Retail Manager Selector

Candidate: Kris Kantor

Date Completed: Dec 13, 2018

Overall Score: 37%ile

Manager Selector Contents

- **Manager Selector Overview**

    A description of what can be identified from the Manager Selector results and the framework upon which it is based. Uses include selection and development**.**

- **Candidate Results**

    Includes total score and graphical illustration of the dimensions related to performance.

- **Dimension Overview**

    Dimension scores and definitions with customized descriptions of the individual's expected behaviors based upon his/her dimension score.

- **Developmental Suggestions**

    Insightful details which help the candidate or employee understand his/her natural capacities and potential. These suggestions offer ways in which employees can leverage their strengths and minimize their limitations, ultimately enhancing their potential growth and success.

- **Follow Up Questions**

    Specific questions tailored to assist hiring managers to gain a better understanding of his/her candidate with regard to the profile results.

Manager Selector Overview

Managers are critical to organizational success as they play a significant role in planning and achieving business strategies as well motivating, enabling, and engaging employees to achieve those strategies and perform. Selecting the right people, aligning strengths with organizational objectives, identifying future leaders from the current organizational pool, and developing management resources is all investments competing organizations need to be considering in order to increase value, sustain performance momentum, and retain and grow top talent.

The IBM Manager Selector measures key traits related to effective management. These natural attributes center around four High Performance Leadership Behaviors: Creating Strategy, Engaging Talent, Inspiring People, and Achieving Excellence. These High Performance Leadership Behaviors have a proven impact on a manager's capacity to influence business success. The Manager Selector measures traits that drive these behaviors, supplying a rich and in-depth understanding of each aspect of management. It is these critical factors related to managerial effectiveness which are key to ensuring successful employee selection as well as employee growth and development.

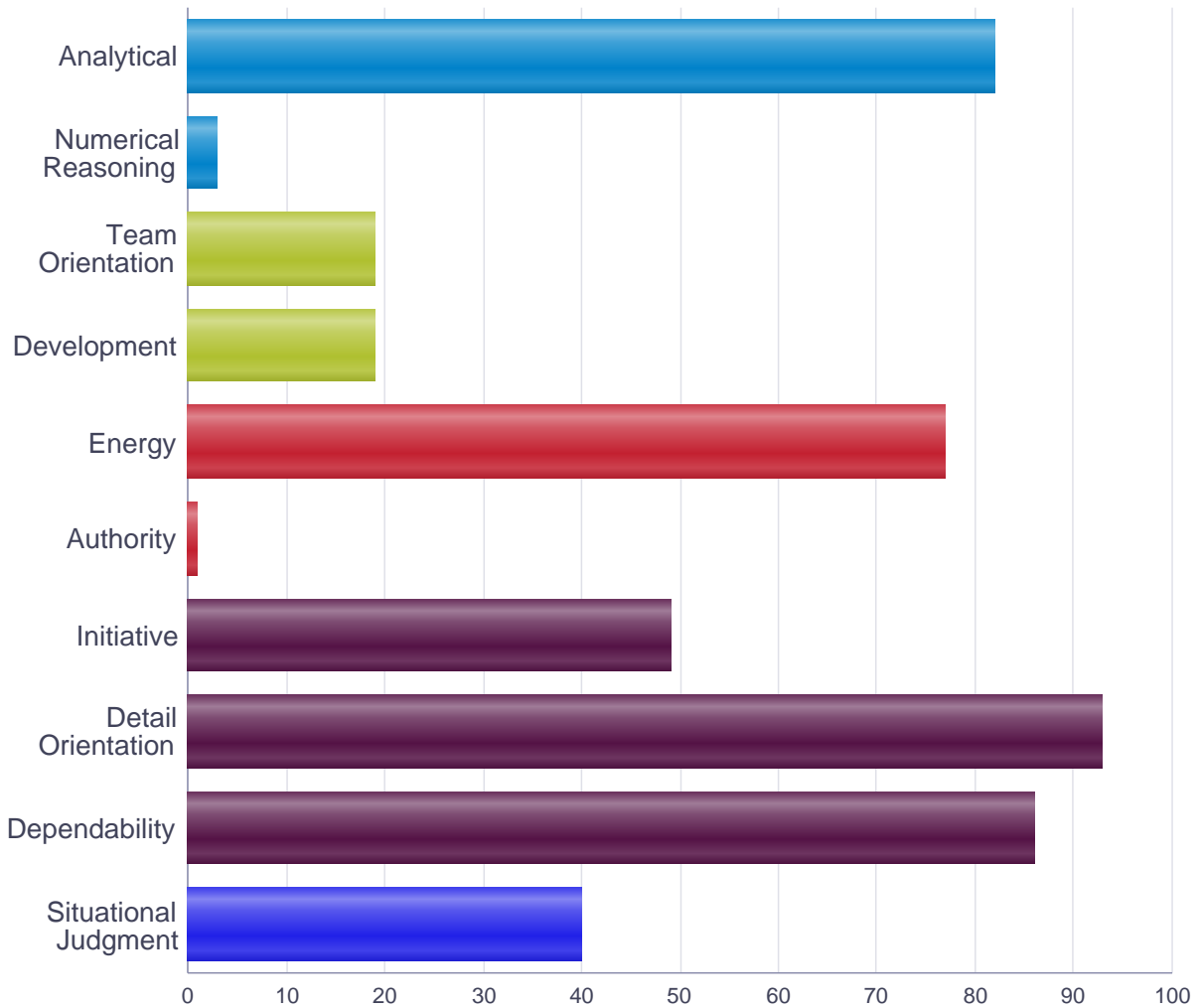| Creating Strategy	Engaging Talent	Inspiring People	Achieving Excellence
Analytical	Team Orientation	Energy	Initiative
Numerical Reasoning	Development	Authority	Detail Orientation
			Dependability

