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HIRING ASSESSMENT FOR EMILY GATES

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These assessments should be used to conduct your next interview and contribute to only about **30 - 40%** of your final decision. This summary is written to the STM benchmark for this position, knowledge of your culture, team management style, and specific information you have provided. STM will “turn over all the rocks” and highlight problems and potential problems. That is, *do not take every challenging statement as an absolute, but rather something that should be explored in interviews or reference checks.*

CONCLUSION

ASSETS

- Creativity
- Relationship building & communication
- Knows what she enjoys doing
- Leadership & project management capacity

CONCERNS

- ROI is lower than ideal
- Is she ready to take the leap and commit to this new role?

I have assigned a **medium risk** that Emily will not measure up to your expectations because her ROI is lower than I would like to see it for this position and your culture. In addition, she is unsure about her future direction, although she sees her future more clearly as a leader than as an individual producer. The question is whether she is really motivated to take on this new role. It is respectable that she is being cautious and practical about deciding if this is the right opportunity for her, but the key is continuing this conversation and both parties being confident that this is the right move for her. I predict **very good performance** in this position because she is creative, focused on relationships but not a people pleaser, and has good leadership and project management capacity. You can reduce the risk factor by addressing the points raised in the INTERVIEW and DEVELOPMENT SECTIONS below.

Note: at the end of the report, I have attached pertinent details from the assessments

ASSESSMENT HIGHLIGHTS

Behaviors	Natural	Work	Change
Dominance	3.2	3.1	0.1 Down
Influence	8.1	6.7	1.4 Down
Steadiness	4.8	3.4	1.4 Down
Compliance	3.8	6.8	3.0 Up

Emily's **NATURAL BEHAVIOR** is very extroverted, friendly, and outgoing. She is confident and relaxed with others, even in social situations that may seem risky and

uncertain. She actively seeks communication and relationships with a variety of people.

Her WORK BEHAVIOR is to tone down her natural style slightly and to increase her focus on quality results. She is still friendly and approachable, but she can also shift her style to be more tuned-in to the details and precision of her work.

This work adaptation is reflective of the candidate's CURRENT work environment. They may adapt differently at your company. Note that under high stress everyone tends to revert to their NATURAL behavior style.

TOP 4 MOTIVATORS

1. **Knowledge and Discovery 8.1**
2. **Peace and Harmony 7.6**
3. **Aesthetics 6.4**
4. **Helping Others 4**

Emily's **primary MOTIVATORS** are Knowledge and Discovery, Peace and Harmony, and Aesthetics. She is very curious and loves learning for the sake of

learning. She also values having peace and balance *within herself* (work-life balance) but is not likely to be totally averse to addressing conflict with others – an important distinction for this position. Emily is also creative, which explains why she was pushing for taking part in the creative aspects of the role, and she is also a creative thinker and problem solver. Her ROI is moderate but not her priority, and a bit low for your culture and this position.

COMPETENCY ASSESSMENT 4/18/2023

VIEW	People (I)				Tasks (E)				Systems (S)			
World:	8.8	H	S	OF	8.2	H	S	S	8.1	H	S	UF
Self:	7.4	H	S	S	7.9	H	S	S	8.2	H	S	S

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Supportive/Affiliative Achiever/Team Player

Emily's LEADERSHIP STYLE is *communicating*. Her primary focus is on people and relationships. She reads people well, has good communication skills, and is good at understanding the needs of others. Her secondary focus is on the big picture and the details of the plan. She is probably quite good at coming up with plans and ideas based on the needs of clients and guiding her team to bring them to life because she not only sees the overall strategy, but also the detailed steps it takes to get there. She can make her expectations clear and hold people accountable in a friendly manner.

COMPETENCY ASSESSMENT 4/18/2023

VIEW	People (I)				Tasks (E)				Systems (S)			
World:	9.0	H	OF	S	8.2	H	S	UF	7.8	H	UF	S
Self:	7.8	H	S	S	7.8	H	S	S	7.5	H	S	S

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Supportive/Affiliative Self-Actualized / Self-Transcending

Emily's WORK STYLE is *supportive*. She is highly focused on people and relationships and is very tuned-in to the needs and desires of others. Her natural harmony with others makes her a helpful and supportive team player. She puts secondary emphasis on production and systems. She doesn't like to be closely managed and is comfortable being an independent producer. She understands the importance of having a plan to follow, but she is a creative thinker and problem solver and doesn't mind bending the rules or deviating from the plan if it is better for the people involved.

Emily's ENERGY & DRIVE to perform as a leader is *strong*. It appears that she is keener on being a leader rather than a "doer/producer". She's rather indifferent about her current role and is open to opportunities that

could potentially be more interesting and stimulating for her, within the scope of what she knows, she enjoys, and she is good at.

KEY RELATIONSHIP ISSUES

Emily is a lot like you – extroverted, friendly, and approachable which you probably noticed right off the bat. She also shares your primary values of learning and having inner peace and harmony. You are both focused on relationships, but you don't overdo it and I think the two of you would get along and work very well together. Also like you, she is only modestly focused on ROI. However Sally, with whom she will work with most closely, is highly focused on ROI and there may be a greater disconnect with them on this issue. Otherwise, they both value learning and relationships. As a delegator, Sally's leadership style is a good fit for Emily's work style.

INTERVIEW STRATEGY

In reviewing your interview notes, Emily appears to know what she likes to do, but is hesitant as to whether or not she wants to take the leap and make a career change. The assessments suggest that she may see some problems in her current role, but she isn't quite sure what to do about it. Although her energy and drive is strong, she is not crystal clear about what she wants and the path she needs to take in order to realize her ultimate goals. I recommend your next interview involve further discussing expectations so that you can be on the same page and be sure that this is something she really wants to do.

- What do you like most about freelancing? Why would you want to change and work for an agency rather than just continue freelancing?
- What is missing in your work as a freelancer that you hope you will find here in this position?
- Where do you see yourself in the next year? The next 5 years? (*Be wary of "I don't really know"*)

- What is your ultimate career goal and what is your plan for achieving that goal? How does this position fit into that plan? (*You are looking for clear and specific answers here as well!*)
- What exactly are you looking for in your next position? What does the ideal situation look like for you? What would you like to avoid doing?

You can also ask some more general questions relevant to the creating and project management elements of the job.

- How do you determine when it is appropriate to stick to the plan or to do something a different way?
- What methods do you use to check for quality, especially when you have to meet a tight deadline?
- Give me a specific example of a project that you were responsible for organizing from beginning to end. How did you go about it? How did you deal with changes or challenges that arose? How did you ensure that the project stayed on track? What was the final outcome? What did you learn from this experience?
- How do you keep a team focused on the outcome and assure that a plan is fulfilled? (*You want to hear about specific tools and actions.*)
- Do you prefer to avoid conflict situations or face them head on? (*If the answer is the latter, ask her how she does so.*)

DEVELOPMENT STRATEGY

Emily could benefit from focusing more on her future direction – figuring out exactly what she wants to do and how she’s going to get there. Should you hire her, it will be important for you to work with Emily to develop specific and measurable goals to maximize her potential and keep her energy, drive, and ambition at full strength.

Do not share this with the candidate. It is written for your eyes only. If you have additional questions or would like clarification, please contact me. Should you hire this candidate, we recommend that you have us debrief the full assessment (not this report) with the candidate. The debrief can be a key part of your on-boarding process and considered part of the overall assessment package.

Best wishes and **get on with it!**



Sue MacArthur // **President**