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assessment

By

HUMANCE

Assessment Report

PEOPLE AND PROPERTY PROTECTION

Sample candidate

Date

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INTRODUCTION

This assessment report was generated by the Humance expert system.
It contains information that can help you better understand the assessed individual's potential.

This report contains the following:

HUMAN RESOURCES

DISTINCTIVE COMPETENCIES	An indicator of the individual's potential to demonstrate the key skills that generally lead to success in a given role.
DETAILED RESULTS	Detailed results for each of the competencies measured
PROBLEM-SOLVING ABILITY	An indication of an individual's tendency to quickly assimilate new information, understand complex ideas, demonstrate a logical mind, and draw appropriate conclusions.
RISK FACTORS	Risk factors for performance presenting the main ways in which the individual is likely to behave when under pressure
ONBOARDING AND DEVELOPMENT ADVICE	Tips to optimize new hires' onboarding experience - Advice to establish conditions for a successful development process

MANAGER

BEHAVIORAL QUESTIONS	Suggested questions for the recruitment interview or to stimulate discussions around development based on the assessment results

CAVEAT ON USE OF THE REPORT

The results obtained through the assessment process may provide insight for selection or promotion decisions or fuel reflection as part of a professional development or succession management process
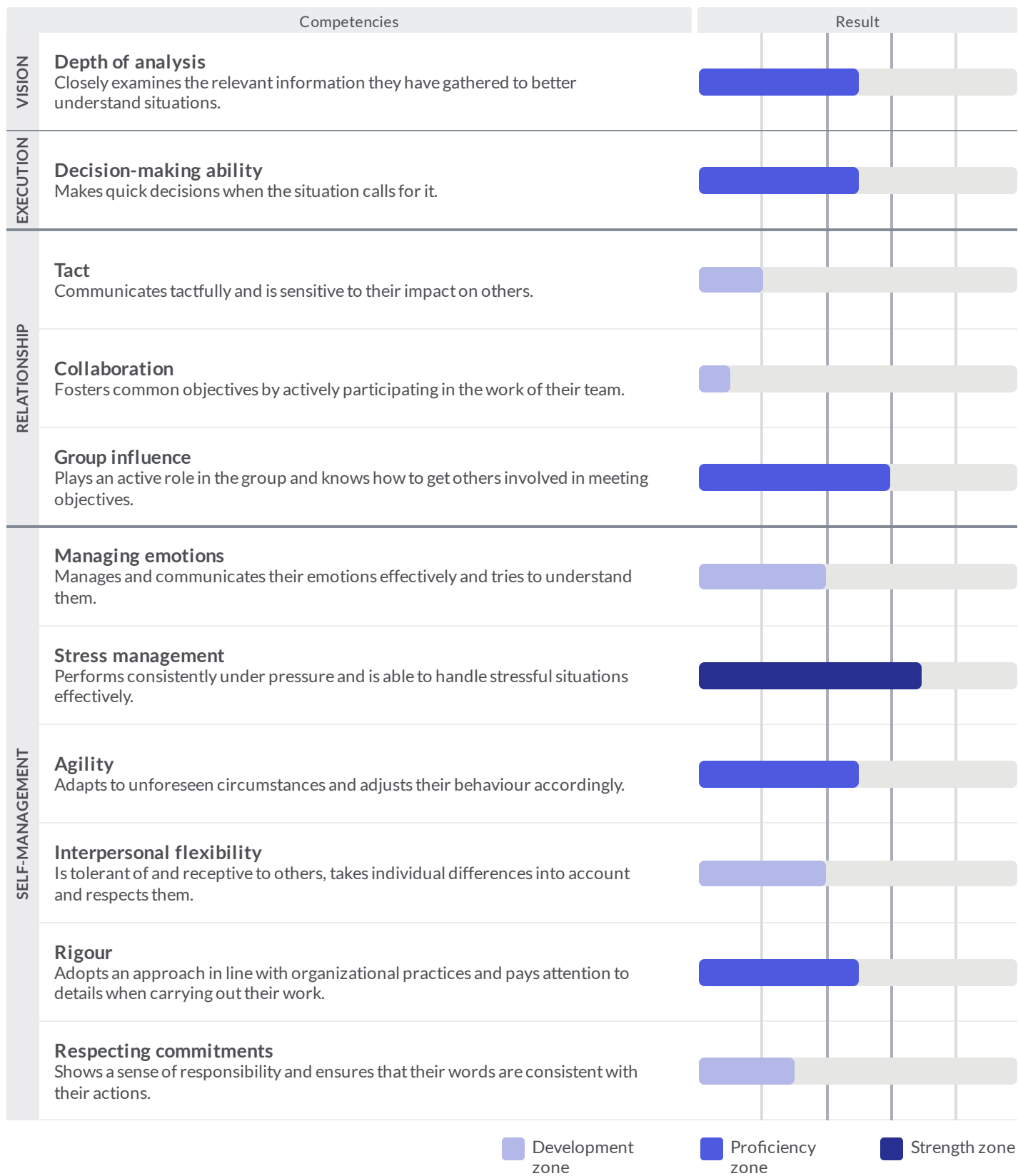
These results are valid for up to two years.

