



## **Operations Manager - Core+ Assessment Report**

**Candidate:  
John SamplePerson**

**Date:  
06/04/2026**

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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			◆		
CONSCIENTIOUSNESS				◆	
EMOTIONAL STABILITY			◆		
EXTROVERSION				◆	
IMPRESSION MANAGEMENT	◆				
INTEGRITY					◆
MANAGERIAL HUMAN RELATIONS				◆	
OPENNESS				◆	
OPTIMISM				◆	
ORDERLINESS					◆
SELF-CONFIDENCE			◆		
TASK STRUCTURING LEADERSHIP					◆
TEAMWORK		◆			
TOUGH MINDEDNESS				◆	
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	60-69%ile
Numeric Reasoning	70-79%ile
Verbal Reasoning	40-49%ile

John registers as having a slightly above-average level of general cognitive aptitude. He should be able to manage most of the problem-solving and learning demands of this job in an adequate 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 **7 correct out of 14** possible questions or 50% 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 **6 correct out of 17** possible questions or 35% 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>	...
<b>Management Style</b>	<b>Mr. Sampleperson's Responses</b>
<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>	...
<b>Work Drive</b>	<b>Mr. Sampleperson's Responses</b>
<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:**

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- He is agreeable, easygoing, and kind-hearted. John tries to maintain a pleasant, agreeable working environment. He will usually subsume his own needs and preferences to those of other people to preserve harmony and goodwill.
- John is moderately assertive in his managerial style. He will usually bring influence to bear on subordinates when needed, but not in a controlling or domineering way.
- Trustworthy and conscientious in his work habits, he will perform job tasks and duties in a reliable manner that others can count on.
- Most types of work pressure and strain will not be a problem for John. He has an average level of emotional stability and resilience. John is not quick to anger or become agitated in frustrating situations.
- 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.
- John is not one to put on a false front or act insincerely. What you see is what you get. Among the people he works with there is likely to be a consensus of perceptions regarding John.
- John registers as having a high level of integrity and honesty. He is not likely to behave in ways that others would consider improper, dishonest, or inappropriate, even if it requires going out of his way to do the right thing. John will serve as a model for ethical behavior for his subordinates.
- This candidate is typically 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. He will usually do what he can to ensure high levels of employee morale and satisfaction in his work group.
- He is open to new learning on the job. John will be inclined to adopt and promote planned change programs and innovation initiatives in the workplace. He will listen to employee suggestions for continuous improvement. John will be energized by most opportunities for work-related training and development.
- Fairly optimistic about most things, John tries to look for positive qualities in people and future opportunities. He is not one to form negative preconceptions quickly. John will focus on positive qualities in the people he works with, the projects he works on, and the organization he works for. As a manager, John often conveys upbeat expectations to his subordinates which can help them persevere on difficult assignments.
- Performing his work carefully and accurately, he will typically be comfortable organizing work information and tasks.
- He registers as being highly structured. He creates work schedules, sets goals, monitors tasks, and provides contingent performance feedback to subordinates. He will follow up on assigned work to make sure that it has been completed.

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- He usually prefers to work in situations where he can function in a self-directed manner. He is comfortable functioning independently much of the time. He will communicate with and try to motivate employees primarily one-on-one rather than in a team context.
- Above average in the trait of Tough Mindedness, he tends to be objective and tough-minded in the way he appraises information, situations, and people. He typically bases his decisions on facts and data, not on personal feelings or subjective cues.
- Generally, John works hard enough to meet most job demands while also achieving a balance between work and the rest of his life. His work drive registers as being about average. As a manager, John is unlikely to expect extensive overtime from subordinates.

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## **Developmental Concerns:**

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- John may sometimes need to be more assertive in his leadership style. He could be more directive and forceful, especially in situations involving challenges to his authority and when dealing with difficult employees.
- He may lose his composure when confronted with heavy work pressure, perhaps reacting with excessive anxiety, irritability, or moodiness. John may need to find ways to buffer such stress and increase his emotional resilience.
- John could improve his interpersonal effectiveness by adjusting his approach to fit his audience and situation. He could gear his presentations and statements more toward the person he is trying to influence.
- He is not very team oriented. He may place too much emphasis on the individual contributions of subordinates to the detriment of group cohesion and accomplishment. It is unlikely that he will coordinate much with other managers.
- Sometimes he can be too tough-minded in situations where interpersonal sensitivity and empathy are called for. He could be more considerate of and attentive to the feelings and concerns of the people he works with.
- John may need to rev up his work drive at times if he is to really succeed in this job. This may necessitate going above and beyond normal effort levels to meet pressing or irregular job demands. If John is unwilling to work hard enough to fulfill work requirements, this could also make subordinates unwilling to do so.

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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

- 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.

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## 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.

## 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?

## 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.

## 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.

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## TOUGH-TENDER-MINDED

- Describe a time when you made an important decision based primarily on an objective analysis of facts and data. (Compare the candidate's answer to this question with answers to the next question in terms of level of detail and enthusiasm.)
- Describe a time when you made an important decision based on your personal feelings, values, and intuition.
- Describe a situation where you dealt with an employee (or peer) who was consistently negative in meetings or when interacting with other employees. What did you do? What were the results?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result?

## 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?
- 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?