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# Manager

## Manufacturing Industry

**Name:** John Sample

**Date of Testing:** 12/13/2010

**Organization:** Pearson Sample Corporation

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### Introduction

This report provides information about a candidate's potential fit for the position of manager within the manufacturing industry. Managers who work in the manufacturing industry typically perform the following activities:

- Create budgets and approve expenditures for supplies, materials, equipment, and staff
- Execute plans and manage resources to produce products that meet delivery expectations, quality standards, and cost targets
- Develop and manage inventory and cost control programs
- Hire, train, and evaluate staff
- Coach and develop direct reports in the areas of people management, technical expertise, quality assurance, and safety awareness

This report includes information on the candidate's potential to perform these types of activities, based on an assessment of the candidate in two key areas:

- Critical Thinking – decision making, sound reasoning, and logic
- Work Style Compatibility – the match between work behaviors and job requirements

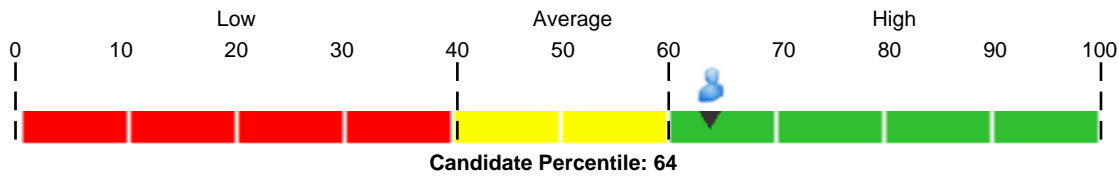
Research by the Department of Labor has found that critical thinking ability and the work styles measured in this assessment are important for successful performance as a manager. Managers with a high level of critical thinking ability are able to accurately evaluate situations and make logical decisions when faced with complex or ambiguous information. Similarly, managers with certain work styles (e.g., leadership orientation, initiative, adaptability) are able to meet the demands and expectations of the role.

For more information on use of this report for employee selection, please consult the [User's Guide for Occupational Solution: Manager within the Manufacturing Industry](#).



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## Overall Fit



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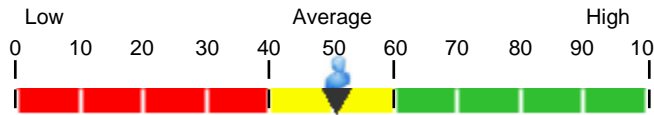
## Score Interpretation

The overall fit score is based on a combination of critical thinking ability and work styles that are critical for a manager position within the manufacturing industry.

This candidate's overall fit score is in the high (green) range. Based on this score, it is likely that the candidate is a good fit for a manager position within the manufacturing industry.

# Critical Thinking

Is likely to struggle with tasks that require critical thinking skills



Is likely to excel in tasks that require critical thinking skills

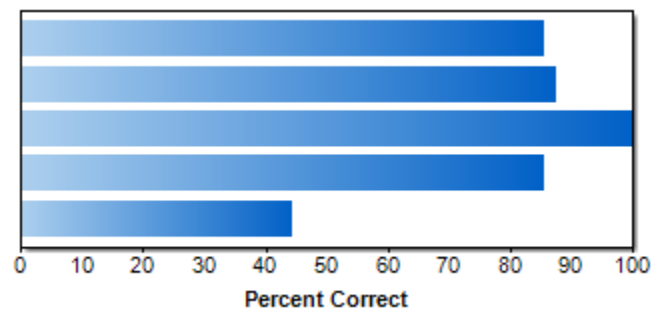
## Score Interpretation

This candidate's score was higher than or equal to 51% of the scores in a sample group of managers within the manufacturing industry. This individual is likely to demonstrate the level of critical thinking necessary for effective analysis and decision making in most situations. Specifically, relative to other managers within the manufacturing industry, this individual is likely to:

- Define at least the basic elements of most problems and situations clearly and objectively
- Recognize the lack of salient or obvious information needed for effective decision making or problem solving
- Typically apply sound logic and reasoning when analyzing information
- Draw accurate conclusions from information in most situations and under most circumstances
- Develop rational arguments to support ideas

## Critical Thinking Subscales

	Score	% Correct
Inference	6	86
Recognition of Assumptions	7	88
Deduction	9	100
Interpretation	6	86
Evaluation of Arguments	4	44



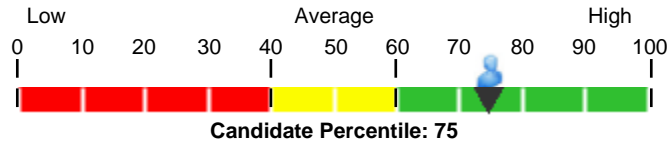
\*The graph above provides a profile of relative strengths and weaknesses on the subscales comprising the critical thinking score. However, because each subscale contains fewer items, the subscale scores tend to be less reliable than the overall score. It is the overall critical thinking score that yields a consistent or reliable measure of critical thinking ability.



