

# Personal Assessment Test<sup>®</sup>

## REPORT

Name: **Mr. X**  
Position: Operation Manager  
Firm: Firm Ltd.  
Date: March 2004

# REPORT SUMMARY

Name/code... **Mr. X** .....

Report number:..... **0001-04**

## Evaluation of the candidate for the position:

**A**  **Evaluated as an excellent candidate.**  
Will with great certainty do a most satisfactory job. (Rare match – at the most 5%)

**B**  **Evaluated as a very likely candidate.**  
 May develop in direction A.

**C**  **Conditional recommendation.**  
Will do an average to satisfactory job.  
 May develop in direction B.

**D**  **Recommended with hesitation.**  
 May develop in the direction C.

**E**  **Not recommended.**  
The candidate obviously has other qualities, but these are not suited to the position in question.

**F**  **The candidate is not an applicant.**

## The reports assumptions:

Test without interview

Recruitment assignment

Verbal job description

## Areas were the candidate best utilises his or her potential:

Mr. X is more a businessman and within marketing than a strong salesman. He should do a proper job for example as a manager in supermarkets or other more trading oriented business.

## Suggestions for further self-development/career plan:

- Try to be more willing to take risks.
- More interest in other people and less self-centred.

## Areas that needs clarification in an interview:

1. Too frightened to make mistakes?
2. Self-centred?
3. Stressed, why?

## SUMMARY AND RECOMMENDATION

Mr. X possesses the personality attributes making him well suited to administrative positions requiring strong time management skills. He is personally well-organized will constructively plan his day and strives to meet deadlines. Due to his intelligence and good business sense he is the type of individual who is not easily fooled by others. In addition his empathy is excellent enables him to make accurate assessments of people and situations. To some extent Mr. X enjoys interaction with people and to some extent he is motivated to persuade them and he is assertive and when he feel safe and are handling jobs within his competence he should not have problems to come through with his ideas or plans.

However his ego-drive is not that strong as for a salesman. To persuade or convince others would not be the type of work inspiring his inner motivation. He possesses the self-discipline and responsibility necessary to effectively deal with administrative details. With his excellent empathy he reads people acuteness and is able, as a result, to pick up feedback and subtle cues from others.

His working capacity is very good. He is energetic as well as persevering and combined with his responsibility you can trust him that work he starts will be well completed. He is emotional a very stable person and we feel convinced that he can handle setbacks as well as success.

Mr. X is average social as a person, who appreciate his own company more than others and in spite of his excellent empathy he is rather self-centered. In addition he is too frightened of making mistakes and he should try to be more willing to take risks as his combination of intelligence and excellent empathy should make him a good decision maker and we doubt he will do the same mistake twice.

His working capacity is very good and he is acceptable self-starter even if, as mentioned, he is too occupied of not making mistakes.

We give Mr. X credit for his business interest. He is ambitious and looks upon himself as a convincing and strong leader.

We should think that Mr. X would deal acceptable with figures and data. His main interest however is undoubtedly as a businessman and as a manager he should improve some of the above-mentioned areas. Especially be more risk willing and try to be more interested in other people. With his intelligence and empathy he has the key to improve his abilities as a professional as well as personally.

Comments in details on personal dynamic in proportion to job context:

- **Execute commercial and financial objectives for the area** – He has an acceptable analytical mind and we feel he has his strength more within development than execution.
- **Develop and secure operational strategic and policies** – Again he is more a marketing man doing the detail jobs in a proper way.
- **Control and manage all resources** – He is more a controller than a manager.
- **Communicate all company initiatives** – He is rather self-centered and not especially communicative.
- **Manage to inspire and motivate** – He has excellent empathy and understanding of people. His weaker areas will be to inspire and be a motivating manager as an example to follow.
- **Initiate, negotiate and secure supplier agreements** – This part of the job should be in good hands with Mr. X.

In short Mr. X is not the persuasively oriented individual. He lacks an inner need to persuade and will not be a strong forceful manager. In addition it is an open question his abilities to build strong long-term relationships with customers. Due to his lack of interest of others he is rather self-centered. We are in some doubts about recommendation and the result of references and how he behave in an interview are important to have a more accurate picture of Mr. X than what the test tells us.

