



Administrator's Guide

Executive Battery Assessments

Partnering With You to Drive Organizational Effectiveness

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Overview of the Testing Process

The Executive battery of assessments includes the following: the Short Form *Watson Glaser*, the *DISC* profile, the *Culture Fair* with Answer Sheet, the *16PF Questionnaire* with Answer Sheet and the *Thurstone Test of Mental Alertness*. Allow three hours to complete. We suggest that all questionnaires be completed in one sitting.

Release and Hold Harmless Agreement

Have candidate read and complete the release form and seal it in the envelope provided. Mail or return by overnight carrier to The Executive Group.

Untimed Tests

The *Watson-Glaser* is a 40-item multiple choice test designed to measure important abilities involved in critical thinking. Its five subtests are designed to tap into different aspect of critical thinking. It is an untimed application and the candidate should be given enough time to finish all the questions. Time to complete is approximately 35-45 minutes, some may take longer.

The best way to approach the *16PF* and the *DISC* is to respond with first impressions. The overall benefits of these inventories are realized when the candidate completes the assessments without overanalyzing each item. Consequently, the best results will be achieved if the test taker works quickly while responding with candor and spontaneity.

Timed Tests- Please use a stopwatch

The *Culture Fair* is a 4-part test comprised of puzzles instead of words. There are specific directions to read to the candidate so refer to them to help time and administer the tests correctly. Each part is timed separately; see the directions for times on each section.

The *Thurstone Test of Mental Alertness* is also a timed test that should be administered using a stopwatch. Allow about 3 minutes for the candidate to review the samples in the introduction, then time the test itself exactly 20 minutes.

Pick an environment for the testing that is free from noise and distractions, with no computers, dictionary, calculator or assistance from other areas allowed. Under no circumstances should the candidate be allowed to take the assessments away from the interview site.

It is extremely important that timed assessments be monitored and timed correctly. Allowing too little or too much time will greatly impact the test results and render them invalid.

Fax or Overnight the Answer Sheets

You may fax the answer sheets to our office for evaluation or use an overnight carrier. The *Thurstone* answer sheet does not fax clearly so we ask that you please tally the correct answers per the instructions on page . Write the L and Q score on a fax sheet and fax the *16PF* answer sheet, the *Watson Glaser*, *DISC* and the *Culture Fair* answer sheets to our office at our fax number 219-477-6379.

Directions for proctoring the assessments follow this introduction. We suggest you call our office for training before proctoring the assessments for the first time. We can help you get the most accurate information possible from this process. Call our office at 219-477-6378 with questions or concerns. Our office hours are M- F 9 AM to 5 PM CST.

INTRODUCTION FOR THE CANDIDATE

You will be moving ahead to the next step in our evaluation process. The next step will be for you to complete a battery of assessments. The Executive Group has been selected to facilitate this process and they will forward your results back to us.

The test results are only one of the criteria used to make selection or promotion decisions. You will be considered based on the extent to which your entire set of qualifications and experience match the position's requirements. Information gathered from the following components is also considered in the process:

- Resume and interview
- Skills and abilities
- Education and training
- Work history and background
- Reference and background check

You will be asked to complete a form to authorize release of information and consent to the terms and conditions in order to proceed to the assessments. **The test results will not be shared with you.**

TEST KIT SUPPLIES

YOUR TEST PACKET INCLUDES:

- | | | | |
|--------------------------|------------------------------------------|--------------------------|------------------------------------|
| <input type="checkbox"/> | Executive Battery Administrator's Manual | <input type="checkbox"/> | Culture Fair Test Booklet |
| <input type="checkbox"/> | Release and Hold Harmless Letter | <input type="checkbox"/> | Culture Fair Answer Sheet |
| <input type="checkbox"/> | Watson Glaser Booklet | <input type="checkbox"/> | 16PF Test Booklet |
| <input type="checkbox"/> | Watson Glaser Answer Sheet | <input type="checkbox"/> | 16PF Answer Sheet |
| <input type="checkbox"/> | DISC | <input type="checkbox"/> | Thurstone Test of Mental Alertness |

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Release and Hold Harmless Agreement

Each candidate must complete a release form and agree to its terms and conditions. In the event a candidate refuses to comply with the terms and conditions of the release form he or she will not be permitted to take the assessment.

The functions of the Release form are as follows:

- The agreement releases your company, The Executive Group and other related parties from legal liability as a result of the evaluation.
- Collects demographic information on age, sex, race, etc. to ensure that there is no disproportionate impact on any protected group.
- Keeps a database for The Executive Group's exclusive use and will not affect in any way the information sent to your company or be used in the hiring process.
- Authorizes the candidate's consent to take the assessment and verifies agreement to the terms and conditions. Specifically, this is NOT the sole criterion for hiring and the candidate will NOT receive the results.
- Gives authorization to The Executive Group to provide a screening summary based upon personnel data and conclusions to your company.

