



## Office Manager Assessment Report

**Candidate:**  
**John SamplePerson**

**Date:**  
**03/03/2026**

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Company: Resource Associates Samples  
 Date: March 03, 2026

Username: RESOGGVS0003  
 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		◆			
CUSTOMER SERVICE ORIENTATION				◆	
DEPENDABILITY			◆		
DETAIL MINDEDNESS				◆	
EMOTIONAL STABILITY/RESILIENCE			◆		
EXTROVERSION			◆		
IMPRESSION MANAGEMENT				◆	
INTEGRITY				◆	
INTRINSIC MOTIVATION					◆
MANAGERIAL HUMAN RELATIONS				◆	
OPENNESS TO CHANGE		◆			
OPTIMISM / ENTHUSIASM			◆		
ORDERLINESS				◆	
TASK STRUCTURE		◆			
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 **50-59%**ile range. His individual aptitude levels are:

Abstract Reasoning	70-79%ile
Numeric Reasoning	50-59%ile
Verbal Reasoning	30-39%ile

John scored in the average range on cognitive aptitude. He will not be a top cognitive performer but should be able to handle most common tasks without difficulty. He will probably be able to handle the mental demands of the position of this job in an adequate manner.

### Score Breakdown by Question Type (44 total questions)

<b>ABSTRACT REASONING</b> —Demonstrates ability to make sense of conceptual information, reason abstractly and determine patterns and relationships among symbolic stimuli: Candidate scored <b>8 correct out of 14</b> possible questions or 57% correct.
<b>NUMERIC REASONING</b> —Demonstrates ability to logically analyze numerical information, reason with numbers and make inferences about quantitative relationships: Candidate scored <b>9 correct out of 13</b> possible questions or 69% correct.
<b>VERBAL REASONING</b> —Demonstrates ability to to comprehend English vocabulary, reason with verbally-based information, and draw conclusions based on complex verbal stimuli: Candidate scored <b>5 correct out of 17</b> possible questions or 29% 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.

<b>Annoyances</b>	<b>Mr. Sampleperson's Responses</b>
<i>I don't like to work with people who...</i>	...
<i>I get annoyed at work when...</i>	...
<i>At times my work has suffered because...</i>	...
<i>I would really dislike a supervisor who...</i>	...
<i>People should recognize I am stressed out when...</i>	...
<i>It's hard to do good work when...</i>	...
<i>I would turn down a job if...</i>	...
<b>Ideal Job</b>	<b>Mr. Sampleperson's Responses</b>
<i>The most fulfilling job I had...</i>	...
<i>What I want most from a job is...</i>	...
<i>My career goal for five years from now...</i>	...
<i>The set of responsibilities I enjoy most are...</i>	...
<i>I enjoy working with people who...</i>	...
<b>Leadership Style</b>	<b>Mr. Sampleperson's Responses</b>
<i>When I have to make a decision quickly...</i>	...
<i>My success as a manager derives from...</i>	...
<i>Mentoring employees who report to me...</i>	...
<i>Besides supervising other people, a manager should...</i>	...
<i>The best way to motivate people...</i>	...
<i>The average employee...</i>	...
<i>An employee who brings personal problems to work...</i>	...
<i>I deal with conflict in my team by...</i>	...
<i>To increase employee commitment I...</i>	...
<i>To be a valuable member of a senior management team, I try to...</i>	...
<i>As a leader, my greatest satisfaction at work...</i>	...
<i>The biggest challenge to a manager in dealing with today's workforce...</i>	...
<i>When I have to reprimand or discipline an employee...</i>	...
<i>The organizational culture I try to create is best described as...</i>	...
<b>Strategies for Success</b>	<b>Mr. Sampleperson's Responses</b>
<i>The best way to get ahead in an organization...</i>	...

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<i>The personal strengths I possess that will help me be successful in this job include...</i>	...
<i>Working long hours every week...</i>	...
<i>To better myself I...</i>	...
<i>My attitude about work-home balance is...</i>	...
<i>The key to success in my career...</i>	...
<i>To get ahead in a company...</i>	...
<i>When I am criticized...</i>	...

