



3.8
SCORE

Good Match

- The Overall Match Score highlights the fit between the individual and the job.
- On the left, view the components of the assessments and their specific scores.
- Scores can range from 0.5 (lowest score) to 5 (highest score).

Top 3 Competencies



Resilience

The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.



Leading Leaders

The extent to which one empowers leaders to achieve clear, ambitious organizational goals.



Making Sound Decisions

The extent to which one makes sound decisions in a timely and confident manner.

Key Insights

Job Match



3.4

FAIR

Relevance 75.00 %

COMPETENCY MATCH

A measure of behavioral traits and their impact on the key competencies for the role



5.0

STRONGEST

Relevance 12.50 %

LOGICAL REASONING

A measure of an individual's ability to demonstrate logical reasoning skills



5.0

STRONGEST

Relevance 12.50 %

ABSTRACT REASONING

A measure of an individual's ability to solve problems involving abstract concepts.

Match Area =

LOGICAL REASONING

Logical Reasoning Ability



The Definition

A measure of an individual's ability to solve complex problems with limited and missing information.

Key Insight Narrative

Should be effective interpreting and drawing logical conclusions from information.

ABSTRACT REASONING

Abstract Reasoning Ability



The Definition

A measure of an individual's ability to solve problems involving abstract concepts.

Key Insight Narrative

Should be effective interpreting and drawing conclusions from abstract information.

COMPETENCY MATCH

CULTIVATING LEADERS



The Definition

The extent to which one creates a high performance environment in which leaders are continuously developed and are actively developing

others.

MAKING SOUND DECISIONS



The Definition

The extent to which one makes sound decisions in a timely and confident manner.

EXECUTION FOCUSED



The Definition

The extent to which one executes the organization's strategy effectively and achieves the desired business results.

LEADING LEADERS



The Definition

The extent to which one empowers leaders to achieve clear, ambitious organizational goals.

LEVERAGING RELATIONSHIPS



The Definition

The extent to which one navigates the social and political aspects of the organization successfully and positively.

RESILIENCE



The Definition

The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

STRATEGIC COMMUNICATION



The Definition

The extent to which one communicates inside and outside the organization through multiple channels in ways that are coherent, consistent and drive the strategic objectives of the business.

STRATEGIC THINKING



The Definition

The extent to which one considers long term implications, explores patterns and builds support for a long-term vision.

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CULTIVATING LEADERS



The extent to which one creates a high performance environment in which leaders are continuously developed and are actively developing others.

- Accommodation - Has an accommodating style; is likely to devote time to developing others.
- Criticism Tolerance - Is tolerant of criticism from others; should be open to providing feedback, receiving feedback from others, and modeling this behavior when coaching others.
- Multitasking - Should be able to prioritize the development of others, even when faced with competing demands.
- Optimism - Is likely to stay positive when developing others and help team members maintain confidence in their growth potential.
- Positive View of People - Has a cautious view of others; may take a more skeptical approach in development and may underestimate the accomplishments or potential of others.
- Sociability - Is not likely to invest the time establishing rapport with coworkers, which may impact ability to motivate and develop team members.
- Work Intensity - Is likely to have a slower work pace; may not find the time to coach and develop others.

Accommodation



The Definition

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

Key Insight Narrative

Accommodation - Has an accommodating style; likely to devote time to developing others.

Criticism Tolerance



The Definition

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

Key Insight Narrative

Criticism Tolerance - Is tolerant of criticism from others; should be open to providing feedback, receiving feedback from others, and modeling this behavior when coaching others.

Multitasking



The Definition

The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a time.

Key Insight Narrative

Multitasking - Should be able to prioritize the development of others, even when faced with competing demands.

Optimism



The Definition

The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.

Key Insight Narrative

Optimism - Is likely to stay positive when developing others and help team members maintain confidence in their growth potential.

Positive View of People



The Definition

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

Key Insight Narrative

Positive View of People - Has a cautious view of others; may take a more skeptical approach in development and may underestimate the accomplishments or potential of others.

Sociability



The Definition

The extent to which individuals seek out and enjoy social interactions as opposed to a preference for being alone or one-on-one interactions.

Key Insight Narrative

Sociability - Is not likely to invest the time establishing rapport with coworkers which may impact ability to motivate and develop team members.

