



# PROFESSIONAL

Recruiting Assessment  
Report

**John Doe**  
Month DD, YYYY

Company Name

Confidential Document

## INTRODUCTION

- This assessment report for **John Doe** has been generated by the **D-TECK** expert system.
- It contains information that can help you make recruiting decisions regarding applicants for a professional position that involves an advisory role. The advisory role must involve an intervention process whereby the professional puts their expertise at the service of an external or internal client. This involves studying facts to solve a problem, improve a situation or help the client deal with that situation.

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 professional position
	OVERALL FIT SCORE	- A score for the overall fit between the individual's results on key competencies for a professional position that involves an advisory role and the expected profile
	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 **D-TECK**, 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- The report may not be released to the candidate without the customary precautions and must not be published or released to persons not involved in the assessment.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.

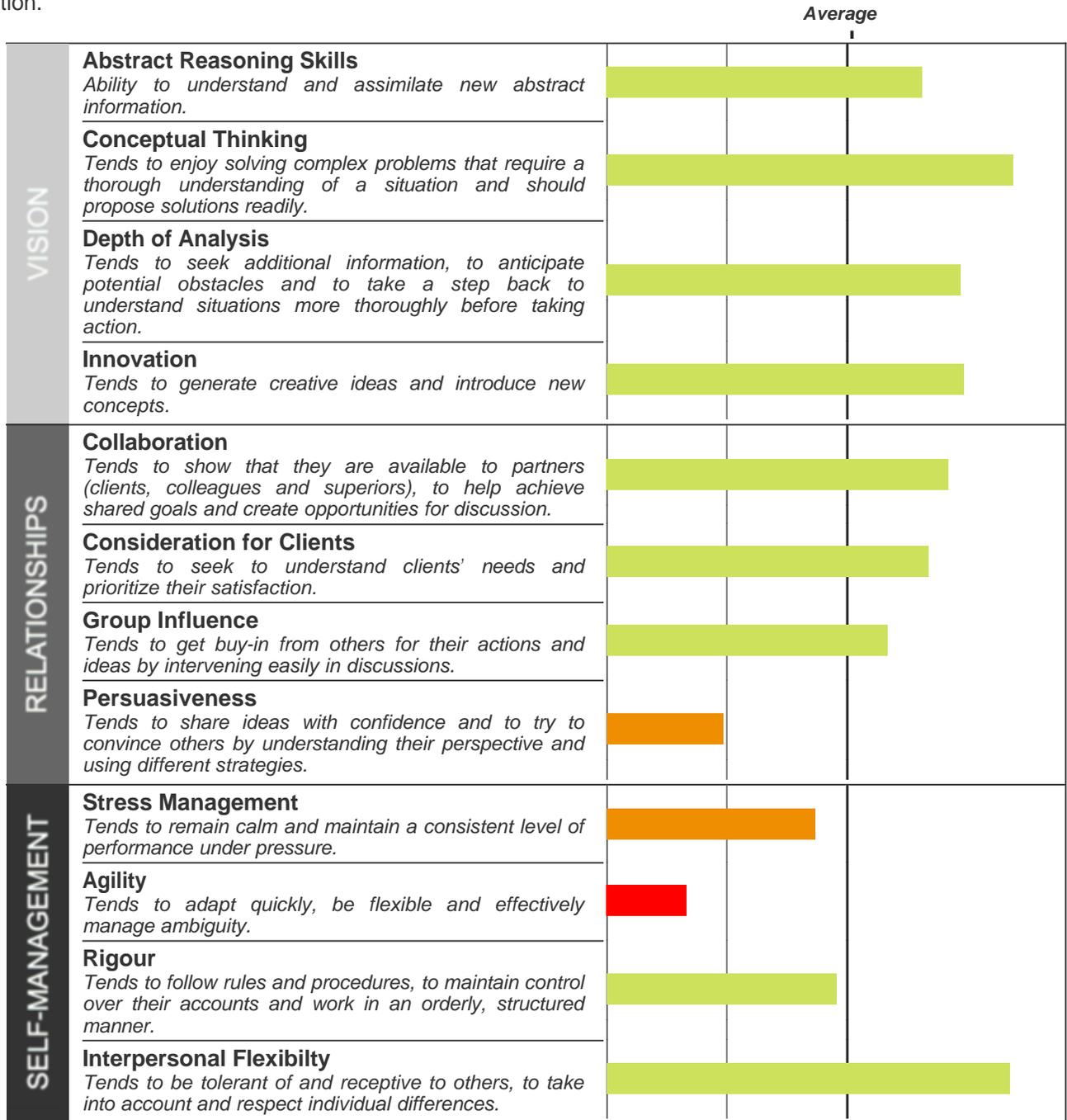
The overall fit score, developed using the [Delphi method](#), helps assess to what extent the candidate's competency results match the expected profile for a professional position that involves an advisory role. This profile has been established by our experts and represents what many organizations 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 professional position.

