

CONFIDENTIAL

interpreto

AUTOMATED
EVALUATION REPORT

FILE # - 2023-10-23

TEAM LEADER

REQUESTED BY
Fictive establishment

FOR THE POSITION OF
Fictive position

TEAM LEADER 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 selection decisions for the position being evaluated.

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 to be successful in the position being evaluated.
- An adequacy rating between the results obtained by the person evaluated and the requirements for the position being evaluated.

USING THE REPORT

- This document is confidential. Only those involved in the selection process are authorized to consult it.
- This automated evaluation report may not be used for any purpose other than to make a selection decision in accordance with the consent form signed by the applicant. This report has therefore been designed specifically in relation to the success criteria of the targeted position.
- 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			✓

PROFILE ADEQUACY

✓

PARTIAL ADEQUACY WITH THE EXPECTED PROFILE
 The candidate obtained results that correspond in part to the profile of skills sought for the evaluated position

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 a certain openness to change, but could sometimes be hesitant to adapt their ways of doing things.

Attitude of Cooperation



Does not actively seek to create a climate of cooperation within a team. Can show less solidarity towards their collaborators.

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.



PERSONALITY

The traits and facets of personality allow us to evaluate the foundations of a person's psychological functioning, while providing us with information on their motivational and behavioral aspects. The following descriptions are based solely on the trends observed in terms of personality and do not take into account the interactions between the various traits on the one hand, nor the interactions with cognitive abilities such as learning, reasoning and analytical skills on the other. The additional information provided is therefore very general and should be used with caution.



OPEN-MINDEDNESS

▶ This person shows a certain preference for concrete ideas and activities, while abstract and theoretical ideas interest them less. They generally prefer proven methods over innovation. They generally prefer to work within their comfort zone and area of expertise rather than having to continuously adapt and learn. This person may be uncomfortable with change. In terms of opinions and values, they are not particularly attracted to the exchange of differing views.

This person has a concrete sense of mind and is more conformist than the average in terms of thinking. They can be described as pragmatic because they have a preference for things that are functional and useful, and they often place less importance on their aesthetic aspect. They prefer to get to know others through their behaviors rather than by being interested in their feelings. This person prefers to make decisions based on facts and previous experiences and relies little on their intuition and feelings.

APPROACH TO WORK

▶ This person is in the average range on the personality facet that indicates how ambitious, competitive, success-oriented, persistent and self-disciplined a person is. Although they have a good level of commitment to the tasks they undertake and generally do what it takes to complete them, they may sometimes be distracted by external elements or discouraged by significant difficulties. They are capable of being given responsibility and of taking charge of things. Their sense of self-efficacy tends towards the average.

This person does not distinguish themselves from the average in their levels of dependability, organization, planning, sense of duty, attention to detail and meticulousness. They like a certain balance between flexibility and organization and between spontaneity and planning. They would not systematically do everything in their power to respect their commitments, the rules and the protocols.

PERSONALITY (cont'd)

RELATIONAL QUALITY



This person is generally altruistic, kind, personable, helpful, respectful and interested in others. They show interpersonal warmth, listen to others, are sensitive to their emotions and are interested in their difficulties. They generally trust people and believe that most of them are well-intentioned. In terms of decision-making, they value the impact of their decisions on others. In a work team, they aim to make everyone feel accepted and important.

This person prefers to act in a way that maintains social cohesion and avoids confrontation, but will also assert and defend themselves when necessary. They are in the average range in terms of their modesty and humility levels. They generally work well under the supervision of another person and are respectful of authority, but they will set limits and will not allow themselves to be mistreated by an unfair or malicious superior. In terms of decision-making, they generally prefer to consult with others before making an important decision.

INTERPERSONAL PROPENSITY



This person is in the average range in terms of exercising leadership, asserting themselves and being entrepreneurial. Although they may show initiative and leadership in certain situations, this is not a distinguishing characteristic for them. They are also in the average range in terms of their desire to exercise authority, influence and bring people to work together and get on board with their projects.

