SHL

Candidate Information

Candidate : Mr Sample Candidate

Assessment Profile:

Completion Date: 04-12-2022

Email : SampleC2@shluk.com

Project Name: Sample Project

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.

Project Manager

Instructions

Prepare for the Interview:

In order to conduct an effective interview, appropriate preparation needs to take place. It is important to complete the following before interviewing an applicant:

- Become familiar with the competencies associated with the job and choose one or two questions from each competency to ask the interviewee.
- Review the candidate's application or resume and make note of any issues that you need to follow-up on. Some examples of potential issues are gaps in employment or working at a job for less than a year.

Greeting and Introduction:

Now you are ready to meet the applicant. When greeting the applicant introduce yourself and provide him/her some background information about yourself. Explain the purpose of the interview, for example, 'The purpose of the interview is to determine if there is a match between your interests and qualifications and the position.' Provide the interviewee with a brief overview of the interview structure so that he/she knows what to expect. Here are some tips for structuring the interview:

- Take notes. It will make it easier to evaluate the applicants afterward without forgetting the specific details.
- Tell the applicant that there will be time at the end of the interview for any questions that he/she may have.
- At the end of the interview tell the applicant about the company and the specific job that he/she is applying for.

Ask Competency-based Interview Questions:

Now you are ready to begin asking questions. Begin with questions that you have about the interviewee's application or resume. Ask questions about his/her previous work history or any potential issues that you noticed from the resume. When these are complete, transition into the structured part of the interview by asking questions associated with competencies for the job. Probe the applicant to give you a complete answer by asking Situation, Behavior, Outcome probes.

Bring the Interview to a Close:

When all of the questions are asked, you need to close the interview. Give the applicant specific details including the job duties, hours worked, compensation, and information about the company. Sell the position and company to the applicant by emphasizing job fit, sources for job satisfaction, and opportunities for growth. Finally, close the interview by thanking the candidate for his/her time and by giving him/her a timeline for the application process.

Rate the Applicant:

The last step is to evaluate the candidate. Some tips to help you complete a good evaluation are:

- Review your notes.
- Determine ratings for the applicant on each competency as well as an overall rating by using the anchor scales.
- Determine your final recommendation.
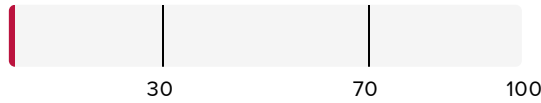
| Overall Score | | | Percentile 1 | ❌ Not Recommended |

30   70   100

Details

| Verbal Ability	This assessment measures the ability to extract relevant information from written sources and make objective judgments on the basis of that information, logically complete sentences, and understand relationships between words. It provides an indication of how an individual will perform when working with reports, correspondence, instructions, and research information. Verbal ability is commonly required to support work judgment and decision making in many different types of jobs at all levels. This report provides information regarding an individual's ability to read and comprehend written passages, understand individual word meanings and word associations, and complete sentences.
30 70 100 Percentile 1	**Describe the situation that required your most effective use of written communication.** <u>Situation:</u> What was the situation? <u>Behavior:</u> What kind of writing did you do? <u>Outcome:</u> What effect did your writing have on the situation? What kind of feedback did you receive about your writing? **Describe a time you had difficulty communicating your thoughts clearly to another person or a group in a work or school situation.** <u>Situation:</u> What message were you trying to convey? Where was the information getting mixed up? <u>Behavior:</u> What did you do to get your point across more clearly? How did you state it? <u>Outcome:</u> What was the outcome? **Tell me about a time you effectively listened to what another person was saying and paraphrased that information to make sure you understood.** <u>Situation:</u> What information were you trying to attain?
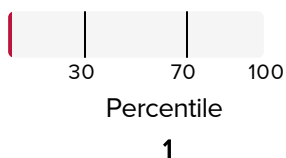
Behavior: What active listening skills did you use to increase your understanding? How did you check to ensure you understood correctly?

Outcome: What impact did your efforts have on this situation?

