

PA

December 2005

FINAL REPORT

Confidential: This information is to be used confidentially by those contributing to the selection decision in the organization.

We draw our information for the following Executive Summary from:

- an interview
- the DRI Consulting Personal History Survey
- a battery of 5 managerial work personality assessments
- mental ability testing
- P's review and option to revise this summary report.

The Position

Attorney for XYZ. This is possibly a partner-track position.

The Firm – from their website

“XYZ has been providing quality legal services to clients for over” (the rest of paragraph omitted for this sample report to ensure confidentiality).

We emphasize communication with our clients, persistent advocacy, and attention to all aspects of their case.

Our commitment to excellent representation includes:

- Giving our clients the attention they deserve **(5)**.
- Explaining all options to help our clients make an informed decision **(5)**.
- Giving our clients as much time as they need to speak with us **(5)**.
- Keeping our clients informed about the status of their case **(4)**.
- Maintaining client confidence **(5)**.
- Looking out for our clients' immediate needs and long term interests **(5)**.
- Prompt return of phone calls **(4)**.

Ratings above are our estimate of P's ability to do these things today (5 = superior, 3 = average, 1 = poor)

(Note to reader of this assessment report sample: ideally we have a more detailed job description or job analysis. About which we write the report. This is a sample where we were given limited time and the firm had little to provide by way of this. 90% of the time, we write to at least a list of desired characteristics or key responsibilities of the person in the position.)

Summary:

Overall PA is a very good fit for this firm and for continuing to work as an attorney, particularly in this smaller, general legal practice. He will do well as an attorney for the firm and clearly has the ability to effectively lead projects, programs, processes. He has the personality to be a good manager/leader/partner.

Strengths of P for the position:

1. P is very mature, competent, confident, and “on top of his game”. His realization score on the CPI places him exceptionally high - at the 97th percentile – as compared to his peers. He is very satisfied with where his life is going and feels that he is living up to his potential. His ethical and professional “compass” is likely to be quite good, given this profile. He has a very high degree of “emotional intelligence”.
2. He is a very bright guy! See the EAS and Watson. His verbal reasoning is at the 90th percentile as compared to top managers (our highest norm group). His overall critical thinking skills put him at the 72nd percentile compared to this talented group. He will make sound analyses, good decisions, and “get it” quickly in service to his clients and the firm.
3. According a personality inventory (CPI), compared to other leaders/managers, P seems to be as interested in taking charge in positions of management or leadership. According a measure of control (FIRO-B), he enjoys influencing, directing or giving structure to others work.
4. P is strongly motivated in situations that allow for his individual initiative and independent thinking (entrepreneurial spirit is very high – at the 98%). He has efficient work habits and is good at defining personal and professional goals.
5. P is sociable and expresses inclusion towards others, yet is not likely to conform to group norms. He is ambitious and seeks social recognition, yet remains confident, self-assured and has a strong sense of self-sufficiency.
6. According to two personality inventories, P likes to think “outside the box” and discover new ways of working. He is able to think abstractly, yet make decisions using logical, objective analysis. He thinks both strategically and tactically, a nice mix of the theoretical and practical.
7. According to the Thomas-Kilmann Conflict Instrument, P utilizes many conflict resolution skills including accommodating, competing, avoiding, collaborating and compromising. Having access to all five conflict resolution skills makes him quite effective interpersonally and in determining approaches to handling client needs. He is most likely to lead with the accommodating style – being cooperative and focused on the needs of the other first. This is very consistent with the firm’s culture.
8. P’s career interests fit well with the position. His top five interest areas are: politics/public speaking, computers, law, information systems and social sciences. As such he is likely to do well and persist in these things.

Weaknesses/Development needs of P for the position:

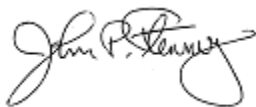
1. While he is very sociable, P tends to rely much more on himself than on others to initiate contact and communications. He is aware of this tendency and understands the importance of being open to others. Use of a recruiter is a positive example of what it is he could do more of to be even more successful – being open to other people accessing, informing and helping him.
2. He requires a work environment that both honors his strong entrepreneurial spirit and is also overtly supporting and encouraging/engaging of him. It is my opinion that this firm can meet many of P's needs and is a good fit.
3. P's math skills are only average. He should rely on calculating tools and skilled others for work requiring a high degree of mathematical precision.

P's comments on this report:

Upon further review, I do not have any substantive comments. I continue to be very interested in the firm, and believe that I would fit in well with the people there.

(Note to reader of this assessment report sample: in the nearly five hundred cases that we have been allowed by the client organization to provide a draft report to job candidates to review and comment on before submitting a final report, the above is typical. The average commentary is about 4-6 sentences. Those whose reports are least favorable tend to write more in their own defense, and do add useful information. In all cases we pass this on verbatim to the client organization in our final report. Even with more critical assessment reports, assesses usually accept most of what we write.)

Respectfully submitted,



John Fenning, Ph.D., Licensed Psychologist
Leah Albrecht

(Note to reader of this assessment report sample: we also provide a clear visual graph comparing all assessed candidates for the position – relative to each other and to internal norms we may have from the organization and/or national norms