



**Account Manager Assessment  
Report**

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**Candidate:  
Eric Sampleuser**

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**Date:  
02/19/2020**

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The following pages represent a report based on the results of a psychological assessment. The profile presented 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 (indicated by the shaded areas). The candidate's score is indicated by the diamond symbol: ◆

## ALL RESULTS SHOULD REMAIN STRICTLY CONFIDENTIAL

	Low	Below Average	Average	Above Average	High
Agreeableness			◆		
Closing Ability		◆			
Conscientiousness			◆		
Customer Service				◆	
Detail Mindedness			◆		
Emotional Stability / Resilience			◆		
Empathy					◆
Impression Management			◆		
Integrity				◆	
Optimism				◆	
Relationship Sales			◆		
Self-Directed Learning			◆		
Teamwork				◆	
Work Drive			◆		
Overall Cognitive Aptitude					◆

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## Cognitive Aptitude Assessment

Compared to general adult norms using standardized tests which were validated for a wide range of positions, we estimate Eric's overall level of general intellectual aptitude to be in the **Top 10 percentile** range. His individual aptitude levels are:

Abstract Reasoning	Top 10%ile
Numeric Reasoning	Top 10%ile
Verbal Reasoning	60-69%ile

Eric has a high level of general cognitive aptitude. He can learn new information quickly, solve complex problems efficiently, and be able to handle a heavy information-processing load on this job.

### Explanation of Cognitive Aptitude Scores:

The aptitude scores in this section reflect percentile rankings -- not percent correct on the test. With percentiles, the average is the 50%ile. Half of the people score below this score and half score above it. As another example, if a person scores 80-89%ile on a specific test in this report, it means that they scored as well as or better than 80-89% of the norm group, but not as high as 11-20% of the norm group.

The **Overall Cognitive Aptitude** is an average of the separate aptitude sections 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 Assessment

### Strengths:

- For the most part, he is agreeable and easygoing at work. Eric will usually avoid disagreements, conflict, and arguments with other people.
- Eric is generally conscientious in the way he performs his job. Eric also uses a fair amount of personal discretion and judgment in deciding how he will meet his obligations and duties.
- Eric has an above-average level of customer service commitment. He is seldom one to “sell and forget.” Eric will usually put forth the extra effort to be knowledgeable and responsive to the customer’s sales needs.
- He can handle most ordinary types of job stressors and hassles. Eric is moderately well-adjusted and able to manage his emotions fairly well in demanding situations.
- He is very attuned to other people’s behavior and pays a lot of attention to their feelings and emotional states. Eric is likely to be perceived by the people he works with as someone who is empathetic and considerate. When they have problems, he will make himself available to assist them.
- He balances a concern for being sincere and unpretentious in his dealings with customers against a need to be image-conscious and careful about how he presents himself in sales situations. Eric tries to make minor adjustments in the way he comes across to people in different selling situations, but not so much that the customers would think he is phony or artificial.
- Eric 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.
- Eric is usually upbeat and optimistic in sales situations. He usually expects positive outcomes from his selling efforts and a favorable response from customers. Eric will seldom become demoralized by setbacks and will usually keep a positive attitude in the face of problems.
- Where he feels it is right for that situation, Eric will try to use the power of personalized customer relationships to create sales results. He has some understanding that taking time up front to learn about customers’ needs and unique situations will pay off in terms of sales over the long haul.
- He is group-minded and teamwork-oriented. Eric encourages his subordinates to work together cooperatively to achieve common goals. He tends to focus on group goals instead of individual ones and will communicate most of the time with the group as a whole.
- Eric is average in terms of work drive. He exerts reasonable effort to meet normal job demands, but not at the expense of compromising his personal life away from work.

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### Developmental Concerns:

- In stressful situations, he can sometimes come across to others as disagreeable or difficult to get along with. Eric may need to make more of an effort to be courteous and pleasant in all of his interactions with others in the workplace.
- Eric definitely lacks assertiveness and may back down at the first sign of resistance from a customer. He may be too meek and sensitive to imagined threats to be effective in a sales role . A reluctance to do cold calls or even follow-up on initial calls could be a significant problem for him.
- Eric 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.
- Eric is the type of person who tends to take a rather careless approach to his work and does not always do routine checks. Errors are likely so, he is not particularly well suited to a job where detail and accuracy are extremely important.
- He may lose his composure when confronted with heavy work pressure. Eric may need to find ways to buffer such stress and increase his emotional resilience .
- Eric may have trouble keeping his own emotions separate from the emotions of the people he works with. He can over-identify with their problems and concerns, such that his objectivity and professionalism are undermined.  
His decision-making may also be impaired in his efforts to try to please other people .
- Eric 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

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?

### ASSERTIVENESS

- Describe a time when you took charge of a difficult situation in your organization and turned it around into a success.
- Describe a time when you spoke up on a matter of importance to you, even though you knew it would not be well-received or when others in the company opposed you.
- Tell me about a time you took the initiative to get a project started or to complete it in a timely manner.
- What would you do if you felt that your boss had been ignoring you or not paying attention to your ideas?
- 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 effectively negotiated with upper-management to get them to accept your recommendation over the recommendations of others.

### 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.

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## EMOTIONAL STABILITY/RESILIENCE

- 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.

## EMPATHY

- Tell me about a time when you were dealing with a difficult person. What made them hard to take? What was going on that made this person act or feel that way? (Listen for a broad understanding of that person's personality and an understanding of the context that might have contributed to the situation.)
- Tell me about a time when you counseled an employee (or peer) who was going through a difficult time. What was the problem? What did you do? What was the result?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result? (Listen for awareness of body language, voice tone, etc. as well as an ability to see the person in distress, not necessarily someone who is just offensive.)

## SELF DIRECTED LEARNING

- Describe a time when you needed to learn something new for your job, but the company did not offer a relevant training program or support for taking courses or workshops. What was it? What steps did you take? What was the outcome? How often has this happened in the last five years?
- How do you go about researching something for which you need information to solve a work-related problem? Do you ask help from other people? What resources (e.g., the Internet, coworkers) do you use? How do you use them? How often does this tend to come up on your job?
- Tell me about a time when you took the initiative to learn new job-related knowledge, skills, or abilities (KSA's). What KSA's were they? What did you do? What was the outcome? How did you continue to improve your mastery of these KSA's?
- Describe your future plans for continued education and professional development in the next 10 years. What are they? How will these help you in your career? What would/did you do if your employer does not help pay for these or give you time off to pursue them?

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