

Store Manager 7.1 (International) 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 authorised 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 'Purple 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 behaviour. Please note that the assessment components included in this solution report are not weighted equally. Some of the components are broad measures of behaviour and some are more narrow. Competencies denoted by an asterisk (*) are measures of narrow behaviours. While these behaviours 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 characterised 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. Realise 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 Judgement



This is a tendency to make good judgements 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 judgements about how to manage staff communication, employee development, and employee motivation is somewhat similar to judgements 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 organisation'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 characterised by: reliability; proactive involvement in work; and a dedication to complete even the most mundane tasks.

You are the type of person who plans and prioritises tasks in order to accomplish your work on time and according to expectations. When assigned boring or routine tasks, you focus on your work with the same diligence as you do for more exciting projects. You plan carefully and adhere to expectations in accomplishing even the most challenging work. People can count on you to complete your work and to accept responsibility when things go wrong.

- Talk with your manager about your willingness to take on challenging assignments and your desire to expand your career. Indicate your interests and ideas, and discuss possible action steps.
- Evaluate your existing responsibilities prior to taking on new obligations. You may become so enthusiastic about a new challenge that you take on more than you can handle. As you take on additional assignments, make sure that you can still manage your current job responsibilities without sacrificing your reliability.
- As your colleagues make plans for important projects, consider how you might offer support in the planning and coordinating of key tasks. Your tendency to plan carefully and to focus on maintaining reliability may help others who might otherwise fail to appreciate certain pitfalls.
- As you work to accomplish tasks, your strong desire to meet your obligations in a timely manner may cause you to overlook opportunities for change. Balance your goal of finishing on time and on budget, with a focus on continual improvement. You may stumble upon an improvement opportunity that would have otherwise gone unnoticed.
- When you approach a task, you may tend to make plans and then aggressively work toward completion. Take time to consider the key assumptions that support your plans and then evaluate the accuracy and reliability of these assumptions. Adjust your plans accordingly to maintain the performance you expect.

Achievement

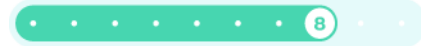


This component measures the tendency to set and accomplish challenging goals, while persisting in the face of significant obstacles. This trait is characterised by: working hard; taking satisfaction and pride in producing high-quality work; and being competitive.

You are likely to be motivated by pursuing challenging goals, and you are not deterred by obstacles or time pressure. You tend to approach your work with more intensity than others and you are often very competitive. You are motivated to seek numerous opportunities for achievement and you thrive on being recognised for your hard work and accomplishments.

- **Avoid moving on to new challenges without taking the time to first celebrate accomplishments. Use these times of celebration to encourage yourself and those around you.**
- **Make sure you understand the expectations of key stakeholders prior to launching major initiatives. Seek clarification as needed to be sure your results match those sought by your organisation.**
- **Keep notes of what went right and wrong during projects. Upon completion, review what went wrong and consider alternative approaches. Devote specific time to reviewing these alternatives prior to launching similar projects.**
- **Make sure your accomplishments do not overshadow the efforts of contributing team members. While others may not share your drive for achievement, it is important that you allow them to share in celebrating success.**
- **Draw a connection between your goals and the mission of the organisation. Develop specific steps that contribute to these goals and communicate the linkages to those around you. Allow others to see how incremental efforts impact the big picture.**
- **Make a list of your accomplishments and review weekly. Take note of how these successes impact the organisation. Use this information to motivate yourself to reach even higher performance.**
- **When approaching time-sensitive work, set completion dates that allow you to accomplish goals early with time for sufficient quality assurance efforts. Allow yourself time to strive for excellence even under time pressure.**
- **When confronted by major obstacles, consider how much effort is required to produce desired results. Avoid the temptation to commit more resources than are appropriate given the project's importance. When in doubt, seek guidance from your superiors to ensure proper alignment.**

Willingness to Learn



This component measures the tendency to learn from experience. This trait is characterised 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 very open to change and exhibit a mindset of continuous improvement. You actively seek out feedback, appreciate receiving it, and consider it carefully. You learn from your experiences and are unlikely to make the same mistakes twice. You don't get discouraged by setbacks, but rather see them as opportunities to learn and improve your performance. When faced with new or complex information, you immediately look for patterns that will help you understand and relate it to more familiar information.

- Set aside time to continuously anticipate potential setbacks in your work. Leverage what you've learned from past experiences to avoid or proactively address them.
- Foster a culture of continuous feedback in your workplace. Create an environment where others feel comfortable both giving and receiving feedback.
- Help a colleague interpret others' feedback objectively and use it to improve his/her performance.
- In your efforts to try new things, be careful that you don't lose sight of the routine habits that contribute to your success. Try to incorporate these behaviours into new approaches to solve problems at work.
- When presenting complex information to someone else, facilitate connections by relating the information to something more familiar to help your audience understand the new information.
- The next time you are faced with a problem, brainstorm new solutions before you begin addressing it. Think outside the box and don't feel constrained by the way things are usually done. Reflect on what has been successful in similar situations in the past, but challenge yourself to test out an approach that could be even more effective.

Shows courtesy*



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

You are likely to be consistently pleasant, polite, patient, respectful, and considerate of others.

- **Know when to be assertive. While most situations call for courtesy, some may also require a more assertive approach. Work on being courteous while also being assertive. Don't let others take advantage of your kind nature; make sure the situation is a win-win for you and the other person.**
- **Identify opportunities to leverage your strong interpersonal skills. Ask to take on more challenging or visible opportunities, such as working with clients who require a higher-end type of service.**

Maintains good working relationships*

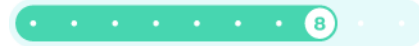


This measures the extent to which the candidate puts effort into developing good relationships with others.

You are more likely to place a priority on your working relationships and put effort into maintaining these relationships over time.

- **Think of an individual who may be difficult to get along with. Try to establish a relationship with this person. As you develop your relationship, reflect on what helped you establish a connection and the different ways you reacted to the other person's behaviour.**
- **Think about your most productive relationships, ones where everyone is benefiting greatly from them. Consider what makes them work so well. Make an effort to use what you've learned from your current relationships to develop similar relationships with a more diverse group of people.**

Analyses 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 analyse 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 analyse information, collect major figures and statistical tables relevant to your organisation. List the conclusions you would make from these and check with your manager the comprehensiveness and depth of your understanding.

Uses time efficiently*

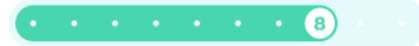


This measures the extent to which the candidate manages own time and delivers work on schedule.

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 co-worker 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 prioritise 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 are likely to take pride in your work and pay attention to every detail, making sure that the work is as good as it can be.

- **Schedule time to do a careful review of a project or assignment that you have completed. Does it meet the highest standards of quality and excellence? Identify areas where a more careful or thoughtful approach may improve the quality of your final work product.**
- **Suggest to a co-worker that you work together to improve the quality of your work collaboratively. Swap your work products and review each other's work. Meet and discuss each other's feedback.**

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 organisation'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.**
- **Analyse 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 may become frustrated in challenging situations and find it difficult to hide these feelings from others at times.

- **Take an internal time-out.** If someone has said something which has made you angry, internally count to 10 before you respond. Take time to gather your thoughts and express yourself without displaying your emotions.
- **Develop a more positive mindset.** How you view a situation often determines how you approach it. Instead of believing that troubling things just happen to you, think of what you can do to respond positively.

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.**