# P.A.T.® - ANALYSIS

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The evaluation is made against specific job demands

COMPETENCE IN RELATIONS, INTERACTION WITH OTHER PEOPLE	Comments	SATISFACTION OF JOB DEMANDS							
		Doubts	INSUFFICIENTLY		PARTLY			WELL	
			1	2	3	4	5	6	7
Empathy									X
Ability to cooperate	D3-A				X				
Ability to communicate	D-A				X				
Openness towards others				X					
Ability to negotiate						X			
Service-mindedness	D3				X				
Ability to listen								X	
Flexibility, adaptability								X	
Ability to delegate	D-A				X				

PERSONAL EFFECTIVENESS	Comments	SATISFACTION OF JOB DEMANDS							
		Doubts	INSUFFICIENTLY		PARTLY			WELL	
			1	2	3	4	5	6	7
Ego-drive. Inner need to persuade and influence					X				
Combination of ego-drive and empathy						X			
Assertiveness. Positive self-confidence	A-D						X		
Motivation for the job								X	
Selling abilities					X				
Leader abilities							X		
Result orientation	C-D4				X				
Capacity for work								X	
Independence								X	
Mental strength.								X	
Commercial ability								X	
Initiative. Self-starter	C-D						X		
Stamina, staying power								X	
Sense of responsibility								X	
Ability to make decisions	A-D				X				
Willingness to take risks								X	
Administrative ability								X	
Analytical ability							X		
Creativity, visions and fantasy					X				

**COMMENTS:**

- A: Can be exploited better.
- B: Too much/too little
- C: Situation-dependent
- D: Frightened of making mistakes/not succeeding
- D2: To great a need to achieve
- D3:Self-centred
- D4: To product-oriented
- E: Impatient/impulsive

- F: Cautious
- G: Strong opinions, stubborn, conservative
- H: Perfectionist/not very flexible
- I: Has problems / stressed / frustrated
- J: Too compliant / emotional
- K: Can detach / self reserved
- L: Too dominating/authoritarian
- M: Listens too little / talk too much

- N: Impatient with details/routine
- N2: Too pre-occupied with details / a "fusser"
- O: Energetic / not very energetic
- O2: Persevering / not very persevering
- P: Self-control. Too much / too little
- S: Very hard to evaluate
- (X): Potential

