



Service & Repair Manager Assessment Report

Candidate:
John SamplePerson

Date:
01/28/2026

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Username: RESOKNTJA0004
 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					◆
CUSTOMER SERVICE ORIENTATION					◆
DETAIL MINDEDNESS				◆	
EMOTIONAL STABILITY				◆	
EXTROVERSION					◆
INTEGRITY				◆	
MANAGERIAL HUMAN RELATIONS					◆
OPENNESS				◆	
OPTIMISM				◆	
ORDERLINESS				◆	
SAFETY-MINDEDNESS			◆		
SELF-CONFIDENCE					◆
TASK STRUCTURING				◆	
TEAMWORK		◆			
WORK DRIVE					◆

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APTITUDE SCORES: Reported as Percentile

	PERCENTILE RANGE									
	0-10%	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	Top 10%
Abstract Reasoning										X
Mechanical Reasoning					X					
Numeric Reasoning									X	
Verbal Reasoning										X
Overall Cognitive Aptitude									X	

Explanation of Aptitude Scores In This Table

The aptitude scores in this table 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. So, higher scores are better than lower scores.

The **Overall Cognitive Aptitude** is an average score (an average for the standardized scores) for all of the separate aptitude tests 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 TRAIT INTERPRETATION

Strengths:

- He usually gets along smoothly with other people in the workplace. John tends to have amiable relations with coworkers.
- John is very influential and assertive. As a manager, he can readily impose his will on subordinates and direct their activities toward goal attainment and productivity. John will also be very comfortable working with upper level management.
- Highly conscientious, he fulfills his job responsibilities very reliably. He honors his obligations to others and dependably does what he says he will do.
- John places a high value on customer service and satisfaction in his work. He gives customers extra attention to ensure their repeat business.
- People will view John's work as accurate, precise, and thorough. He will put in extra proofing time to make sure everything is completed properly and do not contain errors.
- He is generally stable and well-adjusted. John can usually work with composure under hectic conditions and job stress.
- John is extroverted, cheerful, outgoing, and personable. He likes to talk and interact with other people. John will try to create a good communication climate and network of acquaintances in his organizational sphere of influence.
- John is above-average in terms of honesty and integrity on the job. He can be trusted to perform his job in a rule-following manner, consistent with company rules, ethical codes, and values.
- Because this candidate tries to be very responsive to the thoughts and feelings of his subordinates, they are likely to see him as someone who is considerate and understanding. When negative attitudes emerge, he moves quickly to resolve them.
- He is open to new ideas and ways of doing things on the job. John is favorably inclined toward organizational change and innovation. John continually tries to improve his knowledge, skills, and abilities as well as those of his subordinates.
- 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.
- Characteristically exacting and orderly in the way he approaches and carries out tasks and assignments, John will keep job-related information fairly organized.
- John is concerned about safety rules and regulations but he also knows that one must respond to them with a common sense attitude.

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- He is very self-confident. John has great faith in his own abilities and will approach tasks with conviction that he can handle whatever comes up on his job.
- He should be adept at initiating structure, providing direction, and organizing the work of subordinates. He is inclined toward such functions as goal-setting, scheduling, monitoring performance, and giving feedback to subordinates.
- He is usually inclined to work independently and self-sufficiently. In most situations, he expects employees to be self-sufficient without having to rely on other people.
- John will work long hours and an irregular schedule when needed. His work drive is high and he will readily “go the extra mile” to complete projects and meet deadlines. As a manager, John will provide a good role model for hard work.

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Developmental Concerns:

- He can sometimes be unpleasant or difficult to deal with when interacting with other people . John may need some feedback about being more consistently pleasant and congenial in his interactions with coworkers.
- John can sometimes come across in ways that subordinates perceive as bossy or overbearing. He may need to be more considerate and low-key when trying to influence the behavior of other employees activities.
- John may, at times, let his needs for social contact get in the way of team productivity such as when meetings involve a lot of general conversation. His high need for social interaction can sometimes lower his own work efficiency.
- John may be somewhat lax in his conformance to safety rules and regulations. His work behavior warrants close monitoring to ensure proper compliance.
- John may sometimes be reluctant to seek the input or opinion of other people. He may be too sure of himself at times to seek out or benefit from constructive feedback.
- He may sometimes over-emphasize employee autonomy and self-reliance to the point that group cohesion and achievement suffer. He could do more to promote and reinforce teamwork and cooperation among his direct reports. He could be more inclined to work in an integrated manner with other managers.

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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?

ASSERTIVE LEADERSHIP

- Describe a time when you successfully took charge of a difficult situation in your organization and turned it around into a success.
- Describe a time when you successfully confronted a problem situation that others had trouble dealing with in the past.
- Tell me about a time when you successfully argued or negotiated with upper-management and were able to persuade them to accept your recommendation over the recommendations of others.

EXTROVERSION

- Describe a situation when your ability to communicate made a difference in the outcome of a project, assignment, or task at work.
- 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.
- 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?

SELF CONFIDENCE

- Describe a situation where you were more confident than your coworkers or boss about the feasibility of a project or deadline. Was your confidence justified? How did others respond to your initial high level of confidence?

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- Tell me about a time when you were over-confident about a project or problem at work and did not adequately estimate the level of difficulty or prepare for possible difficulties that arose .

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 .