

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

## REPORT

Name: **Mr. Z**  
Position: Chief Accountant  
Firm: Firm  
Date: March 2004

# REPORT SUMMARY

Name/code... **Mr. Z** .....

Report number:..... **0003-04**

## 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:

Analytical work. Administrative details and dealing with figures.

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

To be more open for others opinion.

## Areas that needs clarification in an interview:

1. Too stubborn, authoritarian and inflexible?
2. Too pre occupied with details?
3. Frustrated (job-problems)?

## **SUMMARY AND RECOMMENDATION**

Mr. Z possesses the personality dynamics making him well suited to administrative positions requiring strong time management skills. He works well in structured environments and is the type of individual who derives personal satisfaction from knowing that his reports are well written and the paperwork is completed in a neat and timely manner. He is personally well organized and possesses the self-discipline and sense of responsibility necessary to effectively deal with administrative detail.

Mr. Z tends to be somewhat perfectionist in his way of thinking, making him too demanding of himself and tends to become frustrated when others are unable to perform up to his high standards. In fact he is frustrated and stressed today. He also tends to be a bit authoritarian and inflexible, stubbornly resist integrated new methods or making changes in his work habits. This lack of sensitive empathic skills can seem abrasive to many. These weaknesses are mentioned, despite Mr. Z other obvious management talents, because in the responsibilities described, he will be supervising co-workers. Improved empathic insight will make his relationship with those co-workers more productive. Awareness of this problem should go a long way to helping him improve in this area.

Mr. Z enjoys interacting with people and when he is among friends or within a business area adjusted to his competence, he asserts himself strongly and with confidence. Mr. Z also is assertive enough to fight for his point of view and to overcome most obstacles in his path. He is social and a likeable person with a positive service-motivation. In addition he has good business sense and he is a hard working individual with a strong sense of responsibility. Additionally, Mr. Z seems to have a problem or conflict that is draining his energy. This could limit him until he is able to resolve whatever is bothering him.

Mr. Z is well suited to a role that requires close attention to figures and details. He is however, too frightened of not succeeding, and as a decision maker rather hesitating. In spite of his ambitions to make a leader career, Mr. Z is the type of individual who is more suited dealing with "things" rather than with people. Although it does not show on the surface his "people skills" are limited by the fact that he tends to enter situations with the conviction that his way is the right way.

This, although he possesses many fine attributes, and could be moderately successful in the manager's position with Firm, you may want to discuss the above mentioned areas with him before a final hiring decision is made. If he can improve the above mentioned area (to detail-oriented, stubborn and perfectionist) he would be increasing his potential for growth.

# P.A.T.® - ANALYSIS

Report number:.....0003-04.....

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	A-G-H			X					
Ability to cooperate	A				X				
Ability to communicate	C-D						X		
Openness towards others	C-G				X				
Ability to negotiate						X			
Service-mindedness						X			
Ability to listen	R	X				X			
Flexibility, adaptability				X					
Ability to delegate	N2			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	L						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					X				
Result orientation	C-N2-D					X			
Capacity for work	A-I					X		(X)	
Independence							X		
Mental strength.							X		
Commercial ability								X	
Initiative. Self-starter	C-D				X				
Stamina, staying power	A-I					X		(X)	
Sense of responsibility								X	
Ability to make decisions	A-D-H				X				
Willingness to take risks				X					
Administrative ability	A-N2					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

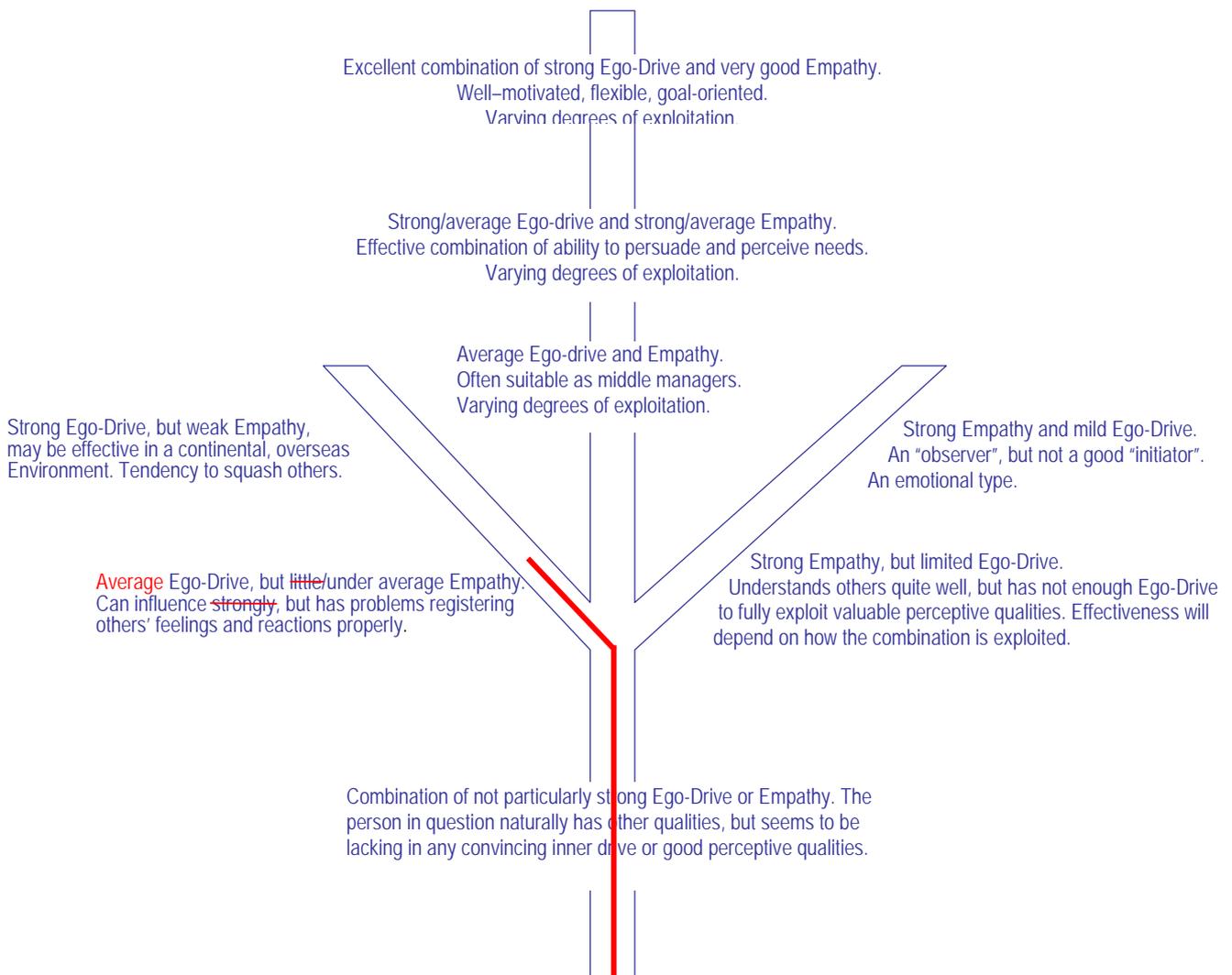
Week Ego-drive	Limited Ego-Drive	Below average Ego-Drive	Average Ego-Drive	Above average Ego-Drive	Strong Ego-Drive	Intense Ego-Drive

## EMPATHY

Week Empathy	Limited Empathy	Below average Empathy	Average Empathy	Above average Empathy	Good Empathy	Excellent 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.