Manager 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.

Management Potential

This is a measure of the potential for managerial 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 not fully aligned with the profiles of highly effective managers. The dissimilarity between the profiles suggests that you may have difficulty succeeding as a manager.

- **Consider taking courses to increase your knowledge and to obtain a higher level degree.**

- **Consider writing down all the things you have liked and disliked about supervisors you have had and how you would address those issues.**

- **Seek feedback on the quality of your work and how you could improve it.**

- **Make yourself available to your employees to voice their concerns.**

- **Make an effort to give your team credit whenever possible. Realise that your accomplishments are often due to their efforts.**

- **Make it easy for people to network across functions so that they can identify and work with people who have different areas of expertise.**

- **Tie rewards to achieving positive outcomes.**

Management Judgement

This is a tendency to make good judgements 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 judgements about how to manage staff communication, employee development, and employee motivation is somewhat similar to judgements made by highly effective managers. The average match between the profiles suggests that you are somewhat likely to be a successful manager.

- **Learn about your organisation's goals and values and consider how the decisions you make fit within those goals and values.**

- **Listen to others to gather information before making decisions.**

- **Seek feedback on how patient and consistent you are in your dealings with others.**

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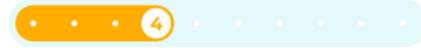
This component measures the tendency to set and accomplish challenging goals, while persisting in the face of significant obstacles. This trait is characterised by: working hard; taking satisfaction and pride in producing high-quality work; and being competitive.

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.**

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

Since you prefer interesting and meaningful work, you may be reluctant to take on boring or routine tasks. When assigned to more mundane work, you may tend to procrastinate or become distracted out of boredom. You may find it challenging to complete certain projects due to your preference to avoid spending extensive time in the planning stages.

- **If you know that you tend to procrastinate in performing routine tasks, make a list of the reasons or "excuses" you have used in the past (for example, you may be waiting for clarity from a superior regarding a task). For each reason on your list, write down an "antidote" or counter point.**

- **Redefine undesirable work. Instead of focusing on what you dislike, focus on the sense of accomplishment you'll feel after you finish it. Write a note to yourself to describe what that accomplishment will feel like, especially if there are specific rewards attached, and periodically come back to the note for ongoing encouragement.**

- **If you tend to put off projects that seem difficult, make a list of the small steps involved in the project and do those first. Build momentum that can carry you through more difficult work.**

- **If you are having trouble approaching unpleasant tasks, commit to working for just half an hour to see how it goes. By the end of the half-hour, you may have found that the work isn't as difficult as you thought. The key is to get started and make every effort to build some momentum in your progress.**

- **Challenge yourself to reach incremental goals and reward yourself along the way to completing a project. Even a small reward, such as a quick coffee break after reaching an earlier milestone, might help you to redefine the tasks as less intimidating.**

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.**

Demonstrates empathy*

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

You are likely to genuinely care about people, recognise 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 prioritise 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*

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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.

- **Try to establish a more personal relationship with your colleagues. Take time to discuss non-work topics. Make a note of what helped you establish these relationships and continue using those behaviours when creating new connections.**

- **Seek opportunities to assist your colleagues even if they are small tasks. Allow others to return the favour and assist you even if you don't need it. Continue to offer your assistance to different colleagues both inside and outside your team and leverage these relationships when appropriate.**

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.

- **If you see someone in the team who appears to be struggling with something that you know how to do very well, offer to help them.**

- **When you encounter new information, think about who else might find it useful. Make an effort to share the information with the relevant parties.**

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 analysing, integrating information and identifying solutions.

- **Think about a recent problem you have worked through. Consider the information you gathered to solve the problem. Was that information sufficient to solve the problem? What information could you have collected that would have helped you solve the problem? What information did you gather that ended up not being helpful?**

- **Identify peers at work whom you consider to be very skilled at problem analysis, and work with them on resolving a specific problem. Record the steps they take in their analysis. Use this documentation as a basis for a discussion about their methods to better understand why they approached the problem as they did.**

Learns quickly*

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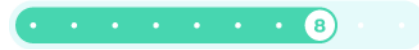
This measures the extent to which the candidate picks up new information and techniques easily.

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*

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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*

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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*

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

You may not be conscious of the quality of your work, and may be satisfied with a task even if everything is not done properly.

- **Think about your organisation's approach to quality and aim to meet those standards. Discuss with your manager the reasons why these standards are in place. Even if you disagree with one, consider how the standard benefits the organisation.**

- **Think about your process for submitting completed work. Do you take time to review how closely your work meets the requirements? Make sure your work meets expectations by carefully reviewing it prior to considering it done.**

Adapts to change*

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

You are likely to adapt your approach in light of changing demands, but may hesitate when faced with a bigger change.

- **Form new expectations. Some of the expectations you had for yourself or others had of you have now changed. Try to identify what the new expectations are, and how that might affect the expectations you had for yourself. If you can think positively about meeting new expectations, you will find the transition from resisting to accepting change to happen more smoothly.**

- **Keep an open mind when changes are introduced. Listen to the reasons for the change so you can understand why it is necessary. Don't be afraid to give your own opinions and challenge existing methods.**

Controls emotions*

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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 recognise 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.**