

Report

Assessment Centre

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| Participant: | Mr Xx |
| Date: | July 4 th , 2018 |
| Objective: | Strengths/weaknesses & development |
| Organisation: | yyy |
| Job Title: | Technical Manager |

This assessment has taken place under the responsibility of
drs. P.W. Draisma, psychologist NIP

Personal information

Name: Mr Xx
Address:
City:
E-mail:

Objective of the assessment

Purpose of the Individual Assessment Centre is to advise yyy on the strengths/weaknesses and further development of Mr Xx in the role of Technical Manager.

Method of investigation

This report is made on the basis of an individual assessment centre.

In this assessment centre we used the following simulations:

- *A bilateral session with a direct report/professional
- *An analyse/account conversation
- *A group discussion in the role of a leader

Additionally the following tests have been used:

- *A personality inventory (NEO)
- *Test for non-verbal abstraction (TNVA)

Lastly, an in-depth interview was included.

NIP Code

In accordance with the code of professional conduct of the Netherlands Institute of Psychologists (NIP), we state the following.

This report has been geared as much as possible to the question posed by the client and should not be used for other aims. It is exclusively intended for the client and for persons responsible for decision-making on behalf of the client.

Please keep this report in a discrete manner. Since people and jobs change, the relevance will decrease in the course of time. For this reason we advice that after a few years the report is to be consulted only with greatest reserve.

Competencies

Collaboration *Contributing to collective outcome, even when collaboration involves subject that is not directly related to personal interests.*

As chairman of a meeting with colleagues, Mr Xx shows an aptitude for facilitation: he takes on the leaders' role in a natural and structured way, showing both commitment and focus. By first mutually agreeing clear ground rules and then mainly by directing procedurally, he moderates the team modestly and affably towards what everyone sees as the desired result. He contributes actively to a positive atmosphere, while keeping the team focused on the procedure. Constructively and successfully he makes several attempts to create win-win solutions. He doesn't opt for his own interest at all, strives for harmony and offers help where needed.

In the 1-1 case he clearly engages his direct report and makes sure he is not pushing his own ideas forward. He asks several questions, is stimulating an active participation as long as it reflects content and not emotions. In relational terms, he makes himself not bigger, not bossy whatsoever; on the contrary. As mentioned earlier, his wish to create harmony in relationships, he has a tendency to give in a bit easy at his own expense.

In general we can state that Mr Xx is very well wired for collaboration. His most and strongest developed competency.

Empathy/ Environmental perceptiveness *Recognising the feelings, needs and perspectives of others and the impact of own behaviour on them. Being well informed on relevant developments within and outside the organization and using this knowledge effectively to fulfil own position of organization.*

Mr Xx demonstrates an engaging approach by asking questions and listening well to what others say. He is sensitive and receptive for signals of his conversation partners, so it appears in the reflections after the exercises. The interesting part is that he does not really capitalise on this input. He takes, in general, others' senses and emotions for granted and prefers to move on with a structured rational and solution focused approach. Mr Xx has room for developmental in being more focused on exploring those emotions and acknowledging the persons feelings more actively. This skill/attitude can help him reducing resistances under the surface and thus will make him more efficient and effective in building rapport and trust, which will certainly increase his ability to influence others. Since Mr Xx is enough wired by nature for being more empathetic. We cover this competency further at leading people.

Judgment *Evaluating information and possible alternative methods regarding relevant criteria and coming to a realistic assessment.*

Mr Xx demonstrates in all cases an analytical approach towards the content provided. In the conversation with the client he does a great job in getting to the root causes of the technical issue. Especially on content (technical facts) he is in excellent shape. On the other hand, he doesn't actively explore on the less tangible stuff, shows not much curiosity in deepening or broadening the scope of the issues at hand. Creativity and out of the box exploration are not his strength. So his judgements are pretty much related to pragmatic issues and their solutions. This seems to be his comfort zone and thus his area of interest and focus. Still he misses relevant insights while not exploring deeply on comments and answers he gets from his people. In the analysis case, he shows successfully a structured approach to mastering the details and content. In the group exercise he also acts very structured and procedural to get the relevant facts and data in place before starting the decision making process. He is persistent in driving the process in a structured way in order to create the needed overview of input from the group. So he is able to gather information in a systematic way, attaches the right analytical touch to create logical outcomes. Mainly because of this, but also based on his high scores on the cognitive capability test, we consider this competency as well developed.

Leading people *Giving direction and support to people to realise goals.*

Mr Xx has a quite natural way of taking the lead in conversations, especially when prepared for taking off and sometimes after waiting a little. When engaging an employee in a discussion, he stimulates, both verbally and non-verbally, collaboration while implanting an atmosphere of trust and security. He demonstrates an engaging and positive leadership style by frequently asking questions. He seems to be rather focussed on scanning the surface and does not truly show a deeper interest behind the first given answers, it appears in the first role-play, as if he is ticking boxes rather than finding genuine understanding. His pragmatism steers him to gather the info needed to solve issues in a swift way. He stays away from the more emotional subjects and while noticing resistance and emotionality's he tends to ignore them instead of addressing and exploring them. He demonstrates patience and balance in listening to his conversation partner, having solid eye contact. He is very supportive to his team members, and likes to accommodate a harmonious relationship, while refraining from being clear about behavioural expectations, boundaries and assertive interventions.

