



**School Principal Assessment
Report**

**Candidate:
Salvador Sampleuser**

**Date:
10/22/2020**

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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

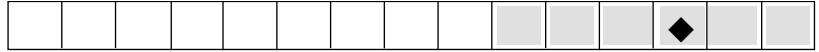
	Low	Below Average	Average	Above Average	High
Agreeableness			◆		
Assertive Leadership					◆
Attitudes Toward Children					◆
Competitiveness			◆		
Conscientiousness				◆	
Customer Service Orientation					◆
Emotional Stability			◆		
Extroversion				◆	
Goal-Setting				◆	
Integrity				◆	
Intrinsic Motivation					◆
Managerial Human Relations					◆
Openness				◆	
Optimism				◆	
Social Networking					◆
Task Structuring		◆			
Teamwork				◆	
Visionary Leadership					◆
Work Drive			◆		

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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 Salvador's overall level of general intellectual aptitude to be in the **80-89 percentile** range. His individual aptitude levels are:

Abstract Reasoning 80-89%ile

Numeric Reasoning 80-89%ile

Verbal Reasoning 80-89%ile

Salvador 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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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. Sampleuser'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. Sampleuser'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 supervisor who...</i>	

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Job Satisfaction	Mr. Sampleuser'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 supervisor for me would be someone who...</i>	
<i>Working closely with other people...</i>	

Leading a Team	Mr. Sampleuser'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>	
<i>Team meetings are best used for...</i>	

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Management Style	Mr. Sampleuser'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 in dealing with today's workforce...</i>	
<i>The best way to motivate people...</i>	

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Work Drive	Mr. Sampleuser'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 Assessment

Strengths:

- He tends to be easy to get along with. Salvador avoids arguments and unpleasantness unless the topic or the person is one that really makes him upset.
- Salvador is very strong-willed and assertive. He can readily bring influence to bear on other people and use his authority to direct the work of subordinates.
- Salvador truly cares about the well-being of children and young people. He is patient with them, has realistic expectations of their behaviors, and strives to be a mentor to them.
- Although Salvador often strives to do better than the next person, he is not overly aggressive or cutthroat. He usually strives to fulfill aspects of his job that don't have observable performance standards that can be compared to others.
- He can be counted on to perform his work in a reliable and conscientious manner. Salvador typically honors his commitments and fulfills his obligations. He also works carefully and accurately on most job tasks.
- Salvador places a high value on customer service and satisfaction in his work. He gives customers extra attention to ensure their repeat business.
- He is average in terms of emotional stability and coping skills. Salvador can deal effectively with most normal forms of job stress and strain.
- Salvador 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.
- Goal-setting is one component of how Salvador organizes his work so that he can use his time well and be as productive as possible.
- Salvador scores above-average in terms of being honest and rule-following. He will internalize and promote company norms, values, and policies on his job.
- Strongly motivated by the inherent enjoyment of the everyday work experience, Salvador will enjoy coming to work everyday if the tasks and environment fit his preferences. He consistently looks for meaningful assignments and tasks.
- As manager, Salvador registers as having good human relations skills. He is likely to show consideration of the feelings and concerns of employees. When they have personal problems, he listens well and tries to be understanding. Salvador will likely enjoy coaching employees for personal and professional improvement.
- He is receptive to new ideas and practices on his job, no matter whether they come from his own work group or other parts of the organization. Improving operations and implementing organizational change efforts will be a fairly high priority for him. Salvador will also strive to advance the job knowledge and skills of his subordinates and him self.

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- He is upbeat and optimistic most of the time. Salvador tends to look for the best in the people he works with and the situations he works in. When faced with problems on the job, Salvador usually stays positive and perseveres to overcome them. As a manager, he typically conveys positive expectations to subordinates.
- Salvador enjoys using and developing a wide range of social relationships in the community as a way to help your company be more successful. He will make the time to attend various groups as a way to meet new people who could serve as valuable alliances and as useful sources of information.
- As a manager, Salvador gives his employees a fair amount of leeway and discretion in how they perform their work. He usually prefers to empower them on their jobs rather than closely monitor and direct their day-to-day activities.
- He is teamwork-oriented. As a manager, Salvador fosters cooperation and interdependence in his work group. Most of his communications will be directed toward the group instead of individuals.
- As a leader, Salvador likes to plan ahead for organizational outcomes and ways to achieve them. He is very concerned with envisioning future possibilities and formulating ways for the organization to move toward and actualize those possibilities. Salvador interprets facts and data to develop company strategies.
- Salvador is average in terms of work drive. He exerts reasonable effort to meet normal job demands. Salvador will work long hours under special circumstances, but would not want to make a habit of it, either for himself or the people who report to him.

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Developmental Concerns:

- At times, Salvador can be hard to get along with. He could make more of an effort to be consistently agreeable and pleasant in his job-based interactions.
- Salvador can sometimes come on too strong and behave in ways that others perceive as aggressive or overbearing. He may need to tone down his style when making requests of other people.
- Salvador may not be able to handle as much job stress as other employees in this position. Highly demanding situations and heavy job stress could be a problem for him in terms of managing his anxiety or controlling his anger.
- Salvador may sometimes be too hands-off and removed from the day-to-day activities and accomplishments of subordinates. He could, at times, supervise more closely and be more inclined to set goals, assess results, and take corrective action where needed.
- He may, at times, need to invest more time and effort into his work. Long-term job success and organizational advancement may require Salvador to extend himself more to meet pressing or heavy job demands.

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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?

ASSERTIVE LEADERSHIP

- Describe the way you establish your authority among the people who report to you.
- Tell me about a situation where you had to be especially forceful in dealing with a problem or difficult situation.
- Describe how you deal with a subordinate who refuses to do things the way you want them done.

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.

INTRINSIC MOTIVATION

- Tell me which factors define success for you in a job.
- Describe how your feelings of job satisfaction are affected by how much challenge and variety you have at work.
- Tell me what you would do if your job became repetitive and routine.
- Describe the kind of work that really motivates you.

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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 for monitoring 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.

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.

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?

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