SHL.

Professional + 7.1 (International) Candidate Report

Candidate name:

Sample Candidate

Disclaimer:

Information enclosed on these pages is confidential in nature and is intended only for the person(s) to whom it pertains or other authorised individuals.

You must not rely on the information in the report as an alternative to certain advice from an appropriately qualified professional. If you have any specific questions about any specific matter you should consult an appropriately qualified professional.

Instructions

This report is designed to give you information about your relative strengths and weaknesses on the competencies known to be important for success in this type of job. In addition, the report provides valuable on-the-job tips and suggestions to help you excel in the workplace.

The score that you receive describes how your responses compared against our database of responses consisting of your peers. The assessment that you have taken has been scientifically validated by up to 30 years of statistical data collection and analysis. People who score higher on the dimensions tend to perform better on the job in the key areas outlined in the report.

The developmental tips that you receive are intended to help you improve your skills for each specific competency. All of us, regardless of our scores, can improve our job performance by following appropriate developmental solutions and strategically focusing on areas that may require improvement. A commitment to personal improvement signifies initiative and developmental planning, both of which are important to job performance. Try using this feedback to formulate specific development plans that relate to your work goals and objectives. Don't try to do everything at once, as personal development does not happen overnight. If you score in the 'Red Zone', this may be an area where you want to focus your developmental efforts. Even if you score well it is still important for you to use the developmental tips to leverage your strength in this competency.

This report is confidential and its contents are intended to assist in the prediction of an applicant's work behaviour. Please note that the assessment components included in this solution report are not weighted equally. Some of the components are broad measures of behaviour and some are more narrow. Competencies denoted by an asterisk (*) are measures of narrow behaviours. While these behaviours are important to the overall score, they are not weighted as heavily when compared to other components in this solution. Our research indicates this weighting best predicts job performance. If you would like more information about this report (including scoring) or other products that SHL offers, please contact your account representative.

# Professional Potential

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This is a measure of the tendency to have potential for professional success across industry type and functional area. This is characterised by scores that are derived from responses to questions regarding academic and social background, and aspirations concerning work.

Your response profile concerning past achievements, social orientation, and work orientation is moderately similar to the profiles of highly effective professionals. The moderate match between the profiles suggests that you are somewhat likely to be successful in a professional position.

- **Where appropriate, seek out additional responsibilities such as working on several projects at once.**

- **Evaluate how quickly you work and how you could get more work done without sacrificing quality.**

- **Seek feedback from your manager on your work performance.**

- **Evaluate your willingness and ability to work as part of a team in the organisation.**

- **Regularly help champion and implement the ideas your co-workers suggest.**

Achievement

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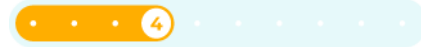
This component measures the tendency to set and accomplish challenging goals, while persisting in the face of significant obstacles. This trait is characterised by: working hard; taking satisfaction and pride in producing high-quality work; and being competitive.

You are not likely to be motivated to set aggressive goals for yourself, and you do not crave the opportunity to work through challenging obstacles. You are likely to be content to work at your own pace, and you may become frustrated by others who impose intense time pressure on tasks or projects. You are not drawn to competition in your work and you may tend to avoid working with those who thrive in such an environment.

- **Write down 2-3 priorities each morning that, if accomplished, would positively impact the organisation. Check this list periodically throughout the day and take appropriate breaks after accomplishing each one.**

- **Consider how delays in your work might affect others' success, and do what you can to avoid causing challenges for your co-workers and managers.**

- **Make a list of the work you expect to accomplish each week. List the required activities and the estimated time required. Then prioritise the tasks and get started on the important tasks first.**

- **Identify a mentor who can offer encouragement and guidance to help you overcome obstacles. Share goals and concerns with your mentor and ask him/her to provide some accountability for your work.**

- **Identify one task each month that will require extra effort to accomplish, encouraging you to push yourself in reaching goals. Then, evaluate your misses and celebrate your successes.**

- **Reward yourself for accomplishing smaller tasks on the way to reaching larger goals. Recognise how your effort led to each accomplishment and set high standards for your work.**

- **Seek help in understanding the priority of tasks before beginning a project. Do not rely on your interest level alone to determine which tasks to approach first.**

- **Take note of the achievements of high performers in your organisation and compare their level of effort to yours. Consider refocusing your efforts where appropriate to achieve similar success.**

Willingness to Learn

This component measures the tendency to learn from experience. This trait is characterised by: being open to new experiences, seeking both positive and negative feedback, looking back on past experiences and considering alternate courses of action, and finding patterns and order in complex information.

