



## **Chef / Lead Cook Assessment Report**

**Candidate:  
Joe SamplePerson**

**Date:  
08/28/2023**

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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
ACCOUNTABILITY		◆			
ASSERTIVENESS			◆		
CONSCIENTIOUSNESS / DEPENDABILITY			◆		
CUSTOMER SERVICE ORIENTATION			◆		
DETAIL MINDEDNESS					◆
EMOTIONAL STABILITY / RESILIENCE			◆		
INTEGRITY				◆	
MANAGERIAL HUMAN RELATIONS			◆		
OPENNESS / FLEXIBILITY			◆		
OPTIMISM / ENTHUSIASM		◆			
TEAM-ORIENTED MANAGEMENT			◆		
WORK DRIVE				◆	

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### PERSONALITY TRAIT INTERPRETATION

#### Strengths:

- Joe is moderately influential, but not pushy or bossy, in his leadership style. He makes requests of subordinates, guides their activities, and provides feedback to them in a low-key manner.
- He is often conscientious and dependable in his job performance. Yet, Joe can also adjust to changing circumstances and be flexible in how and when he carries out tasks and assignments.
- He is about average in terms of emotional stability and coping skills. Joe can deal effectively with most normal forms of job stress and strain.
- Joe registers as having a sound level of integrity and honesty. He is unlikely to do things which others would consider to be improper, immoral, or dishonest.
- As a manager, Joe is moderately concerned with the feelings, attitudes, and sensitivities of the people who report to him. Their morale and emotional well-being are among his priorities. Joe is fairly comfortable relating to subordinates on a personal level and will occasionally use praise and affirmation to motivate them.
- He is in the average range of receptivity to innovation and change. Joe is fairly committed to the status quo. If sufficient motivation and rationale are provided to try new ideas and practices on the job, he will usually give them a try.
- He is fairly wary and observant. Joe 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.
- He is very methodical and organized in the way he approaches and carries out tasks and assignments. He will be comfortable keeping track of data and information.
- Joe's leadership style allows him to be comfortable working with employees in teams or one-on-one. He will encourage cooperation and mutual supportiveness among people in his department.
- Joe has an above-average work drive. He usually works hard and does what it takes, including putting in overtime or working long hours, to meet the demands of his job.

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### Developmental Concerns:

- His level of accountability is below norm, suggesting that he may make excuses to cover up his errors, miscalculations, or lapses in judgment. His boss and team members who work with him on collaborative projects will probably not always trust him to take ownership of what he is expected to do.
- Joe could be more persuasive and influential in his leadership style. He could be more willing to take charge of problem situations and impose his will on other people. Joe may not be a strong advocate for his work group or department in meetings with upper management.
- Joe may occasionally be unreliable or inattentive to details in the way he performs his job. He could sometimes be more conscientious about performing job tasks as expected and on time.
- He could deepen his commitment to providing responsive, high-quality service to customers. Joe could place more emphasis on activities that lead to high levels of customer satisfaction and retention.
- Joe may have difficulty keeping his emotions under control when subjected to high levels of job pressure and strain. He may become stressed out by factors that most incumbents in this job take in stride.
- Joe could be more open to organizational change and innovation as well as job-related training and development. He could be more inclined to acquire new learning and develop new skills and abilities.
- He may occasionally be too suspicious, doubtful, or skeptical. Joe may, at times, be too prone to look for the downside of situations as well as problems with other people.
- As a manager, Joe may need to do more to encourage the people who report to him to work together in a mutually supportive, cooperative manner in order to achieve higher levels of productivity.

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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?

### ACCOUNTABILITY/OWNERSHIP

- Tell me about a time when you had to admit a mistake that was made on your job [Probes: How did you address the problem? How was it resolved? How did you feel about taking the blame? Did you think it was deserved?]
- Mistakes happen to everyone. Tell me about a situation where you took responsibility for an error at work, how you dealt with it, how it has impacted you on your job, how it has changed how others see you.
- Describe a situation where you were blamed for the failure of a team project or a missed deadline that involved the actions of other people. Do you think you deserved the blame? How did you handle it? What would you do differently in the future?
- Give me an example of a lesson you have learned from making a mistake. What did you do differently going forward?

### CONSCIENTIOUSNESS

- Describe a time when you have taken a shortcut or bypassed some steps at work to get something done quicker, better, or more efficiently?
- Flexibility is important in many jobs. Describe a situation where it would be advantageous to bend or ignore a company rule or policy to improve job effectiveness.
- Describe how you deal with situations where the best course of action is not covered by company policies and procedures.
- Describe a situation where you feel that organizational bureaucracy or red tape made your job difficult or significantly slowed you down.

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## **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.
- 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 naïve 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?

## **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.

## **TEAM-ORIENTED MANAGEMENT STYLE**

- Describe your team meetings with an emphasis on what you do versus what your employees do.

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- What do you think makes an effective team?
- What is the proper role of the supervisor or manager with a group where the company emphasizes team principles?
- How do you typically get employees to take an active role in the team? What types of things would they do? To what degree have you been successful in getting employees to function as true team members?
- What problems have you had implementing team principles with your department?