ONLINE ASSESSMENT RESULT REPORT

JOHN DOE

MANAGEMENT REPORT

IMPROVA
TAILOR MADE IMPROVEMENT

29 SEPTEMBER 2024

Eren İKİZ

Dear Manager,

Talented leaders have significant responsibilities at every step that will lead their employees to achieve their goals. Continuous development is one of the major elements of success in this area. In this direction, John DOE has participated in our Development Center study, which we prepared considering your institution's vision and changing competitive conditions.

Our report contains essential clues for John Doe's personal development and, therefore, private. The documents you can find in the report are as follows;

- Candidate's General Evaluation and Potential Evaluation
- Candidate's Strengths and Areas for Development
- Candidate's Competency Assessment Results
- Candidate's Case Performances
- Candidate's Behavioral Inventories
- Inventory Descriptions

This report will be used for the participant's development and will serve as a basis for future personal planning studies. After carefully examining the report results, we recommend that the development steps related to John Doe's strengths and development areas should be identified together with the Human Resources Department and his immediate supervisor, you.

We wish you success in your endeavour to raise and grow new leaders within the organization. If you have any questions, our contact information is at the end of the report.

Best Regards

Eren Ikiz

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GENERAL EVALUATION

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General Evaluation

John Doe has succeeded in putting forward a brilliant, well-educated and successful profile in our work. We see that he can demonstrate suitable approaches to communication and analysis. He can establish a balance between the tasks and the people. His self-confidence is high, and his expression is successful. He should pay attention to the technical terms and words he frequently uses. In addition, he should be careful to explain things in a way the other party can understand easily. He has a reliable stance, and he is confident in his work.

On the other hand, leadership experience points to a development area. His areas of improvement are giving effective feedback, turning shared vision into goals, moving towards that goal together, and displaying motivational approaches. He should also work on empathy. The most significant development areas are turning the analysis and plans into reality, personal image and initiative-taking.

He exhibits a fairly balanced profile according to the inventory results. It is understood that he suppresses himself in the face of pressure in communication, and thus, he carries intense stress. This situation may be at a level that can cause health problems later. Assertiveness should increase. He needs to focus on dealing with difficult people and being competitive, as he can desperately spend time collaborating. While the development area in delegation is emerging, the ability to act in a directive manner when necessary should also develop. However, situational leadership outlines a management profile with higher efficiency. He demonstrates a profile adaptable to change and has the right attitude to initiate it when necessary. Still, he needs to focus on managing uncertainties, on opportunities rather than threats, and develop a positive mindset.

During our in-tray exercise, John Doe stood out with his precise analyses and insightful comments, which led to highly positive outcomes. His ability to navigate complex scenarios and provide valuable input was truly impressive.

The most challenging study for him was our customer case. He did not negotiate, but he made compromises.

According to our motivational needs inventory, his motivational level is good. However, it is helpful to closely follow and support his relations with his superiors and team.

John Doe is an employee who successfully meets the leadership expectations of his level to a large extent and has successful competencies in certain subjects for higher levels. A positive difference exists between the first impression and the profile that emerges later. He can work to the point of creating a charisma effect. According to his current competencies and abilities, his current position may create a comfort zone. However, he has the capacity to do more, and it will be beneficial for him to initiate change and act on it. His areas of development are business perspective, analysis and transition from plan to action, and taking initiatives towards the big picture. It is an essential advantage that his balanced profile seems to be successful in result-human, number-communication equilibriums. He knows what he has to do, but he must first be encouraged and then practice to move more naturally.

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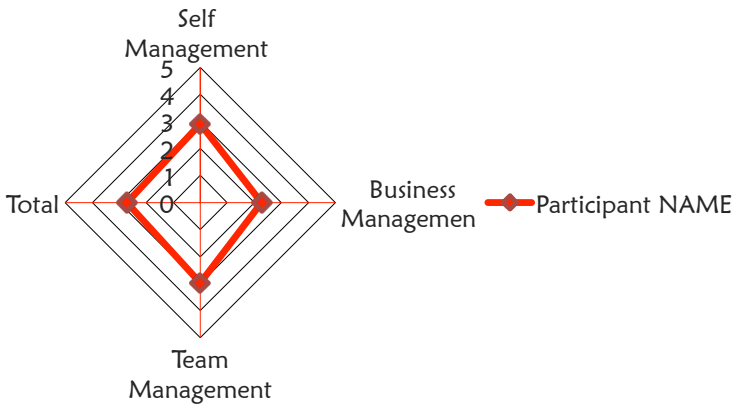
Overall Potential Assessment	
Potential for Development	Medium Potential
Medium Potential	
Potential Person	

