



Warehouse Manager - Core+ Assessment Report

Candidate:
John SamplePerson

Date:
02/24/2026

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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			◆		
CONSCIENTIOUSNESS			◆		
EMOTIONAL STABILITY				◆	
EXTROVERSION			◆		
INTEGRITY				◆	
MANAGERIAL HUMAN RELATIONS			◆		
OPENNESS			◆		
OPTIMISM			◆		
ORDERLINESS				◆	
SELF-CONFIDENCE		◆			
TASK STRUCTURING			◆		
TEAMWORK			◆		
TOUGH MINDEDNESS			◆		
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 **80-89%ile** range. His individual aptitude levels are:

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

John 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 **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 **12 correct out of 17** possible questions or 71% 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:

- He is very easy to get along with. John will avoid arguments and unpleasantness whenever possible. He tries to be a nice, pleasant person in his daily interactions with coworkers and customers.
- John is moderately influential, but not pushy or bossy, in his leadership style. He makes requests of subordinates, guides their activities, and provides feedback to them in a low-key manner.
- While he is often conscientious and dependable in his job performance, he can also adjust to changing circumstances and be flexible in how and when he carries out tasks and assignments.
- He is generally stable and well-adjusted. John can usually work with composure under hectic conditions and job stress.
- 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.
- John registers as having a sound level of integrity and honesty. He is unlikely to do things which others would consider to be improper, immoral, or dishonest.
- Because he is usually responsive to the thoughts and feelings of his subordinates, they are likely to feel that he is generally understanding. He will put some effort into creating and maintaining good morale in the work group.
- His propensity to learn, change, and innovate on the job is about average. When new ideas or company-sponsored change initiatives are presented to John, he is more likely to accept them if substantial justification is provided.
- He takes many situations and people at face value, without preconceptions or advance judgments. While John is usually optimistic about most prospects and future contingencies, he is not gullible or unrealistic in his expectations. As a manager, John will typically set reasonable, but not overly taxing, goals for subordinates.
- Generally systematic and careful in the way he works. John appears to have fairly good organizational skills.
- He appears to maintain a balance between overseeing subordinates and telling them what to do versus giving them some latitude and discretion in how they do their work. He is neither controlling nor hands-off in his overall supervisory 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.
- Moderately tough minded, he takes into account both objective facts and subjective cues when appraising problems and making judgments. He considers both analytical data and interpersonal factors when choosing a course of action.

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- His work drive is in the average range. Though not a workaholic, John usually invests sufficient effort into his job to meet its demands. As a manager, John will have reasonable expectations about the effort levels of subordinates.

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Developmental Concerns:

- He may be known as someone who tries to be so nice all the time that he avoids any issue that might create ill will or stir up controversy. In discussions with others, he will be hesitant to view a dissenting opinion, even if he thinks the majority opinion is wrong.
- John could be more strong-willed and forceful in some situations, especially with subordinates who defy or undermine his authority. He may need to direct the work of subordinates more assertively at times.
- Sometimes behaving in ways that others see as undependable, he may need to reduce the gap between his stated intentions and actual behavior.
- 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.
- John could be more willing to experiment with new ideas and procedures on his job. Some employees may perceive him as being unwilling to listen to ideas for change. He could be more interested in professional development and continued learning, both for himself and the people who report to him.
- John is somewhat lacking in self-confidence. He has a tendency, at times, to doubt himself and waver too much on what decision to make or course of action to take.
- At times, he may need to manage employees more closely. He could probably monitor performance levels more frequently and provide more timely, constructive feedback to the people who report to him.
- He may need to place more emphasis on teamwork and interdependence among his subordinates. He could do more to get them to work together cooperatively to attain shared goals.
- His interpretation of people, actions, and events around him can occasionally be too subjective and biased by his own emotions and values. He may sometimes not be objective or dispassionate enough when doing analyses or making decisions that affect others.
- John does not have a high work drive. He sometimes needs to step up his work intensity and invest more time and energy into his job, especially during highly demanding situations.

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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?

AGREEABLENESS

- Tell me about a project that required everybody to get along smoothly and harmoniously. What did you do to help promote harmony and cohesion?
- Sometimes it is good to question or challenge the ideas or decisions of the people you work with, even if it leads to disagreement or an argument. Tell me about a time when you have done so.
- Describe a situation where you took a stand on something that was not necessarily popular with other people, but where you felt it was the correct thing to do?
- Tell me about a situation where you went along with the group (or with individual coworkers) just to keep the peace, preserve harmony, or show support, even though you did not agree with them.
- Conflict seems to be inevitable in most work settings as business competition increases and more demands are made on all employees. Tell me about a conflict or disagreement you had with another employee? [Probes: What was the nature of the problem? What did you do to help resolve it? How often has this occurred?]

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.

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CONSCIENTIOUSNESS

- Describe a time when you have taken a shortcut or bypassed some steps at work to get something done quicker, better, or more efficiently.
- Flexibility is important in many jobs. Describe a situation where it would be advantageous to bend or ignore a company rule or policy to improve job effectiveness.
- Describe how you deal with situations where the best course of action is not covered by company policies and procedures.
- Describe a situation where you feel that organizational bureaucracy or red tape made your job difficult or significantly slowed you down.

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?

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.]
- 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.

SELF CONFIDENCE

- Describe a situation at work where you were unsure of yourself. How often does this happen?
- What sort of things cause you to feel lack of confidence? What did you do about it? What has the outcome been?

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.

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- 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?