Work Intensity



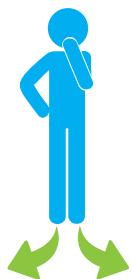
The Definition

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

Key Insight Narrative

Work Intensity - Is likely to take a slower work pace; may not find the time to coach and develop others.

MAKING SOUND DECISIONS



The extent to which one makes sound decisions in a timely and confident manner.

- Cautious Thinking - May take unnecessary risks when making decisions.
- Criticism Tolerance - Should be able to maintain objectivity without allowing personal feelings to affect decision making.
- Detail Interest - Is likely to take time to consider the relevant details before moving forward with a decision.
- Follow Through - Recognizes the importance of following up with key stakeholders on critical decisions.
- Objective Thinking - Relies heavily on facts and data when making decisions.
- Realistic Thinking - Is likely to consider the practicality of solutions when making decisions.
- Reflective Thinking - Should anticipate the long-term consequences of a decision by investing the time necessary to understand the issue.
- Work Intensity - Prefers to work slowly, which may limit the ability to make decisions in a timely manner.

Cautious Thinking



The Definition

The extent to which individuals have a deliberate and serious style when deciding on a course of action as opposed to making decisions quickly.

Key Insight Narrative

Cautious Thinking - May take unnecessary risks when making decisions.

Criticism Tolerance



The Definition

The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

Key Insight Narrative

Criticism Tolerance - Should be able to maintain objectivity without allowing personal feelings to affect decision making.

Detail Interest



The Definition

The extent to which individuals enjoy engaging in detail-oriented tasks as opposed to skipping them.

Key Insight Narrative

Detail Interest - Is likely to take time to consider the relevant details before moving forward with a decision.

Follow Through



The Definition

The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

Key Insight Narrative

Follow Through - Recognizes the importance of following up with key stakeholders on critical decisions.

Objective Thinking



The Definition

The extent to which individuals view information and situations factually, as opposed to viewing situations from a more personal frame of reference.

Key Insight Narrative

Objective Thinking - Relies heavily on facts and data when making decisions.

Realistic Thinking



The Definition

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

Key Insight Narrative

Realistic Thinking - Is likely to consider the practicality of solutions when making decisions.

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Reflective Thinking



The Definition

The extent to which individuals thoroughly consider and seek out information, as opposed to being comfortable acting with limited information.

Key Insight Narrative

Reflective Thinking - Should anticipate the long-term consequences of a decision by investing the time necessary to understand the issue.

Work Intensity



The Definition

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

Key Insight Narrative

Work Intensity - Prefers to work slowly, which may limit the ability to make decisions in a timely manner.

EXECUTION FOCUSED



The extent to which one executes the organization's strategy effectively and achieves the desired business results.

- **Assertiveness** - May have difficulty holding others accountable or having tough conversations.
- **Detail Interest** - Ensures the accuracy of detail related to the organization's strategy and business results.
- **Multitasking** - Is likely to execute strategies effectively and achieve results, even in unpredictable and constantly changing environments.
- **Positive View of People** - May be cautious in trusting others or difficult to please, which may create a negative environment for achieving business results.
- **Process-Focused** - Approaches work in an organized fashion with defined process and plans, which should contribute to achieving desired business results.
- **Realistic Thinking** - Is likely to be pragmatic when executing business strategies and is focused on achieving tangible results.
- **Work Independence** - Tends to over-rely on others before executing a strategy or pushing for business results; may come across as indecisive or too dependent on others.
- **Work Intensity** - May have a less hurried work style which could limit the ability to achieve business results or motivate others.

Assertiveness



The Definition

The extent to which individuals take the initiative with people or situations, rather than allowing others to take the lead.

Key Insight Narrative

Assertiveness - May have difficulty holding others accountable or having tough conversations.

Detail Interest



The Definition

The extent to which individuals enjoy engaging in detail-oriented tasks as opposed to disliking them.

Key Insight Narrative

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Multitasking



The Definition

The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a time.

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Multitasking - Is likely to execute strategies effectively and achieve results, even in unpredictable and constantly changing environments.

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Key Insight Narrative

Positive View of People - May be cautious in trusting others or difficult to please, which may create a negative environment for achieving business results.

Process-Focused



The Definition

The extent to which individuals prefer to be organized and structured in the way they work, rather than taking a less methodical approach.

Key Insight Narrative

Process-Focused - Approaches work in an organized fashion with defined process and plans, which should contribute to achieving desired business results.