Below Average		Average	Above Average	
1	2	3	4	5
Discourages open expression of all ideas and opinions unless they are one's own.		Encourages others to express their ideas and opinions unless they lead to disagreement.	Encourages others to openly express their ideas and opinions, even contrary ones.	
Creates an environment with roadblocks that disrupt the smooth flow of information between people.		Develops an environment in which information flows among everyone, but timeliness and quality are sometimes lacking.	Creates an environment in which timely and high quality information flows smoothly among everyone.	
Keeps relevant information private; uses information as a tool to wield his/her own power.		Provides people with needed information, but they may not be updated in enough time to alleviate problems.	Promptly and consistently shares relevant information 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 characterized by: working hard; taking satisfaction and pride in producing high-quality work; and being competitive.

Tell me about a time when you set a challenging goal and had to go through numerous obstacles to achieve this goal.

Situation: What was the goal? What were the obstacles?

Behavior: What actions did you take to mitigate the problems created by the obstacles?

Outcome: Did you accomplish the goal with quality work and in a timely fashion?

Tell me about a time when you had to take initiative to complete a project in a team setting.

Situation: Why did you have to take initiative?

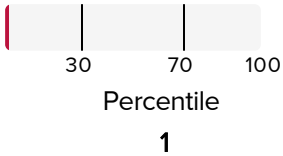**Behavior:** What strategies did you use to take lead of the project to ensure completion?

Outcome: Did you complete the project? What was your team's reaction to your ambitious behavior?

Describe an ambitious goal that you have met and the plan that you used to complete the goal.

<u>Situation:</u> What was the goal? Why did you set such a challenging goal?

<u>Behavior:</u> How did you develop the plan? What did you do if you were off course with the plan?

<u>Outcome:</u> What was the outcome?

Percentile
1

Below Average		Average	Above Average	
1	2	3	4	5
Only sets aggressive goals when absolutely necessary and when the motivating factor is an outside influence (e.g., supervisor).		Generally sets moderately challenging goals, but needs outside motivation to set extremely challenging goals.	Sets ambitious goals and is motivated to achieve goals by intrinsic factors.	
Gives up easily or transfers work to a peer when faced with challenging obstacles.		Usually works through challenging obstacles, but will sometimes give up if the challenge appears to be too daunting.	Perseveres through all obstacles when attempting to complete a goal.	
Avoids peer competition when completing work.		Displays a moderate degree of competitiveness if an environment is suited for peer competition.	Very competitive in applicable work situations.	
Does not work with a sense of urgency when needed and disregards time pressures for completing work.		Will work with a sense of urgency if an outside source suggests to do so.	Works with a sense of urgency when faced with time pressures.	
Lacks initiative, intensity, and/or drive to complete quality work.		Has initiative or intensity to provide quality work occasionally.	Approaches work with a high amount of intensity.	
Is not concerned with recognition for hard work or goal achievement.		Usually completes difficult work out of necessity and not for recognition of quality work.	Enjoys being recognized for hard work and achievements.	

Confidence and Optimism

This component measures the tendency to have belief in one's own ability to get the job done. This trait supports optimism in the face of rejection and a feeling of being successful and competent in a variety of areas.

Describe your reactions to a time when your team members felt they could not accomplish a particular goal that was needed to complete your group's work.

<u>Situation:</u> What was the situation?

Behavior: How did you feel about attaining the goal?

Outcome: Did you achieve this goal?

Inform me about a time when enthusiasm and optimism influenced the completion of a difficult task.

Situation: What was the task?

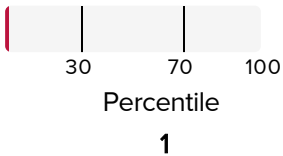**Behavior:** Were you enthusiastic or optimistic in regards to task completion?

Outcome: Was the task completed?

Tell me about a time when you had to assess your abilities to determine if you could complete a project.

Situation: What abilities were you assessing? What project were you working to complete?

Behavior: How were you assessing your skill sets?

Outcome: What did you conclude about your skill set for the demanding responsibility in question?

