Go assessment

SENIOR MANAGEMENT

Recruiting 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 can help you make recruiting decisions regarding applicants for a senior management position, a role that involves engaging individuals in a vision, developing organizational orientation and strategies, and establishing conditions which support their successful implementation.

This report contains the following:

HUMAN RESOURCES

DISTINCTIVE COMPETENCIES
- An indicator of the applicant's potential to demonstrate the key skills that generally lead to success in a senior management position

RISK FACTORS
- Risk factors for performance presenting the main ways in which the individual is likely to behave when under pressure

DECISION-MAKING APPROACH
- A section on strengths and weaknesses of approaches to decision making and problem solving used by the individual assessed.

INTERVIEW QUESTIONS
- Suggested questions for use during the recruitment interview based on the assessment results

MANAGER

INTEGRATION ADVICE
- Advice on integration that will help you provide the conditions for successful hiring

CAVEAT ON USE OF THE REPORT

- This assessment report may only be used as part of a recruiting decision in connection 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- The report may not be released to the candidate without the customary precautions and must not be published or released to persons not involved in the assessment.

INTERPRETATION OF FINDINGS

The competency ratings are based on personality or cognitive ability indicators derived from the candidate's responses. Note that demonstration of a competency depends on other factors as well, including the candidate's work experience, degree of motivation and the work context. This report should be used as a complement to other recruitment efforts, such as the interview and reference checks, to create a more accurate portrait of the competencies of the person assessed.

DISTINCTIVE COMPETENCIES

This section presents the assessment results of Sample candidate for the distinctive competencies. These results provide an indication as to the candidate's potential to demonstrate the key skills relating to a senior management position.
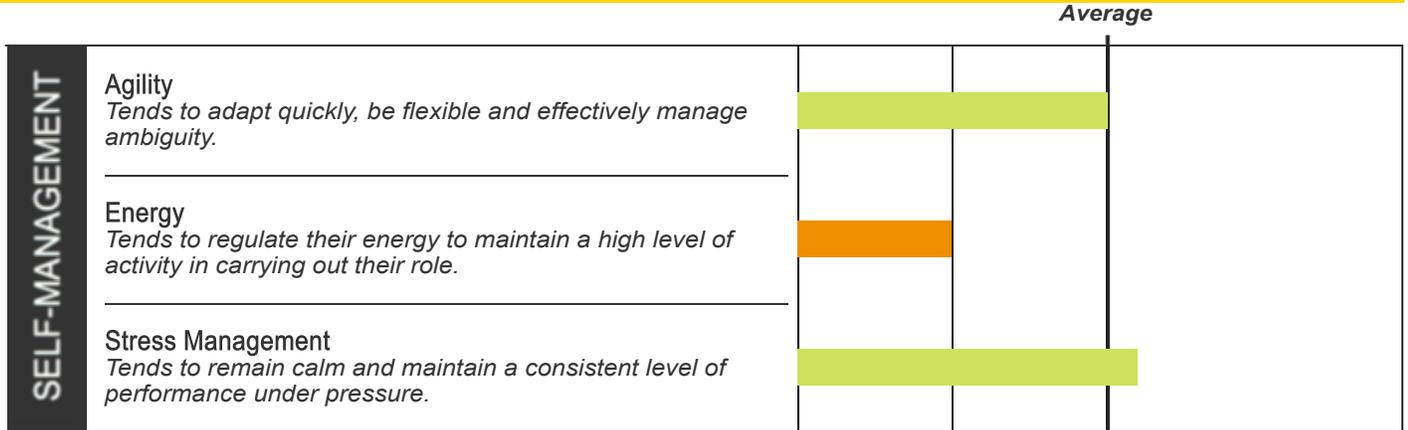
ASSESSMENT RESULTS
Sample candidate

