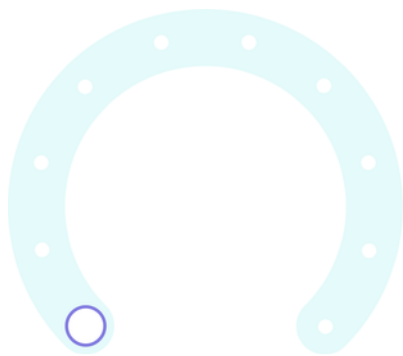


Manager + 7.1 (Americas) Detailed Report

Candidate name:

Sample Candidate



Percentile: 1%

✘ Not Recommended

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 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 not similar to judgments made by highly effective managers. The poor match between the profiles suggests that the candidate is not 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 approach interesting work with careful planning and preparation. However, the candidate may avoid mundane or boring tasks, preferring to find work that is more stimulating or more easily accomplished without extensive planning. When working on difficult assignments, this candidate may procrastinate and fail to prioritize important elements.

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 seek out novel tasks and experiences but only under select circumstances. The candidate may seek out performance feedback, but is more likely to do so when he/she believes the feedback will be positive. The candidate learns from past experiences but may occasionally repeat a mistake. The candidate shows an average ability to identify patterns in complex information, but at times may inconsistently or sometimes erroneously apply past experiences to future problems.

Deductive Reasoning

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.



This individual demonstrates a below average level of deductive reasoning ability compared to others in similar job levels. This person may be able to work with simple logical arguments, but may experience difficulty in identifying assumptions in more complex arguments. This individual's level of deductive reasoning may impact his/her ability to use sound logic and draw reasonable conclusions based on available information.

At work, this individual is 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 accurately, and develop logical solutions to problems. He/she may have flaws in his/her logic.

Demonstrates empathy*

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



This candidate may not recognize when people need support or be unwilling or uninterested in supporting others.

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 may share too little information or share it too late, or not share the most relevant information.

Analyzes information*

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



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

Learns quickly*

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



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

Generates new ideas*

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



This candidate may struggle to develop new ideas and approaches and is likely to offer uncreative or traditional perspectives.

Uses time efficiently*

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



This candidate is likely to struggle managing their own time, often procrastinating and wasting time to the point of missing deadlines.

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 may be uncomfortable with changes in their work environment, and take longer to adapt to new changes.

Controls emotions*

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



As with most candidates, this candidate is likely to be challenged by difficult situations and may at times have to work hard to hide their negative reactions.