You are likely to be more comfortable in routine situations, rather than taking on new experiences. You are unlikely to learn from your experiences or apply those lessons learned in future situations. You do not overly concern yourself with seeking feedback or show a desire to improve and may not be receptive to constructive criticism. You are unlikely to spend much time reflecting on past experiences and thinking about what could have been done differently to result in a better outcome. You may not have much experience identifying patterns in complex information.

- **The next time you make a mistake, set aside time to think about the circumstances that led to the mistake and how a similar situation could be avoided in the future. Refer back to the lessons you learned the next time you are in a similar situation.**

- **Ask a trusted colleague for feedback on what went well and what could have been improved when you complete a task or a project. Take a moment to be proud of your successes, and take note of the constructive feedback. Try to incorporate this feedback to improve your work in the future.**

- **The next time you receive feedback from someone, challenge yourself to consider the value in how that information can help you improve rather than reacting defensively.**

- **Ask your manager for the opportunity to work on a new task or something outside of your comfort zone. Look for ways to apply the new skills or knowledge you learn to help you become more effective at your job.**

- **Avoid becoming overwhelmed by new information. Look to identify a pattern that will help you make sense of the information.**

- **The next time you are faced with a problem, think back to similar past experiences. Reflect on which strategies have worked well and try to improve them before you decide on an approach to solve the new problem.**

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Responsibility

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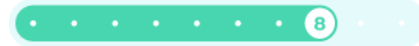
This component measures the tendency of a person's responsibility for his/her own actions and a commitment to performing assigned tasks. This trait is characterised by: reliability; proactive involvement in work; and a dedication to complete even the most mundane tasks.

You are the type of person who plans and prioritises tasks in order to accomplish your work on time and according to expectations. When assigned boring or routine tasks, you focus on your work with the same diligence as you do for more exciting projects. You plan carefully and adhere to expectations in accomplishing even the most challenging work. People can count on you to complete your work and to accept responsibility when things go wrong.

- **Talk with your manager about your willingness to take on challenging assignments and your desire to expand your career. Indicate your interests and ideas, and discuss possible action steps.**

- **Evaluate your existing responsibilities prior to taking on new obligations. You may become so enthusiastic about a new challenge that you take on more than you can handle. As you take on additional assignments, make sure that you can still manage your current job responsibilities without sacrificing your reliability.**

- **As your colleagues make plans for important projects, consider how you might offer support in the planning and coordinating of key tasks. Your tendency to plan carefully and to focus on maintaining reliability may help others who might otherwise fail to appreciate certain pitfalls.**

- **As you work to accomplish tasks, your strong desire to meet your obligations in a timely manner may cause you to overlook opportunities for change. Balance your goal of finishing on time and on budget, with a focus on continual improvement. You may stumble upon an improvement opportunity that would have otherwise gone unnoticed.**

- **When you approach a task, you may tend to make plans and then aggressively work toward completion. Take time to consider the key assumptions that support your plans and then evaluate the accuracy and reliability of these assumptions. Adjust your plans accordingly to maintain the performance you expect.**

Deductive Reasoning

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This assessment measures the ability to draw logical conclusions based on information provided and complete scenarios using incomplete information. It provides an indication of how an individual will perform when asked to develop solutions when presented with information and draw sound conclusions from data. This form of reasoning is commonly required to support work and decision making in many different types of jobs at many levels.

This report provides information regarding an individual's ability to use sound logic to solve problems, produce solutions when information is limited, and use data effectively.

You demonstrate an average level of deductive reasoning ability compared to others in similar job levels. You can draw logical conclusions from available data and make sound arguments as well as most people who score in this zone. You have an average ability to solve problems effectively and identify underlying assumptions in arguments.

At work, you should be able to use data and information as effectively as most others in developing solutions to problems. Like most other people who scored in this zone, however, you may require additional time or assistance to put together solutions for particularly complex problems.

- **Read editorials in respected newspapers and identify the evidence, assumptions, and conclusions in the arguments. Think of ways that you could challenge the conclusions made by the writer.**

- **When making arguments and drawing conclusions, always be sure to ask yourself if your conclusion MUST follow based on the evidence you have available. If not, determine what additional evidence is required or how your conclusion needs to be adjusted.**

- **When you encounter problems, learn to identify what information you have that you need to solve the problem, what information you have that you do not need, and what information is missing.**

- **Learn how to identify all possible conclusions based upon available evidence. Discuss these alternatives with others and never assume that everyone involved in a situation has arrived at the same conclusions you have.**

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Maintains good working relationships*

This measures the extent to which the candidate puts effort into developing good relationships with others.

You are likely to put effort into developing good work relationships and act in ways that will strengthen work relationships.

