



Plant Manager Assessment Report

Candidate:
John SamplePerson

Date:
10/03/2024

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www.resourceassociates.com

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 Date: October 03, 2024

Username: RESOXCYK0001
 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				◆	
CONSCIENTIOUSNESS			◆		
EMOTIONAL STABILITY		◆			
EXTROVERSION					◆
IMPRESSION MANAGEMENT			◆		
INTEGRITY				◆	
MANAGERIAL HUMAN RELATIONS					◆
OPENNESS			◆		
OPTIMISM				◆	
ORDERLINESS			◆		
SELF-CONFIDENCE				◆	
TASK STRUCTURING		◆			
TEAMWORK				◆	
TOUGH MINDEDNESS	◆				
VISIONARY LEADERSHIP			◆		
WORK DRIVE			◆		

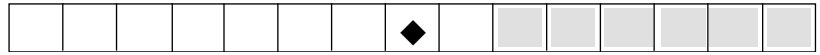
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APTITUDE ASSESSMENT

OVERALL COGNITIVE APTITUDE



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	50-59%ile
Numeric Reasoning	40-49%ile
Verbal Reasoning	50-59%ile

John demonstrates an average level of overall cognitive aptitude. He will perform adequately on most mental tasks and information-processing demands. He will probably be an acceptable, though not exceptional, cognitive performer in this job.

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 **6 correct out of 14** possible questions or 43% correct.

NUMERIC REASONING—Demonstrates ability to logically analyze numerical information, reason with numbers and make inferences about quantitative relationships:

Candidate scored **8 correct out of 13** possible questions or 62% 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 **8 correct out of 17** possible questions or 47% correct.

More About 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 Cognitive Aptitude** is an average score (an average for the standardized scores) for the separate aptitude tests given to this candidate.

The lower the Overall Cognitive Aptitude 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 Overall Cognitive Aptitude 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>	Answer not included in public website samples.
<i>To better myself I...</i>	Answer not included in public website samples.
<i>Working with coworkers who do not know as much as I do...</i>	Answer not included in public website samples.
<i>If I feel underutilized in my job...</i>	Answer not included in public website samples.
<i>To get ahead in most companies you have to...</i>	Answer not included in public website samples.
<i>I sometimes felt my career advancement was limited by...</i>	Answer not included in public website samples.
<i>My ideal job would be...</i>	Answer not included in public website samples.
Demotivators	Mr. Sampleperson's Responses
<i>What annoys most workers...</i>	Answer not included in public website samples.
<i>I would quit my job if...</i>	Answer not included in public website samples.
<i>At work I feel tense when...</i>	Answer not included in public website samples.
<i>I don't like to work with people who...</i>	Answer not included in public website samples.
<i>My work performance suffers when...</i>	Answer not included in public website samples.
<i>I would really dislike a supervisor who...</i>	Answer not included in public website samples.
Job Satisfaction	Mr. Sampleperson's Responses
<i>The kind of assignment I like best is...</i>	Answer not included in public website samples.
<i>I enjoy working with people who...</i>	Answer not included in public website samples.
<i>I would turn down a job if...</i>	Answer not included in public website samples.
<i>The best way to get ahead in an organization...</i>	Answer not included in public website samples.
<i>The most fulfilling job I had...</i>	Answer not included in public website samples.
<i>My greatest satisfaction in a job...</i>	Answer not included in public website samples.
<i>A boss deserves loyalty if...</i>	Answer not included in public website samples.
<i>What I want most from a job is...</i>	Answer not included in public website samples.
<i>The best type of supervisor for me would be someone who...</i>	Answer not included in public website samples.
<i>Working closely with other people...</i>	Answer not included in public website samples.
Leading a Team	Mr. Sampleperson's Responses
<i>The way I get people to work together is...</i>	Answer not included in public website samples.
<i>I get people to participate in team discussions by...</i>	Answer not included in public website samples.
<i>Creating a strong team is not as important as...</i>	Answer not included in public website samples.
<i>Content of my team meeting typically consists of...</i>	Answer not included in public website samples.

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<i>Team meetings are best used for...</i>	Answer not included in public website samples.
Management Style	Mr. Sampleperson's Responses
<i>As a manager, my greatest satisfaction at work...</i>	Answer not included in public website samples.
<i>Effective leadership...</i>	Answer not included in public website samples.
<i>Mentoring employees who report to me...</i>	Answer not included in public website samples.
<i>When I have to make a decision quickly...</i>	Answer not included in public website samples.
<i>Giving performance feedback...</i>	Answer not included in public website samples.
<i>When I have to reprimand or discipline an employee...</i>	Answer not included in public website samples.
<i>Besides supervising other people, a manager should...</i>	Answer not included in public website samples.
<i>The average employee...</i>	Answer not included in public website samples.
<i>An employee who brings personal problems to work...</i>	Answer not included in public website samples.
<i>The key to my success as a manager...</i>	Answer not included in public website samples.
<i>The biggest challenge to a manager dealing with today's workforce...</i>	Answer not included in public website samples.
<i>The best way to motivate people...</i>	Answer not included in public website samples.
Work Drive	Mr. Sampleperson's Responses
<i>Responsibility at work...</i>	Answer not included in public website samples.
<i>Working long hours every week...</i>	Answer not included in public website samples.
<i>It's hard to do good work when...</i>	Answer not included in public website samples.
<i>When my suggestions at work are turned down I...</i>	Answer not included in public website samples.
<i>Having to work on the weekend...</i>	Answer not included in public website samples.
<i>Overnight travel...</i>	Answer not included in public website samples.

