

ASSESS
TALENT MANAGEMENT

Assessment Center Report

Candidate Name:

Title:

Department:

Assessment Date:

Presented to

Company/Department

Purpose

As of the Assessment Center Service requested by (Company Name) to identify potential candidates for promotion, the candidate has participated in four different activities, which are composed of the following:

1. Group Discussion, which was used to generate the candidate’s behavioral profile in a group setting.
2. Role Play, which was used to determine the candidate’s behavioral profile with subordinates.
3. ASSESS Aptitude, which was used to determine the candidate’s cognitive abilities.
4. ASSESS PersonalityPlus, which was used to determine the candidate’s dominant personality traits.

The report outlines the final assessment center results along with identified indicators for strengths and areas that may require further development.

Disclaimer

It must be noted that the candidate has not been assessed against the technical skills criteria of his current role and the assessment doesn’t indicate the candidate’s performance within his current role. Thus, even though the candidate may be a top performer in his current role this doesn’t necessarily mean that he has the mandatory skills, abilities or characteristics fully needed for his current occupation or any future advancement in the organization.

How to use this report

This report provides an overview of the way the candidate has behaved and performed in various assessment exercises. It further highlights strengths (topics the candidate has tackled) and development needs (topics the candidate hasn’t tackled). It is then up to the HR Management to interpret those results and determine the skills it wishes to focus on in the promotion and development plan and career path.

The identified strengths and development needs should then be converted into action plans. It must be recognized that the ownership of their report rests with you as an HR representative; it should also be considered that the report should be part of a wider discussion on the candidate’s development plan and career path. The summary of candidate’s behavior against each of the performance indicators is mentioned in details later in their report.

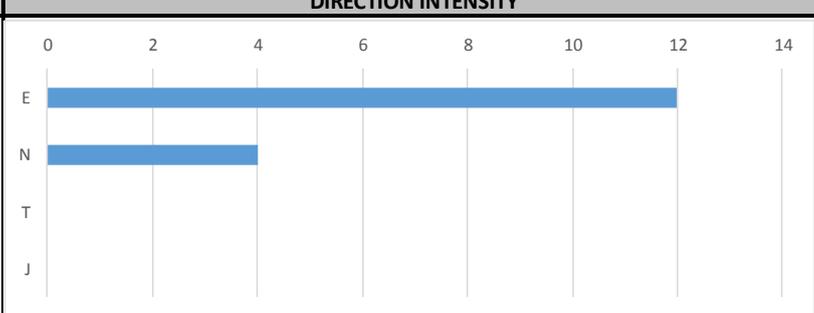
It should also be noted that, in general, differences may arise between candidates' self-reporting and assessors' collective observations and analysis from the Assessment Center exercises and activities due to various reasons.

Interpreting Scores

On each of the competencies and aptitude components, candidates are graded on a scale from 1 to 5; with 5 being the highest and 1 the lowest.

	1	2	3	4	5
Assessment Center	Poor	Marginal	Moderate	Good	Excellent
ASSESS Aptitude	Poor	Marginal	Moderate	Good	Excellent

