



**Engineering Manager I  
Assessment Report**

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**Candidate:  
Robert Sampleuser**

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**Date:  
04/26/2019**

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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

	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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## Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Robert's overall level of general intellectual aptitude to be in the **60-69 percentile** range. His individual aptitude levels are:

Abstract Reasoning 50-59%ile

Numeric Reasoning 70-79%ile

Verbal Reasoning 60-69%ile

### Explanation of Cognitive Aptitude Scores:

The aptitude scores in this section reflect percentile rankings -- 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 lower the Overall Cognitive Aptitude score, 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 higher the Overall Cognitive Aptitude 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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## Aptitude Assessment

	Percentile Range									
	0-10%	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	Top 10%
<b>Mechanical Reasoning</b>										X

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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.

<b>Career Growth</b>	<b>Mr. Sampleuser's Responses</b>
<i>My career goal for five years from now...</i>	Answer not included in public website samples.
<i>To better myself I...</i>	Answer not included in public website samples.
<i>Working with coworkers who do not know as much as I do...</i>	Answer not included in public website samples.
<i>If I feel underutilized in my job...</i>	Answer not included in public website samples.
<i>To get ahead in most companies you have to...</i>	Answer not included in public website samples.
<i>I sometimes felt my career advancement was limited by...</i>	Answer not included in public website samples.
<i>My ideal job would be...</i>	Answer not included in public website samples.

<b>Demotivators</b>	<b>Mr. Sampleuser's Responses</b>
<i>What annoys most workers...</i>	Answer not included in public website samples.
<i>I would quit my job if...</i>	Answer not included in public website samples.
<i>At work I feel tense when...</i>	Answer not included in public website samples.
<i>I don't like to work with people who...</i>	Answer not included in public website samples.
<i>My work performance suffers when...</i>	Answer not included in public website samples.
<i>I would really dislike a supervisor who...</i>	Answer not included in public website samples.

<b>Job Satisfaction</b>	<b>Mr. Sampleuser's Responses</b>
<i>The kind of assignment I like best is...</i>	Answer not included in public website samples.
<i>I enjoy working with people who...</i>	Answer not included in public website samples.
<i>I would turn down a job if...</i>	Answer not included in public website samples.
<i>The best way to get ahead in an organization...</i>	Answer not included in public website samples.
<i>The most fulfilling job I had...</i>	Answer not included in public website samples.
<i>My greatest satisfaction in a job...</i>	Answer not included in public website samples.
<i>A boss deserves loyalty if...</i>	Answer not included in public website samples.

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<i>What I want most from a job is...</i>	Answer not included in public website samples.
<i>The best type of supervisor for me would be someone who...</i>	Answer not included in public website samples.
<i>Working closely with other people...</i>	Answer not included in public website samples.

<b>Leading a Team</b>	<b>Mr. Sampleuser's Responses</b>
<i>The way I get people to work together is...</i>	Answer not included in public website samples.
<i>I get people to participate in team discussions by...</i>	Answer not included in public website samples.
<i>Creating a strong team is not as important as...</i>	Answer not included in public website samples.
<i>Content of my team meeting typically consists of...</i>	Answer not included in public website samples.
<i>Team meetings are best used for...</i>	Answer not included in public website samples.

<b>Management Style</b>	<b>Mr. Sampleuser's Responses</b>
<i>As a manager, my greatest satisfaction at work...</i>	Answer not included in public website samples.
<i>Effective leadership...</i>	Answer not included in public website samples.
<i>Mentoring employees who report to me...</i>	Answer not included in public website samples.
<i>When I have to make a decision quickly...</i>	Answer not included in public website samples.
<i>Giving performance feedback...</i>	Answer not included in public website samples.
<i>When I have to reprimand or discipline an employee...</i>	Answer not included in public website samples.
<i>Besides supervising other people, a manager should...</i>	Answer not included in public website samples.
<i>The average employee...</i>	Answer not included in public website samples.
<i>An employee who brings personal problems to work...</i>	Answer not included in public website samples.
<i>The key to my success as a manager...</i>	Answer not included in public website samples.
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	Answer not included in public website samples.
<i>The best way to motivate people...</i>	Answer not included in public website samples.

<b>Work Drive</b>	<b>Mr. Sampleuser's Responses</b>
<i>Responsibility at work...</i>	Answer not included in public website samples.
<i>Working long hours every week...</i>	Answer not included in public website samples.
<i>It's hard to do good work when...</i>	Answer not included in public website samples.
<i>When my suggestions at work are turned down I...</i>	Answer not included in public website samples.
<i>Having to work on the weekend...</i>	Answer not included in public website samples.
<i>Overnight travel...</i>	Answer not included in public website samples.

