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Psychometric Screening Summary
Associate Dean

Dr A. N. Exemplar

Strictly Confidential
June 2013



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Overview

The purpose of this report is to inform questioning as part of the assessment process for the selection of candidates for the role of Associate Dean.

Please note that the comments in the report are based on the completion of two psychometric instruments. Whilst the instruments provide a strong 'first level' insight into the candidate, their findings should be explored and tested using a face-to-face discussion. Conclusions about the candidate's profile or firm decisions about their selection, recruitment or development requirements should not be based on the information contained in this report alone.

Detailed discussions about the basis on which the conclusions in this report were reached should only take place with a qualified psychologist who is trained in the use of these instruments.

This report is written for the hiring manager and it is not intended as a feedback report for the candidate.

This report contains an overview of the candidate's results from the following assessments:

Personality Questionnaire (Wave Professional Styles)

A personality questionnaire provides a comprehensive overview of how a candidate is *likely* to behave in a working environment. Wave has the added advantage of allowing you to assess talent and motivation at the same time, so not only gives an indication of what a person might be able to do but also what their future potential may be. Lastly, a personality questionnaire can provide a good indication of fit between person and role.

Managerial Judgement Test (SHL Executive Scenarios)

A situational judgement test, which assesses managerial judgement at senior level and allows for measuring a candidate's ability to deal with simulated challenging managerial situations and how they decide on appropriate ways of handling them. It provides an overall measure of managerial judgement, which in turn is made up of three different areas: Managing Objectives, People Management and Corporate Management.

Report Structure

The candidate's responses to the above questionnaire and test were compared to a large group of other senior managers. Statements in green indicate results that are a strong fit to the competency requirements of the role, amber a moderate fit, and red a poor fit. Where there is a poor fit, recommended probing interview questions are provided at the end of the report.



This section summarises the evidence from the psychometrics

- He demonstrates a preference for analysis, inclined to explore the facts comprehensively and ask probing questions. To this end he will be comfortable working with numerical data and will make full use of technology to assist him.
 - He is likely to be insightful, quick to get to the core of issues and will identify ways to improve things.
 - Driven to take a long term view of issues, he appears comfortable developing concepts and options to support that perspective and is therefore likely to be able to generate a reasonably clear strategic vision for the future.
 - He will make his own point confidently, articulating his views persuasively and convincingly. His impact with stakeholders is therefore likely to be sound.
 - He is driven to take control of issues, co-ordinating others' efforts well, whilst at the same time finding ways to motivate and inspire them to deliver. Consequently he profiles with a strong orientation towards leading and directing others' work.
 - Whilst only moderately inclined to make quick decisions, he is as likely as most to take responsibility for the bigger decisions, stepping up when necessary.
 - Relatively composed under pressure he demonstrates a sound change orientation which means he will cope well with ambiguity and is likely to accept and adapt to changing circumstances.
 - He will focus on completing his tasks and objectives and will be conscientious about meeting deadlines. In this regard he will be well organised, setting out clear plans and priorities.
 - Comfortable working at pace, he is driven to make things happen and is likely to be adept at multi-tasking.
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- Whilst he can produce original ideas at times, often prolific in their volume, he is less likely to adopt very radical solutions and therefore may be somewhat risk averse.
 - As interactive and sociable as most, he will network relatively well, establishing rapport fairly quickly. The implication being that he is likely to establish good working relationships with some ease.
 - Whilst he will encourage others to give him feedback and criticise his approach, he is only moderately receptive to those views and may therefore not always take on board any criticism.
 - As empathic as most people, he is likely to be a reasonably good listener but is only moderately interested in why people do things which will ultimately affect his ability to accurately read and understand his colleagues intentions.
 - Moderately tolerant and considerate, he will trust others to a certain degree.
 - Despite demonstrating a preference for wanting to achieve outstanding results, he is less competitive than most and may not always persevere with some initiatives. The implication here is that despite profiling as a 'completer finisher' he may find some tasks too difficult and back off from pursuing them.
 - Overall his response to the senior management scenarios questions indicate that he will weigh up executive level managerial situations relatively effectively, even taking a wider corporate view that supports and sustains the organisation.
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- Despite being able to articulate his own views persuasively, he demonstrates less of



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a preference for challenging others' perspectives openly. The implication here is that he may avoid situations of obvious disagreement, particularly those that are more personal or emotional.

- He demonstrates lower underlying levels of self confidence, and whilst he will recover relatively well from setbacks, he appears less positive or optimistic than most, suggesting he may be more cautious about accepting new challenges.
- Whilst he will to some degree take account of other's views, he is less likely to involve them in final decisions which may affect how 'bought in' they are to his initiatives.
- Despite being thorough and ensuring a reasonable level of quality output, he is less focused on detail and may miss important issues as a result.