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JANE DOE - ASSESSMENT

OVERVIEW

Ms. Doe is a calm and confident executive who projects a strong leadership presence. In her view, she is well positioned and well prepared to be the president and CEO of Acme, Inc. There were a few times during the interview when she said things like “when I start the job” instead of “if I start the job.” However, she did stop herself after these statements and smiled, saying “I know, I don’t have the job yet.” Given the circumstances under which she left her last job, and the fact that she has had over two years off, it is not surprising that she is somewhat defensive when asked about her career progression. Ms. Doe also stated that she has been given feedback in the past about being defensive, and that she has endeavored to improve in this area. A positive interpretation of her defensiveness is that it is a reaction to occasions where Ms. Doe hasn’t been able to achieve the level of success or performance that she expects of herself, and these high standards are an important motivator for her.

INTELLECTUAL EFFECTIVENESS

Ms. Doe clearly has the intellectual capacity for succeeding in a senior managerial or executive level role. She is in the 99th percentile on the Watson-Glaser Critical Thinking Appraisal and in the 91st percentile on the Wonderlic Personnel Test. The personality assessments, however, indicate that Ms. Doe has only a moderate level of intellectual curiosity. Ms. Doe is verbally expressive and articulate, but not always concise. She seemed to view the interview as more of an exercise in narrating her past job experiences than as an opportunity to answer specific questions. However, she was able to subtly weave in her qualifications for the role throughout the interview.

INTERPERSONAL SKILLS

Ms. Doe is very friendly, likable and charismatic. The assessments indicate that others are likely to seek her out for sympathy and support, and during the interview it was clear that she prioritizes being empathic and supportive. At the same time, she is also likely to be candid, and even blunt. For example, when she was asked during the interview why Large Corporation, Inc. had sold the company she was working for after such a short period of time, she boldly answered “a better question to ask is why they bought it in the first place.” Some colleagues are likely to appreciate this openness and no-nonsense approach, but others may prefer more tact and diplomacy. Another example of her candor was when she was asked about how the Acme role would challenge her, she answered that she didn’t want to sound arrogant, but that she feels that her prior career experience has fully prepared to be successful.

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STRATEGY AND TACTICS FOR GROWTH

Although the assessments describe Ms. Doe as valuing “both the new and the familiar” they also indicate that she will “not seek out novelty for its own sake.” It may be worth considering whether the demands of the role for which she is being considered will necessitate a higher degree of creativity than Ms. Doe is likely to demonstrate. In describing what strategies would be necessary to grow Acme’s business, she spoke mainly in general terms, saying “we would need to do” various things without going into much detail about how. She was not sure if it would be necessary to write a new business plan or to work from an existing one, but said she would be happy to do either. When asked if she had ever written a business plan she replied that at various jobs “we” had written business plans, but it seemed that she had never been responsible for writing a business plan by herself. It may be worthwhile to ask her for further details about what her approach for growing the business would be, and/or her analysis of the pros and cons of Acme’s current strategy in terms of both top line and bottom line growth. The assessments indicate that Ms. Doe’s preference might be to prioritize the quality of work over the quantity of work, so if she is offered and accepts the role it may make sense to clearly communicate to her senior management’s view of how inevitable tradeoffs between quantity and quality of products can be optimized.

WORK ETHIC

The assessments indicate that Ms. Doe is likely to be fast-paced, forceful and energetic, as well as highly determined and persistent. She cares deeply about professional success, and described willingly working long hours and weekends in order to get the job done. The assessments confirm that Ms. Doe “tends to set aside her own wishes in order to meet responsibilities.” She described how important academic success was to her as a student, and how her professional ambitions are a continuation of her academic ambitions. Ms. Doe also described how important it is to her to be able to recruit employees who share her work ethic.

ATTENTION TO DETAIL AND FOLLOW-UP

The assessments reflect Ms. Doe’s tendency to be “moderately well organized and fairly reliable” with “an average amount of self-discipline.” On a more positive note, she is also described as “rational, prudent, practical, resourceful and well prepared.” She likes getting deep into details herself so that she doesn’t have to rely on others to filter information for her and mentioned learning how to use databases so that she could do her own queries and analyses. It would likely be helpful to ensure that if she is hired she recruits some staff members who are more detail-oriented than she is.

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MOTIVATING EMPLOYEES

Ms. Doe's personality assessments indicate that she is able to balance being firm with being sympathetic, and that her social skills are solid. Therefore, she will probably be a likable boss without being a particularly inspirational leader. Her friendliness and open-mindedness do provide benefits in this area, in that Ms. Doe is likely to find out what employees are motivated by rather than making untested assumptions about their motivations. Ms. Doe also seems likely to be able to be tough when necessary, and described how she has been quite capable of terminating underperformers after giving them sufficient feedback and opportunities to improve. As with teaching where Ms. Doe "did much better with the gifted kids than the challenged kids" she is likely to feel more comfortable managing a strong team for growth than turning around a troubled team. One thing that is very important to Ms. Doe is making sure that employees always know what is expected of them so that "there are no surprises." She empathizes with employees and described how she had been frustrated and upset in situations where expectations had not been clearly communicated to her. Overall, she is likely to be successful in motivating the team that she builds and leads.

RECRUITING AND TEAM BUILDING

According to the assessments, Ms. Doe is emotionally well-adjusted, and has a high level of confidence and self-esteem. She also is likely to take a leadership role in groups, and to generate some enthusiasm. These attributes are likely to help her in recruiting and team building. She described how much she enjoys the opportunity to build a team, and to fill an organization with people who will bring a sense of urgency and a level of performance similar to her own. She is particularly proud of having built some high-performing sales teams and her relatively high emotional intelligence will boost the chances that she will hire the right people.

ORGANIZATIONAL CULTURE BUILDING

Ms. Doe has a positive and happy disposition, and is therefore likely to set a positive emotional tone for the organization that she leads. She is also likely to model and build a culture of candor and accountability in which employees will feel encouraged to speak up when they see opportunities for processes and systems to be improved. She described the importance of culture and would likely pay careful attention to the development of a new organizational culture if she is offered the job.

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COMPETENCIES AND DEVELOPMENT NEEDS

Probable Competencies

- A high level of analytic, math and verbal intelligence
- Strong motivation to succeed in growing a business
- Work ethic, dedication, and passion for education and publishing
- Friendliness, calm, confidence and charisma
- Candor and willingness to speak up, even about sensitive issues

Probable Developmental Needs

- Developing a clear strategy and tactics for Acme's growth
- Demonstrating diplomacy and demonstrating tact when necessary
- Being too defensive at times instead of soliciting and learning from performance feedback

SUMMARY AND RECOMMENDATIONS

In conclusion, Ms. Doe has the cognitive abilities and personality attributes that would likely enable her to be successful in the role for which she is being considered. She has a high level of intelligence, the right degree and kind of motivation, and a personality profile that is likely to be a good fit with the role and the organizational culture. Therefore, she is recommended for the position of President and CEO of Acme Publishing.

The above summary is based upon the results of the NEO-PIR, the Wonderlic Personnel Test, the Watson Glaser and the 16PF tests, and an interview which was conducted on June 15, 2005. These tests of cognitive ability and personality are based on professionally conducted research and modern scale construction techniques. The results should be interpreted as probabilities since neither job performance nor human behavior can be predicted with one hundred percent accuracy. This report is intended to be used in conjunction with other job relevant information gathered during the screening process. Ultimately, a final decision for any job candidate should be based on a combination of the results detailed above and other sources, such as candidate education, work experience, references, presentations, and face-to-face job interviews.

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