bishop

Sample Client Competency Assessment

Sam Sample

podium

Introduction

This assessment report has been developed exclusively for Sample Client to support the measurement of six competencies of interest. Taken together these competencies are intended to guide the selection, development, and talent management of potential and existing staff. These competencies are:

- Operational Knowledge
- Customer Focused
- Building Effective Teams
- Integrity
- Business Acumen
- Leadership

Private and Confidential

This is a confidential assessment report on Sam Sample. This report was requested for a specific purpose and has influenced the information and conclusions drawn. When reading this report, please remember that it is based exclusively on the information gathered from the test session only and describes performance exclusively on the General Cognitive Ability Test, Perspective Personality profile, and Emotional Intelligence Assessment.

Waiver

Wherever possible, other relevant information (e.g., actual experience, interests, skills, and aptitudes) should also form part of an overall assessment. OPRA accepts no responsibility for selection or other decisions made using this tool and cannot be held responsible for the consequences of doing so.
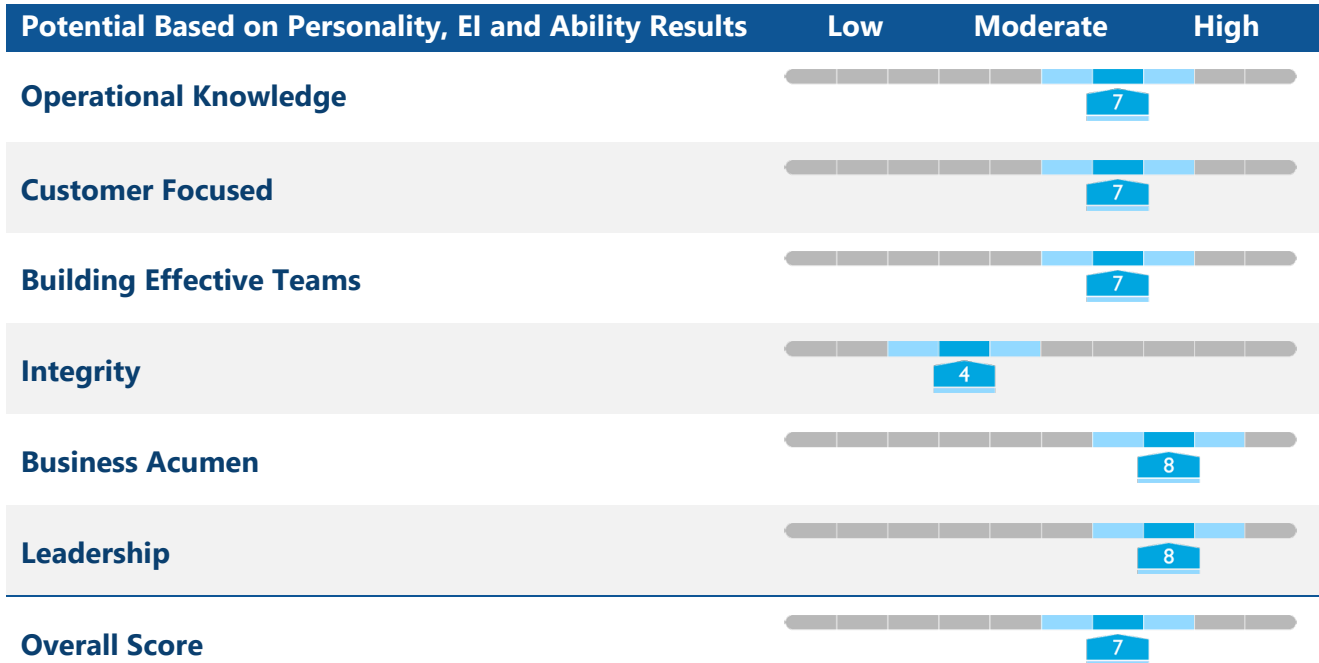
Comparison Group (Norm)

Results are compared to a relevant comparison group of international respondents.

