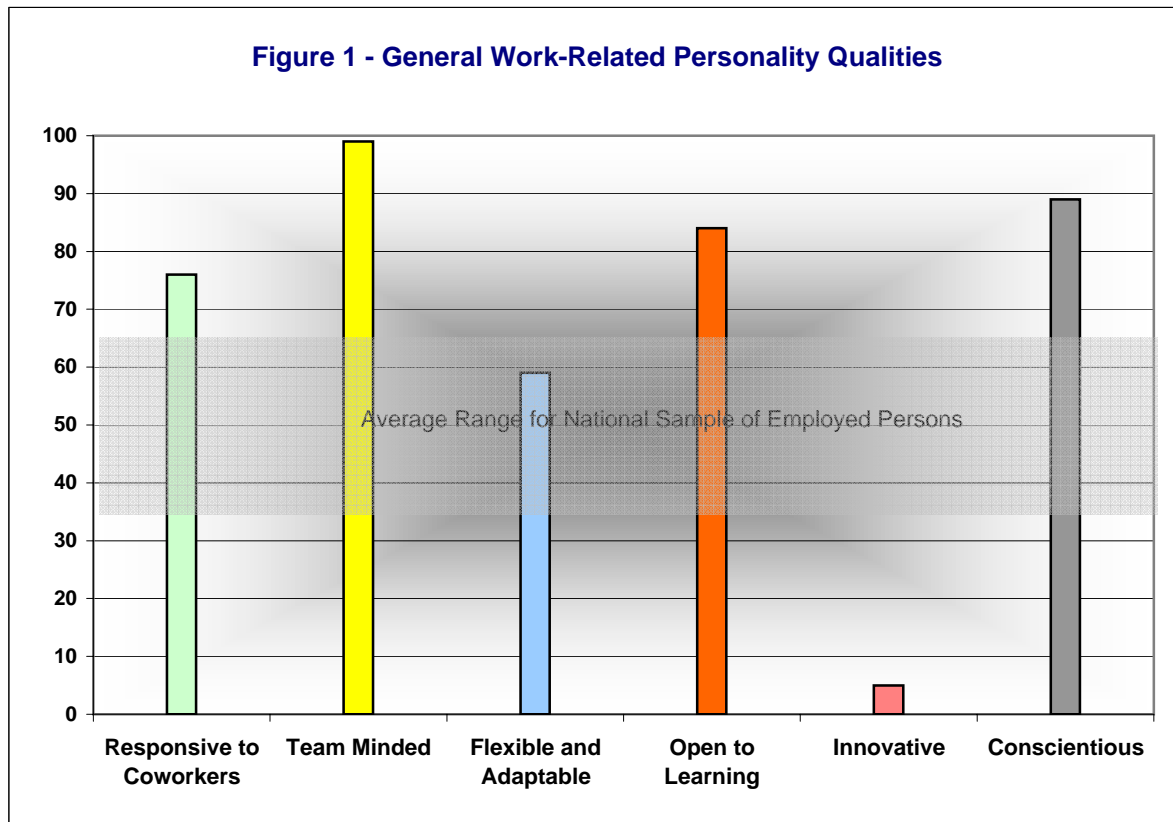
The *Personnel Assessment Form* provides validated assessment of Overall ability, as well as Verbal and Quantitative reasoning subtests. Each subtest is timed at 7 minutes.

Sentence Completion Exercise

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 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

