

TEAM LEADER

Recruiting Assessment Report

John Doe

August 2017

Company XYZ
XCD-0717

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 job involving coordination or supervision of a team of employees, such as supervisor, foreman, team leader, project leader or manager and coordinator. The report provides you with:

- An indicator of the applicant's potential to demonstrate the key skills that generally lead to success in a team leader position, namely:

VISION	EXECUTION	RELATIONSHIPS	SELF-MANAGEMENT
<ul style="list-style-type: none">▪ Learning Ability▪ Problem Solving and Analysis	<ul style="list-style-type: none">▪ Know How to Organize and Coordinate▪ Know How to Control	<ul style="list-style-type: none">▪ Know How to Mobilize▪ Collaboration	<ul style="list-style-type: none">▪ Stress Management▪ Agility▪ Results Orientation

- A rating of the degree to which the candidate's results match the expected profile, based on all the distinctive competencies.
- A section on risk factors for performance presenting the main ways in which the individual is likely to behave when under pressure.
- Advice on integration that will help you provide the conditions for successful hiring.
- Suggested questions for use during the recruitment interview based on the assessment results, when elements require further details.

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The report may not be released to the candidate without the customary precautions and must not be published or released to persons not involved in the assessment. You must ensure that the candidate understands the findings and use of the report, regardless of the recruiting decision made by the organization.

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. It therefore is strongly recommended that this report be used as a complement to other recruiting stages such as an interview and reference checks.

The overall fit score helps assess to what extent the candidate's competency results match the expected profile for a team leader position. 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. This fit may be poor, below average partial, above average partial or good.

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.