Impression Management

The impression management indicators would suggest that Sam was as happy as most people to present herself openly, honestly and without wishing to project an overly positive or distorted image of herself.

Results at a Glance

Potential Based on Personality, EI and Ability Results	Low	Moderate	High
Operational Knowledge		7	
Customer Focused		7	
Building Effective Teams		7	
Integrity	4		
Business Acumen			8
Leadership			8
Overall Score		7	

| 180° Results	Self	Manager
Operational Knowledge	0.50	
Customer Focused	2.00	
Building Effective Teams	0.86	
Integrity	1.50	
Business Acumen	2.00	
Leadership	2.13	

180° Results Legend:

0 = Never, 1 = Rarely, 2 = Sometimes, 3 = Often, 4 = Always

Results in Detail: Operational Knowledge

Has the operational knowledge to go above and beyond the performance requirements of the position; understands and makes decisions based on relevant legislation; applies industry-specific knowledge to identify, suggest, and implement continuous improvements to Sample Client's business operations.

Personality, EI and Ability Results

Low   Moderate   High

7
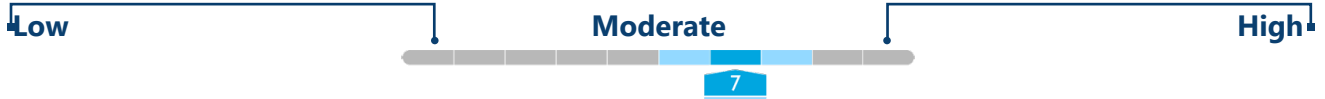
Potential Strengths

- Sam's pattern of results indicates that she is fairly pragmatic and concrete in her thinking. Consequently, she would be expected to have something of a preference for focusing on what she considers to be practical/realistic matters rather than approaching problems in an abstract theoretical way. While interested in common sense solutions, she is not expected to discount creative ideas out-of-hand.
- Sam profiles as being no more or less open to change than the average person.
- She should be open to new ways of working, yet be wary of change for changes sake.
- She should be reasonably adept at problem solving where there are limited lessons from the past.

Potential Challenges

- More compassionate than the average person, Sam is likely to care about people, though may get overly focused on what people think and lose sight of the result or goal she needs to achieve.
- She should think about the needs of others when making a decision, though may come across as being too 'soft'.

Probing Questions

- Provide an example that demonstrates your ability to attend to more operational pursuits.
- Provide an example that highlights your ability to see connections between ideas not easily apparent to others.
- Describe an innovative work-related project that makes you particularly proud.
- Provide an example of your ability to recognise a good idea from many.

- Describe a situation in which you were able to take a lesson from the past and use this to solve a current problem.
- What future trends do you anticipate in this industry over the next 5 or more years, and how could we prepare for these?
- Describe a situation that demonstrates your ability to grasp complex or abstract ideas.

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- What future trends do you anticipate in this industry over the next 5 or more years, and how could we prepare for these?
- Describe a situation that demonstrates your ability to grasp complex or abstract ideas.

Legend: 🟢 Low risk   🟡 Moderate risk   🟠 High risk

180° Results

Item	Self	Manager
Demonstrates functional/technical knowledge and skills to go above and beyond for customers and/or stakeholders.	0	
Makes innovative suggestions and improvements to Sample Client's systems, processes and practices.	I	
Actively maintains knowledge to ensure all decisions are aligned with relevant legislation and best practice.	I	
Applies industry and community-based knowledge to assist in resolving work-related problems.	0	
Proactively acts to keep knowledge and skills current.	0	
Demonstrates the ability to adapt to changing industry trends and market conditions.	I	
Overall Score	**0.50**	

	Self	Manager
Comments	First comment.	Not specified.

Results in Detail: Customer Focused

Is dedicated to meeting the expectations and needs of internal and external customers; promotes a "Client First" culture; gets first-hand customer information and uses it for improvement in products and services; acts with the customer in mind; establishes and maintains effective relationships with customers/community stakeholders and gains their trust and respect.

