



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

**Candidate:
John SamplePerson**

**Date:
05/07/2024**

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Company: Resource Associates Samples
 Date: May 07, 2024

Username: RESOWTTL0001
 Candidate: John SamplePerson

The following information is a feedback report based on the results of validated psychological assessment dimensions. Depending on the sections included in the test battery, there may be multiple pages of explanatory information. Please review thoroughly for the best overall interpretation of your candidate's scores.

PERSONALITY TRAITS

The profile 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 (designated by the shaded areas). The candidate's score is indicated by the diamond symbol: ◆

	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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PERSONALITY TRAIT INTERPRETATION

Strengths:

- He prefers to get along smoothly with other people and to have harmonious working relations. John is usually amiable and good-natured in his interactions with coworkers and other people.
- He is fairly assertive in his managerial style. John will direct the work of subordinates in a straightforward manner and deal with challenges to his authority without seeming domineering.
- John is highly committed to providing responsive, courteous service to clients. He tries to anticipate, meet, and follow-through on concerns and requests so that nothing is left undone and people will have a very positive attitude toward your facility and programs.
- He is a fairly dependable and trustworthy person who fulfills his job responsibilities reliably and conscientiously. John will typically follow through on his promises and do what he says he will do for his customers and his employer.
- He can handle most ordinary stressors and hassles of being a manager. John is moderately well-adjusted.
- He can identify closely with the feelings and concerns of other people. John has a high level of empathy which enables him to understand and relate to the people he works with. He is likely to be perceived by customers as someone who is very insightful, sympathetic, and helpful.
- John is usually sociable, expressive, and congenial in his interactions with other people on the job. He should be a capable communicator on the job.
- John appears to be a principled and ethical person in how he performs job tasks and duties. He adheres to company rules and policies and does not take lightly any employee action that could be considered inappropriate.
- He is much more motivated by intrinsic rewards on his job than by extrinsic, tangible factors. John appreciates recognition in the form of praise and recognition of his contributions. He is also attracted to variety and personal responsibility for work outcomes.
- As a manager, John usually lets subordinates perform their jobs in a self-directed manner. Not a micromanager, he gives the people who report to him a fair amount of latitude in how they carry out their duties and assignments.
- He will embrace new ideas and practices on his job. John is very receptive to change and innovation in the workplace. Improving operations as well as the skills of subordinates will be a high priority for him on a continuing basis. He will make a concerted effort to advance his job-related knowledge and abilities.
- John often emphasizes what is good and promising when appraising current situations as well as future possibilities. He is usually upbeat and tries to accentuate the positive in his work situations.
- Developing a wide range of social contacts outside the normal relationships in your company is something that John appreciates. He will devote part of his time on the job to creating an extended social network.

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- John is balanced with respect to teamwork versus individual contributor roles. He can alternate between working closely with others and working independently.

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Developmental Concerns:

- John may not be able to handle as much job stress as other managers in this position. Highly demanding situations and heavy job stress could be a problem for him.
- John can sometimes become too emotionally involved with other people. This can compromise his objectivity when making decisions which affect them. Also, his reflexive attempts to help others may sometimes be perceived as invasive or inappropriate.
- John's management style may sometimes be too non-directive and hands-off. He may give the people who report to him too much leeway and autonomy in some situations. John may need to be more regularly involved in scheduling, directing, setting goals, monitoring performance, and giving constructive feedback to the people who report to him.
- John could place greater emphasis on group unity, interdependence, and a shared sense of purpose with his fellow employees. He should be encouraged to be more actively team-minded.
- His below-average work drive might be a problem for someone in such a demanding position. John may be reluctant to work long hours or extend himself for his job.

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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?

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.

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.

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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.

WORK DRIVE

- Under what conditions, if any, do you think a company has a right to ask its employees to work long hours? What is the upper limit for you on how many hours/week you are willing to work on an ongoing basis to meet the demands of your job.
- Describe some ways that you think your commitment to your family or personal life away from the job may have limited your advancement opportunities or earnings potential. How do you feel about this?
- What are the potential problems associated with a company expecting too much overtime from their employees or encouraging them to become workaholics?
- Describe how you keep work separate from your home and personal life and how you keep job demands from intruding on your free time.
- Under what situations would you be willing to work overtime and weekends for your job? How long would you be willing to do so?