

PERSONAL ASSESSMENT CENTRE
ON
MR A SAMPLE

FOR

Sample Ltd

by

Phil Swinard

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THE BRIEF

To assess Sample's' suitability for the role of Managing Director for A.C.L

CANDIDATE DETAILS

NAME:	Mr A Sample
AGE:	41
COMPANY:	SAMPLE LTD
TOTAL LENGTH OF SERVICE:	N/A
LENGTH OF SERVICE IN CURRENT ROLE:	Self employed consultant
QUALIFICATIONS:	

STRENGTHS

- Directive
- Goal focused
- Motivator
- Can do detail when needed
- Comfortable with numbers
- Enjoys variety of challenge
- Can think innovatively
- Decisive problem solver

LIMITATIONS

- Occasionally too direct
- May take risks
- May not always follow protocols
- Requires autonomy / freedom from routine tasks
- Fears failure/ rejection
- May require time to adjust to new areas of knowledge

SUMMARY

Sample is ideally suited to a role which directs people towards goals and specific targets.

He possesses atypical Managing directors profile and as such is likely to be a strong leader of people he is not technically minded and would require others to deliver the detail, although he is capable of handling detail when required.

He will be strong building the commercial objectives of the organisation and is an externaliser. Too much internal routine work is likely to be unattractive to him and as a result he will likely be strong in delegating to others.

Will take time to settle, learn the job but this should not be a problem as he has exceptional levels of self motivation.

PART I - TESTING

The first part of the Personal Assessment Centre assesses the candidate's mental ability, behavioural characteristics and job compatibility by means of a series of tests.

This enables a very objective assessment of the candidate's capabilities and preferences, which can then be used to verify the accuracy and realism of the candidate's perceived strengths and limitations.

I TESTS FOR SELECTION AND TRAINING (TST)

The candidate's ability levels were assessed using Tests for Selection and Training (TST) normative tests, programme 4.

The objective of the TST tests provide an indication of the candidate's ability to respond positively to training programmes. They are also a measure of fluid intelligence and shows the candidate's rate of mental processing or "mental horsepower".

The tests are timed and require the candidate to work both quickly and accurately. The scores are then converted into percentiles, which rank the candidate's ability levels against a norm group of U.K graduate managers.

I.1 KEY ABILITIES

- Steady at detecting error and prioritising
- Comfortable with numbers, and accurate.
- Below average in working memory and as a result will take his time to respond to new information and change.
- Some technical aptitude.

I.2 COMMENTARY ON CANDIDATE

Average compared to the UK working norm. Likely to need time to settle and respond to new arrangements / roles.

May have communication / intellectual issues with others who see things quicker than he is able to – particularly in technical problem solving areas.

2 PERSONAL PROFILE ANALYSIS (PPA)

The candidate's behavioural style at work was assessed by the Personal Profile Analysis (PPA) behavioural questionnaire.

The PPA is a powerful work place inventory and can be used in virtually every aspect of human relations within the work environment. It is based on the psychological theory of Marston (1928), who determined that everyone exhibits the four characteristics of Dominance, Influence, Steadiness and Compliance in the way they interact with their environment and the people in it.

Filling in the PPA questionnaire places each characteristic along a scale from high to low. The strength and combination of the characteristics, in addition to how they influence each other, predicts the candidate's behaviour in the work place.

Specifically the PPA predicts:

- How the candidate would prefer to be at work if they had no constraints to behave differently, either by the work environment or the people in it. This behaviour tends to be quite consistent over time.
- How the candidate currently feels they have to modify their behaviour to do their job. This behaviour can fluctuate in response to what is happening in their job role.
- How the candidate's behaviour might change when they are placed under what they perceive to be pressure.
- Any stress, problems or frustrations they may be currently experiencing.

2.1 DESCRIPTIVE WORDS

Independent, direct, sceptical, probing, energetic, assertive, strong-willed, opinionated, self-motivated, asks "what" and "why".

2.2 PREFERRED BEHAVIOURAL STYLE

This individual is generally seen as very goal oriented, strong-willed, self-confident and demanding on himself, as well as on others. He is likely to be a high achiever and is usually willing to take risks in order to get a result without waiting for feedback from others. Being forward-looking, this individual is adventurous and capable of by-passing tradition. He assumes responsibility and enjoys a competitive environment, where he gets the results as well as the rewards. There may be times when he has a tendency to overstep his authority and cause other people to feel threatened by his aggressiveness. This impatient attitude may be a source of irritation for others who are not as quick or as assertive as he is.

