



# **Candidate Assessment Report**

**Chris Williams**

**ABC Company**

**19-July-2011**



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## INTRODUCTION

This Candidate Assessment Report presents the results of an evaluation on Chris Williams as part of a candidate selection process for ABC Company. It is based upon the completion of an assessment instrument measuring approach to leadership. This report is organized into sections:

### **Assets and Potential Challenges**

Based on this individual's assessment results, this section presents a narrative summary of this candidate's assets as well as some of the potential challenges the candidate may encounter in fulfilling the responsibilities of the role.

### **Interview Questions**

This section presents several interview questions that can be used to further explore this candidate's profile in more depth.

### **Role Profile**

This individual completed the Leadership Effectiveness Analysis (LEA) questionnaire which measures how a person approaches the leadership role in terms of 22 characteristics. This section provides this individual's LEA results against the role requirements of the position. This individual's scores on each of the 22 dimensions are shown by a "dot". The role requirements for the position are shown by a shaded range.

### **Job Match**

This section summarizes the information presented in the LEA profile by listing those dimension scores which fall within the targeted role requirements range as well as those dimensions that fall below the targeted role requirements range.

### **Caution:**

This Candidate Assessment should be considered as only one component of the selection process. In reviewing the results of this assessment it is extremely important to consider all factors when evaluating this candidate including:

- Prior Work History
- Job Interviews
- Relevant Life Experiences
- Education
- References
- Other Job Relevant Information

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## ASSETS

*Based on the profile for Chris Williams, the following characteristics are likely to contribute to potential effectiveness in the role:*

1. Assertive and competitive; pushes to achieve results; can be forceful in the face of obstacles; works well in a challenging environment; does not shy away from conflict or debate
2. Keeps others enthused and engaged; builds emotional commitment; can be dramatic and inspiring; operates with energy and intensity; can inspire emotional expression in others
3. Persuasive and convincing; likely to try to influence others' points of view; uses language to build commitment for ideas; can be an effective advocate for ideas or initiatives
4. Works hard and sets high standards for achievement for self and others; emphasizes the importance of being serious about goals; strong work ethic; ambitious and willing to work hard to achieve success
5. Very direct and straightforward; provides frank and direct feedback; let's people know where they stand; quick to clear up ambiguity; does not shy away from delivering difficult messages
6. Takes own counsel; highly independent thinker; works well with autonomy; trusts own instincts; confident in own opinion; self-directed
7. Persistent, follows-up; stays on top of tasks and goals until they are complete; strong follow-through efforts; keeps promises; not easily discouraged; will not give up easily; needs little external motivation for self-discipline
8. Friendly, sociable and outgoing; has an easy and informal way with others; socially skilled; likes to establish a friendly atmosphere in teams; easy sense of humor; at ease in social situations
9. Responsive and supportive to those in positions of authority; will turn to more senior resources for direction, decisions and information; likely to be loyal to the organization; conscientious and generally willing to follow the organizational rules

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## POTENTIAL CHALLENGES

*Based on the profile for Chris Williams, the following characteristics may potentially reduce performance and potential in the role:*

