

Full Performance Specific Non-Technical Skill Assessment **Sample**

Prepared for: **EXAMPLE**

Date:

Intended Use: **Career Development Presentation / Professional Performance Development**

Comparison Group Used: **General Population / Engineering**

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Purpose

Superior performance will be sustained over time when the person involved has the required educational background, technical skills, industry experience, and work personality characteristics. It is important for these personality characteristics to fit with a person's position, management group, team, and organizational culture.

It is crucial for the specific hiring manager to evaluate the match between EXAMPLE's work characteristics and the pre-determined objectives and requirements of the position under consideration. This will ensure that an appropriate performance match is achieved and will increase the opportunity for a positive work relationship.

This report will help the reader to understand the work personality attributes of EXAMPLE, and thus to assist in possible employment decisions and management approaches. The results have been compiled through both personal interviewing and written assessments. The findings, interpretations, and recommendations are based on the opinions of the author and are intended to assist EXAMPLE in his career development. The hiring company assumes responsibility for their own actions and any decisions based on this information.

Cognitive Abilities

Different positions in an organization will require the ability to work with problems of varying complexities that may span anywhere from one day (shop floor) to several years (CEO). As you "move up the organizational chart" managerial decisions become increasingly complex, and the time horizons (scope) for effective solutions become increasingly longer. A person will perform effectively when their cognitive capability is appropriate to handle the complexity of problems faced at their specific level in the organizational hierarchy. When their capability exceeds the needs of their role an individual can become unchallenged and bored, and when their capability is insufficient, they will be overwhelmed. Also, from a developmental perspective, it is important to know that a person's capability will grow as they age.

- current planning capability (scope) is 3+ year range to establish effective work practices, systems and productivity targets
- transitioning to the next level, which will enable him to address increasingly complex and interrelated problems and apply solutions to longer time horizons - will gradually grow to 5-year scope in the next 4-5 years
- readily sees operational best practice requirements, and can effectively use human resources, finances and technologies
- can link the relationships between his projects and the overall organizational operations and objectives
- can initiate breakthrough changes
- plans and completes his tasks via prioritization while considering contingencies and alternatives
- profile is typical of professionals with high technical capability managing a few people
- **in the next 4-5 years** will achieve increasing capability for strategic development and analysis, and to see future value
- capability to concurrently manage a few more interdependent projects will grow, as will his ability to balance resources among a few departments / groups

Thinking Preferences

People's thinking preferences, and their flexibility to adapt their thinking to changing requirements, will have a direct impact on their performance effectiveness. Whether on a macro scale (the typical requirements of their role), or on a micro scale (task specific requirements), people will be most effective when their capabilities best match with what needs to be done. In our evaluation, we typically look at four basic thinking styles; *Concrete Sequential Thinking* (realistic, ordered, sequential, linear patterns), *Concrete Random Thinking* (experimentation, original, inventive, and unique patterns), *Abstract Sequential Thinking* (theoretical, modelling, synthesizing patterns), and *Abstract Random Thinking* (organizational, collaborative, networking patterns).

- strongest capability is abstract thinking, and is also very capable of concrete sequential thinking
- dominant preference is abstract random thinking
- lowest preference is concrete sequential thinking, where innovation tends to be improved oriented rather than creative
- imaginative approach will better thrive in an unstructured people-oriented environment where he can use his people skills to facilitate collaboration and encourage others to innovate
- is very strong at modelling, synthesizing information and researching the practicality of his theories
- his concrete random thinking capability will enable him to develop practical innovative products from his creative ideas
- flexibility enables him to adapt his thinking process to the specific requirements of the task at hand
- typically processes information in parallel, option-oriented, terms rather than a "step by step" process
- this enables him to approach innovation experimentally, and apply a larger-scope, big-picture perspective to the impact

Concentration & Attention Scales

Superior performance is dependent on the ability of the individual to concentrate and make good decisions, or take appropriate action, while dealing with the stress involved at that point in time. Knowing that everyone has a dominant concentration style, identifying their style, and comparing it to the typical stress tolerance requirements of the position and environment, will increase the likelihood of superior performance. More importantly, as stress levels increase, a properly matched concentration style will enable the person to better handle any increased demands.

