Go assessment

By

HUMANCE

Assessment Report

TEAM LEADER

Sample candidate

Date

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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
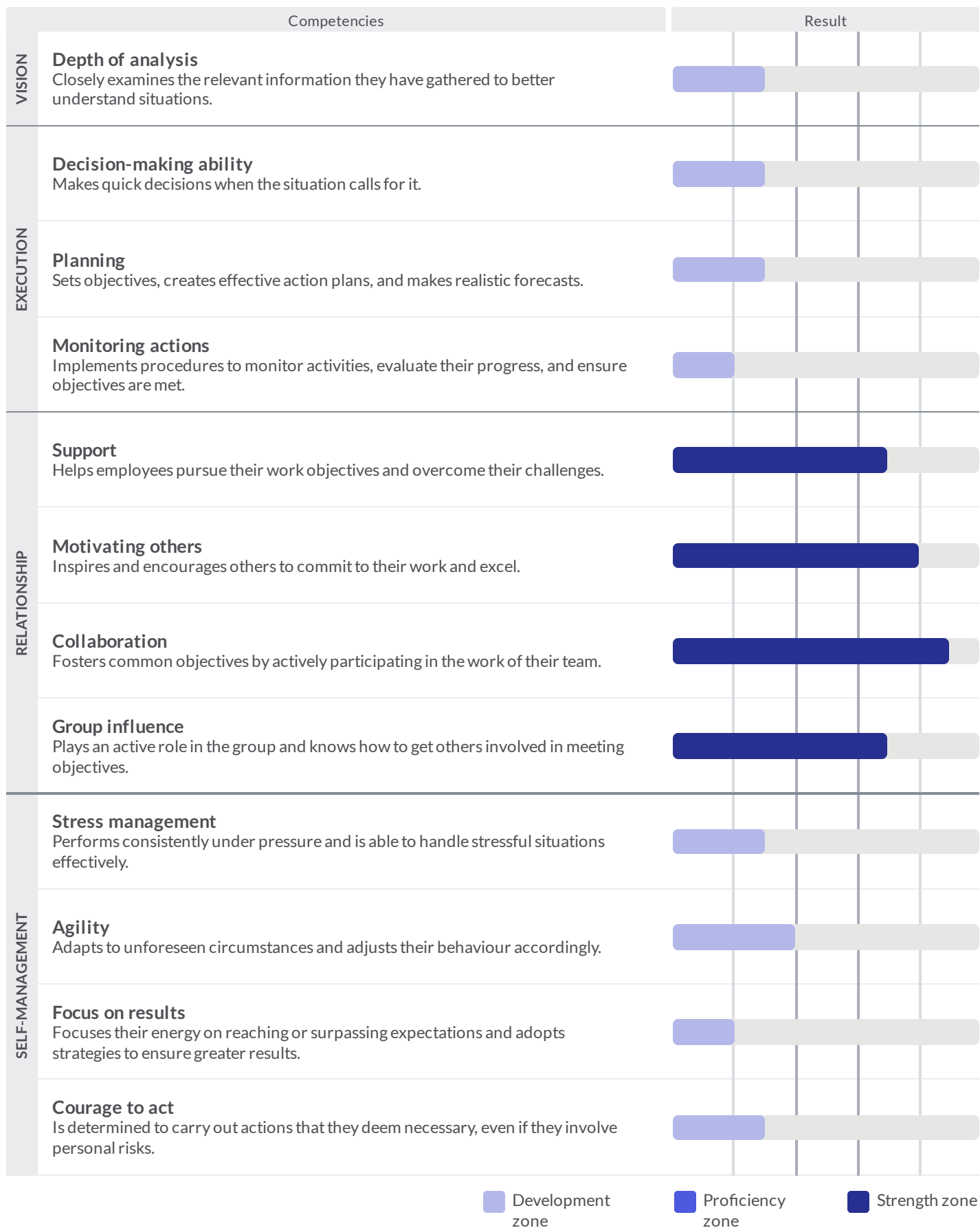
These results are valid for up to two years.

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

	Competencies	Result
VISION	**Depth of analysis** Closely examines the relevant information they have gathered to better understand situations.	
EXECUTION	**Decision-making ability** Makes quick decisions when the situation calls for it.	
	Planning Sets objectives, creates effective action plans, and makes realistic forecasts.	
	Monitoring actions Implements procedures to monitor activities, evaluate their progress, and ensure objectives are met.	
RELATIONSHIP	**Support** Helps employees pursue their work objectives and overcome their challenges.	
	Motivating others Inspires and encourages others to commit to their work and excel.	
	Collaboration Fosters common objectives by actively participating in the work of their team.	
	Group influence Plays an active role in the group and knows how to get others involved in meeting objectives.	
SELF-MANAGEMENT	**Stress management** Performs consistently under pressure and is able to handle stressful situations effectively.	
	Agility Adapts to unforeseen circumstances and adjusts their behaviour accordingly.	
	Focus on results Focuses their energy on reaching or surpassing expectations and adopts strategies to ensure greater results.	
	Courage to act Is determined to carry out actions that they deem necessary, even if they involve personal risks.	

Development zone ■ Proficiency zone ■ Strength zone

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.

Depth of analysis

Development zone

People with a similar score tend to:

- Analyze situations superficially and take positions with little information.
- Use trial and error rather than consider complex information in seeking solutions to problems.

