

Go assessment

TEAM LEADER IN DEVELOPMENT

Assessment Report

Sample candidate
November 20, 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 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
	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- The report may not be released to the candidate without the customary precautions and must not be published or released to persons not involved in the assessment.

INTERPRETATION OF FINDINGS

The competency ratings and levers of development 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. It therefore is strongly recommended that this report be used in combination with other sources of information related to the succession and development management process.

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.

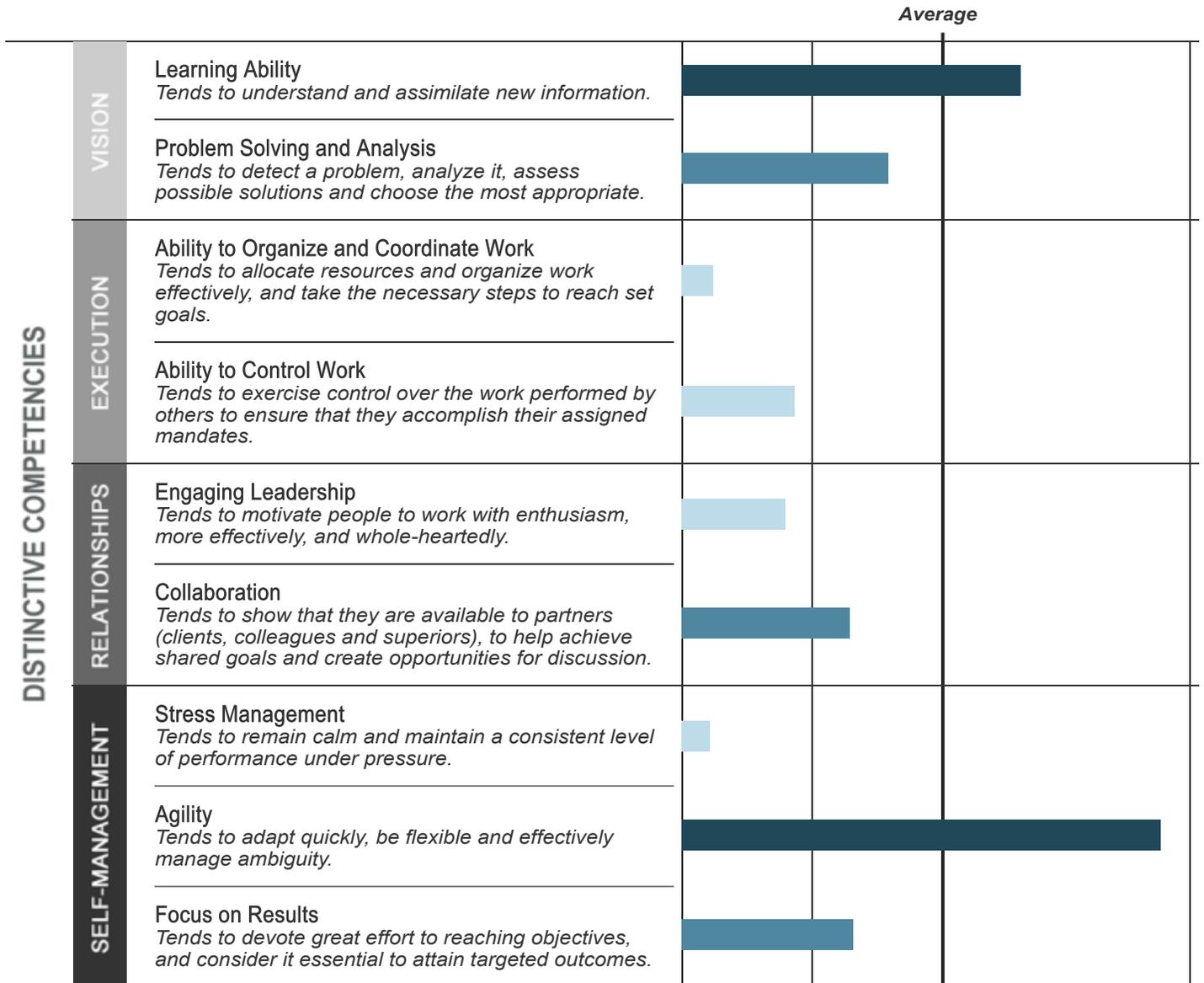
GOOD FIT

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

>
BELOW AVERAGE PARTIAL FIT WITH THE EXPECTED PROFILE

DETAILED RESULTS

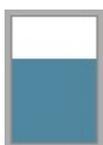
This section describes the candidate's results and helps identify the candidate's strengths and developmental priorities. This section details the behaviours that a person who obtained similar results is likely to display.



Learning Ability

People with a similar score tend to:

- Need little support to learn new things.
- Quickly become familiar with procedures and methods in a new position or role.



Problem Solving and Analysis

People with a similar score tend to:

- Analyze situations that they encounter quickly before making a decision.
- Generally choose the best solution, while experiencing increased difficulty resolving more complex problems.



Ability to Organize and Coordinate Work

People with a similar score tend to:

- Experience difficulty planning and organizing the work or their team effectively.
- Give vague instructions to their team, and not plan work before undertaking it or distribute resources inadequately.



Ability to Control Work

People with a similar score tend to:

- Fail to conduct follow-up on the progress of activities and projects conducted by employees under their responsibility.
- Let others set goals and ensure the group's orientations are followed.

**Engaging Leadership**

People with a similar score tend to:

- Spend little time and effort mobilizing their team.
- Give little attention to the personalization of their interventions based on each person's interests and motivations.

**Collaboration**

People with a similar score tend to:

- Do the work expected by their team and help others when they need it.
- Seize only certain opportunities to facilitate discussion or to foster their team's synergy.

**Stress Management**

People with a similar score tend to:

- See stress factors as threats and have difficulty taking a step back from situations.
- Have a hard time introducing strategies to manage stress and stay focused on goals when under pressure.

**Agility**

People with a similar score tend to:

- Be curious and enthusiastic about new ideas and change.
- Adapt quickly and readily try new approaches in ambiguous or changing situations.

**Focus on Results**

People with a similar score tend to:

- Be relatively concerned about their performance or that of their team and the achievement of objectives.
- Hold realistic expectations for performance and seek to deploy the effort necessary to meet expectations.

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.



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.

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:

Agility

- Choose a variety of assignments that require them to adapt quickly and take calculated risks.
- Seek opportunities to help less agile colleagues by sharing their enthusiasm and promoting changes that affect the team.

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.

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.

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.

MAIN POINTS TO MONITOR

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.

Ability to Organize and Coordinate Work

- Team up with a person known to be organized and draw inspiration from their tips and tricks.
- Identify work methods and tools and use them to help plan their own activities and their team's activities.

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.

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.