



**Customer Service Manager -
Core+ Assessment Report**

**Candidate:
John SamplePerson**

**Date:
03/02/2026**

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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 ORIENTATION					◆
EMOTIONAL STABILITY / RESILIENCE					◆
EMPATHY / INTERPERSONAL SENSITIVITY				◆	
EXTROVERSION				◆	
IMPRESSION MANAGEMENT				◆	
INTEGRITY				◆	
MANAGERIAL HUMAN RELATIONS					◆
MANAGERIAL TASK STRUCTURE				◆	
OPENNESS TO CHANGE					◆
OPTIMISM / ENTHUSIASM					◆
TEAMWORK ORIENTATION				◆	
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 **50-59%**ile range. His individual aptitude levels are:

Abstract Reasoning	50-59%ile
Numeric Reasoning	50-59%ile
Verbal Reasoning	50-59%ile

John demonstrates an average level of cognitive ability. He will perform satisfactorily on most mental tasks and should not have significant difficulties. He will likely be an adequate cognitive performer in this job.

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 **6 correct out of 14** possible questions or 43% correct.

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

Candidate scored **9 correct out of 13** possible questions or 69% 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 **7 correct out of 17** possible questions or 41% 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 very motivated to have smooth, amiable working relationships. John is quite accommodating and compliant, particularly when conflict arises. He tries to be civil and polite at all times.
- 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.
- He is trustworthy and reliable in the way he performs his job. John tends to fulfill his work commitments in a reliable manner others can count on. He is also usually methodical and organized in the way he approaches and carries out tasks and assignments.
- John tries to anticipate and meet the concerns and requests of customers in a timely, personalized manner. He makes their satisfaction a top priority.
- He is stable and well-adjusted. John can work well under conditions of heavy job stress and pressure.
- He can usually identify with the feelings and concerns of other people. John's empathy enables him to understand and relate to the people he works with. He is likely to be perceived by customers as someone who is fairly considerate, insightful, and helpful.
- John registers as being fairly outgoing, cordial, and friendly in his job-based interactions. He is usually a good communicator who relates pleasantly to customers.
- He is usually mindful of what is the correct thing to say and do in most situations. John is image-conscious and concerned with how he comes across to others. He is fairly discreet and careful about behaving properly on his job.
- John scores as having an above-average level of integrity. He is unlikely to lie, deceive, cheat, or engage in questionable or improper job behavior.
- As manager, John registers as having good human relations skills. He is likely to show consideration of the feelings and concerns of employees. When they have personal problems, he listens well and tries to be understanding. John will likely enjoy coaching employees for personal and professional improvement.
- As a manager, John is inclined toward organizing the work environment and structuring tasks for subordinates. He will be fairly closely involved in such functions as scheduling, goal-setting, performance monitoring, and providing feedback to subordinates.
- He is quite open to new ideas and ways of doing things on the job. John will embrace opportunities for organizational change and innovation. John continually tries to improve his knowledge, skills, and abilities as well as those of his subordinates.
- He has a highly optimistic disposition. John expects good things from customers and from work in general.
- John is fairly teamwork-oriented. He usually works cooperatively with others to achieve common objectives.

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- John has an above-average work drive. He usually works hard and does what it takes, including putting in overtime or irregular hours, to meet the demands of his job.

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Developmental Concerns:

- He can sometimes try so hard to get along with everyone that he gives in on important issues just to keep the peace. People may view him as too accommodating and unwilling to address sensitive topics. Even if he disagrees, he will tend to go along with the majority because he is uncomfortable with being different than everyone else.
- John can occasionally give overly positive presentations about himself, his work, and his evaluations. He could be a bit more authentic and sincere with coworkers and customers.
- His expectations for the future are likely to be unrealistically positive and even naïve at times. John needs to develop a healthy sense of skepticism when evaluating people, plans, and proposals.

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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?

AGREEABLENESS

- Tell me about a project that required everybody to get along smoothly and harmoniously. What did you do to help promote harmony and cohesion?
- Sometimes it is good to question or challenge the ideas or decisions of the people you work with, even if it leads to disagreement or an argument. Tell me about a time when you have done so.
- Describe a situation where you took a stand on something that was not necessarily popular with other people, but where you felt it was the correct thing to do?
- Tell me about a situation where you went along with the group (or with individual coworkers) just to keep the peace, preserve harmony, or show support, even though you did not agree with them.
- Conflict seems to be inevitable in most work settings as business competition increases and more demands are made on all employees. Tell me about a conflict or disagreement you had with another employee? [Probes: What was the nature of the problem? What did you do to help resolve it? How often has this occurred?]

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.

STRUCTURED VERSUS PARTICIPATIVE MANAGERIAL STYLE

- Describe your approach as a manager of setting goals and objectives for the people who report to you.

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- 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.

OPTIMISM

- Describe a situation where you were more optimistic than your coworkers or boss about the feasibility of a project or deadline. Was it justified? How did others respond to your initial high level of confidence?
- Tell me about a time when you had unduly high expectations about a project or problem at work and did not adequately estimate the difficulty level or prepare for possible difficulties that arose .