

CONFIDENTIAL

interpreto

AUTOMATED EVALUATION REPORT

FILE # - 2025-04-02

OPERATIONAL MANAGER - FUTURE LEADERS

REQUESTED BY
Fictive establishment

FOR THE POSITION OF
Fictive position

OPERATIONAL MANAGER - FUTURE LEADERS 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

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

Capacity to Coordinate

Below expectations

Partially meets expectations

Meets expectations

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

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

Could show more behaviors favorable to teamwork and the pursuit of common goals.

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"

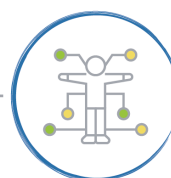
The manager acts quickly despite the constraints they face and adjusts their behavior appropriately. They also take steps and calculated risks to address a problem, improve a situation or seize an opportunity. Finally, they tend to be receptive to original and innovative ways of doing things or solving 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 prefers concrete, results-oriented approaches. They rely mainly on reliable, well-established strategies, enabling them to maintain consistent, efficient execution in their work. Although they pay less attention to theoretical or abstract concepts, they can incorporate new approaches when necessary to achieve specific goals. They feel comfortable in stable environments where their skills can be put to full use, and adapt better when changes are introduced gradually.

This person is characterized by a higher-than-average imagination and sense of aesthetics. This is a person who values intuition, and may sometimes lose themselves in thought or daydreams. It's important for them to be able to express their creativity, and they generally dislike routine. They are attentive to their inner world and questions of meaning are important to them. This person tends to give a place to emotions and intuitions in their life and in their decisions.

APPROACH TO WORK

This person seems to place more moderate importance on professional success and performance. They may sometimes put off certain tasks, or invest little time in the projects they initiate. Although they generally demonstrate a willingness to accomplish what they set out to do, they may sometimes find it difficult to finalize projects, especially those of long duration or presenting complex challenges. They may direct their energy towards what interests them at the moment, giving less importance to the constant pursuit of new challenges. Performance, competitiveness and achieving goals are not among their top priorities for personal fulfillment.

This person stands out for their reliability and degree of organization. They place great importance on respecting their commitments and rigorously following rules and protocols. Planning is very important to them. They have a great eye for detail and are very meticulous. When it comes to decision-making, they take the time to study the situation and consider the various options before making their choice. They are uncomfortable with uncertainty. They are reliable, organized, methodical and far-sighted.

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 favors social cohesion and avoids confrontation whenever possible. They prefer to keep quiet or rephrase their words to avoid offending others or creating tension. They forgive easily and are modest, not seeking to put themselves forward or consider themselves superior to others. Polite and respectful of authority, they favor a collaborative approach to relationships. When it comes to decision-making, they often prefer to consult others before making important decisions.

INTERPERSONAL PROPENSITY



This person is average when it comes to leadership, assertiveness and initiative. Although they can show initiative and leadership in certain situations, this is not a distinguishing characteristic. They are also average in their desire to exercise authority, influence and get people to work together and get on board with their projects.

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.

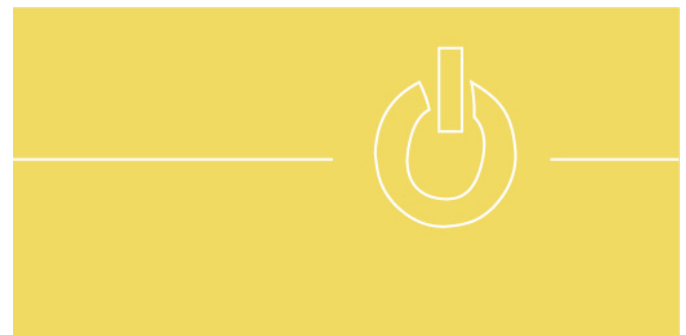
PERSONALITY (cont'd)

EMOTIONAL MANAGEMENT



This person has a low propensity for negative emotions such as anger or frustration, and effectively manages those that do arise. They are generally calm, stable-tempered and thoughtful in their emotional reactions. Not easily irritated, they take criticism in stride. In emergency or high-pressure situations, they remain calm and in control of their emotions. Their ability to react calmly and thoughtfully makes them reliable in demanding environments.

This person has great confidence in themselves and their abilities. They approach situations with optimism and self-assurance, feeling capable of meeting challenges without doubting their worth. They don't let uncertainty hold them back, and maintain a resolutely action-oriented attitude. Socially, they are relaxed and unconcerned about the way others look at them, enabling them to express themselves freely and maintain fluid, natural relationships. Their strong resilience enables them to navigate with ease through unforeseen circumstances and difficulties.



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?

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

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