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The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

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Realistic Thinking - Is likely to be pragmatic when executing business strategies and is focused on achieving tangible results.

Work Independence



The Definition

The extent to which individuals prefer to rely on themselves as opposed to a preference for collaborating and seeking support from others.

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LEADING LEADERS



The extent to which one empowers leaders to achieve clear, ambitious organizational goals.

- Accommodation - Tends to be highly accommodating and may struggle having difficult conversations with the team.
- Assertiveness - May not exhibit a strong presence in leading others; may come across as too passive.
- Criticism Tolerance - Is likely to value feedback and adapt leadership style to best meet the needs of the team.
- Multitasking - Is capable of leading a variety of initiatives at the same time.
- Positive View of People - Tends to perceive others from a slightly negative perspective and may not give them the benefit of the doubt.
- Realistic Thinking - Will likely set practical and achievable goals for the team.
- Work Independence - Is able to delegate appropriately and drive initiatives independently when needed.
- Work Intensity - Tends to be laid back and may not consistently drive the team to deliver their best performance.

Accommodation



The Definition

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

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LEVERAGING RELATIONSHIPS



The extent to which one navigates the social and political aspects of the organization successfully and positively.

- Accommodation - Should make a concerted effort to be positively received by others, which will assist in building alliances.
- Criticism Tolerance - Should interact with others without becoming defensive or overly sensitive.



- Multitasking - May become distracted during conversations and not devote the necessary time and personal attention required to build meaningful relationships.
- Optimism - Should remain optimistic when interacting with others.
- Positive View of People - Likely somewhat guarded and skeptical of others, which may impact the ability to build trusting relationships.
- Work Intensity - Is likely to demonstrate a more relaxed work pace; may become disconnected from others when work becomes busy or demanding.

Accommodation



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The Definition

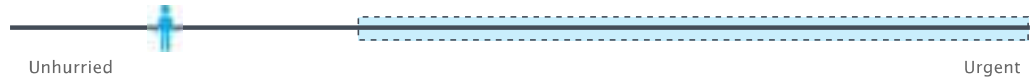
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RESILIENCE



The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

- Accommodation - May avoid saying "no" to others and overcommit to work, potentially leading to stressful situations and difficulty in meeting expectations or deadlines.
- Criticism Tolerance - Open to constructive criticism, and is unlikely to take feedback personally.
- Optimism - May be overwhelmed by challenging situations and may worry unnecessarily.
- Realistic Thinking - Tends to view stress and frustration from a practical perspective; is likely to channel energy to implement constructive solutions.
- Reflective Thinking - Is able to identify and understand the root cause of issues and consider potential solutions.
- Social Restraint - Should be able to express frustration appropriately and communicate needs and solutions with others in a healthy manner.

Accommodation



The Definition

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Reflective Thinking



The Definition

The extent to which individuals thoroughly consider and seek out information, as opposed to being comfortable acting with limited information.

Key Insight Narrative

Reflective Thinking - Is able to identify and understand the root cause of issues and consider potential solutions.

Social Restraint



The Definition

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

Key Insight Narrative

Social Restraint - Should be able to express frustration appropriately and communicate needs and solutions with others in a healthy manner.

STRATEGIC COMMUNICATION



The extent to which one communicates inside and outside the organization through multiple channels in ways that are coherent, consistent and drive the strategic objectives of the business.

- Assertiveness - Is likely to be reserved in communication style; may have difficulty taking a stand or delivering direct and compelling messages.
- Criticism Tolerance - Should be able to communicate with others without becoming defensive or overly sensitive.
- Interpersonal Insight - Makes a concerted effort to understand the styles and preferences of target audiences and adjusts the content and delivery of messages accordingly.
- Optimism - Should be perceived as optimistic and positive when communicating with others.
- Positive View of People - Is naturally skeptical of others; may come across as less trusting or convey a 'prove it to me' attitude.
- Sociability - May have difficulty establishing rapport with others, and may be perceived as unapproachable.
- Social Restraint - May be perceived as overly serious or too formal in business interactions.

Assertiveness



The Definition

The extent to which individuals take the initiative with people or situations, rather than allowing others to take the lead.

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The Definition

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Key Insight Narrative

Criticism Tolerance - Should be able to communicate with others without becoming defensive or overly sensitive.

Interpersonal Insight



The Definition

The extent to which individuals are aware of or "tuned in" to others' feelings, motivations, and behaviors.