This person is in the average range in terms of sociability and propensity to experience positive emotions. They are generally comfortable meeting new people and making new contacts, without however actively seeking them out. They will likely prefer a balance between teamwork and individual tasks. Their energy and enthusiasm levels may depend on the group dynamic.

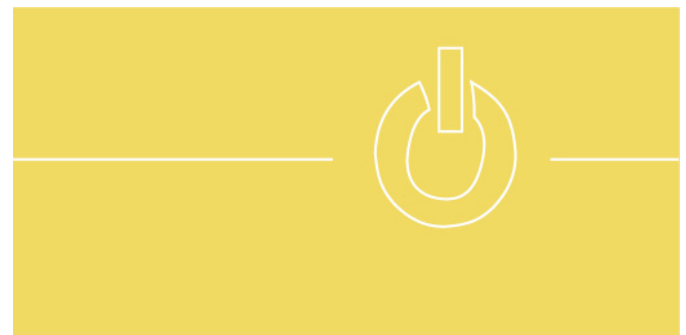
PERSONALITY (cont'd)

EMOTIONAL MANAGEMENT



This person is in the average range in terms of their propensity to feel negative emotions such as anger and frustration, as well as their ability to manage these emotions when they arise. It happens that they get angry and they can be irritated by certain events and by certain behaviours of others. Their level of sensitivity to criticism is also in the average range. They may sometimes have difficulty keeping their calm when they are under pressure or in emergency situations. They react impulsively on certain occasions.

This person is unlikely to feel anxious or depressed and when these emotions do manifest themselves, they are rarely overwhelming or long-lasting. This person rarely has tendency to doubt, blame or feel guilty about themselves. They are generally confident about what the future holds. On the social level, they do not have a tendency to worry about the judgment of others. They also have a high level of resilience in the face of life's setbacks.



PROBING QUESTIONS

In this section, you will find examples of questions to ask in an interview with the candidate or to use as inspiration when taking references for competencies and skills that came out as Weak or In Progress in relation to the assessment.

If all skills meet expectations, no specific questions appear in this section. However, it may still be interesting to ask the candidate during a subsequent interview about their sources of motivation at work with a view to job integration. Finally, taking references can also be useful in order to confirm observations and provide concrete examples of behaviours related to the most crucial skills in the position to be filled.



PROBLEM-SOLVING SKILLS

Can you tell me about a time when you were able to identify the source of a problem in order to resolve it?

Tell me about a time at work when you found an effective solution to a complex problem?

ADAPTATION TO CHANGE



What kind of change does it require on your part, an extra effort to adapt to the situation?

Tell me about a recent situation at work where you noticed your usual ways were not working?

Can you talk about a time when you had to adapt to a colleague's working style to complete a task or project? What did you do?



ATTITUDE OF COOPERATION

Tell me what steps you take to build and maintain trust with your manager, colleagues and employees?

How do you help maintain optimal cooperation within a work team?

Tell us about a time when a team member neglected or failed to deliver on their commitments and this negatively impacted your work. What have you done ?

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.

ADAPTATION TO CHANGE

Bring the new manager to understand the reasons behind the changes, identify the advantages for them and their team as well as the disadvantages of the status quo.

Involve the new manager in projects that will lead them to broaden their horizons (learn new skills, adopt a new perspective, etc..).

ATTITUDE OF COOPERATION

Get the new manager to see the benefits of collaboration for them and their team, in order to work together towards common goals.

Encourage the new manager to organize team meetings and periods of discussion where everyone feels listened to and respected, while on a daily basis avoiding reinforcing behaviors related to a competitive attitude.



COACHING QUESTION

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



COACHING QUESTION

When it comes to novelty, what are your reflexes and what place do you usually give to them?



COACHING QUESTION

When others comment on your way of collaborating, what do they tell you?