

Including interview guidelines
and onboarding plan

Report Management

EXTRACT

Candidate: Michaela Mustermittel
Date of testing 5/14/2015

Version for: **HR department** | Candidate | Management



About this report

This report contains your candidate's test results relating to her potential for success in a management position. Using these test results, training options for the candidate will be suggested and customized interview guidelines provided. An onboarding plan will help with the candidate's initial training if she is appointed. The glossary at the end contains comprehensive explanations and background information. The report is available in three different versions, which are directed at different target groups and hence differ in the scope of their content. You have the report intended for the HR department. The other versions are one for the candidate herself and an additional one for management members involved in the HR decision. Please note that the test results contain personal details that should be treated as confidential. You should therefore exercise care when passing on this report.

The assessment scales

Evaluation of the management process is done based on a star system:

- ★ modest
- ★★ solid
- ★★★ excellent

Test results are given in percentile ranks (PR). You can find further information on the assessment scales in the glossary:

PR < 25 = below average



PR 25 - 75 = average



PR > 75 = above average



In this report

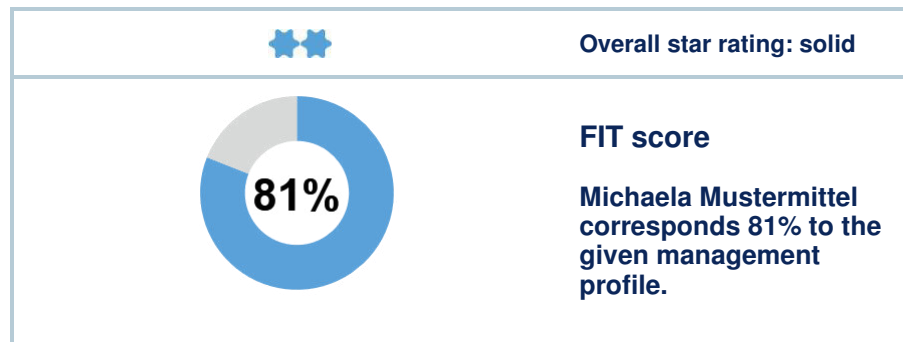
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Disclaimer

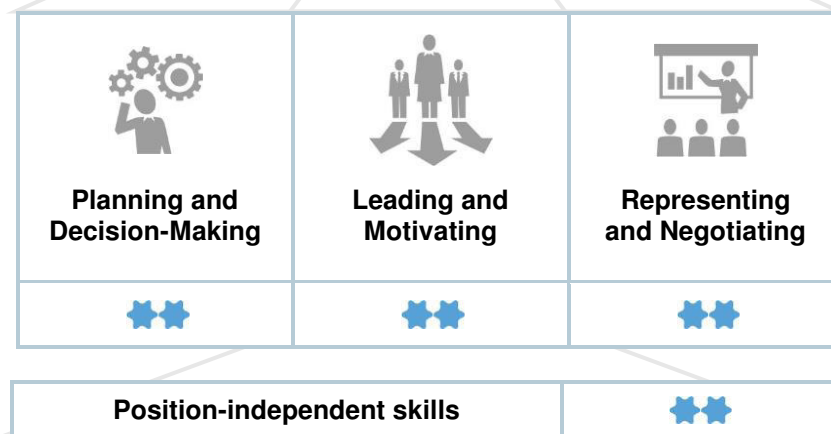
This report is computer-generated. The findings are based on the candidate's response behavior in self-assessment questionnaires and/or ability tasks. They depend on the test presentation conditions and on other factors including the candidate's experience, motivation, interest, self-awareness and mental and physical state. SCHUHFRIED cannot accept responsibility for decisions made on the basis of information contained in this report and cannot be held directly or indirectly liable for the consequences of using it. SCHUHFRIED does not warrant that the report has not been changed. The information contained in the report is confidential. The report should therefore be stored in accordance with international and national data protection guidelines and legislation. Information on the scientific quality criteria and the tests used can be found in the glossary that forms part of this report and in the test manuals and the HR sector manual.