Key Insight Narrative

Interpersonal Insight - Makes a concerted effort to understand the styles and preferences of target audiences and adjusts the content and delivery of messages accordingly.

Optimism



The Definition

The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.

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Optimism - Should be perceived as optimistic and positive when communicating with others.

Positive View of People



The Definition

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

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Sociability



The Definition

The extent to which individuals seek out and enjoy social interactions as opposed to a preference for being alone or one-on-one interactions.

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Sociability - May have difficulty establishing rapport with others, and may be perceived as unapproachable.

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The Definition

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

Key Insight Narrative

Social Restraint - May be perceived as overly serious or too formal in business interactions.

STRATEGIC THINKING



The extent to which one considers long term implications, explores patterns and builds support for a long-term vision.

- **Assertiveness** - May be less likely to communicate ideas, solutions or opinions about the strategic vision of the business.
- **Cautious Thinking** - Should be capable of taking risks which can lead to innovation.
- **Criticism Tolerance** - Should be able to receive feedback objectively and use it to adjust and improve the vision.
- **Realistic Thinking** - Is likely to balance practicality with creativity when determining a course of action.
- **Reflective Thinking** - May overthink situations or gather more information than is necessary to complete the job.

Assertiveness



The Definition

The extent to which individuals take the initiative with people or situations, rather than allowing others to take the lead.

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The Definition

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

Key Insight Narrative

Realistic Thinking - Is likely to balance practicality with creativity when determining a course of action.

Reflective Thinking



The Definition

The extent to which individuals thoroughly consider and seek out information, as opposed to being comfortable acting with limited information.

Key Insight Narrative

Reflective Thinking - May overthink situations or gather more information than is necessary to complete the job.

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THOMAS AVERY

Chief Executive

success@super-solutions.com

Interview Date: _____

OPENING QUESTIONS

1. Please tell me about your work history. How has your previous work experience prepared you to take on the challenges of this role?
2. Tell me about what attracted you most to this position. What prompted you to apply for this job?
3. Describe your ideal work environment. In what type of work culture do you feel you perform best?
4. We all have preferences when it comes to supervisory style and the type of manager with whom we work most effectively. What type of oversight and interaction do you prefer from a manager? Why do you feel this helps you work most effectively?

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COMPETENCY QUESTIONS

CULTIVATING LEADERS

Tell me about a time when you acted as a mentor or coach to someone. How did you influence that person, and what improvements did you see in that person's knowledge or skills? What, if anything, did you gain from the relationship?

ANSWER:

Tell me what things you have done in the past to ensure people who worked for you were given the resources and opportunities to grow. How did you decide which employees received which growth or development opportunities?

ANSWER:

MAKING SOUND DECISIONS

Describe a time when you had an important decision to make, but had several alternatives to choose from. What criteria went into your decision? What was the result?

ANSWER:

Tell me about a time when you implemented a solution to a problem and then discovered later that the problem was not fixed. What actions did you take? What was the result?

ANSWER:

EXECUTION FOCUSED

Tell me about a leadership situation where you set a goal for your employees. How did you communicate your expectations to the employees and monitor employee performance? What was the result of your actions?

ANSWER:

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Tell me about a time when you wanted to execute a large scale initiative that had high visibility within the organization. What were your considerations before the project began? How did you execute on the project? What went well? What would you do differently next time?

ANSWER:

LEADING LEADERS

Walk me through your most significant experiences in leading people. Tell me about the type of work your group or team did, how many people you managed, and how you assigned work and organized the group to get the job done.

ANSWER:

Eventually, every leader is faced with a crisis situation involving a significant business issue or interpersonal conflict that must be resolved. Tell me about two of your most significant leadership crises, and how you addressed them.

ANSWER:

LEVERAGING RELATIONSHIPS

Give me several examples of important business relationships you have developed with people from other parts of your organization or with people outside the organization that have helped you to meet your business objectives.

ANSWER:

What is your strategy for developing business relationships? How do you go about developing these relationships? What do you do to sustain and maintain them over time?

ANSWER:

RESILIENCE

Describe a stressful situation at work that you experienced. What was the situation? How did you react to it? How did this impact your work performance?

ANSWER:

Tell me about the last significant setback you had at work. What was the situation? What happened? How did you react?

