



Financial Services Manager Assessment Report

Candidate:
John SamplePerson

Date:
03/03/2026

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 Date: March 03, 2026

Username: RESOVFGC0001
 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				◆	
DEPENDABILITY				◆	
DETAIL MINDEDNESS			◆		
EMOTIONAL STABILITY/RESILIENCE				◆	
EXTROVERSION					◆
IMPRESSION MANAGEMENT		◆			
INTEGRITY					◆
INTRINSIC MOTIVATION		◆			
MANAGERIAL HUMAN RELATIONS					◆
MANAGERIAL TASK STRUCTURING				◆	
OPENNESS TO CHANGE				◆	
OPTIMISM / ENTHUSIASM				◆	
ORDERLINESS					◆
SELF-CONFIDENCE				◆	
TEAMWORK ORIENTATION				◆	
WORK DRIVE					◆

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GENERAL COGNITIVE APTITUDE ASSESSMENT

OVERALL GENERAL COGNITIVE SCORE



Compared to general adult norms using standardized tests validated for a wide range of jobs, we estimate overall level of mental ability to be in the **60-69%ile** range. His individual aptitude levels are:

Abstract Reasoning	60-69%ile
Numeric Reasoning	40-49%ile
Verbal Reasoning	80-89%ile

John's scores indicate a slightly above-average level of cognitive aptitude. He should be able to adequately manage most of the information-processing and problem-solving demands of this job.

Score Breakdown by Question Type (44 total questions)

ABSTRACT REASONING—Demonstrates ability to make sense of conceptual information, reason abstractly and determine patterns and relationships among symbolic stimuli:

Candidate scored **7 correct out of 14** possible questions or 50% correct.

NUMERIC REASONING—Demonstrates ability to logically analyze numerical information, reason with numbers and make inferences about quantitative relationships:

Candidate scored **8 correct out of 13** possible questions or 62% correct.

VERBAL REASONING—Demonstrates ability to to comprehend English vocabulary, reason with verbally-based information, and draw conclusions based on complex verbal stimuli:

Candidate scored **11 correct out of 17** possible questions or 65% correct.

General Cognitive Aptitude Score Interpretation

These aptitude scores reflect percentile rankings -- not percent correct on the test. For example, if a person scores 80-89%ile on a specific test in this report, 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.

The **Overall General Cognitive Aptitude Score** is an average of the standardized scores for the three separate aptitude tests given to this candidate.

The lower the score, the more difficulty a candidate is likely to have learning new information and making decisions. If experienced in their profession, they may perform well practiced tasks effectively but struggle with new things. They may need extra training or more support from managers. Low scorers can become overwhelmed by complexity and generally prefer duties requiring specific answers rather than insightful solutions.

The higher the 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.

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

- He is very concerned with getting along well with the people he works with. John is consistently agreeable and will work hard to preserve harmony in social situations.
- He is fairly assertive in his managerial style. John will direct the work of subordinates in a straightforward manner and deal with challenges to his authority without seeming domineering.
- John should be reasonably conscientious and reliable on the job. He is typically responsible and trustworthy in the way he performs his job and discharges his duties to customers and his employer.
- He has a sound level of emotional stability. John will be able to take most forms of job stress in stride.
- John is very outgoing, warmhearted, talkative, and congenial in his interactions with customers and coworkers. He will be an effective communicator who responds well to customer interactions.
- John is likely to be a principled and ethical person. He will fully adhere to company rules and policies. John will set a good example of integrity for his subordinates.
- This candidate is very concerned with maintaining positive attitudes and high morale among the employees who report to him. Their feelings are important to him. He will move quickly to dispel their fears, worries, grievances, and tensions, if possible. is likely to enjoy employee coaching and mentoring.
- As a manager, John is inclined toward organizing the work environment and structuring tasks for subordinates. He will be fairly closely involved in such functions as scheduling, goal-setting, performance monitoring, and providing feedback to subordinates.
- He is receptive to new ideas and practices on his job, no matter whether they come from his own work group or other parts of the organization. Improving operations and implementing organizational change efforts will be a fairly high priority for him. John will also strive to advance the job knowledge and skills of his subordinates and him self.
- John is hopeful and optimistic most of the time. He tends to look for the best in other people and usually emphasizes their good qualities.
- Performing his work carefully and accurately, he will typically be comfortable organizing work information and tasks.
- John 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.
- John is usually group-minded and teamwork-oriented. He typically cooperates with and helps other employees when needed.
- John has a high work drive and will put a lot of effort into meeting job demands . Long hours and an irregular schedule will not be a problem for him, even on a continuing basis.

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Developmental Concerns:

- When sensitive issues arise that require bringing competing viewpoints to the table and hash out a reasonable solution, he will put off that type of discussion because he prefers to minimize conflict and preserve harmony. When he is in discussions with others, he will frequently side with the majority so that he does not have to defend a different perspective.
- John is the type of person who tends to take a rather careless approach to his work and does not always do routine checks. Errors are likely so, he is not particularly well suited to a job where detail and accuracy are extremely important.
- John may occasionally socialize too much on the job. He may sometimes neglect his work because he is busy talking.
- John strives for extrinsic rewards at work, but not to the detriment of other reinforcers. Cash prizes or company contests and bonuses for reaching productivity goals are fairly motivating for him. While John can be motivated to work for financial incentives, he also responds positively to intrinsic motivators such as job challenge and variety.

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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?

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?]

EXTROVERSION

- Some employees waste valuable time on their jobs chit-chatting, gossiping, and socializing. Please indicate whether this is ever a problem for you and what steps you take to avoid it becoming a problem.
- 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?]

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- 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?
- Sometimes it is hard for us to be objective about someone we know or like. Tell me if this has ever been a problem for you and, if so, how you dealt with it.

INTRINSIC MOTIVATION

- Tell me about what factors define success for you in a job.
- 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.
- When you think about what you get out of a job, what comes to mind?

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.