

Candidate: **Betty Penske**
Assessment: Workplace Scenarios for Leadership Roles
Completed: April 29, 2024
Prepared for: Susan Bookman
HR Avatar Data Collection Account

Leadership Competency Results and Interview Guide

This test measures judgment in situations that focus on important competencies for high job performance and tenure in jobs within organizations where the employee is required to manage people. Competencies measured include Guiding, Directing and Motivating Others, Coaching and Developing Others, Resolving Conflicts and Meeting Customer Needs, Exercising Political Savvy, and Team Building. This report includes a one page summary, followed by detailed results with an embedded interview guide. Note that these results should always be used as a part of a balanced candidate selection process that includes independent evaluation steps, such as interviews and reference checks.

Overall

Candidate	Score	Interpretation
Betty Penske bettypenske@yourcompany.org Workplace Scenarios for Leadership Roles April 29, 2024 The candidate's scores indicate an exceptionally high level of strength in competencies that are important for managing a team. This suggests that the candidate will have an extremely positive impact on team performance and will be very effective at directing and leading team activities, coaching team members, navigating the political landscape, and conflict resolution.	84	 Key ▼ Candidate Score Higher Risk Lower Risk Custom Baseline (Optional)

Competency Summary

Competency	Score	Interpretation
Personality Characteristics (relates to fit with the job/team environment)		
Coaching and Developing Others	89	
Exercising Political Savvy	89	
Guiding, Directing, and Motivating Others	79	
Resolving Conflicts and Meeting Customer Needs	87	
Team Building	77	

Comparison

Percentile scores indicate how the candidate compares to other test-takers within various groups. The candidate scored equal to or better than the fraction of test-takers indicated by the percentile.

Test-Taker Group	Percentile	0	10	20	30	40	50	60	70	80	90	100	
Global	84th												
United States	70th												
HR Avatar Data	77th												

Detail

Candidate: **Betty Penske**, bettypenske@yourcompany.org
 Assessment: Workplace Scenarios for Leadership Roles
 Authorized: April 29, 2024, by Susan Bookman, HR Avatar Data Collection Account, sue.bookman@richardson.biz
 Started: April 29, 2024, 3:56:00AM EST
 Completed: April 29, 2024, 3:56:00AM EST
 Overall Score: 84

Personality Characteristics Detail

This section contains a list of personality characteristics that are frequently associated with job performance. Remember, these are not skills and do not indicate the ability to do a job. Rather, they can be used to evaluate the candidate's fit with the general needs of the job and the organizational culture. Sample interview questions are provided to gather more information.

Detail	Interview Guide
<p>Coaching and Developing Others Score: 89</p> <p><i>Description:</i> Identifies the development needs of others and coaches, mentors, or otherwise helps others to improve their knowledge or skills. Starts coaching and developing with building a relationship of mutual trust, working together to decide what to accomplish, set a goal, make a roadmap for reaching the goal, and give feedback along the way. Provide specific behavioral examples when giving feedback on performance issues, clarify expectations, and get a commitment from the employee to act.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>This person's responses reflect exceptional strengths in working with team members to build a relationship of trust, determine what to accomplish, set up and follow a plan, provide feedback, and monitor and reward progress appropriately. Likely to be very effective at identifying development needs and helping others to improve, and to significantly enhance team capacity.</p>	<p>Describe a time when you helped an employee with a development need improve their knowledge or skills.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> 1 Example demonstrates ineffective development need identification (e.g., not use data, specific examples) and improvement (e.g., fail to gain agreement, set goals).</div> <div style="text-align: center;"> 2 Example demonstrates reasonably effective development need identification (e.g., use data, specific examples) and improvement (e.g., gain agreement, set goals).</div> <div style="text-align: center;"> 3 Example demonstrates very effective development need identification (e.g., use data, specific examples) and improvement (e.g., gain agreement, set goals).</div> </div>

Detail	Interview Guide
<p>Exercising Political Savvy Score: 89</p> <p><i>Description:</i> Understands how to position self and communicate objectives in the context of organizational issues and other personnel, to maximize outcomes both for one's group and the organization. Gets people to cooperate with oneself, socializes ideas and builds bridges to meet others halfway.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>This person's responses reflect exceptional strengths in aligning with powerful decision-makers, building a wide and influential network of relationships, and being aware of how to best relate to people in power to maximize his or her group's outcomes. Likely to be very effective at positioning own objectives in the context of the organization's needs and to generate support from partners and leadership.</p>	<p>Tell me about a time when you needed support from a leader for a team you managed. How did you go about getting the additional resources?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1 Example demonstrates ineffective positioning of own group within the organizational context and lack of strength in building alliances and support from powerful people.</div> <div style="text-align: center;">★ 2</div> <div style="text-align: center;">★ 3 Example demonstrates reasonably effective positioning of own group within the organizational context and moderate strength in building alliances and support from powerful people.</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5 Example demonstrates effective positioning of own group within the organizational context and strength in building alliances and support from powerful people.</div> </div>
<p>Guiding, Directing, and Motivating Others Score: 79</p> <p><i>Description:</i> Provides direction and guidance to subordinates, including setting performance standards and monitoring performance. Coordinates the work and activities of others. Encourages goal accomplishment. Makes detailed plans that consider what is most important. Communicates priorities to team members. Holds team accountable for their work. Provides advice that is reasonable and socially aware.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>This person's responses reflect strengths in aligning with powerful decision-makers, building a wide and influential network of relationships, and being aware of how to best relate to people in power to maximize his or her group's outcomes. Likely to be effective at positioning own objectives in the context of the organization's needs and to generate support from partners and leadership.</p>	<p>Tell me about a time when you guided a subordinate to achieve a set of performance objectives.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1 Example demonstrates unclear direction, ill-defined performance standards, and ineffective monitoring of performance.</div> <div style="text-align: center;">★ 2</div> <div style="text-align: center;">★ 3 Example demonstrates reasonably clear direction, somewhat defined performance standards, and somewhat effective monitoring of performance.</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5 Example demonstrates very clear direction, defined performance standards, and effective monitoring of performance.</div> </div>