1. Summary of results

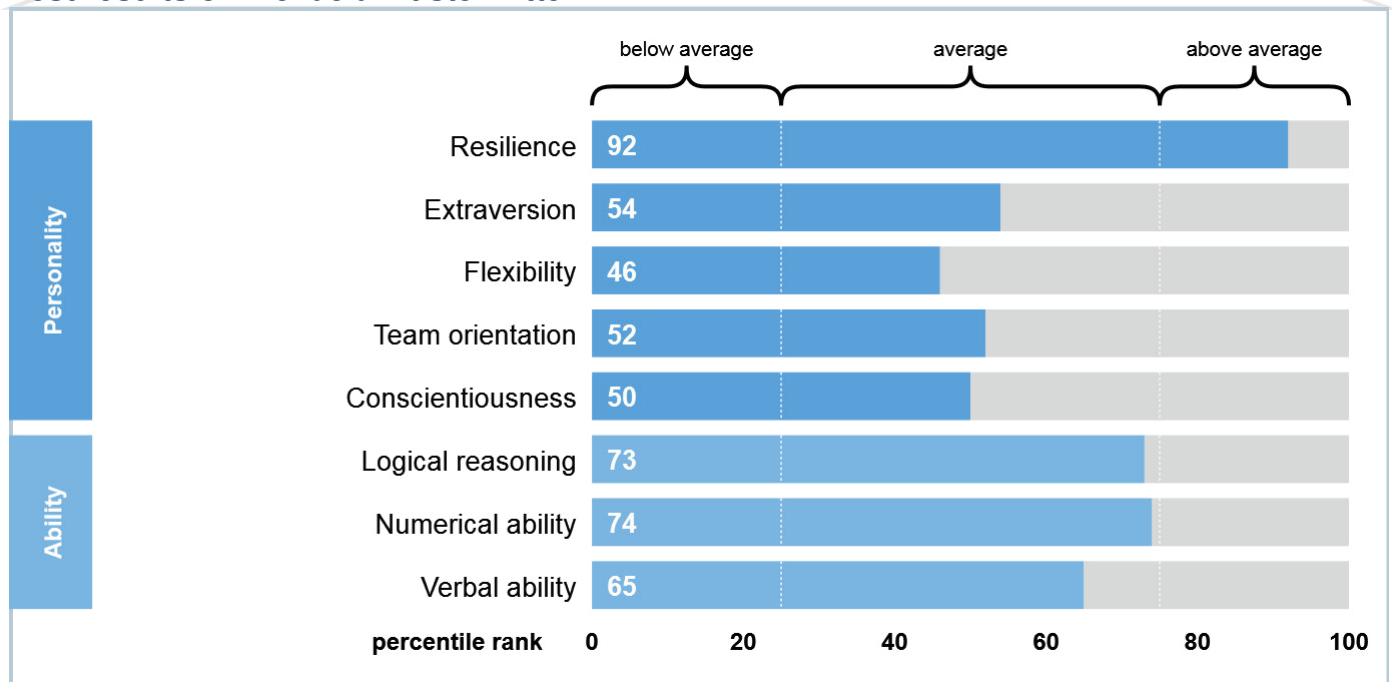
Overall assessment of Michaela Mustermittel



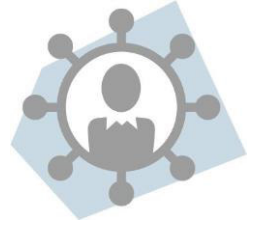
Management profile for Michaela Mustermittel



Test results of Michaela Mustermittel



2. Executive summary



The FIT score was based on the results of a literature-based requirements analysis. The characteristics and skills of more successful and less successful managers were determined on the basis of scientific literature and compiled into a management profile. The FIT score indicates the extent to which the results for your candidate match the determined management profile. The higher the value, the better her qualifications for being successful in a management position.

In summary, the results of the ability and personality tests show that Michaela Mustermittel has solid potential for success in a management position. With a FIT score of 81% she deviates by only 19% from the defined ideal profile of a manager.

It is therefore recommended that careful thought be given to whether Michaela Mustermittel should continue to be considered in the selection process.

There is solid potential for the following management skills:




- › Planning and Decision-Making
- › Leading and Motivating
- › Representing and Negotiating

This is due in particular to the degree of resilience and numerical ability.

