



**Business Development  
Professional Assessment Report**

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**Candidate:  
Jane Sampleuser**

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**Date:  
03/06/2020**

# Business Development Professional Assessment Report

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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					◆
Assertive Leadership			◆		
Competitiveness			◆		
Conscientiousness				◆	
Customer Service Orientation					◆
Emotional Stability					◆
Extrinsic Motivation	◆				
Extroversion					◆
Goal-Setting					◆
Integrity				◆	
Openness				◆	
Optimism					◆
Social Networking					◆
Teamwork		◆			
Visionary Leadership			◆		
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 Jane's overall level of general intellectual aptitude to be in the **50-59 percentile** range. Her individual aptitude levels are:

Abstract Reasoning 30-39%ile

Numeric Reasoning 80-89%ile

Verbal Reasoning 30-39%ile

Jane has an average level of general cognitive aptitude. She should be able to handle most routine assignments and tasks without difficulty. She should be a satisfactory (though not outstanding) general problem-solver and information processor in 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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### 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.

<b>Conscientiousness</b>	<b>Ms. Sampleuser's Responses</b>
<i>Responsibility at work...</i>	Answer not included in public website samples.
<i>Most of the official rules at work...</i>	Answer not included in public website samples.
<i>I get annoyed at work when...</i>	Answer not included in public website samples.
<i>Sometimes employers can place too much emphasis on...</i>	Answer not included in public website samples.
<i>When I make a mistake and someone criticizes me for it, I...</i>	Answer not included in public website samples.
<b>Customer Service</b>	<b>Ms. Sampleuser's Responses</b>
<i>My approach to customer service is...</i>	Answer not included in public website samples.
<i>Dealing with difficult customers...</i>	Answer not included in public website samples.
<i>What customers really want from me is...</i>	Answer not included in public website samples.
<i>When I am training a new staff on customer service, I emphasize...</i>	Answer not included in public website samples.
<i>I am least effective with certain customers...</i>	Answer not included in public website samples.
<i>Compared to other types of job tasks I enjoy, customer service is...</i>	Answer not included in public website samples.
<b>Demotivators</b>	<b>Ms. Sampleuser's Responses</b>
<i>What annoys most workers...</i>	Answer not included in public website samples.
<i>I would quit my job if...</i>	Answer not included in public website samples.
<i>At work I feel tense when...</i>	Answer not included in public website samples.
<i>I don't like to work with people who...</i>	Answer not included in public website samples.
<i>My work performance suffers when...</i>	Answer not included in public website samples.
<i>I would really dislike a supervisor who...</i>	Answer not included in public website samples.

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<b>Job Satisfaction</b>	<b>Ms. Sampleuser's Responses</b>
<i>The kind of assignment I like best is...</i>	Answer not included in public website samples.
<i>I enjoy working with people who...</i>	Answer not included in public website samples.
<i>I would turn down a job if...</i>	Answer not included in public website samples.
<i>The best way to get ahead in an organization...</i>	Answer not included in public website samples.
<i>The most fulfilling job I had...</i>	Answer not included in public website samples.
<i>My greatest satisfaction in a job...</i>	Answer not included in public website samples.
<i>A boss deserves loyalty if...</i>	Answer not included in public website samples.
<i>What I want most from a job is...</i>	Answer not included in public website samples.
<i>The best type of supervisor for me would be someone who...</i>	Answer not included in public website samples.
<i>Working closely with other people...</i>	Answer not included in public website samples.
<b>Sales</b>	<b>Ms. Sampleuser's Responses</b>
<i>The most common ethical decisions I make in sales involve...</i>	Answer not included in public website samples.
<i>Being effective at sales in a particular industry is based on...</i>	Answer not included in public website samples.
<i>The reason I will be successful in a sales role is...</i>	Answer not included in public website samples.
<i>People say that I am a successful salesperson because of my...</i>	Answer not included in public website samples.
<i>My sales style is best described as...</i>	Answer not included in public website samples.
<b>Teamwork</b>	<b>Ms. Sampleuser's Responses</b>
<i>To me, being a good team player means...</i>	Answer not included in public website samples.
<i>I enjoy teamwork when...</i>	Answer not included in public website samples.
<i>The optimal split between team and independent work is...</i>	Answer not included in public website samples.
<i>Most team meetings are...</i>	Answer not included in public website samples.
<i>My experiences with being on a team...</i>	Answer not included in public website samples.
<i>In most companies teams are...</i>	Answer not included in public website samples.
<b>Work Drive</b>	<b>Ms. Sampleuser's Responses</b>
<i>I will take on extra responsibilities in my job if and when...</i>	Answer not included in public website samples.
<i>Working long hours every week...</i>	Answer not included in public website samples.
<i>It's hard to do good work when...</i>	Answer not included in public website samples.
<i>When my suggestions at work are turned down I...</i>	Answer not included in public website samples.
<i>Having to work on the weekend...</i>	Answer not included in public website samples.
<i>Overnight travel...</i>	Answer not included in public website samples.

