

Candidate: **Betty Penske**  
Assessment: Pre-Hire Personality Assessment (Leadership Focus)  
Completed: April 25, 2024  
Prepared for: Susan Bookman  
HR Avatar Data Collection Account

# Test Results and Interview Guide

The Pre-Hire Personality Assessment (Leadership Focus) assessment measures key factors related to high performance and tenure in this job. Attribute types measured vary by test, but can include cognitive ability, skills, knowledge, personality characteristics, emotional intelligence, and past behavioral history. This report includes a one page summary, followed by detailed results with an embedded interview guide. Note that these results should always be used as a part of a balanced candidate selection process that includes independent evaluation steps, such as interviews and reference checks.

## Overall

Candidate	Score	Interpretation
<b>Betty Penske</b> bettypenske@yourcompany.org Pre-Hire Personality Assessment (Leadership Focus) April 25, 2024	<b>77</b>	
The candidate's scores indicate moderate to high performance potential in most jobs. We recommend that this score be used in conjunction with a comprehensive process for evaluating potential performance, including the specific knowledge, skills, and abilities required for a particular job.		<b>Key</b> ▼ Candidate Score Higher Risk Lower Risk Custom Baseline (Optional)

## Competency Summary

Competency	Score	Interpretation
<b>Personality Characteristics (relates to fit with the job/team environment)</b>		
Adaptability	88	
Competitive Spirit	85	
Drive	91	
Integrity	10	
Leader Mindset	70	
Resilience	92	
Teamwork	97	
<b>Emotional Intelligence (relates to situational judgment, performance and teamwork)</b>		
Empathy and Emotional Self-Control	80	

## Comparison

Percentile scores indicate how the candidate compares to other test-takers within various groups. The candidate scored equal to or better than the fraction of test-takers indicated by the percentile.

Test-Taker Group	Percentile	0	10	20	30	40	50	60	70	80	90	100	
Global	77th												
United States	63rd												
HR Avatar Data	71st												



## Detail



Candidate: **Betty Penske**, bettypenske@yourcompany.org  
 Assessment: Pre-Hire Personality Assessment (Leadership Focus)  
 Authorized: April 25, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz  
 Started: April 25, 2024, 1:28:26PM EST  
 Completed: April 25, 2024, 1:28:26PM EST  
 Overall Score: 77























## Personality Characteristics Detail

This section contains a list of personality characteristics that are frequently associated with job performance. Remember, these are not skills and do not indicate the ability to do a job. Rather, they can be used to evaluate the candidate's fit with the general needs of the job and the organizational culture. Sample interview questions are provided to gather more information.

Detail	Interview Guide
<p><b>Adaptability</b> Score: 88</p> <p><i>Description:</i> This scale reflects how accepting a person is of frequent or substantial changes in his or her job requirements. Changing work requirements usually cause stress and put pressure on an individual to adapt. High scorers usually thrive under changing work conditions, while low scorers may burn out or become paralyzed. In more stable job circumstances, high scorers may become bored, while low scorers would remain satisfied.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Thrives on change. Sees self as very flexible and easy-going. However, he or she may often be perceived as disinterested, unmotivated, or too easy-going in times of upheaval.</p>	<p>Describe a time where you had to adapt to some significant changes at work. How did you feel? How did you handle the change?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1 Feelings: Strong Dislike or Very Resistant. Weren't able to handle the change or needed significant help.</div> <div style="text-align: center;">★ 2 Feelings: Unfazed or Slightly Resistant. Handled the situation &amp; change only impacted their work in a minor way.</div> <div style="text-align: center;">★ 3</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5 Feelings: Excited or Comfortable. Handled the situation well and in a way that didn't interfere with their work.</div> </div> <hr style="border: 1px solid black;"/> <p>What are some of the techniques you use to keep yourself from getting burnt out when faced with ever-changing conditions?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1 Candidate doesn't have an effective technique to keep them from getting burnt out.</div> <div style="text-align: center;">★ 2 Candidate is only able to explain one effective technique to keep them from getting burnt out.</div> <div style="text-align: center;">★ 3</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5 Candidate explains multiple effective techniques allowing themselves to not get burnt out.</div> </div>


