

Test Results and Interview Guide

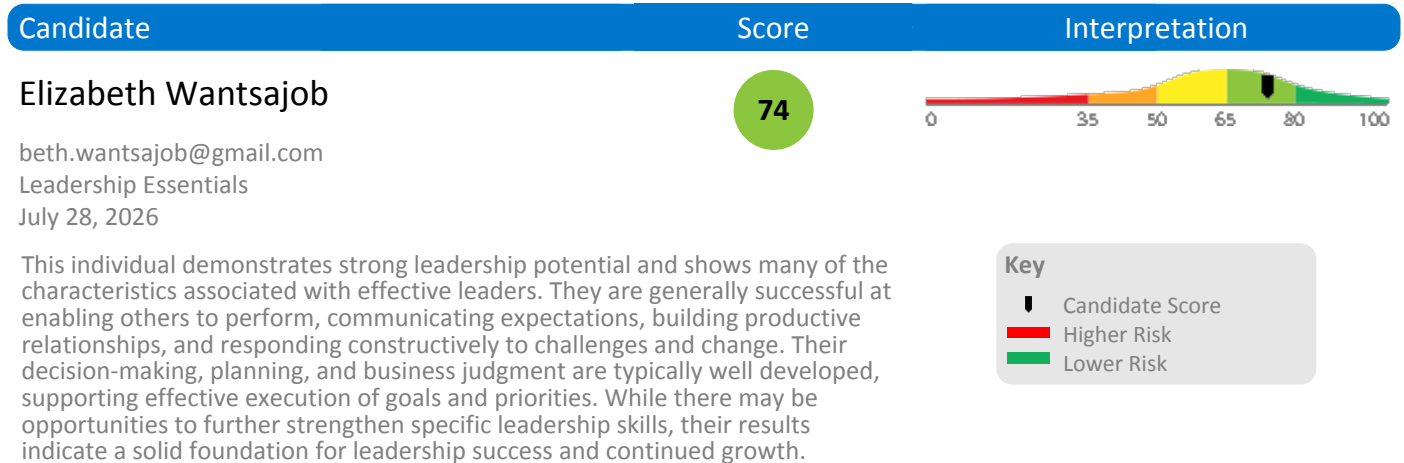
Candidate: **Elizabeth Wantsajob**
Assessment: Leadership Essentials
Completed: July 28, 2026
Prepared for: Sara Maple
Example Company

What's Included

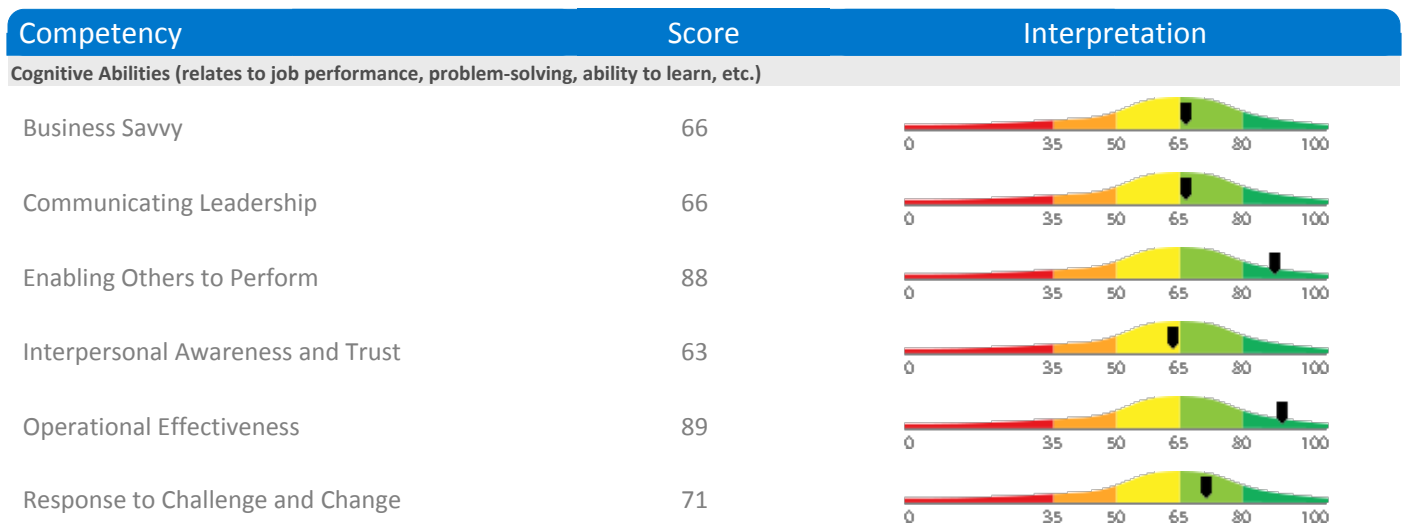
- Overall Score
- Competency Summary Table
- Comparison Matrix
- Detailed Competency Results with Interview Guide

