

CONFIDENTIAL

interpreto

AUTOMATED EVALUATION REPORT

FILE # - 2025-05-13

OPERATIONAL MANAGER

REQUESTED BY
Fictive establishment

FOR THE POSITION OF
Fictive position

OPERATIONAL MANAGER 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

	Below expectations	Partially meets expectations	Meets expectations	Exceeds expectations
Capacity to Coordinate			✓	✓
Team Mobilization				✓
Results-Oriented				✓
Problem Solving		✓		
Managerial Courage				✓
Adaptation to Change				✓
Attitude of Cooperation				✓
Self-Control				✓
Developing Employees				✓

PROFILE ADEQUACY

RECOMMENDED

The candidate has obtained results that correspond to the profile required for the position being assessed

**Below
expectations**

**Partially meets
expectations**

Meets expectations

**Exceeds
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

Can analyze information relevant to problem solving at times, but may have more difficulty solving complex or abstract issues.

Managerial Courage

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

**Below
expectations**

**Partially meets
expectations**

Meets expectations

**Exceeds
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"

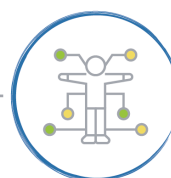
The manager acts quickly despite the constraints they face and adjusts their behavior appropriately. They also take steps and calculated risks to address a problem, improve a situation or seize an opportunity. Finally, they tend to be receptive to original and innovative ways of doing things or solving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



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 enjoys juggling ideas, considering different possibilities and points of view. They are comfortable with abstract concepts. This person is innovative and likes to come up with new ideas. They are stimulated by problem-solving and are generally comfortable working with large amounts of information at a time. They have varied interests and enjoy learning. They are generally open to new ideas or ways of working, and to different opinions and values. This person generally approaches change and novelty as a positive opportunity.

This person seems to prefer a concrete, pragmatic approach, emphasizing the functional and useful aspects of things rather than their aesthetic dimension. They prefer to understand others based on their actions and behaviors, which enables them to interact in a direct and objective manner. When making decisions, they rely mainly on facts and past experience, which guarantees rational thinking rooted in reality. This preference for practical, measurable approaches is an asset in environments where reliability and efficiency are paramount.

APPROACH TO WORK

This person is average when it comes to ambition, competitiveness, achievement orientation, perseverance and self-discipline. They show a good level of commitment to the tasks they undertake and generally do what it takes to complete them, although they can sometimes become distracted or discouraged when faced with significant difficulties. They are capable of taking responsibility and handling tasks independently. Their sense of self-efficacy is average.

This person is generally reliable and organized. They respect their word and commitments as much as possible. They tend to follow rules and protocols. They like to work to a schedule, and to organize and plan their work. They have an eye for detail and are more meticulous than average. When it comes to making decisions, they generally take the time to study the situation and consider the various options before deciding. They are generally uncomfortable with uncertainty. They are more reliable, organized, methodical and far-sighted than the average person.

PERSONALITY (cont'd)

RELATIONAL QUALITY



This person is altruistic and caring. They are warm, respectful and attentive to the needs of others. They are sensitive to the emotions and difficulties of the people around them, and are easy to trust, believing that most people are well-intentioned. In their decisions, they consider the impact on others and actively seek to preserve or improve interpersonal relationships. In the workplace, they help create an atmosphere where everyone feels accepted and valued.

This person strikes a balance between respecting social rules and asserting their own rights. They generally prefer to avoid confrontation to preserve social cohesion, but are capable of asserting themselves when the situation calls for it. When it comes to decision-making, they are willing to consult others before making important decisions. They are respectful of authority and work well under the supervision of another person, while being able to set limits if they feel behavior is unfair or inappropriate.

INTERPERSONAL PROPENSITY



This person has high levels of leadership and assertiveness. They enjoy influencing and convincing others. In social situations, they express themselves with confidence and don't hesitate to give their opinion. This is a person of action who is inclined to take charge, is comfortable being in a position of authority and demonstrates a sense of initiative. They seek to get people to work together, to involve them in their projects, and to be one of the leaders.

This person has a reserved personality and prefers a restricted social circle. They prefer quiet interactions and feel more at ease in environments where social contact is occasional. Emotionally unexpressive, they prefer to work independently. However, this composed nature enables them to maintain a certain emotional stability and bring a calm, measured reflection to their interactions.

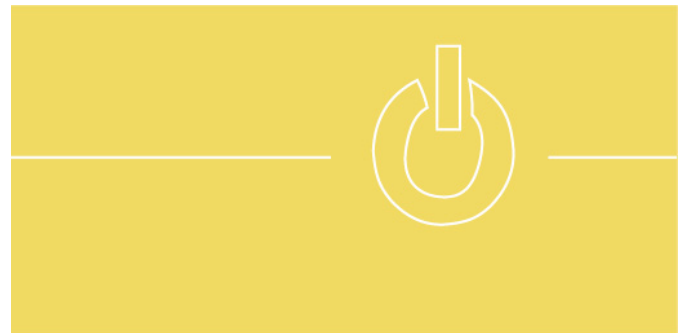
PERSONALITY (cont'd)

EMOTIONAL MANAGEMENT



This person has a balanced emotional sensitivity. They may occasionally feel irritated or frustrated in certain situations, such as in the face of criticism or challenge, but these reactions remain moderate. They are generally able to manage these emotions and regain their composure, although moments of stress can occasionally affect them. This sensitivity enables them to express their emotions sincerely and appropriately, while maintaining a measured approach in their interactions.

This person is reasonably confident in their abilities and decisions. They are generally comfortable moving forward with projects and facing challenges, while remaining attentive to feedback and necessary adjustments. They know how to draw on experience to build confidence and adapt to new situations. Socially, they are aware of how others see them, but this doesn't prevent them from interacting freely and authentically.



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

Can you tell me about a time when you were able to identify the root cause of a problem in order to solve it?

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

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

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?