



**Construction Superintendent
Assessment Report**

**Candidate:
John Sampleuser**

**Date:
09/02/2019**

Construction Superintendent Assessment Report

Candidate: John Sampleuser
 Date: September 02, 2019

Date: 09/02/2019

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				◆	
Conscientiousness				◆	
Customer Service / Responsiveness				◆	
Emotional Stability			◆		
Extroversion				◆	
Impression Management	◆				
Integrity				◆	
Managerial Human Relations					◆
Openness				◆	
Optimism				◆	
Orderliness				◆	
Tough Mindedness		◆			
Visionary Leadership				◆	
Work Drive				◆	

Construction Superintendent Assessment Report

Candidate: John Sampleuser
Date: September 02, 2019

Personality Assessment

Strengths:

- He much prefers to get along with other people and to have comfortable working relations. John will defer to the preferences and demands of others and strive to maintain a pleasant atmosphere in his work group.
- He can be assertive in his interpersonal style. John is likely to be comfortable in a leadership role where he is responsible for the activities and performance of a group of employees.
- He is reliable and conscientious on the job. John will honor his job expectations and commitments in a manner that others can depend on.
- John places substantial emphasis on customer satisfaction and retention in his work. He tries to anticipate and fulfill customer needs and demands courteously and without delay. As a manager, John usually encourages customer responsiveness by the people who report to him.
- He can handle most ordinary types of job stressors and hassles. John is moderately well-adjusted and able to manage his feelings fairly well in demanding situations. He will seldom display anger or frustration to the people he works with.
- John registers as being outgoing, cordial, and friendly in most job-based interactions. He is a fairly effective communicator who maintains a good flow of information in his work group.
- John is not one to put on a false front or act insincerely. What you see is what you get. Among the people he works with there is likely to be a consensus of perceptions regarding John.
- 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.
- As a manager, John is very concerned with the feelings, attitudes, and sensitivities of the people who report to him. Their morale and emotional well-being are high priorities for him. John is comfortable relating to subordinates on a personal level, coaching them, and using praise and affirmation rather than criticism or reprimand to motivate them.
- He is open to change and innovation in the workplace. John is motivated to engage in new learning and professional development, both for himself and his subordinates.
- John is often optimistic in his outlook. He usually expects good things from his job and the situations he encounters at work. John will seldom become demoralized by setbacks and will keep a positive attitude in the face of problems. This can sometimes have the effect of stimulating subordinates to work harder to meet challenging goals.
- He is methodical and systematic in the way he organizes and carries out tasks and assignments. John is usually concerned with doing things correctly and in an orderly manner on his job.
- John is fairly tender-minded and sensitive to the emotions of the people he works with. He will usually be considerate of their feelings. John will also rely substantially on his own personal feelings to guide his conclusions, decisions, and actions.

Construction Superintendent Assessment Report

Candidate: John Sampleuser

Date: September 02, 2019

- As a leader, John takes some time to plan ahead for organizational outcomes and ways to achieve them. He is fairly concerned with envisioning future possibilities and formulating plans to actualize them. John intuitively interprets facts, data, and information so as to clarify company strategies.
- John has a solid work ethic. He is usually willing to put in long or irregular hours at work when needed. John is likely to put forth considerable effort to attain job goals. As a manager, he is likely to expect similar effort levels from subordinates.

Construction Superintendent Assessment Report

Candidate: John Sampleuser

Date: September 02, 2019

Developmental Concerns:

- As someone who aims to be known as pleasant and easy-going, John is likely to avoid dealing with difficult issues that would reveal underlying conflict or disagreement. If he participates in the senior management team, he will have a tendency to go along with the majority no matter what his own opinion.
- He may have some difficulty handling high-pressure work situations. John may find it hard to handle a lot of job stress, particularly on a prolonged basis.
- John could improve his interpersonal effectiveness by adjusting his approach to fit his audience and situation. He could gear his presentations and statements more toward the person he is trying to influence.
- John may sometimes have trouble keeping his own feelings out of his interpretations, analyses, and conclusions. He may be over-influenced by what he perceives will be the feelings and reactions of other people when making decisions. It may be difficult for John to do things which he thinks others might dislike or not approve of.
- As a leader, John may occasionally fail to ground his plans and proposals in hard facts and reality constraints. His plans for the future may be speculative and unrealistic. At times, John may fail to notice or respond to immediate problems facing the organization.

Construction Superintendent Assessment Report

Candidate: John Sampleuser
Date: September 02, 2019

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?]

EMOTIONAL STABILITY

- 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.

Construction Superintendent Assessment Report

Candidate: John Sampleuser
Date: September 02, 2019

IMPRESSION MANAGEMENT

- In what ways (if any) do you adjust the way you present yourself to the particular customer you are calling on?
- Describe your techniques for building rapport with coworkers and customers.
- Talk about the ways you tailor yourself and your presentations to fit the needs, resources, and interest levels of the people you are interacting with.

TOUGH-TENDER-MINDED

- Describe a time when you made an important decision based primarily on an objective analysis of facts and data. (Compare the candidate's answer on this question with answers to the next question in terms of level of detail and enthusiasm.)
- Describe a time when you made an important decision based on your personal feelings, values, and intuition.
- Describe a situation where you dealt with an employee (or peer) who was consistently negative in meetings or when interacting with other employees. What did you do? What were the results?
- Describe a time when someone at work responded emotionally to something you said or did. How did you respond? What was the result?

VISIONARY LEADERSHIP

- Tell me about a time when you were asked to introduce a new corporate vision or goal to your direct reports. How did you gain their support? What were the results?
- Describe what you see as the key aspects of being a successful leader.
- As a leader, describe your preference for dealing with day-to-day issues, responsibilities, and problems versus planning, strategizing, and creating a vision for the future.

The information contained in this report is Resource Associates, Inc. business information intended only for the use of the individual or entities named above. If the reader of this report is not the intended recipient you are hereby notified that any dissemination, distribution or copying of this report is strictly prohibited. If you have received this report in error, please notify us immediately at (865) 579-3052 or by sending E-mail to info@resourceassociates.com.