Manager Selector

Candidate: Kris Kantor

Date Completed: Sep 19, 2018

Overall Score: 90%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.

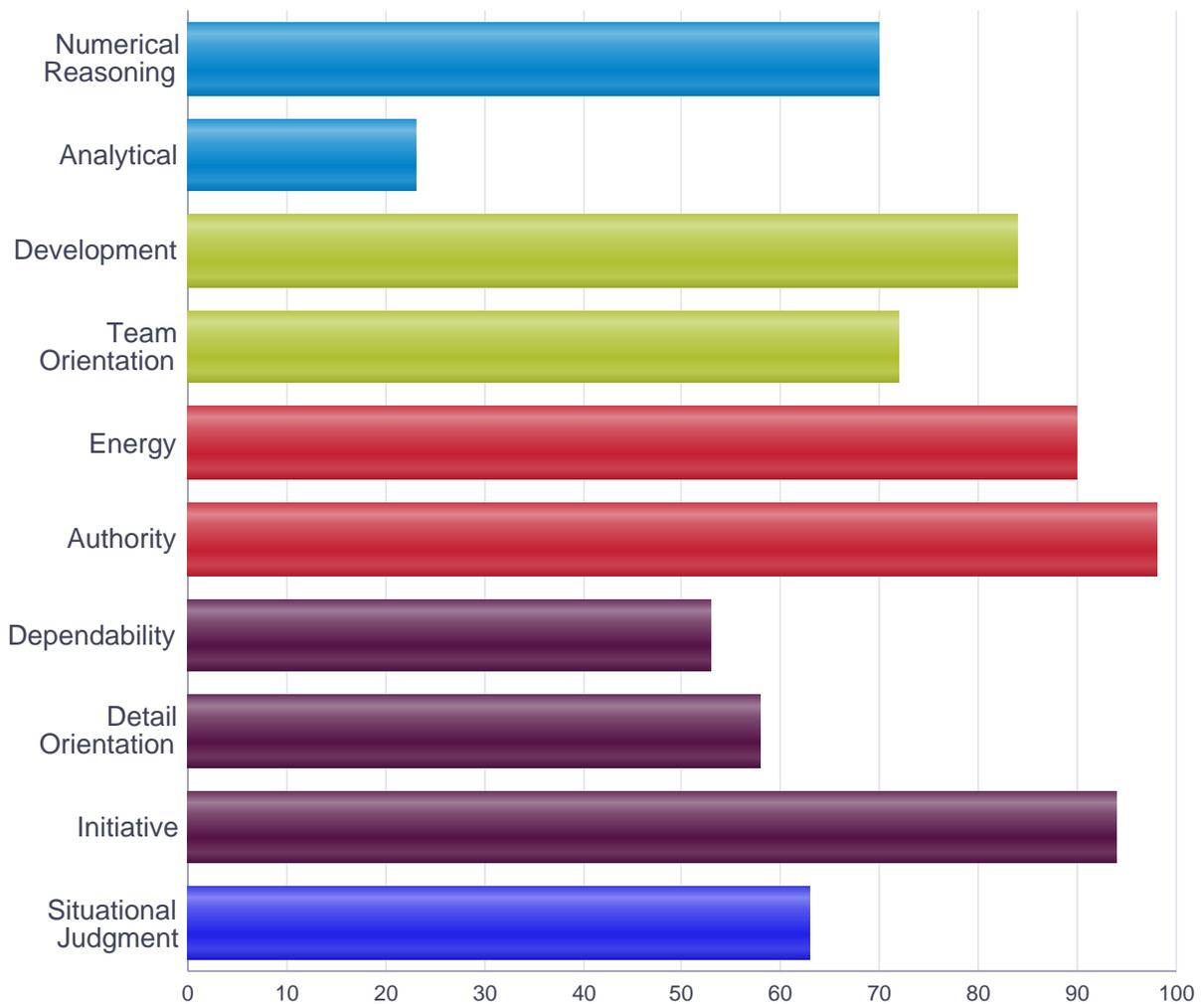| Creating Strategy	Engaging Talent	Inspiring People	Achieving Excellence
Analytical	Team Orientation	Energy	Initiative
Numerical Reasoning	Development	Authority	Detail Orientation
			Dependability

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: 90%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

Numerical Reasoning

70%ile - Above 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:
- Easily understand percentages, ratios, and other various, numerical orders of operation.
- Effectively comprehend quantitative relationships and solve most numerical problems.

Analytical

23%ile - Below 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:
- Rely less on data and facts when problem solving and base important decisions more on insight than logical analysis.
- Be less systematic than most when thinking, planning, and implementing decisions.
- Focus on the main issue and avoid delving into specifics.
- Make decisions using intuitive insights rather than basing their decisions in fact and reason.