ANSWER:

STRATEGIC COMMUNICATION

Tell me about a situation where you had to vary your communication approach according to the audience that you were addressing and the type of information you were sharing. What was the situation? What did you do? How did you determine whether your approach was effective?

ANSWER:

Tell me about a time when you had to facilitate a group discussion in order to clarify issues and/or establish strategic direction. What was your approach? What was the outcome?

ANSWER:

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STRATEGIC THINKING

Tell me about a time when you had to build a long-term plan for your unit or business area. What was your process? What was most challenging about that exercise? Looking back, what were the strengths and limitations of your plan?

ANSWER:

Think about a time where you needed to find a solution for a complex problem at work. How did you approach this situation? What information did you gather? How did you arrive at a solution?

ANSWER:

FOLLOW-UPS

For the following competency(ies): **Leading Leaders, Resilience**, the individual scored **above** the match area for Accommodation. Tell me about a time when you took an unpopular position at work. What was the situation? What was most challenging for you?

(Listen for an ability to be direct and speak up when needed.)

For the following competency(ies): **Execution Focused, Leading Leaders, Strategic Communication, Strategic Thinking**, the individual scored **below** the match area for Assertiveness.

Tell me about a work project where you led an initiative or were in charge of the project. How did you influence others to gain their support? What was the outcome?

(Listen for the ability to be forceful or influential when needed.)

For the following competency(ies): **Making Sound Decisions**, the individual scored **below** the match area for Cautious Thinking.

Tell me about a time when you took a risk at work and it paid off. What about a time when you took a risk that you later regretted? How did those experiences influence your approach to decisions going forward?

(Listen for indications of wisdom and maturity in the individual's decision-making process.)

For the following competency(ies): **Leveraging Relationships**, the individual scored **above** the match area for Multitasking. What type of work do you like? Do you like variety or consistency? Would you rather focus on one task or do several at the same time?

(Listen for a tendency to become easily bored or uninterested in the work.)

For the following competency(ies): **Resilience**, the individual scored **below** the match area for Duplication. Describe a situation in which you were frustrated by the obstacles you faced when trying to achieve an important goal at work. What caused the frustration? How did you handle it?

(Listen for an ability to persist in the face of difficulty and not let negative thoughts impact work performance.)

For the following competency(ies): **Cultivating Leaders, Execution Focused, Leading Leaders, Leveraging Relationships, Strategic Communication**, the individual scored **below** the match area for Positive View of People.

What is your general approach in building work relationships with others? Are you inclined to give people the benefit of the doubt or develop relationships very slowly over time, where you gradually come to trust someone? What work experiences have led to this point of view?

(Listen for a tendency to be skeptical or suspicious of others, rather than trusting and being open to others.)

For the following competency(ies): **Strategic Thinking**, the individual scored **above** the match area for Reflective Thinking. What factors do you take into account when making a decision? Can you give a recent example of a big decision you made, and your thought process for deciding?

(Listen for an ability to think through possibilities without getting lost in the details or over-thinking an issue.)

For the following competency(ies): **Cultivating Leaders, Strategic Communication**, the individual scored **below** the match area

for Sociability.

Tell me about work situations where it is easy for you to initiate conversation with people and those where it is difficult. What makes these situations different? How does this impact your approach to interacting with others?

(Listen for the ability to engage others socially when needed.)

For the following competency(ies): **Strategic Communication**, the individual scored **above** the match area for Social Restraint.

Tell me about a time when you felt you were misunderstood by someone at work. What was the situation? Why did they misunderstand your intentions or the way you felt? Have you had other similar interactions that you recall? Give examples.

(Listen for an ability to connect with others rather than coming across as reserved or interpersonally rigid.)

For the following competency(ies): **Execution Focused**, the individual scored **below** the match area for Work Independence.

Give me an example of a work situation in which you asked others for assistance and another in which you could have asked for assistance but did not. In each case, why or why not?

(Listen for a tendency to rely on others too much.)

For the following competency(ies): **Cultivating Leaders, Execution Focused, Leading Leaders, Leveraging Relationships, Making Sound Decisions**, the individual scored **below** the match area for Work Intensity.

Describe a time when you were responsible for a project at work that required a fast response or had a really short deadline. What did you do? How did you feel working under these circumstances? What was the result?

(Listen for a tendency to work more deliberately and slower than is ideal. Can the individual adjust their work intensity to meet the demands of the situation? What impact does this have on the individual?)