

Candidate:
Mark Sampleperson

Date: 05/05/2022

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The following pages represent a report based on the results of a psychological assessment. The profile presented below summarizes key results in each area compared against general population norms (indicated by the descriptors Low, Below Average, Average, Average, and High) and with norms for high performers in the type of job for which the candidate is applying (indicated by the shaded areas). The candidate's score is indicated by the diamond symbol:

ALL RESULTS SHOULD REMAIN STRICTLY CONFIDENTIAL

		Below	Above			
	Low	Low Average		Average	High	
Assertiveness			•			
Conscientiousness				♦		
Customer Service Responsiveness			•			
Emotional Stability / Resilience			•			
Openness			♦			
Optimism/Enthusiasm		•				
Teamwork				•		
Work Drive				♦		

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Aptitude Assessment

	Percentile Range									
	0-	10-	20-	30-	40-	50-	60-	70-	80-	Тор
	10%	19	29	39	49	59	69	79	89	10%
3-D									Х	
Form Pattern				Х						
Overall Cognitive Aptitude							Х			

Explanation of Cognitive Aptitude Scores:

The aptitude scores in this section reflect <u>percentile rankings</u> -- not percent correct on the test. With percentiles, the average is the 50%ile. Half of the people score below this score and half score above it. As another example, if a person scores 80-89%ile on a specific test in this report, it means that they scored as well as or better than 80-89% of the norm group, but not as high as 11-20% of the norm group.

The **Overall Cognitive Aptitude** is an average of the separate aptitude sections given to this candidate.

The <u>lower the Overall Cognitive Aptitude score</u>, we predict that the candidate will have difficulty learning new information and making decisions. For example, if they are well experienced in their occupation, they may be able to continue to perform well practiced tasks adequately, but have difficulty learning new things. As such, they will need additional training time and more support from supervisors. People who produce lower Overall Cognitive Aptitude scores generally prefer tasks that call for specific responses rather than ones requiring insightful solutions. They are also slower in processing information and are often easily overwhelmed by complex problems, especially ones they have not dealt with before.

The <u>higher the Overall Cognitive Aptitude score</u>, the more we predict that the candidate will learn quickly, pick up a lot of new information on their own without needing to be trained, handle a large information load easily, make decisions in an efficient manner, and show a great deal of insight about how to solve new and complex problems.

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Personality Assessment

Strengths:

- Mark is assertive, but by no means aggressive or oppositional. He will make requests of others in a low-key, non-invasive manner.
- He is conscientious and dependable in the way he works. Mark will typically follow through on his commitments and do what he says he will do.
- He can handle most ordinary types of job stressors and hassles. Mark is moderately well-adjusted and able to manage his emotions fairly well in demanding situations.
- His openness to change is in the average range. Mark is not closed to new ideas and procedures in the
 workplace; but he needs an explanation and rationale for making a change from standard operating
 procedures. Mark will probably require some persuasion to get him to try new procedures and
 techniques on his job.
- He is fairly wary and observant. Mark is usually on the lookout for potential problems and keeps a watchful eye on what is going on around him. He is not likely to waste valuable resources on problems that may not be worth the effort.
- Mark has a sound commitment to teamwork. He is willing to work with others in a cooperative, mutually supportive manner.
- Mark has an above-average work drive. He is usually willing to work overtime and otherwise extend himself to meet the demands of his job and employer.

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Developmental Concerns:

- Mark could be more assertive in some situations. He could also be more inclined to bring his influence to bear on other people and to address problems directly.
- He could strengthen his customer service orientation. Mark may need to be more responsive to the needs and preferences of customers in his area of responsibility.
- Mark may have trouble coping with extensive or intensive job stress. He may not bear up as well under heavy pressure as many others who hold this job.
- Mark could be more open to change and innovation. He could be more inclined to acquire new learning and develop new skills and abilities.
- Mark could be somewhat more optimistic in his outlook. He may occasionally be too critical and prone to look for problems and the downside of situations, leading him to give up on problems that other employees perceive as solvable.

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INTERVIEW QUESTIONS

After reviewing the assessment results for this candidate, you may want to conduct a structured interview to further explore and clarify some specific concerns. The interview questions listed below reflect areas of concern raised by the assessment results. You should keep asking questions until you have gained confidence in your assessment of the candidate. You can use some or all of these questions when interviewing the candidate. You will probably want to customize these questions to best fit your style and what you already know about the candidate as well as the job for which s/he is being considered. Most of these are behavioral description items which ask the candidate to describe specific behavior on the job. Some additional probes which you might want to use with individual questions are:

- * When did this take place?
- * What factors led up to it?
- * What were the outcomes?
- * What did others in the organization say about this?
- * How often has this type of situation arisen?

ASSERTIVENESS

- Describe a time when you took charge of a difficult situation in your organization and turned it around into a success.
- Describe a time when you spoke up on a matter of importance to you, even though you knew it would not be well-received or when others in the company opposed you.
- Tell me about a time you took the initiative to get a project started or to complete it in a timely manner.
- What would you do if you felt that your boss had been ignoring you or not paying attention to your ideas?
- Describe a time when you successfully confronted a problem situation that others had trouble dealing with in the past.
- Tell me about a time when you effectively negotiated with upper-management to get them to accept your recommendation over the recommendations of others.

CUSTOMER SERVICE

- No matter how hard you try, some customers are rude, annoying, or impossible to please. Describe the
 most difficult customer you have had to deal with and what efforts you made to accommodate him or
 her.
- Describe a situation where you went above and beyond your job description to make a customer satisfied. [Probes: What did you do? What was the outcome? How often has this type of thing happened in the last year?]
- Tell me about a time when you had to reconcile competing demands from the customer with company demands or needs.
- Tell me about a time when a customer gave you a difficult problem to solve.

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• There are limits to how far an employee should go to try to satisfy customer demands and requests. Describe the criteria you use to decide when that limit has been reached.

EMOTIONAL STABILITY/RESILIENCE

- Tell me about a time when you had to keep on working despite having some problem or concern weighing on your mind. [Probes: How long did it go on? How was it resolved? How often has this kind of thing happened in the last six months?]
- Stress is a natural part of most work environments these days. Describe a situation where some significant form of stress has impacted you on your job and how you dealt with it.
- Describe a situation where you learned to live with something stressful at work.

OPTIMISM

- Sometimes it helps to prepare for the worst and try to anticipate potential problems at work. Describe a
 time when your concerns about possible future problems were justified.
- What would you say to a coworker whom you felt was being na
 ive or gullible about some new job they
 were considering? If asked, what advice would you give?
- How do you personally guard against unrealistically high expectations at work or being blindsided by unanticipated problems?

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