Along with capturing the personality attributes associated with management effectiveness, the Manager Selector provides insight in terms of an individual's judgment related to various management scenarios. Additionally, Numeric Reasoning provides an indication of cognitive capacity related to management logic and decision making strategies. As a whole, the combination of Situational Judgment, Numerical Reasoning, and the High Performance Leadership traits related to management effectiveness not only help to identify a manager's potential for creating and implementing strategies but present the interpersonal and motivational aspects of leadership as well. Understanding the underlying traits related to the High Performance Leadership Behavioral Imperatives help organizations make a more informed decision when selecting future employees, identify current incumbents with the potential to move into a managerial role, and drive development of their current management team. The following results are reported in percentile scores, illustrating the participant's results compared to the normed sample for each dimension and overall score.

Candidate Graph

Kris Kantor
Overall Score: 37%ile

Creating Strategy	Engaging Talent	Inspiring People	Achieving Excellence	Leadership Judgment
Analytical Numerical Reasoning	Team Orientation Development	Energy Authority	Initiative Detail Orientation Dependability	Situational Judgment

Analytical

82%ile - Well Above Average

The extent to which people prefer making decisions based on data and facts; a preference for solving problems in a logical, systematic fashion.

People who scored similarly are likely to:
- Be very attentive to detail and will seek out several options using multiple information sources when making decisions.
- Notice details that others typically miss.
- Analyze issues in detail before acting.

In addition, individuals with extremely high scores may:
- Have trouble distinguishing relevant facts from extraneous variables.
- Make decisions slower than others.
- Get bogged down because of their extreme interest in details.

Numerical Reasoning

3%ile - Well Below Average

Individuals naturally equipped with Numerical Reasoning can easily relate to quantifiable terminology. They are most likely attracted to problems that can be worked out from a mathematical, rather than a theoretical standpoint. Breaking down various situations into numerical components provides a more clear understanding for them. Furthermore, people who are dominant in Numerical Reasoning like to have concrete answers or facts; therefore, they may not be as comfortable with abstract or conceptual terminology.

People who scored similarly are likely to:
- Find dealing with numerical concepts troublesome. Struggles to understand and reason through numerical problems.
- Become intimidated or uncomfortable when presented with a lot of numerical information.

Team Orientation

19%ile - Well Below Average

Having the desire to actively cooperate with coworkers and maintain a team-oriented attitude. Being supportive of others at all levels in the organization and willingly helping coworkers as needed. Remaining tolerant of others and open to their ideas, even when in disagreement.

People who scored similarly are likely to:
- Perceived by others as distant or overly independent.
- Make unilateral decisions and fail to seek group support when it would be beneficial.
- Be comfortable taking action alone when others might be discouraged to do so.
- Not be overly concerned about other's perceptions.
- Not look for consensus or opinions from others.
- Be very self-reliant and comfortable working alone.
- Feel little to no need for support from others.
- Believe one person can perform better, quicker, and more efficiently than a group.
- Strongly prefer working independently.