## EGO-DRIVE

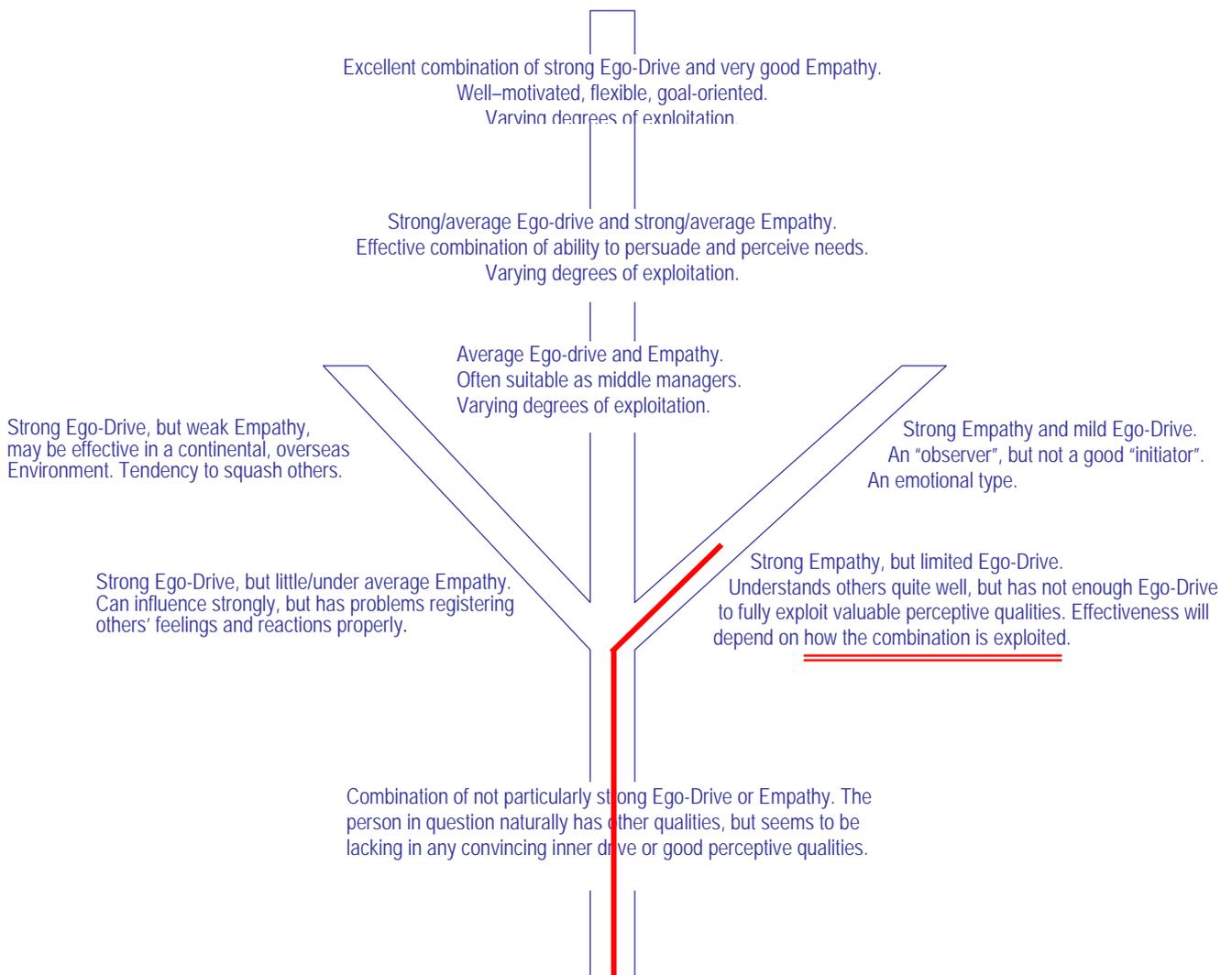


## EMPATHY



A person with a strong Ego-Drive and limited Empathy will make less effective use of his ego-drive, will enforce his will like a bulldozer, thereby losing the feedback that strong empathy would give. A person with strong Empathy, but weak Ego-Drive will be a receptive person with a limited ability to get results over and above routine ones.

## THE COMBINATION OF EGO-DRIVE AND EMPATHY is the key to personal effectiveness depending on effective exploitation



# DEFINITIONS

**EMPATHY** is the talent to accurately sense the reactions and feelings of another person without necessarily agreeing with those feelings. This quality, combined with realism, contributes to the understanding of our environment. Empathy is an important element in a person's development. Empathy is not sympathy. Sympathy involves over-identifying with another person, thereby losing sight of one's own objectives. Empathy requires time to perceive the environment. A person with below average empathy may compensate through active listening.

**EGO-DRIVE** is the inner need to persuade another individual as a means of gaining personal gratification. The ego-driven person wants and needs this victory - the successful persuasion - as a powerful enhancement of his ego. His self-esteem is expanded by such victory and diminished when he fails to persuade. However, this lessening of self-esteem does not discourage him, but rather stimulates him to greater efforts at the next opportunity. Ego-drive is not ambition, not aggression, not energy, not even the willingness to work hard, but the need to create results.

**THE COMBINATION OF EMPATHY AND EGO-DRIVE** is the key to personal effectiveness. Empathy makes a person sensitive to the needs of his clients and employees, but it takes good ego-drive to utilize this feedback to create results (persuade/convince).

A person with good empathy and weak ego-drive is perceptive and understanding, but lacks the drive that could carry him purposely forward. In the opposite way, a person with good ego-drive and weak empathy will tend to bulldoze his way through - using force and domination.

**ASSERTIVENESS** - Positive self-confidence and determination. An assertive person will try to take the lead in a group situation and will express his statements forcefully. Assertiveness is also the need to make one's presence or influence felt.