



**Accounting Manager / Controller
Assessment Report**

**Candidate:
John SamplePerson**

**Date:
02/27/2026**

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Username: RESOHQSJJ0001
 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				◆	
CONSCIENTIOUSNESS				◆	
EMOTIONAL STABILITY				◆	
EXTRINSIC MOTIVATION			◆		
EXTROVERSION			◆		
IMPRESSION MANAGEMENT	◆				
INTEGRITY					◆
MANAGERIAL HUMAN RELATIONS					◆
MANAGERIAL TASK STRUCTURING		◆			
OPENNESS			◆		
OPTIMISM		◆			
ORDERLINESS					◆
SELF-CONFIDENCE			◆		
TEAMWORK	◆				
VISIONARY LEADERSHIP		◆			
WORK DRIVE			◆		

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GENERAL COGNITIVE APTITUDE ASSESSMENT

OVERALL GENERAL COGNITIVE SCORE



Compared to general adult norms using standardized tests validated for a wide range of jobs, we estimate overall level of mental ability to be in the **70-79%ile** range. His individual aptitude levels are:

Abstract Reasoning	80-89%ile
Numeric Reasoning	40-49%ile
Verbal Reasoning	70-79%ile

Operating at an above-average level of general cognitive ability, John should be able to learn new material in a satisfactory length of time and successfully solve most types of problems he will encounter in this position.

Score Breakdown by Question Type (44 total questions)

ABSTRACT REASONING—Demonstrates ability to make sense of conceptual information, reason abstractly and determine patterns and relationships among symbolic stimuli:

Candidate scored **10 correct out of 14** possible questions or 71% correct.

NUMERIC REASONING—Demonstrates ability to logically analyze numerical information, reason with numbers and make inferences about quantitative relationships:

Candidate scored **8 correct out of 13** possible questions or 62% correct.

VERBAL REASONING—Demonstrates ability to to comprehend English vocabulary, reason with verbally-based information, and draw conclusions based on complex verbal stimuli:

Candidate scored **10 correct out of 17** possible questions or 59% correct.

General Cognitive Aptitude Score Interpretation

These aptitude scores reflect percentile rankings -- not percent correct on the test. For example, if a person scores 80-89%ile on a specific test in this report, it means that they scored at least as well or better than 80-89%ile of the norm group, but not as high as about 10-20%ile of the norm group.

The **Overall General Cognitive Aptitude Score** is an average of the standardized scores for the three separate aptitude tests given to this candidate.

The lower the score, the more difficulty a candidate is likely to have learning new information and making decisions. If experienced in their profession, they may perform well practiced tasks effectively but struggle with new things. They may need extra training or more support from managers. Low scorers can become overwhelmed by complexity and generally prefer duties requiring specific answers rather than insightful solutions.

The higher the 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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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.

Career Growth	Mr. Sampleperson's Responses
<i>My career goal for five years from now...</i>	...
<i>To better myself I...</i>	...
<i>Working with coworkers who do not know as much as I do...</i>	...
<i>If I feel underutilized in my job...</i>	...
<i>To get ahead in most companies, you have to...</i>	...
<i>I sometimes felt my career advancement was limited by...</i>	...
<i>My ideal job would be...</i>	...
Demotivators	Mr. Sampleperson's Responses
<i>What annoys most workers...</i>	...
<i>I would quit my job if...</i>	...
<i>At work, I feel tense when...</i>	...
<i>I don't like to work with people who...</i>	...
<i>My work performance suffers when...</i>	...
<i>I would really dislike a manager who...</i>	...
Job Satisfaction	Mr. Sampleperson's Responses
<i>The kind of assignment I like best is...</i>	...
<i>I enjoy working with people who...</i>	...
<i>I would turn down a job if...</i>	...
<i>The best way to get ahead in an organization...</i>	...
<i>The most fulfilling job I had...</i>	...
<i>My greatest satisfaction in a job...</i>	...
<i>A boss deserves loyalty if...</i>	...
<i>What I want most from a job is...</i>	...
<i>The best type of manager for me would be someone who...</i>	...
<i>Working closely with other people...</i>	...
Leading a Team	Mr. Sampleperson's Responses
<i>The way I get people to work together is...</i>	...
<i>I get people to participate in team discussions by...</i>	...
<i>Creating a strong team is not as important as...</i>	...
<i>Content of my team meeting typically consists of...</i>	...