Development

19%ile - Well Below Average

Seeks opportunities to mentor or coach others. The degree to which one is motivated by helping others improve and develop in their work.

People who scored similarly are likely to:
- Be viewed as less able mentors or coaches.
- Feel that they lack the time, the skill, or the inclination to develop others.
- Believe that developing others is not their responsibility and that individuals should develop themselves.
- Develop others only when repeatedly requested to do so or as part of their managerial duties.
- Share knowledge, experience or skills unwillingly.

Energy

77%ile - Above Average

The internal drive to be active and get things done; to have sustained energy to accomplish work tasks. This includes the ability to work vigorously toward a goal or objective and to work wholeheartedly with constant determination.

People who scored similarly are likely to:
- Pursue their goals enthusiastically.
- Be motivated by situations where there are opportunities to accomplish something every day.
- Prefer to be constantly active and enjoys challenging work.
- Be willing to work hard, preferring a fast-paced, highly productive environment.
- Sustain high levels of energy and remain determined throughout the work day.

Authority

1%ile - Well Below Average

Enjoying and preferring to be dominant over others and in a clear position of authority over them.

People who scored similarly are likely to:
- Be highly reserved when attempting to lead others.
- Avoid situations where they are required to direct the behavior of others, preferring to be directed themselves.
- Feels highly uncomfortable having to control others and are more likely to take a more secondary role.
- Consistently avoid being in control of others.
- Be hesitant to speak out and prefer to look to others for direction.

Initiative

49%ile - Average

Being willing to take action on self-identified job responsibilities and challenges. Refers to the degree to which one jumps into action and seeks out challenges without waiting to be told. It refers to the tendency to be proactive versus doing only what one is told to do.

People who scored similarly are likely to:
- Take action on their own when fully competent and confident in the task.
- Require clarity and support when initially taking on unfamiliar assignments or tasks, often seeking consensus before proceeding.
- Be most comfortable working in an established routine.
- At times need to be directed, but will also move forward under their own direction when goals and directives are defined.

Detail Orientation

93%ile - Well Above Average

Being careful about detail and thorough in completing work tasks. The extent to which one is highly organized, neat, clean, deliberate, and exacting. Refers to the tendency to keep track of a wide variety of details.

People who scored similarly are likely to:
- Enjoy the minutiae of work.
- Be deferred to by others when it comes to issues of quality.
- Take responsibility for ensuring the accuracy of group project work.
- Be recognized by others for their strong work quality.
- Focus on details and be able to commit the time and attention needed to deliver extremely accurate and precise work.

In addition, individuals with extremely high scores may:
- Spend more time on routine or less critical tasks.
- Recheck details when no value can be added to a project.

Dependability

86%ile - Well Above Average

Being reliable, responsible, dependable, and fulfilling obligations. The extent to which one can be counted on to deliver on all promises, to fulfill commitments, and be accountable for results (good and bad). Refers to the tendency to see things through to completion and behave responsibly.

People who scored similarly are likely to:
- Be relied upon to perform well.
- Be able to effectively manage multiple responsibilities simultaneously.
- Take ownership for their work and remain committed to their responsibilities.
- Prioritize tasks effectively, follow through on commitments, and use a proactive approach to solving problems.
- Hold themselves to the highest possible standards.
- Be willing to accept responsibility for the work of others and assumes ownership of individual or group tasks.

In addition, individuals with extremely high scores may:
- Over-commit and take on too much work, resulting in excessive work hours and/or work-related stress.

Situational Judgment

40%ile - Average

The degree to which one is able to analyze typical business problems and determine appropriate courses of action. It refers to "street smarts," or what is often called "common sense," and to the ability to differentiate between effective and ineffective solutions to common problems.

People who scored similarly are likely to:
- Be comfortable coming up with new ways of doing things.
- Be capable of analyzing the situation and deducing reasonable solutions.
- Exercise very good judgment in some, but not all, areas.
- Get most of their decisions right the first time.
- Readily solve moderately complex problems.
- See solutions that others do not.

