

Growth Potential Index

By

HUMANCE 

Assessment Report

Sample candidate

Date

HUMANCE

Confidential document

INTRODUCTION

This **Growth Potential Index** report contains your results as well as resources to help accelerate your professional development. You will also find tips for both you and your manager, thought-provoking questions to help you align with your career aspirations, and additional resources. This report can help you gain important insights and give you the tools to take concrete actions for your development.

What you'll find in this report:

- MOTIVATIONAL FACTORS
- DEVELOPMENT INDEXES
- DETAILED RESULTS AND STRATEGIES
- AN INVITATION TO LOOK TO THE FUTURE
- ADDITIONAL RESOURCES

TIPS FOR USING THIS REPORT

- **This report was created to foster the development of people like you in different contexts** (coaching, onboarding, succession planning, and team development) and is not to be used for hiring purposes.
- **The results provide a snapshot at a specific point in your career.** Our goal is to show you how to better analyze your profile and help you implement strategies to continuously grow and maximize your development potential.
- **Remember that how you behave at work depends on your personality traits and other factors.** Your level of motivation, experience, and professional context also influence and explain your actions and behaviours. Since there are so many factors that can shape your career, we recommend that you refer to or draw conclusions from these results for no more than 24 months.
- **Keeping your report in a safe location** will help ensure that it is not publicly disclosed or shared with anyone who does not have a stake in the results without your consent.

MOTIVATIONAL FACTORS

We would like to begin by presenting you your motivational type(s), a key component to start your development journey. In this section, you will discover two motivations that can influence a person's propensity to engage in a development process or activity. Both, one, or neither of these motivations may come into play for you.

Your motivation(s): **No prevalent motivation style**

No motivational style is highlighted in your results?

There is a number of reasons why you might not be able to identify with a motivation style, and that this may be a temporary situation. Depending on where you are in your career, you may feel less motivated because 1) you feel that the development process and objectives are imposed on you, 2) you think that the challenge is too great and do not feel that you would be able to achieve the development objectives, 3) you feel alone in the process, or 4) you have sufficiently mastered the skill and may be nearing the end of your career, etc. Regardless of what is causing this lack in motivation, the good news is that it can be stimulated, and the above development avenues can help boost your desire to improve.

Extrinsic motivation

Corresponds to the motivation to invest in development activities because of the potential benefits, such as a promotion or a pay raise.

Intrinsic motivation

Corresponds to the motivation to invest in development activities either out of personal interest and satisfaction or because of the value or importance placed on personal development.

Studies have shown that **intrinsic motivation is more likely to give you energy**, which you can then channel to further your development. If your motivation is more extrinsic, check out these tips for building intrinsic motivation.

ADVICE FOR YOU

- Set goals that are aligned with your career aspirations and values
- When developing new skills, use the talents that you already have
- Ask someone who inspires you for help

ADVICE FOR YOUR MANAGER

- Let the person choose between different development objectives and methods
- Give them easy goals so that they can be successful quickly
- Offer support by providing feedback when they are using their new skills

DEVELOPMENT INDEXES

This section presents a summary of the results from the development indexes. What is a development index? It is an element of your personality and professional environment that may influence your tendency to pick up new competencies or behaviours and apply them at work.

SELF-AWARENESS

Ability to let go

Your ability to take a step back from negative thoughts or emotions, or difficult situations that worry you.



Introspection

Your ability to observe yourself and your tendency to analyze and question your own past reactions, feelings, motivations, and behaviours.



ATTITUDE REGARDING FEEDBACK

Openness to feedback

Your openness to feedback received from people in your work environment.



Feedback seeking

Your tendency to request feedback from people in your work environment.



CONDITIONS CONDUCTIVE TO DEVELOPMENT IN THE ORGANIZATION

Perceived support

Your perception of the amount of support provided by your work environment to allow for professional development.



Perceived openness to experimenting within the organization

Your perception of people in your work environment's tolerance for error for learning purposes.



1 or 2 : Less prevalent

3 : Moderately prevalent

4 or 5 : More prevalent

DETAILED RESULTS AND STRATEGIES

The following section will help you better understand your results. It contains tips (for you and your manager) for each development index based on your score to help accelerate your development. There are also coaching-type questions to help you gain insight and take action. Enjoy!

