



# SENIOR MANAGEMENT

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 senior management position, a role that involves engaging individuals in a vision, developing organizational orientation and strategies, and establishing conditions which support their successful implementation.

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 senior management position
	RISK FACTORS	- Risk factors for performance presenting the main ways in which the individual is likely to behave when under pressure
	DECISION-MAKING APPROACH	- A section on strengths and weaknesses of approaches to decision making and problem solving used by the individual assessed.
	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- The report may not be released to the candidate without the customary precautions and must not be published or released to persons not involved in the assessment.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

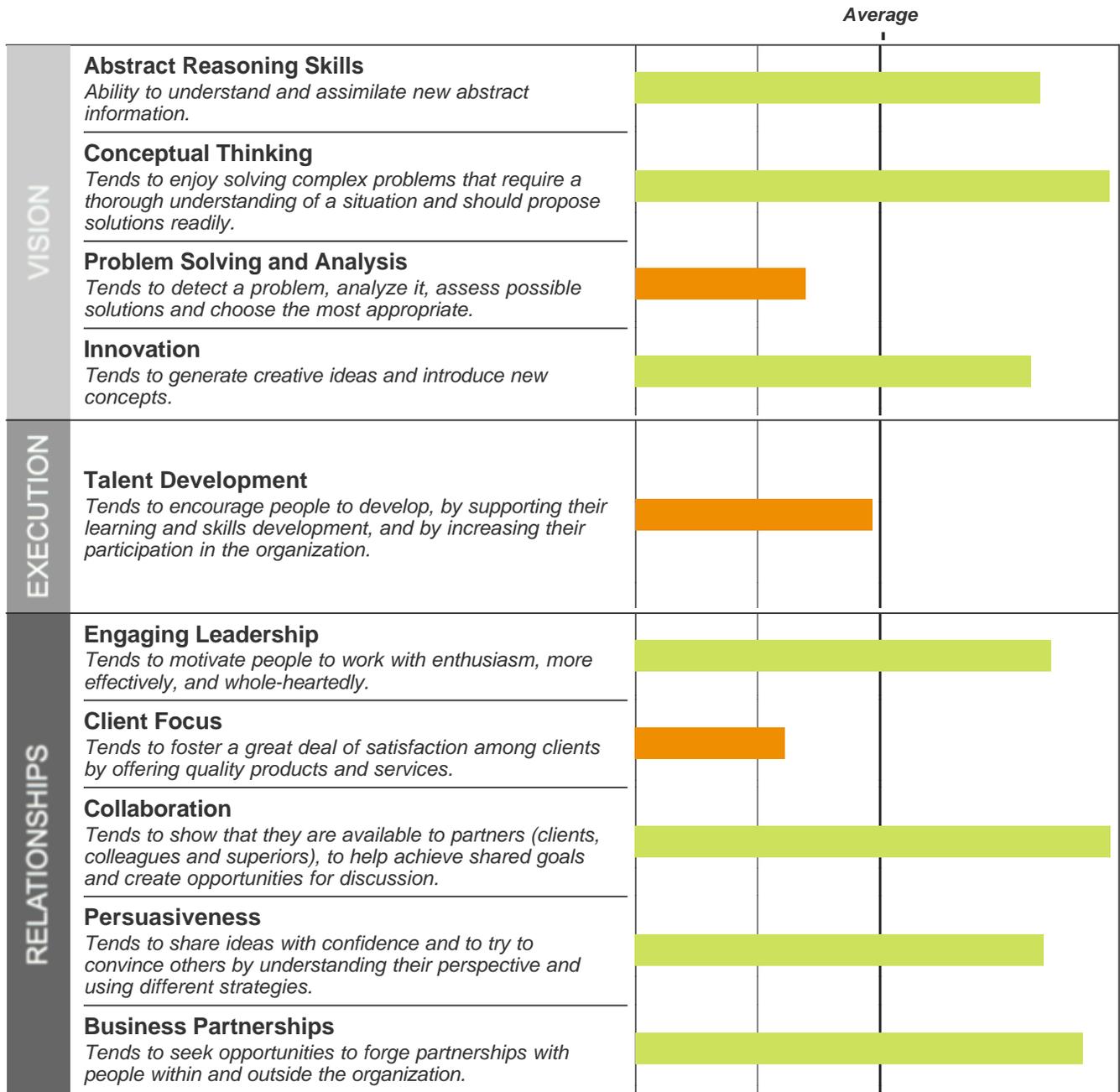
The competency ratings are based on [personality or cognitive ability indicators](#) derived from the candidate's responses. Note that demonstration of a competency depends on other factors as well, including the candidate's work experience, degree of motivation and the work context. This report should 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.