Personality, EI and Ability Results

Low	Moderate	High

7

Potential Strengths

- Sam profiles as having a better than average ability to make decisions that involve others.
- She should reasonably involve others when making decisions.
- She is more likely than most to take her time to ensure that she explains the rationale behind her decisions to those impacted by them.
- Sam profiles as being a fairly perceptive individual who should be capable of picking up on others' moods and behavioural cues.
- Her ability to observe and read others' emotions should make it easier for her to identify how to best motivate customers.

Potential Challenges

- Having obtained a profile that suggests she may be somewhat shy and hesitant in social settings, Sam is likely to prefer to take her time when getting to know others and building new relationships.
- Feeling slightly ill at ease and self-conscious in group settings, she may wish to avoid presentations and public speaking if possible.

Probing Questions

- Provide an example which highlights your ability to work well with all sorts of people, both internal and external to the organisation.
- What specific steps do you take to maintain a relationship with your clients/customers? Give an example.
- What sort of people do you find most challenging to talk to? Why is that?

- Give me an example of a time that your ability to notice another person's feelings or concerns enabled you to proactively address an issue.
- Describe a situation where you tried to establish rapport with a client. What went well/less-well?
- Please give me an example of a time when you worked to better understand the needs of a customer.

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- Describe a situation where you tried to establish rapport with a client. What went well/less-well?
- Please give me an example of a time when you worked to better understand the needs of a customer.

Legend: ● Low risk   ● Moderate risk   ● High risk

180° Results

Item	Self	Manager
Makes internal and external customers feel appreciated and valued by acknowledging their views and opinions.	2	
Builds rapport by maintaining open and honest discussions with internal and external customers.	2	
Demonstrates openness in their dealings with internal and external customers.	2	
Proactively seeks internal and external customer feedback.	2	
Takes action to enhance customer and community outcomes.	2	
Is an advocate for a customer-centric culture within their team.	2	
Overall Score	**2.00**	

	Self	Manager
Comments	Second Comment.	Not specified.

Results in Detail: Building Effective Teams

Blends people into teams; creates strong morale and spirit in his/her team; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; defines success in terms of the whole team; creates a feeling of belonging in the team.

Personality, EI and Ability Results

Low   Moderate   High

7

Potential Strengths

- Sam profiles as being a fairly perceptive individual who should be capable of picking up on others' moods and behavioural cues.
- Her ability to observe and read others' emotions should make it easier for her to identify how to best motivate others at work.
- Fairly confident of her ability to bring others around to her point of view, Sam should be a fairly persuasive speaker who enjoys negotiating with others and influencing their decisions.
- She should be more willing than most to motivate others, lift their spirits and encourage them to do their best.
- Sam's results suggest she possesses a fair degree of interest in other people. As such, she would be expected to be fairly motivated to build close personal relationships and offer support to others.
- She is more likely than the average person to ensure that she is accessible to others and responsive to their needs.
- She is a fairly attentive individual who should be perceived by others as being a good listener.

Potential Challenges

- No challenges could be identified from the profile for this competency.

Probing Questions

- Give me an example of a time that your ability to notice another person's feelings or concerns enabled you to proactively address an issue.
- Describe a situation where you tried to establish rapport with a colleague. What went well/less-well?
- Tell me about a situation where you had to 'read' a situation or anticipate another person's reactions in order to respond accordingly.

- Describe a situation in which your team experienced low morale. Were you able to motivate them and improve morale?
- Tell me about a time when you were able to provide employees with what they needed in order to motivate them to achieve better results.
- Give an example of giving a presentation or addressing a group of people. What did you do to prepare

yourself and how did it go?

- Describe a situation in which your team experienced low morale. Were you able to motivate them and improve morale?
- Tell me about a time when you were able to provide employees with what they needed in order to motivate them to achieve better results.
- Give an example of giving a presentation or addressing a group of people. What did you do to prepare yourself and how did it go?