SELF-AWARENESS

Focusing on self-awareness from a development perspective will help you learn from your experience but also recognize your strengths and weaknesses.

Ability to let go

Your ability to take a step back from negative thoughts or emotions, and difficult situations that worry you.

Your score



MODERATELY PREVALENT

DEVELOPMENT ADVICE

Advice for you

Learn to recognize recurring negative thoughts and emotions and turn past events into opportunities to learn.

Take a moment to shut off any negative thoughts or emotions and do something you enjoy to recharge your batteries.

Advice for your manager

Ask the person about their expectations for themselves and then help them adjust their perceptions and objectives. Unrealistic expectations and perfectionism can cause some to brood.

Questions from Humance's coaches

What would help you let things go in certain situations?

What prevents you from letting things go?

SELF-AWARENESS

Introspection

Your ability to observe yourself and your tendency to analyze and question your past reactions, feelings, motivations, and behaviours.

Your score



MORE PREVALENT

Tendency to possess the self-reflection and introspection skills to learn from past reactions, feelings, motivations, and behaviour.

DEVELOPMENT ADVICE

Advice for you

Think back to a situation that made you feel bad or uncomfortable. Now think about your behaviour and how you might do things differently next time.

Make a list of your strengths and weaknesses and find someone you know who has mastered a skill that you would like to develop. Tell that person that you are trying to improve and ask for advice.

- What actions will you take after your discussion?
- What impact will they have?
- What did you learn?

Advice for your manager

Encourage the person to play devil's advocate when studying their own behaviour to get a broader perspective about their motivations and a better understanding of their own actions.

Questions from Humance's coaches

What introspective exercises do you do that is particularly helpful to you? What could you do to improve this already powerful practice and take your introspection to the next level?

ATTITUDE REGARDING FEEDBACK

Focusing on your attitude towards feedback from a development perspective will help you learn about the strengths and weaknesses that you can build on to be better. Also, being more open to feedback will help you focus on ways to hone your skills.

Openness to feedback

Your openness to feedback from people in your work environment.

Your score



LESS PREVALENT

Tendency to see feedback as being of limited use or to have no interest in their development and is closed or defensive.

DEVELOPMENT ADVICE

Advice for you

Keep in mind that there is more than one way to do this, and by being receptive to others' opinions, you can learn a lot.

Ask three of people in your work environment for constructive feedback.

Advice for your manager

When giving constructive feedback, create a safe space by letting the other person express their point of view. Ask how your feedback is being received by them and clarify when needed.

Questions from Humance's coaches

Think back to a time when you received feedback. How did you use that feedback to further your development?

ATTITUDE REGARDING FEEDBACK

Feedback seeking

Your tendency to request feedback from people in your work environment.

Your score



LESS PREVALENT

Tendency to seek little feedback and prefers to rely on the proactivity of others or formal practices.

DEVELOPMENT ADVICE

Advice for you

Ask someone you know and trust to give you feedback while emphasizing the themes that are of most interest to you.

Take the time to identify what keeps you from asking for more feedback (e.g., discomfort, embarrassment, awkwardness) and focus on how to overcome this.

Advice for your manager

Discuss the importance of using feedback and its added value with the individual; suggest things they can do based on the feedback.

Questions from Humance's coaches

Think back to a time when you asked for constructive feedback on your performance and got it. What was interesting about this new perspective? How did you feel after your conversation and how did it help you in your work? How could you get more out of this kind of feedback?

CONDITIONS FAVOURABLE TO DEVELOPMENT WITHIN THE ORGANIZATION

Focusing on the conditions favourable to development within your organization will help you use the existing levers in your work environment to acquire new skills, knowledge, or competencies, and try them out in your daily duties while feeling supported.

Perceived support

Your perception of the amount of support provided by your work environment to allow for professional development.

Your score



LESS PREVALENT

Tendency to think that the work environment offers little or no opportunity to develop or apply new skills, knowledge, or competencies.

DEVELOPMENT ADVICE

Advice for you

Let your manager know that you feel there is a lack of opportunities to develop or apply new skills and find solutions together so that you can pursue your development.

Take charge of your own development and plan it. Also look for development opportunities outside of your work environment.