He may not always trust other people and so may have difficulty delegating. is not a natural communicator and may need to learn to express his feelings/thoughts. He may resent other people trying to impose their opinions or ideas on him. There is a tendency for him to confront others and be somewhat critical of those who see matters differently to himself. Sample wants direct answers and the opportunity to prove himself.

2.3 JOB EMPHASIS

Independent achievement or direction of others towards a goal

The job should be geared toward allowing this person to adopt his own approach to the achievement of a goal or a solution to a problem. There should be little or no need for this person to have to follow protocol. Ideally, the job will allow this person to take risks and to act without precedent. The use of persuasion or the need for much interpersonal relations should be minimal. A variety of tasks and an ability to come up with new ideas, as well as solving challenging problems are very much a part of this person's behavioural style. The position should allow this individual to do a lot of planning to establish objectives and develop requirements for success.

2.4 WORK MASK

Sample believes that in order to be successful in the current work situation he should modify his behaviour quite considerably and is trying to take a more friendly, confident and outgoing approach to situations.

Whilst this is a very positive factor, it is important to know whether he can work continuously to this mask, even when pressure is placed upon him.

If influence, persuasion and people skills are an important part of the job it is recommended that you assess the situation and are confident that Sample can work to his mask at all times.

Sample also modifies his behaviour by increasing his compliance factor. As a direct result the indicators suggest that the reason could be one or more of the following:

- He may be newly promoted into a position, but still finding out the rules and regulations appertaining to the job.
- He may be currently working in a specialist or technical environment for which he does not have natural characteristics.
- He may be following all the rules and working exactly by the book.
- He may be currently covering his back, treading carefully, doing and saying all the right things.
- He may be a "yes" person within the work situation.

The effect of the above should be carefully assessed and consideration given as to whether this could affect job performance.

2.5 BEHAVIOUR UNDER PRESSURE

There are indicators which suggest that when pressure is placed upon, he modifies his behaviour slightly. Sample is naturally driving and forceful but emphasises these characteristics when the pressure is really on.

This suggests therefore that results and authority become even more important to him.

It should also be noted that the self-image suggests that this strong-willed and independent person will conform and comply when really necessary. However, under extreme pressure his behaviour may change. In these circumstances he is likely to emphasise his independence, displaying a dislike for rules and close supervision. As a result he may be seen by others as rebellious or difficult to manage.

2.6 MOTIVATION

Self motivation

Sample is motivated by authority, power, freedom from controls and an opportunity to make his own decisions. He needs to be given a broad set of guidelines and a description of what is expected. Change, variety and challenge are also important motivators for this very energetic individual

Motivators

Samples motivated by power, authority and achieving good results. He enjoys prestige and position and will continually be looking for opportunity and advancement. He enjoys challenging assignments and a wide scope operation. He prefers freedom from control, direct answers and new and varied activities. Money and material things are important to him.

Should Sample have a boss, then ideally that person will be a direct leader, who understands that Sample needs to negotiate on a one-to-one basis. He should be given clear objectives and timescales, but then allowed the responsibility and authority to get on and achieve the results.

2.7 GENERAL COMMENTS

As there are currently no frustrations, problems or pressures showing in Sample's profile, the indicators are that he feels comfortable and able to cope behaviourally with the requirements of the job, organisation and boss.

3 HUMAN JOB ANALYSIS (HJA)

The Human Job Analysis (HJA) was used to assess the behavioural requirements for the job.

The HJA looks at the way the organisation would ideally like the job to be done, by assessing the job using the same characteristics of dominance, influence, steadiness and compliance that are applied to the individual.

It is then possible to see which areas of the job the candidate is behaviourally compatible with.

3.1 ORGANISATION'S PERFECTION OF THE JOB

The results of the completed job profile suggest that the competences required by the job-holder should include the ability to:

- Remain forceful when others become pessimistic and defeatist and provide satisfactory and acceptable outcomes in situations which involve the new and unexpected.
- Take decisions in a timely and appropriate manner whilst at the same time ensuring others follow similar principles.
- Set tough objectives, monitor progress and if necessary take corrective action and generally control the performance of both self and if appropriate, others.
- Assert authority in order to meet agreed timescales and deadlines and overcome any problems which may get in the way of their achievement.
- Be confident when dealing with negative people and encourage them to come up with imaginative solutions to difficult problems.
- Develop trust in people and be willing to smooth relationships and advise and assist others.
- Be firm and persistent when expressing views and provide thoughts and ideas to overcome problems once the situation has been properly debated.
- Bring a sense of urgency to situations, demonstrate an active approach, be willing to get involved in order to increase the pace and achieve goals and objectives.

