Manager
Manufacturing Industry

Name: John Sample  Date of Testing: 12/13/2010
Organization: Pearson Sample Corporation

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.
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

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

<table>
<thead>
<tr>
<th>Subscale</th>
<th>Score</th>
<th>% Correct</th>
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<tbody>
<tr>
<td>Inference</td>
<td>6</td>
<td>86</td>
</tr>
<tr>
<td>Recognition of Assumptions</td>
<td>7</td>
<td>88</td>
</tr>
<tr>
<td>Deduction</td>
<td>9</td>
<td>100</td>
</tr>
<tr>
<td>Interpretation</td>
<td>6</td>
<td>86</td>
</tr>
<tr>
<td>Evaluation of Arguments</td>
<td>4</td>
<td>44</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 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/Effort
Is unlikely to set challenging work goals and may exert a low level of effort toward achievement of goals.

Persistence
May not persist 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.

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

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

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

Initiative
Enjoys taking on new or additional work responsibilities and challenges.

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

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

<table>
<thead>
<tr>
<th>Score</th>
<th>Low</th>
<th>Average</th>
<th>High</th>
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<tbody>
<tr>
<td>Percentile</td>
<td>99</td>
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Candidate Percentile: 29

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

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<tbody>
<tr>
<td>Percentile</td>
<td>74</td>
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Candidate Percentile: 74

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

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

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<tbody>
<tr>
<td>Percentile</td>
<td>99</td>
<td></td>
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Candidate Percentile: 99

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

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Candidate Percentile: 99

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

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

Candidate Percentile: 88

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

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**Stress Tolerance**

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

Candidate Percentile: 68

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

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**Adaptability/Flexibility**

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

Candidate Percentile: 34

Enjoys and looks forward to change and variety in the workplace

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**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

Candidate Percentile: 61

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
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

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.