



**Service & Repair Manager
Assessment Report**

**Candidate:
Brandon Weiss**

**Date:
02/04/2015**

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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				◆	
Conscientiousness					◆
Customer Service Orientation			◆		
Detail Mindedness				◆	
Emotional Stability			◆		
Extroversion		◆			
Integrity					◆
Managerial Human Relations					◆
Openness			◆		
Optimism			◆		
Orderliness					◆
Safety-Mindedness					◆
Self-Confidence				◆	
Task Structuring				◆	
Teamwork				◆	
Work Drive					◆

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Aptitude Assessment

	Percentile Range									
	0-10%	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89	Top 10%
Abstract Reasoning										X
Mechanical Reasoning										X
Numeric Reasoning							X			
Verbal Reasoning									X	
Overall Cognitive Aptitude										X

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:

- He is very concerned with pleasing other people and getting along with the people he works with. Brandon is unselfish and willing to give in to other people to preserve harmony and goodwill.
- He is fairly assertive in his managerial style. Brandon will direct the work of subordinates in a straightforward manner and deal with challenges to his authority without seeming domineering.
- He can be counted on to perform his work in a very trustworthy and conscientious manner. Brandon makes good on his job commitments, keeps his promises, and follows through on obligations.
- Having an above average level of customer service commitment, Brandon usually works to meet customers' demands in a timely and courteous manner. He often takes time to give extra attention to customers to ensure their satisfaction and repeat business.
- Thoroughness and careful attention to detail are both characteristics of Brandon's work habits. Customers of Brandon's work will be pleased that results are accurate and complete.
- He is generally resilient and well-adjusted. Brandon can weather most forms of job stress and strain without lowering his effectiveness.
- Brandon is usually cordial in his dealings with other people without spending too much time in social interaction. He shares information with other employees and spends time listening when it seems important to do so. Brandon is not easily distracted by opportunities for social contacts and can work comfortably on tasks requiring concentration.
- Brandon is likely to be a principled and ethical person. He will fully adhere to company rules and policies. Brandon will set a good example of integrity for his subordinates.
- As a manager, Brandon is very concerned with maintaining positive attitudes and high morale among the employees who report to him. Their feelings are important to him. He will move quickly to dispel their fears, worries, grievances, and tensions, if possible. Brandon is likely to enjoy employee coaching and mentoring.
- He is in the average range of receptivity to innovation and change. Brandon is fairly committed to the status quo. If sufficient motivation and rationale are provided to try new ideas and practices on the job, he will usually give them a try.
- He takes many situations and people at face value, without preconceptions or advance judgments. While Brandon is usually optimistic about most prospects and future contingencies, he is not gullible or unrealistic in his expectations. As a manager, Brandon will typically set reasonable, but not overly taxing, goals for subordinates.
- He is very systematic and orderly in his work. Brandon should be good at managing information and keeping things organized.
- Brandon is highly oriented to know and reinforce all the safety rules. He wants to promote safety through appropriate processes.

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- He is typically self-confident. Brandon has a fair amount of assurance in his own abilities. He will approach most tasks with assurance that he can handle problems that arise on his job.
- As a manager, Brandon is inclined to create and maintain a structured task environment. He usually clarifies roles, duties, and assignments to subordinates and gives them appropriate performance feedback.
- He typically emphasizes teamwork and cooperation in the workplace. As a manager, Brandon emphasizes interdependence and mutual supportiveness among the people who report to him. He engages in goal setting, consensus building, and exchange of ideas in group settings, not one-on-one with individual employees.
- Brandon has a high work drive and is very committed to meeting the demands of his job. He will work hard and put in long or irregular hours when needed. As a manager, Brandon will consistently model a strong work ethic for subordinates.

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Developmental Concerns:

- As a leader, Brandon may put so much energy into creating a pleasant working environment where everyone gets along, he may fail to address problems that lead to disagreement and conflict. As such, interpersonal differences go unresolved and other sensitive topics are put off until they reach emergency status. If a senior manager presents a proposal, he will tend to agree without going through a serious critique.
- Brandon can sometimes come across in ways that subordinates perceive as bossy or overbearing. He may need to be more considerate and low-key when trying to influence the behavior of other employees activities.
- In order to build good relationships with employees and other key people throughout the company, Brandon could be somewhat more sociable, gregarious, and outgoing. He may need to communicate more frequently and make more effort to avail himself of input from others .
- Brandon may find it difficult to engage in or benefit from some opportunities for growth and professional development, as he may not always be open to new learning. In some situations, he could be more receptive to opportunities to acquire and disseminate new knowledge, skills, and abilities.

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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?

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

- 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?

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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.

ORDERLINESS

- Tell me about a time when you organized the elements or parts of a project into a larger whole and came up with an integrated system.
- Describe how you use details to make plans and develop long-term strategies.
- Tell me about a time when you were so focused on details that you got bogged down and spent too much time on a task or assignment.
- Describe your approach to doing long-range planning and strategic development on your job.

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.

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