Competency Results	Participant NAME
Self Management	**2,92**
Business Management	**2,27**
Team Management	**2,97**
Total	**2,72**

You can see the rate of meeting the expectations of the participant on the basis of 3 Main Competencies in the tables and graphics.
The Overall Potential Evaluation is calculated based on the consultant's opinions and the "Total" scores obtained by the participant. It is shared with Personal Performance grades to enable it to be evaluated on the Talent Matrix.



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IMPROVA INC.	29.09.2024
Profile Summary Card	JOHN DOE

Fulfillment Rates of Basic Behavioral Expectations

Self Management		
Being Reliable	▲	3,33
Active Confidence	▲	3,25
Seeing the Big Picture, Macro View	–	2,50
Responsibility and Result Achievement Drive	–	3,00
Combating Pressure and Stress	–	2,50
Total	–	**2,92**

Business Management		
Analytics and Data Usage	–	3,00
Mastering the Details	▼	2,00
Effective Decision Making	▼	1,67
Taking Initiative	▼	1,50
Effective Time Management	–	3,00
Being Planned and Organized	–	2,50
Setting Priorities Correctly	–	3,00
Customer Focus (Internal, External)	▼	2,00
Commercial Acumen	▼	2,00
Negotiation and Persuasion skills	▼	2,00
Total	–	**2,27**

Team Management		
Effective communication skills	–	3,00
Empathy and Positivity	–	2,50
Active Listening	▲	3,33
Motivating those around you	–	2,50
Being open and participatory in teamwork	▲	4,00
Leading the Team to Success	–	2,50
Total	–	**2,97**

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Strengths

Self Management

- The task – people and number – communication balances are successful
- He is a self-confident person
- He can demonstrate a well balanced profile
- He is intelligent
- He is an active listener
- He is adaptive to change

Business Management

- He is successful in time management
- He is able to focus on the big picture
- He can prioritize tasks effectively
- He wants to act in a planned and organized way
- He is analytical
- He is aware of his responsibilities.

Team Management

- He is successful in communication
- He is also successful in relationship building
- He can express himself successfully
- H has a trustworthy approach
- He wants to be in harmony with the team
- He was able to deal with differences and diversities in the team
- He is mindful of people

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Development Areas

Self Management

- He has to find ways to move from analysis and plans to actions.
- He should invest in personal marketing and creating a charisma effect
- It will be helpful for him to learn how to deal with difficult people and his negotiation tactics
- He is using technical jargon in communication
- Empathy should not overtake sympathy.

Business Management

- He should re-structure his presentations from data transfer to supporting decision making
- Analysis should not paralyze him.
- He should review his attention to detail
- Efficiency in decision making should increase
- Initiative taking is a significant development area.
- His customer orientation should be developed.
- Commercial acumen should be worked on
- He should improve himself in initiating change

Team Management

- He should find more ways to motivate others
- He can be overly challenging with his knowledge and intelligence level.
- He is wasting too much time cooperating in crises
- He should consider his approach to identifying shared visions and converting these visions to short-term actions within the team.
- He should adopt his language and approach according to the listener's level.

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CASE STUDIES

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Team Building

They started by getting to know each other. John Doe suggested everyone talk about their project, and a companion started. When it was his turn, he talked about his project. He described the current picture well. However, it remained a good summary, as he didn't explain why this was a suitable investment. He noticed the lack of cost information in his friend's presentation and corrected it. It's nice that he did the math quickly. He said that he would support other concerns to the point where they increase profitability. Then, he started to show his side with successful maneuvers by saying that their strategy was not automation. That project was abandoned as he received support from another teammate. The voting proposal came when the time was over, and the decision was unclear. His project was chosen with the help of his friend, whom he equalled with his maneuver.
While the given documents clearly mentioned the costs, the company's profitability and balance sheets, and despite the fact that they were collaborating to make such an important decision together, facts and figures were neglected to a point where the investment decision was not economical or commercially accurate. His communication maneuvers and general approach within the team were positive.