Competencies Scores' Matrix

Competency/Grade	1	2	3	4	5										
INNOVATION			●												
PROFESSIONAL BEHAVIOR				●											
PROBLEM SOLVING AND DECISION MAKING				●											
TEAMWORK				●											
ADAPTABILITY & FLEXIBILITY				●											
RESULT ORIENTATION			●												
PLANNING AND ORGANIZING				●											
COMMUNICATION SKILLS				●											
CUSTOMER ORIENTATION		●													
COACHING AND LEADERSHIP			●												
APTITUDE	1	2	3	4	5										
LOGICAL REASONING				●											
PROBLEM SOLVING				●											
ANALYTICAL THINKING	●														
CRITICAL THINKING	●														
ENGLISH VOCABULARY			●												
PERSONALITY	DIRECTION INTENSITY														
Frank, decisive, leaders in activities. Usually good in anything that requires reasoning and intelligent talk, such as public speaking. Are usually well-informed and enjoy adding to their fund of knowledge. May sometimes appear more positive and confident than their experience in an area warrants.	 <table border="1"> <caption>Direction Intensity Data</caption> <thead> <tr> <th>Direction</th> <th>Intensity Score</th> </tr> </thead> <tbody> <tr> <td>E</td> <td>12</td> </tr> <tr> <td>N</td> <td>4</td> </tr> <tr> <td>T</td> <td>0</td> </tr> <tr> <td>J</td> <td>0</td> </tr> </tbody> </table>					Direction	Intensity Score	E	12	N	4	T	0	J	0
Direction	Intensity Score														
E	12														
N	4														
T	0														
J	0														

Recommendation

(Candidate Name) is ranked 1st in the XZY department & eligible for promotion.

Candidate Profile Summary

(Candidate Name) is an agreeable person who has the tendency to establish good relationships with his colleagues and subordinates. He is also empathetic in terms of having the willingness to actively seek, listen, and understand others' points of view. As a flexible person, he seems tolerant to new ideas and approaches that are not originally part of the formal rules and regulations; but that would help in motivating employees and increasing their job satisfaction. He is also a good team player who shows respect for the views and contributions of other team members and supports the overall functioning of the team to achieve its goals – especially in the aspects of planning, organizing, and time management.

On the coaching and leading level, (Candidate Name) is generally concerned with promoting the development opportunities of his subordinates; yet, would need to be more assertive in communicating deviations from the expected behaviors and developing and maintaining a harmonized relationship among employees and team members. In addition, although he needs to become more results-oriented, he has the tendency to act with determination and confidence to take decisions and assume responsibility. He, however, might need to make his decisions and suggestions more relevant to the context or issue under consideration; and should be more focused and clear in illustrating the importance of meeting customers' needs.

Leadership Style

- Initiates an action-oriented, energetic approach
- Provides long-range plans to the organization
- Manages directly - tough when necessary
- Enjoys complex problems and is resourceful in managing them
- Runs as much of the organization as possible

Learning Style

- Cutting edge and theoretically based, delivered by experts
- Open to challenges and questions

Potential Pitfalls

- May overlook people's needs and contributions in their focus on the task
- May overlook pragmatic considerations and constraints
- May decide too quickly and appear impatient and domineering
- May ignore and suppress their own and others' feelings

Detailed Competency Review

Innovation

	1	2	3	4	5
Key Strengths	<ul style="list-style-type: none"> Shows interest in using brainstorming techniques to generate solutions for problems Asks others to point out factors that would hinder their performance in order to devise plans for improvement and to come up with alternative ways to accomplish objectives 				
Areas of Development	<ul style="list-style-type: none"> Should suggest ideas that are of more applicability to the context or issue under consideration Should show more willingness to make major changes to existing systems, procedures, and processes especially when radical change is needed May need to allocate more time to reflect on how opportunities can be positively exploited or challenges can be overcome through new technologies and innovations 				

Professional Behavior

	1	2	3	4	5
Key Strengths	<ul style="list-style-type: none"> Uses appropriate language when communicating with colleagues; whether at the same or at a lower hierarchical level Respects the appropriate or expected formal boundaries of communication Shows respect to others' points of view and suggestions 				
Areas of Development	<ul style="list-style-type: none"> Should be more active in promoting positive organizational values such as harmony and overcoming personal conflicts (instead of overlooking them) May need to be more assertive in advising others to maintain professional and objective relationships with their colleagues regardless of interpersonal conflicts 				

