

Manager 7.1 (International) Detailed Report

Candidate name:

Sample Candidate



Percentile: 8%

✘ Not Recommended

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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 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.



The candidate's response profile concerning past achievements, social orientation, and work orientation is not similar to the profiles of highly effective managers. The poor match between the profiles suggests that the candidate is not likely to be a successful manager.

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.



The candidate's response profile concerning judgments about how to manage staff communication, employee development, and employee motivation is somewhat similar to judgments made by highly effective managers. The average match between the profiles suggests that the candidate is somewhat likely to be a successful manager.

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.



The candidate is likely to avoid challenging goals and projects, preferring to work only as hard as is necessary to complete tasks. The candidate may display little initiative and will tend to give up easily when confronted with obstacles. The candidate is unlikely to be motivated by peer competition or ambitious deadlines, and may appear to lack an appropriate degree of urgency in approaching his/her work.

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.



This candidate is likely to appear unreliable, preferring to put off or avoid challenging tasks and less interesting work. As a result, the candidate may fail to plan appropriately, will likely procrastinate, and may tend to lag behind in completing difficult assignments. The candidate may become easily distracted and may struggle to work on mundane or routine tasks without direct oversight from his/her manager.

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.



The candidate is likely to prefer familiar tasks and experiences. The candidate is unlikely to seek out feedback on his/her performance and may react unconstructively when given negative feedback. The candidate is unlikely to learn from past experiences and thus is likely to repeat mistakes. The candidate demonstrates a below average ability to identify patterns in complex information and is unlikely to apply past experiences to future problems.

Demonstrates empathy*

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



This candidate tends to genuinely care about people, recognize when they need support, and freely provide help.

Maintains good working relationships*

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



This candidate may not place a high value on their 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.



This candidate is likely to share information and offer guidance to others.

Analyzes information*

This measures the extent to which the candidate identifies key factors and integrates information to understand data or situations.



This candidate is 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.



This candidate is likely to easily understand new concepts and techniques and absorb and assimilate new information and facts.

Generates new ideas*

This measures the extent to which the candidate creates innovative approaches.



This candidate is 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.



This candidate is likely to work quickly and efficiently and can be relied upon to complete projects on time.

Works to high quality standards*

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



This candidate may not be conscious of the quality of their work, and can be satisfied with a task even if everything is not done properly.

Adapts to change*

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



This candidate is more likely to adapt their approach in light of changing demands; however, they may show some resistance to large or more frequent changes.

Controls emotions*

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



This candidate is likely to be able to contain and control negative emotions in difficult situations, and avoid emotional displays.