Confidentiality

The assessments contain **HIGHLY CONFIDENTIAL** information and should **NEVER** be shared with the applicant or employee. Results should be used exclusively as a management tool by the appropriate hiring manager. Therefore we request that managers treat these results in the following manner:

- Share results from the assessments only with others who have a need to know.
- Never quote from them or show them to the individual concerned. We have special reports that are designed specifically for employee feedback, self development and coaching.
- After review, the assessments should be filed in a separate folder established exclusively for that purpose, not in the employee's personnel file.

Note: please keep in mind the date on which the assessments were taken. Personality test data is of questionable validity one to two years after it was obtained, people do change.

DIRECTIONS TO PROCTOR ASSESSMENTS

STEP 1 SHORT FORM WATSON GLASER (UNTIMED TEST)

Introduction

This assessment is a 40-item multiple choice test designed to measure important abilities involved in critical thinking. The Watson-Glaser is composed of a set of five tests. Each test is designed to tap a somewhat different aspect of critical thinking. It is an untimed application and you will be given enough time to finish all the questions. Time to complete is approximately 35-45 minutes, some may take longer.

INSTRUCTIONS FOR THE CANDIDATE:

- 1. Write your name, and date on Answer Document in the spaces provided.**
- 2. Look at the Correct Mark and Incorrect Mark samples at the top of your Answer Document. Make sure that the circle indicating your answer is completely filled in as shown.**
- 3. Notice the layout on the pages so you do not skip anything or put the correct information in the wrong place.**
- 4. Please do not open your test booklet until told to do so. You will record your answers on the Answer Document only. Please do not make any stray marks in the Test Booklet or on the Answer Document.**
- 5. There are five separate tests in the booklet, and each one is preceded by its own directions. For each question, decide what you think is the best answer. Because your score will be the number of items you answered correctly, try to answer each question even if you are not sure that your answer is correct.**
- 6. Record your choice by making a black mark in the appropriate space on the Answer Document. Always be sure that the answer space has the same number as the question in the booklet and that your marks stay within the circles. If you change your mind about an answer, be sure to erase the first mark completely.**
- 7. Do not spend too much time on any one question. When you finish a page, go right on to the next one.**

You will have as much time as you need to work on this test. Now read the directions on the cover of your Test booklet.

Are there any questions? Answer any questions, preferably by rereading the appropriate section of the directions. **Please begin.**

STEP 2 DISC

Introduction

- The DISC is a short behavior inventory that will take about 15-20 minutes.
- There are **NO** right or wrong answers **ONLY** personal preferences.
- It is important to relax, be yourself and go with your first impressions.

INSTRUCTIONS FOR THE CANDIDATE:

1. Write your name at the top of the page.
2. Study the first group of four words while thinking about yourself in a **work** setting.
3. Select only one word from the four that **MOST** describes you.
Use a checkmark in the box after that word in the **MOST column.
4. Select only one word that **LEAST** describes you.
Use a checkmark in the box after that word in the **LEAST column.
5. Use the same procedure picking **ONE MOST** and **ONE LEAST** in the remaining groups of descriptive words.

**** We suggest a pencil be used to mark answers instead of coin rubbing the choices, especially if you are faxing the answer sheet. Symbols don't fax well.**

- ✓ Select only one **MOST** and one **LEAST** choice for each group of four words
- ✓ Two words will have no response in the boxes.
- ✓ Make sure all 28 questions have been answered with only one most and one least response marked in each box before you go on to the next test.

DIRECTIONS TO PROCTOR ASSESSMENTS

STEP 3 CULTURE FAIR (TIMED TEST)

Introduction

This is a timed reasoning test divided into four different games or puzzles. There are no words—only drawings. Each section has some examples that we will look at together then you will have a certain time limit to complete the section on your own. Think of this as a **speed test** and complete as many as you can as fast as you can.

The questions get increasingly more challenging as you move through a section. Don't be concerned if you don't know the answers to some. It's perfectly all right to guess if you don't know the answer. You don't lose points for wrong guesses and you may guess right.

When you hear **STOP! Pencil down** you must stop marking on the answer sheet. You cannot mark an answer once the signal to **STOP** is given. You may work in the current section only. Once the time is expired for a section you may not go back to that section.

Relax, enjoy yourself and do the best that you can. Remember, you may not have time to finish all the questions in each section. Indicate your answer by marking an **X** in the box. An **X** is the quickest mark to make.