The Job Profile indicates that the job requirement is for a person who is inspirational, manipulative and has the drive to achieve. The job is likely to require that tangible, measurable results are to be obtained despite opposition or resistance to their accomplishment. There may be pressure to meet deadlines in an environment laced with a wide variety of problems and unexpected interruptions. Communication and people skills are also important aspects of the job. The person fulfilling this role should be self-starting, competitive, imaginative, direct, influential, persuasive and self-confident. Independence, mobility, activity, pace and authority are also factors which could be important to this position.

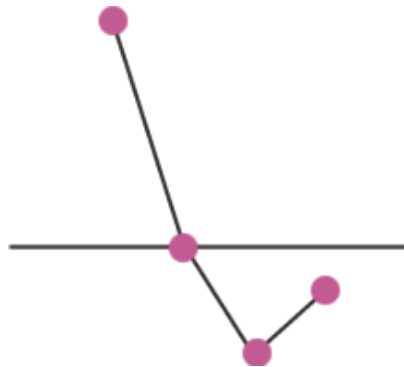
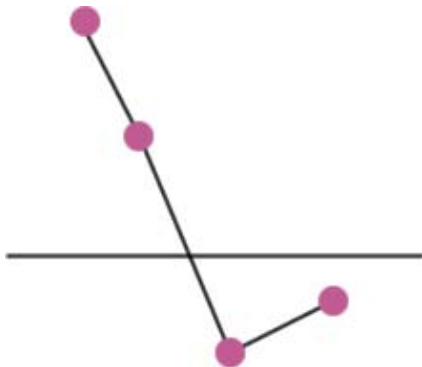
4 GAP ANALYSIS

4.1 ORGANISATIONAL HJA/CANDIDATE PPA COMPARISON

HJA REQUIREMENT

PPA SELF IMAGE

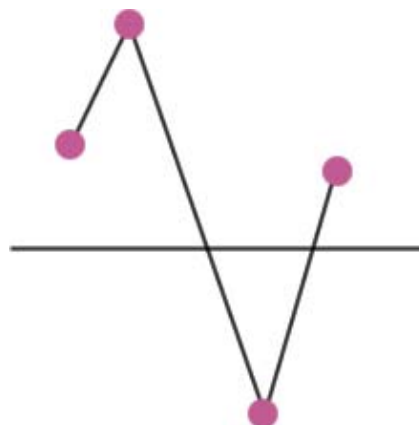
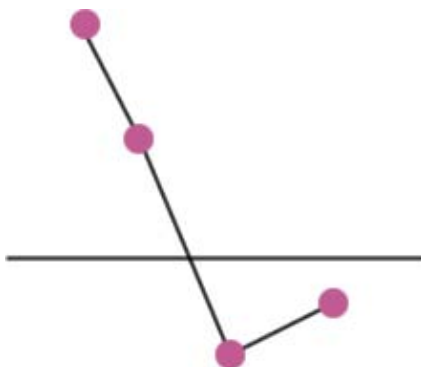
We believe that the HJA reflects the culture / workstyle of SAMPLE LTD. Not the specific demands of the M.D. Our suggestion would be the profile below.



Likely to focus on directing results through others and can modify behaviour to motivate if it is required. Likely to follow rules, regulations and protocols when important to do so.

Matched the generic profile of a Managing Director.

4.2 ORGANISATIONAL HJA / CANDIDATE HJA



Sample's' perception of the job closely matches the organisations – indicating that he understands what is required behaviourally. He however places a little more emphasis on motivating people whilst maintaining quality and standards.

5 PERCEIVED STRENGTHS

The following indicators are taken from a forty-minute self-assessment carried out as part of the overall review and show the candidate's perceived view of their personal strengths against each heading. They are then compared to the organisational standards set. The variance measures the degree of discord between perceived strengths and organisational standards. Significant discord is noted with an asterisk * and will usually arise from a serious shortfall of competence when compared with the organisational standards. In rare cases, it might indicate excess of competence deemed likely to have an adverse effect on performance.

The items in bold type match with one of the top two priorities in the organisational standard.

5.1 GENERAL BUSINESS STRENGTHS

Items for comparison	Candidate's rating	Organisational rating	Variance
Education	0	2	2
Mental capacity	5	8	3
Personal qualities	5	4	1
Interpersonal skills	7	7	0
Communication skills	5	5	0
Management skills	6	6	0
Experience	4	3	1
Updating knowledge	1	0	1
Entrepreneurial	3	1	2

Overall – a strong match.