Important Note: The Leadership Essentials assessment measures one or more important competencies, and collects audio or video responses to specific questions. Attribute types measured vary by test, but can include cognitive ability, skills, knowledge, personality characteristics, emotional intelligence, and past behavioral history. Various types of analysis may be conducted on the recorded responses depending on the test configuration. 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

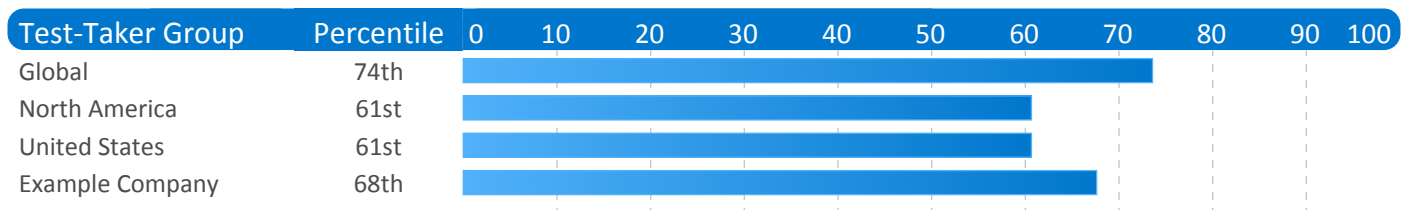


Competency Summary



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.



Artificial Intelligence (AI) Generated Scores

This table includes one or more scores derived from a large language model AI query. AI-derived scores are non-deterministic. That is, they are not precisely repeatable. Therefore, these scores should always be treated as supplementary information and should never be used exclusively or compared to hard cutoff values.

Estimated Value	Score	Confidence	Interpretation
Knowledge, Skills, and Abilities Summary	-	-	Summary Points (AI): • (Generic Text for Sample Report) Strong performer in Drag and Drop Files tasks, indicating comfort with file management and basic computer interactions. • Demonstrates solid numerical accuracy in Recognizing and Confirming Numbers, a valuable asset in detail-oriented roles. • Moderate overall performance in Analytical Thinking and Attention to Detail, with adequate grammar skills but room for improvement. • Struggles with Reading and Analyzing Problems, which may limit effectiveness in roles requiring critical reading and complex problem-solving. • Lowest performance in Navigating Between Screens, suggesting difficulty with multi-screen software workflows that could impact productivity in computer-intensive roles. Narrative (AI): Elizabeth Wantsajob demonstrates a mixed profile of knowledge, skills, and abilities across the assessed competencies. Elizabeth shows a strong aptitude in Drag and Drop Files, performing well on this technical task and suggesting she is comfortable with this type of computer interaction. This is a notable strength that would translate well into roles requiring file management and basic computer navigation tasks. In the area of Analytical Thinking and Attention to Detail, Elizabeth performs at a moderate level. She demonstrates solid ability in Recognizing and Confirming Numbers, which suggests she is careful and accurate when working with numerical data — a valuable skill in detail-oriented work environments. Her Grammar performance is adequate but leaves room for improvement, indicating she may occasionally make written communication errors. Her weakest area within this competency is Reading and Analyzing Problems, where she struggled to consistently interpret and work through written problem scenarios. This may impact her effectiveness in roles that require critical reading, written comprehension, or complex problem-solving. Elizabeth's most significant area for development is Navigating Between Screens, where she scored considerably lower than the other competencies. This suggests she may have difficulty efficiently moving through software interfaces or multi-screen workflows, which could slow productivity in roles that rely heavily on navigating computer applications or data entry systems. Overall, Elizabeth brings some useful technical strengths, particularly in file management and numerical accuracy, but would benefit from targeted development in software navigation and analytical problem-solving to be fully effective in roles that demand these skills. Computed on: April 2, 2026, 11:09:49PM EDT