- ✓ **Time limits must be strictly adhered to and under no circumstances altered.** Become familiar with how your stopwatch works and use it to determine specific time allotments in each section.
- ✓ **Candidate may review their answers for the current section only.** Some people frequently complete a subtest before the allotted time. They may not return to a prior section.
- ✓ **Instructions are to be presented exactly. Read them as they appear in this manual.** Major departures from the instructions may seriously affect the results and render the norms inappropriate.
- ✓ **Always allow time to answer questions** that may arise BEFORE THE SIGNAL TO BEGIN. During the examples check to see that answers are being marked in the right section of the answer sheet.

INSTRUCTIONS FOR THE CANDIDATE:

Fill in your name and date only on the answer sheet. Do not mark in the test booklet.

Please don't turn *any* page until I tell you. You are to mark all your answers on the answer sheet you've been given and **not** in the test booklet. Now read the instructions on the answer sheet and see if you understand them. Then we'll go over the examples together and you'll have a chance to mark some answers for practice. Feel free to ask any questions as I go through the explanations and examples.

TEST 1 *Time Exactly 3 minutes*

Open the booklet to the first page, **Test 1**. You will be completing the series in this section.

Example #1 Notice that the first three boxes have black lines that keep getting longer. You will fill in the dotted box with one of the five choices on the right which will complete the pattern.

The correct answer is 1.

Look at your answer sheet. Notice that under Test 1, in the first example, the box under the 1 has been marked with an X. (X is the quickest mark to make so use that symbol to show your answer.) That shows 1 is the correct answer of the five you have to choose from.

Example #2 See how the little curved line bends to the left, then to the right, then to the left? What will it do at the next step? (Wait for an answer) Yes, it will bend to the right.

The correct answer is 3. Mark your answer sheet with an X in box number 3.

Example #3. See how the black part moves? It begins at the top and moves around the circle in a clockwise direction. Look at the five choices for the right answer.

The correct answer is number 1. Mark the answer on your answer sheet.

When I tell you to start, go on and do the rest yourself. Begin with the first row just below the line and work through this page to the bottom of pg 2. **Stop** when you get to the bottom of the second page.

You will have exactly 3 minutes. Ready? Begin!
After 3 minutes say Stop! Pencil down.

TEST 2 *Time Exactly 4 minutes*

Example #1 There are five figures in a row. Four are the same and one is different. In this row, which one is **different** in some way from all the others?

The correct answer is 4. The box under 4 has been marked with an **X** on the answer sheet. It is different because it is vertical instead of horizontal like the rest.

Example #2 Which one is the different one here? (Permit an answer) **The correct answer is 1.** It's black and all the others are white. Of course, the others are different sizes but they are all white so you can't pick out one of those. On your answer sheet mark an **X** in the box under **1** in the second example.

When I tell you to start, I want you to choose one picture in each row which does not belong with the others. Remember, only **one** picture in each row is different in some way from all the others. **Stop** when you get to the bottom of page 4.

You will have 4 minutes for this section. Ready? Go!
After 4 minutes say Stop! Pencil down.

TEST 3 *Time Exactly 3 minutes*

Turn to Test 3. You will be completing a matrix in this section.

Example #1 There are four small boxes in the large square at the left. Fill in the dotted box with one of the five boxes on the right.

Correct answer is 3. The two dots are repeated. If we put that one in the empty box, it would look right. Do you see on your answer sheet that the box under the **3** has an X in it?

Example #2 Which one shall we put into the empty box to make it look right?

Correct answer is number 1. Mark this on your answer sheet.

Example #3 Which one completes the matrix?

The correct answer is 4. Mark it on your answer sheet.

When I say 'Go,' do both pages. Work as carefully and as fast as you can. **Stop** when you get to the bottom of page 6.

You will have 3 minutes. Ready? Go!
After 3 minutes say Stop! Pencil down.

TEST 4 *Time Exactly 2 1/2 minutes*

Turn to Test 4. In this section you will be looking at the relationship between the figures inside the square and the dot. You will find where that condition can exist in one of the examples on the right. You will see a dot in the first example to demonstrate the correct answer. You will not see a dot anywhere else and you must picture where the dot should go. You **may not** mark in the test booklet.

Example #1 In the example you see that there is a circle, and in the circle there are a dot and a square. The dot is *inside* the circle, but *outside* the square. Now look over here at the five boxes on the right. We must find one where we can do *just the same thing*: put a dot *inside* the circle but *outside* the square. If I put a dot inside the circle in 1, 2, 4 and 5 it would not meet the condition because it would also be inside the square.

The correct answer is 3. The dot was put in to show the correct answer. You won't see a dot in any other example and **do not** mark in the test booklet!

Example #2 In the example the dot is *inside* the oval, and *below* the line. Now we have to find another box where we can do just the same. Which one is it?

The correct answer is 2. That's the only right one. Check the correct box on your answer sheet.

Example #3 This time one dot must be in *both* squares at once, but *outside* the circle.

The correct answer is 3. The *third* is the only one where we can put the dot in *both* squares, and it would still be *outside* the circle. Mark the answer on your answer sheet.