## 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 senior management position.

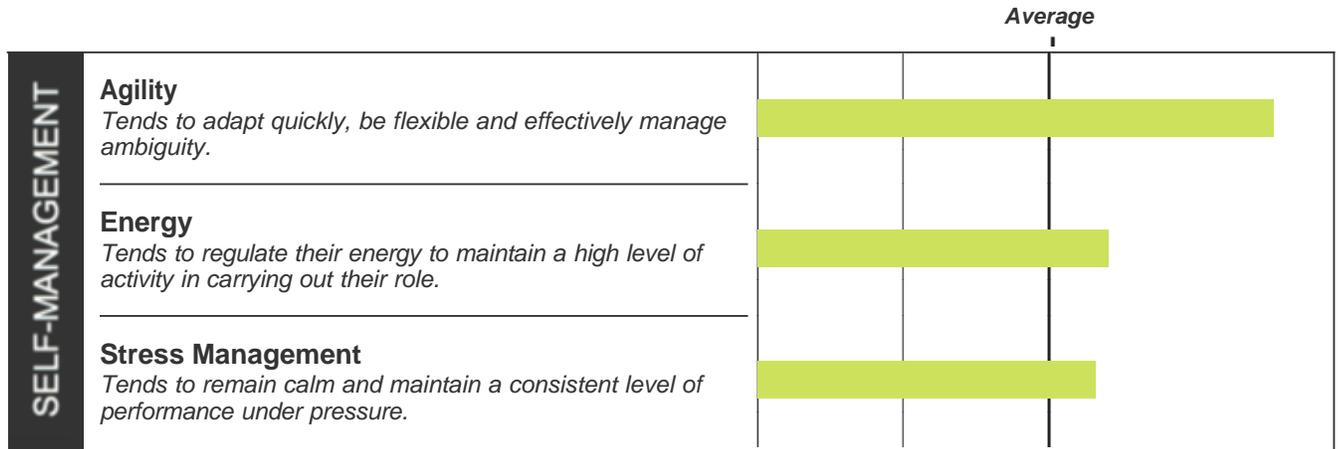
### ASSESSMENT RESULTS

#### John Doe



Legend  Above average  Slightly below average  Significantly below average

## DISTINCTIVE COMPETENCIES



**Legend**

■ Above average

■ Slightly below average

■ Significantly below average

## 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.

This section presents the ways that the candidate could be perceived by their colleagues during 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.

## RISK FACTORS

Under pressure, people with a similar score will tend to:



- Seem exceptionally confident in their abilities and to engage in self-promotion.
- Overestimate their abilities and to ignore constructive comments or criticism.
- Seem less inclined to consult with others and to learn from mistakes.



- Make decisions intuitively and to be hesitant to submit to rules.
- Push limits, take many risks and promise more than they can really deliver.
- Ultimately, seem impulsive and less genuine.



- Propose original ideas, but have difficulty putting them into practice.
- Fail to develop a precise plan to implement their creative ideas, thereby compromising their feasibility and credibility.
- Change their mind and create the impression that they are scattered.



- Have difficulty relying on themselves and voicing divergent opinions in a group.
- Rely on the advice of others and be reluctant to question company policies.
- Not be very assertive and follow their supervisor's instructions, which can, in the long term, give colleagues or employees the impression that they are not inclined to support them and defend them in a debate with a superior.



## 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.

**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.

**Weaknesses**

Prefers solutions with little risk, even if benefits are modest. Worries about minor problems.

### 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.

**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.

**Weaknesses**

Leaves it up to others to define goals rather than developing their vision. Can get bogged down in details.

