

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

Score Report and Development Guide

This assessment provides scores for a number of important competencies that are related to success at work. Scores are presented individually on a scale of 0-100. Higher scores represent strengths. Refer to the interpretation section of each competency for additional information. Each competency measured includes relevant developmental tips. These tips should be used for development planning, especially when the score shows an area of relative weakness. We wish to emphasize that the data contained in this report should be used as part of a comprehensive process for development planning. Additional data should include personal reflection based on experience, input from your manager, feedback from peers and customers as appropriate, and analysis of current job requirements and future career goals.

How to Use This Report

This report provides scores on five work competencies that are important for success at work. The Competency Summary provides a color-coded graphical presentation of your scores on the assessment. Scores in the yellow-green zone are high, and represent strengths in the relevant competency. Yellow indicates medium-level scores, and represents moderate strength in the competency. Yellow-blue indicates a potential development need.

The report also provides a description of each competency and tips for developing each competency. Read the definition and tips and reflect on how you can use the information to create a development plan. Consider the challenges you have in your current role, and the types of things you want to do for the next steps in your career, as you prioritize the different competencies to focus on for development.

Overall

Participant	Score	Interpretation
Betty Penske Workplace Scenarios for Leadership Roles April 29, 2024	80	
Your overall score is a weighted average of your specific competency scores. This score indicates a high level of strength in competencies that are important for managing a team. This suggests that you tend to have a positive impact on team performance and have well-developed competencies necessary to be effective at directing and leading team activities, coaching team members, navigating the political landscape, and conflict resolution. You can use the overall score to compare yourself to how others have scored on the assessment. Please refer to individual competency scores for additional insight and suggestions.		Key ▼ Your Score ■ Weak - Needs improvement. ■ Good - Some room for growth. ■ Strong - Maintain your proficiency.

Competency Summary

This section contains a list of job-related work competencies that have been evaluated in a job-like context using HR Avatar's simulation technology. The competencies have been demonstrated to be related to job performance.

A work competency is a set of defined behaviors that are related to performing work. Almost all competencies can be developed. You can improve your level of the competencies included in the Work Competency Test with targeted development efforts.

Competency	Score	Interpretation
Coaching and Developing Others	68	
Exercising Political Savvy	87	
Guiding, Directing, and Motivating Others	82	
Resolving Conflicts and Meeting Customer Needs	94	
Team Building	68	


Comparison

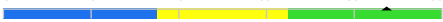
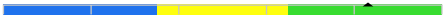
Percentile scores indicate how your score compares to other test-takers within various groups. Your score was equal to or better than the fraction of test-takers indicated by the percentile.



Test-Taker Group	Percentile	0	10	20	30	40	50	60	70	80	90	100	
Global	80th												
United States	66th												
HR Avatar Data	73rd												

Competency Detail

This section contains a list of each work-related competency that was measured. For each competency there is a brief description of the competency and how you scored, as well as a set of developmental tips.

Detail	Definition and Helpful Tips
<p>Coaching and Developing Others</p> <p>Score: 68</p>  <p>Your scores indicate you have strengths in Coaching and Developing Others.</p>	<p><i>What is Coaching and Developing Others</i></p> <p>Coaching and Developing Others has a significant impact on a leader's long-term effectiveness. It involves understanding employees' needs and helping them to grow and improve their job performance. It includes identifying the development needs of others and coaching, mentoring, or otherwise helping others to improve their knowledge or skills. Effective coaching and developing starts with building a relationship of mutual trust, working together to decide what to accomplish, goal(s) to set, and developing a roadmap for reaching the goal, and giving feedback along the way. The leader should provide specific behavioral examples when giving feedback on performance issues, clarify expectations, and get a commitment from the employee to act.</p> <p><i>Helpful Tips</i></p> <ul style="list-style-type: none"> • Build on coaching and development efforts by continuing to look for ways your team can improve, partnering with them to help them reach their potential. Consider the full range of methods for development, including assigning stretch assignments, arranged in such a way that will allow the employee to expand experience and knowledge in a safe environment where mistakes are used to aid learning. • Work with employees to ensure development efforts continue to be a priority. Remember to celebrate successes and reward accomplishments. • Look for ways to share your knowledge about employee development with your colleagues, and trade notes on best practices for various situations.