This document is strictly confidential. The only people who may consult it are those authorized by the assessed individual, i.e. those directly involved in the selection, promotion, or professional development process. We recommend that you keep this document in a safe place. Also, the report may not be released to the assessed individual without the customary precautions .

INTERPRETATION OF FINDINGS

The competency results are based on psychometric indicators derived from the person's responses. Note that demonstration of a competency depends on other factors as well, including the person's work experience, degree of motivation and the work context. This report should be used as a complement to other information sources, such as the behavioral interview and reference checks, to create a more accurate portrait of the competencies of the person assessed.

DISTINCTIVE COMPETENCIES

	Competencies	Result
VISION	**Depth of analysis** Closely examines the relevant information they have gathered to better understand situations.	
EXECUTION	**Decision-making ability** Makes quick decisions when the situation calls for it.	
RELATIONSHIP	**Tact** Communicates tactfully and is sensitive to their impact on others.	
	Collaboration Fosters common objectives by actively participating in the work of their team.	
	Group influence Plays an active role in the group and knows how to get others involved in meeting objectives.	
SELF-MANAGEMENT	**Managing emotions** Manages and communicates their emotions effectively and tries to understand them.	
	Stress management Performs consistently under pressure and is able to handle stressful situations effectively.	
	Agility Adapts to unforeseen circumstances and adjusts their behaviour accordingly.	
	Interpersonal flexibility Is tolerant of and receptive to others, takes individual differences into account and respects them.	
	Rigour Adopts an approach in line with organizational practices and pays attention to details when carrying out their work.	
	Respecting commitments Shows a sense of responsibility and ensures that their words are consistent with their actions.	

Development zone   Proficiency zone   Strength zone

DETAILED RESULTS

This section describes the assessed individual's results and helps define their contribution value. The competency profile trends presented are calculated based on algorithms developed from thousands of psychometric data points aimed at replicating the analysis of assessment experts.

Depth of analysis   Proficiency zone

People with a similar score tend to:

- Search for missing information to draw general conclusions about a situation.
- Study direct or obvious links between different facets of a situation and spend time mainly on key issues in seeking solutions.

Decision-making ability   Proficiency zone

People with a similar score tend to:

- Consult specific people before finalizing their decision.
- Be able to make a decision within a set time frame and in somewhat ambiguous circumstances.

Tact   Development zone

People with a similar score tend to:

- Deliver sensitive messages in less-than-ideal circumstances.
- Take a direct or inappropriate tone when communicating a sensitive message.

Collaboration   Development zone

People with a similar score tend to:

- Prioritize personal goals and interests and offer more limited support for group goals.
- Have difficulty joining group discussions and compromise team synergy at times.

Group influence

Proficiency zone

People with a similar score tend to:

- Easily express their ideas when they are in line with the group's general orientation.

- Share their opinions and ideas when the opportunity is favourable and try to adapt their behaviour if there is resistance from others.

Managing emotions

Development zone

People with a similar score tend to:

- Have trouble identifying their emotions and feel a mix of emotions in the face of adversity.

- Let their emotions show without considering how others might be affected.