You will have 2 1/2 minutes. MARK ON YOUR ANSWER SHEET ONLY Ready? Go!
After 2 1/2 minutes say Stop! Pencil down.

DIRECTIONS TO PROCTOR ASSESSMENTS

STEP 4 16PF PERSONALITY QUESTIONNAIRE

Introduction

This booklet contains some questions to see what interests you have and how you feel about things. It is a multiple choice response format and should take you 45 minutes to an hour to complete. With this booklet, you will be given a separate answer sheet and a piece of scrap paper. Print your name in the boxes provided on the answer sheet. Next, code in your gender in the space provided by indicating male or female.

INSTRUCTIONS FOR THE CANDIDATE:

1. **Read each statement and choose the answer that best describes you.** Except for the last 15 questions, there are no right or wrong answers. Everyone is unique and different. Just answer what is true for you.
 2. **Go with your first instinct and be spontaneous.** Don't think about the questions too long. Generally this assessment takes from 45 to an hour. In about 15-20 minutes you should be into the 4th column on the answer sheet. If you are not, then you may be thinking too much about your answer.
 3. Try to mark the "a" or "c" answer. **Use the "b" response sparingly.** Note that the middle answer is a question mark, "?". Only mark this answer when neither "a" or "c" is better for you. Pick the response category that describes what is "most" typical of you. The endorsement of one category does not require that you have never behaved in a way better described by the other. It is important that you understand this; that you choose categories that describe what is most typical of you rather than trying to categorize yourself as always and invariably behaving in one way rather than the other.
 4. **Answer candidly.** It is important that you be as careful and honest as you can. Give answers that describe you best. Most importantly **relax and be yourself.**
 5. The last 15 questions are reasoning type questions. Each question has only one correct answer. You may use paper and pencil to figure your answer. **NO CALCULATORS.**
 6. You are not counted off for incorrect answers so guess if you aren't sure of a response.
- ✓ **Check the candidate's progress at the 20 minute mark.** Candidate should be about half way through the questions. If not, they are thinking about the questions too much and that is not the purpose. We are looking for spontaneous answers and what is true for each person.
- ✓ **Check the answer sheet BEFORE the candidate leaves** to make sure all the questions have been answered.

DIRECTIONS TO PROCTOR ASSESSMENTS

STEP 5 THURSTONE TEST OF MENTAL ALERTNESS (TIMED TEST)

Introduction

This assessment is a 126-item multiple choice test of general mental ability. The questions get increasingly more challenging as you advance through the test booklet. Only about 1 % actually finish the assessment. Chances are you will not finish this assessment. This is a **SPEED TEST** so answer as many as you can within the 20 minute time limit. Don't spend too much time on any one question. You are not counted off for wrong answers so your best strategy is to guess if you don't know the answer.

INSTRUCTIONS FOR THE CANDIDATE:

1. Write your name, company and date on the back cover.
2. **Practice Problems** - Turn to page 1 of your test booklet. You will have about 2- 3 minutes to read and complete the **General Instructions** and **Practice Problems** on pages 1 & 2. Mark your answers directly in the test booklet. **Stop** at the bottom of page 2 and **do not turn the page until told to do so.**
3. This is a carbon based answer sheet so you cannot erase. To change an answer you are to circle the incorrect response and place an **X** in another box. An **X** is the quickest mark to make to indicate your answer.
4. Use scrap paper to figure your answers and do not make any stray marks in the test booklet itself.
5. You will have 20 minutes to answer as many questions as possible. Do you have any questions? Turn the page. **Ready? Begin.**

After 20 minutes say Stop! Pencil down.

- ✓ **Time limits must be strictly adhered to and under no circumstances altered.**
- ✓ **Familiarize yourself with the sample problems** on the Thurstone before you administer the test so you can answer any questions candidates may have before they begin.

FOUR CATEGORIES OF QUESTIONS:

1. **Definitions** Reading a definition and marking the first letter of the word
2. **Same-Opposite** Finding the word that means the same as or opposite of
3. **Number Series** Determining what number comes next in a series
4. **Arithmetic** Solving word problems

SCORING INSTRUCTIONS FOR THE THURSTONE

The answer sheet in the Thurstone booklet does not lend itself to faxing. We ask that you score the information and write the L and Q score on the fax cover sheet.

1. Tear along the perforation on the right side of the booklet to expose the inside back page.
2. The correct answers are the X's that fall within the boxes connected in a chainlike fashion. One chain represents the L Score answers, the other the Q Score answers.
3. Do not count X's that have been circled in boxes.
4. The number of correct answers of each chain is the Raw score for each letter.
5. Record the raw L and Q scores on the fax cover sheet and fax to The Executive Group along with the other three answer sheets to 219-477-6379. You may also overnight the results for processing.