Development Report

Analytical

How to Develop:

- Overreliance on analysis and data may prove problematic when making decisions that have time constraints. If you have a deadline that you are not confident you can meet, discuss this with a manager who can help you prioritize your analysis in order to accelerate the decision-making process.
- Partner or ask to be partnered with someone who is known to have a holistic view. Listen to their feedback on their ideas. Have them help you review proposals, project plans, etc., to help focus on the big picture.
- Recognize the need to balance analysis with action in order to achieve results. Observe how others who are inclined to be more pragmatic operate. Ask others how they manage risk when making decisions quickly.
- Set priorities and frequently revisit them; look to see that you are spending most of your time resolving or acting upon the higher priority tasks or issues.
- You are very analytical in your approach and are likely to be very attentive to detail, seeking out several options using multiple information sources when making decisions. Be aware of a need to reach a decision efficiently and set deadlines for yourself so that you can move to action.

Numerical Reasoning

How to Develop:

- Your responses suggest that you struggle to solve numerical problems and process mathematical information.
- Surround yourself with people who are proficient at solving numerical problems. Ask them to explain how they came to a conclusion based on the information in front of them and try to replicate that the next time a similar problem arises.
- Ask for quantitative data well in advance of a scheduled team or company meeting. Always give yourself extra time to grasp the meaning and impact of reports. Over time, your level of comfort can improve.
- Identify the most simple mathematical calculations required for your job and start practicing them. By developing the most essential skills first, you will have a solid foundation to build upon.
- Talk to others about the training or education they received in the past. It is possible you may need to take a class or sign up for a training session to focus solely on your math skills for a period of time.

Team Orientation

How to Develop:

- Your responses suggest that you have a preference to work independently, feeling limited need for the support of others. Consider some recent independent work that you did and identify an area where you may not have been entirely confident in your delivery or where having a second or third opinion would have (or did) improve the outcome. Reminding yourself of the value that others offer to improve your own work can give you greater patience to work more successfully in teams.

- When planning a project, ask colleagues to identify how the project will affect other groups and what communications they have had with coworkers in those areas. Ask your team for their suggestions and ideas so everyone is involved. By working in isolation you can sometimes fail to see issues from all angles and may miss potential solutions and the opportunity to build better solutions.

- Be proactive and find opportunities to share your experiences and knowledge with others. For example, encourage group discussions and debate, organize regular updates and meetings. Make it a habit to check in with your coworkers to see how things are going for them. Determine areas where you might be able to leverage your work to help them out.

- To be seen as more cooperative, always explain your thinking and invite others to explain theirs. Generate a variety of possibilities first rather than stake out positions. Be open, allowing others room to customize the situation. Focus on common goals, priorities, and problems. Invite criticism of your ideas. Get more involved in team related work activities; these will help you to understand and appreciate the views and perspectives of colleagues that differ from your own.

- When you are working as part of a team, consider involving others to generate ideas and help in the decision-making process. This may help others to feel that their opinion is important and valued and may foster collaboration. Identify people who you see as working effectively with others at all levels. Talk to them to get ideas on how you might be better able to do this.

Development

How to Develop:

- Seek out and maximize opportunities for growth and development from multiple sources. Make sure you have an accurate picture of others' strengths and weaknesses. With this information you can more accurately tailor development opportunities for others.
- It is important to understand that developing others is the duty of all with any level of responsibility. Time and effort have to be devoted to such activities and development needs to be timetabled and planned.
- Model successful behavior, a high performance work ethic, and constant self-improvement. For many, this form of practical demonstration may provide a strong platform for development.
- Your responses suggest that you do not see yourself as a natural mentor or coach and while seeing the relative importance of learning and development, you may not feel that you have the time, the opportunity, or possibly the skill to truly develop others. Consider which of your experiences may be of interest to others; you may not wish to influence their development but you can share what you have learnt to help them to consider alternatives and avoid making mistakes.
- Remember to coach and mentor others regardless of their performance level. Try to share approaches and skills that will increase capabilities. Help others to identify their key goals and identify key talents which will enable them to reach their goals.

Energy

How to Develop:

- Your responses would suggest that you are highly energetic and vigorous and you prefer to invest a lot of time and effort in your work. Others are unlikely to show such high levels of motivation over time; consider how you can add to their enthusiasm for tasks and goals so that you are not left working alone.
- Make sure that your energy and vitality is focused on results. You obviously make the effort, but you should strive to improve the results. Consider how you reach your goals and look at working smarter rather than harder.
- Monitor your own efficiency and identify distracters or recurring problems that affect your productivity. Then consider ways to reduce or eliminate these problems. Seek help from others if you find it difficult to identify solutions on your own.
- Take account of your work/life balance. Make sure that you are happy with the amount of time and effort that you invest in your work and your home life. If you believe that you are working too much, consider scaling back the time spent while minimizing the effect on your productivity.

