



**Team Leader / Crew Leader -
Core+ Assessment Report**

**Candidate:
John SamplePerson**

**Date:
06/02/2026**

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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				◆	
CONSCIENTIOUSNESS			◆		
EMOTIONAL STABILITY				◆	
EXTROVERSION			◆		
INTEGRITY		◆			
MANAGERIAL HUMAN RELATIONS					◆
MANAGERIAL TASK STRUCTURING	◆				
OPENNESS		◆			
OPTIMISM				◆	
SELF-CONFIDENCE				◆	
TEAMWORK			◆		
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	80-89%ile

Operating at an above-average level of general cognitive ability, John should be able to learn new material in a satisfactory length of time and successfully solve most types of problems he will encounter in 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 **7 correct out of 14** possible questions or 50% correct.

NUMERIC REASONING—Demonstrates ability to logically analyze numerical information, reason with numbers and make inferences about quantitative relationships:

Candidate scored **12 correct out of 13** possible questions or 92% 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 **11 correct out of 17** possible questions or 65% 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>	...
Management Style	Mr. Sampleperson's Responses
<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>	...
Work Drive	Mr. Sampleperson's Responses
<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:

- For the most part, he is agreeable and easygoing at work. John will usually avoid disagreements, conflict, and arguments with other people.
- John can be directive and assertive in the way he manages employees. He usually takes the initiative and brings his influence to bear in group settings.
- When John hears other people making derogatory remarks about the company, he is not inclined to participate. If asked, he will offer a positive perspective of the situation. For the most part, he believes the company and its managers make reasonable decisions that will support the workers.
- He is moderately orderly and conscientious in the way he does his work. He also uses a fair amount of his own judgment in determining when and how he will carry out his job responsibilities and commitments.
- He is resilient in the face of job stress and strain. John can handle most demanding conditions and work pressure without becoming unduly frustrated or frazzled.
- John is usually congenial and straightforward in his interactions with other people on the job. He views the maintenance of good communication as one of his managerial responsibilities. Yet, John can also readily concentrate on his own tasks and duties without spending too much time in extraneous conversations.
- This candidate is very concerned with maintaining positive attitudes and high morale among the employees who report to him. Their feelings are important to him. He will move quickly to dispel their fears, worries, grievances, and tensions, if possible. is likely to enjoy employee coaching and mentoring.
- He is comfortable with tried-and-true work practices and procedures. John does not make sudden changes or readily alter his problem-solving style without adequate justification. He prefers familiar tasks and assignments.
- John often emphasizes what is good and promising in current situations as well as future possibilities. He has an upbeat style which he uses to accentuate the positive in his work situations. He will usually keep a positive frame of mind when confronted with job setbacks and obstacles, and he will encourage subordinates to do the same. Others in the organization, including his boss, are likely to appreciate the “can-do” attitude that John projects most of the time.
- John is generally sure of himself and what he can do on the job. He has faith in his performance potential and ability to handle most problems capably on his job.
- In terms of leadership style, he is likely to empower his subordinates and trust them to work autonomously. He delegates well and expects the people who report to him to function in a self-reliant manner, once he sets general goals and objectives. He is probably most effective with employees who are well-trained and internally motivated to do well in their jobs.
- He emphasizes both team and individual contributor roles. He is comfortable with employees working together as well as independently to accomplish work goals.

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Developmental Concerns:

- John 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.
- He 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 could sometimes communicate more frequently and openly in some work situations. He could be more consistently sociable and outgoing when interacting with other employees.
- Registering below-average on integrity, John may occasionally act in ways that is ethically questionable or inappropriate. He may violate or fail to uphold some company rules and policies or professional standards. Accordingly, John would not be an appropriate role model for subordinates or other employees. If he is hired, you should carefully review with him the company's expectations for proper behavior and the consequences for violation of rules and ethical guidelines.
- He may, at times, be too stuck in a rut or set in his ways. John could be more open to organizational innovation and change as well as opportunities for professional development. As a manager, he could be more actively engaged in helping subordinates acquire new knowledge and skills and create a work environment that encourages continuous improvement.
- He may be too non-directive as a manager and give the people who report to him too much freedom. He may need to be more engaged in such functions as scheduling, directing, setting goals, monitoring performance, and giving corrective feedback to employees, if his work group is to achieve optimal levels of performance.
- 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.
- With a below-average work drive, John may be insufficiently motivated to work long hours when needed. He may need to be more willing to extend himself to meet heavy or unexpected job demands. As a manager, John may fail to set a desirable example for subordinates of working with a sense of urgency and persistence to reach important goals.

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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?

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?

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.
- Under what circumstances would it be OK to claim a sick day (even though you were not sick) to deal with a personal problem at home?

OPENNESS

- Describe the most recent new job-related method, procedure, or technique you learned and how you felt about learning it. [Probe for when and how often this occurred.]

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- Tell me about a time when you recommended or implemented a better way of doing things at work.
- Describe a situation where you felt that continuing demands to do new things on your job lowered your overall productivity or efficiency.
- Describe your plans (if any) for continued education, job-related training, or professional development you have for the coming year.

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?