Advice for your manager

Help the person find concrete ways to limit the impact of perceived obstacles or challenges in their environment.

Questions from Humance's coaches

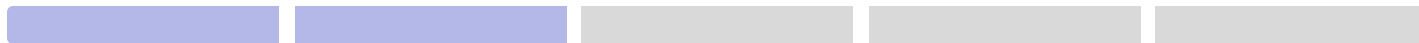
Take the time to make a list of what you would like to learn or challenges you would like to overcome to improve your skills. What would you need to make this happen? What would be the best way(s) to do this? Who could you talk to about it?

CONDITIONS FAVOURABLE TO DEVELOPMENT WITHIN THE ORGANIZATION

Perceived openness to experimenting within the organization

Your perception of people in your work environment's tolerance for error for learning purposes.

Your score



LESS PREVALENT

Tendency to perceive a low tolerance for error for learning purposes on the part of people in your work environment; a perception that only sufficiently mastered skills or competencies with a low risk of error can be tested.

DEVELOPMENT ADVICE

Advice for you

When learning or applying a new skill or competency, ask your manager about the consequences of a potential error and determine what parameters would make the error acceptable.

Find situations or contexts where you can try out what you have learned without having too much of an impact (e.g., volunteering, pilot project).

Advice for your manager

Take the time to clarify in which contexts they can take risks or try out new skills.

Questions from Humance's coaches

How could you make people in your work environment understand the benefits of using new skills in the workplace while limiting the impact of potential mistakes?

AN INVITATION TO LOOK TO THE FUTURE

In this section, you will be asked to do some introspection and kick-start your development. In order to know what to do next, it's important to think about what it is that you are doing and should keep doing, what you should stop doing, and what you should start doing. You are also invited to think about how you can overcome obstacles that may arise. Once you have completed the exercise, you may want to find people (a manager, coach, mentor, etc.) who can help you in your development quest. Good luck!

What did you learn about levers of development?

What did the results reveal about the obstacles that may be hindering your development?

What **behaviours, means, or strategies** would you like to start, continue, or stop doing to see your development through and align with your career aspirations? Feel free to use the advice provided in this document. Perhaps the tips and recommendations will help get you thinking or even change how you think. You can also ask for help from someone who knows you well or who is involved in your development (e.g., a coach, mentor).

Stop**Continue****Start**

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What **obstacles** could arise and/or prevent you from succeeding in your quest?

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What **solutions** will you implement to overcome them?

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ADDITIONAL RESOURCES

Consult the following resources for additional help realizing your development potential.

Boyes, A. (2019). How to stop obsessing over your mistakes.

<https://www.hbr.org/2019/02/how-to-stop-obsessing-over-your-mistakes>

Busilacchi, J. (2018). Quelle posture adoptez-vous face à la rétroaction?

<https://www.revuegestion.ca/quelle-posture-adoptez-vous-face-a-la-retroaction>

Chamorro-Premuzic, T. (2018). Take control of your learning at work.

<https://www.hbr.org/2018/07/take-control-of-your-learning-at-work>

Grace Saunders, G. (2018). How to motivate yourself to do things you don't want to do.

<https://hbr.org/2018/12/how-to-motivate-yourself-to-do-things-you-dont-want-to-do>

Reuteler, D. (2017). Training that works (hint: motivation matters more than you think).

<https://www.scienceforwork.com/blog/training-works-hint-motivation-matters/>

Poitras, L. (2017). Leadership de pleine conscience : Une stratégie efficace pour les gestionnaires?

<https://www.carrefourrh.org/ressources/revue-rh/volume-20-no-3/leadership-de-pleine-conscience-une-strategie-efficace-pour-les-gestionnaires>

Zenger, J. (2014). Developing strengths or weaknesses overcoming the lure of the wrong choice.

<http://www.leadership.zengerfolkman.com/acton/attachment/10129/f-0498/1/-/-/-/White%20Paper%3A%20Developing%20Strengths%20or%20Weaknesses.pdf>

Dweck, C (2014, 2018) Growth-mindset videos

<https://www.youtube.com/watch?v=hiiEeMN7vbQhttps://www.youtube.com/watch?v=-71zdXCMU6A>