



Construction Crew Team Leader Assessment Report

Candidate:
John SamplePerson

Date:
07/08/2024

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Username: RESORDFA0001
 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
ASSERTIVE LEADERSHIP				◆	
CONSCIENTIOUSNESS					◆
CUSTOMER SERVICE / RESPONSIVENESS				◆	
EMOTIONAL RESILIENCE / STRESS TOLERANCE					◆
INTEGRITY				◆	
MANAGERIAL HUMAN RELATIONS		◆			
OPENNESS				◆	
OPTIMISM / ENTHUSIASM				◆	
TASK STRUCTURING			◆		
TEAM-ORIENTED MANAGEMENT			◆		
WORK DRIVE					◆

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APTITUDE SCORES: Reported as Percentile

	PERCENTILE RANGE									
	0-10%	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	Top 10%
3-D Reasoning								X		

Aptitude Raw Scores

	Total Correct	Total Attempted	Total Questions
3-D Reasoning	29	29	45

Explanation of Aptitude Scores In This Table:

The aptitude scores in this table 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. So, higher scores are better than lower scores.

The **Overall Cognitive Aptitude** is an average score (an average for the standardized scores) for all of the separate aptitude tests 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 TRAIT INTERPRETATION

Strengths:

- John can be directive and assertive in the way he manages employees. He usually takes the initiative and brings his influence to bear in group settings.
- He is very conscientious and trustworthy in his work habits. John will perform his job in a reliable manner that others can depend on. He is also careful, methodical and systematic in the way he organizes and carries out tasks and assignments.
- John tries to meet customers' needs and requests in a timely, personalized manner. He sets a good example for coworkers by focusing on activities that lead to customer satisfaction.
- John has a high level of emotional stability and resilience. He can cope effectively with job stress and pressure. He is level-headed and collected in times of work crises and group conflict. Subordinates will not fear an angry response by John when they approach him with bad news.
- John will perform his work tasks and duties in a manner consistent with company rules and policies. He is honest and ethical in his job behavior. Employees will trust him to exercise good judgment and do the right thing, even in ambiguous situations.
- He is open to change and innovation in the workplace. John is motivated to engage in new learning and professional development, both for himself and his subordinates.
- John often emphasizes what is good and promising in current situations as well as future possibilities. He has an upbeat style which he uses to accentuate the positive in his work situations. He will usually keep a positive frame of mind when confronted with job setbacks and obstacles, and he will encourage subordinates to do the same. Others in the organization, including his boss, are likely to appreciate the "can-do" attitude that John projects most of the time.
- As a manager, John creates some structure for subordinates while still giving them a fair amount of autonomy and leeway. He provides managerial oversight, but not in a way that is confining or restrictive.
- John'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.
- John is willing to extend himself to meet pressing demands at work. He has a high level of work drive. Working overtime or putting up with a demanding schedule will not be a problem for him. As a manager, John is a good model for subordinates for working persistently to complete tasks and assignments.

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Developmental Concerns:

- As a manager, John registers as being relatively unconcerned with employees' emotional states and motivation and with workgroup morale. His lack of effort to help people feel good about their work could erode employee loyalty and commitment over time. If hired, he should be encouraged to be more attentive to the feelings and concerns of subordinates and try harder to help increase employees' job satisfaction and positive attitudes toward the company.
- John may sometimes grant his subordinates too much freedom and latitude. He may need to initiate more task structure and provide more managerial oversight on a regular basis.
- As a manager, John may need to more consistently emphasize teamwork and interdependence among the employees who report to him. His department may be lacking in team spirit or in the skills needed to achieve effective collaboration.

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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?

MANAGERIAL HUMAN RELATIONS

- As a manager, describe your approach for dealing with an employee who is having personal problems that are lowering his or her job performance.
- Tell me about how you use praise and recognition, as a manager, to motivate the people who report to you.
- Describe what you did the last time you successfully built up teamwork and morale among a group of employees.
- Describe a difficult feedback or coaching session that you have had with an employee who reported to you. What made it difficult? What happened?

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.

TEAM-ORIENTED MANAGEMENT STYLE

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

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- What problems have you had implementing team principles with your department?