

Manager + 7.1 (Americas) 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

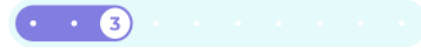
This report is designed to give you information about your relative strengths and weaknesses on the competencies known to be important for success in this type of job. In addition, the report provides valuable on-the-job tips and suggestions to help you excel in the workplace.

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.

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 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. Realize 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 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 not fully aligned to judgments made by highly effective managers. The dissimilarities between the profiles suggests that you may have difficulty achieving success as a manager.

- **Spend some time thinking about how you treat your colleagues and how this compares to how you would want to be treated.**
- **Review your organization's policies and procedures.**
- **When someone in your organization is performing poorly, carefully consider how best to confront the individual.**

Achievement

①

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 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.

- **Jot down 2-3 priorities each morning that, if accomplished, would positively impact the organization. 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 coworkers and managers.**
- **Make a list of the work you expect to accomplish each week. List the required activities and the estimated time required. Then prioritize 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. Recognize 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 organization 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 characterized by: reliability; proactive involvement in work; and a dedication to complete even the most mundane tasks.

You are likely to prefer dedicating your time and energy to work that is interesting and rewarding. When assigned mundane or routine work, you are more likely to put it off as long as possible. While you may take time to plan and prioritize certain assignments, you may work on other projects without following a well defined plan, causing delays and frustration. It may be difficult for you to remain focused on these tasks, and you may prefer to assign responsibilities to others.

- **View your career interests in light of your reliability as a team member. Consider whether your contribution to the organization is effective and consistent and whether others might give praise to your dependability. Do what you can to demonstrate a willingness and effectiveness in handling your responsibilities.**
- **When asked to coordinate a project, consider dividing major tasks into phases, each with measurable objectives. Work with stakeholders to determine an estimated completion date for each phase and then accept responsibility for keeping the work on track to meet those deadlines. Offer public accountability for your progress.**
- **When setting deadlines for non-routine tasks, consider how your time estimates compare to the time required on previous initiatives of a similar nature. Determine if your expectations are realistic given available resources.**
- **Consider how the work of others in your organization is dependent on your own accomplishment of routine tasks. Communicate with others to better understand how you can prioritize those efforts that will lead to their success, and yours.**
- **After a plan is drafted, brainstorm with your team about what could go wrong. Make a list of the most likely problems and how you will handle them if they occur. This important step in the planning process will help you avoid surprises that may otherwise derail your efficiency.**
- **While you may be reluctant to take on a given assignment or task, consider how your reluctance might impact others. Instead of focusing on your feelings toward the work itself, consider how your efforts can help to avoid the consequences of inaction. Make a note in your calendar as a reminder that your delays or lack of action have consequences for other people.**

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 likely to strike a balance between preferring familiar situations and being open to new experiences. You are receptive to feedback but may not always seek it yourself, unless you know it will be positive. At times you reflect on past experiences, but you may not always draw on the lessons learned to become more effective in similar situations. You tend to look for connections to help you understand new or complicated information.

- **The next time you find yourself thinking about a mistake you made, make notes on how it could have been avoided. Challenge yourself to avoid making the same mistake again in the future.**
- **Consider giving out a brief survey after you complete a major project or big presentation to help you collect structured feedback on your performance.**
- **Don't wait for your yearly performance review to get feedback from your manager. Throughout the year, ask for specific feedback on your strengths and development areas and continually work to improve them.**
- **Volunteer to take on a new project outside of your area of expertise. Identify a mentor who can help you learn new skills and broaden your experiences.**
- **When reviewing complex information, try to make connections that will help you relate the information to something more familiar.**
- **Each week, challenge yourself to solve a familiar problem using a new approach. Notice which strategies work best and try to apply them to solve future problems even more effectively.**

Deductive Reasoning

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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.

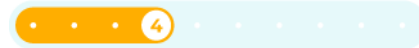
This report provides information regarding an individual's ability to use sound logic to solve problems, produce solutions when information is limited, and utilize data effectively.

You are likely to have a developmental opportunity in the area of deductive reasoning. Your performance on this assessment indicates that you have a below average level of deductive reasoning ability compared to others in similar job levels. You may be able to work with simple logical arguments, but may experience difficulty in identifying assumptions in more complex arguments. Your level of deductive reasoning may impact your ability to use sound logic and draw reasonable conclusions based on available information.

At work, you are likely to take longer than most others to solve problems and will have more difficulty identifying the amount of information necessary to draw conclusions. Others with higher levels of deductive reasoning ability may be able to form solid arguments more effectively, utilize data more efficiently, and develop logical solutions to problems. You may have flaws in your logic.