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<i>Team meetings are best used for...</i>	...
Management Style	Mr. Sampleperson's Responses
<i>As a manager, my greatest satisfaction at work...</i>	...
<i>Effective leadership...</i>	...
<i>Mentoring employees who report to me...</i>	...
<i>When I have to make a decision quickly...</i>	...
<i>Giving performance feedback...</i>	...
<i>When I have to reprimand or discipline an employee...</i>	...
<i>Besides supervising other people, a manager should...</i>	...
<i>The average employee...</i>	...
<i>An employee who brings personal problems to work...</i>	...
<i>The key to my success as a manager...</i>	...
<i>The biggest challenge to a manager dealing with today's workforce...</i>	...
<i>The best way to motivate people...</i>	...
Work Drive	Mr. Sampleperson's Responses
<i>Responsibility at work...</i>	...
<i>Working long hours every week...</i>	...
<i>It's hard to do good work when...</i>	...
<i>When my suggestions at work are turned down I...</i>	...
<i>Having to work on the weekend...</i>	...
<i>Overnight travel...</i>	...

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PERSONALITY TRAIT INTERPRETATION

Strengths:

- He is fairly kindhearted, agreeable, and accommodating. John will not ordinarily be disruptive in group settings and will tend to avoid conflict. He is typically generous and giving of his time and attention.
- He has a typically self-assured, take-charge leadership style. John can bring his influence to bear on subordinates and direct their efforts toward goal attainment in a straightforward manner.
- Reliable and conscientious in the way he fulfills his job responsibilities, he typically does what he says he will do in a manner others can depend on.
- He is a typically resilient, hardy person. John can weather most types of job stress and pressure without becoming anxious or losing his composure. John can usually handle employee conflicts and complaints in an unperturbed manner.
- John is generally amiable and pleasant in his interactions with others at work, sharing information that he feels others need to know and spending time listening to ideas when it seems important to do so. He can also concentrate his attention on the tasks at hand without being socially distractible or getting overly involved in pursuing friendships at work.
- John presents himself in an accurate, consistent manner. He does not try to put on a false front or manipulate the image he presents to other people. Others who work with John are likely to perceive him as highly sincere and genuine.
- John registers as having a high level of integrity and honesty. He is not likely to behave in ways that others would consider improper, dishonest, or inappropriate, even if it requires going out of his way to do the right thing. John will serve as a model for ethical behavior for his subordinates.
- This candidate is very concerned with maintaining positive attitudes and high morale among the employees who report to him. Their feelings are important to him. He will move quickly to dispel their fears, worries, grievances, and tensions, if possible. is likely to enjoy employee coaching and mentoring.
- His propensity to learn, change, and innovate on the job is about average. When new ideas or company-sponsored change initiatives are presented to John, he is more likely to accept them if substantial justification is provided.
- He is fairly wary and observant. John is usually on the lookout for potential problems and keeps a watchful eye on what is going on around him. As a manager, he will check on and try to verify what subordinates report about their activities and accomplishments.
- Performing his work carefully and accurately, he will typically be comfortable organizing work information and tasks.
- He doesn't crowd his subordinates or second-guess their decisions and actions. He usually gives them a fair amount of freedom and discretion.
- He prefers to work in a self-sufficient, independent manner. He should be comfortable with solo work where he does not have to coordinate or collaborate with other people. His management style emphasizes self-reliance and autonomy.

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- Fairly practical, down-to-earth and mindful of immediate priorities, John usually prefers to work on tasks with definite starting and stopping points. For the most part, he thinks concretely and pragmatically about organizational issues and problems.
- John has an average work drive, which should be enough to meet basic job demands. He will not be an idler or a slacker on the job. As a manager, John will expect reasonable levels of effort from subordinates.

