

Go assessment

By

HUMANCE 

Assessment Report

STRATEGIC LEADER

Sample candidate

Date

HUMANCE

Confidential Document

INTRODUCTION

This assessment report was generated by the Humance expert system.
It contains information that can help you better understand the assessed individual's potential.

This report contains the following:

HUMAN RESOURCES	DISTINCTIVE COMPETENCIES	An indicator of the individual's potential to demonstrate the key skills that generally lead to success in a given role.
	DETAILED RESULTS	Detailed results for each of the competencies measured
	PROBLEM-SOLVING ABILITY	An indication of an individual's tendency to quickly assimilate new information, understand complex ideas, demonstrate a logical mind, and draw appropriate conclusions.
	RISK FACTORS	Risk factors for performance presenting the main ways in which the individual is likely to behave when under pressure
	ONBOARDING AND DEVELOPMENT ADVICE	Tips to optimize new hires' onboarding experience - Advice to establish conditions for a successful development process
MANAGER	BEHAVIORAL QUESTIONS	Suggested questions for the recruitment interview or to stimulate discussions around development based on the assessment results

CAVEAT ON USE OF THE REPORT

The results obtained through the assessment process may provide insight for selection or promotion decisions or fuel reflection as part of a professional development or succession management process

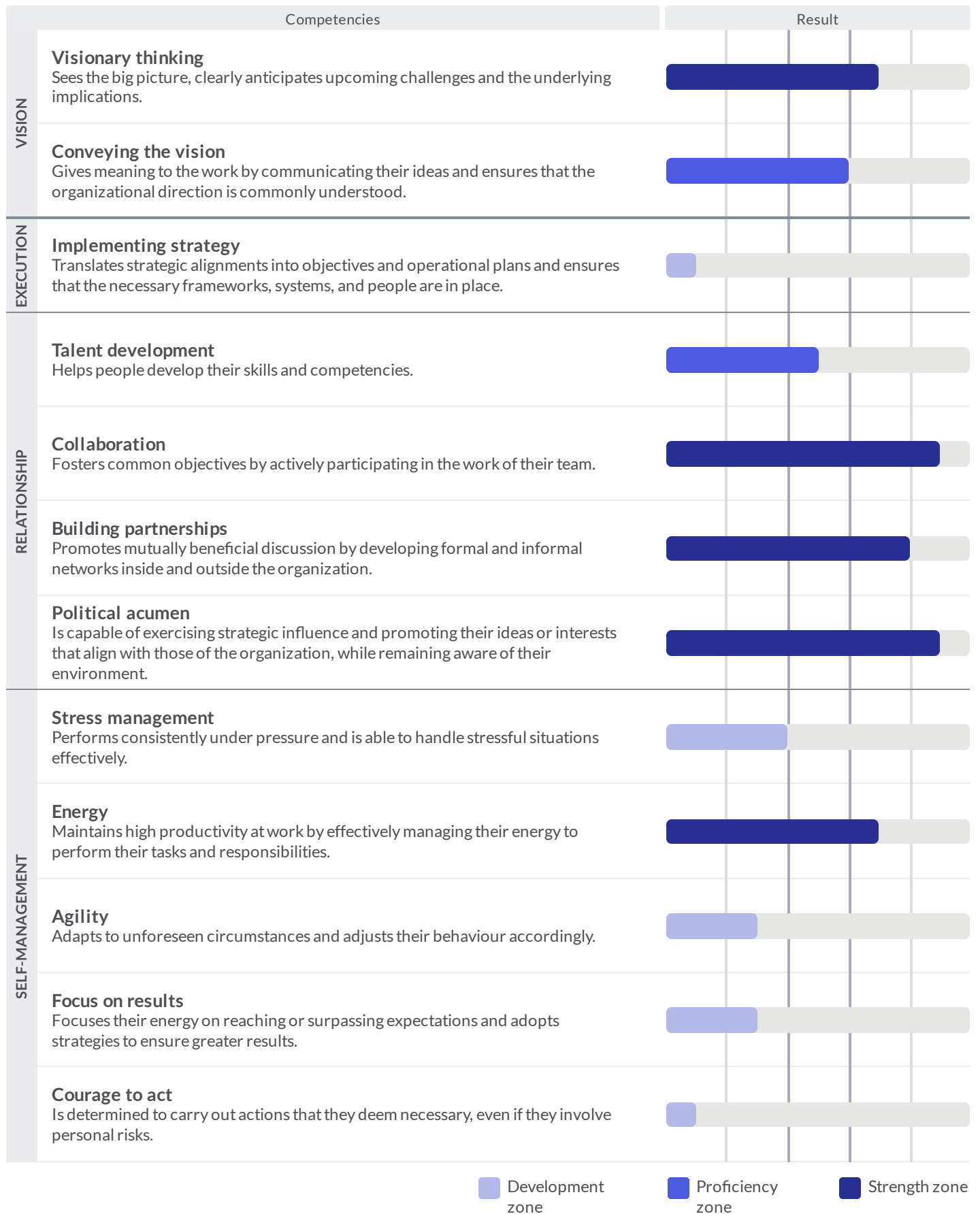
These results are valid for up to two years.

