

Supervisor 7.1 (International) Candidate Report

Candidate name:

Sample Report

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

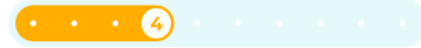
This report is designed to give you information about your relative strengths and weaknesses on the competencies known to be important for success in this type of job. In addition, the report provides valuable on-the-job tips and suggestions to help you excel in the workplace.

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 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

①

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

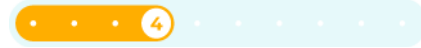


This component measures the tendency to set and accomplish challenging goals, while persisting in the face of significant obstacles. This trait is characterized by: working hard; taking satisfaction and pride in producing high-quality work; and being competitive.

There are times when you are motivated to accomplish challenging goals and to persist in the face of significant obstacles. Still, in other circumstances, you may be less interested in pursuing goals that seem rushed or that require extraordinary effort purely for the sake of competing with others. When you go the extra mile to complete a task, it is generally out of necessity and not because of a desire to achieve some recognition.

- **After a project is launched, evaluate the urgency of remaining tasks periodically to ensure that appropriate effort is directed toward each step.**
- **Consider a project from two views: first, to accomplish the task according to minimum requirements; and second, to exceed expectations. After meeting minimum requirements, seek to surprise others with your extra effort toward exceeding expectations.**
- **After clarifying goals and identifying challenges, focus on execution of your work. Make sure those around you understand the connection between their efforts and the success of the team.**
- **Review the successes and failures of others in your role (within and outside of your organization) and learn how they have overcome challenges. Consider how these approaches might allow you to pursue excellence in your own work.**
- **Set goals that are consistent with the immediate needs of your department while maintaining alignment with the mission of the organization.**
- **When confronted with an obstacle, focus on how your approach might minimize challenges and evaluate alternative steps to avoid further delay.**
- **Avoid the temptation to reduce your efforts when it appears an achievement may be difficult to reach. Allow yourself the opportunity to succeed in the face of obstacles by applying extra effort or new approaches.**
- **As you begin tasks that are less interesting or more difficult, jot down 1-2 ways the accomplishment of these tasks might benefit you, your coworkers, and the organization. Focus on how your efforts will contribute to broader accomplishments.**

Willingness to Learn

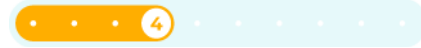


This component measures the tendency to learn from experience. This trait is characterized by: being open to new experiences, seeking both positive and negative feedback, looking back on past experiences and considering alternate courses of action, and finding patterns and order in complex information.

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 may feel uncomfortable with people who have differing viewpoints and may make judgments 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.**
- **Remember 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*



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

You may miss opportunities to treat others with the highest respect.

- **Seek feedback from others. Be aware of your tone of voice and the style of language you are using. Ask co-workers or your manager/supervisor about whether you come across as polite and what you could change to appear more courteous.**
- **Be open, friendly, and accepting of others who are different than you. Remember that friends come and go, but enemies accumulate. Avoid burning bridges, offending people, and blaming others for outcomes. You may need these people in the future.**

Maintains good working relationships*



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

You may not place a high value on your work relationships and may be less likely to act in ways that strengthen these relationships over time.

- **Try to establish a more personal relationship with your colleagues. Take time to discuss non-work topics. Make note of what helped you establish these relationships and continue using those behaviors when creating new connections.**
- **Seek opportunities to assist your colleagues even if they are small tasks. Allow others to return the favor and assist you even if you don't need it. Continue to offer your assistance to different colleagues both inside and outside your team and leverage these relationships when appropriate.**

Analyzes information*



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 analyzing information, find it challenging to do so, or are slow to make progress while doing so.

- **Find someone who is skilled at analyzing 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*

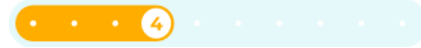


This measures the extent to which the candidate picks up new information and techniques easily.

You may have difficulty absorbing new information, and need time for contemplation before fully understanding it.

- **Take notes when you are learning something new. If you don't understand something, ask for it to be explained so that you don't get lost. Keep referring back to your notes, ensuring that your notes are clear and concise.**
- **After learning new work procedures and processes, try writing a bulleted summary of what you have learned. Learn how to skim documents quickly to extract the key information.**

Works to high quality standards*

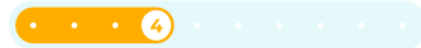


This measures the extent to which the candidate completes every task with a high degree of quality.

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 may see rules and regulations as general guidelines rather than policies that need to be adhered to consistently.

- **Think about if you have ever violated an organization's rules or guidelines, what were the consequences? Think about how you can plan better next time to avoid making the same mistake again.**
- **Get familiar with the rules that apply to your job. Try to think of reasons why these rules exist. List 3 negative consequences that could happen if you didn't follow these rules.**

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 changing?**
- **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 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.**