

Candidate: **Betty Penske**  
Assessment: General Manager (Short plus Video Interview)  
Completed: May 10, 2024  
Prepared for: Susan Bookman  
HR Avatar Data Collection Account

## Test Results and Interview Guide

The General Manager (Short plus Video Interview) 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
<div><div>Betty Penske</div><div>bettypenske@yourcompany.org</div><div>General Manager (Short plus Video Interview)</div><div>May 10, 2024</div><div>Summary: High Performance Potential</div></div>	85	<div><div></div><div>020406080100</div></div> <div><div>▼</div><div>Candidate Score</div><div>Higher Risk</div><div>Lower Risk</div><div>Custom Baseline (Optional)</div></div>

Competency Summary

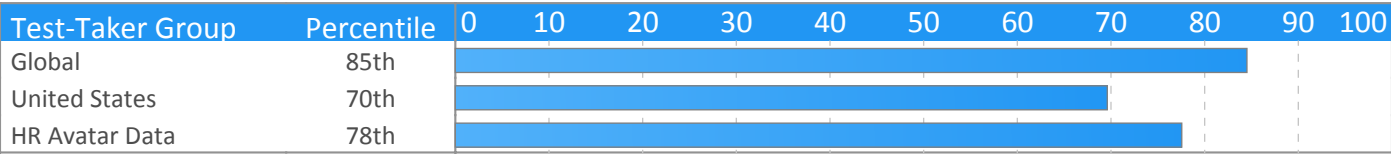
Competency	Score	Interpretation
Cognitive Abilities (relates to job performance, problem-solving, ability to learn, etc.)		
Analytical Thinking and Attention to Detail	85	<div><div></div><div>020406080100</div></div>
Skills/Knowledge (relates to immediate readiness)		
Interview Questions	95	<div><div></div><div>020406080100</div></div>
Personality Characteristics (relates to fit with the job/team environment)		
Adaptability	74	<div><div></div><div>020406080100</div></div>
Competitive Spirit	63	<div><div></div><div>020406080100</div></div>
Drive	80	<div><div></div><div>020406080100</div></div>
Integrity	10	<div><div></div><div>020406080100</div></div>
Leader Mindset	78	<div><div></div><div>020406080100</div></div>
Resilience	75	<div><div></div><div>020406080100</div></div>
Teamwork	83	<div><div></div><div>020406080100</div></div>
Behavioral History (relates to performance and turnover)		
History Survey - Performance	78	<div><div></div><div>020406080100</div></div>
History Survey - Tenure	96	<div><div></div><div>020406080100</div></div>
Emotional Intelligence (relates to situational judgment, performance and teamwork)		
Empathy and Emotional Self-Control	97	<div><div></div><div>020406080100</div></div>

Importance to Job



### 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.















Detail	Interview Guide
<div><b>Interview Questions</b></div> <div>Score: 95</div> <div></div> <div><i>Description:</i> A customized series of open-ended video-response questions were asked. Results include the video responses themselves for viewing, as well as transcripts, text analysis, and voice analysis. Text analysis includes vocabulary and grammar. Voice analysis includes perceived voice intonation and other speaking quality factors.</div> <div><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</div> <div>Text and voice analysis indicates significantly above average quality to open-ended responses.</div> <div>Please see below to view the converted text from the voice sample that was collected.</div>	

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
<div><b>Adaptability</b></div> <div>Score: 74</div> <div></div> <div><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.</div> <div><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</div> <div>Prefers a dynamic work environment. Able to remain focused and positive in times of significant workplace change. Fairly easy-going and relaxed. However, may appear uninterested under certain circumstances.</div>	<div>Describe a time where you had to adapt to some significant changes at work. How did you feel? How did you handle the change?</div> <div><div> 1</div><div>Feelings: Strong Dislike or Very Resistant. Weren't able to handle the change or needed significant help.</div><div> 2</div><div>Feelings: Unfazed or Slightly Resistant. Handled the situation &amp; change only impacted their work in a minor way.</div><div> 3</div><div>Feelings: Excited or Comfortable. Handled the situation well and in a way that didn't interfere with their work.</div><div> 4</div><div></div><div> 5</div></div>



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Detail	Interview Guide
<div><div><div>Integrity</div><div>Score: 10</div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div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[illegible]



Behavioral History Detail

This section evaluates answers the candidate gave concerning his or her work-related history. Studies often show that a candidate's past behavior often indicates his or her future behavior. Potential caution areas (if any) are specified in each detail section.