Development

84%ile - Well Above 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 seen as an excellent teacher and mentor.
- Spends a considerable amount of time developing others.
- Enjoy sharing their knowledge, experience, and skills with others.
- Have a strong interest in helping others.
- Gain great satisfaction in acting as a role model.

In addition, individuals with extremely high scores may:
- See coworkers who are not focused on development as less engaged.

Team Orientation

72%ile - Above 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:
- Be less comfortable when others are not present to provide advice or feedback.
- Prefer working with others as opposed to working independently.
- Value contributions and suggestions others make, which fosters collaboration.
- Be more comfortable when required to work with support from others.
- Occasionally spend energy and time dealing with differences in opinion amongst team members, resulting in delayed completion of tasks.
- Seek the opinions and support of others.

Energy

90%ile - Well 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:
- Be vigorous and dynamic at work.
- Need to be active and enjoy challenging work.
- Be highly determined and sustain very high levels of energy.
- Work hard and thrive in a fast-paced environment.
- Find motivation in situations where there are opportunities to accomplish something each day.

In addition, individuals with extremely high scores may:
- Need nurturing and management because they can become bored or impatient during periods of low activity.

Authority

98%ile - Well Above 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:
- Seek a position of power and need to control the behavior of others.
- See themselves as taking a leading role and are seen by others as a leader.
- Have a strong tendency to assert themselves and will be seen as a dominant person.
- Take charge of others and want to direct them towards a goal.

In addition, individuals with extremely high scores may:
- Be viewed as overly forceful or domineering.

Dependability

53%ile - 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:
- Assume ownership and responsibility for tasks most of the time.
- Follow through on most commitments.
- Usually take ownership for most of their work but at times seek advice, direction, or support.
- Lose sight of some goals and/or targets.
- Be as reliable as most people, taking ownership for most of their work.
- Hold themselves to most acceptable standards.

Detail Orientation

58%ile - 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:
- Focus sufficiently on their tasks as long as they do not require excessive detail and accuracy.
- Have an average amount of attention to detail.
- See the value of details, but do not obsess about them.
- Find details to sometimes get in the way, but will use and take responsibility for detail in most of their work.
- Enjoy some work requiring focus and accuracy, but will prefer having some tasks that do not require a great amount of attention to detail.

Initiative

94%ile - Well Above 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:
- Effectively start tasks or projects from scratch.
- Seek out ambitious challenges.
- Move decisively into action.
- Be proactive in thought, anticipating problems and taking action to solve them without being told.
- Try new things first and instigate others to action.
- Take action on self-identified job responsibilities.

In addition, individuals with extremely high scores may:
- Push to make things happen and jump into action without a plan.

Situational Judgment

63%ile - Above 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:
- Exercise good judgment across a range of situations.
- Make few errors in judgment on common tasks.
- Possess good common sense that aids in developing effective solutions.
- Quickly figure out what needs to be done (and what should not be done).
- Handle day-to-day problems without extensive thought being required.
- Be sought out as an advisor by others.
- Consider the impact of their actions on others and adjust behavior accordingly.

Development Report

Numerical Reasoning

How to Develop:

- Volunteer to produce the reports or spreadsheets for your group's reporting responsibilities. Use data and numbers to support your ideas or help you make decisions.
- Continue to sharpen your skills through practice and reading publications featuring experts in your field and the latest methods of solving problems you deal with frequently.
- Your responses suggest you are very adept at solving numerical problems. You are able to analyze complex numbers and data.

Analytical

How to Develop:

- Take time to analyze and evaluate situations in greater detail, looking for the subtle ways in which they differ from what you have seen before.
- You prefer to look at the big picture rather than focus on the details. This may mean that you make decisions using your intuition rather than basing your decisions in fact and reason. Observe how others who are inclined to be more analytical operate. Ask them how they balance research and action, to ensure the manage risk and achieve on-time delivery.
- Define the problem. A lack of thorough problem identification can result in solutions that are not well thought out and fail to address the issue adequately. Take time to define what the problem is and is not; then figure out the necessary steps to address it.
- You may benefit from seeking more opportunities to apply a more systematic and methodical approach to problem solving.
- Taking more time to sort through possible issues will possibly be beneficial when making decisions.
- Partner or ask to be partnered with someone who is known to have a strong attention to detail. Listen to their feedback on ideas. Have them help you review proposals, project plans, etc., to fill in details that may have been missed.