- scored very high on all three concentration preferences, compared to both the general population and the typical engineer
- dominant concentration preference is his ability to focus on details and to take action, scored higher than most engineers
- secondary strength is his strong analytical and conceptual abilities – scores are typical compared to most engineers
- third strongest strength is his awareness (evaluating people and the environment) - scored higher than most engineers
- ability to shift concentration to whatever style is most needed at the time is average compared to engineering norm group
- has no major distractibility issues – will tend to be distracted more by internal thoughts / feelings than external influences
- shows typical patterns for an engineer, with significant focus on awareness and detail orientation

Motivation

High motivation and superior performance go hand in hand. But it is not enough to simply be "motivated". A person's motivation must be matched to, and supported by, the motivational characteristics of the work, the team, the manager and the overall organizational objectives and culture. So here we are interested in first determining the motivational characteristics that are available in the work environment and then determining the relative match with the individual's personal motivational requirements.

- achievement-oriented, needs to be challenged, and requires ongoing learning and personal development
- motivated towards goals, first defines the goal, then accumulates whatever information is needed to accomplish the goal
- *balanced* motivational approach will keep him moving forward while not getting "bogged down" in the details
- is unlikely to make poor decisions or errors of omission due to his detail-orientation
- will use internal values and opinions, but will primarily draw his motivational support by relying on external influences (customers, peers, managers) in most situations
- will sustain his motivation when he can function in a less structured, autonomous environment
- needs to have an ethical foundation in his environment and a "purpose" to the work – contributes to society / progress

Productivity Traits

Superior performers develop consistent, reliable work productivity traits. These traits are rooted in their “work ethic” and are often defined in the values that they hold pertaining to work. For superior performance to be sustained over time it is important that the person’s work values be aligned with those required by the position, department and the organization as a whole. When aligned, the individual is more confident and comfortable that their efforts and approach to work are consistent to what is required, and they will naturally incorporate any learned successful approaches into their daily work activities.

- has typical performance characteristics as compared to other engineers and is above average to the general population
- wants to take personal responsibility for achieving goals - good project management fit
- self-confident in his technical capability
- appropriately competitive, wants to make a difference, but will not go overboard when competing with others
- prefers to focus on one project at a time – can handle a few inter-related projects simultaneously
- has a conscientious work ethic, gets ahead through hard work
- strong organizational and planning capabilities, manages details appropriately enabling their inclusion in his plans
- very resourceful in finding solutions, will follow through on his commitments, learns quickly
- prefers performing the right way from the start, careful not to make mistakes, learns from errors made, unlikely to repeat
- above average ability to perform under pressure, significant capability to control his behavior
- will manage significant stress, so people will not be aware of his stress reaction (frustration / anger) when it occurs
- resourceful in solving problems using suitable energy levels

Decision-making

- slightly above average in overall average decision-making speed and capability compared to engineering norm group
- decision making speed is suitable to project management activities
- focuses on the quality of decisions, values accuracy, incorporates details into the process but can still decide quickly
- will be proactive in making decisions after all relevant information has been collected / considered
- strong at checking decisions, evaluating alternatives, deciding, implementing and communicating decisions made
- is a calculated risk taker, he will carefully consider and evaluate all of the details involved in any risk
- will incorporate external input and advice into his decision-making process
- uses a collaborative decision-making approach with project stakeholders, builds their support to facilitate implementation
- explains the decision’s relevance to the project objectives, and prefers to have input into outcomes and choices made

Communication Skills

The ability to effectively get their message across to other people, and to understand the other person’s point of view, is a common characteristic of superior performers. We can determine a person's dominant expressiveness style, and match that with what would be required of their respective position. More importantly, we can ascertain their comfort with the expression of ideas, their ability to understand and adapt to the communication style of the recipient, and their acceptance with having their thought processes challenged. We can also identify each person’s dominant style for receiving communication input, for adapting to alternative forms of input while maintaining appropriate concentration, and whether their learning style is visual, auditory or kinesthetically based. Finally, we can evaluate true aptitude for written and verbal communication as per the requirements of their position.

