



Marketing Manager Assessment Report

Candidate:
John SamplePerson

Date:
03/03/2026

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www.resourceassociates.com

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Company: Resource Associates Samples
 Date: March 03, 2026

Username: RESOTFYCJ0001
 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					◆
COMPETITIVENESS		◆			
DEPENDABILITY				◆	
EMOTIONAL STABILITY/RESILIENCE				◆	
EXTRINSIC MOTIVATION	◆				
EXTROVERSION					◆
IMPRESSION MANAGEMENT	◆				
INTEGRITY				◆	
MANAGERIAL HUMAN RELATIONS					◆
OPENNESS TO CHANGE					◆
OPTIMISM / ENTHUSIASM					◆
SELF-CONFIDENCE			◆		
TASK STRUCTURE			◆		
TEAMWORK ORIENTATION				◆	
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 very motivated to have smooth, amiable working relationships. John tries to be courteous and agreeable at all times on the job.
- He is very assertive and strong-willed. As a manager, John will be directive and enforce his decisions with authority. John will readily share his ideas and opinions in meetings with other managers and executives.
- John tends to be a fairly trustworthy and reliable person who performs his work in a conscientious manner. He usually makes good on his commitments and does what he says he will do for customers and his employer.
- He is fairly stable and well-adjusted. John usually can work well under conditions of job stress and pressure.
- John is engaged by the intrinsic aspects of the job, its variety, stimulation, and responsibility, more than its money and financial incentives. He likes to do work that is personally meaningful and significant.
- 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 presents himself in a very sincere, unpretentious manner. He is not one to exaggerate the facts or say something just because he thinks it is what the other person wants to hear. John projects a consistent image to the people he works with, regardless of the situation.
- John 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.
- John is very considerate and respectful of the needs and concerns of subordinates. They are likely to see him as someone who is in touch with what they are feeling. John will look for ways to ensure high levels of employee morale and satisfaction in his work group. He is inclined toward coaching and mentoring employees.
- As a manager, John 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.
- He is quite open to new ideas and ways of doing things on the job. John will embrace opportunities for organizational change and innovation. John continually tries to improve his knowledge, skills, and abilities as well as those of his subordinates.
- He has a highly optimistic disposition. John expects good things from customers and from work in general.
- John is a fairly team-minded person. He is usually willing to work with others in a cooperative, mutually supportive manner.
- As a leader, John is very concerned with envisioning the company's future, including a desired organizational state and anticipated pathways to organizational success. He is inclined to think intuitively about prospects, problems, and possibilities. Planning is an important function for him.

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- John has a high work drive. He invests a lot of time and energy into meeting the demands of his job.

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Developmental Concerns:

- John may be known as someone who tries to be so nice all the time that he avoids any issue that might create ill will or stir up controversy. In work meetings, he will be hesitant to view a dissenting opinion. He will find it difficult to challenge other people.
- John can sometimes be too demanding or controlling in situations where he should back off and take a more humble, low-keyed approach. He may sometimes need to be less directive and pushy in his managerial style.
- John is not highly motivated to try and do better than other employees. It may be difficult to energize him by comparing him with peers or engaging him in group competitions.
- If you hire John for this job, it will be important to keep him sufficiently challenged. His needs for such intrinsic factors as variety, responsibility, and meaningfulness are so high that failure to meet them could lead to dissatisfaction and withdrawal.
- John may occasionally socialize too much on the job. He may sometimes neglect his work because he is busy talking.
- John can sometimes be too frank and candid about his feelings and opinions. He may need to be more tactful and politically astute in the way he treats other people and comes across to them.
- John's optimistic outlook may sometimes lull him into a false sense of security. He may not always prepare adequately for future concerns or problems.
- As a leader, John can sometimes fail to ground his plans and proposals in hard facts and reality constraints. He may be speculative and unrealistic about the future, while also failing to notice or respond to immediate problems facing the organization.

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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?]

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.

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MONEY MOTIVATION

- Describe your earnings goals for the next five years.
- Tell me which what factors define success for you in a job.
- Describe how your feelings of self-worth are affected by how much money you make.
- Describe the kind of lifestyle you want to achieve.

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?]
- 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.

IMPRESSION 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.

OPTIMISM

- Describe a situation where you were more optimistic than your coworkers or boss about the feasibility of a project or deadline. Was it justified? How did others respond to your initial high level of confidence?
- Tell me about a time when you had unduly high expectations about a project or problem at work and did not adequately estimate the difficulty level or prepare for possible difficulties that arose .

SELF CONFIDENCE

- Describe a situation at work where you were unsure of yourself. How often does this happen?
- What sort of things cause you to feel lack of confidence? What did you do about it? What has the outcome been?

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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.