**Legend:**   🟢 Low risk   🟡 Moderate risk   🟠 High risk

180° Results

Item	Self	Manager
Establishes shared purpose and team goals.	0	
Holds team members accountable for achieving team goals and objectives.	1	
Builds trusting relationships within the team by promoting open participation and involvement.	1	
Regularly engages team members in open dialogue about company information.	1	
Celebrates team wins and successes.	1	
Provides coaching and mentoring opportunities to support team members development.	1	
Identifies and effectively resolves conflict within the team.	1	
Overall Score	**0.86**	

	Self	Manager
Comments	Third comment.	Not specified.

Results in Detail: Integrity

Reliable and honest; the capacity to work independently and diligently; shows consistency in actions; models admirable behaviour and demonstrates a commitment to the highest standards of professionalism.

Personality, EI and Ability Results

Low   Moderate   High

4
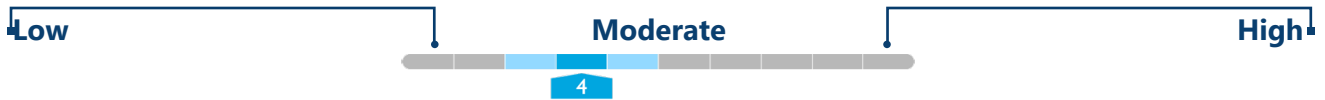
Potential Strengths

- While she should appreciate the importance of following rules, she is not likely to become bogged down by them.
- She is not expected to become distracted in her work by everyday clutter and mess.

Potential Challenges

- Work may not be the 'be-all-and-end-all' for Sam and she may lack a sense of urgency and drive.
- She should be more tolerant than others to work distractions, though may be prone to procrastination and, as a result, miss deadlines.

Probing Questions

- What areas of development or growth do you hope to achieve in this role? What could you personally do to accomplish that?
- Describe a time where you maintained your motivation, when faced with a difficult or challenging goal or task. What did you do to ensure that you did not get demotivated?
- What is the most recent, complex, challenging goal you have set yourself? How are you going towards achieving it?

- Give an example of having to follow strict organisational procedures on a project or task. Were there any you felt inclined to disregard and why?
- Give an example of a project you were directly involved in and that you felt you could have done better on.
- Tell me about a time when you assumed personal accountability for a situation or event because you realised the role you played in the situation or event?

Legend: 🟩 Low risk   🟨 Moderate risk   🟧 High risk

180° Results

Item	Self	Manager
Demonstrates honesty and professionalism in their work.	1	
Role models Sample Client's corporate values and behaviours.	2	
Addresses unethical behaviour in a way that reflects relevant laws, policies and organisational values.	2	
Honours commitments and keeps promises.	2	

Demonstrates accountability and takes responsibility for their own work.	I
Treats all employees consistently and with respect.	I
Overall Score	**1.50**

|	Self	Manager
Comments	Fifth Comment	Not specified.

Results in Detail: Business Acumen

Demonstrates knowledge of how hospitality businesses work; knowledgeable in current and possible future trends, technology, and information affecting Sample Client; understands the market and competition; demonstrates effective reporting and forecasting of budgets and stock.

Personality, EI and Ability Results

Low   Moderate   High

8
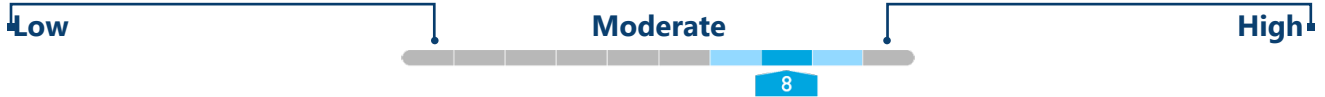
Potential Strengths

- While Sam should appreciate the importance of being organised, she may not want to be constrained by excessive systems and process.
- Given the choice, she may prefer others to develop work plans on her behalf.
- Sam is likely to be more able than many people to quickly perceive the significance of complex new situations, and correctly extrapolate the likely consequences of the patterns and relationships she has identified in these situations.
- Consequently, she would be expected to have quite a good ability to take a 'big picture' perspective.
- Sam's performance on the numerical component of the assessment demonstrates that she has a very strong grasp of numerical concepts and a good ability to understand numerical information.
- Consequently, she should be more than able to cope with the demands of jobs which involve processing numerical information and basing decisions upon such information.
- Having an above average level of verbal reasoning ability (in comparison with the chosen reference group), she would be expected to be able to understand the logic of fairly complex arguments and use words in quite a rational and well-reasoned way.

