

# Store 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 moderately similar to the profiles of highly effective managers. The moderate match between the profiles suggests that you are somewhat likely to be a successful manager.**

- **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 others on your leadership style.**
- **Check for alignment between organizational goals and business unit goals.**
- **Evaluate your employees on their willingness and ability to work as part of a team in the organization.**
- **Regularly help champion and implement the ideas your team suggests.**

## 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 somewhat similar to judgments made by highly effective managers. The average match between the profiles suggests that you are somewhat likely to be a successful manager.**

- **Learn about your organization's goals and values and consider how the decisions you make fit within those goals and values.**
- **Listen to others to gather information before making decisions.**
- **Seek feedback on how patient and consistent you are in your dealings with others.**

## 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.**

## 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.

**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.**

## 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.**

### Shows courtesy\*



This measures the extent to which the candidate is patient, polite and respectful.

**You are likely to treat almost everyone with courtesy, patience, politeness and respect.**

- **Try not to judge others. Work on paying attention to your inner thoughts and feelings to catch yourself on those times you are being judgmental. Instead of judging someone, try instead to understand the person. Think of a time when you've been in a similar situation and how you reacted.**
- **Use positive language when you disagree with someone. Rather than saying "you are wrong" or "how could you think that?" say "I understand your point, but I do not agree." Work to speak positively on issues even when you personally disagree with them.**

### Maintains good working relationships\*



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

**You are likely to put effort into developing good work relationships and act in ways that will strengthen work relationships.**

- **Take time to get to know your colleagues on a more personal level. Spend time with them outside of a work setting. Make a continued effort to participate in non-work activities and take a genuine interest in your colleagues' personal lives.**
- **Think about a time when a colleague helped you on a task outside of their typical work duties. How did this change your view of this person? If you haven't already, return the favor and help them when they need it. Do not shy away from asking for additional assistance in the future and be quick to offer assistance in return.**

## Analyzes information\*



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.**

## Uses time efficiently\*



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

**You are likely to complete work in the most efficient way possible without wasting any time to ensure work is completed on schedule.**

- **Think about some of your team's most time consuming tasks and list several reasons why you feel they take so long to complete. Brainstorm some ways you could complete the tasks quicker. Experiment with your new ideas to determine if there are more efficient ways to complete the tasks. Share any discoveries with your manager.**
- **Seek out a coworker who is struggling to complete work on time. Ask them to share their work processes with you and look for inefficiencies in how they carry out their tasks. Help them prioritize their work and set deadlines for completing it. Share some tips on how they can work through their tasks more quickly and efficiently.**



## 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.**

## Complies with rules and regulations\*



This measures the extent to which the candidate adheres to rules, guidelines and procedures.

**You are likely to follow rules, guidelines and procedures, although may sometimes break them when they are inconvenient.**

- **Ask someone who has very high standards if they could give you advice on a decision that could be in conflict with your organization's rules. Strive to live up to the standards of that person, and to always ask yourself what they might do when confronted with a tough ethical decision.**
- **Analyze the real costs of short cuts. If you see others taking short cuts, consider intervening and starting a conversation about the potential short and long term effects of their actions.**

## Adapts to change\*



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.**

## Controls emotions\*

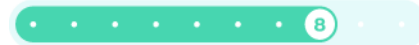


This measures the extent to which the candidate keeps negative emotions under control.

**You are likely to contain and control negative emotions in difficult situations, and avoid emotional displays.**

- **Develop a game plan for challenging situations. Consider how you react during stressful or troubling situations. This plan may include self-talk, a time-out, a phrase you can use ("interesting, let me think on that for a minute") or other techniques to help you remain calm and in control.**
- **Learn to recognize the cues for when you are getting worked up into an emotional state. Try to intercept these, focus on your breathing and your heart rate and try to calm yourself. You may find it helpful to walk away from the situation temporarily until your mind is clearer.**

## Works energetically\*



This measures the extent to which the candidate keeps busy at work and enjoys taking on new responsibilities.

**You may prefer to keep busy at all times, generating a lot of activity, and may be willing to take on extra work.**

- **Think of your current situation and list six aspects you find motivating and six you find demotivating that have impact on your energy levels at work. Think of ways to focus more on the things that motivate you to work harder and less on those that sap your energy.**
- **When you have a lull in your work, use your extra energy and think about what you can do to keep busy. Perhaps volunteer to take on additional tasks for someone who is very busy and could use some assistance, or get going on tasks that were supposed to be done tomorrow.**