



Retail Store Manager Assessment Report

Candidate:
John SamplePerson

Date:
02/27/2024

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Username: RESODBHA0001
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					◆
COMPANY LOYALTY					◆
COMPETITIVENESS		◆			
CONSCIENTIOUSNESS				◆	
CUSTOMER SERVICE				◆	
EMOTIONAL STABILITY				◆	
EXTRINSIC MOTIVATION		◆			
EXTROVERSION			◆		
GOAL-SETTING					◆
IMPRESSION MANAGEMENT	◆				
INTEGRITY					◆
MANAGERIAL HUMAN RELATIONS				◆	
MANAGERIAL TASK STRUCTURING				◆	
OPENNESS				◆	
OPTIMISM				◆	
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 **80-89%ile** range. His individual aptitude levels are:

Abstract Reasoning	80-89%ile
Numeric Reasoning	60-69%ile
Verbal Reasoning	80-89%ile

He has a high level of general mental ability. In terms of difficult problem solving, learning complex new material, or conceptualizing ideas, he will be a strong performer, able to handle the cognitive demands of this position.

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 10 correct out of 14 possible questions or 71% 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 12 correct out of 17 possible questions or 71% 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 is concerned with getting along well with the people he works with. Most of the time, John is agreeable and inclined to preserve harmony in social situations.
- He is forceful and assertive in his managerial style. John will be very comfortable in a leadership role where he gives work direction to others and is accountable for their performance. He will function comfortably as the final arbiter of work group decisions and making sure that directions are followed.
- When upper management presents new policies, John will react positively, trusting that the decision is the right thing to do for the company as a whole. Even when something is initially difficult to accept, he will maintain an optimistic perspective and be ready to support the company in face of others' criticism.
- He is trustworthy and conscientious in his work habits. John will usually perform job tasks and duties in a reliable manner that others can count on. He is also fairly methodical and systematic in the way he carries out projects and assignments.
- John is committed to providing courteous, timely service to customers. He usually makes their satisfaction a high priority on his job. John will be a fairly good role model for subordinates on customer responsiveness.
- He is generally stable and well-adjusted. John can usually work with composure under hectic conditions and job stress.
- John derives satisfaction from enjoying the task itself, from taking pride in a job well done and by being challenged in his work. You do not need to motivate John with more money, commissions or bonuses if his job has intrinsic motivators such as variety, responsibility and stimulation that keep him energized and engaged.
- John will communicate with others as needed while also concentrating on his own tasks and duties. He is generally cordial and pleasant, but not socially needy.
- Goal-setting is a central component of how John organizes his work. He has a strong commitment to using his time well in order to be as productive as possible.
- He is very genuine and straightforward in his interactions with customers. John tries to present himself in a consistent manner regardless of the type of sales situation.
- John registers as having a high level of integrity and honesty. He is not likely to behave in ways that others would consider improper, dishonest, or inappropriate, even if it requires going out of his way to do the right thing. John will serve as a model for ethical behavior for his subordinates.
- As a manager, John is typically responsive to the thoughts and feelings of his subordinates. They are likely to see him as someone who is usually considerate and understanding. John puts considerable effort into creating and maintaining good morale in his work group.
- John is receptive to new ways of doing things on his job, and will likely create a work environment where employees offer suggestions for improvement. John will be motivated by most opportunities for job training and professional development, both for himself and the people who report to him.

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- He has an optimistic outlook on most things. John will usually look for positive attributes in the people he works with and the situations he works in, even problematic ones. As a manager, John tries to motivate subordinates to see future work possibilities as attainable through concerted effort.
- As a manager, John is inclined to create and maintain a structured task environment. He usually clarifies roles, duties, and assignments to subordinates and gives them appropriate performance feedback.
- He practices and promotes teamwork in his work group. As a manager, John is typically concerned with getting his subordinates to work together collaboratively to achieve shared goals. Communications and problem solving are usually accomplished in a group setting rather than one-on-one with individual employees.
- John has an above-average work drive. He is usually willing to work overtime and otherwise extend himself to meet the demands of his job and employer.

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Developmental Concerns:

- John can sometimes come across as domineering or autocratic in a leadership role. Some subordinates may take offense from time to time with his bossy style, especially if it conflicts with team norms. He may need to be more low-key when trying to persuade employees to attain work goals or advancing his agenda with other managers.
- John is not highly motivated to try and do better than other employees. It may be difficult to energize him by comparing him with peers or engaging him in group competitions.
- John could sometimes do more to ensure that sufficient information is shared with subordinates and that effective exchange of ideas is established with employees in other areas of the organization. He could, at times, be more expressive, outgoing, and cheerful in his dealings with other employees.
- He could be more circumspect in his speech and behavior in sales situations. John can sometimes be too candid or blunt in what he says to customers, either about the product, its advantages and disadvantages, or about the company he represents.

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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?

COMPETITIVENESS

- Describe a situation where you had to compete with other employees to reach a goal. What was the situation and how much did you enjoy it? How did it turn out?
- What types of competitive experiences have you had at work? To what degree were you successful in competing against your peers... or competing to reach a company goal? Tell me about one of those situations.
- To what degree do you prefer a job that involves competition, e.g. competing between employees to see who can produce the highest volume or achieve the lowest defects, etc.

EXTRINSIC MOTIVATION

- Describe your earnings goals for the next five years.
- Tell me which what factors define success for you in a job.
- Describe how your feelings of self-worth are affected by how much money you make.
- Describe the kind of lifestyle you want to achieve.

IMAGE MANAGEMENT

- In what ways (if any) do you adjust the way you present yourself to the particular customer you are calling on?
- Describe your techniques for building rapport with coworkers and customers.
- Talk about the ways you tailor yourself and your presentations to fit the needs , resources, and interest levels of the people you are interacting with.

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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.