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 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.

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 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 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 organization.**

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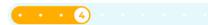
Achievement

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.

There are times when you are motivated to accomplish challenging goals and to persist in the face of significant obstacles. Still, in other circumstances, you may be less interested in pursuing goals that seem rushed or that require extraordinary effort purely for the sake of competing with others. When you go the extra mile to complete a task, it is generally out of necessity and not because of a desire to achieve some recognition.

- **After a project is launched, evaluate the urgency of remaining tasks periodically to ensure that appropriate effort is directed toward each step.**

- **Consider a project from two views: first, to accomplish the task according to minimum requirements; and second, to exceed expectations. After meeting minimum requirements, seek to surprise others with your extra effort toward exceeding expectations.**

- **After clarifying goals and identifying challenges, focus on execution of your work. Make sure those around you understand the connection between their efforts and the success of the team.**

- **Review the successes and failures of others in your role (within and outside of your organization) and learn how they have overcome challenges. Consider how these approaches might allow you to pursue excellence in your own work.**

- **Set goals that are consistent with the immediate needs of your department while maintaining alignment with the mission of the organization.**

- **When confronted with an obstacle, focus on how your approach might minimize challenges and evaluate alternative steps to avoid further delay.**

- **Avoid the temptation to reduce your efforts when it appears an achievement may be difficult to reach. Allow yourself the opportunity to succeed in the face of obstacles by applying extra effort or new approaches.**

- **As you begin tasks that are less interesting or more difficult, jot down 1-2 ways the accomplishment of these tasks might benefit you, your coworkers, and the organization. Focus on how your efforts will contribute to broader accomplishments.**

Willingness to Learn

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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.**

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.

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.**

- **Reframe 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 reframe the tasks as less intimidating.**

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 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.**

Analyzes information*

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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*

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

You are likely to absorb and understand new information.

- **When someone is showing you how to do something, take notes so that you have something to refer back to. If you have trouble understanding, ask the person to try explaining it to you in a different way.**

- **Set extra time aside for learning particularly difficult procedures and processes. Practice these when you have time. Read through the documentation provided a few times. Highlight or add sticky notes to key information you are likely to need later.**

Generates new ideas*

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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.**

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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 coworker 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 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*

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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.**

Copes with uncertainty*

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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 centered during these times.**