This could lead to the effect that he gives in relatively easy at the expense of himself. And thus will need to work harder to fix things he gave away.

Being focused on content driven solutions more than on emotional resistances', he rather focuses on team efficacy and procedural norms. He does not efficiently benefit or use, by not challenging his staff, the different human strengths and qualities of his direct reports. He wants to be compliant with the rules and procedures but prefers not to step on toes, to confront or correct; to use antagonistic styles of leadership. Furthermore, due to his need for being prepared for any conversation (in control), he is apparently struggling with upcoming surprises. His safeguard here, and in many other situations is that he never gives up; a vast stamina is part of his daily performance. As mentioned he is more a pragmatic problem solver than a strategic thinker. Sharing a vision and its direction is not part of his style and demonstrated competencies. All in all we consider this a developmental opportunity for Mr Xx.

Persuasiveness *Influencing others' opinions, attitudes and behaviour.*

The primary focus of Mr. Xx is based on a logical, thoughtful way of arguing. He is modest, a bit cautious in the 'role-cases', someone without Machiavellistic games. On the contrary, he is honest, pleasant in contact and sincerely involved with his conversation partners. In the 'advisory role-play' he makes an expert impression, knows what he is talking about and sticks to the concrete, bare facts. Unfortunately in the role-play with an employee, he does not have many facts at his disposal and he has to lean on his (subjective) impressions, soft and relational skills. This is not so easy for him: he hesitates, appears insecure, shows little flair nor authority. Non-verbal signals (of resistance eg.) he registers but does little with it. So the other person doesn't feel understood or at least acknowledged in his emotions, so continues expressing covert messages. The roots of the resistance remains hidden. Unexpected twists derail him and make him feel insecure. So he has to learn to improvise more, to rely on the 'soft' processes and to occasionally let go off the procedure he has in his head. Furthermore, he does not put much pressure on the other person, is kind and adaptive, adjusts himself but is not confrontational or otherwise antagonistic, for example by taking a firm stand. He touches the other barely emotionally; touches mainly head and little heart. We miss bite, schwing and action; it is a steady and monotonous tone. In short, an important and obvious developmental area for Mr. Xx.

Planning and Organizing *Setting goals and priorities as well as necessary action plans and resources to obtain end results.*

Mr Xx prepared well for the role-plays, demonstrating his deliberate, careful nature. Furthermore, he states goals at the start of the sessions and a global procedure, especially in the meeting with his peers. He is aware of the time pressure and prioritises the issues: He sticks to what he considers to be the most important and urgent matters. Just as the test shows, he is well organised, systematic and pragmatic. He prefers to keep his mind on the task at hand rather than giving free rein to his imagination. He does not like unexpected turns, attaches to predictability and consistency. In the role-play with the client he creates himself a clear overview of the project in order to align the planning of his team with that of the other. He does pretty far-reaching concessions to the client and makes concrete offsets. As mentioned earlier, he takes considerable risks; very client-oriented. In the debriefing, he acknowledges this, indicating that he will work extra hard to comply with the commitments and appointments. At the end of the conversation he proposes monitoring, offers to coordinate progress weekly with the client, taking accountability to complete the project within the challenging deadlines. This is a well developed competency of Mr Xx.

Results-oriented *Takes targeted actions in order to meet or exceed goals.*

According to his personality profile, Mr. Xx works in a highly structured and planned manner. He is quite driven, loyal to the company rules and is highly reliable, meets appointments even if it takes a lot of time and energy. We see this focus, motivation and devotion to his duty during the assessment. In his reflections after the exercises, he is critical of himself, sets the bar high. He works hard, albeit at a steady pace (diesel). He is decisive in the sense that he does make choices, but only if he has thought carefully about it. In the MT meeting he leads through a strong procedural approach. He structures, deploys the line, corrects in a mild way and stays resiliently on course. He shows himself as a controller, someone who likes to gather facts and administer and lesser focus on acting as a 'supercharger'. He acts with his goal in mind.

In short, a well-developed feature of Mr Xx.

Personality

The **NEO Personality Inventory** qualifies Mr Xx to be a person who hardly ever experiences disruptive negative emotions. For instance, he does not worry or experience fear easily. Angry hostility and irritation are pretty unknown to him. Furthermore, Mr Xx is hard to discourage and rather well resistant to temptations or impulses: his self-control is high. When it comes to stress and tension, he is pretty stress resistant. He is even-tempered and stable. On the other hand, sometimes he can feel a bit awkward, uneasy or shy in social situations.

