

Go assessment

DEVELOPMENT INDICATOR

Assessment Report

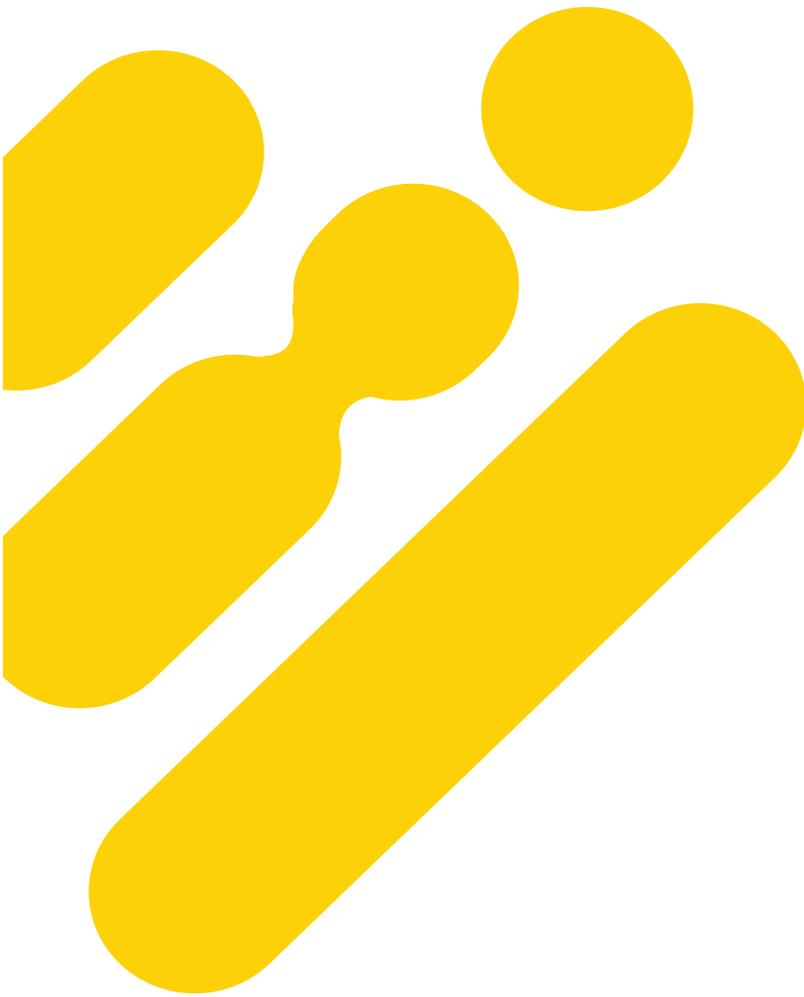
Sample candidate

January 1, 2020

Company name

Confidential Document

HUMANCE 
Culture & Performance



INTRODUCTION

- This assessment report for Sample candidate has been generated by the **Humance** expert system.
- It contains information that will help you maximize the individual's development potential.

This report contains the following:

HUMAN
RESOURCES

LEVERS OF
DEVELOPMENT

- Results based on ten levers of development

MANAGER

ACTION PRIORITIES AND
DEVELOPMENT TIPS

- Action priorities and development advice to help establish conditions for a successful development process

The results of this report will help determine the actions that the individual should engage in for development. Implementation of a development plan that meets the needs identified in this report, supported by sound strategies, will strengthen the development process.

CAVEAT ON USE OF THE REPORT

- This assessment report may only be used as part of an individual's development process with the competencies and job category as recommended by **Humance**, in compliance with the **consent form signed by the candidate**.
- It must not be used to make a recruiting decision more than **24 months after the assessment**, to set a reasonable time limit on the assessment findings.
- The report may not be released to the candidate without the customary precautions and must not be published or released to persons not involved in the assessment. You must ensure that the candidate understands the findings and the intended use of the report, regardless of the decision made by the organization.

INTERPRETATION OF FINDINGS

The development lever ratings are based on personality or cognitive ability indicators derived from the candidate's responses. Note that the propensity to develop depends on other factors as well, including the candidate's work experience, degree of motivation, and the work context. Therefore, it is strongly recommended that this report be used in combination with other sources of information related to the succession and development management process.

People develop due to a variety of factors, referred to in this report as levers of development. By gaining a better understanding of these factors, it is possible to anticipate how quickly a person is likely to develop. The development process is influenced not only by a person's competencies, but also by individual traits (i.e. personality, attitudes, beliefs and aptitudes).

LEVERS OF DEVELOPMENT

This section presents results from different levers of development. Some levers represent an individual's natural tendencies, and others, their beliefs, which may evolve depending on the context. Combined with the above information, this section helps you assess how your organization can maximize the candidate's development potential. People develop faster if they have a number of levers at a high level. Their development will be average if a number of levers are at a low level and their development will be fairly difficult if all levers are at a low level. Decisions should not be made based solely on this information. The following information represents the two ends of the spectrum. Tips are offered to guide individuals, help them use their levers and maximize their development. People with an average score are encouraged to consider two types of strategies because they may be of benefit to them. Sample candidate's score is represented by a triangle.

Learning Ability – Ability to understand and assimilate new information.



Low

Identify several strategies that have worked when you tried to develop a new skill and make them part of your professional development.

Set aside time to integrate new concepts and experiment with new competencies.

High

Use this ability to easily acquire new information by quickly experimenting with skills you would like to develop.

Read books about areas you want to develop or work with a mentor to speed up your development.

Handles Complexity – Tends to enjoy a complex reality and seeks opportunities to play with ideas and concepts and draw connections between them.



Low

Separate complex situations into parts to simplify them.

Identify concrete ways to put what you have learned into practice.