Stress management

Strength zone

People with a similar score tend to:

- See stress factors as challenges, by acting on things within their control while distancing themselves from things beyond their control.

- Introduce strategies to remain effective and focused on goals even when under pressure.

Agility

Proficiency zone

People with a similar score tend to:

- Show an interest in new ideas and change, while conveying their concerns.

- Be uneasy when there is a great deal of ambiguity and be reluctant to try unproven methods.

Interpersonal flexibility

Development zone

People with a similar score tend to:

- Not be very receptive to differences in others.

- Have a hard time accepting ideas or ways of doing things that are different from their own and not be very open to adapting their approach to take into account individual differences.

Rigour

People with a similar score tend to:

- Be concerned about organizing their work and pay some attention to detail.

- Follow the organization's procedures when it is easy to do so.
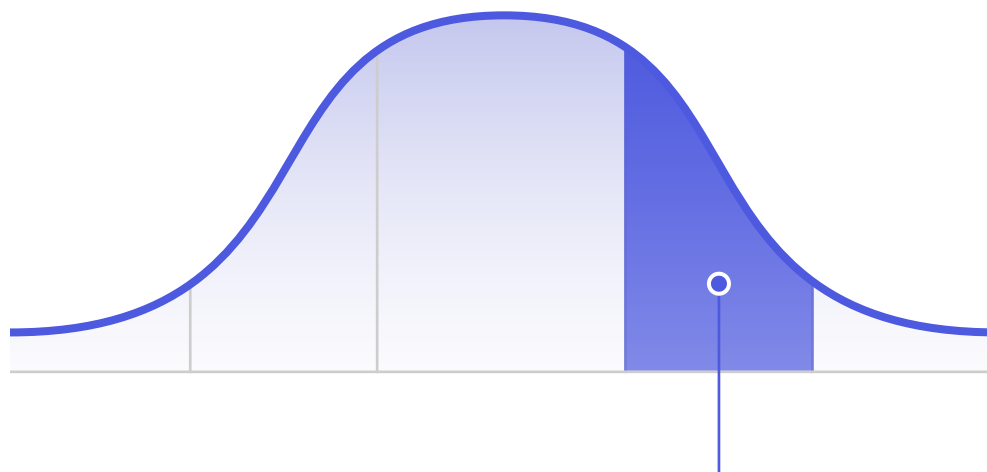
Respecting commitments

People with a similar score tend to:

- Be vague about their commitments or avoid them.

- Not meet their professional obligations or keep their promises, while minimizing their impact; make commitments they are unable to meet.

PROBLEM-SOLVING ABILITY

This section presents the assessed individual's potential to quickly assimilate new information, understand complex ideas, demonstrate a logical mind, and draw appropriate conclusions.

People with a similar score tend to:

- Grapples with relatively complex ideas as quickly as expected.
- Takes a bit more time to assimilate and grapple with new ideas and problems.

Onboarding Advice

It would be beneficial for the organization to:

Give them enough time to think about less common problems and assimilate them. Invite them to collaborate on complex projects with a colleague who is skilled at solving problems so that they can benefit from their way of working.

Development Advice

It would be beneficial for the person assessed to:

Identifiy the types of problems that challenge them more and find the appropriate resources (help from colleagues, sufficient time, documentation, etc.). Structure their approach to make sure they have taken all relevant elements into account when solving problems.

RISK FACTORS

'Risk factors' include behaviors individuals are likely to adopt when they are in a demanding situation, e.g., when many of their personal resources are solicited or they have to deal with pressure, fatigue, uncertainty, or stress. It 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, role or organizational culture.These behaviours are generally more likely to emerge if the "stress management" competency is below average. Moreover, the impact of these potential risks depends on when they are most likely to occur. This impact could be lessened if the person is aware of the potential risks and takes corrective action.

In this section, the risk factors presented indicate the ways in which the person being assessed might be perceived by those around them under stress.

Reminder: these risk factors are likely to be adopted when the person is under pressure.