1. Less emphasis placed on building and using expert knowledge; may not take the time to develop specialized skills; may be less effective when working with colleagues or customers who expect greater expertise; may risk not staying up-to-date in industry or area of expertise
2. Tendency to be less organized; less attentive to details; less systematic in work methods; can be too vague in providing guidelines; less careful in following procedures
3. Less focused on helping others; less willing to compromise; may not accommodate to support team goals; may pursue own priorities without considering the needs of the team; less likely to go along for the sake of harmony
4. Little effort invested to keep emotions in check; less likely to be reserved especially under stress or in a highly emotional situation; may sometimes say things that would be better left unsaid; may respond too quickly when waiting would be wiser
5. May fail to review and learn from past practices; may take longer to learn from mistakes; may be less cautious regarding risk; may take less time to evaluate consequences; may be less attentive to upholding organizational traditions
6. Hesitant to consider new ideas or approaches; less open to taking risks; less concerned with challenging outmoded assumptions and methods; less likely to respond as quickly in fast changing environments
7. Less attention to long-term implications of issues and actions; less time spent on analysis and planning; may be too reactive or too short-term focused; may not think ahead; may not anticipate problems or consequences
8. Less concerned with immediate responses and quick reactions; may be less attentive to the day-to-day activities; may have less of a sense of urgency; may tend to be less hands-on and sometimes generate somewhat impractical solutions
9. May attempt to persuade and convince when listening would be the better approach; may occasionally come across as self serving or calculating; may come across as overly invest in own ideas
10. May come across as too aggressive and overbearing; may unnecessarily take an adversarial approach; may see too many things in terms of win/lose outcomes; may argue when discussion would be more constructive

11. May sometimes become too demanding or have unrealistic expectations; may not effectively balance people needs with results orientation; may overwork self and others, potentially have a negative influence on quality
  
12. May sometimes demonstrate more enthusiasm, emotion or energy than is useful in the situation; may be less effective when there is a need to be the calming influence in a situation; being constantly on the go may unintentionally create some degree of chaos

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## INTERVIEW QUESTIONS – Strategic

Chris Williams scored lower on **Strategic** indicating somewhat less emphasis placed on taking a long-range, broad approach to solving problems and decision-making. This may result in spending less time in objective analysis, thinking ahead and planning than is ideal. This may reduce effectiveness when the role requires this individual to:

- Be future and long-term oriented
- Anticipate challenges, risks, interdependencies and opportunities
- Be effective at strategic planning
- Utilize strong analytical thinking skills

Use one or more of the following Interview Questions to explore the orientation Chris Williams has towards **Strategic**:

1. Please describe a situation where your contingency planning was especially effective. How did you anticipate potential problems, obstacles or opportunities?
2. Please describe the processes and resources you use to stay current with trends. How do you anticipate what customers might want/need or where the market may be heading?
3. Please contrast two actual situations: One in which you planned well, including the use of interim goals, resources needed and interdependencies and one where you feel your planning was insufficient. What led to your choice to approach these situations differently? What did you learn from these experiences?
4. What approaches do you take to ensure that the tactical activities of your group are well aligned with the strategic objectives of your organization?
5. Please give an example of a situation that required you to analyze a significant amount of information in order to make an effective decision. How did you ensure you approached this analysis strategically and avoided getting lost in the details of the information?
6. Organizations are working at an increasingly fast pace – how do you balance the sometimes competing priorities of doing things quickly and taking the time needed to approach things more strategically?

## NOTES:

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## INTERVIEW QUESTIONS – Technical

Chris Williams scored lower on **Technical** indicating somewhat less emphasis placed on being an expert in one's field. This may result in having less specialized knowledge than is ideal. This may reduce effectiveness when the role requires this individual to:

- Contribute strong knowledge and skill in a specialized area
- Train or educate colleagues and customers
- Instill confidence through expertise
- Stay up-to-date in profession

Use one or more of the following Interview Questions to explore the orientation Chris Williams has towards **Technical**:

1. How do you ensure that you keep your expertise up-to-date?
2. What specialized body of knowledge do you rely on to help you be successful?
3. When are you more likely to study an issue in depth before drawing a conclusion?
4. Please give an example of a situation where you initially took a more superficial approach and then needed to go back and re-approach the problem or opportunity from a more in-depth perspective.
5. There is so much information available to all of us now, how do you decide what knowledge and information is most important for you to have to be successful in your role?