Authority

How to Develop:

- Your responses suggest that you prefer to avoid being in control of others. You may be hesitant to speak out and may prefer to look to others for direction. When others are leading, reflect on the responsibility you have as a follower. How can you make a full contribution to shared objectives? For example, could you offer suggestions or communicate risks and issues, in addition to delivering on your commitments?
- Think about projects you are currently working on and about what you may need help on. Ask others for help in an assertive manner by providing clear expectations and ensure a clear understanding of what is needed from them.
- Volunteer to lead a small initiative/project and try to be more direct and assertive when interacting with others. Think about what you may need to do to direct the behavior of others.
- Consider how you feel when placed in a leadership role. Ask colleagues/managers for feedback where you could have been more effective and identify ways to improve your skills to lead others.

Initiative

How to Develop:

- When taking on a new project that is somewhat ambiguous or uninteresting, create an action plan. Break the project down into smaller tasks. Commit to deadlines for completing the tasks outlined in your action plan. Focus on the accomplishment you will feel when the task is complete.
- If you resist taking on a task because you are concerned about doing it perfectly, give yourself permission to be imperfect. Consider which of your standards or preferences could be adjusted or ignored without detriment to the final outcome of your work.
- Review a couple of specific situations in the past when you were highly motivated and driven to achieve tough goals. Compare this to times when you have not been self-motivated or have failed to take initiative. What are the specific circumstances and work environments that make the crucial difference for you?
- Your responses suggest that you tend to move forward under your own momentum once goals and directives have been defined. You are most likely to take action when you feel fully competent and confident in the given task. Others may not be as self-directed so check-in with them regularly if you are dependent on them to deliver work to you.

Detail Orientation

How to Develop:

- Too much attention to detail can hinder efficiency, especially on less critical tasks. Continually consider whether the time you are spending on a task to ensure it is 100% accurate could be better spent on tasks that are more critical to your team or organization.
- Offer to review important reports, proposals, or other documents or project work in order to catch errors or bring up issues no one else may have considered.
- Your responses suggest that you strongly prefer to focus on the details and are able to commit the time and attention needed to deliver extremely accurate and precise work. Acknowledge that others may not be inclined to pay as much attention to detail and that you will need to be clear on your requirements of them, perhaps also allowing time to check their work if you need it to meet very high standards.
- Coach or mentor those who lack the same level of attention to detail that you have in order to improve their own accuracy.

Dependability

How to Develop:

- Try not to overcommit. You like to take responsibility and to be held accountable, but remember to allow others the opportunity to do the same.
- At times you may find it useful to accept that it is not always possible to stick to a task or plan. Be prepared to change your approach. A response may be called for on the spur of the moment.
- Working with colleagues who are less conscientious than you will bring an added perspective to your approach to issues and people. Try to be tolerant of those colleagues who maintain a more flexible and less formal approach to their work. Learn through observation how they go about their work. How might you implement some of these behaviors into the way you work.
- Your responses suggest that you take ownership of your work and are highly committed to your responsibilities. You meet your deadlines consistently and are known for your dependability. Recognize that others may be less disciplined and allow for that in your planning. Also ensure you make your expectations of others clear.
- Try to offer yourself as a coach or mentor for colleagues who seem to have trouble meeting deadlines and commitments. Share with them your work methods and investigate how they can improve their perceived dependability.

Situational Judgment

How to Develop:

- Keep track of your decisions and review them. Was your decision effective? If so, was it the best option or could an alternative been more beneficial? If not, what went wrong and how can you handle similar situations in the future?

- When choosing between alternative courses of action, consider ways to combine the best elements of each alternative.

- Get feedback on the decisions you make. What may be viewed as a good decision by one individual could mean the total opposite to another. By obtaining various perspectives you can better analyze how your decisions affect everyone around you.

- Your responses suggest you can solve some, but not all problems, at work. You may see solutions that work, but are not the best option available. The following development points are offered as guidance.