In the ongoing selection process you should check whether Michaela Mustermittel has improved the highlighted development areas through professional experience or methods and/or whether these areas could be developed by reasonable means (see Training Options and Onboarding Plan). Use the customized interview guidelines to explore the opportunities and risks with Michaela Mustermittel.

3.The management profile in detail and the extent to which Michaela Mustermittel meets these criteria

3.1. Overview of the management profile for Michaela Mustermittel

 Planning and Decision-Making	 Leading and Motivating	 Representing and Negotiating
☆☆	☆☆	☆☆

3.2. Planning and Decision-Making

Strategic tasks are a central component of the work done by managers. This includes planning key processes, making and implementing decisions, and solving problems. When planning, information about your own company and important competitors must be gathered and analyzed, and changing conditions must be taken into consideration. On the basis of the current information, decisions must be in consideration of different restrictions and then implemented. The latter includes planning process steps, resources, and responsibilities. There is an ongoing need to find procedures to solve problems as well.

Assessment

To accomplish strategic tasks, a manager must understand very complex situations as well as the relationships between many influence factors. For Michaela Mustermittel, the test results indicate an average ability to solve problems. As a result, the basic qualifications are present for making good decisions and being able to implement them. The average ability to work with mathematical rules and figures make it possible in principle for Michaela Mustermittel to understand and apply statistics and business operations contexts. With average verbal abilities, Michaela Mustermittel is able to grasp complex written or orally presented information and use it in her own duties. The average verbal abilities are a basic qualification for clearly communicating one's own visions and decisions. Management positions are associated with a great deal of pressure, a lack of time, and long working hours. Michaela Mustermittel has above average stress tolerance and therefore possesses very good qualifications for making and implementing appropriate decisions while under stress. She can realistically assess her strengths and limitations and take them into consideration at work. Michaela Mustermittel describes herself as a person who is by and large careful, goal-oriented, systematic, and persistent. These qualifications are fundamental for good planning, making good decisions, and implementing a strategy. When situations change unexpectedly, Michaela Mustermittel is also able to initiate an agreed upon plan. her finds it easy to make decisions with incomplete information and solve sudden changes with a prepared plan. Michaela Mustermittel's average level of flexibility of allows for good adaptation to changed conditions and processes, as well as the integration of new developments in planning, decisions, and implementation. In certain situations, she may prefer proven strategies and methods in order to create continuity and save resources.