## NOTES:

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## INTERVIEW QUESTIONS – Structuring

Chris Williams scored lower on **Structuring** indicating somewhat less emphasis placed on ensuring things are well organized and orderly. This may result in spending less time ensuring things are done in a precise, methodical manner than is ideal. This may reduce effectiveness when the role requires this individual to:

- Organize tasks and activities
- Increase efficiency through structured, systematic approaches
- Provide very clear and specific instructions
- Ensure that rules and processes are established and followed

Use one or more of the following Interview Questions to explore the orientation Chris Williams has towards **Structuring**:

1. Please give an example of a time when your attention to the details was a contributing factor in successfully managing a complex task or project.
2. Please describe a project or task that, upon reflection, you would say did not go as well as you would have liked because you were not as organized. How have you adjusted your approach to work as a result of this experience?
3. Please give an objective appraisal of how your boss might view your ability to approach your work in an organized and systematic way.
4. Different situations and different people require varying degrees of specificity when it comes to setting guidelines. How do you determine when a situation requires you to set careful, specific guidelines versus a situation where only general, broad guidelines are required?
5. Please describe a complex process or project where you needed to create and adhere to a structured, systematic approach in order for it to be successful.

## NOTES:

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## INTERVIEW QUESTIONS – Cooperation

Chris Williams scored lower on **Cooperation** indicating less emphasis placed on being accommodating to the needs and interests of others. This may result in being seen as less helpful and less willing to compromise than is ideal. This may reduce effectiveness when the role requires this individual to:

- Be helpful and accommodating to colleagues
- Be willing to compromise
- Put own interests aside for the common good
- Go along for the sake of harmony when needed

Use one or more of the following Interview Questions to explore the orientation Chris Williams has towards **Cooperation**:

1. Leaders within organizations often need to decide when to push for their own agenda and when to compromise or accommodate the needs and interests of others. How do you decide when to be a strong self advocate and when to compromise or accommodate to the needs and interests of others?
2. Please give an example of when you chose not to cooperate or compromise that yielded a less desirable outcome. In hindsight, how would you have handled this situation differently?
3. Most leaders are in situations where they need to be effective in both the team leader role as well as the team member role. How does your approach to cooperation and compromise change in these two different roles?
4. In many workplaces the pace and volume of work is significant. Have you found ways to work that allow you to accomplish your own objectives and still have time to help others achieve their objectives?
5. When are you most likely to help your colleagues? When are you least likely to help your colleagues?

## NOTES:

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## INTERVIEW QUESTIONS – Conservative

Chris Williams scored lower on **Conservative** indicating somewhat less emphasis placed on being cautious and prudent in decision making. This may result in repeating past mistakes or being less careful than is ideal. This may reduce effectiveness when the role requires this individual to:

- Carefully manage risk
- Thoroughly evaluate alternatives to find a more cautious option
- Respect and repeat what has been done in the past
- Assess the limits and risks associated with change

Use one or more of the following Interview Questions to explore the orientation Chris Williams has towards **Conservative**:

1. Please complete this statement as thoroughly as possible. "In my current organization, I think the most important lessons we have learned from our experiences are..."
2. Please describe a work situation where you did not carefully evaluate alternatives before moving forward and, as a result, the outcome was less desirable than you intended. In hindsight, how would you have handled this situation differently?
3. There are times when it is wisest to take a safer, more cautious approach and times when taking risks yields the better outcome. How do you decide when to be cautious versus when to take the more untested route?
4. Please complete this statement as thoroughly as possible. "I am more likely to be the voice of caution when..." or "I think it is most important to minimize risk when..."