In-Tray Exercise

He started by cancelling the trip. Acting on low profitability is the first priority on his agenda. He mentioned the fashionable restaurant idea by saying that it was necessary to start from the areas where the market was growing but immediately turned to different topics. However, we reminded him that the company had gone out of its original concept. There is a new store opportunity. He'll visit it tomorrow. He talked about the investments in shopping malls and the Middle East. The three most critical problems are 1- former manager's resignation; 2- Employee Satisfaction survey results; 3- Negative media response; Mr. Haluk. He will talk to the PR and legal departments. Even though the costs were increased by 28%, he preferred to speak about the Robotix project.

He made a good analysis. We see that he has mastered the whole case. However, we couldn't see the same successful analysis approach in action planning. It would be helpful to review his priorities. Customers should also be in the focus area. We noticed that he did not use delegation as a management tool.

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Personel Management

John Doe demonstrated his communication skills and successful role-playing skills in our management case. He started by saying that he had emotions. When he heard of the employee's illness, his energy dropped. He asked about the e-mail. He talked about being open and seeing him hanging around and talking with others instead of working. They came to the reservation problem. He questioned the style and lack of effective communication skills training. He said that the team should not work on that training day and he should find a solution to compensate. The issue of lack of personnel is on the agenda. He said that he respected the effort and that the action plan should be decided together. He said that the employee should be excited but needed to remember the fact that motivation could not be provided just by saying.
The effort to handle people with good communication and an emotional approach is positive. Saying someone has to get excited is not enough to make people excited. Setting common goals, making people a part of them, moving towards those goals together, and creating win-win environments are necessary. The effort in leadership is positive but needs improvement. Various issues were expressed, but no plans were made for resolution.

Customer

At the very beginning of the conversation, the client reclined back in his seat. He started by asking how the client was but was in a relatively stagnant posture. He immediately turned the subject to work without establishing rapport and said he was listening. They spoke about the former manager's transfer to the competitor. He approved the free hosting of 36 managers with their children and spouses, which was a higher cost than expected.

He could have used some calculations with the data provided while making his decisions. He chose to avoid negotiation and didn't use any persuasion tactics to discuss concessions. He didn't show interest in the customer's emotional status and, therefore, couldn't establish rapport. He can develop his negotiation techniques, business acumen, and effective decision-making in crises.

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IMPROVA INC. Case Evaluation	Participant NAME

Evaluation of Basic Behavioral Expectations

CASE 1; TEAM BUILDING	Results	Comments
Self Confidence	3	It is useful to pay attention to the dosage.
Responsibility and Result Achievement Drive	3	Never broke unders stress
Dealing with Stres	3	Well directed the team
Planning and Organisation	2	They accepted an unacceptable cost without proper control
Negotiation Skills	3	
Communication Skills	3	We watched good maneuvers
Effective Listening	3	
Motivating Others	2	Motivation was not on the agenda.
Opennes and Participation to Team Work	4	He was participatory and willing in the study.
Leading the Team to Success	3	He is leading but to where?
Total	**2,9**	

CASE 2; IN-TRAY EXERCISE	Results	Comments
Being Trustworthy	4	He has a firm stance.
Self Confidence	4	He is self-confident
Macro View	3	It's good that she's trying to focus on the big picture.
Attention to Detail	3	Knows the details but should not get lost
Dealing with Stres	3	Well managed
Analytical Thinking	4	Analysis and interperations are successful
Effective Decission Making	2	
Initiative Taking	1	Analyzes did not translate into action.
Effective Time Management	3	
Planning and Organisation	3	
Prioritisation	3	
Customer Orientation	1	Customers have never been on the agenda
Commercial Acumen	2	Ticari değil matematik olarak yaklaşıyor.
Total	**2,8**	

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IMPROVA INC. Case Evaluation	Participant NAME

