



Hotel Manager Assessment Report

Candidate:
John SamplePerson

Date:
05/21/2026

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 Date: May 21, 2026

Username: RESODLBK0001
 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				◆	
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	◆				

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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	50-59%ile
Numeric Reasoning	70-79%ile
Verbal Reasoning	50-59%ile

John is operating at a slightly above-average level of general cognitive ability. With regard to problem-solving, learning new material, or conceptualizing ideas, John will be a moderately capable performer. He can handle most of the cognitive demands of this job in a satisfactory manner.

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 6 correct out of 14 possible questions or 43% correct.
NUMERIC REASONING —Demonstrates ability to logically analyze numerical information, reason with numbers and make inferences about quantitative relationships: Candidate scored 11 correct out of 13 possible questions or 85% 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 7 correct out of 17 possible questions or 41% 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 agreeable and easygoing. John strives to maintain pleasant, harmonious working relationships, and avoids disagreement or discord.
- As a manager, John is typically influential and assertive, though not overly aggressive or domineering. He will be comfortable providing work direction to subordinates and being responsible for their performance.
- When John hears other people making derogatory remarks about the company, he is not inclined to participate. If asked, he will offer a positive perspective of the situation. For the most part, he believes the company and its managers make reasonable decisions that will support the workers.
- He can be counted on to perform his work in a very trustworthy and conscientious manner. John makes good on his job commitments, keeps his promises, and follows through on obligations. He is also orderly and organized in the way he carries out tasks and assignments.
- John registers as having an above-average level of customer service orientation. He tries to meet customers' needs and preferences promptly. As a manager, John usually encourages subordinates to aim for high levels of customer satisfaction in their work.
- John has a high level of emotional stability and resilience. He can cope effectively with job stress and pressure. He is level-headed and collected in times of work crises and group conflict. Subordinates will not fear an angry response by John when they approach him with bad news.
- John is more motivated by the nature of his job, including variety, challenge, autonomy, responsibility, and relationships with customers than simply by making a lot of money or achieving high status. John values these intrinsic, personal job motivators more than extrinsic, financial factors.
- John is fairly sociable, outgoing, and amiable in his work-based interactions. He will be effective communicator in most situations. John can disseminate and share important information readily.
- He consistently includes goal setting in planning his work as a way to prioritize his tasks and to ensure he is using his time well.
- He is very genuine and straightforward in his interactions with customers. John tries to present himself in a consistent manner regardless of the type of sales situation.
- John is highly likely to perform job tasks and duties with a high level of integrity. He can be trusted to adhere to company rules, policies, and guidelines, even when placed in situations that permit individual discretion. John will serve as a good role model for ethical behavior for his subordinates and other members of the organization.
- As a manager, John shows respect for the feelings of subordinates and sensitivity to their concerns and problems. He does things to make them feel valued and appreciated, frequently using praise and recognition. Coaching and mentoring will probably be a key component of his management style.
- He is moderately open to change and new learning. John is also fairly comfortable with tried-and-true methods. He is not one to change things about himself or his work just for the sake of trying something new.

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- John often emphasizes what is good and promising in current situations as well as future possibilities. He has an upbeat style which he uses to accentuate the positive in his work situations. He will usually keep a positive frame of mind when confronted with job setbacks and obstacles, and he will encourage subordinates to do the same. Others in the organization, including his boss, are likely to appreciate the “can-do” attitude that John projects most of the time.
- As a manager, John creates some structure for subordinates while still giving them a fair amount of autonomy and leeway. He provides managerial oversight, but not in a way that is confining or restrictive.
- He is teamwork-oriented. As a manager, John fosters cooperation and interdependence in his work group. Most of his communications will be directed toward the group instead of individuals.

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Developmental Concerns:

- John is not motivated by competition. Performance incentives that are based on relative results or comparisons with others hold little or no appeal for him. John will need different forms of motivation.
- If John is hired, it will be important to keep him challenged and feeling intrinsically motivated by the work itself. Otherwise, should he master this job completely, it may no longer provide him sufficient variety and meaning to keep him motivated.
- John can sometimes be too frank and candid about his personal feelings and opinions in sales situations. He may need to be more tactful and shrewd in his sales presentations and interactions with customers.
- John may find it difficult to engage in or benefit from some opportunities for growth and professional development, as he may not always be open to new learning. In some situations, he could be more receptive to opportunities to acquire and disseminate new knowledge, skills, and abilities.
- John may, at times, need to be more of a hands-on manager and be more attuned to what is going on with his subordinates. He could be more regularly involved in such functions as goal-setting, performance monitoring, and giving contingent feedback to employees.
- John's work drive is low, which substantially reduces his potential for long-term job or career success. John may be unwilling to work overtime, come into work unexpectedly during nonwork hours, or otherwise extend himself to meet pressing job demands. As a manager, may he not inspire subordinates to exert themselves to complete projects in a timely manner. Moreover, they may resent it if they feel like they are working harder than he is.

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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?

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.

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?

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- 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?