Potential Challenges

- No challenges could be identified from the profile for this competency.

Probing Questions

- Describe a situation that demonstrates your ability to be planful and break a task into process steps.
- Give an example where loose planning or cutting corners with planning got you into trouble. What have you learnt from that situation?
- Think back to the most complex task or project you've had to develop or implement. Describe your planning processes.

- Talk me through an example of how you have used data to in making business decisions.
- Give me an example of using fact-finding skills to diagnose a problem.

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- Give me an example of using fact-finding skills to diagnose a problem.

- Tell me about the most difficult or technical information you have had to communicate to others. How did you communicate it?

Legend: ● Low risk   ● Moderate risk   ● High risk

180° Results

| Item	Self	Manager
Demonstrates an in-depth understanding of all business functions and supporting processes.	2	
Makes decisions in alignment with Sample Client's mission, vision and strategy.	2	
Applies strategic thinking to identify problems, trends, and future opportunities.	2	
Uses financial and other key performance data to make decisions that add value to Sample Client.	2	
Provides accurate and timely financial information to support strategic planning and decision making.	2	
Overall Score	**2.00**	

	Self	Manager
Comments	Forth Comment.	Not specified.

Results in Detail: Leadership

Relishes leading; demonstrates self-awareness; leads from the front and by example; acts on feedback and encourages open debate; faces adversity head on; remains resilient under pressure; is an ambassador for Sample Clients Mission, Vision, and Values.

Personality, EI and Ability Results

Low   Moderate   High

8
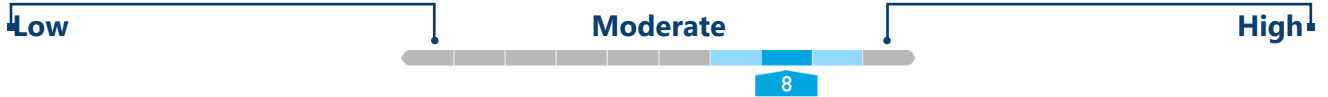
Potential Strengths

- Sam should manage her frustrations and emotions as well as most people.
- She should be as effective as most others at handling personal criticism without losing her cool.
- Sam should be as willing as most people to take charge of a situation.
- She should be comfortable expressing her opinion, while still being receptive to the contribution of others.
- Sam should stand her ground without coming across as autocratic.
- Sam's profile indicates she is likely to be at least as open to, and in tune with, her own emotions as most other people.
- While she is as accepting as most of feedback, she may not always be conscious of the way she feels.

Potential Challenges

- No challenges could be identified from the profile for this competency.

Probing Questions

- Describe a pressured situation in which you were pushed to the limit.
- Give an example that highlights your ability to remain resilient under pressure.
- Provide an example that shows your ability to connect with more feelings driven people.
- What are some of the tactics you use to keep your emotions in check? Provide an example of where you have used these to good effect.

- Describe a situation where you had to assess your performance prior to a performance review. What did you factor in your review and why?
- Give me an example of receiving feedback regarding your performance. How did you receive the feedback?
- Describe a time when you were not satisfied with your performance. What did you do about it?