Evaluation of Basic Behavioral Expectations

CASE 3; PEOPLE MANAGEMENT	Results	Comments
Being Trustworthy	3	
Self Confidence	3	His professional stance is successful
Dealing with Stres	2	
Effective Decission Making	1	Analysis does not turn into decissions.
Negotiation Skills	2	Competition is a development areai.
Communication Skills	3	His speech is successful but the efficiency of feedbacks should increase
Empathy	3	Empathy should not turn int sympathy
Effective Listening	4	
Motivating Others	3	He is aware of the need but should find more ways to do it
Leading the Team to Success	2	He wants to do it but should learn new approaches
Total	**2,6**	

CASE 4; CUSTOMER	Results	Comments
Being Trustworthy	3	
Self Confidence	3	He wasn't comfortable with the costomer
Macro View	2	
Attention to Detail	1	He accepted requests without calculating the consequences, just to complete the task.
Responsibility and Result Achievement Drive	3	
Dealing with Stres	2	He demonstrated an introvert approach
Analytical Thinking	2	He accepted an unaccaptable cost.
Effective Decission Making	2	He forgot to follow his analysis
Initiative Taking	2	
Customer Orientation	3	He wanted to satisfy the customer but with an unacaptable cost.
Commercial Acumen	2	This is an improtant development area.
Negotiation Skills	1	The negotiation turned out to be a loose-win situation
Communication Skills	3	He is good in expressing himself
Empathy	2	
Effective Listening	3	
Total	**2,3**	

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PERSONALITY TESTS

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PERSONALITY INVENTORIES

JOHN DOE

29-Sep-24

Social Behavioral	Amiable	Expressionist	Thinker	Bold
	42	42	56	56

Leadership Style	Amiable	Expressionist	Thinker	Bold
	6	6	6	7

Stres Management	Assertiveness	Authority	Passive Aggressiveness	Passivity
	28	26	26	12
	Total	92		

Motivational Needs	Success	Praise	Communication	Security
	36	35	29	40
	Total	140		

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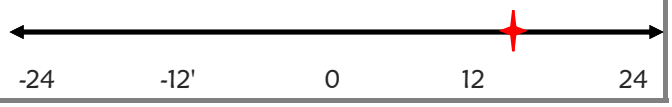
Negotiation Skills

Competing	Colloborating	Compromising	Avoiding	Acommodating
4	8	6	6	6

Situational Leadership

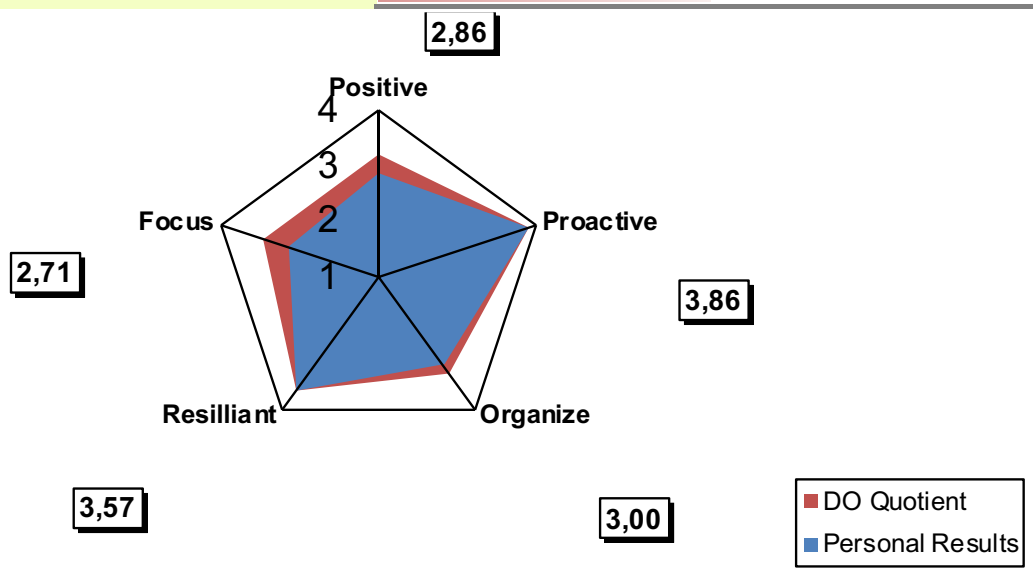
Directive	Mentorship	Coaching	Delegation
2	6	4	0

Effectiveness Score: 16



Change

Changeability Index: 80,00%



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We wish you success in your career

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