Plant Manager - Core Assessment Report

Candidate:

John SamplePerson

Date:

06/22/2026

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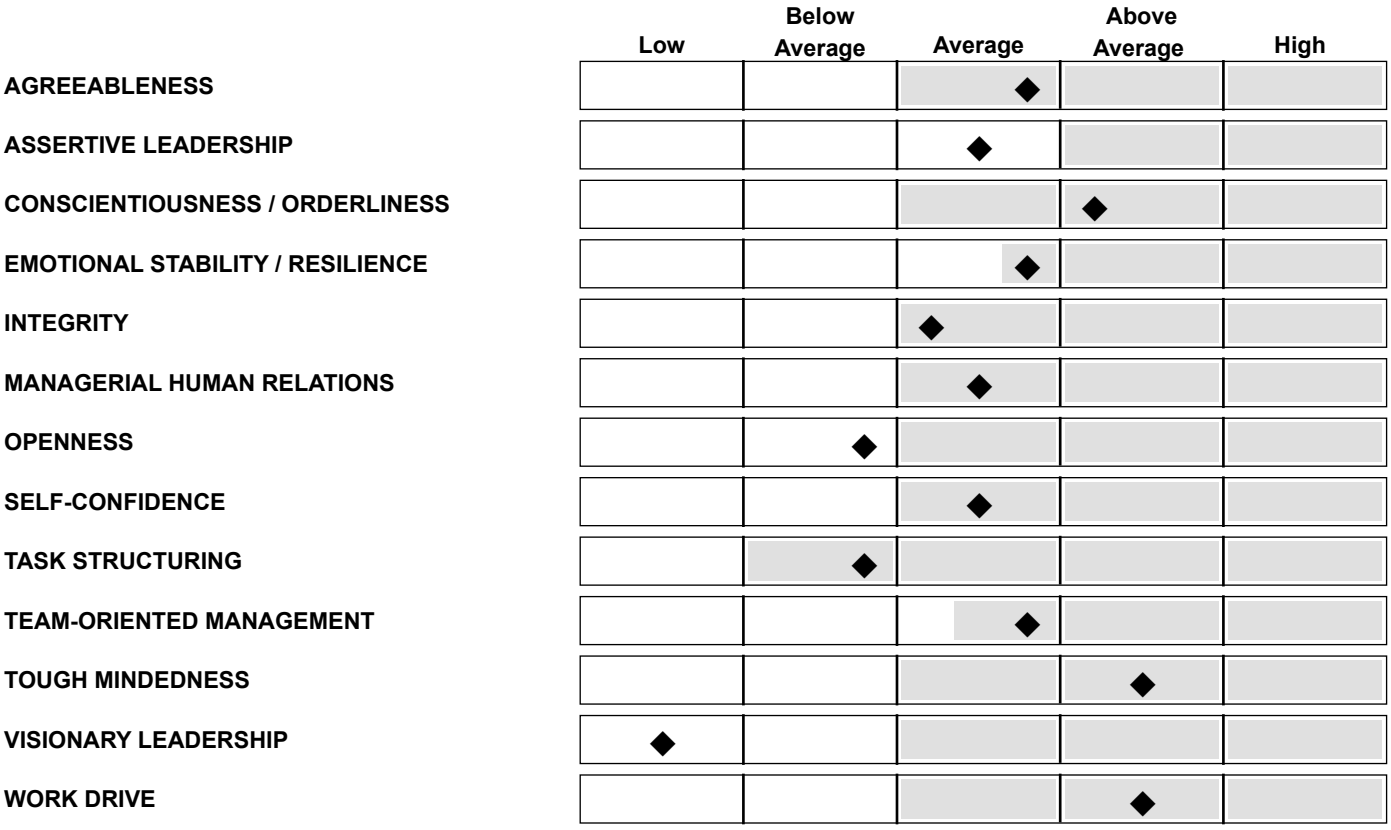
Company: Resource Associates Samples
Date: June 22, 2026

Username: RESOXREX0001
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: ◆



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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	70-79%ile
Numeric Reasoning	60-69%ile
Verbal Reasoning	60-69%ile

John's scores indicate a slightly above-average level of overall cognitive ability. He can probably handle most of the information-processing and problem-solving demands of this job in a satisfactory way.

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 **8 correct out of 14** possible questions or 57% correct.