- **Take time to get to know your colleagues on a more personal level. Spend time with them outside of a work setting. Make a continued effort to participate in non-work activities and take a genuine interest in your colleagues' personal lives.**

- **Think about a time when a colleague helped you on a task outside of their typical work duties. How did this change your view of this person? If you haven't already, return the favour and help them when they need it. Do not shy away from asking for additional assistance in the future and be quick to offer assistance in return.**

Analyses information*

This measures the extent to which the candidate identifies key factors and integrates information to understand data or situations.

You are likely to be ready and willing to quickly analyse information to understand problems and find solutions.

- **Think about a problem you have recently solved for which there is no formal documentation. In detail, write down the steps you took to work through the problem and if appropriate, create a 'How To' guide for dealing with similar problems in the future. Share this guide with your manager and get their feedback.**

- **Since you may have a tendency to want to analyse information, collect major figures and statistical tables relevant to your organisation. List the conclusions you would make from these and check with your manager the comprehensiveness and depth of your understanding.**

Learns quickly*

This measures the extent to which the candidate picks up new information and techniques easily.

You are more likely to understand new concepts and techniques and absorb and assimilate new information and facts easily.

- **Volunteer to learn new techniques, methods or subject areas that can help your team to be more effective. Condense the information into a useful work aid that others can pick up quickly without having to go back to the source material as you did.**

- **Look for opportunities to learn inside and outside of work. Search for in-person and on-line classes, and see if there may be training available for topics that are related to your job. Make sure to keep detailed notes and consider how you can apply what you've learned to your job.**

Generates new ideas*

This measures the extent to which the candidate creates innovative approaches.

You are likely to suggest some novel and imaginative ideas when presented the opportunity to do so.

- **Evaluate several work activities that you could complete more effectively. Come up with new and innovative approaches to completing them. Consider the pros and cons or each approach. Bring your ideas to your manager and be ready to explain why you believe your new approaches will be more effective.**

- **Identify several issues you and your team solve using established methods. Consider how well these methods work and brainstorm novel solutions for addressing these issues. Experiment using the different approaches and introduce your ideas to your team once you have determined what works best.**

Uses time efficiently*

6

This measures the extent to which the candidate manages own time and delivers work on schedule.

You are likely to work quickly and efficiently and can be relied upon to complete projects on time.

- **Look for ways to introduce new efficiencies into your work processes. Start by focusing on your most important tasks that have clearly defined deliverables and that are most impactful to the business. Next, work to reduce, eliminate or automate less meaningful yet time consuming activities. Review your task priorities with your manager or a high performing co-worker and seek their advice on how they would approach the workload.**

- **Before you begin your next project, break it down into smaller parts and assign each their own deadline. Monitor these shorter deadlines to ensure you are on track to complete the project on time. If you're able, try to complete each part before it's due so that you can deliver the project ahead of schedule.**

Works to high quality standards*

6

This measures the extent to which the candidate completes every task with a high degree of quality.

You are likely to complete tasks with a high degree of quality.

- **Choose a project which did not achieve a quality result. Do an in-depth review and use what you learned to create a process for detailed checking and sign-off for future projects. Make sure to reference this process before starting a new project so you plan the work accordingly.**

- **Discuss with your manager a project which you feel did not achieve a quality result. In particular, consider the level of detailed checking and sign-off that were built into the project. Next review an on-going project and identify processes that can be implemented to ensure that these issues do not recur.**

Adapts to change*

This measures the extent to which the candidate accepts and adapts to changes without difficulty.

You are likely to feel energised by change and adapt your approach easily and quickly to meet new expectations.

- **Change only what you need to. Variety and change are important parts of working, but in some situations, a more traditional and straightforward approach may yield better results. Examine a current project you are working on and find two or three ways in which you could improve your performance or the outcome by taking a more standard approach to working.**

- **Help others to see the need for change and encourage them to realise how they might actually benefit from participating in the change process. Share how you respond to change and relay examples of when you benefited from change after initial reluctance.**

Copes with uncertainty*

This measures the extent to which the candidate is productive when roles and situations are not clearly defined.

You are likely to deal confidently with ambiguity and maintain productivity when clear direction is not available.

- **Some people excel at being productive at work even when things are uncertain. If you are one of those people, you can be a natural role model to others who struggle during times of uncertainty. Sometimes just having a co-worker who can provide the stability that is missing from the environment can calm nerves and help to refocus efforts back to the work at hand.**

- **Although you may have good coping skills for dealing with uncertainty most of the time, you may nonetheless feel stress during times of significant change. Focus on taking care of the areas of your life not associated with your job. List your resources outside of work that help you feel centred during these times.**