Detail	Interview Guide																				
<p><b>Competitive Spirit</b> Score: 85</p>  <p><i>Description:</i> This scale indicates the degree to which an individual is driven by a desire to win, to achieve objectives, and to outperform their peers. Competitiveness is the tendency to evaluate one's performance in comparison to others. It is characterized by a desire to do better than others, enjoying situations that can lead to a clear winner, and thriving in an environment where people are differentiated by accomplishments.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Driven by competition. Derives significant self-esteem from winning and is willing to expend extra effort to come out on top. Very comfortable competing with peers.</p>	<p>When was the last time you were in a competitive situation, like a contest, at work? How did it go?</p> <table border="0"> <tr> <td style="text-align: center;">★ 1</td> <td style="text-align: center;">★ 2</td> <td style="text-align: center;">★ 3</td> <td style="text-align: center;">★ 4</td> <td style="text-align: center;">★ 5</td> </tr> <tr> <td>Explains a time they were competitive, but story does not demonstrate a desire to compete.</td> <td></td> <td>Explains a time they were competitive. Story shows an average desire to compete.</td> <td></td> <td>Explains a recent time they were competitive. Story demonstrates high healthy levels of competitiveness.</td> </tr> </table> <hr/> <p>How do you like working with really competitive people? Do you think it impacts your motivation?</p> <table border="0"> <tr> <td style="text-align: center;">★ 1</td> <td style="text-align: center;">★ 2</td> <td style="text-align: center;">★ 3</td> <td style="text-align: center;">★ 4</td> <td style="text-align: center;">★ 5</td> </tr> <tr> <td>Explains they do not work well with competitive people and it leaves them unmotivated.</td> <td></td> <td>Explains they work well with competitive people but their motivation is hindered.</td> <td></td> <td>Explains they work well with competitive people and that it helps their motivation.</td> </tr> </table>	★ 1	★ 2	★ 3	★ 4	★ 5	Explains a time they were competitive, but story does not demonstrate a desire to compete.		Explains a time they were competitive. Story shows an average desire to compete.		Explains a recent time they were competitive. Story demonstrates high healthy levels of competitiveness.	★ 1	★ 2	★ 3	★ 4	★ 5	Explains they do not work well with competitive people and it leaves them unmotivated.		Explains they work well with competitive people but their motivation is hindered.		Explains they work well with competitive people and that it helps their motivation.
★ 1	★ 2	★ 3	★ 4	★ 5																	
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<p><b>Drive</b> Score: 91</p>  <p><i>Description:</i> This scale reflects the degree to which an individual will work hard to achieve goals and solve critical problems in the organization. High scores on this scale indicate a person will be diligent in their work and use all necessary sources to solve problems. Low scores on this scale indicate a person may be unenthusiastic about work and may struggle with complex tasks and challenges.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Highly motivated by challenging goals and tasks, financial rewards, and/or recognition, and willing to work very hard to succeed. Very focused on understanding guidelines, following the rules and personal achievement.</p>	<p>Describe a time when you had some extra time available at work. How did you use this extra time?</p> <table border="0"> <tr> <td style="text-align: center;">★ 1</td> <td style="text-align: center;">★ 2</td> <td style="text-align: center;">★ 3</td> <td style="text-align: center;">★ 4</td> <td style="text-align: center;">★ 5</td> </tr> <tr> <td>Did not use their time in a beneficial way, or in a way that added value to the organization.</td> <td></td> <td>Used their time in a work related way, but those efforts didn't demonstrate hard work or added value (easy).</td> <td></td> <td>Used time in a beneficial way and added value to the organization. Showed ability to work hard and willingness to put in extra effort.</td> </tr> </table> <hr/> <p>How do you react when you are faced with obstacles while trying to achieve a goal? How do you overcome them?</p> <table border="0"> <tr> <td style="text-align: center;">★ 1</td> <td style="text-align: center;">★ 2</td> <td style="text-align: center;">★ 3</td> <td style="text-align: center;">★ 4</td> <td style="text-align: center;">★ 5</td> </tr> <tr> <td>Reaction: Overwhelmed. Struggles to come up with a clear way to overcome the obstacle and doesn't demonstrate hard work.</td> <td></td> <td>Reaction: Ready but not excited. Candidate shows they are able to overcome the obstacle but only by doing the bare minimum.</td> <td></td> <td>Reaction: Excited and ready. Candidate shows they are able to overcome the obstacle by putting in extra effort and being diligent.