30   70   100

Percentile

1

Below Average		Average	Above Average	
1	2	3	4	5
Often appears pessimistic about work situations.		Appears cautiously optimistic when faced with most challenges.	Appears very optimistic about future work.	
Accepts criticism and blame when undeserved.		Accepts criticism and blame, sometimes undeserved, which helps establish a lack of confidence in abilities.	Handles criticism well without developing feelings of self-doubt or inferiority.	
Reluctant to express opinions.		Occasionally recommends own opinions.	Confidently asserts own opinions.	
Continuously struggles with feelings of self-doubt and inferiority.		Impacted by feelings of self-doubt when faced with strong criticism and/or blame.	Self-assured with own abilities and maintains a positive outlook without being influenced by any self-doubt.	

Concedes to others' opinions easily even when there is disagreement.	Sometimes yields to the opinions of others.	Yields to the opinions of others only when the work matter is agreed upon mutually.

Influence	This component measures the tendency of a person's effectiveness in directing and influencing others. This trait is characterized by: persuading and negotiating effectively with others; influencing others' decision-making; and coordinating others' efforts to accomplish work.

Tell me about a time when you had to mobilize or coordinate others to complete a team goal.

<u>Situation:</u> What was the situation?

<u>Behavior:</u> How did you coordinate the other team members?

<u>Outcome:</u> What was the outcome of the team goal?

Describe a time when you had to step into a leadership role when you were working on a project within a group atmosphere.

<u>Situation:</u> What team project were you trying to lead?

<u>Behavior:</u> How did you take on leadership responsibilities?
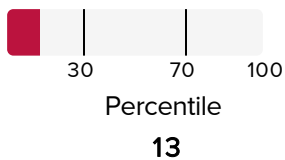
<u>Outcome:</u> What was the outcome of your leadership work?

Tell me about a time when you had to influence the decision-making process of others to complete a goal.

<u>Situation:</u> What was the situation?

<u>Behavior:</u> How did you influence others?

<u>Outcome:</u> What were the results of your influence?

30   70   100

Percentile

13

Below Average		Average	Above Average	
1	2	3	4	5

Feels most comfortable following others rather than leading others.	Will reluctantly serve as the leader of a group when it is out of necessity.	Enjoys serving as a leader to others rather than being a follower.
Avoids being the center of attention during the decision-making process.	Has to be comfortable with surroundings and people to be content with being the center of attention when making decisions.	Prefers to be the center of attention when making decisions.
Unwilling to take initiative when others look for direction.	Has to feel strongly about a position before taking initiative when others are seeking direction.	Displays effective negotiation skills when interacting with others.
Appears indecisive or immobilized when others look for an important decision to be made.	Appears somewhat confident when influencing others.	Appears very confident when directing and influencing others.

Independence	This component measures the tendency of a person's willingness to take action and to make decisions independently. This trait is revealed in: working effectively without immediate supervision; not being overly dependent on help from others; and being resourceful in the face of challenges.

Tell me about a time when you completed work with little or no guidance.

<u>Situation:</u> What was the situation?

<u>Behavior:</u> How did you stay autonomous with your efforts?

<u>Outcome:</u> What were the final results?

Describe a past situation where you were resourceful when facing work obstacles.

<u>Situation:</u> What were the obstacles?
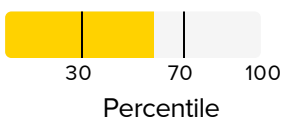
<u>Behavior:</u> What did you do to be resourceful in completing your work?

<u>Outcome:</u> What was the final outcome?

Tell me about a time when you had to complete work without supervision and describe your reaction to not having continuous supervision.

<u>Situation:</u> Why did you not have supervision? What was the work that you had to complete?

<u>Behavior:</u> What did you do when you thought you needed help on a work matter?

30   70   100

Percentile

58

Outcome: What were the results of the unsupervised work?

Below Average		Average	Above Average	
1	2	3	4	5
Is reluctant in making all decisions and completing all tasks without having coworkers provide their opinions first.		Seeks the opinions of others when making very important decisions.	Makes most decisions without seeking support from others.	
Takes a longer time to complete tasks because of the support needed before a task can be completed.		Makes routine decisions and completes routine tasks without the assistance of others.	Takes initiative even when provided with little detailed assistance.	
Constantly impedes on coworkers' time when seeing guidance.		Occasionally infringes on coworkers' working time because of the guidance needed on some decisions.	Completes tasks and decisions in a timely manner without the support from coworkers.	
Worries easily about making incorrect decisions.		Has insecurities about own decision making ability and will sometimes seek reassurance from superiors.	Does not worry about making incorrect decisions.	