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Developmental Concerns:

- John could sometimes do more to ensure that sufficient information is shared with subordinates and that effective exchange of ideas is established with employees in other areas of the organization . He could, at times, be more expressive, outgoing, and cheerful in his dealings with other employees.
- John can sometimes be too upfront and unpolished in what he says to others. He could increase his interpersonal effectiveness in some situations by being more consistently discreet and diplomatic .
- John could be more willing to innovate and learn new approaches to his work. He could be more open to improving job-related knowledge, skills, and abilities for himself and his subordinates.
- He could be more optimistic and upbeat at times. John could occasionally look more for positive qualities in the people he works with and the situations he works in. As a manager, John could try to create more upbeat expectations for subordinates at the start of projects and assignments, particularly difficult ones. He may quit working on problems too quickly because he views them as unsolvable.
- At times, he may be too non-directive and removed from the day-to-day activities and performance levels of his direct reports. He could supervise more closely in some situations and do more in the way of structuring tasks, monitoring outcomes, and giving performance feedback to subordinates.
- He may place too much emphasis on autonomy and self-reliance such that group unity, cohesion, and accomplishment suffer. He could do substantially more to promote and reinforce teamwork among the employees who report to him. He could work more cooperatively with other groups and departments in the company.
- He may need to approach problem-solving more proactively, rather than just responding to what is happening now. John should guard against becoming too narrow in his focus.
- John does not have a high work drive. He sometimes needs to step up his work intensity and invest more time and energy into his job, especially during highly demanding situations.

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INTERVIEW QUESTIONS

Resource Associates highly recommends conducting a final interview prior to making an offer to hire, using this candidate's assessment results as a guide. To help with this process, we offer a set of interview questions which can help explore potential "red flags" or areas of concern. Most of these interview questions are situation-based items which ask the candidate to describe their behaviors, attitudes, and opinions while on the job. If you choose to conduct this type of interview to further investigate and clarify concerns, 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 during your interview. You will probably want to customize 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. 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?

EXTROVERSION

- Describe a situation when your ability to communicate made a difference in the outcome of a project, assignment, or task at work.
- Tell me how much time you would ideally like to spend each day in meetings and discussion groups on the type of job for which you are applying.
- All of us have different styles of interacting and communicating with other people. Describe a situation where your style did not mesh well with that of another employee. [Probe: How did your styles differ? What problems did this lead to? What adjustments did you make?]
- Give me an example of a presentation that you have made where the audience was not particularly interested in the topic. What did you do? What were the results?

IMPRESSION MANAGEMENT

- In what ways (if any) do you adjust the way you present yourself to the particular customer you are calling on?
- Describe your techniques for building rapport with coworkers and customers.
- Talk about the ways you tailor yourself and your presentations to fit the needs, resources, and interest levels of the people you are interacting with.

OPENNESS

- Describe the most recent new job-related method, procedure, or technique you learned and how you felt about learning it. [Probe for when and how often this occurred.]
- Tell me about a time when you recommended or implemented a better way of doing things at work.

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- Describe a situation where you felt that continuing demands to do new things on your job lowered your overall productivity or efficiency.
- Describe your plans (if any) for continued education, job-related training, or professional development you have for the coming year.

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?

SELF CONFIDENCE

- Describe a situation at work where you were unsure of yourself. How often does this happen?
- What sort of things cause you to feel lack of confidence? What did you do about it? What has the outcome been?

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 to monitor 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.

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.

VISIONARY LEADERSHIP

- Tell me about a time when you were asked to introduce a new corporate vision or goal to your direct reports. How did you gain their support? What were the results?
- Describe what you see as the key aspects of being a successful leader.
- As a leader, describe your preference for dealing with day-to-day issues, responsibilities, and problems versus planning, strategizing, and creating a vision for the future.

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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?