

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

## REPORT

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

# REPORT SUMMARY

Name/code... **Mr. Y** .....

Report number:..... **0002-04**

## 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:

Business oriented trader.

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

He is to frighten of making mistakes and as a result, probably can hesitate too much before making a decision.

## Areas that needs clarification in an interview:

1. Cautious?
2. To product oriented and frightened of making mistakes?

## SUMMARY AND RECOMMENDATION

Mr. Y possesses many of the dynamics needed for success as a Nordic Operation Manager. His above average empathy and intelligence provide him with the kind of feedback from others, which enables him to lead with constant regard to the impact on the people with whom he is working. He possess a strong time management skill and is personally well organized and will plan his day well in order to make the most of his time. He is intelligent and self-confident and will, therefore, set at god example for subordinates and is well perceived by clients and prospects.

Mr. Y is responsible, hard working and diligent and he will always take the time to consider the long-term implications of his decisions. In fact this cautious nature may at times be a limitation, since he could hesitate too long and miss important business opportunities. It may also interfere with his delegating abilities because he tense to be too concerned with things being exactly right and therefore tense to want to do everything himself in order to insure that his high standards are met. He should learn to trust his instincts more and to act a bit more spontaneously, because he is not the type of individual who will go ahead inappropriately.

Mr. Y possesses average ego-drive. Thus, his persuasion motivation is a limiting factor as operation manager. He may not push strongly enough for the implementation of his plans and ideas, or be an aggressive negotiator. Even if he is assertive enough, he should substantially improve his management potential by being more risk willing and more spontaneous.

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

- **Execute commercial and financial objectives for the area** – He will be a stronger developer than executer.
- **Develop and secure operational strategic and policies** – He has a strategic mind and should do the theoretical part of the job very well.
- **Control and manage all resources** – He is a strong controller, but has some limitation as a manager.

- **Communicate all company initiatives** – He would do this part of the job very well.
- **Manage to inspire and motivate** – If he had more confidence in himself and more risk willing, this part of the job would be done better than today.
- **Initiate, negotiate and secure supplier agreements** – He will do a proper job within this area.

In short, due to his strong time management skills and empathy we moderately recommend Mr. Y for the Nordic Operation Management responsibilities. However, it is important for him to improve in the before mentioned areas in order to maximize his strength.

# P.A.T.® - ANALYSIS

Report number:.....0002-04.....

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                                   |          |                             |                |   |        |   | X |      |   |
| Ability to communicate                                 | D-D4     |                             |                |   | X      |   |   |      |   |
| Openness towards others                                |          |                             |                |   |        |   | X |      |   |
| Ability to negotiate                                   | A-F      |                             |                |   |        | X |   |      |   |
| Service-mindedness                                     |          |                             |                |   |        |   | X |      |   |
| Ability to listen                                      |          |                             |                |   |        |   | X |      |   |
| Flexibility, adaptability                              |          |                             |                |   |        |   | X |      |   |
| Ability to delegate                                    | A-F      |                             |                |   | 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         | C-D      |                             |                |   |        | X |   |      |   |
| Motivation for the job                          |          |                             |                |   |        |   | X |      |   |
| Selling abilities                               |          |                             |                |   | X      |   |   |      |   |
| Leader abilities                                | A        |                             |                |   |        | X |   |      |   |
| Result orientation                              | C-F-D    |                             |                |   | X      |   |   |      |   |
| Capacity for work                               |          |                             |                |   |        |   |   | X    |   |
| Independence                                    |          |                             |                |   |        |   | X |      |   |
| Mental strength.                                |          |                             |                |   |        |   | X |      |   |
| Commercial ability                              |          |                             |                |   |        |   | X |      |   |
| Initiative. Self-starter                        | A        |                             |                | X |        |   |   |      |   |
| Stamina, staying power                          |          |                             |                |   |        |   |   | X    |   |
| Sense of responsibility                         |          |                             |                |   |        |   | X |      |   |
| Ability to make decisions                       | A        |                             |                |   | X      |   |   |      |   |
| Willingness to take risks                       | A        |                             |                | 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

