

Manager + 7.1 (International) Candidate Report

Candidate name:

Candidate ENGLISH US

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.

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 behavior. Please note that the assessment components included in this solution report are not weighted equally. Some of the components are broad measures of behavior and some are more narrow. Competencies denoted by an asterisk (*) are measures of narrow behaviors. While these behaviors 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.

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 highly similar to the profiles of highly effective managers. The good match between the profiles suggests that you are likely to be a successful manager.

- **Look for opportunities to train others and seek feedback on your training style and effectiveness.**
- **Learn as much as you can about the people you work with and how they can best contribute to the needs of your organization.**
- **When you give your people the responsibility to set goals, respect the level of goals they set.**
- **Talk about the success of others and tell people about the role others have played in your success.**
- **Encourage cooperation rather than competition between work units.**

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 the type of person who plans and prioritizes 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.**

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 very open to change and exhibit a mindset of continuous improvement. You actively seek out feedback, appreciate receiving it, and consider it carefully. You learn from your experiences and are unlikely to make the same mistakes twice. You don't get discouraged by setbacks, but rather see them as opportunities to learn and improve your performance. When faced with new or complex information, you immediately look for patterns that will help you understand and relate it to more familiar information.

- **Set aside time to continuously anticipate potential setbacks in your work. Leverage what you've learned from past experiences to avoid or proactively address them.**
- **Foster a culture of continuous feedback in your workplace. Create an environment where others feel comfortable both giving and receiving feedback.**
- **Help a colleague interpret others' feedback objectively and use it to improve his/her performance.**
- **In your efforts to try new things, be careful that you don't lose sight of the routine habits that contribute to your success. Try to incorporate these behaviors into new approaches to solve problems at work.**
- **When presenting complex information to someone else, facilitate connections by relating the information to something more familiar to help your audience understand the new information.**
- **The next time you are faced with a problem, brainstorm new solutions before you begin addressing it. Think outside the box and don't feel constrained by the way things are usually done. Reflect on what has been successful in similar situations in the past, but challenge yourself to test out an approach that could be even more effective.**

Deductive Reasoning



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 utilize data effectively.

You demonstrate an above average level of deductive reasoning ability compared to others in similar job levels. You are likely to be very skilled at making logical arguments, developing sound solutions based on available data, and identifying flaws in the logic of others.

At work, you are likely to utilize complex data effectively and make well-reasoned decisions. You appear to have the ability to identify and understand unstated assumptions in logical arguments as well as know how to develop solutions to problems that stand up under close review.

- **A lot of non-fiction writing is written to argue specific points. Reading historical non-fiction and scientific writing can help you learn how complex arguments are made and supported.**
- **Always consider the assumptions you make when you develop an argument. If you can find evidence to support your assumptions, your argument will become increasingly stronger.**
- **Remember that sometimes, even if you create the perfect argument, you may face emotional roadblocks from your opponents.**
- **Though most people tend to socialize with people that agree with them on major social issues, engaging in discussion with people that disagree with you can help you develop your debating skills and allow you the opportunity to reevaluate your beliefs.**

Demonstrates empathy*



This measures the extent to which the candidate is aware of others' needs and extends a helping hand.

You are likely to genuinely care about people, recognize when they need support, and freely provide help.

- **Be careful to not let your concern for other people negatively impact your ability to do your job. Demonstrating empathy can help you develop strong relationships at work, but be careful not to prioritize others' feelings over your own or allow the problems of others to affect your own well-being.**
- **Although you are generally good at responding other people's feelings, there will be times when you won't know what they are feeling. In this case, it is better to check than to assume you understand. This should allow them to feel listened to and demonstrates that you are being truly empathic.**

Maintains good working relationships*



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

You are more likely to place a priority on your working relationships and put effort into maintaining these relationships over time.

- **Think of an individual who may be difficult to get along with. Try to establish a relationship with this person. As you develop your relationship, reflect on what helped you establish a connection and the different ways you reacted to the other person's behavior.**
- **Think about your most productive relationships, ones where everyone is benefiting greatly from them. Consider what makes them work so well. Make an effort to use what you've learned from your current relationships to develop similar relationships with a more diverse group of people.**

Shares knowledge and guidance*



This measures the extent to which the candidate shares information and offers guidance to others.

You are likely to notice where knowledge and guidance is needed and actively share information that might be useful for others.

- **The next time you are explaining something new to someone else, take care to explain it thoroughly and check for understanding at each step. This will ensure they can make use of your knowledge and guidance. Ask if there are any related topics you can help with as well.**
- **Remember recent times when others on the team have needed help and you stepped in to share your knowledge and guidance. Were there common themes in the topics where others needed help? What types of information did you share? Document some useful tips and make these resources available so they can be easily accessed when needed.**

Analyzes 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 analyze 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 analyze information, collect major figures and statistical tables relevant to your organization. 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 can be expected to continuously offer original ideas and perspectives without being prompted to do so.

- **Arrange a meeting with you colleagues to brainstorm new ways to complete common work tasks. Start the brainstorming and provide some new ideas you would like to share with the team. Do not criticize or evaluate ideas at first, instead encourage the flow of as many ideas as possible.**
- **Continuously evaluate you and your team's approaches to solving issues even if they are currently effective. Think of creative methods to use in place of these to improve the issue solving process or the outcomes of these solutions. Have your team assist in evaluating the new methods you create. Though many ideas may not be implemented, persist in your evaluations and brainstorming.**

Uses time efficiently*



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

You are likely to complete work in the most efficient way possible without wasting any time to ensure work is completed on schedule.

- **Think about some of your team's most time consuming tasks and list several reasons why you feel they take so long to complete. Brainstorm some ways you could complete the tasks quicker. Experiment with your new ideas to determine if there are more efficient ways to complete the tasks. Share any discoveries with your manager.**
- **Seek out a coworker who is struggling to complete work on time. Ask them to share their work processes with you and look for inefficiencies in how they carry out their tasks. Help them prioritize their work and set deadlines for completing it. Share some tips on how they can work through their tasks more quickly and efficiently.**

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 take pride in your work and pay attention to every detail, making sure that the work is as good as it can be.

- **Schedule time to do a careful review of a project or assignment that you have completed. Does it meet the highest standards of quality and excellence? Identify areas where a more careful or thoughtful approach may improve the quality of your final work product.**
- **Suggest to a co-worker that you work together to improve the quality of your work collaboratively. Swap your work products and review each other's work. Meet and discuss each other's feedback.**

Adapts to change*



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

You are likely to feel energized 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 realize 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.**

Controls emotions*



This measures the extent to which the candidate keeps negative emotions under control.

You are likely to contain and control negative emotions in difficult situations, and avoid emotional displays.

- **Develop a game plan for challenging situations. Consider how you react during stressful or troubling situations. This plan may include self-talk, a time-out, a phrase you can use ("interesting, let me think on that for a minute") or other techniques to help you remain calm and in control.**
- **Learn to recognize the cues for when you are getting worked up into an emotional state. Try to intercept these, focus on your breathing and your heart rate and try to calm yourself. You may find it helpful to walk away from the situation temporarily until your mind is clearer.**