Problem Solving & Decision Making

	1	2	3	4	5
Key Strengths	<ul style="list-style-type: none"> • Has a sound and rational understanding of the position and the situation before making decisions • Acts with determination, desire, and confidence to make decisions • Assumes responsibility and accountability for problem solving, such as getting personally involved in the future development plans for subordinates • Sets plans and benchmarks to monitor, evaluate, and control implementing the agreed on decisions and procedures 				
Areas of Development	<ul style="list-style-type: none"> • Should take decisions that are of more relevance to the context and problem and/or that are more appropriate to the subordinates' job descriptions • Should clarify in more details - and by stating the specific actions - what should be carried out; and how this tackles and addresses the identified problem 				

Team Work

	1	2	3	4	5
Key Strengths	<ul style="list-style-type: none"> • Demonstrates an interest in understanding others' points of view (including subordinates) through listening to their suggestions and opinions, and having positive body language reflected in good eye contact • Maintains a calm and positive behavior and manner even when faced with negative reactions • Suggests ways which would help direct and support the work of the team in achieving its tasks, such as providing suggestions on what to start with and which activities should be grouped together • Accepts being assigned a task in a way that would contribute to the effective functioning of the team • Supports his teammates through, for example, offering assistance, providing information, and clarifying his suggestions 				

Areas of Development	<ul style="list-style-type: none"> • Should ask more specific/narrow, rather than broad, questions to enhance his understanding of others' view points • Should be more focused in finding solutions and working on the issues that disrupt the effective functioning of the team, such as interpersonal conflicts • May need to take a more active role in highlighting the importance of teamwork and catalyzing more collaboration and cooperation within the team
----------------------	--

Adaptability & Flexibility

	1	2	3	4	5
Key Strengths	<ul style="list-style-type: none"> • Is not inappropriately rigid about the strict application of procedures and policy • Can recover quickly from obstacles or if the meeting started in a bad or unexpected way • Keeps an optimistic and positive attitude in coming up with positive resolutions for an issue or a problem • Reacts calmly to received criticism without being defensive; and uses it to identify aspects that need to be resolved and worked on for improvement • Is open to the benefits of change and is willing to embrace appropriate new ideas and consider alternative approaches according to the needs and demands of the situation 				
Areas of Development	<ul style="list-style-type: none"> • Should be able to work more productively and effectively in a pressurized environment • May need to place more emphasis on balancing the demands of work and personal lives 				

Results Orientation

	1	2	3	4	5
Key Strengths	<ul style="list-style-type: none"> • Keeps a 'to do' list and is clear about specifying due dates • Demonstrates willingness to take full ownership of results • Achieves most of the meeting's objectives in a timely manner 				
Areas of Development	<ul style="list-style-type: none"> • Should be more focused in linking and clarifying how the tasks, activities, procedures, or proposed solutions, fit within the overall wider objectives • Should clarify and communicate how the proposed ideas or solutions would help in accomplishing the needed results 				

Planning & Organizing

	1	2	3	4	5
Key Strengths	<ul style="list-style-type: none"> • Sets and prioritizes the goals and objectives of a team project • Is structured in breaking down the task into specific actions that need to be taken, which activities should be grouped together, what to start with, and how different activities are linked together • Keeps good track of time and gives others accurate time checks 				
Areas of Development	<ul style="list-style-type: none"> • Should be more focused in covering all the points and aspects that should be discussed and not missing any • May need to be more active in taking the initiative to speed up discussion if the team is falling behind on a task 				

Communication Skills

	1	2	3	4	5
Key Strengths	<ul style="list-style-type: none"> • Has the ability to create an immediate favorable impression and to break the ice • Communicates the objectives of a meeting clearly • Is careful about not making false evaluations of people's behaviors by ensuring that the communication goes both ways, through asking follow-up and open questions; thus, establishing a good base for building trust and influence • Is determined to promote his ideas through persisting appropriately with his arguments, giving reasons, and clarifying his viewpoints • Gives special attention to wrapping up and summarizing the agreed on actions and behaviors 				
Areas of Development	<ul style="list-style-type: none"> • Should be more structured in moving between the discussed topics • Should improve his ability to recall and communicate more evidence to support his arguments to be better able to persuade others • May need to observe the impact of his interaction style and change it if it has not been proven to be effective • May need to use more variation in tone to emphasize and stress important points whenever relevant 				