Follow-Up Questions

If further understanding is needed of the candidate's potential for the job, the following interview questions are recommended. The response scales provide examples of candidate responses that would signify a Below Average (1), Average (3), or Above Average (5) response to that question. **Questions are indicated in bold** and should be read to the candidate. The *response scales are indicated in italics* and **should not** be read to the candidate. Response scales are to help the hiring manager determine an appropriate rating for the candidate.

Analytical

Follow-Up Questions:

Can you tell me about a time when you generated solutions by making sense of complicated information or data?

> *1 - No example or does not rely on data when making decisions. Prefers acting quickly without taking time to gather and interpret complex data.*

> *3 - Gathers, organizes, and interprets moderately complex data from a few sources. Develops solutions based on analysis and factual information. Takes time to investigate and evaluate data before acting.*

> *5 - Gathers, organizes, and interprets complex data from a variety of sources to develop creative solutions. Draws connections between seemingly unrelated information. Able to quickly and critically evaluate numerical information.*

Describe a situation in which you used quantitative analysis, other than financial analysis, to solve a business problem.

> *1 - No example or provides a vague answer. Relies on instinct rather than numerical information when making decisions. Expresses discomfort with numerical analysis.*

> *3 - Specific example of using basic quantitative analysis (e.g. computing averages, interpolation, simple algebra, frequency distributions). Effectively interprets analysis to solve moderately complex problem.*

> *5 - Specific example of using more complicated quantitative analysis (e.g., statistical modeling, operations research). Critically interprets data to solve a complex problem in a creative way. Recognizes any limitations of the data or analysis.*

Numerical Reasoning

Follow-Up Questions:

Describe a numerical analysis that you have undertaken. What information did you use? Walk me through your analysis and decision.

1 - Limited experience with or application of numerical analyses; needed oversight and direction from others to complete the analysis; limited or incorrect conclusions drawn.

3 - Has some experience conducting numerical analyses for limited application.

5 - Has extensive or frequent experience with numerical analyses as part of larger decision-making process.

Can you please describe a task that required you to work with complex numerical data?

1 - No experience; requires oversight and direction in this area, or has only worked with basic data.

3 - Has some experience working with complex information in limited scenarios.

5 - Has extensive or frequent experience working with complex data with minimal or no supervision as part of daily work.

Team Orientation

Follow-Up Questions:

Describe a situation when it was important that you worked as part of a team across different functions within or external to your organization.

1 - Can't OR hasn't had the opportunity. Prefers to work alone. Does not actively look for opportunities to collaborate with others.

3 - Describes working in a small team across two different functions. Coordinates with others to accomplish team goals.

5 - Describes working in a large team across two or more functions. Shares information and creates connections essential to project success. Builds a cooperative spirit among a diverse groups.

Describe a particularly effective team within which you worked.

1 - Can't, has never worked with a team, or previous teamwork was ineffective. Experienced lack of trust and miscommunication. Did not reach team goals.

3 - Describes team which successfully completed projects through teamwork. Members helped one another and communicated important information. Achieved goal of moderate importance.

5 - Describes team where he or she had an active role in facilitating teamwork and achieving success though coordinating efforts. Helped develop high team morale and trust. Achieved team goals of high importance.

Development

Follow-Up Questions:

In your opinion, what is the best way to develop an employee who reports to you?

1 - Describes only formal training OR offers only a very vague answer.

3 - Formal training, on-the-job training, performance feedback. Describes a method or two.

5 - Understands that different people have different motivations and, as a result, uses a wide range of methods to develop others.

Describe a time when you gave a colleague feedback on their performance.

1 - Hasn't OR generalizes; doesn't feel it's their place to give feedback to coworkers: "that's the manager's job."

3 - Provides specific feedback to colleagues when asked or when needed.

5 - Shows initiative to give positive and negative feedback to coworkers in order to improve their abilities.

Energy

Follow-Up Questions:

Describe a situation in the past where your own drive and energy has got you through a project.

1 - Loses focus and motivation when faced with obstacles or challenging assignments.

3 - Generally maintains focus and momentum on main priorities. May get distracted when overwhelmed.

5 - Easily works through obstacles and maintains focus on all priorities. Energized by challenging assignments.

Provide some examples of how you stay focused in difficult or challenging situations in order to meet goals.

1 - Loses focus and motivation when faced with obstacles or challenging assignments.

3 - Generally maintains focus and momentum on main priorities. May get distracted when overwhelmed.

