



Confidential ASSESS Screening Report

for **Suzanne Example**

Executive, Your Company

Date: 1/12/2000

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Confidentiality

Because of the nature of appraisal information and the dangers of its misuse, this report must be kept confidential and its contents restricted to those who have direct responsibility for decision making. This *Screening Report* should not be shown to or discussed with the candidate. The *ASSESS Development Report* has been designed for this purpose.

How To Use This Report

The *ASSESS Screening Report* is a specially adapted version of the *ASSESS Selection Report*. It is intended to be used as an early screening tool, in conjunction with other information, to decide whether the candidate merits further consideration in the selection process.

Since everyone has strengths and weaknesses, special care must be taken to view this report as a whole. Be careful not to overemphasize specific statements, but rather consider this person's overall suitability for the job. To reduce chances of error, you should consider the contents of this report in the light of interview impressions, reference information, work experience, personal background information, etc.

Occasionally, you may encounter a statement that surprises you. Evaluation of these other sources of information should help you to determine whether the statement is more reflective of important work behaviors or of attributes not important to or readily observable on the job.

Over time, people and organizations change. If several years have passed since the date of this report, its findings must be carefully weighed and modified by new information. Remember, this person was evaluated when she was at a particular age, stage of development, level of experience, etc. With the passage of time, the characteristics measured by ASSESS may have changed.

The Next Step

For those candidates screened in at this step, we recommend that a full Selection Report be produced. This report provides a complete discussion of the candidate's results, interview and reference probes for follow-up on potential problem areas, and suggestions for managing the candidate if hired.

Feedback to the Individual

The *Development Report* is designed to be given directly to the individual and provides constructive feedback on test results, specific developmental suggestions, and a guide for constructing a personalized developmental plan.



The Report

In reviewing the ASSESS report, keep the following in mind:

- The results are based on the candidate's self-perceptions and may be influenced by her favorable or unfavorable self-image. Others may see her differently than she sees herself.
- We have compared her raw scores on the ability tests and the personality profiles to a professional norm group (people who work in jobs which, for the most part, require education or training beyond the high school level) to make the statements and suggestions you will find in this report. It may be useful to think "Compared to most professionals" as you read each.
- The report does not consider her background, training, technical skills or experience. Therefore, the results do not measure her personal effectiveness nor the quality of her performance; rather, they describe abilities and characteristics that (along with these other factors) may influence her job performance.
- Many of the characteristics described in this report could be assets in some circumstances and liabilities in others. For maximum benefit, her results should be considered in the context of a particular job or work environment.

The Graphic Profile

When reviewing the graphic profile, keep in mind that:

- The profile is a quick summary that will allow you to see large differences from one dimension to the next. Do not pay much attention to small differences.
- High scores are not necessarily good; low scores are not necessarily bad. Read the entire report for an in-depth interpretation.
- The small, darkened rectangles indicate the candidate's percentile scores compared to professional norms. A percentile score of 60, for example, indicates she scored higher than 60% of the people in the professional norm group and lower than 40% of the people in the norm group.
- The shaded bars indicate the 25th to 75th percentile range of another comparison group. This "template" is an indication of how most people in the comparison group scored. The comparison group used for this report is listed at the top of the ASSESS graphic profile.
- ASSESS can provide templates for many specific professional positions (e.g., accountant, sales, etc.) as well as many managerial templates.
- To be successful in a job does not require that the scores fall within the shaded bars (typical range); however, on those characteristics where the score falls outside the bar, you may want to consider whether this is a strength or a potential weakness in this particular position.



This section of the ASSESS report provides a quick summary of those areas in which the candidate is notably different from the professional norm group. In general, many of these characteristics have been classified as potential strengths or potential weaknesses. However the importance of these characteristics may vary considerably from job to job and, for some jobs, a characteristic that has been classified a weakness by ASSESS may be a strength or vice versa.

Potential Strengths

- She has a solid ability to reason through abstract, nonverbal information and to solve problems in new situations.
- Her observations are likely to be objective and factual.
- She is self-reliant and is probably comfortable using her own judgment and assuming responsibility for her actions.
- She should be comfortable in most social situations.
- She is likely to be assertive and enjoy influencing others.

Potential Weaknesses

- She appears to be impulsive and likely to make decisions too quickly.
- She may tend to be black-or-white in her thinking.
- She may be stubborn.
- She may not complete what she starts.
- Her drive and work pace appear to be lower than average.
- She may be more "talk" than "do."
- She may be somewhat sensitive or touchy when criticized.
- She may show a temper.
- She may be aggressive, competitive or disagreeable in her dealings with others.
- Her attitudes toward people appear to be negative. She is probably cautious and slow to trust people.

Other

- She may prefer not to have to do detail work personally.

Template  = Exec.: Start-up Executive