- **When you are debating with a friend or colleague, discuss why and how he/she came to his/her conclusions. The strength of an argument hinges upon whether a conclusion necessarily follows from the evidence.**
- **Many arguments leave steps out and assume that the reader or listener will fill in the blanks. Identifying and challenging these assumptions is one of the best ways to defeat an argument.**
- **When making arguments and drawing conclusions, always ask yourself if your conclusion **MUST** follow based on the evidence you have available. If not, determine what additional evidence is required or how your conclusion needs to be adjusted.**
- **If you implement a solution to a problem and it fails, reflect on your problem-solving process to see if steps were left out, information was missing, or your logic was flawed.**

Demonstrates empathy*



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

You may not recognize when people need support or simply may be less interested in supporting others emotionally.

- **You may not always understand why someone is feeling the way they do. When this happens, it is still important to think about what you can do to help them. Perhaps you can tell them you understand they are upset, ask them what you can do to help, and explain that you would like to help them if you can.**
- **Think about how much you listen to and understand those around you. How do you show them that you are concerned? How do you behave when someone is going through a hard time? Look around and learn from people who you feel are empathic and respond well to other people's emotions.**

Maintains good working relationships*



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 note of what helped you establish these relationships and continue using those behaviors when creating new connections.**
- **Seek opportunities to assist your colleagues even if they are small tasks. Allow others to return the favor 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 may share too little information or share it too late, or not share the most relevant information.

- **If someone approaches you to ask for help with a task, be aware of your response to them. Make an effort to appear friendly, open, and willing to share your knowledge and guidance to help them.**
- **Think about your areas of expertise and the experiences of others on the team. Identify three specific opportunities where you know you could offer help to your team members and make an effort to share your knowledge and guidance in these areas.**

Analyzes information*

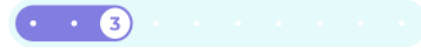


This measures the extent to which the candidate identifies key factors and integrates information to understand data or situations.

You may avoid tasks that involve analyzing information, find it challenging to do so, or are slow to make progress while doing so.

- **Find someone who is skilled at analyzing information, and ask them to work with you on resolving a specific difficulty or problem. Record the steps they take in their analysis. Ask if they would be willing to review your approach to your next analysis and give you pointers on how you could improve.**
- **Select a procedure or policy that could be improved. Ask for information that you could use to understand the situation and propose a few changes that would improve the procedure or policy. Present your recommendation to your manager and seek feedback on your analysis.**

Learns quickly*

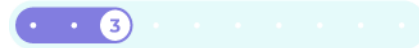


This measures the extent to which the candidate picks up new information and techniques easily.

You may have difficulty absorbing new information, and need time for contemplation before fully understanding it.

- **Take notes when you are learning something new. If you don't understand something, ask for it to be explained so that you don't get lost. Keep referring back to your notes, ensuring that your notes are clear and concise.**
- **After learning new work procedures and processes, try writing a bulleted summary of what you have learned. Learn how to skim documents quickly to extract the key information.**

Generates new ideas*



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

You may struggle to develop new ideas and approaches and may offer a more traditional perspective.

- **Review processes you have created and rely on to complete certain tasks. Think of three new ways you could complete one of these tasks. Ask your manager or a colleague for feedback regarding your new ideas.**
- **Think of a common issue you solve for others. How do you typically respond to this issue? Consider different ways you can solve the issue more quickly or effectively. Seek feedback regarding your new ideas and experiment with them as they become more refined.**

Uses time efficiently*

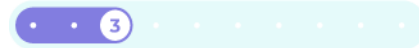


This measures the extent to which the candidate manages own time and delivers work on schedule.

You are likely to struggle managing your own time, often procrastinating and wasting time to the point of missing deadlines.

- **Examine your time management carefully. Ask your manager to help prioritize tasks that are both meaningful and can be completed quickly. If you become overwhelmed, work towards bringing your current tasks to completion before taking on any new ones.**
- **Next time you are given a task with a specific deadline, get started on it right away. Set a personal deadline to finish the project a couple days early. If you find you are struggling with the task, ask your manager or a coworker how they would complete it.**

Works to high quality standards*

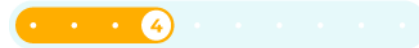


This measures the extent to which the candidate completes every task with a high degree of quality.

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 organization'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 organization.**
- **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*



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

You may be uncomfortable with changes and need to work harder to adapt to new changes.

- **Think positively about change. Focus on a change which you decided not to make and now regret. What would the advantages and benefits have been of making this change? What have been the consequences of not changing?**
- **Work towards being more open to change. Don't resist change too much, as it will make the change process much harder if you are inflexible. Look at the change through a different lens and see where you could apply your skills and knowledge, and what new skills you need to acquire, to adapt to the change.**

Controls emotions*



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

You will likely be challenged by difficult situations and may at times have to work hard to hide your reactions.

- **Consider what strategies you use to manage your emotions. For example, if someone has said something which has made you angry, take an internal time-out. Internally count to 10 before you respond. Take time to gather your thoughts and express yourself without displaying your emotions.**
- **In order to develop skills in managing emotions, next time you are faced with a challenging situation, think of how you can turn around the situation rather than just accepting that bad things happen. Assume that you have some control over the situation and think of things you can do to turn it into a positive outcome.**