</td> </tr> </table>	★ 1	★ 2	★ 3	★ 4	★ 5	Did not use their time in a beneficial way, or in a way that added value to the organization.		Used their time in a work related way, but those efforts didn't demonstrate hard work or added value (easy).		Used time in a beneficial way and added value to the organization. Showed ability to work hard and willingness to put in extra effort.	★ 1	★ 2	★ 3	★ 4	★ 5	Reaction: Overwhelmed. Struggles to come up with a clear way to overcome the obstacle and doesn't demonstrate hard work.		Reaction: Ready but not excited. Candidate shows they are able to overcome the obstacle but only by doing the bare minimum.		Reaction: Excited and ready. Candidate shows they are able to overcome the obstacle by putting in extra effort and being diligent.
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Detail	Interview Guide
<p><b>Integrity</b> Score: 10</p>  <p><i>Description:</i> This scale reflects the degree to which an individual acts positively towards the organization, avoids unnecessary risk, and, simply put, does the right thing. High scores on this scale indicate a person will act in the organization's best interest, follow the rules, and work hard under limited supervision. Low scores on this scale indicate a person may engage in risk-taking behaviors, work to undermine the organization, and only do the bare minimum.</p> <p><i>Interpretation:</i> The candidate's score in this area indicates risk of a negative impact on performance for some jobs. Additional probing is strongly recommended.</p> <p>Distrusts the organization and management. Frequently assumes new ideas or changes will have a negative individual impact. Can be defensive regarding his or her own work, or show hostility towards management or company policies. May take unnecessary risks on the job.</p>	<p>What circumstance(s) might cause you to withhold information from your supervisor? How would you judge whether doing so would be justified?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">★ 1 Shows that they are not concerned about ethics or organizational values/rules.</div> <div style="text-align: center;">★ 2 Explains only situational circumstances. Judgement does not stem from an ethical standpoint.</div> <div style="text-align: center;">★ 3 Explains only situational circumstances, or no circumstances. Judgement stems from ethical standards.</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5</div> </div> <hr/> <p>Do you think it's ever okay to withhold information from your supervisor? How would you judge whether doing so is okay or not?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">★ 1 Answer shows that they are not concerned about ethics or organizational values/rules.</div> <div style="text-align: center;">★ 2 Explains only situational circumstances. Judgement does not stem from an ethical standpoint.</div> <div style="text-align: center;">★ 3 Explains only situational circumstances, or no circumstances. Judgement stems from ethical standards.</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5</div> </div>
<p><b>Leader Mindset</b> Score: 70</p>  <p><i>Description:</i> Individuals scoring highly in Leadership Mindset want to be in charge. They confidently take responsibility for their team and expect to be held accountable for results. They understand the importance of trust in both directions and they delegate appropriately. They also know how to motivate individuals to contribute unselfishly to group goals.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Generally prefers to be in charge. Feels that others usually accept their leadership. Has an above average degree of confidence in his or her own leadership ability.</p>	<p>How would you describe your leadership style? What values are most important to you as a leader?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">★ 1 Their leadership style doesn't fit well with the organization; style only shows 1 key leadership skill.</div> <div style="text-align: center;">★ 2 Their leadership style represents one that fits well into the organization; style shows 2 key leadership skills.</div> <div style="text-align: center;">★ 3 Their leadership style represents one that fits well into the organization; style shows multiple leadership skills.</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5</div> </div> <hr/> <p>Who is your favorite leader? Why?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">★ 1 Their favorite leader is not described in a way that shows leadership skills.</div> <div style="text-align: center;">★ 2 Their favorite leader is described as someone who has a couple key leadership skills and does not relate those skills to themselves.</div> <div style="text-align: center;">★ 3 Their favorite leader is described as someone who has multiple key leadership skills and is able to relate those skills to themselves.</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5</div> </div>

