



**Front Office Manager Assessment  
Report**

**Candidate:  
Kayla Sampleuser**

**Date:  
01/04/2021**

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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, Above 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

|                                | Low | Below Average | Average | Above Average | High |
|--------------------------------|-----|---------------|---------|---------------|------|
| Agreeableness                  |     |               | ◆       |               |      |
| Customer Service Orientation   |     |               |         | ◆             |      |
| Dependability                  |     |               | ◆       |               |      |
| Detail Mindedness              |     |               | ◆       |               |      |
| Emotional Stability/Resilience |     |               | ◆       |               |      |
| Extroversion                   |     |               | ◆       |               |      |
| Impression Management          |     |               | ◆       |               |      |
| Integrity                      |     |               |         | ◆             |      |
| Intrinsic Motivation           |     |               |         |               | ◆    |
| Openness to Change             |     |               |         | ◆             |      |
| Optimism / Enthusiasm          |     |               |         | ◆             |      |
| Orderliness                    |     |               |         |               | ◆    |
| Teamwork Orientation           |     | ◆             |         |               |      |
| Work Drive                     |     |               | ◆       |               |      |
| Overall Cognitive Aptitude     |     |               |         | ◆             |      |

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### Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Kayla's overall level of general intellectual aptitude to be in the **60-69 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 60-69%ile

Numeric Reasoning 80-89%ile

Verbal Reasoning 40-49%ile

Kayla has a slightly above-average level of general cognitive aptitude. She should be able to handle most of the problem-solving demands of this job in a satisfactory manner.

#### Explanation of Cognitive Aptitude Scores:

The aptitude scores in this section reflect percentile rankings -- 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 lower the Overall Cognitive Aptitude score, 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 higher the Overall Cognitive Aptitude score, 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:

- She will usually be agreeable and congenial in her interactions with other people. Unless she is particularly upset about something at work, you can expect her to avoid arguments and contentious interactions.
- Kayla tries to meet customers' needs and requests in a timely, personalized manner. She is fairly focused on keeping them satisfied.
- Kayla is generally dependable at work. But Kayla also uses a fair amount of personal discretion and judgment in deciding when and how she will fulfill her job obligations and duties.
- She is about average in terms of emotional stability and coping skills. Kayla can deal effectively with most normal forms of job stress and strain.
- Kayla will communicate with others as needed while also concentrating on her own tasks and duties. She is generally cordial and pleasant, but not socially distractible.
- Kayla scores above-average in terms of being honest and rule-following. She will internalize and promote company norms, values, and policies on her job.
- Personal satisfaction and accomplishment of tasks are very important to Kayla and she values a job that gives her personal satisfaction. She considers work an end in itself, so she will be motivated by task variety, challenge, and meaningfulness of the responsibility.
- She is typically progressive and open-minded. Kayla is usually ready to adopt and disseminate new ways of doing things and engage in innovation initiatives. She will be concerned with continuous improvement, job training, and employee development.
- Kayla is often optimistic in her outlook. She usually expects good things from her customers, job, and the situations she encounters.
- She is very systematic and orderly in her work. Kayla should be good at managing information and keeping things organized.
- Somewhat independent-minded, Kayla does not usually need to consult with others to validate her decisions and beliefs. She often prefers to work on her own without the constraints of group membership.
- Kayla is average in terms of work drive. She exerts reasonable effort to meet normal job demands, but not at the expense of compromising her personal life away from work.

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### Developmental Concerns:

- In stressful situations, she can sometimes come across to others as disagreeable or difficult to get along with. Kayla may need to make more of an effort to be courteous and pleasant in all of her interactions with others in the workplace.
- Kayla may sometimes use too much of her own discretion and cut corners too sharply on her job. She may need to perform her work in a more reliable, dependable manner consistent with the expectations of others, particularly customers.
- Kayla is the type of person who tends to take a rather careless approach to her work and does not always do routine checks. Errors are likely so, she is not particularly well suited to a job where detail and accuracy are extremely important.
- She may lose her composure when confronted with heavy work pressure. Kayla may need to find ways to buffer such stress and increase her emotional resilience .
- Kayla could strengthen her communication effectiveness . She could, at times, be more outgoing, personable, and warmhearted in her job-based interactions.
- Kayla may place too much emphasis on individual contribution and solo efforts . She could concentrate more on contributing to group cohesion, collaboration, and teamwork.
- Kayla may, at times, need to be more willing to work long hours or an irregular schedule. She may have to go above and beyond normal effort levels to meet intense demands and/or deal with unexpected problems.

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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?

#### 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.

#### INTRINSIC MOTIVATION

- Tell me which factors define success for you in a job.
- Describe how your feelings of job satisfaction are affected by how much challenge and variety you have at work.
- Tell me what you would do if your job became repetitive and routine.
- Describe the kind of work that really motivates you.

#### ORDERLINESS

- Tell me about a time when you organized the elements or parts of a project into a larger whole and came up with an integrated system.
- Describe how you use details to make plans and develop long-term strategies.
- Tell me about a time when you were so focused on details that you got bogged down and spent too much time on a task or assignment.
- Describe your approach to doing long-range planning and strategic development on your job.

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### TEAMWORK

- Describe some ways that you have helped a group of coworkers achieve an important goal or outcome.
- Tell me about a time when you needed to work collaboratively with another department or group to achieve a common goal.
- It is hard for some people to work independently. Describe how easy or difficult it is for you to work independently or carry out assignments where you don't consult with others.
- Give some examples of ways that too much emphasis on teamwork in a company can lead to lowered effort by individual employees or a loss of individual initiative.

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