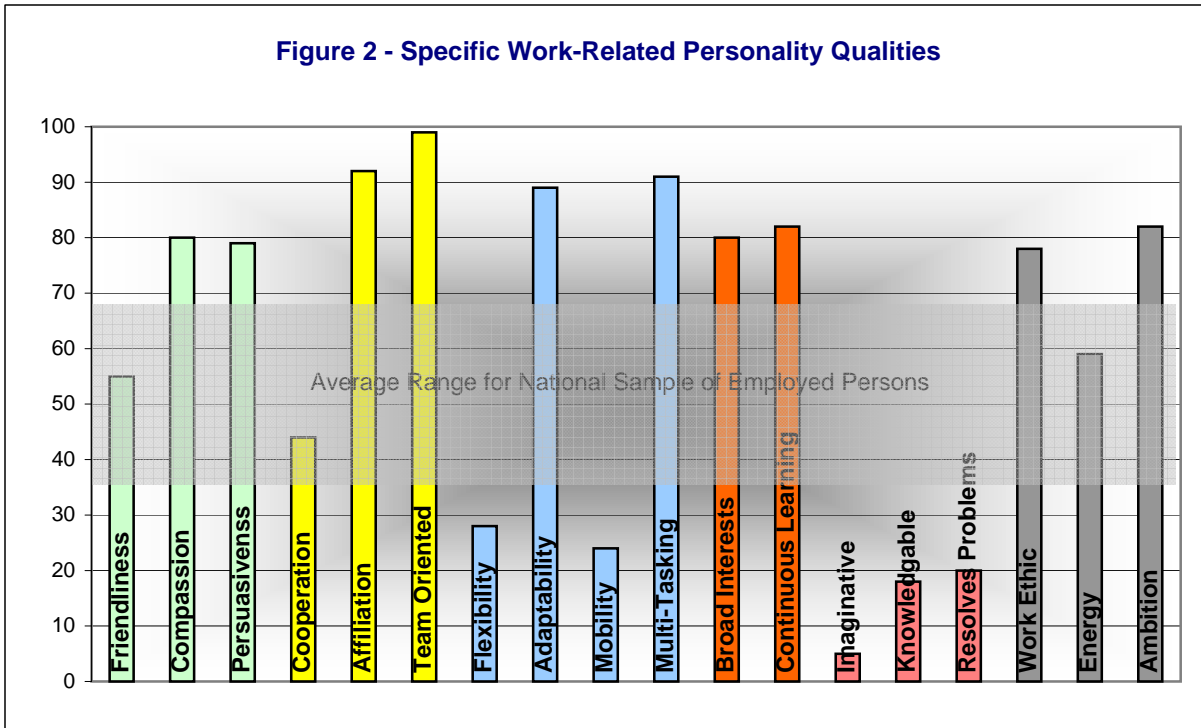
Interest in continual learning of new skills and openness to new ideas, ways of doing things. Placing value on learning for its own sake.

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.

(continued)

Specific Work-Related Personality Qualities

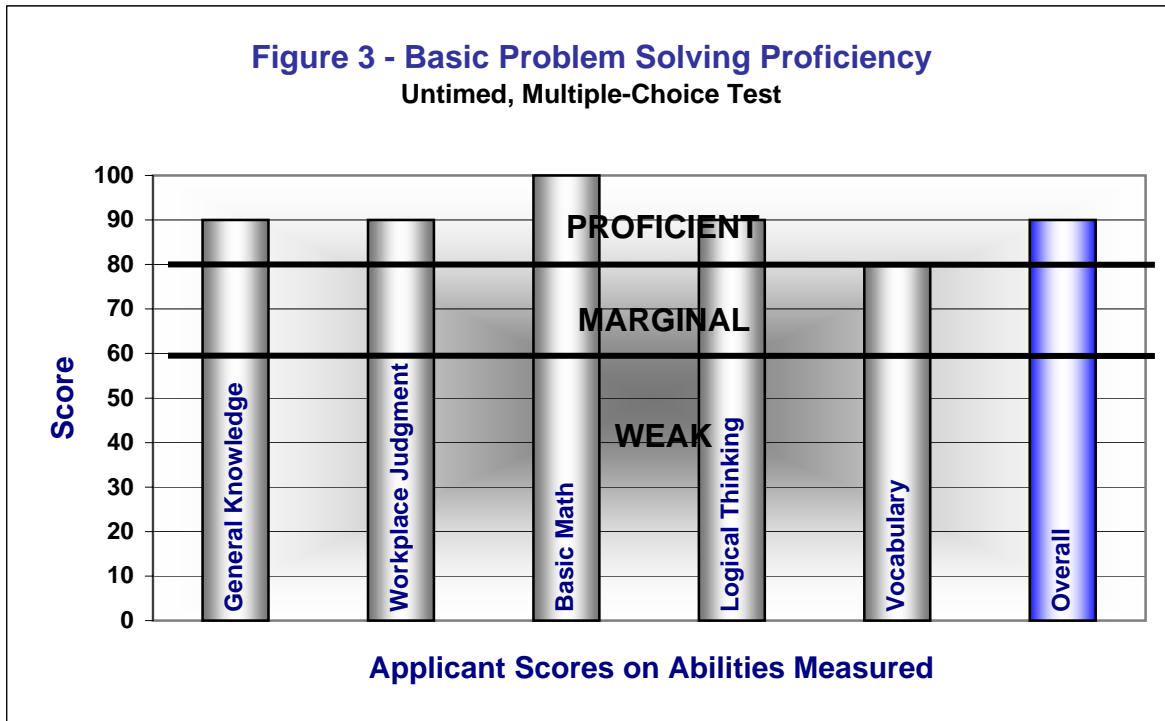
Interpretation of High and Low Scores

(continued)

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.



