



**Construction Manager /
Superintendent - Core+
Assessment Report**

**Candidate:
John SamplePerson**

**Date:
05/12/2026**

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Username: RESONQEWS0001
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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 |
|-----------------------------------|-----|---------------|---------|---------------|------|
| AGREEABLENESS | | | | ◆ | |
| ASSERTIVE LEADERSHIP | | | ◆ | | |
| CONSCIENTIOUSNESS | | | ◆ | | |
| CUSTOMER SERVICE / RESPONSIVENESS | | | ◆ | | |
| EMOTIONAL STABILITY | | | | ◆ | |
| EXTROVERSION | | | ◆ | | |
| IMPRESSION MANAGEMENT | | ◆ | | | |
| INTEGRITY | | | | ◆ | |
| MANAGERIAL HUMAN RELATIONS | | | | ◆ | |
| OPENNESS | | ◆ | | | |
| OPTIMISM | | | ◆ | | |
| ORDERLINESS | | | ◆ | | |
| SELF-CONFIDENCE | | | ◆ | | |
| TASK STRUCTURING | ◆ | | | | |
| TEAMWORK | | | | ◆ | |
| VISIONARY LEADERSHIP | | ◆ | | | |
| 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 | | | | |
| Abstract Reasoning | | | | | | | | X | | |
| Mechanical Reasoning | | | | | | | | X | | |
| Numeric Reasoning | | | | | | | | | X | |
| Verbal Reasoning | | | | | | | X | | | |
| Overall Cognitive Aptitude | | | | | | | | X | | |

Score Interpretation Guidelines

The aptitude scores in the table above reflect percentile rankings -- not percent correct. For example, if a person scores 80-89%ile on a test, 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.

Lower Overall Cognitive Aptitude scores predict that the candidate will have difficulty solving new or complex problems. They generally prefer duties that require specific responses rather than those requiring insightful solutions. For example, if they are experienced in their occupation, they may be able to perform well practiced tasks adequately but may have difficulty learning unfamiliar things. As such, they may need additional training time and more support from supervisors.

Higher Overall Cognitive Aptitude scores predict that the candidate will learn quickly, pick up information on their own without needing to be trained, handle a large information load easily, make decisions efficiently, and show a great deal of insight into solving 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.

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

| Ideal Job | Mr. Sampleperson's Responses |
|--|-------------------------------------|
| <i>The most fulfilling job I had...</i> | ... |
| <i>What I want most from a job is...</i> | ... |
| <i>My career goal for five years from now...</i> | ... |
| <i>The set of responsibilities I enjoy most are...</i> | ... |
| <i>I enjoy working with people who...</i> | ... |

| Leadership Style | Mr. Sampleperson's Responses |
|--|-------------------------------------|
| <i>When I have to make a decision quickly...</i> | ... |
| <i>My success as a manager derives from...</i> | ... |
| <i>Mentoring employees who report to me...</i> | ... |
| <i>Besides supervising other people, a manager should...</i> | ... |
| <i>The best way to motivate people...</i> | ... |
| <i>The average employee...</i> | ... |
| <i>An employee who brings personal problems to work...</i> | ... |
| <i>I deal with conflict in my team by...</i> | ... |
| <i>To increase employee commitment I...</i> | ... |
| <i>To be a valuable member of a senior management team, I try to...</i> | ... |
| <i>As a leader, my greatest satisfaction at work...</i> | ... |
| <i>The biggest challenge to a manager in dealing with today's workforce...</i> | ... |
| <i>When I have to reprimand or discipline an employee...</i> | ... |
| <i>The organizational culture I try to create is best described as...</i> | ... |

| Strategies for Success | Mr. Sampleperson's Responses |
|--|-------------------------------------|
| <i>The best way to get ahead in an organization...</i> | ... |

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| | |
|--|-----|
| <i>The personal strengths I possess that will help me be successful in this job include...</i> | ... |
| <i>Working long hours every week...</i> | ... |
| <i>To better myself I...</i> | ... |
| <i>My attitude about work-home balance is...</i> | ... |
| <i>The key to success in my career...</i> | ... |
| <i>To get ahead in a company...</i> | ... |
| <i>When I am criticized...</i> | ... |

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PERSONALITY TRAIT INTERPRETATION

Strengths:

