



Hotel Manager Assessment Report

**Candidate:
Mandy Sampleuser**

**Date:
05/02/2020**

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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				◆	
Company Loyalty					◆
Competitiveness	◆				
Conscientiousness					◆
Customer Service				◆	
Emotional Stability					◆
Extrinsic Motivation	◆				
Extroversion				◆	
Goal-Setting					◆
Impression Management	◆				
Integrity					◆
Managerial Human Relations				◆	
Managerial Task Structuring					◆
Openness				◆	
Optimism				◆	
Teamwork				◆	
Work Drive				◆	
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 Mandy's overall level of general intellectual aptitude to be in the **60-69 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 60-69%ile

Numeric Reasoning 60-69%ile

Verbal Reasoning 50-59%ile

Mandy has a slightly above-average level of general cognitive aptitude. She should be able to handle most of the problem-solving demands of this job in a satisfactory 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.

Career Growth	Ms. Sampleuser's Responses
<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.
Demotivators	Ms. Sampleuser's Responses
<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.
Job Satisfaction	Ms. Sampleuser's Responses
<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.

Hotel Manager Assessment Report

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Leading a Team	Ms. 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.
Management Style	Ms. Sampleuser's Responses
<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.

Hotel Manager Assessment Report

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Work Drive	Ms. Sampleuser's Responses
<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.

Hotel Manager Assessment Report

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Personality Assessment

Strengths:

- She is consistently agreeable, easygoing, and amiable. Mandy will go the extra mile to maintain a pleasant, harmonious working environment.
- As a manager, Mandy is typically influential and assertive, though not overly aggressive or domineering. She will be comfortable providing work direction to subordinates and being responsible for their performance.
- Mandy sees the company in a positive light. She views managers and supervisors as having the workers' best interests at heart. You can expect her to defend the company and try to get other people to be more positive and trusting. Mandy will find it easy to buy into the company's mission and purpose.
- She is very conscientious and dependable in the way she works. Mandy will consistently follow through on her commitments and do what she says she will do. Mandy is also orderly and detail-minded in the way she performs job tasks and duties.
- Mandy is committed to providing courteous, timely service to customers. She usually makes their satisfaction a high priority on her job. Mandy will be a fairly good role model for subordinates on customer responsiveness.
- She is well-adjusted and resilient. Mandy can consistently weather job stress and strain without lowering her effectiveness. She will respond to crises with more calm than most employees.
- Mandy is highly motivated by intrinsic work factors - she wants to do a job that is challenging, interesting, and varied. Money is not the primary motivator for Mandy; rather, the nature of the work itself, her level of job freedom, and her relationships with the people she works with are what energize and fuel her.
- Mandy is generally sociable, expressive, and congenial in her interactions with other people on the job. She is usually an effective communicator who encourages regular sharing of ideas and information in her work group.
- Mandy has a strong belief in the value of goal-setting to help make her work efforts more productive and to be sure to reach both long and short term goals.
- She is very genuine and straightforward in her interactions with customers. Mandy tries to present herself in a consistent manner regardless of the type of sales situation.
- Mandy appears to have a high level of integrity and code of ethics. She is not one to lie, deceive, cheat, or engage in questionable or improper job behavior. Mandy will consistently adhere to company rules and policies, and set a good example in this regard for her subordinates.
- As a manager, Mandy registers as having good human relations skills. She is usually considerate of the feelings of subordinates and responsive to their concerns. Mandy usually listens well and tries to be understanding when they have problems.
- She is open to new ideas and ways of doing things on the job. Mandy is favorably inclined toward organizational change and innovation. Mandy continually tries to improve her knowledge, skills, and abilities as well as those of her subordinates.

Hotel Manager Assessment Report

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Date: May 02, 2020

- Mandy is often optimistic in her outlook. She usually expects good things from her job and the situations she encounters at work. Mandy 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.
- Mandy strives to set up a sound organizational structure where subordinates know what is expected of them and how well they are performing. She clarifies expectations, keeps track of what employees are doing, and gives contingent performance feedback to them when needed.
- She typically emphasizes teamwork and cooperation in the workplace. As a manager, Mandy emphasizes interdependence and mutual supportiveness among the people who report to her. She engages in goal setting, consensus building, and exchange of ideas in group settings, not one-on-one with individual employees.
- Mandy has an above-average work drive. She is usually willing to work overtime and otherwise extend herself to meet the demands of her job and employer.

Hotel Manager Assessment Report

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Developmental Concerns:

- Mandy is not motivated by competition. Performance incentives that are based on relative results or comparisons with others hold little or no appeal for her. Mandy will need different forms of motivation.
- Good commissions, bonuses, and general incentives will not be enough to fully motivate Mandy to do a great job over a long period of time. If hired, you will have to present her with sufficient opportunities for challenge, variety, and responsibility. Otherwise Mandy may become dissatisfied and a candidate for premature turnover.
- Mandy can sometimes be too upfront and unpolished in what she says to customers. To increase her sales effectiveness, Mandy may have to be more image-conscious and professional.

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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?

COMPETITIVENESS

- Describe a situation where you had to compete with other employees to reach a goal. What was the situation and how much did you enjoy it? How did it turn out?
- What types of competitive experiences have you had at work? To what degree were you successful in competing against your peers... or competing to reach a company goal? Tell me about one of those situations.
- To what degree do you prefer a job that involves competition, e.g. competing between employees to see who can produce the highest volume or achieve the lowest defects, etc.

IMAGE 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.

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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