Detail	Interview Guide
<div><p><b>History Survey - Performance</b></p><p>Score: 78</p><div><div></div></div><p><i>Description:</i></p><p>Evaluates elements of the candidate's past work and education history to identify indications of high or low performance potential.</p><p><i>Interpretation:</i></p><p>The candidate's score indicates past behaviors that contribute to above average job performance.</p><p>Exhibits past behaviors and achievements that are likely to result in above average job performance.</p><p>The following potential performance risk areas were identified:</p><ul style="list-style-type: none"><li>• Below average productivity history</li><li>• Below average performance reviews</li></ul><p>Further probing is recommended for each of these items.</p></div>	<div><p>How does your work compare with your peers? Do you produce more or less? How do you know?</p><div><div></div><div></div><div></div><div></div><div></div></div><div><div>1</div><div>2</div><div>3</div><div>4</div><div>5</div></div><hr/><p>What kind of feedback have you received about your performance from your managers and your peers?</p><div><div></div><div></div><div></div><div></div><div></div></div><div><div>1</div><div>2</div><div>3</div><div>4</div><div>5</div></div></div>
<div><p><b>History Survey - Tenure</b></p><p>Score: 96</p><div><div></div></div><p><i>Description:</i></p><p>Evaluates a candidate's past employment history and related factors for indications of potentially low job tenure.</p><p><i>Interpretation:</i></p><p>The candidate's score indicates past behaviors that contribute to high job performance.</p><p>Exhibits behaviors likely to result in longer than average job tenure.</p><p>The following potential performance risk areas were identified:</p><ul style="list-style-type: none"><li>• Frequent job changes</li><li>• Potential long commute</li></ul><p>Further probing is recommended for each of these items.</p></div>	<div><p>Review your last few jobs with me, explaining why you left the old job and what attracted you to the new one.</p><div><div></div><div></div><div></div><div></div><div></div></div><div><div>1</div><div>2</div><div>3</div><div>4</div><div>5</div></div><hr/><p>What is the longest distance you have had to commute to work? What did you do during the commute? How long did you keep that job?</p><div><div></div><div></div><div></div><div></div><div></div></div><div><div>1</div><div>2</div><div>3</div><div>4</div><div>5</div></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.

Continued on next page.



Detail


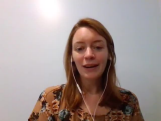
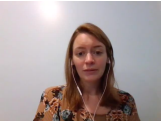
Empathy and Emotional Self-Control

Score: 97

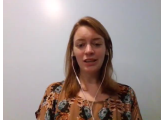


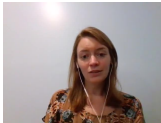
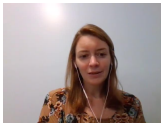


Audio/Video Responses

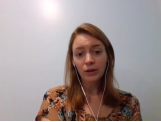
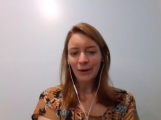
During the assessment, the candidate was asked to answer open-ended answer to one or more questions by either audio or video. If the candidate did not have the ability to upload audio or video they were asked to write their responses. The text of their responses as well as any included analysis of their speaking or text is provided below. Additionally, you can click on the links below (or cut and past into a web browser) to view or listen to their response directly.