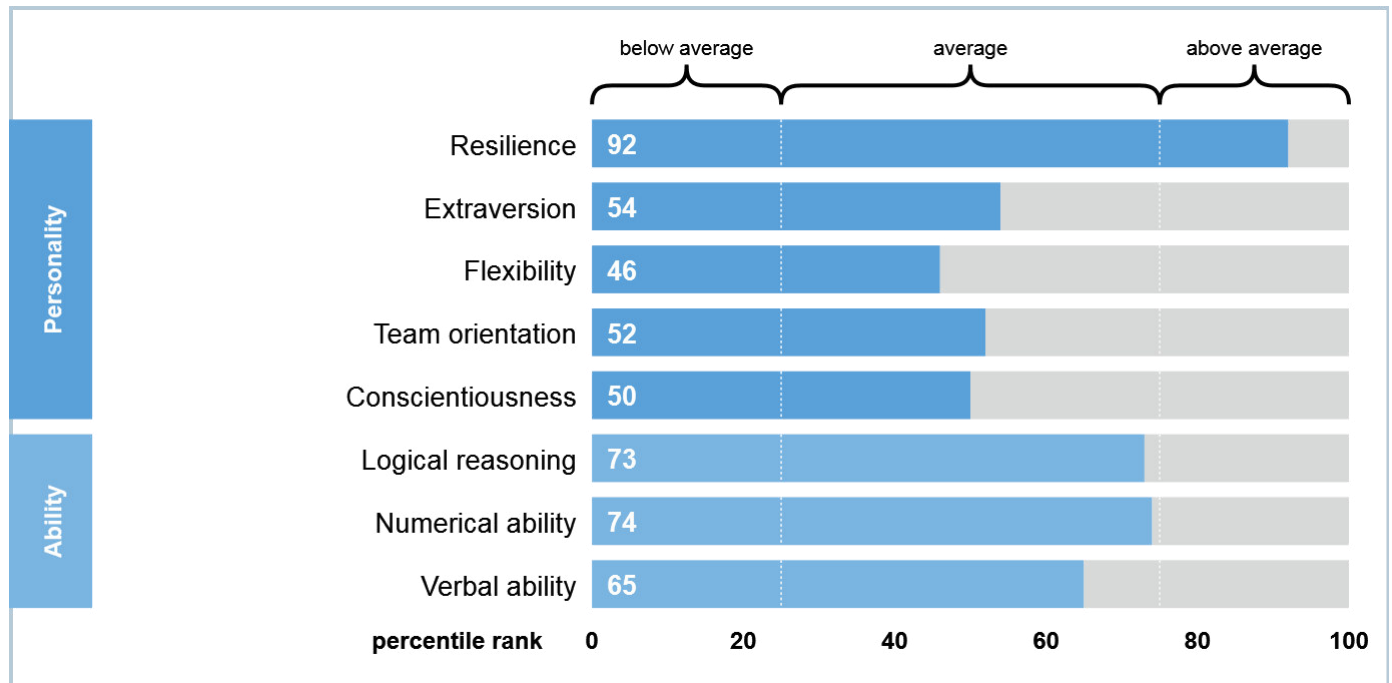


Planning and Decision-Making

☆☆

5. The test results in detail

5.1. Overview of the test results of Michaela Mustermittel



5.2. Personality factors

5.3. Ability factor



6. Training options



6.1. Suggestions for improving the personality factors

Personality characteristics are considered to be relatively stable and there is only limited scope for changing them. At the decision-making stage consideration should therefore be given to whether the candidate fundamentally matches the criteria. Exploration of the candidate's personality traits and the behaviors that result from them can be used as a basis for targeted action. Behavior that is contrary to preferences in certain situations can be identified and counteracted. Consolidating the desired behavior requires motivation on the part of the employee and feedback from managers and colleagues.

Resilience

Consider whether the manager seems distanced and unapproachable to employees as the result of his or her sense of calmness and authority. If this is the case, you should meet with the manager to discuss how to create closeness with the employees (such as with group activities, sharing personal experiences, etc.).

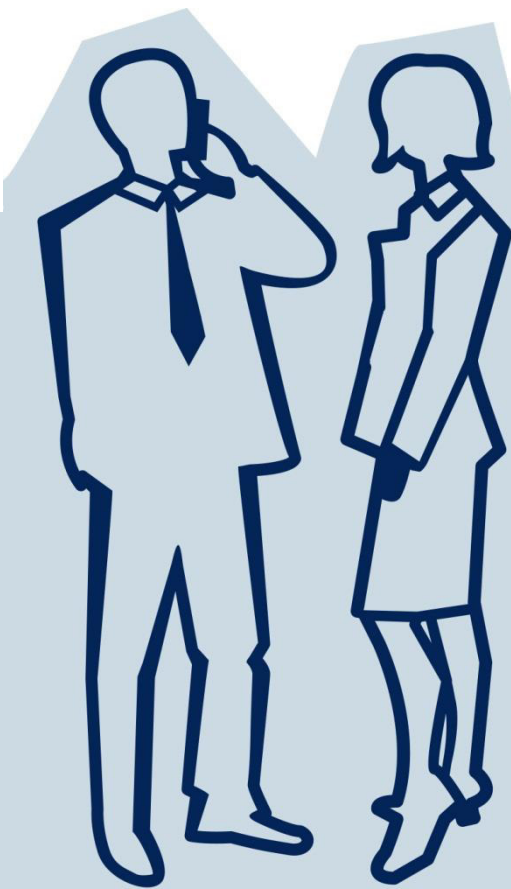
Team orientation

If the manager shows a comparably lower level of team orientation, then discussions, awareness training, coaching, and mentoring can be used to make them more aware of the interests of employees and the organization, and to make compromises. 360° feedback or a development center can also contribute to better perceiving and understanding the perspectives of superiors, employees, and people outside the company. Using case work, critical situations can be analyzed and the benefits of incorporating other people can be explained.