<b>POOR FIT</b>	<b>BELOW AVERAGE PARTIAL FIT</b>	<b>ABOVE AVERAGE PARTIAL FIT</b>	<b>GOOD FIT</b>
A profile with poor fit means that the candidate obtained results that do not really match the profile typically sought for the position.	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.	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.	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 John Doe for the distinctive competencies. These results provide an indication as to the candidate's potential to demonstrate the key skills relating to a professional position.



**Legend**  Above average  Slightly below average  Significantly below average

> ABOVE AVERAGE PARTIAL FIT WITH THE EXPECTED PROFILE

## 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.

### DEPTH OF ANALYSIS

The candidate is likely to stand out due to their ability to analyze different facets of a situation in depth before taking action. They will enjoy contemplating complex issues and will take a step back, as necessary, to determine the best solution. Your organization should use their skills for complex situations and to partner them with individuals who are less analytical to help them obtain a better grasp of the issues. Moreover, in some situations, it may be a good idea to show them when a more cursory analysis or solution would be appropriate.

### INNOVATION

The candidate would be inclined to be creative, and to look for and instigate novel ideas. They may wish to continue to ask more questions and to be very curious about what is going on around them. You should assign mandates that require them to review procedures and to propose new ways of doing things. You may want to encourage them to be creative in resolving major issues affecting the sector and to take colleagues' creativity one step further by offering to experiment with their ideas.

### COLLABORATION

The candidate will naturally join a work group and care about maintaining harmonious relations with partners (clients, colleagues, superiors). They should enjoy assignments that involve interactions with those around them and prioritize teamwork over individual work. You should find opportunities to use their natural tendencies to collaborate with others. However, it might be useful to help this person understand the full importance of sharing their viewpoints, even if they are divergent, and not aligning too quickly with the group opinion. Moreover, if the candidate must work alone frequently, it may negatively affect their motivation.

### CONSIDERATION FOR CLIENTS

The candidate should make it a priority to develop and maintain pleasant, personalized relations with clients. In order to encourage their efforts to exceed expectations, you should put the candidate in contact with clients as often as possible. It might also be relevant to cite them as an example for other colleagues.

## ONBOARDING ADVICE

### GROUP INFLUENCE

The candidate will seek to take a central role and actively lead the conversation when interacting with others. You would benefit from leveraging this talent by assigning them projects that require them to take charge of a delicate or controversial situation and see it through to completion. It would also be effective to use the candidate as a model for other colleagues.

### PERSUASIVENESS

The candidate will tend to be comfortable defending their positions when facing minor resistance. However, they may have more difficulty finding ways to convince others, when faced with opposition, and may only perform a cursory analysis of the reasons underlying this opposition. You should encourage the candidate to develop a better understanding of situations and to think more about the reasons that could create opposition from others. You may also want to provide assignments requiring the candidate to convince others, but where the outcome would only have minor repercussions.

### STRESS MANAGEMENT

The candidate will tend to experience a certain amount of stress when under pressure. They may sometimes be momentarily destabilized when the pressure rises, and will have to step back to calm down again. You should inquire about their mood and stress level during periods of higher stress, as these situations will be a challenge to them. You can also help them put various situations into perspective and find solutions to stressful situations.

### AGILITY

The candidate will be cautious by nature, appreciate stability in their work and will carefully plan tasks and activities. They will generally have difficulty adapting to changes and unforeseen events. To help this person, your organization should minimize the ambiguity related to any change and give them a sufficient amount of time to get used to any new changes. For example, the candidate might need additional information to understand how something new will impact their work.

### RIGOUR

The candidate will perform well in a role that requires order and structure. They will seek to abide by the organization's rules and should show ease in clearly and effectively structuring their work methods. Do not hesitate to seek this individual's cooperation to structure processes or improve existing work methods. However, you still might have to remind them that excessive focus on details sometimes detracts from the achievement of objectives or the development of a comprehensive vision.

### INTERPERSONAL FLEXIBILITY

The candidate will show a great deal of openness and receptiveness to co-workers even when their opinions or values are outside the norm. It may be a good idea to put them in contact with different types of people, since they will be receptive to others' ideas and prepared to find common ground.

## 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.

### PERSUASIVENESS

- Give me a recent example of a situation where you had to convince someone to support your idea or point of view.
  - How did you do this?
  - What arguments did you use? What was the result?

### 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?

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SMART PREDICTION