

CONFIDENTIAL

# interpreto

AUTOMATED  
EVALUATION REPORT

FILE # - 2024-02-22

DEVELOPMENT OF  
MANAGERS

REQUESTED BY  
Fictive establishment

FOR THE POSITION OF  
Fictive position

# DEVELOPMENT OF MANAGERS REPORT

## INTRODUCTION



Interpreto conducted a psychometric evaluation of the candidate referred by the client organization. Following the administration of several scientifically validated psychometric tests, we analyzed the traits that characterize their functioning, their strengths and possible improvements in order to facilitate decisions related to their career development in management functions.

The data collected through psychometric tests was interpreted by Interpreto's analysis system. This system was developed by the Interpreto professionals who are members in good standing of the Ordre des Psychologues du Québec or the Ordre des Conseillers et Conseillères d'Orientation du Québec.

This report provides you with :

- An indication of the potential of the person evaluated to demonstrate certain competencies necessary in a management position.
- Avenues for development support.

## USING THE REPORT



- This document is confidential. Only those involved in the employee evaluation process are authorized to consult it, in accordance with the consent form signed by the candidate.
- As a matter of professional ethics, we suggest that you do not make copies of this document.
- Since human beings are constantly evolving, the content of this automated evaluation report is considered valid for a period of two years.

## CONDITIONS OF SUCCESS



To encourage the professional development of the person being evaluated, we recommend that you provide feedback on the results of the evaluation. This practice could have an engaging impact on the candidate, facilitating their integration into the position and helping them to make better use of talents to the service of your organization.

# SUMMARY TABLE

	Weak	In progress	Meets expectations
Capacity to Coordinate			✓
Team mobilization			✓
Results oriented			✓
Problem-solving skills	✓		
Managerial courage			✓
Adaptation to change			✓
Attitude of Cooperation			✓
Self control			✓
Developing Employees			✓

Weak

In progress

Meets expectations

**Capacity to Coordinate**



Structures the activities into a concrete action plan. Knows how to distribute tasks and organize the activities and resources necessary to do the job effectively.

**Team mobilization**



Fosters adherence and motivation in people to perform at their best. Knows how to energize a team through their positive influence on the work climate.

**Results oriented**



Invests and focuses efforts on achieving objectives and maintaining a level of performance corresponding to organizational targets.

**Problem-solving skills**



Experiences certain difficulties in analyzing the information allowing to identify the problems, which could affect the quality of decision-making.

**Managerial courage**



Tends to approach problematic situations directly and may make difficult or unpopular decisions when required.

Weak

In progress

Meets expectations

**Adaptation to change**



Shows receptiveness to variety in tasks and activities. Shows openness to new things and knows how to adjust depending on the circumstances.

**Attitude of Cooperation**



Generally places their trust in others and prefers an approach favorable to cooperation and peer support.

**Self control**



Tends to deal well with negative emotions and stays in control when faced with stressful or high-pressure situations.

**Developing Employees**



Encourages and supports the development and learning of employees. Assigns stimulating challenges to team members.

## LEADERSHIP STYLE

Based on the completed questionnaires, certain personal tendencies emerge from the candidate's profile. A colored box appears to indicate the predominant style(s), under the optimal conditions where the leadership could manifest itself. It is important to note that these tendencies cannot be considered a measure of leadership effectiveness. Thus, in daily action, or under pressure, it is possible that those around the individual perceive them in a slightly different way.



### PEOPLE

#### FOCUS "WITH WHO"

The manager shows consideration, understanding and respect for the people they work with. They tend to provide assistance to those who need it and work positively and harmoniously with their colleagues to achieve common goals. They strive to build cohesive teams and the well-being of people is at the center of their concerns.



### ACTION

#### FOCUS "HOW"

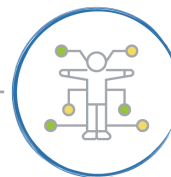
The manager acts quickly despite the constraints they face and adjusts their behavior appropriately. They also take steps and calculated risks to address a problem, improve a situation or seize an opportunity. Finally, they tend to be receptive to original and innovative ways of doing things or solving problems.



### DECISION

#### FOCUS "WHAT"

The manager knows how to take control of the situation by establishing objectives and clearly indicating the directions to be taken. They also allocate resources and ensure that work is organized in an optimal manner in order to achieve the set objectives. They place importance on monitoring the work done, in order to ensure that their collaborators are progressing in the desired direction.



### CONTEXT

#### FOCUS "WHY"

The manager has a sense of the environment and therefore understands the main issues, both internal and external to the organization, that influence and shape it. They are open-minded in the face of novelty and convey information that is adapted to the context and to the people. The way in which the environment is taken into account influences their communications and actions.

## DEVELOPMENT SUPPORT

In this section, you will find a few suggestions on how to approach the new manager to support their development and help them acquire new reflexes, based on the competencies that were less well demonstrated during the assessment. With a view to putting forward a coaching-type approach, a reflection question is also proposed.

If all skills meet expectations, there are no areas for development in this section. On the other hand, some skills can still benefit from continuous improvement. A discussion with the new manager is strongly recommended in order to identify the best tools to provide to help them perform well in their role, particularly for the skills that are most crucial to success in the position or that would allow them to better align with the organizational culture.

## PROBLEM-SOLVING SKILLS

Proceed in "questions" mode to get the new manager to clearly define the problem; teach them to ask the right questions.

Provide a frame of reference (guides, templates, readings, objective criteria, clear guidelines) to guide their analysis and facilitate problem solving.



### COACHING QUESTION

How do you go about understanding the foundations of a problem (history, causes, effects) and to identify all the possible solutions?