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## Personality Assessment

### Strengths:

- She is very concerned with pleasing other people and getting along with the people she works with. Jane is unselfish and willing to give in to other people to preserve harmony and goodwill .
- Jane can usually assert herself when she feels it worthwhile to do so . However, she is not aggressive or overbearing, and makes requests of others in a low-key manner.
- Jane is moderately concerned with standing out among her peers as a good performer . She may occasionally compare her performance to that of other company employees, but she is not preoccupied with doing so. Although somewhat competitive, she is not aggressively determined to "beat" other employees on performance indices.
- She is trustworthy and reliable in the way she performs her job. Jane tends to fulfill her work commitments in a reliable manner others can count on. She is also usually methodical and organized in the way she approaches and carries out tasks and assignments.
- Jane places a high value on customer service and satisfaction in her work . She gives customers extra attention to ensure their repeat business.
- She is quite resilient in the face of job stress and strain. Jane can handle demanding conditions and work pressure, even on a continuing basis without becoming unduly frustrated. She will respond to work crises in a calm, even-tempered manner.
- Jane's primary job motivators are personal rewards based on enjoyment of the task , taking pride in a job well done, a significant degree of autonomy, and a level of challenge. She is not one to constantly push for more money, especially if her job has enough of these intrinsic motivators.
- Jane is extroverted, gregarious, and outgoing in her interactions with other people. She will be an effective communicator and social facilitator in her work group . Jane will network with employees in other areas of the organization.
- Jane has a strong belief in the value of goal-setting to help make her work efforts more productive and to be sure to reach both long and short term goals.
- Jane is above-average in terms of honesty and integrity on the job. She can be trusted to perform her job in a rule-following manner, consistent with company rules, ethical codes, and values.
- She is typically progressive and open-minded. Jane is usually ready to adopt and disseminate new ways of doing things and engage in innovation initiatives. She will be concerned with continuous improvement, job training, and employee development.
- She is highly optimistic about work prospects and future possibilities. Jane focuses on positive qualities in the people she works with, the projects she works on, and her employer. As a manager, Jane conveys upbeat expectations to her subordinates .

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- She is well aware of the value of creating a broad social network to help her meet the goals of her job and enhance her company's potential for success. As such, she will be attuned to various people in her profession, in other companies, in government positions, etc. who could be instrumental to her, and she will make an effort to connect with them.
- Fairly independently-minded, Jane does not usually need to consult with others to validate her decisions and beliefs. She often prefers to work on her own without the constraints of group membership. As a manager, Tamara tends to focus on the goals, functioning, and accomplishment of individual employees.

Jane will work long hours and an irregular schedule when needed. Her work drive is high and she will

- readily "go the extra mile" to complete projects and meet deadlines. As a manager, Tamara will provide a good role model for hard work.

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### Developmental Concerns:

- Jane may be known as someone who tries to be so nice all the time that she avoids any issue that might create ill will or stir up controversy. In work meetings, she will be hesitant to view a dissenting opinion. She will find it difficult to challenge other people.
- Jane could be more persuasive and influential in a leadership role. She could be more willing to take charge of problem situations and impose her will on other people.
- If you hire Jane for your company, it will be important to keep her sufficiently challenged and interested by the job itself. Her needs for intrinsic factors such as variety, responsibility, autonomy, and meaningfulness are so high that failure to meet them could lead to job dissatisfaction and withdrawal.
- Jane may, at times, let her needs for social contact get in the way of team productivity such as when meetings involve a lot of general conversation. Her high need for social interaction can sometimes lower her own work efficiency.
- Her expectations for the future can sometimes be unrealistically positive and even naïve. Jane may need to be more skeptical, at times, when evaluating people, plans, and proposals. She should guard against wasting valuable company resources working on what others consider to be unsolvable problems.
- As a manager, Jane may place too much emphasis on individual contribution and solo efforts among her employees. She could concentrate more on fostering group cohesion, collaboration, and teamwork among the people who report to her and working more cooperatively with other managers.



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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?

### 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?]

### EXTROVERSION

- Some employees waste valuable time on their jobs chit-chatting, gossiping, and socializing. Please indicate whether this is ever a problem for you and what steps you take to avoid it becoming a problem.
- 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?

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- Sometimes it is hard for us to be objective about someone we know or like. Tell me if this has ever been a problem for you and, if so, how you dealt with it.

### OPTIMISM

- Sometimes it helps to prepare for the worst and try to anticipate potential problems at work. Describe a time when your concerns about possible future problems were justified.
- What would you say to a coworker whom you felt was being naïve or gullible about some new job they were considering? If asked, what advice would you give?
- How do you personally guard against unrealistically high expectations at work or being blindsided by unanticipated problems?

### 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.

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