



## **School Principal Assessment Report**

**Candidate:**  
**John SamplePerson**

**Date:**  
**05/05/2026**

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Company: Resource Associates Samples  
 Date: May 05, 2026

Username: RESOHDMJF0001  
 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				◆	
ATTITUDES TOWARD CHILDREN				◆	
COMPETITIVENESS		◆			
CONSCIENTIOUSNESS				◆	
CUSTOMER SERVICE ORIENTATION				◆	
EMOTIONAL STABILITY		◆			
EXTROVERSION				◆	
GOAL-SETTING					◆
INTEGRITY					◆
INTRINSIC MOTIVATION					◆
MANAGERIAL HUMAN RELATIONS					◆
OPENNESS				◆	
OPTIMISM				◆	
SOCIAL NETWORKING					◆
TASK STRUCTURING		◆			
TEAMWORK			◆		
VISIONARY LEADERSHIP			◆		
WORK DRIVE			◆		

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## GENERAL COGNITIVE APTITUDE ASSESSMENT

### OVERALL GENERAL COGNITIVE SCORE



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

### Score Breakdown by Question Type (44 total questions)

<b>ABSTRACT REASONING</b> —Demonstrates ability to make sense of conceptual information, reason abstractly and determine patterns and relationships among symbolic stimuli: Candidate scored <b>7 correct out of 14</b> possible questions or 50% correct.
<b>NUMERIC REASONING</b> —Demonstrates ability to logically analyze numerical information, reason with numbers and make inferences about quantitative relationships: Candidate scored <b>12 correct out of 13</b> possible questions or 92% correct.
<b>VERBAL REASONING</b> —Demonstrates ability to to comprehend English vocabulary, reason with verbally-based information, and draw conclusions based on complex verbal stimuli: Candidate scored <b>9 correct out of 17</b> possible questions or 53% correct.

### General Cognitive 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 General Cognitive Aptitude Score** is an average of the standardized scores for the three separate aptitude tests given to this candidate.

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

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<i>Team meetings are best used for...</i>	...
<b>Management Style</b>	<b>Mr. Sampleperson's Responses</b>
<i>As a manager, my greatest satisfaction at work...</i>	...
<i>Effective leadership...</i>	...
<i>Mentoring employees who report to me...</i>	...
<i>When I have to make a decision quickly...</i>	...
<i>Giving performance feedback...</i>	...
<i>When I have to reprimand or discipline an employee...</i>	...
<i>Besides supervising other people, a manager should...</i>	...
<i>The average employee...</i>	...
<i>An employee who brings personal problems to work...</i>	...
<i>The key to my success as a manager...</i>	...
<i>The biggest challenge to a manager dealing with today's workforce...</i>	...
<i>The best way to motivate people...</i>	...
<b>Work Drive</b>	<b>Mr. Sampleperson's Responses</b>
<i>Responsibility at work...</i>	...
<i>Working long hours every week...</i>	...
<i>It's hard to do good work when...</i>	...
<i>When my suggestions at work are turned down I...</i>	...
<i>Having to work on the weekend...</i>	...
<i>Overnight travel...</i>	...

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## PERSONALITY TRAIT INTERPRETATION

### **Strengths:**

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- For the most part, he is agreeable and easygoing at work. John will usually avoid disagreements, conflict, and arguments with other people.
- John is somewhat strong-willed and assertive. He can usually bring influence to bear on other people and is fairly comfortable using his authority to direct the work of other people.
- He is inclined to mentoring children. John is typically a patient person who has a realistic view of kids. He enjoys interacting with them and usually looks for opportunities to help them learn from their behaviors.
- He is trustworthy and conscientious in his work habits. He 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 tries to meet customers' needs and requests in a timely, personalized manner. He is fairly focused on keeping them satisfied.
- John is generally sociable, expressive, and congenial in his interactions with other people on the job. He is usually an effective communicator who encourages regular sharing of ideas and information in his work group.
- 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.
- John appears to have a high level of integrity and code of ethics. He is not one to lie, deceive, cheat, or engage in questionable or improper job behavior. John will consistently adhere to company rules and policies, and set a good example in this regard for his subordinates.
- Strongly motivated by the inherent enjoyment of the everyday work experience, John will enjoy coming to work everyday if the tasks and environment fit his preferences. He consistently looks for meaningful assignments and tasks.
- Because this candidate is very considerate and respectful of the needs and concerns of subordinates, they are likely to see him as someone who is in touch with what they are feeling. He will look for ways to ensure high levels of employee morale and satisfaction in his work group. He is inclined toward coaching and mentoring employees.
- He is typically progressive and open-minded. John is usually ready to adopt and disseminate new ways of doing things and engage in innovation initiatives. He will be concerned with continuous improvement, job training, and employee development.
- He is upbeat and optimistic most of the time. John tends to look for the best in the people he works with and the situations he works in. When faced with problems on the job, John usually stays positive and perseveres to overcome them. As a manager, he typically conveys positive expectations to subordinates.

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- Creating a broad social network as a way of furthering the goals of his job and his company is something that John appreciates. He will make the time to establish relationships with various people outside your company to create alliances, generate leads, learn about competition, and as a source of general information.
- He usually delegates responsibility and has a fair amount of confidence in subordinates to perform their work in an autonomous manner. He leans toward an empowering, participative managerial style.
- He is about equally committed to teamwork and individual contributor roles with his direct reports. He usually tries to get people to work together in a cooperative manner, but he will also emphasize the importance of employees working self-reliantly.
- 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:**

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- He 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.
- John is not overly competitive in nature. He will not be readily motivated by comparisons with peers or opportunities to show that he can perform better than others who hold this job.
- John is not very stable or well-adjusted. He may lose control of his emotions when subjected to extensive pressure and high levels of stress at work. Coworkers may hesitate to involve him in difficult situations because of the way he overreacts.
- He may sometimes be too hands-off and removed from the day-to-day activities and accomplishments of subordinates. He could, at times, supervise more closely and be more inclined to set goals, assess results, and take corrective action where needed.
- He may occasionally need to do more to foster group unity and cohesion among the people who report to him. He could place more consistent emphasis on teamwork and group accomplishment.
- John may, at times, need to be more willing to work long hours or an irregular schedule. He may have to go above and beyond normal effort levels to meet intense demands and/or deal with unexpected problems.

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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?

### 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.

### 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.

### INTRINSIC MOTIVATION

- Tell me which factors define success for you in a job.
- Describe how your feelings of job satisfaction are affected by how much challenge and variety you have at work.
- Tell me what you would do if your job became repetitive and routine.

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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 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.

## **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.

## **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?