This document is strictly confidential. The only people who may consult it are those authorized by the assessed individual, i.e. those directly involved in the selection, promotion, or professional development process. We recommend that you keep this document in a safe place. Also, the report may not be released to the assessed individual without the customary precautions .

INTERPRETATION OF FINDINGS

The competency results are based on psychometric indicators derived from the person's responses. Note that demonstration of a competency depends on other factors as well, including the person's work experience, degree of motivation and the work context. This report should be used as a complement to other information sources, such as the behavioral interview and reference checks, to create a more accurate portrait of the competencies of the person assessed.

DISTINCTIVE COMPETENCIES



DETAILED RESULTS

This section describes the assessed individual's results and helps define their contribution value. The competency profile trends presented are calculated based on algorithms developed from thousands of psychometric data points aimed at replicating the analysis of assessment experts.

Visionary thinking

Strength zone



People with a similar score tend to:

- Have a clear perspective of the organization's future, its positioning on the market, and the needs of its clients.
- Understand what it will take to achieve their vision.

Conveying the vision

Proficiency zone



People with a similar score tend to:

- Share their vision with everyone, making sure to specify the desired outcome, as needed.
- Communicate their vision by making an effort to pique their audience's interest and answer their questions.

Implementing strategy

Development zone



People with a similar score tend to:

- Have trouble translating strategic objectives into concrete and workable action plans.
- Maintain existing systems instead of adapting and optimizing them.

Talent development

Proficiency zone



People with a similar score tend to:

- Sometimes encourage assessing the team members' talent and arrange follow-up meetings regarding their development.
- Suggest a few development activities for their team members.

Collaboration

Strength zone



People with a similar score tend to:

- Create a climate of support in their team by helping others.
- Foster everyone's participation and play a key role in achieving goals.

Building partnerships

Strength zone



People with a similar score tend to:

- Show interest in opportunities to socialize and proactively establish relationships with potential partners within and outside the organization.
- Create lasting partnerships and reinforce trust with contacts to make the organization more likely to achieve its goals.

Political acumen

Strength zone



People with a similar score tend to:

- Understand and seek information to better read the workplace dynamic.
- Create and maintain alliances with influential people in the organization and act in keeping with formal and informal standards.

Stress management

Development zone



People with a similar score tend to:

- See stress factors as threats and have difficulty taking a step back from situations.
- Have a hard time introducing strategies to manage stress and stay focused on goals when under pressure.

Energy

Strength zone




People with a similar score tend to:

- Show energy and determination at work.
- Put ongoing effort into work, sometimes going beyond their role.

AgilityDevelopment zone 

People with a similar score tend to:

- Prefer routine and be resistant to change and new ideas.
- Consider the unexpected and new ideas as hard to manage and fail to adapt behaviour to new demands in their environment.

Focus on resultsDevelopment zone 

People with a similar score tend to:

- Have little concern about their performance or that of their team and the achievement of objectives.
- Hold low expectations regarding performance and give little effort to achieving objectives.