Customer Orientation

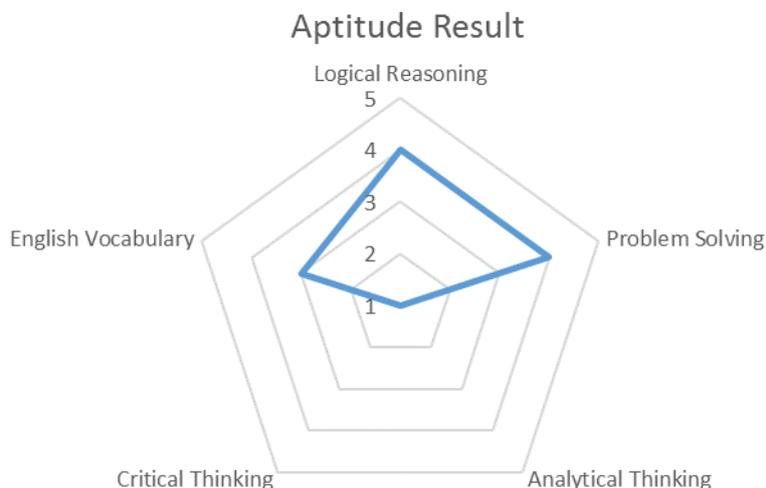
	1	2	3	4	5
Key Strengths	<ul style="list-style-type: none"> Determines the impact of inappropriate behavior towards the external customer which may in giving a negative impression or losing a sale 				
Areas of Development	<ul style="list-style-type: none"> May need to set and clarify what a high standard of customer service implies; and to link this to developing policies and communicating what comprise the expected behaviors from employees Should be able to recall external customers' experiences and feedback, and base decisions, devise action plans, and share the learnt lessons accordingly Should clearly communicate and explain the benefits of providing additional services to customers 				

Coaching & Leadership

	1	2	3	4	5
Key Strengths	<ul style="list-style-type: none"> Allocates time (especially at the beginning of the meeting) to bond with his subordinate Acknowledges and highlights his subordinate's good performance Shows willingness and desire to support his subordinate's development and makes himself visible and available Uses a two-way communication approach to mutually identify the concerns and developmental needs of his subordinate; thus, helping them to come up with their own answers rather than solving problems for them Is keen to put deadlines for monitoring the development of subordinates Guides and directs discussion when others in the group seem to lose focus i.e. intervenes when appropriate to ensure that the group remains on track 				

Areas of Development	<ul style="list-style-type: none">• Should be more assertive in clarifying behavior standards and in dealing with sensitive issues such as subordinates' tardiness and poor performance• Should be more direct and specific in communicating the negative consequences of the poor performance of subordinates, such as illustrating the relation between targets and performance decline• May need to show more concern for his subordinates' health and personal circumstances; rather than focus merely on work-related issues• May need to take a more active role place in creating a spirit of pride towards the workplace to better motivate his subordinates; and in boosting energy, enthusiasm, and motivation amongst team members
----------------------	--

Detailed Aptitude Review



Logical Reasoning	Abstract (Logical) reasoning is the process of using a rational, systematic series of steps based on geometric procedures or given statements to arrive at a conclusion.
Problem Solving	Problem solving is the process of analyzing the situation and developing a solution to bridge the gap.
Analytical Thinking	Analytical thinking is the process of capturing numerical information in various formats, and drawing inferences based on available information
Critical Thinking	Critical thinking is the ability to capture and evaluate verbal arguments, and in sequence draw inferences that support or oppose these arguments.
English Vocabulary	Vocabulary is the stock of words used by or known to in a certain language, especially in the business context.