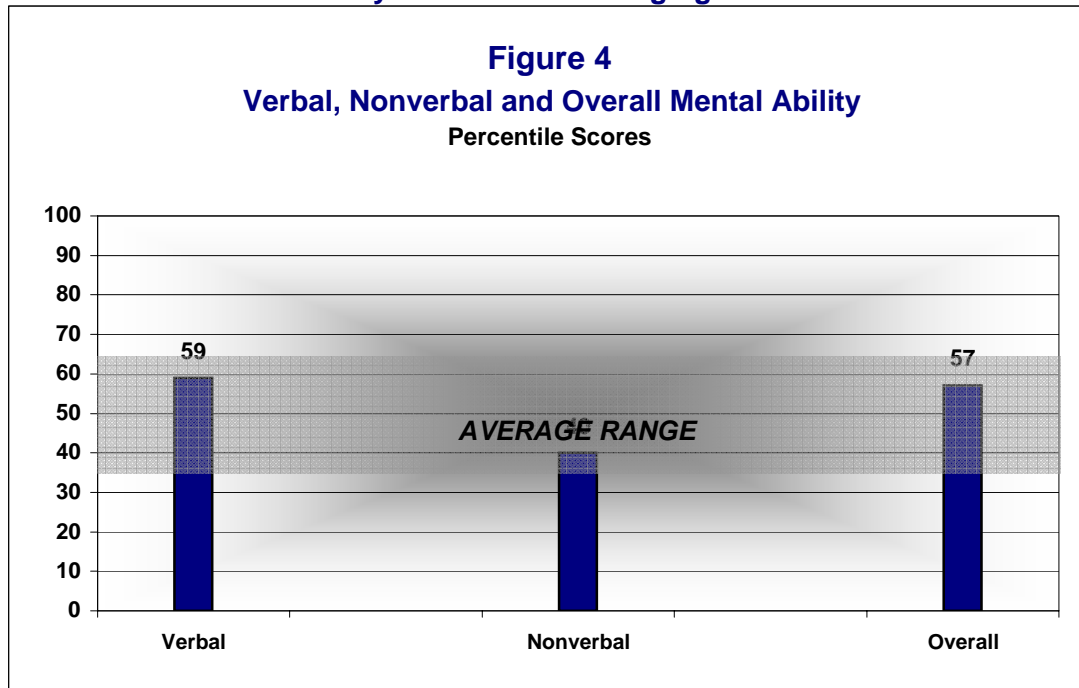
A capable entry-level job applicant will score in the "Proficient" range in 3 or more areas.

Scores at the "Proficient" level suggest at least average talent (possibly better) compared to the adult population at large.

- General Knowledge -** Awareness of everyday facts about the world - history, science, literature, current events and geography.
- Workplace Judgment -** Comprehension of situations encountered in everyday life, and the ability to formulate common sense solutions to them.
- Basic Math -** Capacity for thinking quantitatively and solving fairly simple word problems.
- Logical Thinking -** Recognition of systematic, alpha-numeric patterns and logical sequences.
- Vocabulary -** Recognition of meaning of words used in everyday parlance.
- OVERALL -** Average of scores on the 6 Parts of the test.

PROFICIENT - Sound proficiency in areas indicated. **MARGINAL -** fair-to-questionable proficiency in areas indicated. **WEAK -** Limited proficiency in areas indicated.

Proficiency with More Challenging Problems



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.

Overall - Combined percentile based on scores on both Verbal and Nonverbal sections. (Not necessarily a simple average of the two percentile scores.)

WRITING SAMPLE
Sentence Completion Form

Please complete these sentence stems in ways that will convey your attitudes toward working at XYZ and toward being in a supervisory 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 ...
coaching hourly employees and making sure that production goals are met.

The most rewarding aspect of my work life so far has been ...
using my talent to get as far as I have, against strong odds.

The main strengths I bring to a supervisory position are ...
my experience in product quality and supervision.

People I trust tell me my strongest talents lie in ...
being calm under pressure and attending to detail.

The most challenging aspects of supervising people are ...
communicating with them, and showing that you care.

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

The best way to motivate employees is to ...
work with them as a coach, not a "boss."

I get frustrated with employees who ...
continually bend the rules.

The most disappointing aspect of my work life so far has been ...
having to cut staff, including good workers.

If possible, I would like for XYZ Corporation to provide me the opportunity to develop skills in ...
coaching and developing subordinates.

The best way to handle conflict between employees is ...
meet one on one and air out problems.

My long-term career goal is ...
become a production manager some day.