



**Engineering Manager -
Personality Only Assessment
Report**

**Candidate:
John SamplePerson**

**Date:
03/24/2026**

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 Date: March 24, 2026

Username: RESOBAXE0001
 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 has a non-aggressive leadership style. He makes requests and offers suggestions rather than making demands and issuing directives to the people who report to him.
- He fulfills his job responsibilities reliably and conscientiously. He typically does what he says he will do in a manner others can depend on. He carries out job tasks and assignments in a fairly systematic, organized manner, paying attention to details and quality standards.
- He is resilient in the face of job stress and strain. John can handle most demanding conditions and work pressure without becoming unduly frustrated or frazzled.
- John is quiet and introverted, not needing much social contact. He focuses his attention on what needs to be done and can immerse himself in his work.
- John scores as average in terms of being honest and rule-following. He will usually adhere to company norms, values, and policies on his job.
- He is comfortable with tried-and-true work practices and procedures. John does not make sudden changes or readily alter his problem-solving style without adequate justification. He prefers familiar tasks and assignments.
- Although fairly optimistic most of the time, John is not naïve or unrealistic. He tempers his positive outlook with an awareness of the potential for problems and difficulties. As a manager, John typically communicates realistic expectations to subordinates.
- He usually initiates a moderate degree of task structure for the people who report to him. He doesn't supervise too closely, however, and gives his subordinates a fair amount of autonomy.
- As a manager, he can work closely with others to push for employee involvement and group-based goals, but he is also comfortable working with employees one-on-one.
- Analytical and tough-minded in the way he appraises problems and draws conclusions, he will not be swayed by personal factors or sentimentality when making decisions.
- With an average work drive, John usually works hard to meet job demands; however, he is not a workaholic and tries to balance job demands and his personal/family life. John will work overtime when it is really needed, but he would prefer not to do so regularly, and he would not expect his subordinates to work long hours frequently.

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Developmental Concerns:

- John could be more persuasive and influential in his leadership style. He could be more willing to take charge of problem situations and impose his will on other people. John may not be a strong advocate for his work group or department in meetings with upper management.
- He could place slightly more emphasis on customer service in his work. John could be more sensitive and responsive to customer requests, concerns, and needs. He could make their satisfaction a higher priority.
- John may avoid work situations that involve intensive social interaction and sharing of ideas. Work group meetings may not occur often enough or be utilized for sharing information and ideas. He can be too quiet, distant, and impersonal to bond well with other employees.
- An average range on our measure of integrity does not necessarily signify a problem, but it might be good to further reinforce his ethical code with thorough training that clarifies company rules and regulations as well as consequences for inappropriate behavior. If hired, John's supervisor should review the company guidelines with respect to integrity and consequences for unacceptable 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.
- He could do more, at times, in terms of organizing duties, responsibilities, and assignments. He could be more regularly involved in such functions as goal-setting, monitoring performance, and providing feedback to subordinates.
- As a manager, John may occasionally need to do more to foster group unity and cohesion among his employees. He could be more consistently teamwork-oriented.
- His ability to read and understand other people may be lacking at times. He could be more attentive to the feelings and concerns of the people he works with.
- John may need to rev up his work drive, at times, if he is to really succeed in this job. This may necessitate going above and beyond normal effort levels to meet pressing or irregular job 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?