



**Executive/Senior Manager for  
Non Profit Organizations  
Assessment Report**

**Candidate:  
Charles Sampleuser**

**Date:  
02/12/2020**

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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

	Low	Below Average	Average	Above Average	High
Agreeableness			◆		
Assertive Leadership				◆	
Competitiveness			◆		
Conscientiousness			◆		
Customer Service Orientation		◆			
Emotional Stability		◆			
Extroversion				◆	
Goal-Setting			◆		
Integrity				◆	
Intrinsic Motivation					◆
Managerial Human Relations			◆		
Openness		◆			
Optimism		◆			
Relationship Sales			◆		
Social Networking				◆	
Task Structuring			◆		
Teamwork			◆		
Visionary Leadership				◆	
Work Drive		◆			

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## 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 Charles's overall level of general intellectual aptitude to be in the **70-79 percentile** range. His individual aptitude levels are:

Abstract Reasoning 70-79%ile

Numeric Reasoning 80-89%ile

Verbal Reasoning 50-59%ile

Charles has an above-average level of general cognitive aptitude. He should be able to handle the problem-solving demands of this job in a capable manner.

### 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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## 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.

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<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.
<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.

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Leading a Team	Mr. Sampleuser's Responses
<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.

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<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.



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<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 will usually be agreeable and congenial in his interactions with other people. Unless he is particularly upset about something at work, you can expect him to avoid arguments and contentious interactions.
- Charles is fairly forceful and assertive. He is inclined toward a leadership role and is comfortable with managerial responsibilities.
- Charles is moderately, but not overly, competitive. He may sometimes gauge his success by comparing himself to other employees and may work to outdo them in some situations, but this is not his primary concern. Charles does not have to outperform his peers to feel successful at his job.
- He is moderately orderly and conscientious in the way he does his work. Charles also uses a fair amount of his own judgment in determining when and how he will carry out his job responsibilities and commitments.
- Charles is fairly sociable, outgoing, and amiable in his work-based interactions. He will be effective communicator in most situations. Charles can disseminate and share important information readily.
- He has an overall plan for how he wants to structure his work but he does not spend an inordinate amount of time establishing goals and objectives.
- Charles is above-average in terms of honesty and integrity on the job. He can be trusted to perform his job in a rule-following manner, consistent with company rules, ethical codes, and values.
- Personal satisfaction and accomplishment of tasks are very important to Charles and he values a job that gives him personal satisfaction. He considers work an end in itself, so he will be motivated by task variety, challenge, and meaningfulness of the responsibility.
- Charles is typically respectful of the needs and concerns of subordinates. Some employees may see him as considerate and understanding. Charles will usually try to increase work group morale when it is low.
- He values continuity, familiarity, and predictability. Charles is comfortable developing a set way of doing things and then sticking to it, rather than making continuous modifications. He will be comfortable managing in an area where the work revolves around familiar, well-rehearsed tasks.
- Charles tends to be on the lookout for people who are trying to lie, deceive, or manipulate, which will make it difficult for employees to make excuses for sub-standard work or cover up performance deficits. Charles is usually vigilant in looking for potential problems in the workplace and quick to spot the downside of proposed projects.
- Charles is not averse to using personalized customer relationships as a mainstay of his sales approach. Where he feels it fits that situation, he will spend time getting to know each customer and learning about their attitudes, values, preferences, and concerns in order to adjust his sales approach.
- Developing a wide range of social contacts outside the normal relationships in your company is something that Charles appreciates. He is likely to devote part of his time on the job to creating an extended social network.

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- As a manager, Charles 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, Charles emphasizes both team and individual contributor roles. He is comfortable with employees working together as well as independently to accomplish work goals.
- As a leader, Charles is concerned with identifying what the future state of the organization should be and how to get there. He thinks intuitively and creatively about the organizational big picture. Charles enjoys planning and strategizing.

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### Developmental Concerns:

- At times, Charles can be hard to get along with. He could make more of an effort to be consistently agreeable and pleasant in his job-based interactions.
- Charles may occasionally be unreliable or inattentive to details in the way he performs his job. He could sometimes be more conscientious about performing job tasks as expected and on time.
- He could place more emphasis on customer service in his work. Charles could be more sensitive and responsive to customer requests, concerns, and needs. He could make their satisfaction a higher priority.
- In terms of personal adjustment and ability to handle stress, Charles registers as below-average. Compared to other employees at this level, he may experience more anxiety, frustration, and irritability from work pressure and hectic conditions. This may lead to increased absenteeism and lowered work efficiency.
- Sometimes coming across as set in his ways, Charles 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.
- Charles may sometimes be too ready to look for what is wrong with situations and people. He could, at times, be more optimistic and inclined to expect good things from the people he works with and his overall work situation. He probably has limited ability to inspire subordinates and make them enthusiastic about work tasks, especially difficult ones.
- Charles may sometimes grant his subordinates too much freedom and latitude. He may need to initiate more task structure and provide more managerial oversight on a regular basis.
- As a manager, Charles could place greater emphasis on group unity, interdependence, and a shared sense of purpose among the employees who report to him. He may need to be more actively team-minded.
- Compared to other successful managers, his work drive score falls in the below-average range. Charles may not be willing enough to put in overtime hours, come into work unexpectedly during non-work hours, or go above and beyond the call of normal duty to handle job problems. He may be viewed as lacking in commitment to his job or employer. As a manager, he may fail to inspire subordinates to work hard to complete projects in a timely manner.

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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?

### 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.

### INTRINSIC MOTIVATION

- Tell me which factors define success for you in a job.

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- Describe how your feelings of job satisfaction are affected by how much challenge and variety you have at work.
- Tell me what you would do if your job became repetitive and routine.
- Describe the kind of work that really motivates you.

## MANAGERIAL HUMAN RELATIONS

- As a manager, 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, as a manager, 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.

## OPTIMISM

- Sometimes it helps to prepare for the worst and try to anticipate potential problems at work. Describe a time when your concerns about possible future problems were justified.
- What would you say to a coworker whom you felt was being naïve or gullible about some new job they were considering? If asked, what advice would you give?
- How do you personally guard against unrealistically high expectations at work or being blindsided by unanticipated problems?

## 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.

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## 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.

## VISIONARY LEADERSHIP

- Tell me about a time when you were asked to introduce a new corporate vision or goal to your direct reports. How did you gain their support? What were the results?
- Describe what you see as the key aspects of being a successful leader.
- As a leader, describe your preference for dealing with day-to-day issues, responsibilities, and problems versus planning, strategizing, and creating a vision for the future.

## 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?

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