

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.

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. Claude Tremblay'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.

ACTION PRIORITIES AND DEVELOPMENT TIPS

This section presents tips to help you ensure the best integration of the individual into the position and to also identify considerations for the individual's development. The items below integrate the main characteristics that the individual should apply in the organization to maximize success.

MAIN STRENGTHS

It would be beneficial for the person assessed to:

Collaboration

- Participate in interdisciplinary assignments that require sustained collaboration with various parties.
- Seek opportunities to implement projects that bring people together.

Conceptual Thinking

- Seek to contribute to interventions with complex clients, because they will be able to easily imagine and propose a number of solutions to respond to the situation.
- Offer their help when mandates are stalled and take time to further their thinking on the causes of the problem to find the right solution.

Ability for Self-Reflection

- Focus on their strong ability for introspection in self-assessment and use their reflections on their actions, learning and impact to develop strategies that foster their development.
- Demonstrate the strategies adopted (e.g. the questions they ask themselves, the lessons they learn, the means used to take a step back) to encourage group members to also become aware of how the team functions.

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.

MAIN POINTS TO WATCH

It would be beneficial for the person assessed to:

Stress Management

- Take a step back from stressful situations and talk to colleagues who have an easier time managing stress to learn their tricks.
- Determine and put into practice strategies to help them manage their stress effectively.

Business Partnerships

- Observe the way people with a large network interact and try to adopt some of their behaviours, to expand their own network.
- Take the time to maintain their network by periodically discussing what's new with colleagues and partners.

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.

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.