

Go assessment

TEAM LEADER

Recruiting Assessment
Report

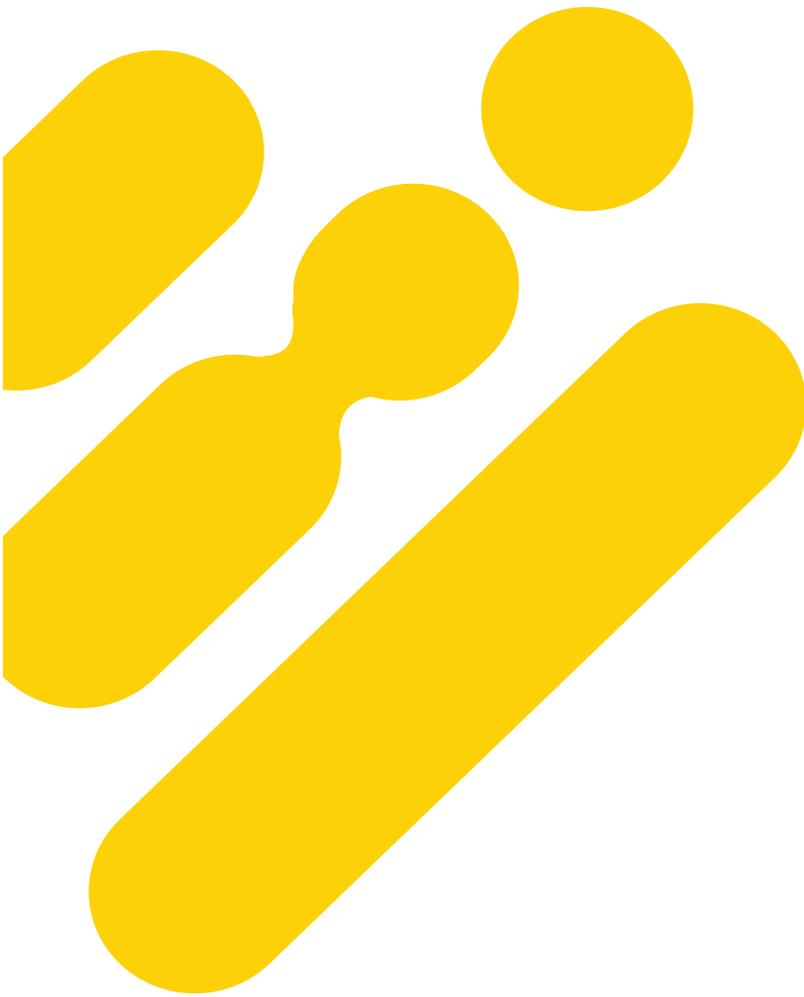
Sample candidate

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 managerial position exercising formal authority over employees and coordinating operational activities.

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 team leader position |
| | OVERALL FIT SCORE | - A score for the overall fit between the individual's results on key competencies for a position of team leader and the expected profile |
| | RISK FACTORS | - Risk factors for performance presenting the main ways in which the individual is likely to behave when under pressure |
| | 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- The report may not be released to the candidate without the customary precautions and must not be published or released to persons not involved in the assessment.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.

The overall fit score, developed using the [Delphi method](#), helps assess to what extent the candidate's competency results match the expected profile for a position of team leader. This profile has been established by our experts and represents what many organizations typically expect in this type of role. However, the context, culture and requirements specific to your organization and the type of position to be filled must be taken into consideration when making your decision on candidates, because some competencies may have greater importance than others.

Therefore, **the fit score must not be considered a hiring recommendation**, but rather a general indication of the fit between the candidate's profile and the typical profile of a team leader position.

POOR FIT

A profile with poor fit means that the candidate obtained results that do not really match the profile typically sought for the position.

BELOW AVERAGE PARTIAL FIT

A profile with below average partial fit means that the candidate obtained results that match a few points of the profile typically sought for the position.

ABOVE AVERAGE PARTIAL FIT

A profile with above average partial fit means that the candidate obtained results that match several points of the profile typically sought for the position.