High

Take on mandates with major issues that have an impact on different levels and require in-depth analysis.

Determine how you can use your strengths to work on your development opportunities.

Receptiveness to Feedback – *Tends to seek opportunities to learn from their mistakes by being open to constructive comments from others.*

**Low**

Keep in mind that there is more than one approach and that by being receptive to others' opinions, you can learn valuable things.

Ask for a second opinion when you are not convinced by some aspects of the feedback.

High

Evaluate comments and consider the consequences associated with using them.

Ask questions to obtain more information to better understand others' comments before responding to them.

Agility – *Tends to adapt quickly, be flexible and manage ambiguity.*

**Low**

Take small steps by experimenting with a new behaviour with which you are more comfortable.

Use learning strategies you are comfortable with or that worked well for you in the past.

High

Step outside your comfort zone and experiment with a behaviour that is different from your usual approach.

Use new and different strategies to acquire new knowledge.

Willingness/Determination to Develop – *Tends to set ambitious objectives to exceed own expectations and overcome obstacles that arise.*

**Low**

Develop more ambitious development objectives than those you would normally choose. Then break them down into smaller objectives.

Keep in mind the importance of consistency in pursuing your development objectives even when demands at work increase.

High

Choose realistic development objectives taking into account your day-to-day duties.

Have your development objectives in mind and find ways to combine them with your performance objectives.

Ability for Self-Reflection – *An individual's questioning and reflection on their development process.*

**Low**

Plan regular moments to go over what you have learned (every two weeks).

Identify obstacles that interfered with your development objectives during the week and plan strategies for the following week.

High

Identify strategies that have worked for you when you tried to develop a new competency.

Take a moment to identify what motivates you to achieve your objectives.

Perceived Control over Events – An individual’s belief about the control they have over their professional life.



Low

Take a moment to identify obstacles to your development and determine how you can change the situation or your behaviour to facilitate learning.

Be attentive to opportunities that have an impact on events.

High

Take a step back when obstacles arise to determine what you have control over.

Identify obstacles and determine methods to overcome the obstacles to maximize your development.

Motivation to Develop – An individual’s belief in the value of investing time and effort in their development.



Low

Identify motivating aspects of objectives and approaches for development you have chosen.

Make a list of benefits you will enjoy once you have achieved your development objectives and read it when you lack motivation.

High

Identify the best way to put your efforts into pursuing objectives that will have the greatest impact.

Choose a realistic number of development objectives.

Perception of Personal Effectiveness – *An individual's degree of confidence in their ability to succeed.*



Low

Break down development objectives. Start with sub-objectives about which you are most confident and progress to those about which you are less confident.

Think of moments when you achieved a difficult objective and identify a personal quality that enabled you to achieve it.

High

Have confidence in your chances of success and experiment with new strategies to step out of your development comfort zone.

Think of moments where overconfidence in your abilities tripped you up and identify potential pitfalls to your development.

Environmental Support – *An individual's positive perception about the availability of support for their development.*



Low

Take a moment to identify resources available for your development by talking to Human Resources or your supervisor.

Share obstacles to your development with your supervisor.

High

From the resources available, identify which are most likely to help you based on the obstacles you encountered.

Discuss the resources available to you and ensure you have a clear picture of everything that is available to you.

DEVELOPMENT TIPS

This section presents the various development accelerators as well as advice that the candidate should utilize within the organization to ensure maximum development. It also includes the main issues that the candidate should work on in order to rectify or deal with a situation. If certain factors must be given priority, you are encouraged to consider these results and focus on the development accelerators representing the extremes, i.e., those accelerators that optimize development significantly or that have the potential to slow or hinder a person's progress. Make sure that you consider both types of accelerators in your analysis.

It would be beneficial for the person assessed to:

Learning Ability

- Serve as a model or coach to explain what they have learned to others.
- Choose to tackle projects with some complexity in order to strengthen their ability to assimilate complex information.

Handles Complexity

- Deal with complex problems that are still not resolved and are undermining the organization.
- Take on assignments with large-scale problems that impact various levels and require in-depth analysis.

Receptiveness to Feedback

- Ask questions when comments made are not specific enough to learn as much as possible from them.
- Pay equal attention to positive and negative comments to learn to focus on their strengths and work on their areas of development.

Agility

- Address unexpected situations that arise with some openness.
- Obtain additional information to understand how new circumstances will influence their work and try to find solutions to their concerns.

Willingness and determination to develop

- Suggest to their superior that they join long-term initiatives with a number of obstacles and motivate people along the way.
- Share the tricks that help them focus naturally on achieving objectives to inspire others to surpass themselves.

It would be beneficial for the person assessed to:

Ability for Self-Reflection

- Introduce time for reflection and to step back in the learning process and conduct self-reflection and self-analysis exercises.
- Broaden their self-knowledge by devoting time and conscious effort to self-observation and questioning, especially looking at their experiences and behaviours.

Perceived Control over Events

- Identify how their own efforts have helped the success of an event, as opposed to attributing success to chance or external factors.
- Take the time to understand which elements can help or hurt their professional development and make them accountable in the search for solutions.

Motivation to Develop

- Remember the importance of focusing as much effort on the talents that they have mastered and can put to use as compared to elements which they do not master as much.
- Establish their development priorities in cooperation with their organization to make sure that they devote their effort and energy to the objectives that will be the most profitable.

Perception of Personal Effectiveness

- Experience success quickly by seeing their development as a series of small steps and breaking down objectives to celebrate each small victory.
- Put new behaviours into practice in a “safe” context, i.e. with a superior who can oversee to create a trial and error period before being called on to apply the behaviour in their job.

Environmental Support

- Make the most of resources available and the people who can support them in their development.
- Help people perceive the options available more positively so they also feel more supported themselves.