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## Personality Assessment

### Strengths:

- He is very motivated to have smooth, amiable working relationships. Robert tries to be courteous and agreeable at all times on the job.
- As a manager, Robert makes requests of subordinates in a straightforward, but non-aggressive, manner. He tends to offer suggestions rather than issue directives to them.
- He is moderately trustworthy and conscientious in the way he does his work. Robert also uses a fair amount of his own judgment in determining when and how he will carry out his job responsibilities and commitments.
- He should be able to withstand most of the stressors associated with this job. Robert is unlikely to lose his temper, or experience a lot of anxiety when subjected to work hassles and pressure.
- Robert registers as being outgoing, cordial, and friendly in most job-based interactions. He is a fairly effective communicator who maintains a good flow of information in his work group.
- Robert is not usually one to put on a false front or act insincerely. First impressions of him generally are correct.
- Robert appears to be a principled and ethical person in how he performs job tasks and duties. He adheres to company rules and policies and does not take lightly any employee action that could be considered inappropriate.
- As a manager, Robert is concerned with maintaining positive attitudes and high morale among the employees who report to him. Their feelings are important to him. Robert does what he can to dispel subordinates' fears, worries, grievances, and tensions. Robert will likely enjoy employee coaching and mentoring.
- He prefers to set up a standard way of doing things and develop a routine that leads to predictable outcomes. Robert supports established organizational conventions and protocol. He is most comfortable with standardized job tasks that he has often done in the past.
- Robert is often optimistic in his outlook. He usually expects good things from his job and the situations he encounters at work. Robert will seldom become demoralized by setbacks and will keep a positive attitude in the face of problems. This can sometimes have the effect of stimulating subordinates to work harder to meet challenging goals.
- Robert is generally sure of himself and what he can do on the job. He has faith in his performance potential and ability to handle most problems capably on his job.
- As a manager, Robert doesn't crowd his subordinates or second-guess their decisions and actions. He usually gives them a fair amount of freedom and discretion.
- In his management role, Robert relies on a balance of independent and interdependent work. He will emphasize individual as well as group goals, feedback, and accomplishments.

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- He will consider both objective and subjective factors when analyzing situations, people, and decision contingencies. Robert depends on both personal feelings and objective parameters in drawing conclusions and choosing a course of action.



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## Developmental Concerns:

- As someone who aims to be known as pleasant and easy-going, Robert is likely to avoid dealing with difficult issues that would reveal underlying conflict or disagreement. He will have a tendency to go along with the majority no matter what his own opinion.
- He could be more assertive and persuasive at times. As a manager, Robert 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.
- He may sometimes fail to do things when and how he said they would be done. Robert could be more conscientious and reliable in the way he meets job expectations and responsibilities.
- Robert's commitment to customer service could be further developed. He could do more, at times, to sense customers' preferences, address their concerns promptly, and ensure their satisfaction.
- He may have some difficulty handling high-pressure work situations. Robert may find it hard to handle a lot of job stress, particularly on a prolonged basis.
- Robert could improve his interpersonal effectiveness by adjusting his approach to fit his audience and situation. He could tailor his presentations and statements more toward the person he is trying to influence.
- He needs to guard against relying too much on what he already knows and is familiar with. Robert 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. Robert could also be more inclined to promote continuous improvement processes within his work group.
- He may, at times, need to be more systematic and organized in how he approaches his tasks. Robert may occasionally work in a way that others perceive as inefficient.
- Robert may sometimes not be engaged enough in managing the ongoing activities and work accomplishments of his subordinates. He could be more involved in such functions as goal setting, clarifying expectations, monitoring performance levels, and giving corrective feedback as needed.
- As a manager, Robert may occasionally need to do more to foster group unity and cohesion among the people who report to him. He could place more consistent emphasis on teamwork and group accomplishment.
- Robert can occasionally be too tender-minded and swayed by his own feelings or the perceived feelings of other people. It may be hard for him to be objective about things. Also, Robert may sometimes become emotionally wounded and distraught by negative remarks and disapproval from other people.
- His work drive is below-average. Robert may not be as willing to work long hours or an irregular schedule as successful managers in this position. Robert may resist, or be demotivated by, job demands that he sees as cutting into his personal or family life. His level of work effort may fall short of organizational expectations. As a manager, he may not provide a good model for subordinates of working hard to complete projects and meet deadlines.

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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?
- \* 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?]

### 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.

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## 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.

## 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.

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## 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 on your job.

## 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 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.

## 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 .

## 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.

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- Under what situations would you be willing to work overtime and weekends for your job? How long would you be willing to do so?

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