

CONFIDENTIAL

# interpreto

AUTOMATED  
EVALUATION REPORT

FILE # - 2025-04-23

**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

	Below expectations	Partially meets expectations	Meets expectations	Exceeds 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

**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 skills**



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**



Prefers to use methods that are familiar or have proven successful. May show resistance to novelty and change.

**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"

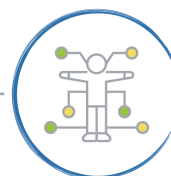
The manager acts quickly despite the constraints they face and adjusts their behavior appropriately. They also take steps and calculated risks to address a problem, improve a situation or seize an opportunity. Finally, they tend to be receptive to original and innovative ways of doing things or solving 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 shows a balanced interest between new ideas and simple, well-defined approaches. They enjoy juggling different points of view when these are linked to concrete applications. They seem more at ease with abstract concepts when they meet practical needs or provide tangible value. They take a measured approach to innovation, showing moderate interest in exploring complex solutions or broadening their horizons. They demonstrate a reasonable openness to new ideas, working methods and divergent perspectives, while remaining grounded in pragmatic and achievable approaches.

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 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 combines flexibility and organization, adapting with ease to the demands of varied contexts. They are able to alternate between spontaneity and planning, finding a happy medium that enables them to meet needs without excessive rigidity. Although not particularly distinguished by a marked attention to detail or rigorous organization, they demonstrate an overall commitment to their responsibilities and tend to respect rules and protocols when necessary.

## 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 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.



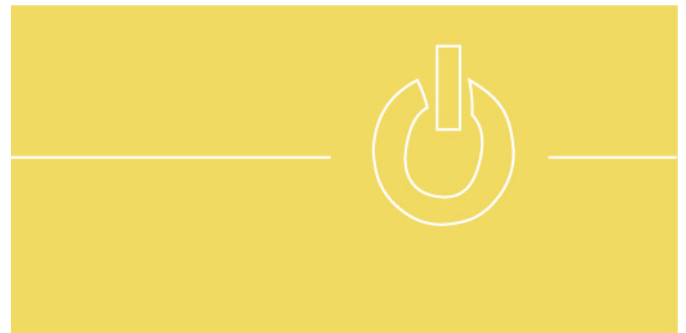
## PERSONALITY (cont'd)

### EMOTIONAL MANAGEMENT



This person has a very low propensity for negative emotions, and handles emotional reactions with ease. They are remarkably calm in the face of criticism, unexpected behavior from others or stressful situations. Even in emergency situations, they remain composed and thoughtful, avoiding impulsive reactions. Their emotional stability is a major asset in environments where self-control is essential.

This person is self-assured and rarely doubts their abilities. They approach challenges with confidence and demonstrate a high degree of autonomy in their decisions. Even in the face of complex situations, they maintain an optimistic frame of mind and an ability to bounce back from setbacks. Socially, they are at ease in their interactions and are not easily swayed by the judgment of others, enabling them to move confidently in a variety of contexts.



## 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 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.

## ADAPTATION TO CHANGE



What type of change requires additional effort on your part to adapt to the situation?

Tell me about a recent situation at work where you realized that your usual methods were not working.

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

## 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

Encourage the manager to understand the underlying reasons for the changes, assess the benefits for themselves and their team, and identify the limitations and risks associated with 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..).



#### 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 you are faced with something new, what are your initial reactions, and how much importance do you usually give to it?