

Candidate Information

Assessment Profile: Project Name: Branch Manager - Manager 7.0

Completion Date: 12-21-2018

Disclaimer:

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

Manager 7.0

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.

Details

Management Potential	This is a measure of the potential for managerial success across industry type and functional area. This is characterized 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 managers. The moderate match between the profiles suggests that you are somewhat likely to be a successful manager.
	 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 others on your leadership style.
	 Check for alignment between organizational goals and business unit goals. Evaluate your employees on their willingness and ability to work as part of a team in the organization. Regularly help champion and implement the ideas your team suggests.
Management Judgment	This is a tendency to make good judgments about how to effectively respond to work situations. This is determined by scores derived from the candidate's responses to questions regarding situations one would likely encounter as a manager.
	Your response profile concerning judgments about how to manage staff communication, employee development, and employee motivation is similar to judgments made by highly effective managers. The good match between the profiles suggests that you are likely to be a successful manager.
	 Brainstorm ways that you could improve accountability for yourself and/or your team. Investigate the reasons behind performance problems in your team and recommend ways to improve performance. Work to understand the capabilities of people in your team and use this knowledge to make decisions on what to develop and when to delegate.

Achievement

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

You are likely to be motivated by pursuing challenging goals, and you are not deterred by obstacles or time pressure. You tend to approach your work with more intensity than others and you are often very competitive. You are motivated to seek numerous opportunities for achievement and you thrive on being recognized for your hard work and accomplishments.

- Avoid moving on to new challenges without taking the time to first celebrate accomplishments. Use these times of celebration to encourage yourself and those around you.
- Make sure you understand the expectations of key stakeholders prior to launching major initiatives. Seek clarification as needed to be sure your results match those sought by your organization.
- Keep notes of what went right and wrong during projects. Upon completion, review
 what went wrong and consider alternative approaches. Devote specific time to
 reviewing these alternatives prior to launching similar projects.
- Make sure your accomplishments do not overshadow the efforts of contributing team members. While others may not share your drive for achievement, it is important that you allow them to share in celebrating success.
- Draw a connection between your goals and the mission of the organization. Develop specific steps that contribute to these goals and communicate the linkages to those around you. Allow others to see how incremental efforts impact the big picture.
- Make a list of your accomplishments and review weekly. Take note of how these successes impact the organization. Use this information to motivate yourself to reach even higher performance.
- When approaching time-sensitive work, set completion dates that allow you to accomplish goals early with time for sufficient quality assurance efforts. Allow yourself time to strive for excellence even under time pressure.
- When confronted by major obstacles, consider how much effort is required to produce
 desired results. Avoid the temptation to commit more resources than are appropriate
 given the project's importance. When in doubt, seek guidance from your superiors to
 ensure proper alignment.

Responsibility

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 characterized by: reliability; proactive involvement in work; and a dedication to complete even the most mundane tasks.

You are likely to prefer dedicating your time and energy to work that is interesting and rewarding. When assigned mundane or routine work, you are more likely to put it off as long as possible. While you may take time to plan and prioritize certain assignments, you may work on other projects without following a well defined plan, causing delays and frustration. It may be difficult for you to remain focused on these tasks, and you may prefer to assign responsibilities to others.

- View your career interests in light of your reliability as a team member. Consider
 whether your contribution to the organization is effective and consistent and whether
 others might give praise to your dependability. Do what you can to demonstrate a
 willingness and effectiveness in handling your responsibilities.
- When asked to coordinate a project, consider dividing major tasks into phases, each
 with measurable objectives. Work with stakeholders to determine an estimated
 completion date for each phase and then accept responsibility for keeping the work on
 track to meet those deadlines. Offer public accountability for your progress.
- When setting deadlines for non-routine tasks, consider how your time estimates compare to the time required on previous initiatives of a similar nature. Determine if your expectations are realistic given available resources.
- Consider how the work of others in your organization is dependent on your own accomplishment of routine tasks. Communicate with others to better understand how you can prioritize those efforts that will lead to their success, and yours.
- After a plan is drafted, brainstorm with your team about what could go wrong. Make a
 list of the most likely problems and how you will handle them if they occur. This
 important step in the planning process will help you avoid surprises that may otherwise
 derail your efficiency.
- While you may be reluctant to take on a given assignment or task, consider how your
 reluctance might impact others. Instead of focusing on your feelings toward the work
 itself, consider how your efforts can help to avoid the consequences of inaction. Make a
 note in your calendar as a reminder that your delays or lack of action have
 consequences for other people.

Willingness to Learn	This component measures the tendency to learn from experience. This trait is characterized 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.
Demonstrates empathy*	This measures the extent to which the candidate is aware of others' needs and extends a helping hand.
	You are likely to recognize when people need support and make an effort to provide some support to others when needed.
Maintains good working relationships*	This measures the extent to which the candidate puts effort into developing good relationships with others.
	You may not place a high value on your work relationships and may be less likely to act in ways that strengthen these relationships over time.
Shares knowledge and guidance*	This measures the extent to which the candidate shares information and offers guidance to others.
	You are likely to share information and offer guidance to others.
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 willing to work on tasks that involve analyzing, integrating information and identifying solutions.
Learns quickly*	This measures the extent to which the candidate picks up new information and techniques easily.
	You are likely to absorb and understand new information.

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.
Uses time efficiently*	This measures the extent to which the candidate manages own time and delivers work on schedule.
	You are likely to struggle managing your own time, often procrastinating and wasting time to the point of missing deadlines.
Works to high quality standards*	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.
Adapts to change*	This measures the extent to which the candidate accepts and adapts to changes without difficulty.
	You may be uncomfortable with changes and need to work harder to adapt to new changes.
Controls emotions*	This measures the extent to which the candidate keeps negative emotions under control.
	You may become frustrated in challenging situations and find it difficult to hide these feelings from others at times.