Average

VISION	**Abstract Reasoning Skills** *Ability to understand and assimilate new abstract information.*	Above average	
	Conceptual Thinking *Tends to enjoy solving complex problems that require a thorough understanding of a situation and should propose solutions readily.*	Above average	
	Problem Solving and Analysis *Tends to detect a problem, analyze it, assess possible solutions and choose the most appropriate.*	Above average	
	Innovation *Tends to generate creative ideas and introduce new concepts.*	Significantly below average	
EXECUTION	**Talent Development** *Tends to encourage people to develop, by supporting their learning and skills development, and by increasing their participation in the organization.*	Above average	
RELATIONSHIPS	**Engaging Leadership** *Tends to motivate people to work with enthusiasm, more effectively, and whole-heartedly.*	Above average	
	Client Focus *Tends to foster a great deal of satisfaction among clients by offering quality products and services.*	Above average	
	Collaboration *Tends to show that they are available to partners (clients, colleagues and superiors), to help achieve shared goals and create opportunities for discussion.*	Significantly below average	
	Persuasiveness *Tends to share ideas with confidence and to try to convince others by understanding their perspective and using different strategies.*	Above average	
	Business Partnerships *Tends to seek opportunities to forge partnerships with people within and outside the organization.*	Significantly below average	

Legend   ▨ Above average   ▨ Slightly below average   ▨ Significantly below average

DISTINCTIVE COMPETENCIES

Average

SELF-MANAGEMENT

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

Energy
Tends to regulate their energy to maintain a high level of activity in carrying out their role.

Stress Management
Tends to remain calm and maintain a consistent level of performance under pressure.

Legend — Above average — Slightly below average — Significantly below average

RISK FACTORS

'Risk factors' include behaviour that a candidate is likely to adopt when under pressure that can affect their performance or interpersonal relations at work. Basically, it is often an individual's strength that becomes overused in certain circumstances.

Most individuals display risk factors, some of which will be more harmful than others, depending on the context, position or organizational culture. **These behaviors are generally more likely to emerge if the "stress management" competency is below average**. Moreover, the impact of these potential risks could be reduced if the person is aware of them and when they are most likely to occur.

In this section, the risk factors marked with a box and a check mark indicate the ways in which the person being evaluated could be perceived by colleagues in a stressful situation.

Under pressure, people with a similar score will tend to:

- Give the impression of being inconsistent, with irregular moods, and seem hard to please.
- Seem unpredictable and be perceived to lack perseverance.
- Appear genuine but, because of their lack of consistency, have difficulty forming strong interpersonal relationship with the people they work with.

- Seem critical or argumentative.
- Give the impression of adopting a defensive attitude.
- Be perceived as being distrustful of others and thus have difficulty quickly establishing a climate of confidence and trust.

- Seem reluctant to take risks and be hesitant to begin new projects.
- Give the impression of avoiding criticism and being particularly conservative.
- Be afraid of failure that could delay their decision making and be perceived as a lack of confidence or assertiveness.

- Distance themselves from others and thus appear unsympathetic and detached.
- Step aside and become overly autonomous or independent when their team requires support and thus appear less available.
- Step aside or be less inclined to offer colleagues feedback and support.

- Give the impression of ignoring colleagues' requests while hesitant to speak about it directly.
- Put off tasks that do not interest them and become irritated if they are interrupted to focus on something else.
- Give the impression, in the long term, of being nonchalant, unreliable, stubborn and not very collaborative.

RISK FACTORS

Under pressure, people with a similar score will tend to:

- Seem exceptionally confident in their abilities and to engage in self-promotion.
- Overestimate their abilities and to ignore constructive comments or criticism.
- Seem less inclined to consult with others and to learn from mistakes.

- Make decisions intuitively and to be hesitant to submit to rules.
- Push limits, take many risks and promise more than they can really deliver.
- Ultimately, seem impulsive and less genuine.

- Propose original ideas, but have difficulty putting them into practice.
- Fail to develop a precise plan to implement their creative ideas, thereby compromising their feasibility and credibility.
- Change their mind and create the impression that they are scattered.

- Have difficulty relying on themselves and voicing divergent opinions in a group.
- Rely on the advice of others and be reluctant to question company policies.
- Not be very assertive and follow their supervisor's instructions, which can, in the long term, give colleagues or employees the impression that they are not inclined to support them and defend them in a debate with a superior.