Detail

Candidate: Elizabeth Wantsajob, beth.wantsajob@gmail.com
 Assessment: Leadership Essentials
 Authorized: July 28, 2026, by Sara Maple, Example Company, qamailsaram.mike@hravatar.com
 Started: July 28, 2026, 7:51:09PM EDT
 Completed: July 28, 2026, 7:51:09PM EDT
 Overall Score: 74

Cognitive Abilities Detail

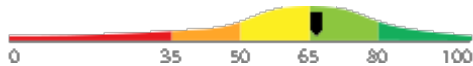
This section contains a list of job-related cognitive abilities that have been evaluated in a job-like context using simulation technology. Studies have demonstrated that cognitive abilities are highly correlated with job performance for many jobs. Abilities also correlate with problem-solving and the ability to learn quickly.

Detail

Interview Guide

Business Savvy

Score: 66



Description:

Reflects a leader's ability to make decisions that drive business success by balancing organizational objectives with customer and market needs. Leaders strong in this competency demonstrate a deep understanding of markets, clients, and key revenue drivers, using this knowledge to guide strategic choices and prioritize opportunities. They also apply effective negotiation skills, achieving outcomes that are mutually beneficial, strengthen relationships, and support long-term organizational performance.

Interpretation:

Strong scores in this area correlate with above average performance for many jobs.

Demonstrates a good understanding of markets, clients, and revenue drivers; is able to make strategic business decisions; is highly likely to negotiate mutually beneficial agreements that drive results.

Tell me about a decision you made that had a clear customer or business impact.



1

Gives a vague or minor example with little ownership or no demonstrated impact.



2

Describes a relevant decision with some impact but provides limited evidence of reasoning or results.



3



4

Describes a thoughtful decision with clear rationale, measurable customer or business impact, and personal ownership of the outcome.



5

Describe a time you had to balance cost, quality, and risk.



1

Fails to demonstrate consideration of multiple factors or cannot explain the decision-making process.



2

Acknowledges priorities but provides limited analysis of trade-offs or outcomes.



3



4

Clearly explains how priorities were evaluated, trade-offs were made, and a balanced outcome was achieved.

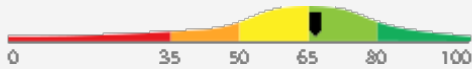


5

Detail

Communicating Leadership

Score: 66



Description:

Represents a leader's ability to communicate clearly, constructively, and effectively across a range of situations. Leaders strong in this competency convey messages that are easy to understand, actionable, and aligned to goals, reducing confusion and enabling others to act with confidence. They provide feedback in a timely and constructive manner, remain open to input, and respond non-defensively to differing perspectives. They also navigate difficult or emotionally charged conversations with composure, balancing empathy and candor to address issues directly while maintaining trust and respect.

Interpretation:

Strong scores in this area correlate with above average performance for many jobs.

Communicates with clarity and purpose in most situations; delivers feedback constructively and adapts to responses; they are likely to navigate challenging conversations with confidence, empathy, and influence.

Interview Guide

Tell me about a time you had to communicate a difficult or unpopular message. How did you approach it?