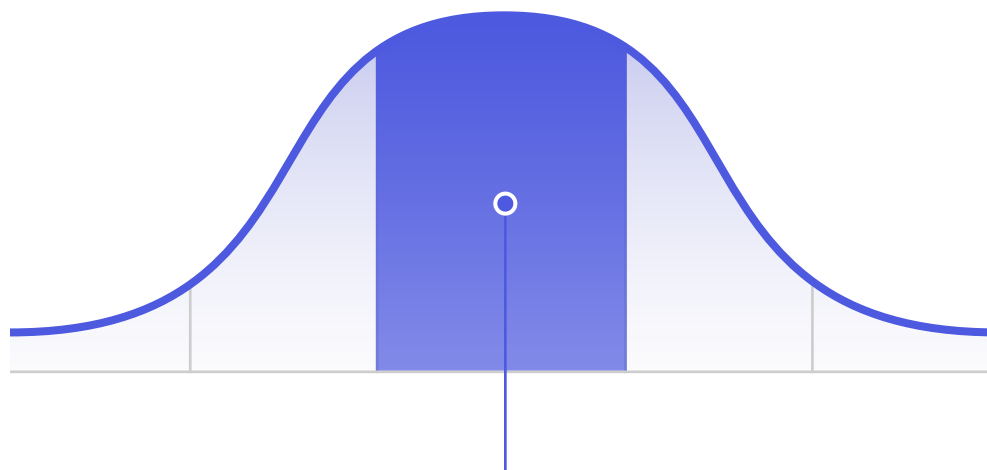
Courage to actDevelopment zone 

People with a similar score tend to:

- Wait too long to intervene in unacceptable situations and avoid giving constructive feedback.
- Have trouble holding themselves accountable when problems arise.

PROBLEM-SOLVING ABILITY

This section presents the assessed individual's potential to quickly assimilate new information, understand complex ideas, demonstrate a logical mind, and draw appropriate conclusions.



People with a similar score tend to:

- Grapples with relatively complex ideas as quickly as expected.
- Takes a bit more time to assimilate and grapple with new ideas and problems.



Onboarding Advice

It would be beneficial for the organization to:

Give them enough time to think about less common problems and assimilate them. Invite them to collaborate on complex projects with a colleague who is skilled at solving problems so that they can benefit from their way of working.



Development Advice

It would be beneficial for the person assessed to:

Identify the types of problems that challenge them more and find the appropriate resources (help from colleagues, sufficient time, documentation, etc.). Structure their approach to make sure they have taken all relevant elements into account when solving problems.

STRATEGIC THINKING

This section presents the assessed individual's results in terms of critical thinking, i.e., the ability to identify and analyze a problem, and find all the information they need to reach accurate and appropriate conclusions. This ability is key for roles where understanding and interpreting verbal or written information is important.

Global interpretation

The results indicate how easily the assessed individual can analyze the information at their disposal to reach the most suitable solution given the situation. The individual is compared with a reference sample of over 4,000 people, including close to 3,000 managers and executives.

UNDERSTAND THE MESSAGE

- Understand what is implied in the text
- Determine the likelihood that a statement is true or false based on the context



EVALUATE ARGUMENTS

- Decide on the strength and significance of arguments based on the context
- Remain objective whilst judging the value of statements



MAKE OBSERVATIONS

- Make logical connections in the information presented
- Interpret statements correctly, without extrapolating too much



RISK FACTORS

'Risk factors' include behaviors individuals are likely to adopt when they are in a demanding situation, e.g., when many of their personal resources are solicited or they have to deal with pressure, fatigue, uncertainty, or stress. It 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, role or organizational culture. These behaviours are generally more likely to emerge if the "stress management" competency is below average. Moreover, the impact of these potential risks depends on when they are most likely to occur. This impact could be lessened if the person is aware of the potential risks and takes corrective action.

In this section, the risk factors presented indicate the ways in which the person being assessed might be perceived by those around them under stress.

Reminder: these risk factors are likely to be adopted when the person is under pressure.



