



**Pastor / Minister (Pers only)
Assessment Report**

Candidate:
Xavier Sampleuser

Date:
01/24/2020

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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				◆	
Assertive Leadership					◆
Customer Service				◆	
Dependability			◆		
Emotional Stability/Resilience				◆	
Empathy					◆
Extroversion				◆	
Integrity					◆
Intrinsic Motivation					◆
Managerial Human Relations					◆
Managerial Task Structure					◆
Openness to Change					◆
Optimism / Enthusiasm			◆		
Social Networking					◆
Teamwork Orientation				◆	
Work Drive				◆	

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Narrative Responses Provided by This Candidate

In reading through the candidate's responses, you should look for general themes that reflect the person's attitudes, values, and beliefs about work. Insights can help you generate probing interview questions. From another perspective, the way in which candidate responses are constructed demonstrate sophistication of communication skills.

Annoyances	Mr. Sampleuser's Responses
<i>I don't like to work with people who...</i>	Answer not included in public website samples.
<i>I get annoyed at work when...</i>	Answer not included in public website samples.
<i>At times my work has suffered because...</i>	Answer not included in public website samples.
<i>I would really dislike a supervisor who...</i>	Answer not included in public website samples.
<i>People should recognize I am stressed out when...</i>	Answer not included in public website samples.
<i>It's hard to do good work when...</i>	Answer not included in public website samples.
<i>I would turn down a job if...</i>	Answer not included in public website samples.

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Ideal Job	Mr. Sampleuser's Responses
<i>The most fulfilling job I had...</i>	Answer not included in public website samples.
<i>What I want most from a job is...</i>	Answer not included in public website samples.
<i>My career goal for five years from now...</i>	Answer not included in public website samples.
<i>The set of responsibilities I enjoy most are...</i>	Answer not included in public website samples.
<i>I enjoy working with people who...</i>	Answer not included in public website samples.

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Leadership Style	Mr. Sampleuser's Responses
<i>When I have to make a decision quickly...</i>	Answer not included in public website samples.
<i>My success as a manager derives from...</i>	Answer not included in public website samples.
<i>Mentoring employees who report to me...</i>	Answer not included in public website samples.
<i>Besides supervising other people, a manager should...</i>	Answer not included in public website samples.
<i>The best way to motivate people...</i>	Answer not included in public website samples.
<i>The average employee...</i>	Answer not included in public website samples.
<i>An employee who brings personal problems to work...</i>	Answer not included in public website samples.
<i>I deal with conflict in my team by...</i>	Answer not included in public website samples.

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<i>To increase employee commitment I...</i>	Answer not included in public website samples.
<i>To be a valuable member of a senior management team, I try to...</i>	Answer not included in public website samples.
<i>As a leader, my greatest satisfaction at work...</i>	Answer not included in public website samples.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	Answer not included in public website samples.
<i>When I have to reprimand or discipline an employee...</i>	Answer not included in public website samples.
<i>The organizational culture I try to create is best described as...</i>	Answer not included in public website samples.

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Strategies for Success	Mr. Sampleuser's Responses
<i>The best way to get ahead in an organization...</i>	Answer not included in public website samples.
<i>The personal strengths I possess that will help me be successful in this job include...</i>	Answer not included in public website samples.
<i>Working long hours every week...</i>	Answer not included in public website samples.
<i>To better myself I...</i>	Answer not included in public website samples.
<i>My attitude about work-home balance is...</i>	Answer not included in public website samples.
<i>The key to success in my career...</i>	Answer not included in public website samples.
<i>To get ahead in a company...</i>	Answer not included in public website samples.
<i>When I am criticized...</i>	Answer not included in public website samples.

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Personality Assessment

Strengths:

- He is the type of person who tends to have smooth, amiable working relationships. Xavier is courteous and agreeable in most job situations.
- He is forceful and assertive in his managerial style. Xavier will be very comfortable in a leadership role where he gives work direction to others and is accountable for their performance. He will function comfortably as the final arbiter of work group decisions and making sure that directions are followed.
- Xavier is concerned about customer satisfaction and retention in his work. He usually tries to anticipate and fulfill client needs and demands courteously and without delay.
- Xavier tends to be moderately conscientious, reliable, and dependable on the job. Yet, he can also act on his own judgment and go against the grain when he feels it useful to do so. Xavier will decide when and how he meets his responsibilities and fulfills his work commitments.
- He has an above-average level of emotional resilience. Xavier can handle most types of job stress and pressure without lowering his performance effectiveness.
- He is well able to put himself in the shoes of the people he relates to and to see things from their perspective. Xavier's empathetic style will enable him to gain rapport with customers. He is likely to gain their trust with his attentiveness to their needs.
- Xavier is usually sociable, outgoing, and friendly in his transactions with other people on the job. He should be a capable communicator who relates well to customers and coworkers.
- Xavier will perform his work in a manner consistent with company rules and policies. He is quite honest and principled on the job. Xavier will make decisions in a professional manner without compromising integrity, which will set a good example for the people who report to him.
- Intrinsic rewards such as personal enjoyment of his tasks are much more appealing to Xavier than extrinsic features of a job such as bonuses, job status, etc. He is drawn to jobs that he finds interesting and meaningful.
- As a manager, Xavier should be good at initiating structure, providing direction, and organizing the work of subordinates. He believes in such functions as goal-setting, scheduling, monitoring performance, and giving feedback to subordinates. They will always know what is expected of them.
- He is very open to new learning on the job. Xavier will embrace and promote planned change programs and innovation initiatives in the workplace. He will be energized by opportunities for work-related training and development, both for him self and the people who report to him.
- He balances optimism with vigilance in his posture toward other people as well as new situations. Xavier doesn't prejudge others, but he is also not gullible or easily deceived.
- He is well aware of the value of creating a broad social network to help him meet the goals of his job and enhance his company's potential for success. As such, he will be attuned to various people in his profession, in other companies, in government positions, etc. who could be instrumental to him, and he will make an effort to connect with them.

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- Xavier is usually group-minded and teamwork-oriented. He typically cooperates with and helps other employees when needed.
- Xavier has an above-average work drive. He is usually willing to work overtime and otherwise extend himself to meet the demands of his job.

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Developmental Concerns:

- Xavier can sometimes be too pushy or controlling. He may need to moderate his style when making requests of other people, trying to influence their behavior, or disagreeing with them.
- Xavier could enhance his dependability somewhat. He could be more reliable in doing what he says he will do and honoring his job commitments and promises.
- Xavier may have difficulty viewing other people in a realistic, objective manner. His judgment may be clouded by his own feelings and identification with them. Xavier may give undue weight to the perceived emotions of other people when determining what to do. Also, he may have difficulty both giving and receiving criticism because of his sensitive nature.

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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?
- * How would you handle it differently in the future?

EMPATHY

- Tell me about a time when you were dealing with a difficult person. What made them hard to take? What was going on that made this person act or feel that way? (Listen for a broad understanding of that person's personality and an understanding of the context that might have contributed to the situation.)
- Tell me about a time when you counseled an employee (or peer) who was going through a difficult time. What was the problem? What did you do? What was the result?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result? (Listen for awareness of body language, voice tone, etc. as well as an ability to see the person in distress, not necessarily someone who is just offensive.)

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.

STRUCTURED VERSUS PARTICIPATIVE MANAGERIAL STYLE

- Describe your approach as a manager of setting goals and objectives for the people who report to you.
- As a manager, tell me about your approach for monitoring the performance and accomplishments of the people who report to you.
- Describe whether you empower the people who report to you to function independently, and if so, how.

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