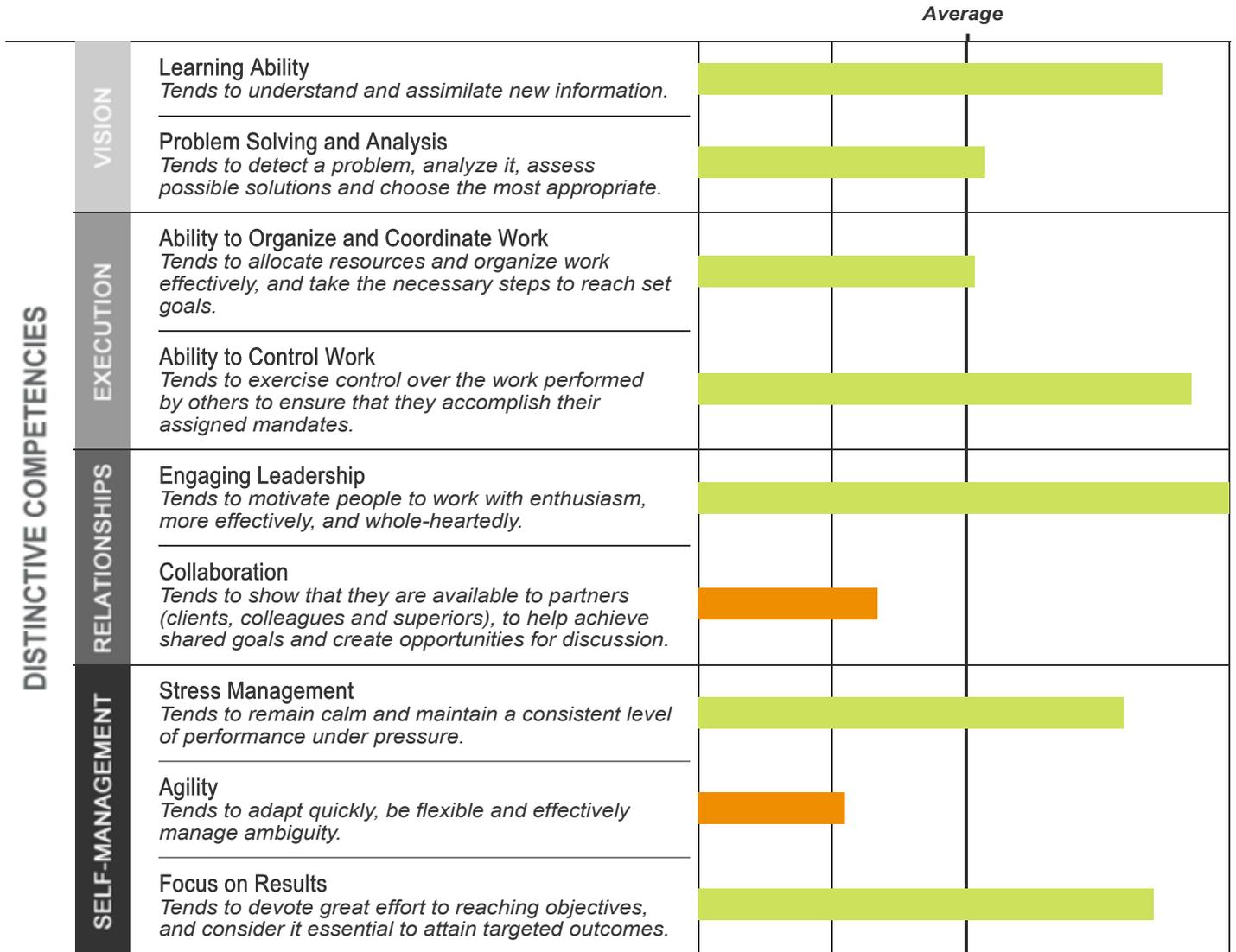
GOOD FIT

A profile with good fit means that the candidate obtained results that match the profile typically sought for the position.

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 team leader position.

ASSESSMENT RESULTS Sample candidate



Legend Above average Slightly below average Significantly below average

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ABOVE AVERAGE PARTIAL FIT WITH THE EXPECTED PROFILE

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.



- Not act in a way that hampers performance.



ONBOARDING ADVICE

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

LEARNING ABILITY

The candidate will require little support in learning new things and will quickly become familiar with the position's procedures and issues. You should focus on their logical sense and ability to quickly assimilate information. You will gain the most from their abilities by giving them the opportunity to regularly learn new things and work on complex files.

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, display concern for finding the best solution, and 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.

ABILITY TO ORGANIZE AND COORDINATE WORK

The candidate will tend to effectively plan and organize their team's work in detail. They will also be concerned about providing clear and precise directives to their team. Your organization should focus on their ability to coordinate work by assigning them projects that require a heightened sense of organization.

ABILITY TO CONTROL WORK

As a leader, the candidate will demonstrate great concern for staying informed of the progress of operations and projects under their responsibility. They will also tend to monitor the discrepancies between their expectations and the actual performance of their team, and will remind the team of the importance of complying with regulations and directions. However, you should help them to identify the occasions where it is better to have confidence in the team, and ensure that their approach with employees is appropriate when intervening regarding performance discrepancies.

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 reaching objectives.

ONBOARDING ADVICE

COLLABORATION

The candidate will tend to prefer working alone rather than in a group, and may miss various opportunities to promote collaboration or synergy among the team. Do not hesitate to talk with the candidate to follow up on their relations with colleagues and employees, and to offer advice, as required. Generally, you should have them understand the advantages of teamwork and the importance of rallying the group towards a common goal, even if diverging opinions exist.

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.

AGILITY

As a leader, the candidate may voice various concerns regarding new ideas and change. They might also not be inclined to react quickly in the face of significant ambiguity. Your organization should provide them with a relatively stable environment and mandates that include more continuity than change. You should also remind them of the importance of being open to co-workers' ideas. Do not hesitate to offer increased support during major organizational changes.

FOCUS ON RESULTS

The candidate will be concerned about team performance. They will emphasize surpassing performance targets and look for ways to encourage their team to exceed objectives. You will bring out the best in this candidate by setting ambitious goals and ensuring that you provide them the resources and tools they require to reach those objectives. You may sometimes have to remind them to reduce the level of expectations for their team. You can also verify the importance the candidate places on balancing attainment of results, work quality, and work climate.

INTERVIEW QUESTIONS

Below is a list of 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.

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?

AGILITY

- Tell me about a recent situation where you had a major unexpected event at work.
 - What was your comfort level in this situation?
 - What strategies did you use to deal with this unexpected event? What was the outcome?