1

Avoids difficult conversations, communicates poorly, or creates unnecessary confusion or conflict.



2

Delivers the message appropriately but provides limited evidence of adapting the approach or managing reactions.



3



4

Communicates the message honestly, empathetically, and transparently while maintaining trust and achieving understanding.



5

Describe a situation where your feedback led to a positive change in someone's performance or behavior.



1

Provides vague, ineffective, or no meaningful feedback, with little or no positive outcome.



2

Provides feedback that leads to some improvement but lacks specificity or follow-up.



3



4

Gives specific, constructive feedback that results in sustained improvement and reflects ongoing coaching.



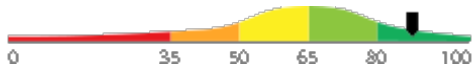
5

Detail

Interview Guide

Enabling Others to Perform

Score: 88


Description:

Reflects a leader's ability to drive results through people by effectively managing, developing, and empowering others. Leaders strong in this competency motivate individuals and teams, provide clear direction and support, and create conditions that enable high performance. They invest in coaching and development, helping others build capability and confidence over time. They also delegate thoughtfully matching tasks to skills, clarifying expectations, and granting appropriate autonomy so others can take ownership and perform at their best.

Interpretation:

High scores in this area correlate with superior performance for many jobs.

Consistently inspires and empowers others; actively develops talent and delegates strategically; creates an environment where individuals and teams excel and take ownership of results.

Tell me about a time you developed someone who was struggling or underperforming. What did you do and what was the outcome?



1

Avoids addressing performance issues or cannot demonstrate meaningful development efforts.



2

Offers support that leads to partial improvement but lacks a structured development approach.



3



4

Identifies root causes, provides targeted coaching and support, and demonstrates measurable improvement or appropriate accountability.



5

Give an example of how you've helped someone grow into a bigger or more complex role.



1

Response shows they cannot demonstrate active involvement in developing others beyond routine supervision.



2

Response shows they provide some developmental support but with limited planning or evidence of long-term growth.



3



4

Response shows they intentionally develop the individual through coaching, stretch opportunities, and feedback, leading to successful growth.

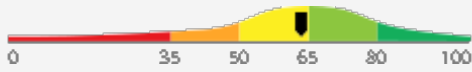


5

Detail

Interpersonal Awareness and Trust

Score: 63


Description:

Reflects a leader's ability to understand, connect with, and influence others while fostering a culture of trust and collaboration. Leaders strong in this competency demonstrate emotional intelligence, including self-awareness, empathy, and the ability to regulate their own emotions in challenging situations. They actively build and maintain positive relationships across teams, customers, partners, and stakeholders, creating rapport and credibility. They also navigate conflicts constructively, addressing disagreements and resistance in ways that preserve relationships, encourage collaboration, and maintain focus on shared goals.

Interpretation:

Scores in this area correlate with average performance for many jobs.

Demonstrates empathy and self-awareness in most situations; builds and maintains positive relationships; addresses conflicts appropriately but may not always fully resolve tensions.

Interview Guide

Tell me about a time you had to build trust with someone who was skeptical or resistant.



1

Response shows they did not effectively address skepticism or relies on position rather than trust-building behaviors.



2

Response shows they made reasonable efforts to build trust but demonstrates only partial success or limited strategy.



3



4

Response shows they built trust through consistent actions, empathy, and credibility, resulting in stronger collaboration or commitment.



5

Describe a conflict you were involved in at work. What role did you play in resolving it?



1

They escalate, avoid, or contribute to the conflict without demonstrating effective resolution skills.



2

They resolve the conflict adequately but with limited ownership or collaboration.



3



4

They address conflict proactively, seeks to understand all perspectives, and facilitates a constructive resolution.