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## Work Style Compatibility

Low compatibility with the work styles required for success as a manager within the manufacturing industry



High compatibility with the work styles required for success as a manager within the manufacturing industry

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## Score Interpretation

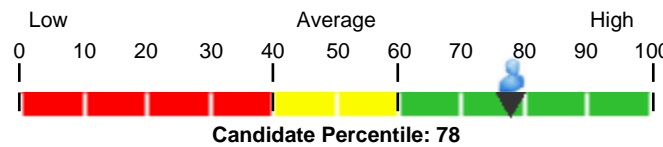
This candidate obtained a Work Style Compatibility percentile score of 75. This score indicates that the candidate is a good fit based on the work styles required for successful performance as a manager within the manufacturing industry.

# Work Styles

## Achievement Orientation

### Achievement/Effort

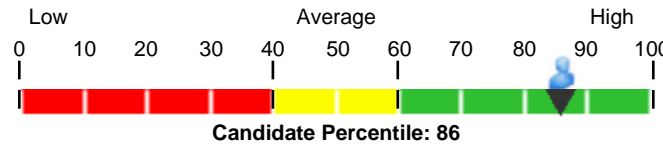
Is unlikely to set challenging work goals and may exert a low level of effort toward achievement of goals



Is likely to establish, maintain, and exert extensive effort toward achievement of challenging work goals

### Persistence

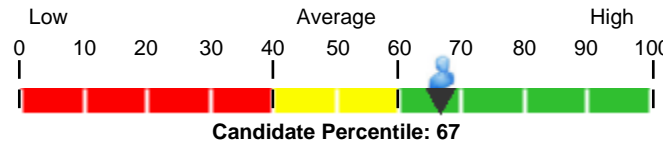
May not persist when faced with difficulties or obstacles, or when success seems unlikely



Is likely to be highly persistent on the job, even when faced with difficulties or obstacles, or when success seems unlikely

### Initiative

Is likely to have little interest in volunteering for or taking on new work responsibilities or challenges

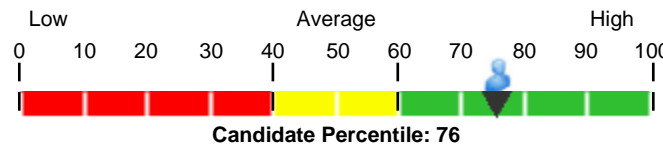


Enjoys taking on new or additional work responsibilities and challenges

## Social Influence

### Leadership Orientation

Is likely to have little interest in taking charge or directing and leading others; may be hesitant to offer opinions



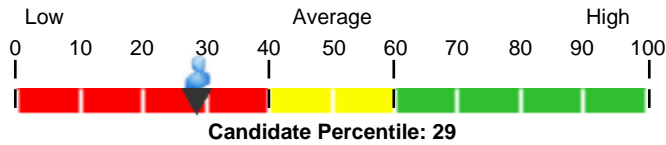
Is prone to taking charge, leading others, and offering opinions; very high scores may push others too firmly

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## Interpersonal Orientation

### Cooperation

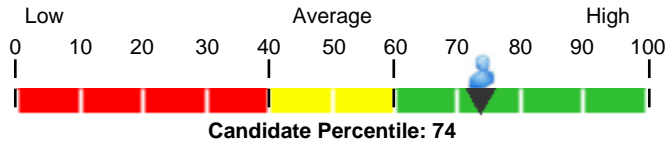
May not be consistently pleasant, good-natured, or cooperative



Is likely to consistently demonstrate a pleasant, good-natured, and cooperative attitude with others on the job

### Concern for Others

May miss opportunities to demonstrate sensitivity, caring, and support for others on the job



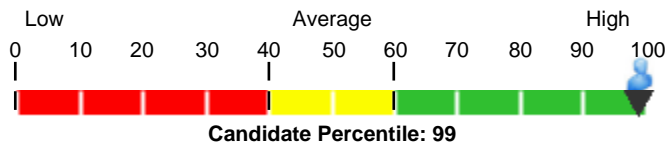
Is highly sensitive to the needs and feelings of others, and highly supportive; very high scores may hesitate to deliver tough messages