Detail	Interview Guide
<p><b>Resilience</b> Score: 92</p>  <p><i>Description:</i> This scale reflects the degree to which an individual can withstand adversity, bounce back from difficult events, and be persistent in doing work tasks despite difficulties that come their way. High scores on this scale indicate a person will likely be able to deal with difficult situations with ease, perceive they have control over events in their life, and continue to push forward to achieve goals. Low scores on this scale indicate a person may claim that mistakes/failures were out of their control. Low scorers tend to not cope well with on-the-job stress and don't put in the extra effort to achieve success when obstacles come their way.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Responses indicate that the candidate can effectively work through difficulties at work by exhibiting positive emotions, having control over the events, being proactive, remaining hopeful, and learning from the experience. Candidate can always be expected to push forward to achieve their goals, even when obstacles come their way.</p>	<p>Describe a time when something at work/school didn't go as planned. How did you feel? How did it impact your work moving forward?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  1 Feelings had a negative outlook. Event impacted their work in a negative way, they weren't able to learn from it or persevere.         </div> <div style="text-align: center;">  2 Feelings are true to the situation. Event impacted their work in a negative way but were able to learn from it and persevere.         </div> <div style="text-align: center;">  3 Feelings are true to the situation but with a positive outlook. The event impacted their work in a positive way or didn't impact their work at all.         </div> <div style="text-align: center;">  4         </div> <div style="text-align: center;">  5         </div> </div> <hr/> <p>How do you normally react to bad news?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  1 They get upset and don't know how to work through the challenges.         </div> <div style="text-align: center;">  2 They get upset, however they see the positive outlook and have a plan to fix the challenges.         </div> <div style="text-align: center;">  3 They are able to see the positive outlook in the long run and it doesn't impact their work.         </div> <div style="text-align: center;">  4         </div> <div style="text-align: center;">  5         </div> </div>
<p><b>Teamwork</b> Score: 97</p>  <p><i>Description:</i> This scale reflects the degree to which an individual works well with teams and maintains positive interpersonal relationships. High scores on this scale indicate a person will thrive in collaborative team settings and maintain high-quality relationships with coworkers. Low scores on this scale indicate a person will prefer working on individual projects and may struggle to maintain close working relationships with colleagues.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Actively cultivates and maintains relationships. Able to quickly establish rapport with new acquaintances and accurately sense others' feelings. Maintains positive relationships with colleagues and uses them to achieve work outcomes and meet goals.</p>	<p>Describe a time when you worked in a team. What was your role? How did you delegate tasks with the other team members?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  1 They describe their role in a way that does not show significance. Delegation tactics were not efficient or helpful.         </div> <div style="text-align: center;">  2 They describe their role in a way that doesn't show significance. Delegation tactics were efficient and helpful.         </div> <div style="text-align: center;">  3 They describe their role in a way that shows significance. Delegation tactics were efficient and helpful.         </div> <div style="text-align: center;">  4         </div> <div style="text-align: center;">  5         </div> </div> <hr/> <p>Do you prefer working in teams or by yourself? Why?</p> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;">  1 They choose teams or individual and feel they would be incapable of working in the opposite environment.         </div> <div style="text-align: center;">  2 They feel they would work well in either environment but are unable to back that up with rational reasons.         </div> <div style="text-align: center;">  3 Response reflects rational reasons for why they prefer teams, individual, or both. They feel they would work well in either environment.         </div> <div style="text-align: center;">  4         </div> <div style="text-align: center;">  5         </div> </div>