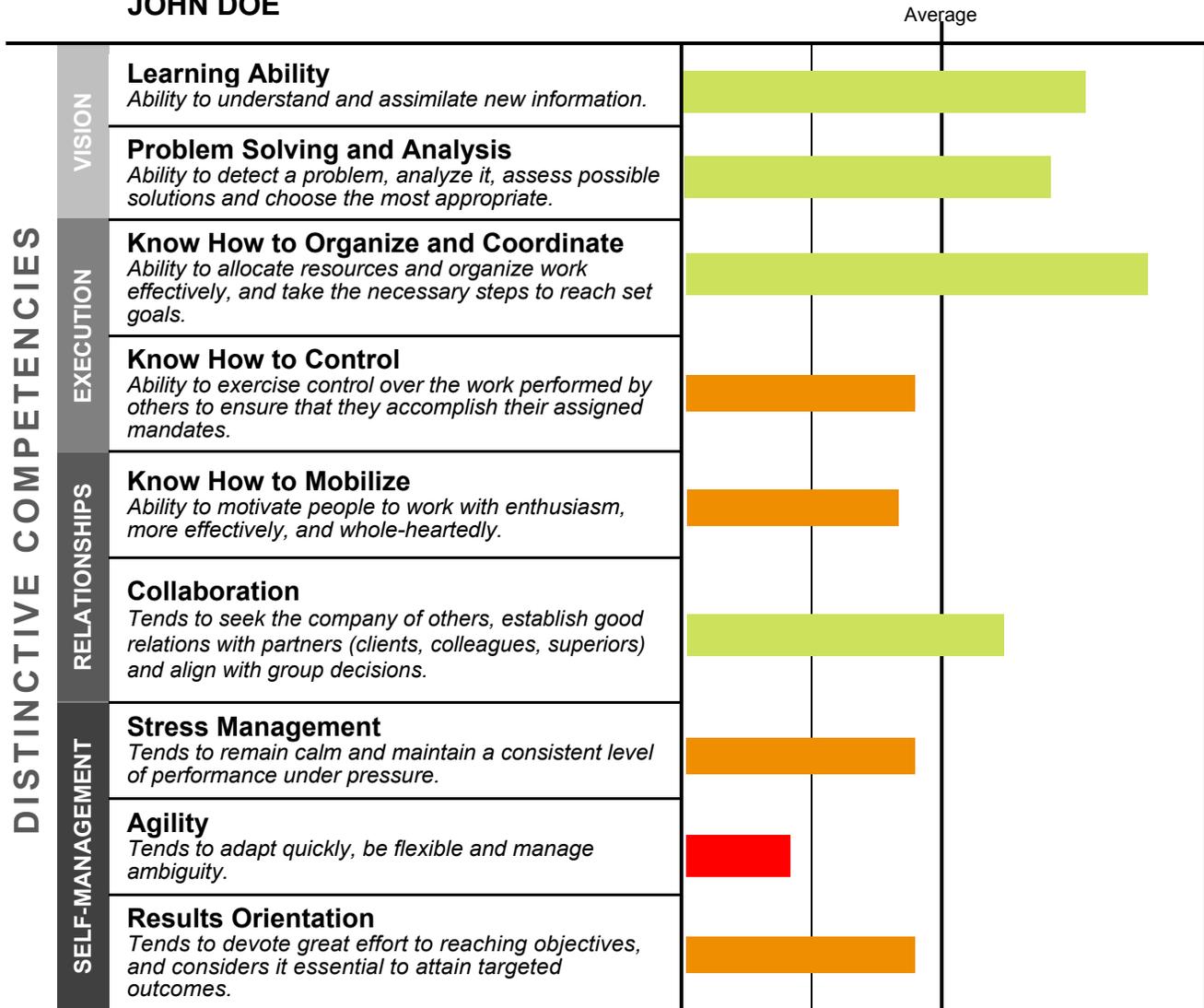
GOOD FIT

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 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, the candidate may seem critical or argumentative, and give the impression of adopting a defensive attitude. They may also be perceived as being distrustful of others and thus have difficulty in quickly establishing a climate of confidence and trust.
- Under pressure, the candidate may seem reluctant to take risks and may be hesitant to begin new projects. They may also give the impression of avoiding criticism and being particularly conservative. Their fear of failure may also delay their decision making and be perceived as a lack of confidence or assertiveness.

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; they should 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.

KNOW HOW TO ORGANIZE AND COORDINATE

The candidate will tend to effectively plan and organize their team's work in detail. They will also be concerned about providing clear and precise directives to their team. Your organization should focus on their ability to coordinate work by assigning them projects that require a heightened sense of organization.

KNOW HOW TO CONTROL

As a leader, the candidate will generally tend to monitor the development of projects under their responsibility and the work of their employees. For larger or more complex projects, their follow-up may be insufficient. You should support them more in managing their team when the stakes are higher, and verify their understanding and use of the most relevant performance indicators.

KNOW HOW TO MOBILIZE

As a leader, the candidate will generally appear concerned with maintaining a good work climate and mobilizing their team. Your organization should further support this leader when they encounter difficulty motivating an employee or team. Moreover, you should encourage them to listen more to their colleagues, especially when they must perform tasks or projects that include several obstacles and are less motivating.

ONBOARDING ADVICE

COLLABORATION

The candidate will have a natural tendency to prefer working as a team, 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 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

As a leader, the candidate may be inflexible with regard to change and new ideas. They may prefer routine work and maintaining the status quo and as a result, they may appear resistant to new ideas and display exaggerated caution. Your organization should assign them a role that adheres to the usual methods, with little change. You should also support them to develop their ability to take risks, and their ability to navigate change and ambiguous situations.

RESULTS ORIENTATION

The candidate will be relatively concerned with their team's performance and with reaching objectives. They will set realistic objectives for their employees and try to implement the necessary steps to meet expectations. In certain cases, your organization should encourage them to invest more effort in improving the performance of their team and in exceeding performance targets.

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.

KNOW HOW TO CONTROL

- Tell me about a recent situation at work in which you had to closely monitor your colleagues to ensure a project or task went well.
 - What approach did you use to ensure that each person performed their work correctly? What was the outcome?

KNOW HOW TO MOBILIZE

- Tell me about a team project that you headed which presented numerous obstacles. What did you do to ensure that your colleagues maintained interest and enthusiasm throughout the project?
 - What approach did you use with less enthusiastic employees?

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 where you had 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?

RESULTS ORIENTATION

- Tell me about a recent project for which you set high or ambitious objectives.
 - What did you do to see this project through to completion? What was the outcome?
 - What obstacles did you encounter? How did you overcome them?

D - T E C K
SMART PREDICTION