Question	Response
Please describe something you like to do during your free time.	<p>Hello, my name is Sandy. Something that I like to do during my free time is play music. I think it is a great escape. I think it's very relaxing. I think it helps grow your mind as you age. Uh, everyone in my family plays music. So it's a highlight of my day if I get to pick up an instrument and play as well as sing, whether that be in the car or at home. I also like to spend a lot of time with family and friends. They're very important to me. They support me a lot. So spending time with them provides me with a lot of happiness.</p> <div><p>View this video recording:</p></div>
Talk about yourself. Start with your name, then add whatever you want.	<p>Oh, goodness, where to start. There's a lot that I could say about myself. I feel what's more important to this interview is my education. Um, I had my undergraduate in psychology, just a bachelor's in science and then moving on to my master's degree. I have a master's in science, in industrial organizational psychology. Uh, a lot of my free time is spent with friends and family. I love to play sports. I love musical instruments. I love going on adventures. I love staying healthy when I can as well, both mentally and physically. And I would say that's, that's the best start to me. Oh, I also have a dog. His name is Sammy and he is an absolute sweetie. He is my life.</p> <div><p>View this video recording:</p></div>
What are your biggest strengths and weaknesses?	<p>So to start with my biggest strengths, I would say I have a lot of leadership skills. I have been in leadership positions all of my life, even from elementary school, moving all the way through college and even now in the workplace, uh I love, you know, leading others and, and having that role, I'm a very strong communicator. I believe communication is very um a lot of my peers and coworkers have, have talked about that as well that I'm very, I'm almost an over communicator not to bleed too much into the weaknesses, but I am very high on the communication side. I'm very creative. I, I have had creativity throughout my life with, with music and art. Um and that has bled into uh psychology as well. I am very good with time management. I'm very organized, it comes with the, the position as well. Uh I'm very curious, I love growing my, my learning ability as far as weaknesses. I, I could say in part that over communication could be a weakness. I notice that sometimes in emails, my emails are, are very lengthy for certain things because I feel that I have to over communicate to make sure that everything is clear to all different types of parties as well as a weakness being that I always put my health first before my job. So if necessary, if needed, I put my health and the health of my closest family members first.</p> <div><p>View this video recording:</p></div>



Question	Response
How does your experience relate to the job you are applying for?	<p>Both my job experience and my education experience relate to the job that I'm applying for. I have had over five years of job experience directly related to the same task expected on this job. And my degrees, both my bachelor's and my master's applied directly to the job that I'm applying for.</p> <div>  <p>View this video recording:</p> </div>
Why do you think you would succeed in the job you are applying for?	<p>I believe that I will succeed in this job because of my education and my job experience previously talked about in the last question. Um that and just my dedication to what this company stands for. I, I really do believe in this company. I think that I am a good fit for what is being asked of me. And I think that I will also be able to expand the scope of the job even further, hopefully helping the company more than it has already been helped.</p> <div>  <p>View this video recording:</p> </div>
What would your most recent or current manager say about your performance?	<p>My current manager would say that I have pretty high level performance more likely in the top 5% of the people in our current company. I remember in my last annual review with him, uh He mentioned that my only fault was that I was too organized, um almost intimidatingly. So, um so I believe that my manager would say that my performance is really good. Um We haven't had any issues in the past um recent managers before that would say the same. I've always gone above and beyond with my performance as doing more of what was asked of me.</p> <div>  <p>View this video recording:</p> </div>
Talk about where you see yourself five years from now.	<p>I plan on continue working in my field. Hopefully at a more senior level, more gained experience, more leadership responsibility, maybe even going to a few conferences, maybe speaking at conferences. I I plan to really hone in on this field and take it above and beyond. Um and hopefully be working for your company.</p> <div>  <p>View this video recording:</p> </div>
Why is the human resources function so critical to most organizations?	<p>Human resources is critical for many reasons. Uh It provides structured methods to address and resolve conflicts within the workplace. It creates a harmonious work environment. It maximizes employee productivity in some cases and overall, it protects the company uh with any issues that may arise within the workforce.</p> <div>  <p>View this video recording:</p> </div>



