



Restaurant Manager Assessment Report

Candidate:
John SamplePerson

Date:
02/26/2024

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Company: Resource Associates Samples
 Date: February 26, 2024

Username: RESOLTPE0001
 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
ASSERTIVE LEADERSHIP					◆
CONSCIENTIOUSNESS			◆		
CUSTOMER SERVICE ORIENTATION				◆	
EMOTIONAL STABILITY			◆		
IMPRESSION MANAGEMENT	◆				
INTEGRITY			◆		
MANAGERIAL HUMAN RELATIONS				◆	
OPTIMISM			◆		
TASK STRUCTURING					◆
TEAMWORK		◆			
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 **70-79%ile** range. His individual aptitude levels are:

Abstract Reasoning	70-79%ile
Numerical Reasoning	70-79%ile
Verbal Reasoning	50-59%ile

His scores indicate an above-average level of cognitive aptitude. He should be able to satisfactorily manage most of this job's problem-solving tasks and mental demands.

Score Breakdown by Question Type (44 total questions)

<p>ABSTRACT REASONING—Demonstrates ability to make sense of conceptual information, reason abstractly and determine patterns and relationships among symbolic stimuli: Candidate scored 9 correct out of 14 possible questions or 64% correct.</p>
<p>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.</p>
<p>VERBAL REASONING—Demonstrates ability to to comprehend English vocabulary, reason with verbally-based information, and draw conclusions based on complex verbal stimuli: Candidate scored 7 correct out of 17 possible questions or 41% correct.</p>

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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PERSONALITY TRAIT INTERPRETATION

Strengths:

- He has good leadership potential. John is dominant in group settings and can readily impose his will on subordinates. He will direct the work activities of employees with authority.
- He is often conscientious and dependable in his job performance. Yet, John can also adjust to changing circumstances and be flexible in how and when he carries out tasks and assignments.
- John registers as having an above-average level of customer service orientation. He tries to meet customers' needs and preferences promptly.
- John is not one to aggrandize, brag, or act in a phony manner. It is likely that he has presented himself and his work record in a truthful, representative manner during the application process. If hired, John can be counted on to give candid reports of his job performance and work progress.
- John balances optimism and pessimism in his outlook on his job and future with the company he works for. He is not one to have either positive or negative preconceptions about the people who report to him and the situations he works in, preferring instead to judge things based on observed facts and demonstrated outcomes.
- As a manager, John lets his subordinates know what is expected of them, monitors their performance, and gives them contingent feedback as needed. He tries to set up a smooth-running infrastructure where roles, expectations, and performance standards are well-defined.
- He usually prefers to perform his work in a self-reliant, independent manner. As a manager, John typically emphasizes the individual contributor role and reinforces employees for working autonomously to achieve work goals.
- John has a high work drive and is very committed to meeting the demands of his job. He will work hard, put in long or irregular hours, and make sacrifices for his job when needed. As a manager, John sets a good example for subordinates of working hard.

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Developmental Concerns:

- As a forceful personality, he may need to focus more on understanding the concerns and preferences of those he works with and seeking greater balance in meeting their needs as well as his own.
- John can sometimes use too much discretion in deciding how and when he will carry out job tasks, duties, and responsibilities. He could do his work in a more conscientious manner.
- John may not be able to work effectively under conditions of intense or prolonged job stress . He may lose his composure and become rattled under pressure on his job.
- At times his candor can be abrasive: other may perceive his behavior as blunt, tactless, or insensitive, and he may occasionally offend people by speaking too directly .
- John scored at an average level on our measure of integrity. Even though this score is in the acceptable range, you should monitor his adherence to company rules, policies, and ethical guidelines, if hired. His behavior on the job may, at times, be of questionable honesty or probity.
- Some subordinates may see his directive, overseeing style as showing a lack of trust in them and their abilities.
- He may, at times, over-emphasize the individual contributor role at the expense of shared goals, coordinated action, and work group accomplishment. As a manager, John could do more to get employees to function together in an interdependent, mutually supportive manner.

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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?

ASSERTIVE LEADERSHIP

- Describe the way you establish your authority among the people who report to you.
- Tell me how you deal with a subordinate who refuses to do things the way you want them done.
- Describe a time when you took charge of a difficult situation in your organization and turned it around into a success.
- Describe a time when you spoke up on a matter of importance to you, even though you knew it would not be well-received or when others in the company opposed you.
- Tell me about a time you took the initiative to get a project started or to complete it in a timely manner.

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 have dealt with it.
- Describe a situation where you learned to live with something stressful at work.

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.

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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.

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 .