Decision-making ability

Development zone

People with a similar score tend to:

- Let others make decisions they are responsible for.
- Be reluctant to make decisions within a reasonable time frame or in ambiguous circumstances.

Planning

Development zone

People with a similar score tend to:

- Have trouble defining objectives and determining their scope; take action immediately without developing a plan.
- Overestimate or underestimate the time it takes to complete an activity.

Monitoring actions

Development zone

People with a similar score tend to:

- Not follow up on the activities and projects they are responsible for.
- Not assess gaps in standards or performance targets.

Support

Strength zone ■

People with a similar score tend to:

- Offer clear alignment on their team's role and be available to help manage challenges and suggest solutions.
- Make the work easier by limiting the number of obstacles and their impact on objectives.

Motivating others

Strength zone ■

People with a similar score tend to:

- Identify the different motivators that drive each member of their team and adapt their approach when assigning tasks and projects.
- Implement preventive measures to maintain engagement when tasks or projects run into obstacles or constraints.

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.

Group influence

Strength zone ■

People with a similar score tend to:

- Rally others around shared goals by enthusiastically participating in group discussions.
- Easily orient discussions with others and adapt interventions to manage resistance.

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.

Agility

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 results

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 act

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.
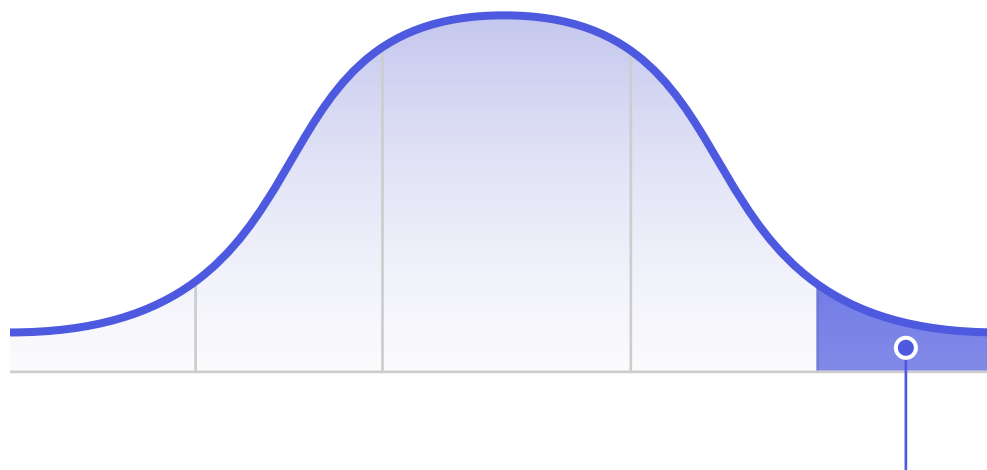
People with a similar score tend to:

- Needs little support to grapple with new and complex ideas.

- Quickly assimilates information to solve complex problems.

Onboarding Advice

It would be beneficial for the organization to:

Offer them the opportunity to tackle relatively complex projects to take advantage of their ability to assimilate and process information. Do not hesitate to ask for their help in explaining complex concepts to others.

Development Advice

It would be beneficial for the person assessed to:

Be willing to explain complex ideas to colleagues. Use common sense by willingly helping to solve the organization's complex problems.

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:
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.
Motivating others	Entrusting them with files for which the team's motivation may be a contributing factor to reaching its objectives.	Using their motivation skills to improve the work climate or help those who are less skilled.
Support	Assigning roles to them (management, project management, etc.) that require them to oversee the work of multiple people and ensure the completion of a shared task.	Putting themselves in a position where they are expected to provide support. Asking their team if they understand what is expected (deliverables and timelines) and what their needs are, while remaining open and attentive.

COMPETENCIES WITH THE LOWEST SCORES

	It would be beneficial for the organization to:	It would be beneficial for the person assessed to:
Focus on results	Clearly stating performance expectations.	Daring to set more ambitious performance objectives for themselves than those that would be determined at the outset.
Monitoring actions	Encouraging them to plan frequent follow-ups with team members from the start of the project.	Setting time aside to ensure everyone understands their instructions and using performance indicators to follow up.
Planning	Sharing the benefits of careful organization and planning.	Establishing work methods and tools and using them to plan their own tasks and those of their team.

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.

Depth of analysis	Tell me about a time at work when you had to give your opinion on a situation that involved numerous issues.
	• How was it original?
	• How did you come up with this idea? How did you implement it?

Decision-making ability	Tell me about a situation where you had to make decisions in a new or ambiguous context.
	• How did you react?
	• What approach did you adopt to make those decisions?

Planning	Give me an example of a situation where you managed an event or major project.
	• What initial steps did you take?
	• How did you get the project or event done?

Monitoring actions	Describe a situation where you should have conducted more regular follow-ups on a task or project that you entrusted to someone else.
	• What happened?
	• What would you do differently if you could do it over?

Support

Tell me about a situation where you assigned a task to someone but noticed later that their role and objectives may not have been sufficiently clear.

- How did you realize that they didn't have all the information they needed?
- What did you do?

Motivating others

Tell me about a team project you worked on that ran into several obstacles.

- How did you keep your team's interest and enthusiasm up throughout the project?
- What was your approach with those who were less keen?

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?

Group influence

Tell me about a recent situation in which you found it especially hard to direct or lead the conversation with a colleague regarding a project.

- What were you trying to accomplish and what was the outcome?
- Which of your strategies proved most or least effective?

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 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?