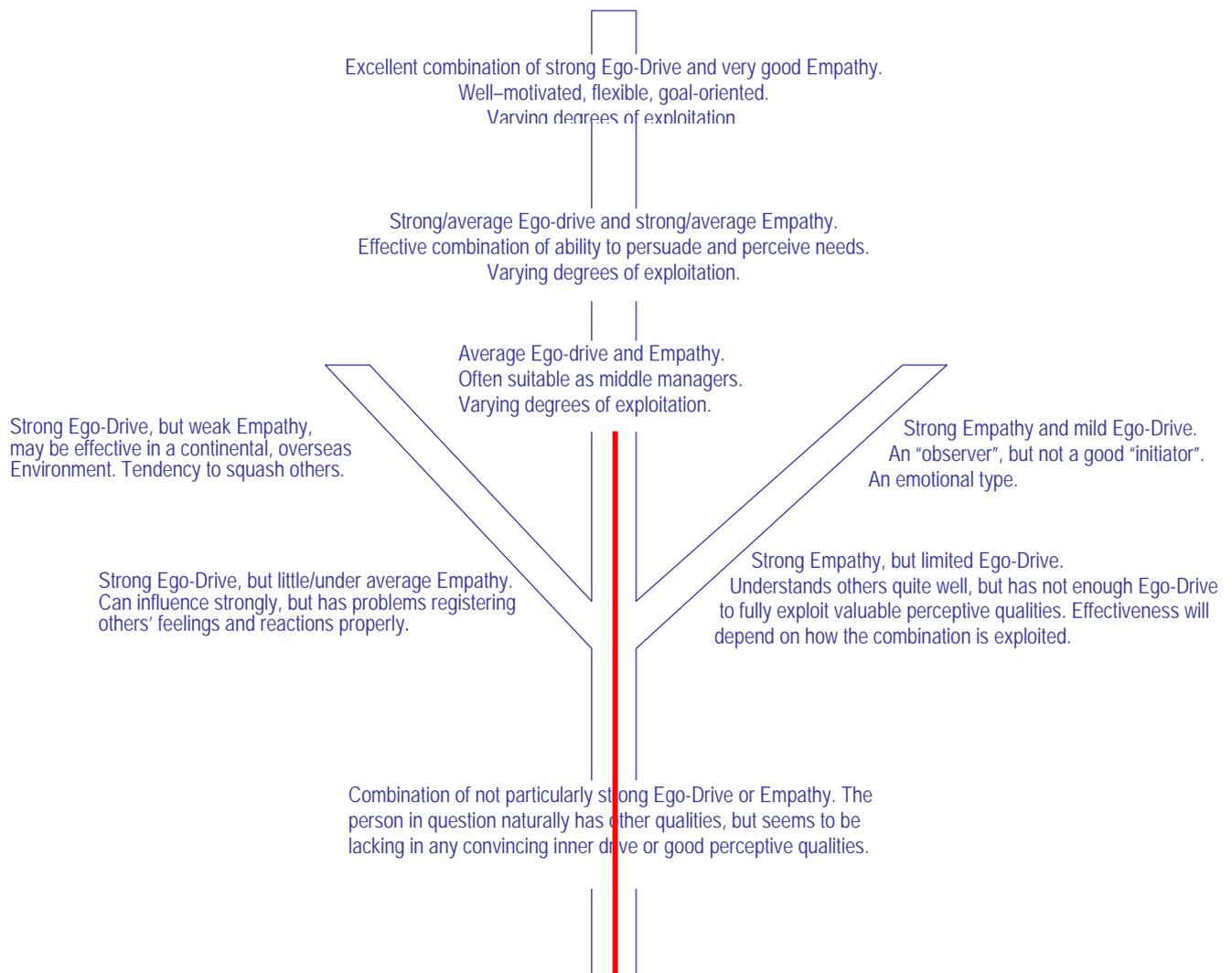


## EMPATHY



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.