He is just as extraverted as introverted and likes to work with others as well as working or being on his own. When needed, he shows leadership, takes the lead and feels responsible, not always but in case the situation asks for it. Being lead by somebody feels comfortable for him. He can be attentive and cordial in the first contact, sometimes more aloof. His speed and pace are a little below average; quality goes before speed in his work. On the other hand, he likes thrills more than the average person; excitement brings him energy. His positive emotions are rather visible; one could call him a cheerful person with a serious minded side as well. He is optimistic with an eye on drawbacks and flipside of things.

Mr Xx scores at the preserving side of the openness spectrum, a bit below average on openness to experience: typically a down to earth person, someone who is practical, rather than visionary or creative. In the emotional domain he scores below average, indicating a modest interest in his own inner 'psychology' and other people's feelings. Also, his interest in cultural and artistic topics is low; he rather sticks to the 'real world' of facts and figures. In the conceptual domain he scores low; showing a critical interest in theory and concepts and a more pragmatic, concrete view on things. He is more a specialist than a generalist, knows a lot in a certain area, for example. He is open to viewpoints of other people, does not have a dogmatic view on the world. Variety in his work is essential; he likes to pick up on new things, is quite open to change and loves new experiences.

With regards to dealing with others and power, he has an adapting, high agreeable style, in which he shows a keen eye on the interests of others and the group/organisation, more than on his own stakes. He is very trusting in dealing with other people and in his own expressions he tends to be frank and open, more than guarded or indirect. In negotiations and in conflicts he takes an approachable and harmonious stance, gears towards deferring and giving in, more than confronting and forcing. He feels somewhat less than others, humble and modest, perhaps even to the point of underselling his contributions. Where

needed he offers his support and help to others, is willing to coach them.

Furthermore, he is sensitive to human fragility, very cooperative and nice. He mostly takes rational decisions, based on logic.

Mr Xx is focused and conscientious in his work. In all situations he feels self-confident and in control. He acts well organised and with a strong conscience. His ambition is higher than in most others and it is extremely hard to distract him from completing tasks. His dutifulness is above average; he is driven by his own motivation for the task, but even more so by a sense of obligation towards the organisation. He is very careful, not impulsive in his decision-making and prefers time to think and thoughtfully analyse before deciding, but is able to decide when necessary.

Cognitive abilities

The **TNVA, test for non-verbal abstraction** measures someone's abstract thinking capacity by means of non-verbal figural reasoning items. On this test Mr Xx shows a slightly above score (stanine 6 out of 9), compared to an academic reference group.

Conclusion and advice

Mr Xx shows a number of sufficiently to well-developed competencies. These include judgment, empathy, result orientation, planning and organizing. Cooperation is a very strong developed aspect. He is geared to service others, the company, the team, which is great asset.

He can also exaggerate this talent sometimes, for example by omitting himself too much and searching for harmony in situations where a more confrontational approach is needed.

Mr Xx has a very constructive learning model, is open to feedback and wants to learn and develop further. This is best done in a small, interactive setting in which he can practice new 'soft' skills and reflect together with an experienced coach.

We see the following **development opportunities**.

Mr Xx could develop the competency **leading people** further, both in task-oriented (clarity on expectations and assertiveness) and relationship-oriented (exploring emotions and resistances) management. Now and then he summarizes the feelings of the other person ('you are looking wary'), therewith demonstrating

his ability to listen carefully. Unfortunately this happens not very frequent. He might use this muscle far often.
Most important aspect here is to develop his antagonistic styles on the leadership spectrum.

To show more authority, set the bar higher for others, confront and correct, inspire and mirror others more, be more demanding. This is because some situations ask for a more vigorous treatment.
This competency needs specific training/coaching and development.

As far as **persuasiveness** is concerned, Mr. Xx can profile himself more, show more of himself in the interaction, show more of his color. It is important to challenge others more, to stimulate them and to make them think. He can show more flair and dynamism in convincing, more intonation, using humor, moving. It may be more decisive, with more tempo change and with more energy. His toolbox of influencing skills requires a considerable expansion.

We recommend that the parties involved compare our observations with other sources and jointly determine priorities and suitable development actions.

Competencies

| | 1 | 2 | 3 | 4 | 5 |
|---------------------------------------|---|---|---|---|---|
| Collaboration | | | | | ● |
| Empathy/ Environmental perceptiveness | | | | ● | |
| Judgment | | | | ● | |
| Leading people | | | ● | | |
| Persuasiveness | | ● | | | |
| Planning and Organizing | | | | ● | |
| Results-oriented | | | | ● | |

Legend:

Score 5: Very good, personal strength. Take care for overdoing.

Score 4: Sufficiently to well developed (norm score).

Score 3: Moderate; more coaching or training needed.

Score 2: Weak; needs specific training and coaching for further development.

Score 1: Inadequate; needs a great deal of intensive development or compensation.

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