

CONFIDENTIAL

interpreto

AUTOMATED
EVALUATION REPORT

FILE # - 2025-04-02

DEVELOPMENT OF
MANAGERS

REQUESTED BY
Fictive establishment

FOR THE POSITION OF
Fictive position

DEVELOPMENT OF MANAGERS 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 skills

Managerial courage

Adaptation to change

Attitude of Cooperation

Self control

Developing Employees

	Below expectations	Partially meets expectations	Meets expectations
Capacity to Coordinate			✓
Team mobilization			✓
Results oriented			✓
Problem-solving skills		✓	
Managerial courage			✓
Adaptation to change			✓
Attitude of Cooperation	✓		
Self control			✓
Developing Employees			✓

Below expectations

Partially meets expectations

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



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



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"

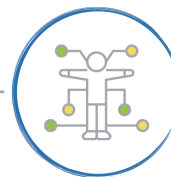
The manager acts quickly despite the constraints they face and adjusts their behavior appropriately. They also take steps and calculated risks to address a problem, improve a situation or seize an opportunity. Finally, they tend to be receptive to original and innovative ways of doing things or solving 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 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 has a particularly vivid imagination and a strong sense of aesthetics. They actively seek to express their creativity and avoid routine situations as much as possible. They may tend to lose themselves in thought or daydreams. They are attentive to their inner world and questions of meaning are very important to them. Emotions and intuition play an important role in this person's life and 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 is flexible in managing rules, commitments and schedules. They prefer a flexible, intuitive approach, rather than imposing strict planning or organizational constraints. They generally place less importance on details, concentrating more on the essentials. This ability to adapt and improvise can be beneficial in unexpected situations, but it can sometimes lead to a lack of structure or preparation.

PERSONALITY (cont'd)

RELATIONAL QUALITY



This person is average in terms of altruism, kindness, benevolence, empathy and helpfulness. They are willing to help and offer their time to those around them when they see an opportunity to make a useful contribution. They adopt a thoughtful, balanced approach, favoring actions that respect both their personal limits and the needs of others. This attitude enables them to maintain harmonious relationships while preserving their energy and well-being.

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 is sociable, friendly and enjoys social interaction. They enjoy meeting new people and feel comfortable making connections. Their enthusiasm and optimism are often perceptible, helping to create a positive atmosphere around them. They are generally energetic and integrate easily into teamwork contexts, where they can pass on their dynamism to others.

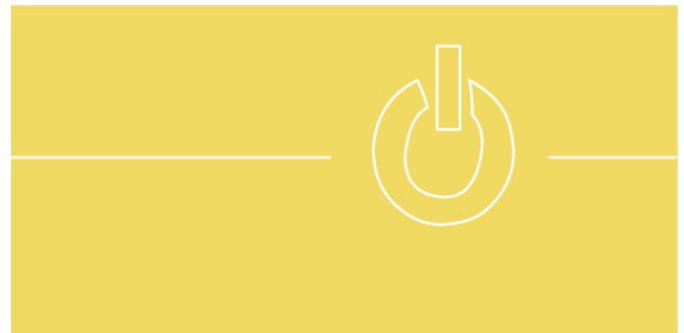
PERSONALITY (cont'd)

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 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.

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