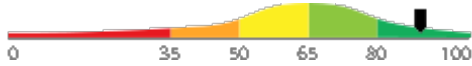
5

Detail

Interview Guide

Operational Effectiveness

Score: 89


Description:

Reflects a leader's ability to achieve results efficiently and reliably by organizing work, making informed decisions, and focusing efforts on the most impactful actions. Leaders strong in this competency demonstrate effective planning and prioritization, setting clear goals, sequencing tasks strategically, and allocating resources to maximize productivity. They also make sound decisions by analyzing situations, anticipating potential outcomes, and weighing options carefully, ensuring that choices align with organizational objectives and drive consistent performance.

Interpretation:

High scores in this area correlate with superior performance for many jobs.

Demonstrates exceptional planning and prioritization; consistently makes sound, strategic decisions that drive reliable, high-quality outcomes and optimize resources.

Tell me about a time you had to manage competing priorities with limited resources.



1

Response shows they struggle to prioritize effectively or cannot explain how competing demands were managed.



2

Response shows ability to manage priorities adequately but provides limited rationale or mixed results.



3



4



5

Response shows ability to prioritize effectively, makes sound trade-offs, and delivers strong results despite resource constraints.

Describe a decision you made with incomplete information. How did you approach it?



1

Response shows they delayed making the decision, guessed without rationale, or could not explain the decision-making process.



2

Makes a reasonable decision despite incomplete information but shows limited consideration of risks or alternatives.



3



4



5

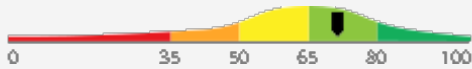
Shows the ability to make a well-reasoned decision by assessing risks, gathering available information, and adapting as new information emerges.

Detail

Interview Guide

Response to Challenge and Change

Score: 71



Description:

Represents a leader's ability to remain effective and forward-focused in the face of pressure, uncertainty, or disruption. Leaders strong in this competency demonstrate resilience by maintaining performance under stress, recovering quickly from setbacks, and providing stability to their teams during change. They exhibit adaptability and learning agility, quickly understanding new situations, adjusting strategies as needed, and applying insights to make informed decisions. They also embrace a growth mindset, viewing challenges as opportunities for development, taking courageous actions, and pursuing ambitious goals that prepare them for larger leadership responsibilities.

Interpretation:

Strong scores in this area correlate with above average performance for many jobs.

Maintains composure under pressure; is likely to quickly adjust strategies and learn from new situations; demonstrates moderate drive to grow into larger roles.

Tell me about a time you faced significant change or uncertainty at work. How did you respond?



1

Response shows they resist change, struggle to adapt, or cannot demonstrate an effective response.



2

Response shows ability to adapt to the change but primarily reacts rather than leading through uncertainty.



3



4

Response shows ability to react with resilience, adaptability, and proactive problem-solving while helping others navigate the change.



5

Describe a setback or failure. What did you learn and how did you apply it?



1

Avoids responsibility, minimizes the failure, or cannot articulate meaningful learning.



2

Acknowledges the setback and identifies some learning but provides limited evidence of applying it.



3



4

Took accountability, reflected thoughtfully, applied lessons learned, and demonstrated meaningful improvement afterward.



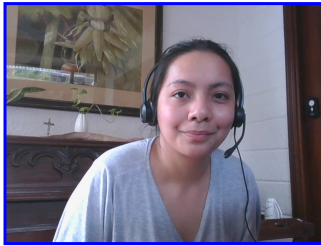
5

Identity Confirmation Photos

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

Photo Analysis Results

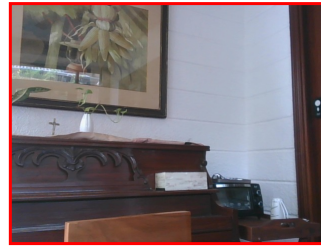
- Risk:	Medium risk of cheating based on image inconsistencies
- Percent match among processed faces	100%
- Total images processed	17
- Total images with valid faces	14 (82%)
- Total pairs of faces compared	13
- Pairs in which faces matched	13 (100%)