Conscientiousness

If the manager shows a comparatively limited ability for a systematic approach, does not keep appointments or deadlines, then a discussion should be held to clarify the effects a lack of responsibility have on the company results and employees. 360° feedback or a development center can give the manager insight on how he or she is perceived by superiors, employees, and those outside the company. Training and coaching can be used as well to uncover reasons for the unreliability and the lack of systematic work habits, and to develop strategies and learn a more conscientious working style.

Structured interview guidelines for Michaela Mustermittel (Management)



7. Structured interview guidelines for Michaela Mustermittel

7.1. Preparing for the interview

The interview gives you an opportunity to explore the candidate's experience, knowledge and skills through discussion with her. It is also a chance to look for evidence of how the candidate's personality traits have been manifested in the past as a basis for assessing what impact they will have in the future role.

The aim of the interview

Your aim should be to use the interview to form an assessment of the opportunities and risks of the candidate in relation to the future job.

- › Do the candidate's strengths match the example and her behavior in the interview?
- › Has the candidate already developed appropriate ways of minimizing risks?
- › Is the candidate self-aware and prepared to work on possible weaknesses?

Preparation for the interview

Read the **candidate's CV**. What situations can you use as a basis for questions about specific scenarios and activities?

Take a look at the **test results**. What opportunities and risks would you like to explore in more detail? At what points in the interview could this best be done? Make relevant notes in the interview guidelines.

Highlight in the guidelines the questions you want to ask. You don't need to use all the questions offered; choose the ones that seem best to you.

Greeting the candidate and structure of the interview

Greet the candidate, introduce yourself and summarize the aim and structure of the interview:

Aim of the interview:

- › Getting to know the candidate and her thoughts on the target position.
- › Learning about the candidate's motivation and previous experience
- › Giving the candidate information about the company and the job

Structure of the interview:

Provide a brief description of what will happen:

In the next 60 to 90 minutes we shall cover the following areas:

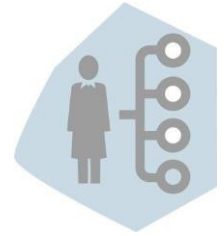
1. Career, experience and motivation
2. Discussion of specific work situations
3. The candidate's questions about the company and the job
4. The next stages in the process

Tell the candidate that you are taking notes and that you may interrupt her answers in order to focus on the points that are important to you. Answer any questions the candidate may have and move on to the subject of career and experience.

Onboarding for Michaela Mustermittel (Management)



8.4. Worksheet: Onboarding planner



Use the onboarding planner to plan activities in the coming weeks and months. Define the work packages and consider the tactics in order to make the onboarding motivational for the new manager.

Consider beforehand how you intend to measure performance with regard to achieving objectives, and discuss this in the meeting with the new manager. To define objectives, use your usual procedure or the SMART method (see example).

Example of an onboarding work package with SMART goal:

Onboarding component	Development goal
Acquiring new knowledge	<p>SMART GOAL (example):</p> <p>What: Training on the organization's products and services and the manager's own area of responsibility. Consider the applicable legal guidelines, competitive structure, most important customers/suppliers, budgets, and budgeting processes. Illustrated in a table.</p> <p>Why: Get an overview of the new area of responsibility and important influence variables and participants.</p> <p>Who: Name of the new employee.</p> <p>Where: Information from the intranet, from superiors, and from work shadowing.</p> <p>By when: in 2 weeks or date</p> <p>Support: From superiors and the current incumbent.</p>

Onboarding planner

Onboarding component	Development goal
Acquiring new knowledge	<p>Issue:</p> <p>Agreed objective:</p>
Working together with others	<p>Issue:</p> <p>Agreed objective:</p>
	<p>Issue:</p> <p>Agreed objective:</p>
Using administrative processes	<p>Issue:</p> <p>Agreed objective:</p>
	<p>Issue:</p> <p>Agreed objective:</p>
Other components	<p>Issue:</p> <p>Agreed objective:</p>
	<p>Issue:</p> <p>Agreed objective:</p>