Supervisor (International) Candidate Report

Candidate name:

New 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 '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 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

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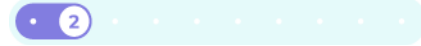
This is a measure of the potential for managerial success across industry type and functional area. This is characterised by scores that are derived from responses to questions regarding academic and social background, and aspirations concerning work.

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.**

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.

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.**

- **Redefine 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 redefine the tasks as less intimidating.**

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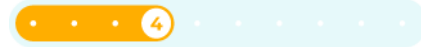
This component measures the tendency to set and accomplish challenging goals, while persisting in the face of significant obstacles. This trait is characterised by: working hard; taking satisfaction and pride in producing high-quality work; and being competitive.

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.

- **Write down 2-3 priorities each morning that, if accomplished, would positively impact the organisation. 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 co-workers and managers.**

- **Make a list of the work you expect to accomplish each week. List the required activities and the estimated time required. Then prioritise 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. Recognise 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 organisation 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 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 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-judgemental and appreciates different viewpoints.

You may feel uncomfortable with people who have differing viewpoints and may make judgements about others based on their appearance or background.

- **Try to imagine yourself in other people's circumstances so that you can better understand their perspectives. Think about why they might hold particular views and how these views might be important to them.**

- **Think back to a time when you found it difficult to work alongside someone who held different viewpoints. The next time you find yourself in a similar situation, ask questions to gain a better understanding of the person's views rather than dismissing the value of their perspective.**

Shows courtesy*

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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 whenever you are being judgemental. Instead of judging someone, try to understand the person instead. 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*

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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 favour 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.**

Analyses information*

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

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

- **Find someone who is skilled at analysing information, and ask them to work with you on resolving a specific difficulty or problem. Record the steps they take in their analysis. Ask if they would be willing to review your approach to your next analysis and give you pointers on how you could improve.**

- **Select a procedure or policy that could be improved. Ask for information that you could use to understand the situation and propose a few changes that would improve the procedure or policy. Present your recommendation to your manager and seek feedback on your analysis.**

Learns quickly*

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

You are likely to absorb and understand new information.

- **When someone is showing you how to do something, take notes so that you have something to refer back to. If you have trouble understanding, ask the person to try explaining it to you in a different way.**

- **Set extra time aside for learning particularly difficult procedures and processes. Practise these when you have time. Read through the documentation provided a few times. Highlight or add sticky notes to key information you are likely to need later.**

Works to high quality standards*

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This measures the extent to which the candidate completes every task with a high degree of quality.

You are likely to complete tasks with a high degree of quality.

- **Choose a project which did not achieve a quality result. Do an in-depth review and use what you learned to create a process for detailed checking and sign-off for future projects. Make sure to reference this process before starting a new project so you plan the work accordingly.**

- **Discuss with your manager a project which you feel did not achieve a quality result. In particular, consider the level of detailed checking and sign-off that were built into the project. Next review an on-going project and identify processes that can be implemented to ensure that these issues do not recur.**

Complies with rules and regulations*

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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 may be uncomfortable with changes and need to work harder to adapt to new changes.

- **Think positively about change. Focus on a change which you decided not to make and now regret. What would the advantages and benefits have been of making this change? What have been the consequences of not making this change?**

- **Work towards being more open to change. Don't resist change too much, as it will make the change process much harder if you are inflexible. Look at the change through a different lens and see where you could apply your skills and knowledge, and what new skills you need to acquire to adapt to the change.**

Controls emotions*

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

You are likely to be challenged by difficult situations and may at times have to work hard to hide your reactions.

- **Consider what strategies you use to 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.**

- **In order to develop skills in managing emotions, next time you are faced with a challenging situation, think of how you can turn the situation around rather than just accepting that bad things happen. Assume that you have some control over the situation and think of things you can do to turn it into a positive outcome.**

Works energetically*

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

You may prefer a workload or schedule that is lighter than others, and likely to be less interested in keeping busy just for the sake of being busy.

- **Rather than waiting to be told what to do, proactively seek out tasks or ask colleagues or your manager what you can do to help them. Show that you have initiative and are striving to work energetically. Both are key elements that will help you to progress your career.**

- **Ask for feedback from your manager on how motivated you seem. Try to identify how you could develop in this area and what the benefits would be of doing this. Identify in what situations you have shown most drive and commitment in the past. What were the key conditions in those situations? Can you identify a way to incorporate these into your current job?**