DECISION-MAKING APPROACH

The decision-making approach refers to the way individuals tend to make spontaneous, automatic and subconscious decisions in ambiguous situations. When facing problems without a predetermined solution and a shortage of relevant information to make the decision, we sometimes use cognitive shortcuts, which are our main tendency in problem solving. This section of the report presents the decision-making and problem-solving styles of the person assessed, as well as their strengths and weaknesses. Priorities for action are also offered, based on the different styles. Someone whose results (indicated with the triangle) strike the right balance between two approaches will benefit from priorities for action presented for each one.

Avoids threats

Strengths
Anticipates and considers potential risks.
Makes decisions in a structured, predictable fashion.

Weaknesses
Prefers solutions with little risk, even if benefits are modest.Worries about minor problems.

Priorities for action
Encourage this person to recall a situation in which they took risks that paid off and encourage them to consider factors that helped them feel comfortable with their decision.

Seeks rewards

Strengths
Is attentive to opportunities for gains. Encourages others to step outside their comfort zone to maximize gains.

Weaknesses
Circumvents rules to optimize gains. Tests limits without considering the consequences of their decisions.

Priorities for action
Encourage this person to question members of their team about risk factors to consider when making a decision with a number of unknown factors.

Thinks pragmatically

Strengths
Effectively puts strategies in place. Considers details and evaluates the short-term fallout of their decisions.

Weaknesses
Leaves it up to others to define goals rather than developing their vision. Can get bogged down in details.

Priorities for action
Encourage this person to identify how their short-term objectives respond to the organization's mission and contribute to achieving broader objectives.

Is visionary in their thinking

Strengths
Pursues flexible objectives and adapts to new opportunities. Skillfully sets long-term plans.

Weaknesses
Fails to consider details related to the implementation of their ideas. Is unpredictable in their decision making.

Priorities for action
When new strategies have to be put in place, match this person with a detail-oriented employee to help them consider the steps and costs related to the implementation of their ideas.

Uses intuition

Strengths
A fluid decision-making approach. Has confidence in their expertise and know-how to take a position.

Weaknesses
Fails to consider relevant facts and data for a considered decision. Gets bored when decision making is slow.

Priorities for action
Encourage this person to pay attention to information from different sources even when they contradict their experience, to improve the quality of their decisions.

Uses data and facts

Strengths
Consults different sources of information. Revisits decisions based on new data.

Weaknesses
Has a harder time taking a position when there is limited information and data available. Can be overwhelmed by data.

Priorities for action
Encourage this person to set deadlines for critical decisions. Help them quickly eliminate data that is irrelevant to their position.

ONBOARDING ADVICE

This section presents advice that will help you achieve optimum integration of the candidate into the position.

ABSTRACT REASONING SKILLS

The candidate will require little support in learning new things. Your organization would benefit from relying on the candidate's sense of logic and ability to assimilate information quickly. You will be able to leverage the candidate's learning ability by giving them opportunities to resolve complex problems.

CONCEPTUAL THINKING

The candidate will enjoy resolving complex problems. They may have a tendency to think about problems in more detail, even when the issues are not complex. It would be beneficial to involve the person in complex work, since they will be able to think of and propose multiple solutions. When having to deal with a mandate that is simple and more common-place, it would be a good idea to have them work with a colleague who focuses more on operations to prompt the person to take action.

PROBLEM SOLVING AND ANALYSIS

The candidate will tend to analyze the situations and problems they encounter in detail. They will take the time to gather relevant information, and display concern for finding the best solution; they should evaluate the implications of their decisions. Your organization should focus on leveraging their analytical abilities by assigning them tasks that include a high degree of complexity.

INNOVATION

The candidate would be inclined to prefer the conventional and known and appreciate familiar ideas. They may settle for limited information and show little curiosity in what is around them. You should assign them mandates where it is important to meet existing standards and maintain stability. You may want to encourage them to set aside time when they have to develop new processes and allow them to gradually test new ideas that are outside of their comfort zone.

TALENT DEVELOPMENT

The candidate may naturally and frequently be inclined to encourage other people's professional development at work. They will provide learning and skills development opportunities by encouraging active participation in the organization's projects. You may want to encourage them to coach less experienced employees or people who need help in developing their skills. You should offer assignments allowing them to play an active role in other people's development by providing feedback and support.

