

Supervisor 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

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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.**

Responsibility

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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

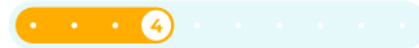
①

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.**

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 be more comfortable in routine situations, rather than taking on new experiences. You are unlikely to learn from your experiences or apply those lessons learned in future situations. You do not overly concern yourself with seeking feedback or show a desire to improve and may not be receptive to constructive criticism. You are unlikely to spend much time reflecting on past experiences and thinking about what could have been done differently to result in a better outcome. You may not have much experience identifying patterns in complex information.

- **The next time you make a mistake, set aside time to think about the circumstances that led to the mistake and how a similar situation could be avoided in the future. Refer back to the lessons you learned the next time you are in a similar situation.**
- **Ask a trusted colleague for feedback on what went well and what could have been improved when you complete a task or a project. Take a moment to be proud of your successes, and take note of the constructive feedback. Try to incorporate this feedback to improve your work in the future.**
- **The next time you receive feedback from someone, challenge yourself to consider the value in how that information can help you improve rather than reacting defensively.**
- **Ask your manager for the opportunity to work on a new task or something outside of your comfort zone. Look for ways to apply the new skills or knowledge you learn to help you become more effective at your job.**
- **Avoid becoming overwhelmed by new information. Look to identify a pattern that will help you make sense of the information.**
- **The next time you are faced with a problem, think back to similar past experiences. Reflect on which strategies have worked well and try to improve them before you decide on an approach to solve the new problem.**

Accepts others*



This measures the extent to which the candidate is non-judgmental and appreciates different viewpoints.

You are likely to be comfortable with people who have differing viewpoints and will not tend to make judgments based on others' appearance or background.

- **Make an effort to recognize when you are attributing views to someone, based on a stereotype you have of that person. Try to avoid this in future by speaking to people and asking them about their views before you make a judgment.**
- **Increase your self-awareness and acceptance of others by making a list of behaviors you find difficult to tolerate. Make a conscious effort to remain open-minded when working with people who illustrate these behaviors. Try to interact with them to learn more about their perspectives and understand their viewpoints or values.**

Shows courtesy*

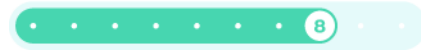


This measures the extent to which the candidate is patient, polite and respectful.

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 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 behavior.**
- **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.**

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.**

Learns quickly*

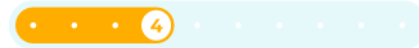


This measures the extent to which the candidate picks up new information and techniques easily.

You are more likely to understand new concepts and techniques and absorb and assimilate new information and facts easily.

- **Volunteer to learn new techniques, methods or subject areas that can help your team to be more effective. Condense the information into a useful work aid that others can pick up quickly without having to go back to the source material as you did.**
- **Look for opportunities to learn inside and outside of work. Search for in-person and on-line classes, and see if there may be training available for topics that are related to your job. Make sure to keep detailed notes and consider how you can apply what you've learned to your job.**

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 feel energized by change and adapt your approach easily and quickly to meet new expectations.

- **Change only what you need to. Variety and change are important parts of working, but in some situations, a more traditional and straightforward approach may yield better results. Examine a current project you are working on and find two or three ways in which you could improve your performance or the outcome by taking a more standard approach to working.**
- **While you enjoy change, others may be a bit more cautious about new experiences. When presenting new ideas and/or changes that are taking place, temper excitement with the understanding that some individuals may not adapt well to change and may be nervous about it.**

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.

- **Consider using some strategies to help you manage your emotions. For example, if someone has said something which has made you angry, count to 10 in your head before you respond. Take time to gather your thoughts and express yourself without displaying your emotions.**
- **It would be worth spending time reflecting on how you manage your emotions. Try to 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 will likely prefer a full workload or schedule that keeps you busy most of the time, and will take on new responsibilities as long as they do not become too taxing or demanding.

- **In order to work energetically, it might help if you can find some time to recharge and reinvigorate yourself within the working day. Talk to someone who shows a lot of initiative; ask them for tips on staying energized throughout the day.**
- **Take on extra tasks. The next time you find your workload has decreased and you have some free time, try to think of a task you could do that would be beneficial to your own work or the work of the team.**