



**Restaurant Manager Assessment
Report**

**Candidate:
John Sampleuser**

**Date:
02/25/2020**

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The following pages represent a report based on the results of a psychological assessment. The profile presented 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 (indicated by the shaded areas). The candidate's score is indicated by the diamond symbol: ◆

ALL RESULTS SHOULD REMAIN STRICTLY CONFIDENTIAL

	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				◆	
Overall Cognitive Aptitude					

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Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate John's overall level of general intellectual aptitude to be in the **70-79 percentile** range. His individual aptitude levels are:

Abstract Reasoning	70-79%ile
Numerical Reasoning	80-89%ile
Verbal Reasoning	50-59%ile

John has an above-average level of general cognitive aptitude. He should be able to handle the problem-solving demands of this job in a capable manner.

Explanation of Cognitive Aptitude Scores:

The aptitude scores in this section reflect percentile rankings -- not percent correct on the test. With percentiles, the average is the 50%ile. Half of the people score below this score and half score above it. As another example, if a person scores 80-89%ile on a specific test in this report, it means that they scored as well as or better than 80-89% of the norm group, but not as high as 11-20% of the norm group.

The **Overall Cognitive Aptitude** is an average of the separate aptitude sections given to this candidate.

The lower the Overall Cognitive Aptitude score, we predict that the candidate will have difficulty learning new information and making decisions. For example, if they are well experienced in their occupation, they may be able to continue to perform well practiced tasks adequately, but have difficulty learning new things. As such, they will need additional training time and more support from supervisors. People who produce lower Overall Cognitive Aptitude scores generally prefer tasks that call for specific responses rather than ones requiring insightful solutions. They are also slower in processing information and are often easily overwhelmed by complex problems, especially ones they have not dealt with before.

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 Assessment

Strengths:

- He has fairly good leadership potential. John will be comfortable providing work direction to employees and being responsible for their performance. He can usually seize the initiative and take charge of unproductive situations.
- He is trustworthy and reliable in the way he performs his job. John tends to fulfill his work commitments in a reliable manner others can count on. He is also usually methodical and organized in the way he approaches and carries out tasks and assignments.
- John tries to meet customers' needs and requests in a timely, personalized manner. He is fairly focused on keeping them satisfied.
- As a manager, John will demonstrate fairly good human relations skills and an ongoing concern for keeping morale high in the workplace. John will usually try to make employees feel valued and appreciated for the work they do. He is inclined toward such functioning as coaching and mentoring the people who report to him.
- John presents himself in a realistic, accurate manner. He is unlikely to have misrepresented the facts about himself or his work record during the application process. If hired, John will respond honestly to requests for work status and progress reports.
- John is typically honest, principled, and trustworthy in his job conduct. He usually adheres to company rules and policies when performing job tasks and duties. As a manager, he will expect the people who report to him to demonstrate similar levels of integrity on their jobs.
- John has a fairly optimistic outlook on his job and the company he works for. He does not prejudge situations and tends to anticipate positive outcomes from his job and the work of the people who report to him. As a manager, John usually encourages employees to keep an upbeat attitude on their jobs.
- As a manager, John should be good at initiating structure, providing direction, and organizing the work of subordinates. He believes in such functions as goal-setting, scheduling, monitoring performance, and giving feedback to subordinates. They will always know what is expected of them.
- He consistently practices and promotes teamwork in his work group. As a manager, John encourages his subordinates to achieve common goals through collaboration and mutual supportiveness. He is continually concerned with employees working well together and supporting each other when needed.
- John registers as having 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.

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Developmental Concerns:

- He may sometimes be considered by others to be a better talker than listener. His listening skills may need some work.
- John may not be able to handle as much job stress as most managers. He may have trouble working effectively under pressure or in hectic job conditions.
- At times, he can get too close to employees at the risk of compromising his professionalism or objectivity. He may fail to set firm boundaries between friendship and work roles.
- He may be viewed by others as politically inept or a maverick if he repeatedly disregards the importance of appearances and convention.
- He may experience difficulty managing groups of internally motivated and self-directed employees who work best under a highly participative style of leadership.
- People may see him as a conformist or too much of a follower, unwilling to take strong stands without the approval, support, or guidance of a group. He may be dissatisfied by work that requires solo effort, individual contribution, or products that grow primarily out of one's own efforts.

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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?

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.

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.

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