### 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.

**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.

**Weaknesses**

Fails to consider relevant facts and data for a considered decision. Gets bored when decision making is slow.

### 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.

## 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.

### PROBLEM SOLVING AND ANALYSIS

Generally, the candidate will analyze the situations they encounter before making a decision. Although they will normally be able to decide upon the best solution, problem solving for complex issues could represent a greater challenge. Your organization should support them when making major decisions that include numerous risks.

### 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.

### TALENT DEVELOPMENT

The candidate may not be inclined to provide many development opportunities to others at work, or may do so on an irregular basis. It may be less natural for them to encourage their employees to play an active role in the organization's projects. You should encourage them to develop other people's skills by involving them directly in work (e.g. by having them do work that will help them to learn the targeted skills). It may be helpful to invite them to provide more feedback or development opportunities when supporting others in their professional development.

### 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 attaining objectives.

## ONBOARDING ADVICE

### CLIENT FOCUS

The candidate will try to respond to client requests in developing their short- and long-term strategies. They will tend to offer clients quality products and services that meet their needs. You should support the candidate in developing strategies to satisfy clients with complex needs, particularly by encouraging them to take time to delve into their realities and interests.

### COLLABORATION

The candidate will have a natural tendency to foster teamwork, and will demonstrate particular care in maintaining harmonious work relationships. Do not hesitate to encourage them to participate in projects that require synergy among colleagues. However, it may be important to have them understand the importance of advancing the views of each person, even if they differ from each other.

### PERSUASIVENESS

The candidate will tend to be self-assured and will rally others to support their position. They will be able to use different ways to convince others and will try to establish a relationship with them to achieve this. In the face of opposition, they will do their best to understand the other person's motivations in order to develop more solid arguments. You should rely on the candidate's talent to bring others on board and to persuade key individuals. You may also want to ask them to analyze situations that appear to be at an impasse and have them propose ideas to move things forward.

### BUSINESS PARTNERSHIPS

The candidate would tend to be sociable and to be interested in opportunities to socialize with others at work, and even outside of work. They would be inclined to establish and build on relationships of trust with partners. Your organization should give them important projects requiring that new relationships be established with people in a number of sectors. You may want to encourage them to build a network of contacts that includes key individuals from within and outside the organization.

### AGILITY

As a leader, the candidate will know how to adapt quickly to changes and unforeseen events. They may work easily in ambiguous conditions and will be able to take chances when making decisions. Do not hesitate to assign a role that requires them to adapt quickly to change and unexpected events. However, your organization should make them aware of the importance of providing stability to their team and to consider the impact of their riskier decisions.

## ONBOARDING ADVICE

### ENERGY

The candidate will tend to be energetic and determined at work. They will put ongoing effort into work, sometimes reaching beyond their role. Assign them mandates that require a sustained pace over long periods. It may be a good idea to make them aware of the importance of respecting other people's pace.

### 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.

## INTERVIEW QUESTIONS

The two behavioural interview questions suggested below are meant to help you assess two key skills known to promote success in senior management positions.

### COURAGE TO ACT

- Tell me about a situation in which you made a difficult decision.
  - What action did you take? What was the outcome?
  - If you had to manage the situation again, what would you do differently?

### IMPLEMENTING STRATEGY

- Tell me about a situation in which you encountered obstacles in implementing a strategic plan.
  - How did you manage the situation?
  - What was the outcome?

Below is a list of other 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.

### PROBLEM SOLVING AND ANALYSIS

- Tell me about a recent situation at work in which you had to make a decision that had complex issues. What approach did you use to arrive at this decision?
  - What elements did you take into consideration? What was the outcome?

### TALENT DEVELOPMENT

- Tell me about a situation where you provided or proposed a development opportunity to an employee or a colleague through field work.
  - Why did you provide this opportunity?
  - How did the activity unfold? What were the results?

### CLIENT FOCUS

- Give me an example of a situation where your understanding of your client's expectations allowed you to deliver service that met their needs even better.
  - How much better was this client served? How did they react?

D - T E C K

SMART PREDICTION