## NOTES:

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## INTERVIEW QUESTIONS – Restraint

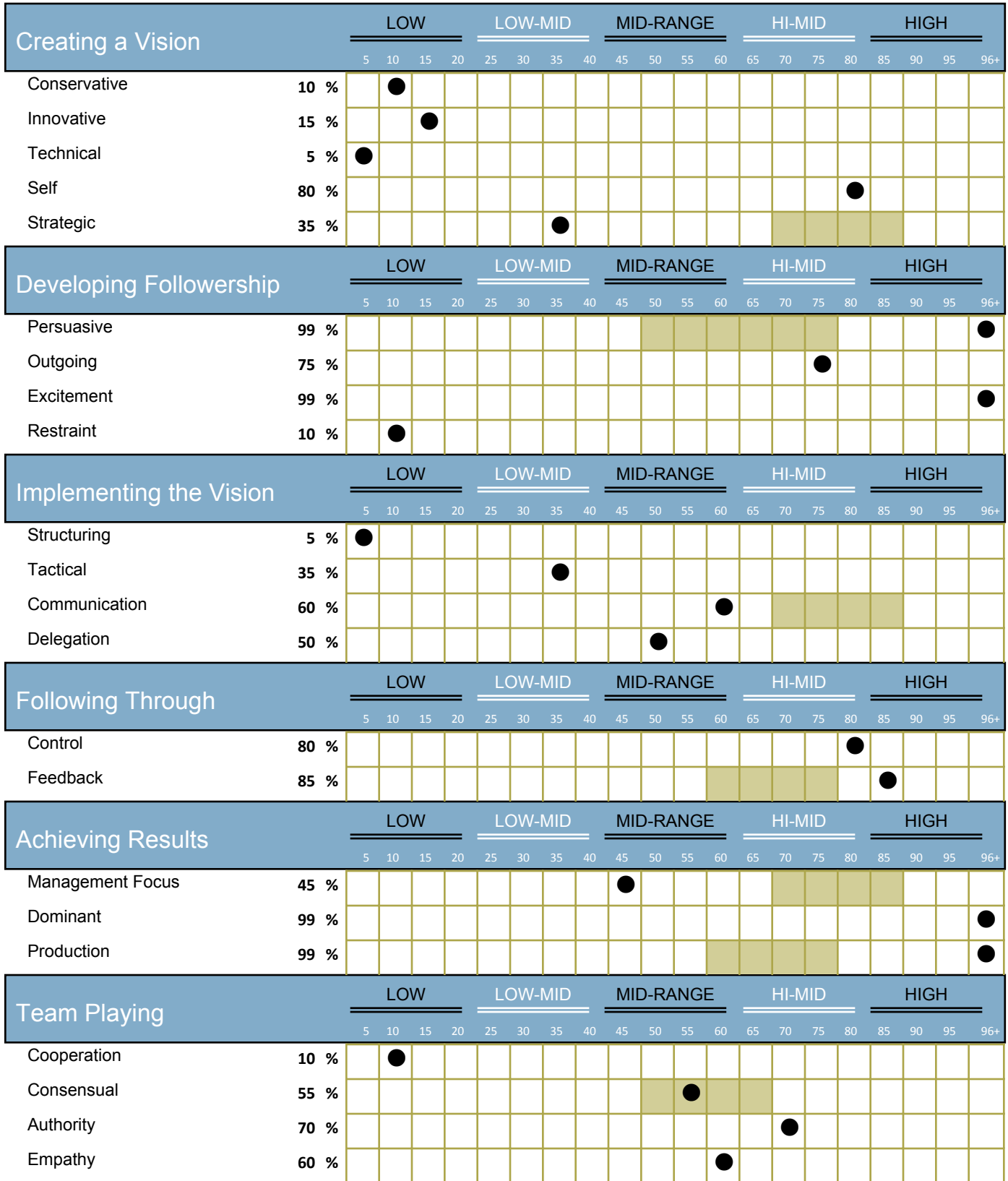
Chris Williams scored lower on **Restraint** indicating less emphasis placed on maintaining a low-key, understated demeanor. This may result in sometimes coming across as less reserved or formal than is ideal. This may reduce effectiveness when the role requires this individual to:

- Remain calm in stressful situations
- Take time to respond rather than react quickly
- Avoid dramatic or emotional reactions

Use one or more of the following Interview Questions to explore the orientation Chris Williams has towards **Restraint**:

1. Please give an example of a time when you reacted to something at work with stronger emotions than ideal. What were the consequences of your reaction? In hindsight, how would you have handled this differently?
2. There are times when a better outcome is facilitated through a higher energy, more emotional approach and times when a calmer, more reserved approach is the wiser course. How do you determine which approach will yield the best outcome in any given situation?
3. What strategies do you use to help you stay calm in stressful situations?
4. What situations tend to produce the strongest emotions in you?
5. How would your most reserved colleagues describe you?
6. Please describe the work situations where you think it is most important for you to stay calm, less emotional and more reserved.

