Plant Manager - Personality Only Assessment Report

Candidate:

John SamplePerson

Date:

06/22/2026

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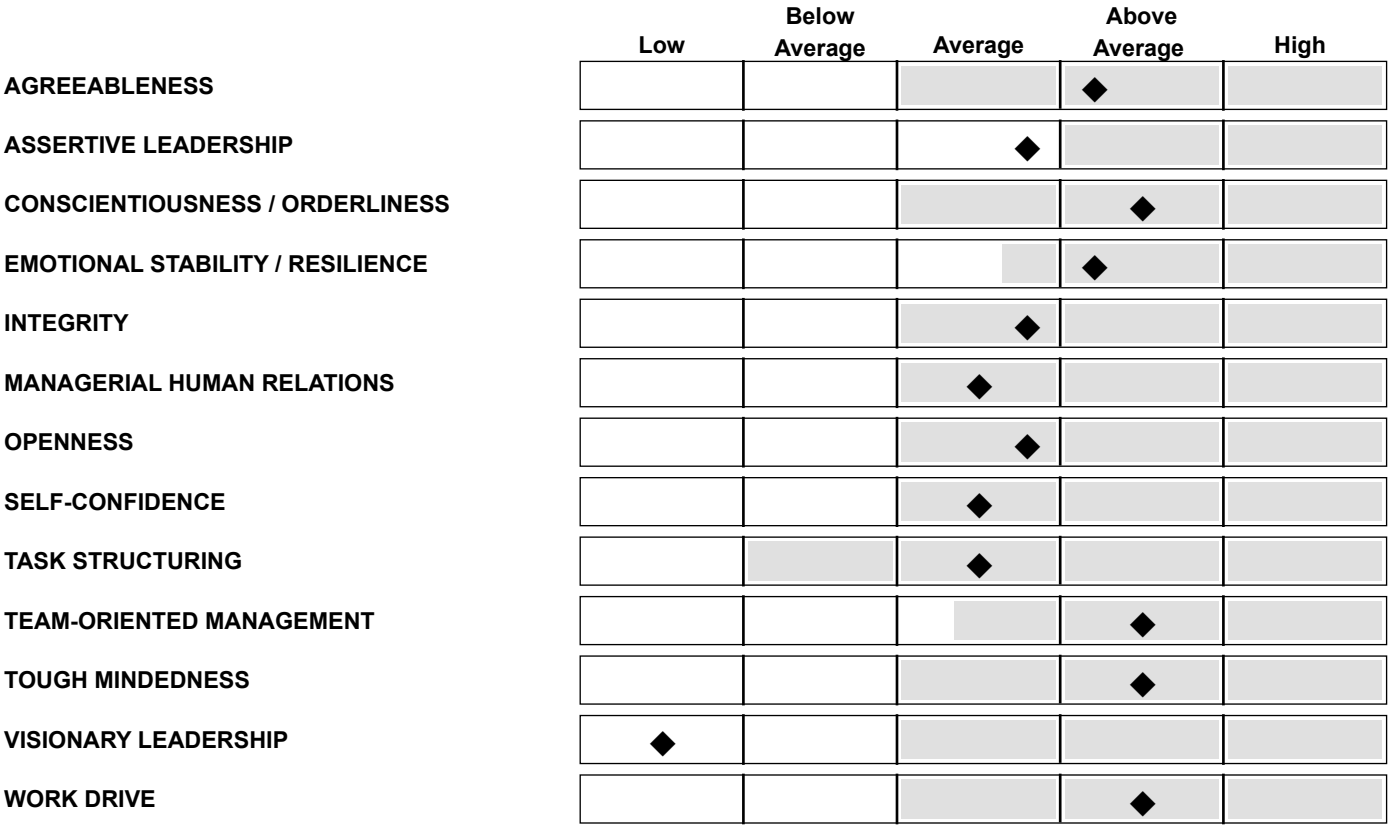
Company: Resource Associates Samples
Date: June 22, 2026

Username: RESOEBKU0001
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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PERSONALITY TRAIT INTERPRETATION

Strengths:

- He is concerned with getting along well with the people he works with. Most of the time, he is agreeable and inclined to preserve harmony in social situations.
- John is moderately assertive, but not aggressive, in his managerial style. He makes requests of subordinates and provides direction to them in a straightforward 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 is generally stable and well-adjusted. John can usually work with composure under hectic conditions and job stress.
- John probably adheres to most company rules and policies, and only makes exceptions when circumstances seem to warrant it. He typically operates within organizational guidelines.
- Usually respectful of the needs and concerns of subordinates, some employees may see him as considerate and understanding. He will usually try to increase work group morale when it is low.
- He is about average in terms of openness to change. While John will consider new ideas and ways of doing things on his job, he likes to have convincing evidence of their usefulness before making a change.
- He creates some structure for subordinates while still giving them a fair amount of autonomy and leeway. He provides managerial oversight, but not in a way that is confining or restrictive.
- John tries to utilize team principles in his leadership style. He promotes collective effort, collaboration action, and group-based goals in his department.
- He will usually weigh the facts and consider the objective parameters of a situation before making a decision or choosing a course of action. He will not be swayed by subjective considerations in his 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 invests considerable time and energy into meeting the demands of his job and career, and expects similar effort from subordinates.

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Developmental Concerns:

- John may need to use a more forceful managerial style in some situations, especially when dealing with problem employees and interpersonal conflict. He may need to exert more influence in group settings and be more willing to confront problems head-on.
- John's integrity score is in the average range. This is not an unacceptable score, but if he is hired, his supervisor will want to reinforce the importance of company rules, policies, and guidelines as well as provide examples of how to handle ethically ambiguous situations. John needs to understand which rules are to be strictly followed and which ones are open to discretion, along with consequences for inappropriate behavior.
- John could be more open to organizational change and innovation as well as job-related training and development. He could be more inclined to acquire new learning and develop new skills and abilities.
- He may, at times, need to monitor what his subordinates are doing and what they are accomplishing. He may need to manage daily activities and accomplishments more closely.
- Sometimes, he could try to be more insightful and empathetic in his dealings with other people. He may not be good at reading other people and being attuned to what they are thinking and feeling.
- A tendency to focus too much on the here and now may keep John from noticing emerging trends and having adequate perspective on his work, At times, he may not be able to see the forest for the trees in his work.

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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.

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?

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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.

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?

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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.

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