



Engineering Manager - Core Assessment Report

Candidate:
John SamplePerson

Date:
03/24/2026

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Username: RESOEJDB0001
 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 / DETAIL MINDEDNESS				◆	
CUSTOMER SERVICE / RESPONSIVENESS		◆			
EMOTIONAL STABILITY				◆	
EXTROVERSION	◆				
INTEGRITY			◆		
MANAGERIAL HUMAN RELATIONS		◆			
MANAGERIAL TASK STRUCTURE			◆		
MANAGERIAL TEAMWORK			◆		
OPENNESS		◆			
OPTIMISM			◆		
TOUGH MINDEDNESS					◆
WORK DRIVE			◆		

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PERSONALITY TRAIT INTERPRETATION

Strengths:

- John is moderately influential, but not pushy or bossy, in his leadership style. He makes requests of subordinates, guides their activities, and provides feedback to them in a low-key manner.
- He is trustworthy and reliable in the way he performs his job. He 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.
- He is generally resilient and well-adjusted. John can weather most forms of job stress and strain without lowering his effectiveness.
- As someone who is introverted, John is not one to waste words in needless communication or in job-based interaction unless there is a clear reason for doing so. He is comfortable in work situations where there is limited social interaction and where employees do not need much contact with him.
- He is unlikely to do things which others would consider improper, illegal, or dishonest, yet he is not so rigid that he could not handle unusual situations on a case-by-case basis. He is reasonably ethical in his work behavior.
- John usually prefers to rely on what he already knows rather than having to learn new ways of doing things on his job. He is supportive of custom, convention, and established ways of doing things in the workplace.
- He balances optimism with vigilance in his posture toward other people as well as new situations. John doesn't prejudge others, but he is also not gullible or easily deceived. When problems are encountered, he tends to believe they can be overcome with a reasonable amount of effort, but John won't be unrealistic in his expectations.
- He provides a moderate degree of structure and oversight for his subordinates. However, he also delegates as needed and allows his subordinates some latitude in how they perform their work.
- John works comfortably in situations requiring independence as well as in situations where he must work cooperatively with others. He can adapt reasonably well to a company where teamwork is expected to be promoted in every department.
- Objective and tough-minded in the way he appraises information, situations, and people, he bases his decisions on facts and data, not on personal feelings or subjective cues.
- Generally, John works hard enough to meet most job demands while also achieving a balance between work and the rest of his life. His work drive registers as being about average. As a manager, John is unlikely to expect extensive overtime from subordinates.

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Developmental Concerns:

- John could be more strong-willed and forceful in some situations, especially with subordinates who defy or undermine his authority. He may need to direct the work of subordinates more assertively at times.
- John has a below-average level of customer service orientation. He may not always care enough about providing prompt, quality service to customers. If hired, he could probably benefit from mentoring, coaching, and training that reinforces the importance of good customer relations.
- John can be viewed as too reserved and uncommunicative. Subordinates may feel he is unapproachable and disinterested in listening to their input. His team meetings will be infrequent and, when they occur, will tend to minimize open discussion and exchange of ideas. Coworkers may feel like he does not share enough job-related information with them and that he is hard to read.
- John registered an average score on the integrity measure. Although this is not an unacceptable score, he should be given a careful orientation to company rules and policies, including a thorough explanation of how ambiguous situations are to be handled so as to maintain honest, ethical business practices. John also needs to understand the company's commitment to integrity and the consequences for improper behavior.
- This candidate 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.
- Sometimes coming across as set in his ways, John may not be willing enough to try and promote new practices and procedures on his job. Subordinates may not feel comfortable suggesting ideas for improvement to him. He may not be receptive enough to company-sponsored innovation or training and development activities.
- At times, he may need to manage employees more closely. He could probably monitor performance levels more frequently and provide more timely, constructive feedback to the people who report to him.
- As a manager, John could place greater emphasis on group unity, interdependence, and a shared sense of purpose among the employees who report to him. He should be encouraged to achieve greater employee involvement.
- His high levels of tough mindedness suggest that he may not be considerate enough of the thoughts and feelings of other people. He may lack empathy and insight in his transactions with other people. He may sometimes have difficulty relating to or understanding people who are tender-minded and feeling-sensitive.
- 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.

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.

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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?

INTEGRITY

- What would you do if you discovered that a coworker had been taking home office supplies without permission and without telling anyone?
- Under what conditions would it be acceptable to ignore or bend a company rule or policy?
- Describe what you would do if your boss asked you to keep quiet about some data he or she was falsifying for the annual company report.
- Under what circumstances would it be OK to claim a sick day (even though you were not sick) to deal with a personal problem at home?

MANAGERIAL HUMAN RELATIONS

- 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, 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?

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.

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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.

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

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?

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?