## Emotional Intelligence Detail

This section contains a list of emotional intelligence characteristics that indicate how tuned in a candidate is to his or her own emotions, and those of others, as well as the candidate's ability to control his or her behavior in light of the emotions he or she is experiencing. These traits can often impact performance in groups or teams. Sample interview questions are provided to gather more information.

Detail	Interview Guide
<p><b>Empathy and Emotional Self-Control</b> Score: 80</p>  <p><i>Description:</i> This scale reflects both the ability to sense and understand other people's feelings, feel sympathy for others, and see things from other people's point of view, and the ability to manage the desire to satisfy urges or impulses, showing restraint and managing behaviors to ensure appropriate and effective interactions with others.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>Demonstrates exceptional strengths in sensing the emotional needs of others, sympathizing with other people's problems, and seeing things from other people's point of view. Likely to be very effective at demonstrating to customers or coworkers that they understand and care about them, resulting in significantly improved customer loyalty, much stronger work relationships, and noticeably reduced levels of conflict in the workplace.</p>	<p>How well can you sense how others around you are feeling? How do you use this information when interacting with them?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1 Demonstrates that they are unable to sense how others around them are feeling.</div> <div style="text-align: center;">★ 2 Provides examples on how they are able to sense other's feelings. They don't use this to show understanding and care.</div> <div style="text-align: center;">★ 3 Provides examples on how they are able to sense others' feelings. They use this to show they understand and care about them.</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5</div> </div> <hr style="border: 1px solid black; margin: 10px 0;"/> <p>What do you typically do when you are working closely with someone who is very upset?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1 They have an inappropriate response and don't demonstrate understanding or care.</div> <div style="text-align: center;">★ 2 They (1) have an appropriate response and (2) demonstrate understanding but unable to show the customer that they care.</div> <div style="text-align: center;">★ 3 They (1) have an appropriate response (2) demonstrate understanding and (3) show the customer that they care.</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5</div> </div>

## Identity Confirmation Photos

The following photos of the candidate and any identification were uploaded during the assessment session.

### Photo Analysis Results

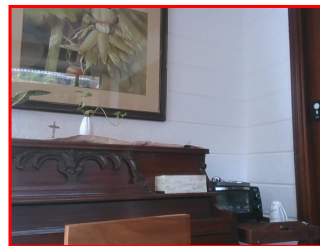
- Risk:	Medium risk of cheating based on image inconsistencies
- Percent match among processed faces	100%
- Total images processed	17
- Total images with valid faces	14 (82%)
- Total pairs of faces compared	13
- Pairs in which faces matched	13 (100%)



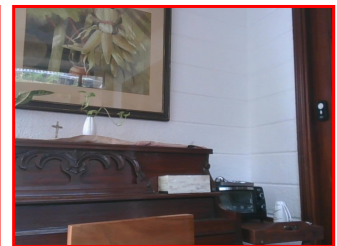
Pre/Post-Test Photo



ID Photo



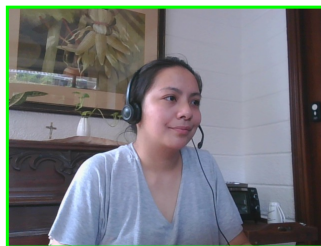
In-Test Error Detected (No Face Detected)



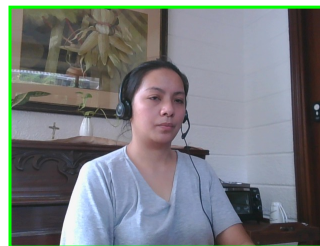
In-Test Error Detected (No Face Detected)



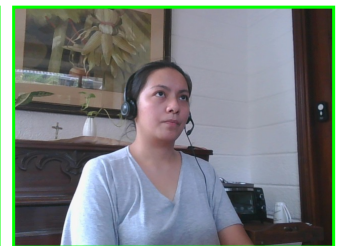
In-Test Error Detected (No Face Detected)