## NOTES:



Range Profile: Test Profile  
 North America n=68228 (Jan2005)



## CREATING A VISION

**Conservative:** Studying problems in light of past practices to ensure predictability, reinforce the status quo and minimize risk.

**Innovative:** Feeling comfortable in fast-changing environments; being willing to take risks and to consider new and untested approaches.

**Technical:** Acquiring and maintaining in-depth knowledge in your field or area of focus; using your expertise and specialized knowledge to study issues in depth and draw conclusions.

**Self:** Emphasizing the importance of making decisions independently; looking to yourself as the prime vehicle for decision making.

**Strategic:** Taking a long-range, broad approach to problem solving and decision making through objective analysis, thinking ahead and planning.

## DEVELOPING FOLLOWERSHIP

**Persuasive:** Building commitment by convincing others and winning them over to your point of view.

**Outgoing:** Acting in an extroverted, friendly and informal manner; showing a capacity to quickly establish free and easy interpersonal relationships.

**Excitement:** Operating with a good deal of energy, intensity and emotional expression; having a capacity for keeping others enthusiastic and involved.

**Restraint:** Maintaining a low-key, understated and quiet interpersonal demeanor by working to control your emotional expression.

## IMPLEMENTING THE VISION

**Structuring:** Adopting a systematic and organized approach; preferring to work in a precise, methodical manner; developing and utilizing guidelines and procedures.

**Tactical:** Emphasizing the production of immediate results by focusing on short-range, hands-on, practical strategies.

**Communication:** Stating clearly what you want and expect from others; clearly expressing your thoughts and ideas; maintaining a precise and constant flow of information.

**Delegation:** Enlisting the talents of others to help meet objectives by giving them important activities and sufficient autonomy to exercise their own judgment.

## FOLLOWING THROUGH

**Control:** Adopting an approach in which you take nothing for granted, set deadlines for certain actions and are persistent in monitoring the progress of activities to ensure that they are completed on schedule.

**Feedback:** Letting others know in a straightforward manner what you think of them, how well they have performed and if they have met your needs and expectations.

## ACHIEVING RESULTS

**Management Focus:** Seeking to exert influence by being in positions of authority, taking charge, and leading and directing the efforts of others.

**Dominant:** Pushing vigorously to achieve results through an approach which is forceful, assertive and competitive.

**Production:** Adopting a strong orientation toward achievement; holding high expectations for yourself and others; pushing yourself and others to achieve at high levels.

## TEAM PLAYING

**Cooperation:** Accommodating the needs and interests of others by being willing to defer performance on your own objectives in order to assist colleagues with theirs.

**Consensual:** Valuing the ideas and opinions of others and collecting their input as part of your decision-making process.

**Authority:** Showing loyalty to the organization; respecting the ideas and opinions of people in authority and using them as resources for information, direction, and decisions.

**Empathy:** Demonstrating an active concern for people and their needs by forming close and supportive relationships with others.

## **ROLE REQUIREMENTS MATCH**

Chris Williams is within or above the role requirements range for the following variables:

- ◆ **Persuasive**
- ◆ **Feedback**
- ◆ **Production**
- ◆ **Consensual**

Chris Williams is below the role requirements range for the following variables:

- ◆ **Strategic**
- ◆ **Communication**
- ◆ **Management Focus**

**ADDITIONAL NOTES:**