- dominant style is supportive communication - contributing to his interpersonal skills and team building strengths
- very strong written and verbal communication skills – is comfortable in public situations
- will readily share his ideas with his managers, team, peers, external personnel and the public
- will use his environmental / people awareness to determine the right way to communicate with an individual
- knows when to listen, processes information in parallel terms – which is less rigid, allowing him more flexibility to adapt to the message type provided
- prefers both visual and auditory communication input (learning preference)
- is *appropriately* confrontational in his communication, will never show aggressive behaviours
- has a balanced ‘push and pull’ influencing approach, but will tend towards a pull as his dominant style
- more often will influence people through joint-problem solving, by communicating a shared vision, building consensus and via supportive communication (all pull processes), but he can be persuasive and assertive when pull does not work
- likes collaborative, open communication environments where people listen

Interpersonal Skills

Human relations are a critical component of successful performance as nobody operates within a vacuum. Whether internal or external to the organization, on a peer-to-peer basis or an employee – manager interaction, everybody has numerous interpersonal interactions daily. Superior performers are adept at creating and maintaining strong relationships, and via these relationships they subsequently encourage collaboration, support for their ideas and commitment to performance. People are more likely to agree with, and follow, someone who they respect and like. Top performers naturally use their interpersonal skills to make this connection with those people around them.

- average levels of extroversion, functions best in an active work environment, but also needs occasional ‘alone time’
- knows the value of, builds, and sustains collaborative business relationships that will benefit all involved parties
- understands the need for personal relationships to gain individual and group support
- environmental awareness will help him to evaluate people and understand how to build relationships with each
- likes to assume authority / responsibility, but does not define himself as authoritarian

Team Membership / Team Development

- exceptional team membership and team development skills
- defines his success through both his accomplishments and via the success of the people around him
- solid team member / leader, uses supportive communication and supportive leadership style to influence team behavior
- encourages input from all sources, and involves his team in collaborative decision-making
- understands the impact that consensus, consistency and agreement have on effective teamwork
- articulates his vision to motivate and direct his team to reach their goals, establishes realistic team goals and objectives
- will allow the team to explore his vision and to understand how their specific roles fit into the larger picture
- will establish clear guidelines and set clear expectations in order to ensure that all team members know responsibilities
- manages conflict appropriately when required to do so
- maximizes team performance by putting the right people in the right roles, ensuring they have the resources to perform
- committed to developing the people around him – for everyone’s benefit
- understands the importance of creating real developmental plans to ensure team member skill / career progression
- is not threatened when surrounded by high capability people

Emotional Stability

An often-neglected element involved in performance assessment is an individual’s level of (or lack of) emotional stability. Most people have suitable levels of stability to cope with their daily stress loads. However, when stress levels are accelerated, less stable people will tend to be emotionally reactive and vulnerable. This can emerge as anger, anxiety or depression, and will obviously affect their performance, problem solving and concentration levels, as well as having a negative impact on the people that they interact with. Often in a bad mood, they are more likely to interpret ordinary situations as negative and have difficulty thinking clearly and making appropriate decisions in a reasonable period. Their emotionally stable counterparts will tend to be less emotionally reactive, have a more positive outlook and can make calm, logical decisions in highly stressful situations.

- overall emotional stability score is typical compared to the general population
- is very good at sustaining a calm exterior, even when under significant stress – acts appropriately in a crisis
- will maintain emotional stability in his work environment, and has significant ability to control behavioural impulses
- will very rarely display his stress response when under pressure, and controls his emotions
- does not inappropriately seek out attention, is not self-focused, and shows concern for the people he interacts with
- is self-sufficient
- does not exploit others, has low vanity, no sense of entitlement, and does not need to show superiority

Ethics & Integrity

Hiring managers are interested in hiring people who are trustworthy and share the organization's ethical values regardless of the position that they will occupy. Talented or not, one would question why anyone would knowingly hire a dishonest person in the first place, better yet maintain their employment knowing that they were untrustworthy. There is comfort in knowing that superior performers will tend to score high on integrity and ethics evaluations.

- ethics and integrity evaluation shows higher levels than both the general population and his managerial comparison group
- strongly believes in rules and structure, is most comfortable when standard procedures and guidelines are in place
- expects that all organizational members, from top to bottom, will follow the rules, policies and procedures

Project Management Approach

- will use a detail-oriented and organized approach to project management
- planning, problem solving and decision-making approach will balance quality with time commitment
- will employ a hands on, people-oriented management style, developing, supporting, and endorsing his team
- has a strong overall project management score in comparison to the engineering norm group
- key strengths are in project integration, scope management, schedule management, cost management, quality management, communication, risk management, and procurement