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PERSONALITY TRAIT INTERPRETATION

Strengths:

- He tends to have smooth working relationships with most people on the job. John is usually viewed as being courteous and agreeable, unless he has to work with someone who is very difficult and demanding .
- John can be directive and assertive in the way he manages employees. He usually takes the initiative and brings his influence to bear in group settings.
- Moderately conscientious and trustworthy in the way he works, he fulfills most commitments and expectations, though he also makes up his own mind about when and how he will do so.
- John is sociable, outgoing, and cheerful in his dealings with other people on the job, always ready to share information and to listen to what others have to report. He should be a good communicator who readily gets to know subordinates and others in the organization.
- John can balance an ability to make a good impression with his desire to be sincere and candid. He acts appropriately in most situations and strives to create a favorable image. However, John will not act in a phony or misleading manner.
- John registers as having a sound level of integrity and honesty. He is unlikely to do things which others would consider to be improper, immoral, or dishonest.
- This candidate shows respect for the feelings of subordinates and sensitivity to their concerns and problems. He does things to make them feel valued and appreciated, frequently using praise and recognition. Coaching and mentoring will probably be a key component of his management style.
- 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.
- 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.
- Often, he approaches tasks methodically, paying attention to intermediate steps in task completion. However, John can also improvise when necessary and adjust his approach to accommodate changing demands and constraints.
- John is fairly secure with himself and his performance capabilities. He will usually make decisions promptly without wavering between alternative courses of action.
- As a manager, John 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.
- He is group-minded and teamwork-oriented. He encourages his subordinates to work together cooperatively to achieve common goals. He tends to focus on group goals instead of individual ones and will communicate most of the time with the group as a whole.

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- Very tender-minded and sensitive to the emotions of the people he works with, this candidate will be considerate of their feelings. He will also rely heavily on his own personal feelings to guide his actions and opinions. When workgroup conflict and unrest are evident, he probably has some insight into the underlying dynamics.
- 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:

- John can sometimes be viewed as unpleasant or difficult to deal with. He may need some constructive feedback on the importance of being consistently courteous and agreeable in all work situations.
- Sometimes, he may fail to do things when and how he said they would be done. He could be more conscientious and reliable in the way he meets job expectations and responsibilities.
- John is not very emotionally resilient or well-adjusted. John may become rattled, frustrated, or destabilized by job stress and pressure and react in ways that cause even more problems.
- John may occasionally socialize too much on the job. He may sometimes neglect his work because he is busy talking.
- 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.
- John may need to manage more closely at times. He could do more to initiate structure for his subordinates, including such functions as monitoring tasks, setting specific criteria for performance, giving feedback, and making suggestions for improvement.
- Lower levels of tough-mindedness suggests he may have difficulty viewing problems, situations, and other people in a realistic, objective manner. His judgment may be clouded by his own feelings. He may give undue weight to the perceived feelings of other people when determining what to do. He is likely to avoid making decisions that will have any negative impact on other people.
- John does not have a high work drive. He sometimes needs to step up his work intensity and invest more time and energy into his job, especially during highly demanding situations.

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INTERVIEW QUESTIONS

After reviewing the assessment results for this candidate, you may want to conduct a structured interview to further explore and clarify some specific concerns. The interview questions listed below reflect areas of concern raised by the assessment results. 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 when interviewing the candidate. You will probably want to customize these 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. Most of these are behavioral description items which ask the candidate to describe specific behavior on the job. 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?

CONSCIENTIOUSNESS

- Describe a time when you have taken a shortcut or bypassed some steps at work to get something done quicker, better, or more efficiently.
- Flexibility is important in many jobs. Describe a situation where it would be advantageous to bend or ignore a company rule or policy to improve job effectiveness.
- Describe how you deal with situations where the best course of action is not covered by company policies and procedures.
- Describe a situation where you feel that organizational bureaucracy or red tape made your job difficult or significantly slowed you down.

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.

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.

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- 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.

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.

ORDERLINESS

- All of us learn from our errors and mistakes. Tell me about the most recent error or mistake you learned from. [Probes: What was the error or mistake? What did you learn from it? What did you do to prevent it from happening again?]
- Tell me about a time when your organizational skills paid off and helped solve or prevent a problem at work.
- Sooner or later all employees have to make some trade-offs between working quickly and doing a sufficient quantity of work versus working precisely and doing work of the highest quality . Tell me about an occasion at work when you traded off quality for quantity or when time constraints forced you to compromise on thoroughness or attention to detail. [Probe: How did you feel about having to make such a trade-off?]
- Describe the most significant thing you have done to help yourself become better organized in your job.

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.

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.)

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- 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.

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?