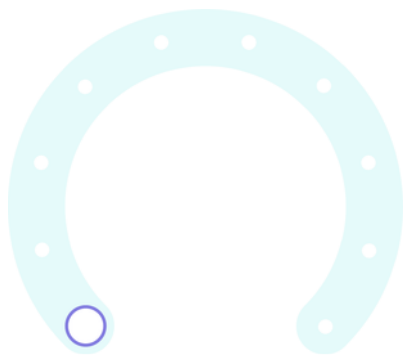


Supervisor 7.1 (Americas) Detailed Report

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.

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 appear unreliable, preferring to put off or avoid challenging tasks and less interesting work. As a result, the candidate may fail to plan appropriately, will likely procrastinate, and may tend to lag behind in completing difficult assignments. The candidate may become easily distracted and may struggle to work on mundane or routine tasks without direct oversight from his/her 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.

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 prefer familiar tasks and experiences. The candidate is unlikely to seek out feedback on his/her performance and may react unconstructively when given negative feedback. The candidate is unlikely to learn from past experiences and thus is likely to repeat mistakes. The candidate demonstrates a below average ability to identify patterns in complex information and is unlikely to apply past experiences to future problems.

Accepts others*

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



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

Shows courtesy*

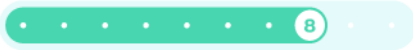
This measures the extent to which the candidate is patient, polite and respectful.



This candidate is likely to treat most everyone with courtesy, patience, politeness and respect.

Maintains good working relationships*

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



This candidate is likely to place a priority on their working relationships and put effort into maintaining these relationships over time.

Analyzes information*

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



This candidate is likely to be ready and willing to quickly analyze information to understand problems and find solutions.

Learns quickly*

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



This candidate is likely to easily understand new concepts and techniques and absorb and assimilate new information and facts.

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.

Complies with rules and regulations*

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



This candidate is likely to follow rules, guidelines and procedures, although may sometimes break them when they are inconvenient.

Adapts to change*

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



This candidate is likely to feel energized by change and adapt their own approach easily and quickly to meet new expectations.

Controls emotions*

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



This candidate may be more easily frustrated in challenging situations and find it difficult to hide these feelings from others.

Works energetically*

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



This candidate will likely prefer a full workload or schedule that keeps them busy most of the time, and will take on new responsibilities as long as they do not become too taxing or demanding.