

Candidate:
John Sampleuser

Date: 03/17/2020

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The following pages represent a report based on the results of a psychological assessment. The profile presented 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 (indicated by the shaded areas). The candidate's score is indicated by the diamond symbol:

ALL RESULTS SHOULD REMAIN STRICTLY CONFIDENTIAL

	L	.ow	low rage	Avera	age	Above Average		High
Agreeableness							•	-
Conscientiousness								•
Customer Service / Responsiveness								♦
Emotional Stability / Resilience								♦
Empathy								♦
Integrity								•
Long Tenure Potential							•	
Optimism						♦		
Teamwork				•				
Work Drive								♦
Overall Cognitive Aptitude								•

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Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate John's overall level of general intellectual aptitude to be in the **80-89 percentile** range. His individual aptitude levels are:

Abstract Reasoning Top 10%ile

Numeric Reasoning 70-79%ile

Verbal Reasoning 60-69%ile

John has a high level of general cognitive aptitude. He can learn new information quickly, solve complex problems efficiently, and be able to handle a heavy information-processing load on this job.

Explanation of Cognitive Aptitude Scores:

The aptitude scores in this section reflect <u>percentile rankings</u> -- not percent correct on the test. With percentiles, the average is the 50%ile. Half of the people score below this score and half score above it. As another example, if a person scores 80-89%ile on a specific test in this report, it means that they scored as well as or better than 80-89% of the norm group, but not as high as 11-20% of the norm group.

The **Overall Cognitive Aptitude** is an average of the separate aptitude sections given to this candidate.

The <u>lower the Overall Cognitive Aptitude score</u>, 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 <u>higher the Overall Cognitive Aptitude score</u>, 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 Assessment

Strengths:

- He prefers to get along smoothly with other people and to have harmonious working relations. John is usually amiable and good-natured in his interactions with coworkers and other people.
- He is very conscientious and dependable in the way he works. John will consistently follow through on
 his commitments and do what he says he will do. John is also orderly and detail-minded in the way he
 performs job tasks and duties.
- John places a high value on customer service and satisfaction in his work. He gives customers extra
 attention to ensure their satisfaction and sets a good example for employees in terms of making sure
 customers are happy.
- He is quite resilient in the face of job stress and strain. John can handle demanding conditions and work
 pressure, even on a continuing basis. He will respond to work crises and emergencies in a calm,
 even-tempered manner.
- He is well able to put himself in the shoes of the people he relates to and to see things from their perspective. John's empathetic style will enable him to gain rapport with customers. He is likely to gain their trust with his attentiveness to their needs.
- John is likely to perform his work in a manner fully consistent with company rules and policies. He is quite
 honest and ethical on the job. John will make decisions in a professional manner without compromising
 integrity.
- John's potential for Long Tenure Potential is above-average. He prefers to work at one company for a fairly long time rather than have a series of jobs. Assuming things go very well for John on this job, he is unlikely to search for another job elsewhere anytime soon.
- John is often optimistic in his outlook. He usually expects good things from his job and the situations he
 encounters at work. James will seldom become demoralized by setbacks and will keep a positive attitude
 in the face of problems.
- John is moderately teamwork-oriented. He usually works cooperatively with other employees, but also works well in situations calling for individual contribution and self-reliance.
- John has a high work drive. He willingly invests a lot of time and energy into meeting the demands of his
 job, even when long hours are required.

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Developmental Concerns:

- John may have trouble keeping his own emotions separate from the emotions of the people he works
 with. He can over-identify with their problems and concerns, such that his objectivity and
 professionalism are undermined. His decision-making may also be impaired in his efforts to try to please
 other people.
- He could be more inclined to work cooperatively with other employees. John could do more to contribute to work group cohesion and interdependence.

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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?

EMPATHY

- Tell me about a time when you were dealing with a difficult person. What made them hard to take? What was going on that made this person act or feel that way? (Listen for a broad understanding of that person's personality and an understanding of the context that might have contributed to the situation.)
- Tell me about a time when you counseled an employee (or peer) who was going through a difficult time. What was the problem? What did you do? What was the result?
- Describe a time when someone at work responded emotionally to something you said or did. How did
 you respond? What was the result? (Listen for awareness of body language, voice tone, etc. as well as
 an ability to see the person in distress, not necessarily someone who is just offensive.)

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