- He is agreeable and easygoing. John strives to maintain pleasant, harmonious working relationships, and avoids disagreement or discord.
- John has a non-aggressive leadership style. He makes requests and offers suggestions rather than making demands and issuing directives to the people who report to him.
- Usually a person who keeps his word and does what he says he will do, when he says he will do it, he also shows a fair amount of discretion in how he meets his commitments and when he does so.
- He is generally stable and well-adjusted. John can usually work with composure under hectic conditions and job stress.
- John is usually cordial in his dealings with other people without spending too much time in social interaction. He shares information with other employees and spends time listening when it seems important to do so. John is not easily distracted by opportunities for social contacts and can work comfortably on tasks requiring concentration.
- John presents himself sincerely and unpretentiously most of the time. He is not one to exaggerate the facts or say something just because he thinks it is what the other person wants to hear. John will usually come across the same way regardless of whom he is interacting with.
- 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.
- This candidate is typically considerate and respectful of the needs and concerns of subordinates. They are likely to see him as someone who is in touch with what they are feeling. He will usually do what he can to ensure high levels of employee morale and satisfaction in his work group.
- He prefers to set up a standard way of doing things and develop a routine that leads to predictable outcomes. John supports established organizational conventions and protocol. He is most comfortable with standardized job tasks that he has often done in the past.
- Guardedly optimistic in his approach to work, John will not only look for positive qualities in most situations and people, but also has a healthy amount of skepticism. He is likely to set reasonable goals for the people who report to him.
- Although generally systematic and methodical in his work, John is not regimented. He is fairly flexible in the way he responds to emergent problems and changing job conditions.
- He is not one to crowd his subordinates or to second-guess their decisions and actions. He gives them considerable job autonomy and discretion. He works best with employees who are responsible and self-directed to perform well.
- He practices and promotes teamwork in his work group. He is typically concerned with getting his subordinates to work together collaboratively to achieve shared goals. Communications and problem solving are usually accomplished in a group setting rather than one-on-one with individual employees.

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- As a manager, John is usually concerned with short-term goals and targets. He focuses his subordinates' efforts on dealing with pressing problems, immediate problems, and day-to-day developments. John is practical and realistic in his approach to his work.
- With an average work drive, John usually works hard to meet job demands; however, he is not a workaholic and tries to balance job demands and his personal/family life. John will work overtime when it is really needed, but he would prefer not to do so regularly, and he would not expect his subordinates to work long hours frequently.

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Developmental Concerns:

- He could be more assertive and persuasive at times. As a manager, John could be more willing to use his influence and authority to direct the work of subordinates, particularly those who create conflict with other employees or who try to undermine his leadership. When participating in meetings with upper level management, he will probably need to work on being willing to present and defend his good ideas more effectively.
- Occasionally, he may be unreliable in the way he performs his job. He may sometimes need to be reminded about the need to be more conscientious about doing things as expected.
- He may need to deepen his commitment to providing responsive, high-quality service to customers. John could place more emphasis on activities that lead to high levels of customer satisfaction and retention.
- John could, at times, make more effort to share information and ideas with his subordinates and other organizational areas. He could be more cheerful and outgoing in some social situations.
- John can sometimes be too frank and candid about his feelings and opinions. He may need to be more tactful and politically astute in his dealings with others on his job.
- He needs to guard against relying too much on what he already knows and is familiar with. John could be more receptive to opportunities for change, improvement, and development. As a manager, he could do more to engage his subordinates in new learning and professional development. John could also be more inclined to promote continuous improvement processes within his work group.
- He may be too non-directive as a manager and give the people who report to him too much freedom. He may need to be more engaged in such functions as scheduling, directing, setting goals, monitoring performance, and giving corrective feedback to employees, if his work group is to achieve optimal levels of performance.
- He could benefit at times from planning ahead more and taking a more long-range, strategic view of his work. John could spend more effort on planning and envisioning future trends, directions and contingencies.
- John may sometimes need to work longer hours and extend himself more for his job. He may need to put more time and effort into meeting work demands.

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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?

ASSERTIVE LEADERSHIP

- Describe a time when you successfully took charge of a difficult situation in your organization and turned it around into a success.
- Describe a time when you successfully confronted a problem situation that others had trouble dealing with in the past.
- Tell me about a time when you successfully argued or negotiated with upper-management and were able to persuade them to accept your recommendation over the recommendations of others.

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.

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.

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- 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.

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.
- 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.

ORDERLINESS

- All of us learn from our errors and mistakes. Tell me about the most recent error or mistake you learned from. [Probes: What was the error or mistake? What did you learn from it? What did you do to prevent it from happening again?]

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- Tell me about a time when your organizational skills paid off and helped solve or prevent a problem at work.
- Sooner or later all employees have to make some trade-offs between working quickly and doing a sufficient quantity of work versus working precisely and doing work of the highest quality . Tell me about an occasion at work when you traded off quality for quantity or when time constraints forced you to compromise on thoroughness or attention to detail. [Probe: How did you feel about having to make such a trade-off?]
- Describe the most significant thing you have done to help yourself become better organized in your job.

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.

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.

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?