

TEAM LEADER

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- The report may not be released to the candidate without the customary precautions and must not be published or released to persons not involved in the assessment.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

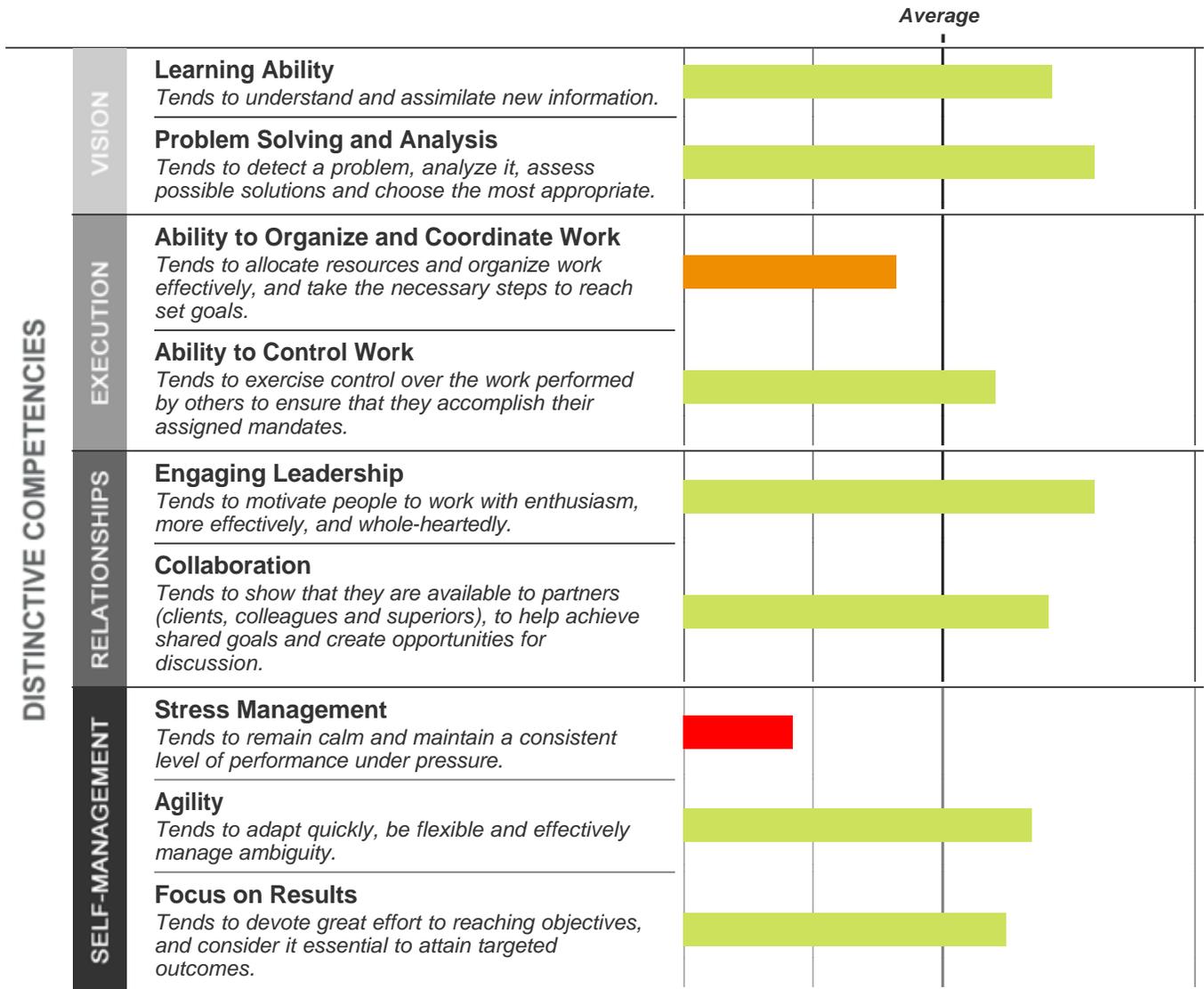
POOR FIT	BELOW AVERAGE PARTIAL FIT	ABOVE AVERAGE PARTIAL FIT	GOOD FIT
A profile with poor fit means that the candidate obtained results that do not really match the profile typically sought for the position.	A profile with below average partial fit means that the candidate obtained results that match 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 team leader position.

ASSESSMENT RESULTS

John Doe



Legend ■ Above average ■ Slightly below average ■ Significantly below average

> 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.

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.

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 organize and plan their team's work. You should remind them of the importance of good organization and effective planning in situations where attention to detail makes a difference. When the stakes are high, you should also encourage them to increase the accuracy of their plans of action and directives in order to coordinate their team's actions more effectively.

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 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.

STRESS MANAGEMENT

The candidate will tend to take stressful situations at work to heart, and may appear regularly concerned and worried. Under pressure, they may sometimes have unpredictable moods or appear somewhat uncertain, which may hinder performance on occasion. Avoid assigning them responsibilities that include constant and high stress. During stressful situations it is important to encourage them to gain a better perspective of the context and adopt the best strategies for stress management. You should also make the candidate aware of the impact their stress could have on their team.

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.

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.

ABILITY TO ORGANIZE AND COORDINATE WORK

- Tell me about a recent situation where you had a large amount of work to accomplish within a short timeframe.
 - What approach did you use to meet this challenge? Were you able to meet the deadline?

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?

D - T E C K

SMART PREDICTION