Reliability	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.

Tell me about a time when you had to complete many routine and dull tasks for a significant time period.

Situation: What were the mundane tasks?

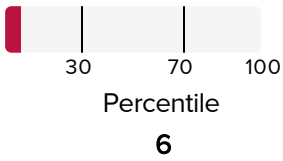Behavior: How did you stay committed to these tasks?

Outcome: Did you complete all the dull tasks?

Describe a situation where you had to prioritize levels of a project and develop and follow a project plan.

Situation: What project were you working to complete?

Behavior: How did you prioritize and plan?

Outcome: What was the outcome of the project?

Tell me about a time when you worked with numerous deadlines, meetings, and appointments. Describe how you handled these tasks.

<u>Situation:</u> What was the situation?

<u>Behavior:</u> How did you manage all your responsibilities?

<u>Outcome:</u> What was the outcome?

Below Average		Average	Above Average	
1	2	3	4	5
Avoids working on routine or mundane tasks.		Works on mundane or boring tasks on a limited basis.	Motivated to fulfill work obligations regardless of the difficulty or dullness of the tasks.	
Appears unreliable to complete certain tasks.		Has trouble completing difficult or mundane tasks in a timely fashion.	Approaches work in an orderly and efficient manner.	
Will likely procrastinate with work that is viewed as dull or not interesting and will fall behind in completing it in a timely manner.		Occasionally procrastinates on work that is viewed as difficult.	Accomplishes work on time without procrastinating.	
Has problems properly planning for difficult or mundane projects.		Sometimes has difficulty planning for projects that contain boring work.	Carefully plans for all work tasks or projects that require planning.	
Is easily distracted out of boredom.		Assigns work that is not stimulating to coworkers if possible.	Is not easily distracted from work.	

Professional Potential

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.

Tell me about the time you were most effective in putting your technical expertise to use to solve a business problem.

<u>Situation:</u> What problem did you face?

<u>Behavior:</u> What technical skills did you use? What methods did you use to apply this expertise?

<u>Outcome:</u> What impact did this have on the problem?

What do you do to ensure that your professional/technical knowledge is up to date and keeps you on the cutting edge of the industry?

<u>Situation:</u> How often do you update your knowledge?

<u>Behavior:</u> What do you do to ensure that others also obtain this knowledge? How do you use technical resources available to you in your organization?
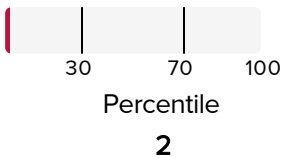
<u>Outcome:</u> How do you learn about professional or technical developments?

Describe the best compliment or recognition you received for your understanding of the business and its customers.

<u>Situation:</u> What was the compliment or recognition you received? What was your understanding of the business and your customers that merited recognition?

<u>Behavior:</u> What did you do to learn about the industry's history and customers? What did you do to learn about potential competitors?

<u>Outcome:</u> What impact did this recognition have on your work?

30   70   100

Percentile

2

Below Average		Average	Above Average	
1	2	3	4	5
Fails to consider and incorporate prior experience when facing new problems.		Draws upon prior experience when facing problems similar to ones encountered in the past.	Uses approaches and ideas used to solve past problems when faced with new problems, even if the problems are seemingly unrelated.	
Explores only the surface of his/her knowledge when identifying solutions to problems; stops looking at problems once the most obvious solution has been identified.		Searches knowledge and expertise for a different solution if the obvious one will not work.	Thoroughly probes and stretches his/her knowledge for the best solution; keeps looking for alternative solutions even after one or two obvious solutions have been identified.	
Does not take steps to keep technical knowledge up-to-date.		Will occasionally be involved in projects to keep technical knowledge up-to-date.	Continuously works to keep technical knowledge up-to-date.	

	Has not received recognition for technical expertise.	Has received some recognition for technical expertise.	Has worked to receive recognition for his/her technical expertise.