In-Test Photo



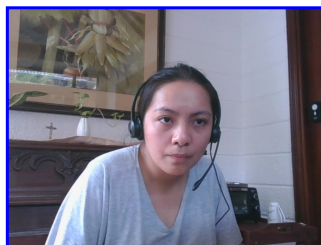
In-Test Photo



In-Test Photo



In-Test Photo



Pre/Post-Test Photo



## Report Preparation Notes

- Hiring decisions should never be based on a single source of information. The most effective use of this assessment report is as a part of a multi-faceted program of candidate evaluation that includes resume review, interviews, and reference checks.
- Overall vs Percentiles Scores: The overall score reflects the success in the test, based on the mean (average) and standard deviation of the test scores. The percentile score reflects the percentage of test-takers who scored equal or below this overall score. We recommend you use the Overall Score as your primary evaluation criteria. However, percentile scores can often be useful in comparing specific candidates against one another and with a group, such as for test takers in a certain organization or within a certain account.
- Note that comparison information is calculated based on completed instances of this assessment at that time the assessment is scored. As additional instances are completed, the comparative data may change. You can always update a report to the current values by clicking on "Recalculate Percentiles" within the online results viewing pages at [www.hravatar.com](http://www.hravatar.com).
- Most competency scores are norm-based, which means that they can be interpreted in terms of their distance from the average or mean score. For all scales, a score equal to the mean receives a score of 65 and scores above and below this value are set so that a score change of 15 equals one standard deviation.
- For linear competencies, higher is better across the entire scale. For these scales a score between 65 and 80 (light green) represents 0 to 1 standard deviation above the mean and a score above 80 (dark green) represents more than one standard deviation above the mean. Similarly, a score of 50 - 65 (yellow) represents 0 to 1 standard deviation below the mean, while a score of 35 - 50 (orange) equates to 1 to 2 standard deviations below the mean, and a score below 35 represents more than 2 standard deviations below the mean.
- Sim ID: 14185-2, Key: 0-0, Rpt: 68, Prd: 5204, Created: 2024-04-25 18:28 UTC
- UA: Mozilla/5.0 (Windows NT 6.3; Trident/7.0; Touch; rv:11.0) like Gecko

## Score Calculation Detail

The following table provides a summary of how the overall score was calculated from the individual competency scores. Competency scores are calculated on a 0-100 scale by first calculating a Z statistic based on test-taker responses and then transforming the Z value to a scale with target mean and standard deviation. Certain competencies have a normal score distribution where it is best to be closest to the mean. For these competencies we modify the Z statistic by multiplying its absolute value by minus 1 for the overall score calculation. Next, to calculate the overall score, a weighted average of all modified competency Z statistics is computed and this weighted average is itself transformed to a Z statistic, which is then transformed to a score with the same target mean and standard deviation. Finally outlier scores are adjusted if they are below 0 or above 100.

Competency	Score	How applied to overall	Score Value Used	Weight (%)
Adaptability	88.8318	Z-Statistic	1.5888	12.5000
Competitive Spirit	85.9919	Z-Statistic	1.3995	12.5000
Drive	91.1287	Z-Statistic	1.7419	12.5000
Empathy and Emotional Self-Control	80.3958	Z-Statistic	1.0264	12.5000
Integrity	10.0000	Z-Statistic	-3.6667	12.5000
Leader Mindset	70.6848	Z-Statistic	0.3790	12.5000
Resilience	92.4965	Z-Statistic	1.8331	12.5000
Teamwork	97.8849	Z-Statistic	2.1923	12.5000
Weighted Average of Competency Z-Scores:				0.8118
Mean applied to Raw Weighted Avg:				0.0000
Standard Deviation applied to Raw Weighted Avg:				1.0000
Normalized Raw Score:				0.8118
Mean:				65.0000
Standard Deviation Used:				15.0000
Final Overall Score:				77.1768

## Notes

(This area is intentionally blank - it's reserved as space for your notes.)