



## **Engineering Manager - Core+ Assessment Report**

**Candidate:  
John SamplePerson**

**Date:  
03/02/2026**

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Username: RESOQAYNV0003  
 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				◆	
CUSTOMER SERVICE / RESPONSIVENESS			◆		
EMOTIONAL STABILITY			◆		
EXTROVERSION				◆	
IMPRESSION MANAGEMENT	◆				
INTEGRITY				◆	
MANAGERIAL HUMAN RELATIONS				◆	
OPENNESS				◆	
OPTIMISM				◆	
ORDERLINESS			◆		
SELF-CONFIDENCE			◆		
TASK STRUCTURING		◆			
TEAMWORK			◆		
TOUGH MINDEDNESS				◆	
WORK DRIVE				◆	

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## APTITUDE SCORES: Reported as Percent Correct

TEST	PERCENT CORRECT SCORE	This score is considered to be:
Engineering Knowledge	75% Correct	Above Average

### Aptitude Raw Scores

	Total Correct	Total Attempted	Total Questions
Engineering Knowledge	21	28	28

## Score Interpretation Guidelines

Scoring is based on a "percent correct" calculation: the total number of correct answers divided by total number of questions on the test. The candidate has ample time to complete each question, so it is possible to achieve 100%.

Lower % scores suggest the candidate will make a higher number of errors on the job. Their basic skills in this topic area are probably lacking. If hired, you need to consider on-the-job training in this topic area.

Higher % scores suggest the candidate is less likely to make mistakes of this type on the job. Their skills are adequate to excellent. They can probably improve accuracy as they practice tasks on the job-especially if given feedback.

0% to 50% correct	51% to 70% correct	71% to 85% correct	86% to 100% correct
<b>Low Score (D+ to Failing) "Unsatisfactory"</b>	<b>Below Average (C+ to C-) "Satisfactory"</b>	<b>Above Average (B+ to B-) "Good"</b>	<b>High Score (A to A-) "Excellent"</b>

Most companies are simply trying to weed out candidates who would have the most trouble handling job tasks of this nature. If that is the case, think about what is the lowest "Percent Correct" score you will tolerate. If errors are not particularly costly to your operations, then you may be able to accept candidates who score in the Below Average or "Satisfactory" range. Conversely, if errors of this nature cause very serious problems in your company, then you should only hire people who score in the High category, or "Excellent" range. Companies looking to improve the overall quality of their workforce should target candidates scoring in the upper end of Below Average or higher ranges.

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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%
Abstract Reasoning										X
Mechanical Reasoning								X		
Numeric Reasoning									X	
Verbal Reasoning										X
<b>Overall Cognitive Aptitude</b>										X

### Aptitude Raw Scores

	Total Correct	Total Attempted	Total Questions
Abstract Reasoning	10	14	14
Mechanical Reasoning	36	44	68
Numeric Reasoning	12	13	13
Verbal Reasoning	10	17	17

## 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.

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>	...
<b>Management Style</b>	<b>Mr. Sampleperson's Responses</b>
<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>	...
<b>Work Drive</b>	<b>Mr. Sampleperson's Responses</b>
<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:**

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- He is agreeable, easygoing, and kind-hearted. John tries to maintain a pleasant, agreeable working environment. He will usually subsume his own needs and preferences to those of other people to preserve harmony and goodwill.
- 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.
- Dependable, reliable and conscientious, he can be counted on to perform his work in a reliable and conscientious manner. He typically honors his commitments and fulfills his obligations.
- He is average in terms of emotional stability and coping skills. John can deal effectively with most normal forms of job stress and strain.
- John is usually outgoing, talkative, and congenial in his interactions with other people. He will likely be an effective communicator who shares information readily with other employees.
- 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 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.
- John is receptive to new ways of doing things on his job, and will likely create a work environment where employees offer suggestions for improvement. John will be motivated by most opportunities for job training and professional development, both for himself and the people who report to him.
- John often expects favorable outcomes in the future, both for himself and other people. Being generally optimistic, he tries to look for the best in others and on the bright side of most situations. John seldom feels discouraged when confronted with obstacles or setbacks on his job. He will usually encourage subordinates to see work challenges as something they can overcome.
- His orderliness score registers as average, indicating a tendency to be fairly careful and methodical in the way he performs many tasks and assignments.
- He usually delegates responsibility and has a fair amount of confidence in subordinates to perform their work in an autonomous manner. He leans toward an empowering, participative managerial style.
- He encourages independent action in the service of collective goals. He will try to promote a sense of common purposes among team members, while also communicating one-on-one with individuals as needed.

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- Above average in the trait of Tough Mindedness, he tends to be objective and tough-minded in the way he appraises information, situations, and people. He typically bases his decisions on facts and data, not on personal feelings or subjective cues.
- 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. As a manager, John will set a good example for subordinates of working persistently to complete projects and attain goals.

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## **Developmental Concerns:**

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- He could enhance his level of customer service orientation. John may need to show more concern for customer satisfaction on a consistent basis.
- John may have difficulty keeping his emotions under control when subjected to high levels of job pressure and strain. He may become stressed out by factors that most employees in this job take in stride. People may view him as unduly anxious, moody, or irritable in some 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 the way he treats other people and comes across to them.
- He may need to manage more closely at times. He could do more to initiate structure for his subordinates, including such functions as monitoring tasks, setting specific criteria for performance, giving feedback, and making suggestions for improvement.
- He could do more to encourage the people who report to him to work together cooperatively and supportively of each other. Teamwork and interdependence could be higher priorities for him.
- Sometimes, he could try to be more insightful and empathetic in his dealings with other people. He may not be good at reading other people and being attuned to what they are thinking and feeling.

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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?

### 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.
- 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.

### EMOTIONAL STABILITY

- Tell me about a time when you had to keep on working despite having some problem or concern weighing on your mind. [Probes: How long did it go on? How was it resolved? How often has this kind of thing happened in the last six months?]
- Stress is a natural part of most work environments these days. Describe a situation where some significant form of stress has impacted you on your job and how you dealt with it.
- Describe a situation where you learned to live with something stressful at work.

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## 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.

## 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?]
- 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.

## 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.

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## **TOUGH-TENDER-MINDED**

- Describe a time when you made an important decision based primarily on an objective analysis of facts and data. (Compare the candidate's answer to this question with answers to the next question in terms of level of detail and enthusiasm.)
- Describe a time when you made an important decision based on your personal feelings, values, and intuition.
- Describe a situation where you dealt with an employee (or peer) who was consistently negative in meetings or when interacting with other employees. What did you do? What were the results?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result?