Change Management

- good at understanding the need for change and he is eager to participate in solving any problems that he has identified
- very strong at planning change, in managing resistance to change (via communication and support) and in implementation
- solid technical background in project management process will be valuable in planning and implementing change stages
- will be capable in making change initiatives part of the organizational culture for sustained effectiveness
- will rely on his strategy development capabilities to plan how to move people through change with minimal disruption
- is fully capable of conducting an impact analysis to identify the possible positive and negative consequences of change
- will be able to envision the impact of change on the major components of his organization within his 3+ years scope, and to fully consider the interrelatedness of the change regarding structure, technology, people, and tasks
- will use his people awareness to understand how people will react to change, and his interpersonal and communication skills to help them to cope with change

Innovation Management

- likes to lead innovation projects, and assume responsibility for innovative results
- is very strong at assessing innovation opportunities and in the actual launch of innovative solutions
- will be very capable at inspiring innovative thinking in his team - assisted by his own abstract random thinking preference
- can communicate the value of innovation, and articulate how it fits in with his larger business strategies (vision)
- will use his supportive management approach to back team members in advocating for change and promoting new ideas
- persuasion skills will help him to “sell” the benefits of the innovation and explain the return on investment (ROI)
- will use his team management skills to clarify team roles, and provide guidance on an innovation implementation plan

Leadership

- scored highly in the core traits that we see as being critical to effective leadership; desire to lead, high self-confidence, extroversion, idea exchange, support for people, positive achievement-oriented attitude, and managing performance
- cognitive capability will help him to create a realistic vision of the future within a 3+ year time frame
- communication skills enable him to present this vision in a way that's compelling and inspiring to his team
- will primarily act as a strategic leader, and will also ‘lead by example’, while providing support
- will act as a good role model, and maintain a calm ‘emotionally intelligent’ image under stressful situations
- follows through on commitments
- will encourage team competitiveness and a strong team cohesiveness via his supportive leadership style

Leader - Manager Balance

- excellent balance between leadership and managerial capabilities
- strong in operations management – directing operations, organizational development and reinforcing performance
- well-developed leadership traits - communicating organizational direction, developing key relationships (internal and external) and inspiring and motivating others
- will want to be informed of senior management’s plans for organizational direction to effectively communicate the information to his team

Transformational Leadership

- has exceptional balance of leadership characteristics, leadership behaviours and culture building capability
- this will enable him to envision, implement and sustain change initiatives
- can readily assume a key leadership role that is relative to his position in the organizational hierarchy, and is in line with his performance interests and strengths (ie: change, innovation, creativity)
- has substantial potential for further leadership development (but is ahead of most people and engineering norm group)
- will rely on creative leadership approaches, based in clear, caring, communicative leadership behaviours
- 3+ years scope enables him to see how his plans can be extended across larger segments of the organization
- is able to clearly communicate his long-range views to others so that team members become committed
- able to influence the creation and maintenance of a strong culture of shared values and beliefs

EXAMPLE’s Management Response Needs

Since sustained performance requires a multi-level managerial fit, it is important to know a person’s preferences in the style and approach of the immediate manager whom they will be working with. To sustain high motivation and performance, EXAMPLE will perform best with a manager who:

- provides an accurate vision of the organizational direction within a 5 – 10-year scope
- has significant strategic capability
- collaborates with EXAMPLE when setting subsequent objectives and targets, then provides him with autonomy to perform
- creates a developmental climate and identifies overall performance guidelines
- believes in the team concept and displays strong team facilitation skills
- is honest, provides support, and gives regular performance feedback
- facilitates open communication and staff input and encourages idea exchange
- has a focus on logical change, encouraging creativity and innovation
- is dedicated to making a difference, inspires and leads by example, mentors and helps develop his team

To Further Ensure Performance Facilitation

Since everyone can always improve on their performance, and superior performers are consistently looking to elevate their performance capabilities, it can be helpful to provide some basic developmental suggestions that may prove to be valuable to the subject and to assist in their integration into a new environment. In EXAMPLE’s case it will be beneficial if he:

- gradually expands his multi-tasking capability and takes on more concurrent projects, while being careful not to over commit by taking on too many detailed tasks simultaneously
- surrounds himself with effective people, develops trust in them and delegates some of the detail work to them
- decrease time spent on detailed work, and focus on larger scope analytical issues based on his environmental perception
- does not become over-confident, thus remembering to remain open to input, and to check personal and team decisions
- makes sure to shift concentration focus when appropriate, and avoid detail focus when other issues need attention
- remembers to also communicate and “manage” people external to his team when managing multi-disciplinary projects
- quickly addresses conflict and manages any resistance to change when the need arises
- continues to build on current leadership skills – leadership will be a major factor in his career success

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