ENGAGING LEADERSHIP

As a leader, the candidate will demonstrate true concern for motivating their team. They should pay particular attention to the work atmosphere and will demonstrate good listening skills in order to identify the interests and needs of colleagues. They will also know how to influence colleagues positively in order to increase their performance at work. You should assign them mandates in which team motivation plays an important part in attaining objectives.

ONBOARDING ADVICE

CLIENT FOCUS

The candidate will naturally tend to exceed client expectations in developing short- and long-term strategies. They will try to proactively support clients by offering them quality products and services that meet their needs. You should harness their client focus by encouraging them to propose strategies to promote the satisfaction of clients with complex needs. You should also encourage them to support members of their team in developing their quality objectives to exceed client expectations.

COLLABORATION

Being of an independent nature, the candidate will tend to avoid group discussions and teamwork. The candidate may also place little importance on maintaining harmonious relations. You should remind them of the impacts associated with not working in a group, not consulting with colleagues, and not investing effort in maintaining synergy among the team.

PERSUASIVENESS

The candidate will tend to be self-assured and will rally others to support their position. They will be able to use different ways to convince others and will try to establish a relationship with them to achieve this. In the face of opposition, they will do their best to understand the other person's motivations in order to develop more solid arguments. You should rely on the candidate's talent to bring others on board and to persuade key individuals. You may also want to ask them to analyze situations that appear to be at an impasse and have them propose ideas to move things forward.

BUSINESS PARTNERSHIPS

The candidate would be inclined to be reserved and not to be very interested in opportunities to socialize with others at work. They may establish few contacts with people within and outside the organization and could make a minimal effort to maintain partnerships. Your organization should provide assignments requiring that they deal with the same people, rather than working with a variety of different partners. You may also want to help them understand the importance of maintaining positive relationships with stakeholders inside and outside the organization.

AGILITY

As a leader, the candidate will know how to adapt quickly to changes and unforeseen events. They may work easily in ambiguous conditions and will be able to take chances when making decisions. Do not hesitate to assign a role that requires them to adapt quickly to change and unexpected events. However, your organization should make them aware of the importance of providing stability to their team and to consider the impact of their riskier decisions.

ONBOARDING ADVICE

ENERGY

The candidate will tend to be energetic in responding to requests related to their role. During busy periods, they will be prepared to work many hours in a row to achieve their goals. As needed, encourage them to set aside time to plan their tasks for the day and estimate the amount of effort required to meet their objectives. The candidate would also benefit from identifying someone in their professional circle who puts a lot of energy into their work and draw inspiration from this person's strategies.

STRESS MANAGEMENT

The candidate will tend to experience little stress and will find it easy to put things into perspective with what concerns them at work. When there is high stress, this candidate will tend to remain focused on the desired objective and perform effectively. Do not hesitate to assign high-pressure responsibilities to them. However, in situations that require acting promptly, the candidate may appear to be without passion or a sense of urgency. You should emphasize the importance of acting quickly in certain situations and showing that they take the situation seriously.

INTERVIEW QUESTIONS

The two behavioural interview questions suggested below are meant to help you assess two key skills known to promote success in senior management positions.

COURAGE TO ACT

- Tell me about a situation in which you made a difficult decision.
  - What action did you take? What was the outcome?
  - If you had to manage the situation again, what would you do differently?

IMPLEMENTING STRATEGY

- Tell me about a situation in which you encountered obstacles in implementing a strategic plan.
  - How did you manage the situation?
  - What was the outcome?

Below is a list of other questions based on the results of the assessment that will help you and the candidate to explore factors that require clarification and could have an impact on job performance.

INNOVATION

- Tell me about an original idea that you came up with at work.
  - How was it original?
  - How did you come up with this idea? How did you implement it?

COLLABORATION

- Tell me about a recent situation at work in which you had to work with partners (colleagues, clients, superiors) to achieve an objective.
  - What was your role within the group? What did you do or say to foster teamwork? What was the outcome?

BUSINESS PARTNERSHIPS

- Tell me about a situation where, as a result of your efforts, you succeeded in bringing the members of different teams to work together towards a common objective as partners.
  - How did you go about doing this?
  - How did you obtain members' support?

ENERGY

- Describe a situation at work that required a major effort on your part. In what way was it difficult?
  - How did you manage the situation?
  - If you had it to do over again, how would you handle it?