This risk factor relates to the tendency to propose unrealistic ideas that fail to take constraints into account and to seem annoyed by details or operating considerations. Due to their lack of pragmatism, individuals with this risk factor may have some difficulty selling their ideas to others, which could undermine their credibility

This risk factor relates to the tendency to the tendency to keep a distance from others and to seem insensitive and detached. Individuals with this risk factor may show little interest in—or not be fully aware of—what other people are feeling. They may also remain on the sidelines and act independently when their team needs their help and, therefore, may seem less available. Finally, due to their tendency to pull away, they may offer little feedback and support to colleagues.

This risk factor relates to the tendency to seem audacious or impulsive, to make decisions intuitively, and to be a thrill seeker. Individuals with this risk factor may be reluctant to follow rules, try to push limits, or take a lot of risks. This individual could act in a way that is in their own interest without other people's knowledge and promise more than they can really deliver. Some people may want them to be more genuine and to "walk the talk" more often.

ONBOARDING AND DEVELOPMENT ADVICE

This section presents advice on how to maximize the onboarding and the professional development of the assessed individual in light of the results of this assessment.

COMPETENCIES WITH THE HIGHEST SCORES

	It would be beneficial for the organization to:	It would be beneficial for the person assessed to:
Stress management	Assigning them high-pressure mandates to leverage their ability to meet such challenges.	Serving as a model or coach to balance stressful situations with colleagues who are less skilled in managing their stress.
Group influence	Leveraging their talent for influence by entrusting them with projects in which several decision-makers can have an impact on the progress of activities, so that they can play an active role in the discussions.	Helping a co-worker have a greater impact on the group decision-making process.
Rigour	Seeking their collaboration in structuring processes or improving existing working methods.	Sharing their tips for adopting a structured and systematic approach with colleagues.

COMPETENCIES WITH THE LOWEST SCORES

	It would be beneficial for the organization to:	It would be beneficial for the person assessed to:
Collaboration	Giving them a little more time to integrate into their work team and adapt to its ways of doing things.	Volunteering for projects that require a more collaborative role or for which they act as the pivot point between various teams.
Tact	Offering them guidance on how to deliver messages of a sensitive nature.	Being aware of their influence on others by paying close attention to their reactions and asking how they took it. Adjusting their message based on the feedback.
Respecting commitments	Clarifying others' expectations of them and their objectives to ensure they are ambitious, yet realistic and achievable.	Declaring their commitments to their colleagues and team to hold themselves accountable.

BEHAVIORAL QUESTIONS

The following is a list of questions on the distinctive competencies assessed that will allow you to capture concrete examples of behaviors exhibited by the assessed individual . A constructive discussion will confirm the levers to focus on to maximize performance and target certain conditions for success to avoid potential pitfalls in the exercise of the role.

Depth of analysis

Tell me about a time at work when you had to give your opinion on a situation that involved numerous issues.

- How was it original?
- How did you come up with this idea? How did you implement it?

Decision-making ability

Tell me about a situation where you had to make decisions in a new or ambiguous context.

- How did you react?
- What approach did you adopt to make those decisions?

Tact

Tell me about a situation at work where you approached a sensitive discussion with the clear intention of not hurting or upsetting the person you were speaking to.

- How did you deliver your message?
- Why did you choose that approach?

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?

Group influence

Tell me about a recent situation in which you found it especially hard to direct or lead the conversation with a colleague regarding a project.

- What were you trying to accomplish and what was the outcome?
- Which of your strategies proved most or least effective?

Managing emotions

Give me an example of a work situation that was frustrating.

- How did you respond? How did you feel?
- Whom did you discuss it with? And what did you tell them?

Stress management

Describe a recent situation at work where your stress level was higher than normal.

- What concerned you? What did you do to manage the situation? What was the outcome?
- What situations normally cause you stress at work?

Agility

Tell me about a recent situation in which you had to adapt to 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?

Interpersonal flexibility

Tell me about a time when you and a colleague had different views.

- How did you manage the situation? What did you do or say?
- How did your colleague react to your approach? What was the outcome?

Rigour

Tell me about a situation in which you had to produce high quality work that involved a lot of details.

- What tactics did you use to obtain such high quality?

- In what way did you find this situation motivating or demotivating?

Respecting commitments

Give me an example of a situation where you were proud to have met your commitments despite an ambitious timeline.

- How did you manage it?

- In your opinion, what would have been the repercussions if you hadn't been able to meet your commitments?