5.2 MANAGEMENT STRENGTHS

Items for comparison	Candidate's rating	Organisational rating	Variance
Problem solving	3	0	3
Strategic planning	8	4	4
Creating new ideas	5	3	2
Job competence	1	2	1
Achieving results	6	8	2
Self starting	4	7	3
People skills	6	5	1
Organising ability	1	1	0
Decision making	2	6	4

Good all rounder in time management strengths.

5.3 FOCUS ON GOAL SETTING

Items for comparison	Candidate's rating	Organisational rating	Variance
Setting objectives	8	7	1
Monitoring actions	5	1	4
Generating ideas	1	7	6*
Creating solutions	1	6	5*
Focusing	2	0	1
Balancing risks	2	4	2
Taking decisions	5	5	0
Initial planning	7	4	3
Setting time-scales	7	2	5*

When goal setting Sample is likely to focus on setting objectives / time scales.

*May need clarification on where he is allowed to create solutions / ideas in a strongly regulated industry. This was the reason for the mis-match to the standard- clarification required.

NB Mental speed results in T.S.T may make it difficult for him to do this in areas where he has little knowledge or experience.

5.4 PEOPLE SKILLS

Items for comparison	Candidate's rating	Organisational rating	Variance
Motivating others	8	7	1
Developing others	5	4	1
Counselling	2	1	1
Getting commitment	5	2	3
Appraisal skills	2	1	1
Communication	4	8	4
Listening skills	2	6	4
Selection skills	1	2	1
Team building	7	5	2

Good people skills indicated – confirmed by his E.I perception and interview.

5.5 COMMUNICATION STYLE

Items for comparison	Candidate's rating	Organisational rating	Variance
Telling	3	1	2
Persuading	7	6	1
Listening	5	7	2
Writing	0	3	3
Challenging	5	3	2
Enthusing	7	0	7*
Precise	1	8	7*
Questioning	4	3	1
Explaining	4	3	1

When communicating – Sample will use his enthusiasm to win the support of others in an effort to succeed. If however communicating technically – he is likely to be less effective and lack precision. Others, who are seeking explicit detail, may therefore perceive him as superficial and lacking in substance.

5.6 CUSTOMER CARE APPROACH

Items for comparison	Candidate's rating	Organisational rating	Variance
Positive attitude	7	3	4
Open approach	5	5	0
Enthusiasm	4	0	4
Desire to please	1	1	0
Able to say no	3	8	5*
Meet priorities	8	5	3
Listening ability	3	3	0
Thoroughness	1	4	3
Responsive service	4	7	3

* Customer care would appear to be a strength. Discussion around his perceived ability to “say no” revealed that he can do so – but prefers and works hard to get people on board willingly. His EI assessment confirms that he does have the ability to do both

5.7 DELEGATION

Items for comparison	Candidate's rating	Organisational rating	Variance
Explaining facts	7	6	1
Give authority	6	8	2
Measure results	4	1	3
Retain control	4	0	4
Exercise caution	0	2	2
Agree procedures	1	5	4
Agree objectives	7	7	0
Provide detail	3	4	1
Set timescales	4	3	1

Sample matches the standard comfortably and should be strong at delegation. However his next interview should investigate if he delegates 'tasks' or 'result' with empowerment for others. His PPA indicates that he may find this difficult.

5.8 DECISION MAKING APPROACH

Items for comparison	Candidate's rating	Organisational rating	Variance
Analysing	7	6	1
Evaluating	7	4	3
Questioning	3	3	0
Prioritising	3	6	3
Planning	3	2	1
Thinking	5	6	1
Creating	2	0	2
Explaining	4	1	3
Risk taking	3	8	5*

Sample is likely to be a strong decision maker. He is likely to consider the regulations and outcomes before doing so. His high EI adaptability score however may cause some inconsistency if pleasing and engaging others is a concern. He therefore should deliver what the standard requires once he understands his role.

5.9 CONFLICT STYLE

Items for comparison	Candidate's rating	Organisational rating	Variance
Concerned	3	2	1
Evasive	0	0	0
Strong	5	5	0
Accommodating	4	3	1
Lenient	2	1	1
Direct	7	7	0
Objective	8	8	0
Strict	2	4	2
Tactful	5	6	1

Matches the standard comfortably – should handle conflict well.

5.10 TIME MANAGEMENT

Items for comparison	Candidate's rating	Organisational rating	Variance
Take risks	0	1	1
Update plans	6	6	0
Remain calm	3	0	3
Think logically	2	8	6*
Set priorities	8	5	3
Delegate tasks	7	3	4
Retain quality	1	2	1
Be well organised	5	7	2
Take decisions	4	4	0

* Sample is likely to control his time by using delegations and setting priorities for others.

Logical application is not his forte and will need to be provided by the others around him so he will solicit the 'How to' factor from them.