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Legend: 🟢 Low risk   🟡 Moderate risk   🟠 High risk

180° Results

Item	Self	Manager
Acts as an ambassador for Sample Client's mission, vision and values.	0	
Understands the impact their behaviour has on others.	1	
Adjusts their style so it fits well with others.	2	
Actively seeks feedback from others to improve their self-awareness.	3	
Maintains a positive, energising demeanour when faced with adversity.	4	
Inspires performance by providing useful support and guidance.		
Helps others understand their purpose and contribution towards Sample Client's objectives.	4	
Recognises others hard work and achievements.	3	
Overall Score	**2.13**	

	Self	Manager
Comments	Sixth Comment.	Not specified.

Additional 180° Comments

	Self	Manager
Stop	Stop doing.	Not specified.
Start	More often.	Not specified.
Continue	Are working.	Not specified.

Preferred Team Roles

Team Roles describe the preferred roles Sam Sample is likely to adopt when working in a team. Effective teams require a diverse range of roles to suit the team's objectives and complement one another.

Team Roles	Score	Least	Moderate	Preferred
Coordinator Assertive individuals who manage resources, delegate and clarify goals.	**2.42**	2		
Driver Achievement-oriented individuals who drive team performance.	**1.00**	1		
Innovator Creative individuals who enjoy promoting innovative solutions.	**1.90**	2		
Evaluator Logical individuals who enjoy analysing problems and solutions.	**4.22**		4	
Specialist Knowledgeable and professional individuals who promote learning.	**4.04**		4	
Planner Systematic individuals who turn ideas into plans and actions.	**4.79**		5	
Team Builder Sociable and people-oriented individuals who foster team spirit.	**4.82**		5	
Networker Communicative and optimistic individuals who look for opportunities.	**2.83**	3		
Finisher Dutiful individuals who are concerned with meeting objectives.	**1.00**	1		

Primary Team Role: Team Builder

When this role is most effective

- Helping individual members achieve and maintain team effectiveness.
- Supporting members.
- Improving communications between members.
- Fostering a sense togetherness and team.

Be cautious of

- Being indecisive and avoiding making difficult decisions.
- Avoiding conflict and confrontation.
- Siding with one member against another.

Secondary Team Role: Planner

When this role is most effective

- Turning concepts and ideas into practical working procedures.
- Sorting out the practical details of how things will be done.
- Maintaining a steady, systematic approach.
- Providing practical support and back-up to other

Be cautious of

- Being dismissive of innovative ideas.
- Being inflexible and slow to respond to changes.
- Acting before considering all the implications.
- Being overly critical of other team members' ideas and suggestions.

team members.

Preferred Leadership Styles

Leadership Styles describe the preferred styles Sam Sample is likely to adopt when managing/leading others. Effective leadership is contextual, and the most effective leaders are able to adapt their style according to the situation.

Leadership Styles	Score	Least	Moderate	Preferred
Directing Leaders Being task-focused and highly goal-oriented, their primary concern will be for achieving results.	**2.54**	3		
Delegating Leaders Are primarily concerned with bigger picture issues and setting a direction for the team.	**5.37**		5	
Participating Leaders Are concerned with building consensus through participation and encouraging contributions from all team members.	**5.70**		6	
Consulting Leaders Are primarily interested in getting the most out of their team.	**5.76**		6	
Negotiating Leaders Rely on their negotiation skills to achieve their stated goals.	**4.15**	4		

Primary Leadership Style: Consulting Leader

When this role is most effective

- When the leader has complete authority though is unfamiliar with the whole situation and requires the views and opinions of the team to be able to make an informed decision.
- With informative subordinates can be relied upon to provide sound and informed opinions.

Be cautious of

- Failing to create a culture that encourages employees to speak up and recognises their contributions.
- Being unable to effectively facilitate team discussions or justify their final decisions to the group.

Secondary Leadership Style: Participating Leader

When this role is most effective

- When there is the need to draw valuable input from employees.
- During situations that require gaining buy in and support from employees.
- When there is a need to build commitment to projects and help employees take ownership of their decisions.
- With collaborative subordinates who enjoy working with others and sharing their ideas.

Be cautious of

- Emergency situations that require quick judgement and decisions.
- Consulting with employees when they are not informed enough to offer sufficient guidance.