NUMERIC REASONING—Demonstrates ability to logically analyze numerical information, reason with numbers and make inferences about quantitative relationships:
Candidate scored **10 correct out of 13** possible questions or 77% 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 **9 correct out of 17** possible questions or 53% 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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PERSONALITY TRAIT INTERPRETATION

Strengths:

- He tends to be easy to get along with. He avoids arguments and unpleasantness unless the topic or the person is one that really makes him upset.
- John is moderately assertive when the situation permits or calls for it. However, he is by no means aggressive or overbearing, and tries to influence the behavior and guide the work of subordinates in a respectful, reasonable manner.
- He is conscientious and dependable in the way he works. He will typically follow through on his commitments and do what he says he will do. In addition, he is usually orderly and detail-minded in the way he performs job tasks and duties.
- He should be able to withstand most of the stressors associated with this job. John is unlikely to lose his temper, or experience a lot of anxiety when subjected to work hassles and pressure.
- John scores in the average range on integrity. He is unlikely to lie, deceive, cheat, or engage in illegal or improper job behavior.
- Because he is usually responsive to the thoughts and feelings of his subordinates, they are likely to feel that he is generally understanding. He will put some effort into creating and maintaining good morale in the work group.
- He is comfortable with tried-and-true work practices and procedures. John does not make sudden changes or readily alter his problem-solving style without adequate justification. He prefers familiar tasks and assignments.
- He usually empowers subordinates and trusts them to do their work autonomously. After specifying general goals and objectives, he delegates frequently and expects his subordinates to function in a fairly self-reliant manner.
- John's leadership style allows him to be comfortable working with employees in teams or one-on-one. He will encourage cooperation and mutual supportiveness among people in his department.
- Rather tough-minded and analytical in his approach to appraising information and making decisions on his job, he usually relies on facts and data, not personal sentiments or intuition, when drawing conclusions.
- Practical, down-to-earth and mindful of immediate priorities, John prefers to work on tasks that have definite starting and stopping points. He thinks concretely and pragmatically about organizational issues and problems.
- 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 occasionally come across to others as stubborn and argumentative. He could be more consistently agreeable and amiable when interacting with other people on his job.
- John could be more assertive and forceful in some situations, especially ones where his authority is being challenged, or where he needs to take a stand on an important issue. He could be more of a take-charge manager at times. John may not be viewed as having strong leadership potential by other managers in the company.
- High levels of job stress and chronic pressure may cause John to lose control of his emotions. He may need to develop more effective coping skills for such situations.
- John's score on the integrity dimension was in the average range. While this does not necessarily predict a future problem, it points to the need for a good on-the-job orientation and training about how to handle various situations, including "gray areas", in a manner consistent with the company's code of ethics. He needs to have a solid understanding of organizational rules and consequences for inappropriate behavior.
- He is somewhat set in his ways. John may not be open enough to new learning and professional development, both for him self and his subordinates. John could be more receptive to organizational change and innovation initiatives and he could make more effort in his own work group to promote continuous improvement activities.
- He may sometimes be too hands-off and removed from the day-to-day activities and accomplishments of subordinates. He could, at times, supervise more closely and be more inclined to set goals, assess results, and take corrective action where needed.
- John may need to be more concerned with teamwork, cooperation, and employee involvement in his work group. He could try harder to get subordinates to help each other, work toward common goals in a cooperative manner, and be involved in group-based decision making.
- His above-average tough-minded workstyle implies he may not be particularly good at reading or understanding other people. He could try harder to tune into the feelings of the people he works with and behave in a more considerate manner. He may sometimes have difficulty relating to or understanding people who are tender-minded and feeling-sensitive.
- He can sometimes be too reactive in his problem-solving style. John may on occasion need to step back a bit and approach his work more strategically and proactively.

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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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INTEGRITY

- What would you do if you discovered that a coworker had been taking home office supplies without permission and without telling anyone?
- Under what conditions would it be acceptable to ignore or bend a company rule or policy?
- Describe what you would do if your boss asked you to keep quiet about some data he or she was falsifying for the annual company report.
- Under what circumstances would it be OK to claim a sick day (even though you were not sick) to deal with a personal problem at home?

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.

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 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.

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TEAM-ORIENTED MANAGEMENT STYLE

- Describe your team meetings with an emphasis on what you do versus what your employees do.
- What do you think makes an effective team?
- What is the proper role of the supervisor or manager with a group where the company emphasizes team principles?
- How do you typically get employees to take an active role in the team? What types of things would they do? To what degree have you been successful in getting employees to function as true team members ?
- What problems have you had implementing team principles with your department?

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?

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.

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