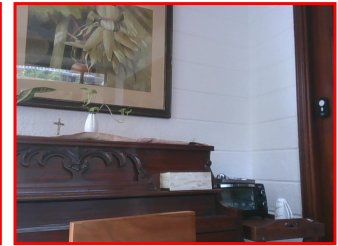
Pre/Post-Test Photo



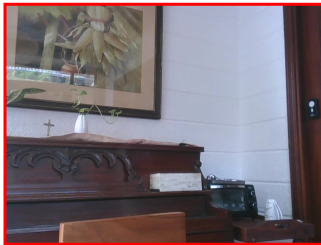
ID Photo



In-Test Error Detected (No Face Detected)



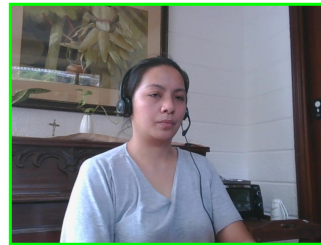
In-Test Error Detected (No Face Detected)



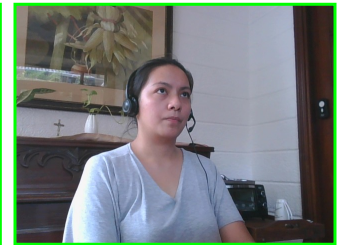
In-Test Error Detected (No Face Detected)



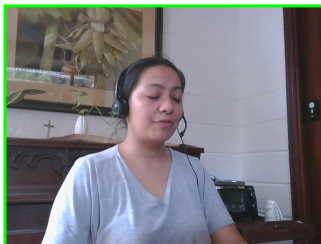
In-Test Photo



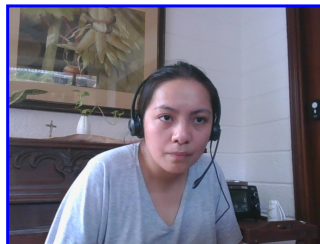
In-Test Photo



In-Test Photo



In-Test Photo



Pre/Post-Test Photo

Resume or CV

Summary

Updated on

Motivated career professional with extensive experience in office administration and management. Proven track record of improving efficiency, reducing costs, and enhancing office operations through strategic initiatives and technology implementation.

Objective

I am seeking a role where I can use my many skills and my exceptional judgment and empathy for customers to make a difference to a growing company.

Education

- Associate of Applied Science in Office Administration, Portland Community College, 2020

Experience

- General Office Clerk, Paramount Office Management, 09/2023 – Present
- Administrative Assistant, Global Enterprises Inc., 04/2021 – 08/2023
- Administrative Assistant, Innovative Business Solutions Ltd., 07/2019 – 03/2021

Other Qualifications

- Microsoft Office Specialist (MOS) Certification
- Certified Administrative Professional (CAP)
- International Association of Administrative Professionals (IAAP) Certification

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.
- 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: 20736-1, Key: 0-0, Rpt: 104, Prd: 9589, Created: 2026-07-28 19:51 EDT
- 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 each of the individual competency scores. First, all competency scores are calculated on a scale of 0-100. Note that some competencies use their color category rather than their actual numeric score in the overall calculation. For these, a standard score associated with the assigned color category is used in the overall score calculation rather than the actual numeric score. This is reflected in the "Score Value Used" column. Next, a weighted average of scores is computed using individual competency weights, typically set using job analysis data provided by the US Government Occupational Information Network (O*Net).

Competency	Score	How applied to overall	Score Value Used	Weight (%)
Business Savvy	66.9007	Numeric Score	66.9007	16.6667
Communicating Leadership	66.8947	Numeric Score	66.8947	16.6667
Enabling Others to Perform	88.0652	Numeric Score	88.0652	16.6667
Interpersonal Awareness and Trust	63.6924	Numeric Score	63.6924	16.6667
Operational Effectiveness	89.6053	Numeric Score	89.6053	16.6667
Response to Challenge and Change	71.5458	Numeric Score	71.5458	16.6667
Weighted Average:				74.4507
Final Overall Score:				74

Notes

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