

CONFIDENTIAL

# interpreto

AUTOMATED  
EVALUATION REPORT

FILE # - 2025-04-23

## 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      Exceeds expectations

**Capacity to Coordinate**

**Team mobilization**

**Results oriented**

**Problem-solving skills**

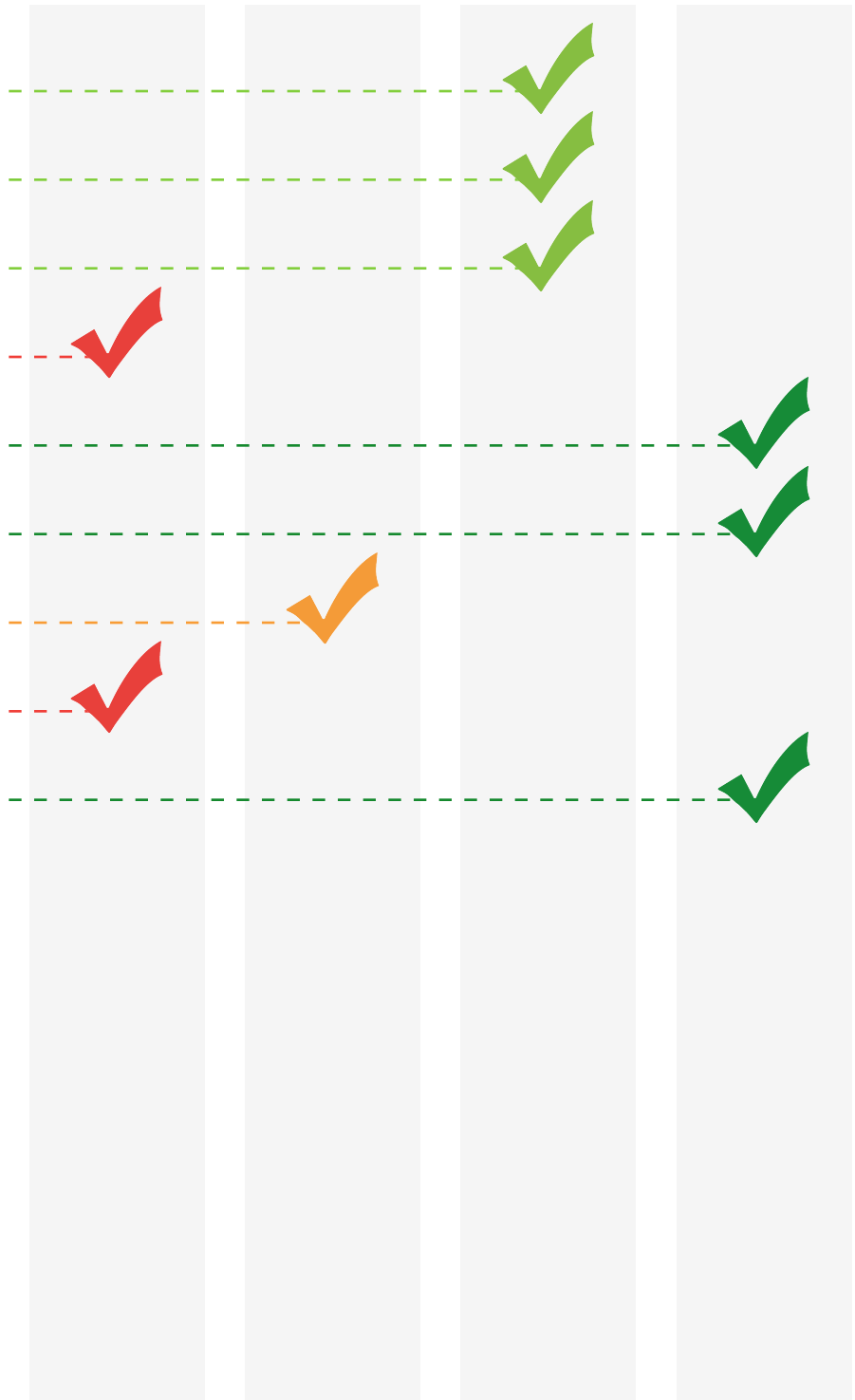
**Managerial courage**

**Adaptation to change**

**Attitude of Cooperation**

**Self control**

**Developing Employees**



**Below expectations**

**Partially meets expectations**

**Meets expectations**

**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**

----- ✓

Experiences certain difficulties in analyzing the information allowing to identify the problems, which could affect the quality of decision-making.

**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**



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

**Self control**



Seems particularly vulnerable to stress or exhibits irritability and may react impulsively.

**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"

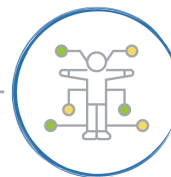
The manager acts quickly despite the constraints they face and adjusts their behavior appropriately. They also take steps and calculated risks to address a problem, improve a situation or seize an opportunity. Finally, they tend to be receptive to original and innovative ways of doing things or solving 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 is success-oriented and self-disciplined. They are more ambitious, competitive and persevering than the average person. They generally get down to work quickly and see projects through to completion, despite any difficulties that may arise. They are diligent in their work, like to be given responsibility and take charge. They find challenges motivating and approach everyday situations with confidence in their ability to succeed. They show determination in the face of adversity and see themselves as effective in the tasks they take on.

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 acts actively to maintain social cohesion and avoid conflict. They ensure that their words are always respectful, and avoid anything that could provoke tension. They forgive easily and show great modesty, valuing equality in their relationships. Highly respectful of rules and authority, they adopt a collaborative approach and make sure to consult others before making important decisions. They are often perceived as warm and polite, fostering a harmonious atmosphere around them.

### 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 is average in terms of sociability and positive emotionality. They are generally comfortable making social contacts, although they do not actively seek to multiply interactions. They enjoy a balance between teamwork and individual tasks, depending on the context. Their enthusiasm and energy levels can vary according to situations and group dynamics, making them adaptable to a variety of social environments.



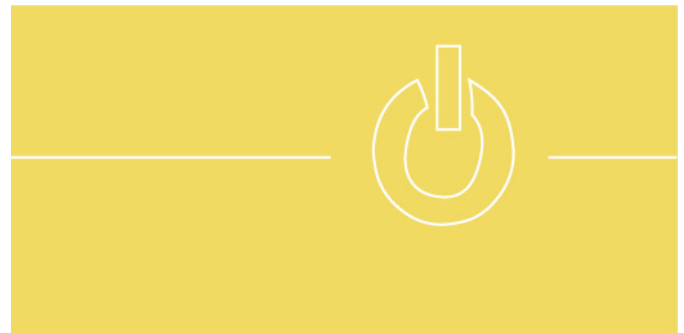
## PERSONALITY (cont'd)

### 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 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.



## 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.

### SELF CONTROL

Encourage the new manager to take a step back when they find themselves in a situation that makes them react emotionally.

Provide the new manager with the right conditions (calm place, resource person) to allow them to vent their emotions and clear their mind as needed.



#### 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?



#### COACHING QUESTION

What do you do to keep calm when pressure builds?