This risk factor relates to the tendency to resist, either indirectly or passively, when disapproving of a direction being taken, to be independent-minded and to show opposition while continuing to do things one's own way. Individuals with this risk factor may seem cooperative while, in fact, following their own agenda and quietly, but intentionally, opposing other people's interests.



This risk factor relates to the tendency to seem critical or argumentative, and to give the impression of doubting people's true intentions. Individuals with this risk factor may be perceived as distrustful of others and, therefore, may have difficulty easily establishing a climate of trust.



This risk factor relates to the tendency to be easily worried about criticism or failure. Individuals with this risk factor may be very cautious, which could cause them to postpone making certain decisions, to be reluctant to express certain opinions, or to implement certain changes more slowly.

ONBOARDING AND DEVELOPMENT ADVICE

This section presents advice on how to maximize the onboarding and the professional development of the assessed individual in light of the results of this assessment.

COMPETENCIES WITH THE HIGHEST SCORES



It would be beneficial for the organization to:



It would be beneficial for the person assessed to:

Political acumen

Scheduling meetings with influential people in the organization to help them develop a network and better understand the organization.

Developing or strengthening high-quality interpersonal relationships with those who are strategically positioned in the organization by demonstrating their interest, listening skills, and openness and by earning their trust.

Collaboration

Encouraging them to participate in projects where creating synergy between colleagues is crucial.

Participating in interdisciplinary assignments that require sustained collaboration with various parties.

Building partnerships

Entrusting them with major mandates that require them to establish new relationships with stakeholders in various sectors.

Offering feedback to colleagues and employees to allow them to benefit from their skills in networking and developing partnerships.

COMPETENCIES WITH THE **LOWEST** SCORES

It would be beneficial for the organization to:



It would be beneficial for the person assessed to:

Courage to act

Matching them with colleagues or providing coaching to build their courage and help them identify when to intervene for the good of the organization and its members.

Practising making brave interventions in situations involving limited personal risk.

Implementing strategy

Assigning smaller projects to them to start so they can gradually learn to translate strategic objectives into action plans.

Analyzing their previous action plans and thinking about their effectiveness in terms of results, elements that could have strengthened their alignment with the organization's vision, or led to greater benefits.

Agility

Pairing them with a mentor known for their agility to develop their ability to take risks and cope with change.

Obtaining additional information to understand how new circumstances will influence their work and trying to find solutions to their concerns.

BEHAVIORAL QUESTIONS

The following is a list of questions on the distinctive competencies assessed that will allow you to capture concrete examples of behaviors exhibited by the assessed individual . A constructive discussion will confirm the levers to focus on to maximize performance and target certain conditions for success to avoid potential pitfalls in the exercise of the role.

Visionary thinking

Where do you think our industry is headed? How will client needs evolve?

- What client needs are emerging?
- What should we stop doing or do differently, considering where the market is headed? Why?

Conveying the vision

Tell me about a particular project or mandate where you had to ensure that your colleagues understood the objective in the same way.

- How did you proceed?
- How did you handle the more difficult situations?

Implementing strategy

Give me an example of a situation where you had to make changes or deploy a new strategy.

- How did you go about it?
- What were the results?

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?

Collaboration

Tell me about a recent situation at work in which you had to work with partners (colleagues, clients, superiors) to achieve an objective.

- What was your role within the group?
- What did you do or say to foster teamwork? What was the outcome?

Building partnerships

Tell me about a situation where, as a result of your efforts, you succeeded in bringing the members of different teams to work together towards a common objective as partners.

- How did you go about doing this?
- How did you obtain members' support?

Political acumen

Tell me about a situation where you felt you had effectively read the political issues within the organization.

- What did you notice?
- How was it useful?

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?

Energy

Describe a situation at work that required a major effort on your part. In what way was it difficult?

- How did you manage the situation?
- If you had it to do over again, how would you handle it?

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?

Focus on results

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?

Courage to act

Tell me about a situation where you had to turn down a request, despite it seeming acceptable to some.

- In concrete terms, how did you say no?
- What was the outcome?