Question	Response
How did you develop your human resources knowledge and how do you keep it up-to-date?	<p>I initially developed my human resources knowledge by going to school in the fields that I went through. Um As far as keeping it up to date, I am a part of many newsletters. I keep up to date with all the laws and changes, with hiring and, and development and training, as well as attending conferences and being a part of newsletters.</p> <div><div>View this video recording:</div></div>
Is there anything you want to tell the company that you haven't had a chance to say yet?	<p>I am just very excited for this opportunity. I hope I get moved to the next step so I can get to know you all a little bit better if an assessment is given, I can't wait to take it to show you my level of skills. And um that is it.</p> <div><div>View this video recording:</div></div>



Voice Analysis Information

Spoken voice samples are processed through an artificial intelligence-based algorithm to determine how the speakers voice and speaking style is perceived by others. The following statistics and ratings were collected as part of this analysis and these were used in calculating the related competency scores.

Voice Analysis Info used in scoring: Interview Questions					
General Speaking Features					
Strength of Opening	37	Weak	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Strong	
Clarity	90	Muffled	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Clear	
Pace	Good	Too Slow	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Too Fast	
Pause to Talk Ratio	Too Little	Too Few/Short	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Too Many/Long	
Variety Features					
Volume Variety	Very Good	Too Little	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Too Much	
Pace Variety	Very Good	Too Little	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Too Much	
Pitch Variety	Too Little	Too Little	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Too Much	
Positive Vibes					
Assertive	37	Low	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	High (good)	
Authentic	50	Low	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	High (good)	
Captivating	34	Low	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	High (good)	
Clear	49	Low	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	High (good)	
Confident	44	Low	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	High (good)	
Energetic	41	Low	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	High (good)	
Organized	46	Low	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	High (good)	
Personable	47	Low	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	High (good)	
Persuasive	37	Low	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	High (good)	
Negative Vibes					
Arrogant	14	Low (good)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	High	
Belligerent	14	Low (good)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	High	
Boring	49	Low (good)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	High	
Condescending	13	Low (good)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	High	
Confusing	33	Low (good)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	High	
Detached	40	Low (good)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	High	
Ditsy	22	Low (good)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	High	
Nervous	35	Low (good)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	High	
Pushy	16	Low (good)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	High	
Timid	32	Low (good)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	High	
Unapproachable	29	Low (good)	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	High	



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.
- This assessment makes use of data from the Occupational Information Network (O\*NET), which is funded by the U.S. Federal Government - U.S. Department of Labor/Employment and Training Administration (USDOL/ETA) - as a primary source of occupational information. The O\*NET database contains information on hundreds of standardized and occupation-specific descriptors that are continually updated by ongoing research. These data are used in preparing descriptive information as well as setting relative weights between competencies used in calculating the overall score. For additional information about O\*NET, visit <http://www.onetcenter.org>.
- O\*Net Standard Occupational Code (SOC) Used: 11-1021.00
- O\*Net Version: 26.3
- Sim ID: 15528-1, Key: 0-0, Rpt: 70, Prd: 6382, Created: 2024-05-10 09:38 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	74.4371	Z-Statistic	0.6291	3.5106
Analytical Thinking and Attention to Detail	85.3829	Z-Statistic	1.3589	25.6231
Competitive Spirit	63.0039	Z-Statistic	-0.1331	3.5317
Drive	80.0190	Z-Statistic	1.0013	3.7847
Empathy and Emotional Self-Control	97.3822	Z-Statistic	2.1588	6.7472
Integrity	10.0000	Z-Statistic	-3.6667	3.7320
Interview Questions	95.3791	Z-Statistic	95.3791	42.1697
Leader Mindset	78.9986	Z-Statistic	0.9332	3.7847
Resilience	75.6717	Z-Statistic	0.7114	3.7847
Teamwork	83.0690	Z-Statistic	1.2046	3.3314
Weighted Average of Competency Z-Scores:				40.7358
Mean applied to Raw Weighted Avg:				0.0000
Standard Deviation applied to Raw Weighted Avg:				1.0000
Normalized Raw Score:				40.7358
Mean:				65.0000
Standard Deviation Used:				15.0000
Final Overall Score:				100.0000



**Notes**

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