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## PERSONALITY TRAIT INTERPRETATION

### **Strengths:**

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- He is agreeable and congenial in his interactions with other people. John will not be disruptive in group settings and will avoid conflict if possible.
- John has a low-key managerial style. He will not be perceived as bossy, domineering, or controlling. John will make requests of others in a respectful manner.
- Having an above average level of customer service commitment, John usually works to meet customers' demands in a timely and courteous manner. He often takes time to give extra attention to customers to ensure their satisfaction and repeat business.
- John is generally dependable at work. But John also uses a fair amount of personal discretion and judgment in deciding when and how he will fulfill his job obligations and duties.
- He is careful and detail-minded in how his work is performed, and will put in the extra time for error-proofing to make sure the results are accurate and conform to specifications.
- Most types of work pressure and strain will not be a problem for John. He is moderately stable and well-adjusted.
- John is usually genial and sincere in his dealings with customers and coworkers. He is not readily distracted by opportunities for social interaction and can work comfortably on tasks requiring focus and concentration.
- He is concerned with projecting a positive image to other people. John will usually emphasize positive features about himself and his work. He is not one to let himself be seen in a bad light if he can help it.
- John scores above-average in terms of being honest and rule-following. He will internalize and promote company norms, values, and policies on his job.
- He is much more motivated by intrinsic rewards on his job than by extrinsic, tangible factors. John appreciates recognition in the form of praise and recognition of his contributions. He is also attracted to variety and personal responsibility for work outcomes.
- This candidate is typically responsive to the thoughts and feelings of his subordinates. They are likely to see him as someone who is usually considerate and understanding. He puts considerable effort into creating and maintaining good morale in his work group.
- As a manager, John typically trusts his subordinates to work independently with a fair amount of freedom. He does not micromanage.
- John places a fairly high value on tried-and-true methods and current ways of doing things at work. If change is asked for, he will ask for an explanation and justification before altering his behavior. John will gravitate toward tasks and assignments that he has done before.
- He balances optimism with vigilance in his posture toward other people as well as new situations. John doesn't prejudge others, but he is also not gullible or easily deceived.

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- Generally systematic and careful in the way he works. John appears to have fairly good organizational skills.
- John is somewhat prone to work independently. He usually prefers to be self-sufficient on his job, without having to rely much on other people.
- John has an average work drive, which should be enough to meet most job demands. He will not be an idler or a slacker on the job.

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## **Developmental Concerns:**

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- He may need to be more assertive and strong-willed in some situations. As a manager, John could be more willing to confront employees about performance deficits and give them direct, honest feedback about their behavior, as well as take corrective action when necessary.
- John may need to be slightly more dependable in the way he fulfills job expectations and obligations. He can sometimes act in ways which others perceive as unreliable.
- John may have trouble coping with extensive or intensive job stress. He may not bear up as well under pressure as others who hold this job.
- John could enhance his communication skills somewhat. He could be more consistently sociable and outgoing when interacting with customers and coworkers.
- At times, John may be too non-directive and removed from the day-to-day activities and performance levels of his direct reports. He could supervise more closely in some situations and do more in the way of structuring tasks, monitoring outcomes, and giving performance feedback to subordinates.
- Sometimes coming across as set in his ways, John may not be willing enough to try and promote new practices and procedures on his job. Subordinates may not feel comfortable suggesting ideas for improvement to him. He may not be receptive enough to company-sponsored innovation or training and development activities.
- John does not strongly support teamwork, which may sometimes lower group unity and productivity. He could do more to consistently contribute to cooperation and interdependence in his work group.
- John may, at times, need to be more willing to work long hours or an irregular schedule. He may have to go above and beyond normal effort levels to meet intense demands and/or deal with unexpected problems.

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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?

### ASSERTIVE LEADERSHIP

- Describe a time when you successfully took charge of a difficult situation in your organization and turned it around into a success.
- Describe a time when you successfully confronted a problem situation that others had trouble dealing with in the past.
- Tell me about a time when you successfully argued or negotiated with upper-management and were able to persuade them to accept your recommendation over the recommendations of others.

### EMOTIONAL STABILITY/RESILIENCE

- 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.

### INTRINSIC MOTIVATION

- Tell me which 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.

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## **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.

## **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.
- 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.

## **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.