



Information Systems Manager Assessment Report

Candidate:
John SamplePerson

Date:
03/03/2026

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 Date: March 03, 2026

Username: RESOFIDJE0001
 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			◆		
CUSTOMER SERVICE ORIENTATION				◆	
EMOTIONAL STABILITY			◆		
EXTRINSIC MOTIVATION			◆		
EXTROVERSION		◆			
INTEGRITY				◆	
MANAGERIAL HUMAN RELATIONS				◆	
OPENNESS			◆		
OPTIMISM	◆				
TASK STRUCTURING LEADERSHIP			◆		
TEAMWORK	◆				
VISIONARY LEADERSHIP			◆		
WORK DRIVE				◆	

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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 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.
- He is moderately conscientious and methodical in the way he works. He fulfills most commitments and expectations, though he also makes up his own mind about when and how he will do so.
- John tends to be committed to providing courteous, timely service to customers in his establishment. He usually makes their satisfaction a high priority on his job.
- He usually presents himself as stable and in control of his emotions. John can handle most normal forms of job stress without lowering his job effectiveness.
- John is a fairly efficient, to-the-point communicator who does not waste time in extraneous conversations or chit-chat on the job. He can usually focus on immediate problems and work comfortably in situations requiring sustained concentration without wasting time at work on personal conversations.
- John scores as having an above-average level of integrity. He is unlikely to lie, deceive, cheat, or engage in questionable or improper job behavior.
- This candidate registers as having good human relations skills. He is usually considerate of the feelings of subordinates and responsive to their concerns. He usually listens well and tries to be understanding when they have problems.
- 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.
- He is quite skeptical, doubting, and observant. John does not take anything at face value, so he will try to verify proposals, plans, and reports by means of corroborating evidence. John can serve a valuable role in meetings by challenging people who propose overly optimistic plans.
- He appears to maintain a balance between overseeing subordinates and telling them what to do versus giving them some latitude and discretion in how they do their work. He is neither controlling nor hands-off in his overall supervisory style.
- He values independence and autonomy. He expects and encourages subordinates to function in a self-reliant manner to achieve their individual goals. He does not burden individuals with responsibility for coordination with other work group members.
- John has an above-average work drive. He usually works hard and does what it takes, including putting in overtime or irregular hours, to meet the demands of his job. As a manager, John will set a good example for subordinates of working persistently to complete projects and attain goals.

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Developmental Concerns:

- He can sometimes use too much discretion in deciding how and when he will carry out job tasks, duties, and responsibilities. He could do his work in a more conscientious manner.
- John may not be able to handle as much job stress as other employees in this position. Highly demanding situations and heavy job stress could be a problem for him in terms of managing his anxiety or controlling his anger.
- John may be uncomfortable with work tasks and settings requiring frequent interaction. He may sometimes come across as rather quiet, impersonal, or reserved. Some subordinates may feel like John is not sharing enough job-related information with them, and his meetings are unlikely to include much open discussion of issues.
- John could be more willing to experiment with new ideas and procedures on his job. Some employees may perceive him as being unwilling to listen to ideas for change. He could be more interested in professional development and continued learning, both for himself and the people who report to him.
- John could be much more optimistic in his outlook and more inclined toward positive expectations. He may prematurely quit working on problems that most other managers would eventually resolve. John can be too critical and prone to find fault with his job, boss, and subordinates. He can be such a constant source of pessimistic evaluations and predictions that people disregard his opinions. His negative outlook may lower work group morale and productivity at times.
- He 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.
- He does not emphasize teamwork, which can lower group unity and productivity. He could do substantially more to promote collaboration and interdependence among his subordinates. He could be more inclined to work cooperatively with other managers and other teams.

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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?

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.

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?

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.

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- 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 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.

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.