Detail	Definition and Helpful Tips
<p>Exercising Political Savvy</p> <p>Score: 87</p>  <p>Your scores indicate strengths in Exercising Political Savvy.</p>	<p><i>What is Exercising Political Savvy</i></p> <p>Building relationships and managing impressions with decision-makers and others who have influence in organizations can help you be effective and successful. When they are deciding whom to include in strategic discussions and where to put resources, people are more likely to think to include those they know and trust. Political savvy can help you to be more likely to be included in decisions made by leaders in your organization. Political savvy includes understanding how to position yourself and communicate objectives in the context of organizational issues and other personnel to maximize outcomes both for your group and the organization, getting people to cooperate with you, socializing your ideas, and building bridges to meet others halfway.</p> <p><i>Helpful Tips</i></p> <ul style="list-style-type: none"> • Continue to build on your political savvy by thinking strategically about your current and future needs. Whose support, guidance, or cooperation will you need? Determine whom you might want to work with to accomplish objectives and broaden your network to include them. Introduce yourself to them. • Be cognizant of the power structure in your organization, and consider ways to get to know powerful people better. Consider whether your objectives are in line with theirs, and if it might benefit the organization to bring them to closer alignment. • Maintain a positive attitude at work, particularly around people who have made decisions that others may be complaining about. Maintain your focus on strategically strengthening and expanding your network.
<p>Guiding, Directing, and Motivating Others</p> <p>Score: 82</p>  <p>Your scores indicate strengths in Guiding, Directing, and Motivating Others.</p>	<p><i>What is Guiding, Directing, and Motivating Others</i></p> <p>Guiding, Directing, and Motivating Others is a core aspect of managing people. It is how a manager gets the team to act, and how a manager ensures that action is effective. It involves providing direction and guidance to subordinates, including setting performance standards and monitoring performance. It also includes coordinating the work and activities of others, encouraging goal accomplishment, making detailed plans that consider what is most important, and communicating priorities to team members. To be effective at guiding others, a leader must effectively hold the team accountable for their work, and provide advice that is reasonable and socially aware.</p> <p><i>Helpful Tips</i></p> <ul style="list-style-type: none"> • Make detailed plans that consider alternative strategies and contingency plans. Identify the most important objectives and consider what might be missing in your plans, and think through situations from different perspectives, including your team, your organization, and your customers. • Identify and communicate goals and milestones for each project. Create and communicate an overall vision and describe how team members' tasks fit into that vision. • Look for ways to motivate and inspire your team, knowing that different people are inspired by different things. Speak with team members individually to learn what inspires and motivates them.

Detail	Definition and Helpful Tips
<p>Resolving Conflicts and Meeting Customer Needs</p> <p>Score: 94</p>  <p>Your scores indicate strengths in Resolving Conflicts and Meeting Customer Needs.</p>	<p><i>What is Resolving Conflicts and Meeting Customer Needs</i></p> <p>Being able to effectively resolve conflicts and meet customer needs is a critical aspect of effective leadership. It involves creatively solving problems, maintaining a calm demeanor, and managing through differences of opinion. It includes handling complaints, looking for ways to solve problems collectively and agree on next steps, settling disputes and resolving grievances and conflicts, or otherwise negotiating with others. Additionally, effective conflict management requires the leader to work to understand the views of both sides of a disagreement, ensure relevant information is shared and considered, and help the parties in a conflict to find common objectives.</p> <p><i>Helpful Tips</i></p> <ul style="list-style-type: none"> • Continue to build on your successful efforts to effectively manage conflict and to negotiate. See if there are ways you can make an even bigger impact by tackling larger problems that have been negatively impacting your work group. Look for opportunities to expand your knowledge on both sides of key issues and conflicts and help your organization be as successful as possible. • To continue developing your conflict resolution and negotiating skills, consider identifying and working with a mentor who is known to be exceptionally good at negotiation and managing conflict. • Consider reading <i>Crucial Conversations</i> by Patterson, Grenny, McMillan, and Switzler.
<p>Team Building</p> <p>Score: 68</p>  <p>Your scores indicate that you have strong skills in team building.</p>	<p><i>What is Team Building</i></p> <p>Teams that are characterized by trust, support, and positive interactions tend to be more effective. Leaders can help facilitate positive interactions among their teams. Team building involves engaging and participating in activities that support improved team social relations, building mutual trust, respect, communication, understanding and cooperation among team members. It also includes focusing 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>Helpful Tips</i></p> <ul style="list-style-type: none"> • Consider building on your strengths in Team Building by working with your team to ensure communication and collaboration are at optimal levels. Celebrate your team's successes and be sure to give recognition to all who contributed, and instill a fun and positive atmosphere, as appropriate, to help motivate the team. Look for opportunities to spread your team's enthusiasm to partners and other parts of your organization. • Don't lose sight of the more basic aspects of team relationships, such as staying vigilant of conflict among team members and helping to end small conflicts before they become big ones. • Continue to be transparent and maintain positive communication. Celebrate team successes.

Report Preparation Notes

- Always keep in mind that assessments are limited in the amount of information they can gather and the insights they produce. At the same time, it has been shown that assessments like this one can help most people gain insight into their work-related competencies and can help them make adjustments and improvements over time.
- 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.
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Notes

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