

CONFIDENTIAL

interpreto

AUTOMATED
EVALUATION REPORT



FILE # - 2024-11-21

OPERATIONAL MANAGER - SELECTION

REQUESTED BY
Fictive establishment

FOR THE POSITION OF
Fictive position

OPERATIONAL MANAGER - SELECTION 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
Capacity to Coordinate			✓
Team Mobilization			✓
Results-Oriented			✓
Problem Solving		✓	
Managerial Courage		✓	
Adaptation to Change	✓		
Attitude of Cooperation			✓
Self-Control			✓
Developing Employees			✓

PROFILE ADEQUACY

✓

RECOMMENDED WITH RESERVATION

The candidate has obtained results that partially correspond to the profile required for the position being evaluated

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



Can analyze information relevant to problem solving at times, but may have more difficulty solving complex or abstract issues.

Managerial Courage



Sometimes hesitant to address difficult situations. May tend to limit interventions in contexts that seem less favorable.

Below expectations

Partially meets expectations

Meets 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"

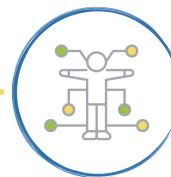
The manager acts quickly despite the constraints they face and adjusts their behavior appropriately. They also take steps and calculated risks to address a problem, improve a situation or seize an opportunity. Finally, they tend to be receptive to original and innovative ways of doing things or solving 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 places a high value on reflection and is comfortable with abstract concepts. They enjoy juggling ideas, considering different possibilities and points of view. They are stimulated by solving complex problems and enjoy working with large amounts of information at once. They also have a variety of interests, demonstrate curiosity and take pleasure in learning. This person is innovation-oriented and shows great openness to new ways of working. This person approaches change and novelty as a positive opportunity and adapts easily.

This person is characterized by a higher than average imagination and sense of aesthetics. This is a person who places importance on intuition and may sometimes tend to get lost in their thoughts or daydreams. It is 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 allow place for emotions and intuition in their life and in their decisions.

APPROACH TO WORK

▶ This person places less importance than the average on professional success and performance. They may have a tendency to procrastinate or to invest themselves with moderation in the projects they undertake. They may have difficulty completing projects on their own, particularly with long-term projects and when they are faced with difficulties. They generally prefer to enjoy the present moment rather than plan and work for the future. Performance, competitiveness and the achievement of goals are not their main sources of satisfaction and personal fulfillment.

This person is generally reliable and organized. They keep their word and commitments as much as possible. They tend to follow rules and protocols. They like to work according to a schedule and to organize and plan their work. They are detail-oriented and more meticulous than the average. In terms of decision-making, they usually take the time to study the situation and consider the different options before making their choice. They are generally uncomfortable with uncertainty. They are more reliable, organized, methodical and forward thinking than the average.

PERSONALITY (cont'd)

RELATIONAL QUALITY

This person is in the average range in terms of altruism, kindness, goodwill, empathy and helpfulness. They will be willing to help and give of their time to people with whom they have friendships (friends, colleagues) and will be sensitive to their needs and attentive to their difficulties. However, they may be less altruistic with people they are less close to or when the action to be taken would require personal effort or sacrifice.

This person acts in a way that maintains social cohesion and avoids confrontation. They avoid saying things that might hurt others or cause interpersonal tension and they forgive easily. They are very modest and do not consider themselves superior to others. They are said to be polite and respectful of authority. In terms of decision-making, they prefer to consult others before making a decision.

INTERPERSONAL PROPENSITY

This person has very high levels of leadership and assertiveness. They seek to influence and convince. In a social situation, they do not hesitate to give their opinion and to assert themselves. This is a person of action who likes to take charge of things, to be in a position of authority and who demonstrates a great sense of initiative. They actively seek to involve people in their projects, and to be responsible for a team. They have an influence on others and are said to have a strong personality.

This person is in the average range in terms of sociability and propensity to experience positive emotions. They are generally comfortable meeting new people and making new contacts, without however actively seeking them out. They will likely prefer a balance between teamwork and individual tasks. Their energy and enthusiasm levels may depend on the group dynamic.

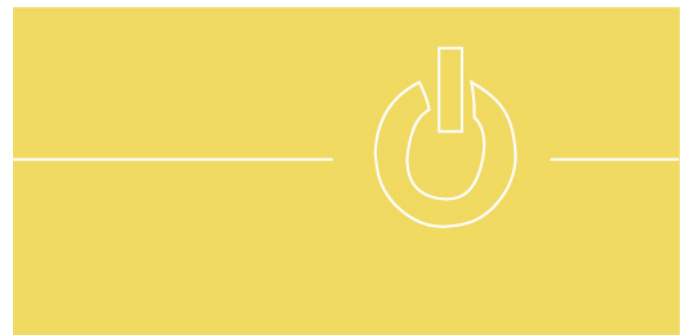
PERSONALITY (cont'd)

EMOTIONAL MANAGEMENT



This person is in the average range in terms of their propensity to feel negative emotions such as anger and frustration, as well as their ability to manage these emotions when they arise. It happens that they get angry and they can be irritated by certain events and by certain behaviours of others. Their level of sensitivity to criticism is also in the average range. They may sometimes have difficulty keeping their calm when they are under pressure or in emergency situations. They react impulsively on certain occasions.

This person is in the average range in terms of their tendency to be anxious or depressed. Although they have a good ability to manage these emotions on a daily basis, it happens to them to experience negative emotions in a more pervasive and long-lasting way when faced with difficult situations. Their levels of self-confidence and confidence in their ability to cope with life's setbacks do not stand out from the average. On the social level, like most people, they would not be indifferent to the judgment of others.



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

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.

MANAGERIAL COURAGE



Tell me about a time when you had to refuse a request, even though it might have seemed acceptable to a colleague or an employee.

Do you see yourself as a firm and direct person or rather diplomatic and tolerant? Illustrate your answer with an example.

Tell us about a time when you expressed your discomfort to a colleague or a supervisor because you believed they were heading in the wrong direction.

PROBING QUESTIONS (cont'd)



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

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.

MANAGERIAL COURAGE

Agree with the new manager on the behaviors, attitudes and rules that are essential and the commitment they are ready to make to ensure that these are respected.

Reassure the new manager of the support they benefit from; they will dare to take risks or make a move requiring courage if they feel supported by management.

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 it's time to make unpopular or difficult decisions, what makes you be able to confidently take action?



COACHING QUESTION

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