Detail	Interview Guide
<p>Resolving Conflicts and Meeting Customer Needs Score: 87</p>  <p><i>Description:</i> Handles complaints. Looks for ways to solve problems collectively and agree on next steps. Settles disputes and resolves grievances and conflicts, or otherwise negotiates with others. Works to understand the views of both sides of a conflict, ensures relevant information is shared and considered, and helps parties in a conflict to find common objectives.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>This person's responses reflect exceptional strengths in proactively addressing conflicts, seeing both sides of issues, cooperating with others to find common objectives, and advising others in effectively managing conflict. Likely to negotiate very effectively with other departments within the organization, as well as externally on behalf of the organization, significantly increase levels of cooperation in the workplace, and settle disputes among team members.</p>	<p>Describe a time when you had to negotiate with a customer or partner.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1</div> <div style="text-align: center;">★ 2</div> <div style="text-align: center;">★ 3</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5</div> </div> <p>Example demonstrates low levels of skilled negotiation behaviors (e.g., not seek common purpose, not be assertive but polite).</p> <p>Example demonstrates moderate level of skilled negotiation behaviors (e.g., seek common purpose, be assertive but polite).</p> <p>Example demonstrates high level of skilled negotiation behaviors (e.g., seek common purpose, be assertive but polite).</p>
<p>Team Building Score: 77</p>  <p><i>Description:</i> Engages and participates in activities that support improved team social relations, building mutual trust, respect, communication, understanding and cooperation among team members. Focuses on providing a team environment that is conducive to collaboration, fostering innovation and creativity, promoting increased comfort level and celebration among team members.</p> <p><i>Interpretation:</i> The candidate's score in this area should contribute to enhanced overall job performance.</p> <p>This person's responses reflect strengths in building teams, fostering collaboration among team members, celebrating successes, improving team morale, and getting team members excited about their work. Likely to engage in activities that result in improved team trust, respect, communication, and understanding, and better team performance.</p>	<p>Tell me about a time when you managed a team that was not getting along well. What did you do to improve the situation?</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">★ 1</div> <div style="text-align: center;">★ 2</div> <div style="text-align: center;">★ 3</div> <div style="text-align: center;">★ 4</div> <div style="text-align: center;">★ 5</div> </div> <p>Example demonstrates ineffective team building activities with little or no positive outcomes like building trust and respect, and improving communication.</p> <p>Example demonstrates somewhat effective team building activities with mild improvements in building trust and respect, and slightly improved communication.</p> <p>Example demonstrates effective team building activities with positive outcomes like building trust and respect, and improving communication.</p>

Report Preparation Notes

- Hiring decisions should never be based on a single source of information. The most effective use of this assessment report is as a part of a multi-faceted program of candidate evaluation that includes resume review, interviews, and reference checks.
- Overall vs Percentiles Scores: The overall score reflects the success in the test, based on the mean (average) and standard deviation of the test scores. The percentile score reflects the percentage of test-takers who scored equal or below this overall score. We recommend you use the Overall Score as your primary evaluation criteria. However, percentile scores can often be useful in comparing specific candidates against one another and with a group, such as for test takers in a certain organization or within a certain account.
- Note that comparison information is calculated based on completed instances of this assessment at that time the assessment is scored. As additional instances are completed, the comparative data may change. You can always update a report to the current values by clicking on "Recalculate Percentiles" within the online results viewing pages at www.hravatar.com.
- Most competency scores are norm-based, which means that they can be interpreted in terms of their distance from the average or mean score. For all scales, a score equal to the mean receives a score of 65 and scores above and below this value are set so that a score change of 15 equals one standard deviation.
- For linear competencies, higher is better across the entire scale. For these scales a score between 65 and 80 (light green) represents 0 to 1 standard deviation above the mean and a score above 80 (dark green) represents more than one standard deviation above the mean. Similarly, a score of 50 - 65 (yellow) represents 0 to 1 standard deviation below the mean, while a score of 35 - 50 (orange) equates to 1 to 2 standard deviations below the mean, and a score below 35 represents more than 2 standard deviations below the mean.
- Sim ID: 14692-1, Key: 0-0, Rpt: 29, Prd: 5522, Created: 2024-04-29 08:56 UTC
- UA: Mozilla/5.0 (Windows NT 6.3; Trident/7.0; Touch; rv:11.0) like Gecko

Score Calculation Detail

The following table provides a summary of how the overall score was calculated from each of the individual competency scores. First, all competency scores are calculated on a scale of 0-100. Note that some competencies use their color category rather than their actual numeric score in the overall calculation. For these, a standard score associated with the assigned color category is used in the overall score calculation rather than the actual numeric score. This is reflected in the "Score Value Used" column. Next, a weighted average of scores is computed using individual competency weights, typically set using job analysis data provided by the US Government Occupational Information Network (O*Net).

Competency	Score	How applied to overall	Score Value Used	Weight (%)
Coaching and Developing Others	89.4193	Numeric Score	89.4193	20.0000
Exercising Political Savvy	89.8958	Numeric Score	89.8958	20.0000
Guiding, Directing, and Motivating Others	79.8741	Numeric Score	79.8741	20.0000
Resolving Conflicts and Meeting Customer Needs	87.4503	Numeric Score	87.4503	20.0000
Team Building	77.1929	Numeric Score	77.1929	20.0000
Weighted Average:				84.7665
Final Overall Score:				84

Notes

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