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## Conscientiousness

### Dependability

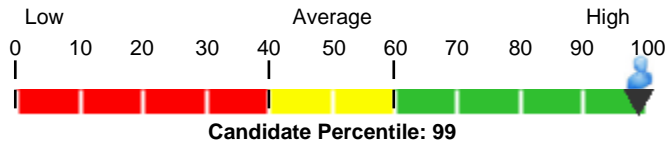
May be casual about or inconsistent in fulfilling job and work obligations



Is likely to consistently fulfill job and work obligations

### Attention to Detail

Is likely to prefer tasks and issues requiring a more global focus to those requiring high attention to detail



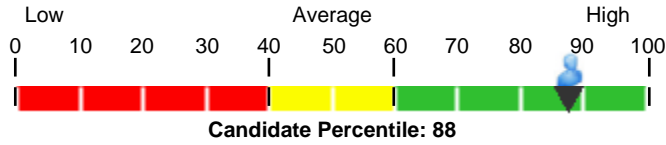
Enjoys and is likely to excel at tasks requiring a strong focus on detail and a need for thoroughness

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## Adjustment

### Self-Control

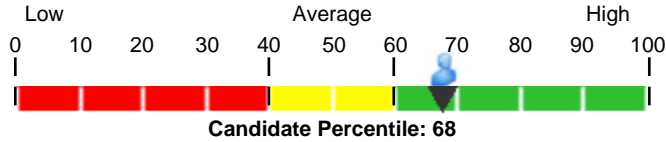
May not maintain composure as consistently as peers; may be prone toward open displays of emotion



Is likely to maintain composure and control anger, even in very difficult situations

### Stress Tolerance

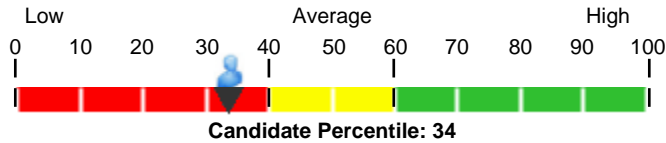
May have little tolerance for criticism or for stress imposed by other people or circumstances



Is likely to accept criticism well and remain calm, even when facing high pressure or stress imposed by other people or circumstances

### Adaptability/Flexibility

Is unlikely to enjoy or look forward to change or variety in the workplace



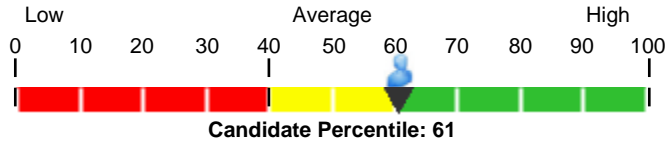
Enjoys and looks forward to change and variety in the workplace

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## Independence

### Independence

Is likely to have to rely on others to define tasks and ways of doing things; may not deal effectively with ambiguity; may prefer working under close supervision



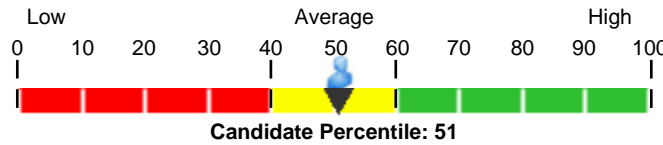
Prefers freedom to guide self with little or no supervision and develop own way of doing things; deals effectively with ambiguity; candidates with very high scores may be uncomfortable with supervision

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## Practical Intelligence

### Innovation

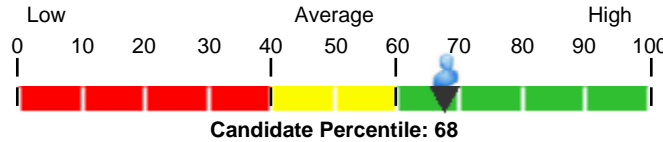
Is likely to be more conventional than creative in addressing work-related issues or problems



Enjoys producing new or creative ideas for addressing work-related issues or problems

### Analytical Thinking

May not enjoy analyzing complex issues in depth and may miss opportunities to use logic to resolve work-related issues or problems



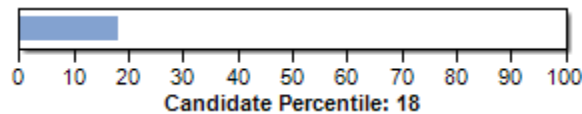
Enjoys analyzing complex issues in depth and using logic to resolve work-related issues and problems

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## Unlikely Virtues

### Unlikely Virtues

Acknowledged self-limitations in responses; not concerned about making a positive impression



Minimized self-limitations in responses; appears concerned about making a positive impression

**Note.** The Work Style scores should be interpreted with caution if the Unlikely Virtues percentile score is higher than or equal to 95.