5.11 PLANNING APPROACH

Items for comparison	Candidate's rating	Organisational rating	Variance
Analytical	6	4	2
Thorough	2	2	0
Innovative	4	6	2
Detailed	4	1	3
Realistic	7	8	1
Precise	0	7	7*
Methodical	1	0	1
Calculated	4	3	1
Consultive	8	5	3

When planning – Sample is likely to focus on realistic outcomes and will achieve this through consultation with others. Precision – when it is important – will need to come from his team.

5.12 ORGANISING AND ADMINISTRATIVE STYLE

Items for comparison	Candidate's rating	Organisational rating	Variance
Logical approach	6	6	0
Innovative skills	7	4	3
Positive attitude	5	5	0
Administrative competence	4	2	2
Achieving objectives	7	8	1
Speed & accuracy	0	1	1
Tying up loose ends	2	2	2
Challenging the status quo	3	3	0
Meeting time scales	2	7	5*

Sample is likely to be a strong organiser and will focus on achieving objectives. Meeting time-scales might be a limitation in areas where he lacks knowledge and/or too much time is spent in consultation with others.

5.13 PROBLEM SOLVING TECHNIQUE

Items for comparison	Candidate's rating	Organisational rating	Variance
Being creative	5	1	4
Being objective	6	6	0
Being systematic	1	3	2
Having strategic ability	5	3	2
Developing ideas	5	7	2
Questioning things	5	5	0
Researching facts	2	3	1
Resourcing solutions	2	0	2
Taking decisions	6	8	2

Matches the standard well – possibly too much emphasis on being creative and may become frustrated if he cannot use this ability.

5.14 TECHNICAL STRENGTHS

Items for comparison	Candidate's rating	Organisational rating	Variance
Analytical skills	3	4	1
Creative skills	3	3	0
Realistic attitude	6	5	1
Objective approach	8	6	2
Accuracy	1	2	1
Self-organisational skills	7	7	0
Meeting priorities	4	8	4
Technical competence	3	1	2
Good attitude to authority	2	0	2

Matches standard – may struggle however meeting priorities as mentioned in time management.

5.15 SALES STRENGTHS

Items for comparison	Candidate's rating	Organisational rating	Variance
Presenting facts	6	4	2
Listening skills	4	1	3
Customer service	5	7	2
Closing	5	3	2
Opening & enthusing	5	0	5*
Self-starting	3	8	5*
People skills	6	4	2
Self-organisation	0	5	5*
Product knowledge	2	4	2

Sample is likely to focus on closing sales and enthusing people. Although naturally self motivated, (EIQ) he may be prone to confidence loss if failure becomes too regular. He is a natural self-starter by nature but his (TST) indicates that he may take time to **'hit the floor running'** until he has had some experience / grounding in the role.

6 PERCEIVED WEAKNESSES

His self analysis revealed that he believes he is weak in the following areas.

Not always committed - questions revealed that this does happen if he does not believe that something will work or in the direction something is going.

Inflexible - can be so if his personal and/ or business ethics are being compromised.

Slow to react - partly TST = below average mental horsepower, but likely to be confined to unfamiliar areas. Also he needs to understand **why?** Before reacting to avoid **failure**.

7 RECOMMENDED TRAINING

Sample believes the following would help him if he is appointed to the role.

1. Technical aspects of co-ordinating an airport.
2. Legal responsibilities of an M.D.

8 INTERVIEW SUMMARY

Sample has the profile of a natural MD and directive leader. He was very personable and easy to work with.

His PPA currently lacks the level of Influence emphasised in the job profile but motivating, mentoring and working with and through others should not present him with any difficulty.

His E.I. perception suggests that he believes he is able to modify his behaviour to deliver these behaviours and movements in his graph I (work mask) confirms this.

Under pressure – I am a little concerned. His TST score is below the benchmark by a considerable margin – indicating that he may become stressed by the intellectual demands of the role.

His E.I. perceptions are very high suggesting he is confident in his ability to interact with others and balance logic with emotion to deliver appropriate behaviours in a variety of different situations.

He is naturally a calm person externally, but may internalise emotion too much on occasions. This should be discussed with him should he be selected, but should not adversely affect his performance.

A clearly defined hand-over and a team to work through to achieve the desired results would provide him with the ideal environment to achieve success and give him time to understand the in-depth demands of his role.

PART III – APPENDICES

I PERSONAL PROFILE ANALYSIS REPORTS

- Executive summary
- Management audit
- How to effectively manage
- PPA graphs

2 TESTS FOR SELECTION AND TRAINING REPORT