Introduction

This report provides information about a candidate’s potential fit for the position of financial manager. Financial managers typically perform the following activities:

- Build and maintain customer relationships
- Resolve customer and operational problems
- Develop strategies and monitor progress to meet and exceed department/branch goals and objectives
- Plan and coordinate employee activities
- Ensure that financial policies and procedures are followed
- Recruit staff and oversee HR processes including training, performance reviews, disciplinary actions, etc.
- Coach and develop employees in the areas of customer service, teamwork, and meeting sales/service objectives

This report includes information related to 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 financial manager. Financial 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, financial managers with certain work styles (e.g., leadership orientation, cooperation, social orientation) are able to better 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: Financial Manager.
Overall Fit

Score Interpretation

The overall fit score is based on a combination of critical thinking ability and work styles that are critical for a financial manager.

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 financial manager position.
Critical Thinking

Is likely to struggle with tasks that require critical thinking skills

Score Interpretation

This candidate’s score was higher than or equal to 89% of the scores in a sample group of financial managers. This individual is likely to excel with the type of critical thinking involved in complex analysis and decision making. Specifically, relative to other financial managers, this individual is likely to:

- Define complex problems and situations clearly and objectively
- Readily identify subtle and obvious information needed to enhance decision-making or problem-solving effectiveness
- Apply sound logic and reasoning when analyzing information
- Consistently draw accurate conclusions from information
- Develop strong arguments for the support of ideas

Critical Thinking Subscales

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<th>Subscale</th>
<th>Score</th>
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<tr>
<td>Inference</td>
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<td>Recognition of Assumptions</td>
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<td>Interpretation</td>
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<td>Evaluation of Arguments</td>
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*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.*
This candidate obtained a Work Style Compatibility percentile score of 85. This score indicates that the candidate is a good fit based on the work styles required for successful performance as a financial manager.
Work Styles

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

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

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

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

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

Independence
Is likely to have to rely on others to define tasks and procedures; may not deal effectively with ambiguity; may prefer working under close supervision

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

**Social Orientation**
Is likely to prefer working alone or in small groups and to be indifferent as to whether work colleagues are personal friends.

Enjoys working with others on the job and having work colleagues as friends; very high scores may be uncomfortable working alone.

**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.
Adjustment

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

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Candidate Percentile: 39

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

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Candidate Percentile: 93

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 not likely to enjoy or look forward to change or variety in the workplace

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Candidate Percentile: 94

Enjoys and looks forward to change and variety in the workplace

Conscientiousness

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

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Candidate Percentile: 87

Is likely to consistently fulfill job and work obligations

Attention to Detail
Is likely to prefer tasks and issues that require a more global focus to those that require high attention to detail

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Candidate Percentile: 99

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