5 - Easily works through obstacles and maintains focus on all priorities. Energized by challenging assignments.

Authority

Follow-Up Questions:

Give me an example of your leadership ability.

> *1 - Does not communicate a clear desire to lead others. Provides an incomplete or inaccurate definition of leadership.*

> *3 - Provides some examples of engaging others and gaining commitment to a common goal.*

> *5 - Creates a loyal following through effective leadership behaviors. Garners lasting support and enthusiasm to exceed goals.*

Describe a position of responsibility over others that you have held.

> *1 - Has limited experience or describes a bad experience of leading others. Fails to motivate and engage others.*

> *3 - Describes a few experiences leading others effectively. Displays comfort in taking ownership and responsibility for group results.*

> *5 - Enjoys leading others and readily welcomes the opportunity to guide others and their development.*

Initiative

Follow-Up Questions:

Give some examples of when you showed initiative at work.

> *1 - Fails to show initiative at work; settles with current workload.*

> *3 - Describes some instances of initiative to address a pressing need.*

> *5 - Continually seeks ways to improve existing systems or processes. Provides multiple examples of leading efforts that benefit the organization.*

Give me an example of when you have proactively taken on new responsibilities.

> *1 - Avoids taking on new responsibilities; waits to be told to do more.*

> *3 - Takes on some additional responsibilities as needed. Proactively asks for new assignments and challenges.*

> *5 - Readily and enthusiastically takes on new responsibilities. Asks to be challenged and proactively seeks ways to grow and develop.*

Detail Orientation

Follow-Up Questions:

Give an example of a time when you had to deliver a project which required attention for detail. How did you ensure your work achieved the standard required?

1 - Cannot answer OR provides vague response. Does not describe ensuring quality by allocating adequate time, peer review or quality checking.

3 - Carefully monitors the details and quality of own work. Seeks a level of accuracy and completeness. Is thorough and accurate in most aspects of work.

5 - Carefully monitors the details and quality of own and others' work. Strives to produce work with no errors. Consistently implements a variety of methods for identify and correcting errors.

Give an example of a time when you were required to ensure the quality and or accuracy of another person's work. What approach did you take and why?

1 - Tolerates many mistakes and/or inaccurate work from others. Failed to describe checks on the quality and accuracy of others' work.

3 - Describes checking the accuracy and quality of people's work and offering suggestions for improving. However, fails to consistently ensure high standards and / or tolerates some mistakes.

5 - Coaches others on the importance of accurate work and strategies for improving work quality. Encourages others to use a variety of methods to identify and correct mistakes. Always carefully monitors accuracy of others' work.

Dependability

Follow-Up Questions:

Describe a piece of work that you took complete responsibility for.

> *1 - Cannot recall OR vague response. Avoids responsibility. Displaces ownership of tasks to others and shows little concern for failing to complete obligations.*

> *3 - Describes piece of work of moderate importance. Takes personal responsibility for putting in the time and effort needed to achieve work objectives.*

> *5 - Describes high impact piece of work they were responsible for. Consistently delivers high quality results. Works diligently with focus and urgency.*

Give me an example of a time when you developed and implemented a consistent, predictable approach to getting the job done.

> *1 - Cannot answer OR provides vague response. Work is inconsistent or late. Does not follow established procedures. Does not value consistency.*

> *3 - Developed a system for a simple job. Delivers consistent results most of the time.*

> *5 - Successfully developed and implemented a systematic approach to accomplish a complex job. Delivers reliable and timely results.*

Situational Judgment

Follow-Up Questions:

Describe the toughest or riskiest decision you ever had to make. What made it so difficult or risky and what did you do?

> *1 - No response or vague response. Risk averse; doesn't like to take risks and avoids tough decisions on their own.*

> *3 - Able to take risks when needed.*

> *5 - Comfortable making tough or risky decisions on critical issues. Describes a clear strategy on how they come to their decisions.*

Tell me about the decision you would most like the chance to re-think before you made it in order to avoid an unfortunate outcome.

> *1 - No or vague example. Doesn't seem to learn much from mistakes; makes excuses. Example given would not fully solve the issue.*

> *3 - Gives example and how they would avoid that outcome the next time.*

> *5 - Gives example, understand how their actions led to an undesirable outcome, and explains how they learned from the situation to avoid making similar mistakes in the future.*