Development

How to Develop:

- Use multiple methods for development: coaching, mentoring, classroom, online, books, coursework, and specific assignments to promote and reinforce learning and development. One of the by-products of developing others is gaining satisfaction and stature as a result of their success.
- Your responses suggest that you see yourself as an able coach, teacher and mentor. You are interested in helping others and gain satisfaction in acting as a role model. Recognize that you are not always able to help others; they may be unwilling to accept you support or input. Focus your attention where it can add value and will be appreciated.
- Seek to build a culture of learning and development. Encourage others to think of themselves as professional learners as part of their roles.
- Make sure you have an accurate picture of others' strengths and weaknesses. Get to know what they might need rather than just what you feel you should teach them.
- Ensure that you get ongoing feedback, both in terms of how people are developing and what needs to be done to accelerate any learning. Performance improves with feedback that is provided as close to the event as possible. Feedback should be sought from a range of people.

Team Orientation

How to Develop:

- Your responses suggest you have a strong preference to work with others rather than alone and feel the need to be part of a team. Consider some recent team-based work that you did and identify the specific contribution you made, personally, to the team's output. Reminding yourself of the value that you offer in your own work can give you greater confidence in your ability to work alone successfully.
- On some occasions you may not have the opportunity to work with other people on a particular task or project. How will you be able to cope with this situation? Volunteer to participate in an assignment where you will need to act independently. Evaluate how this makes you feel. Ask those who work independently how they manage such projects.
- To what extent do you consider a team-oriented approach to be an advantage or a disadvantage? Study and understand in which situations this way of working may be helpful or a obstacle. Try to gauge the effectiveness of team work; what has been the impact on time/resources when there have been disagreements or hard feelings? Has everyone contributed evenly, or have there been others who dominate the discussion or do not contribute?
- Teams create an environment of support and propel people toward implementation. A team environment can boost the confidence of individuals, allowing them to do their best work, however it can also slow the process down and create conflict. When planning a project think of those who have a skill in that area and involve those to utilize their skills rather than the whole team.

Energy

How to Develop:

- 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.
- 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.
- 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.
- 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.

Authority

How to Develop:

- You are very likely to take charge and direct others towards a goal. In these cases, consider the particular abilities and strengths of each person you are relying on to deliver work. Be careful not to make assumptions about their abilities, intentions to follow you or their interest in doing so.
- You are very comfortable taking charge, but may be more directive or forceful than others expect or appreciate when you do so. Think about how you can involve others and listen to their ideas and opinions.
- Think about a recent initiative/project that you led and ask colleagues/others you know well for feedback regarding your ability to listen to others while leading them. You may need to balance telling others what to do with giving them the autonomy to make their own decisions.
- Consider how you present ideas to others; you generally have an assertive manner and at times others may not be able to contribute. You may want to listen to others' ideas and opinions.

Dependability

How to Develop:

- Consider what level of commitment and conscientiousness is required on a project-by-project basis. Some will need higher levels of accountability and others will need less due to the fact that each project has different levels of complexity.
- In terms of your personal work responsibilities, it is important to ensure that you do not lose sight of deadlines and implementation issues. Be aware of the impact of these aspects of your behavior on others and on how they may perceive you as a consequence.
- One way of being seen as more conscientious at work would be to consider where there is the possibility for potential crisis. Make management and your colleagues aware of these and have action plans in place to deal with them.
- Your responses suggest that you are as reliable and conscientious as most people and will take ownership for your own work. You can be relied upon to perform and hold yourself to accepted standards. Recognize that others may have different working styles; avoid making assumptions that others will be meet your needs if you do not express them clearly.

Detail Orientation

How to Develop:

- Make a checklist of errors that have occurred in your work in the past and use it in reviewing your work.
- Your responses suggest that you prefer a balance of tasks between those that require a detailed focus and those that can be completed quickly and where accuracy is not as important. Pay particular attention when completing tasks requiring accuracy and precision. Keep track of details, but do not spend too much time on tasks that can be completed quickly.
- Be sure that you are prioritizing the value of tasks appropriately so that you are being detailed on the most important tasks. Prioritize the current tasks that you have and ask for feedback from a colleague or manager on whether you are focusing your time appropriately.
- Find a colleague (or colleagues) who is willing to exchange the responsibility of checking each other's work with you on important tasks or projects.

Initiative

How to Develop:

- Before jumping into action, make sure you can describe a clear link between the action you are about to take and the organization's goals and objectives; doing so will keep you from pursuing your own agenda.
- Although taking swift action can be very positive, there are some situations that demand a more thoughtful and deliberate approach. Ensure that you have adequately analyzed the situation and considered strategic priorities before pushing a solution.
- Be wary of over-committing. Seeking out opportunity to do new things can result in too much to do or too many other things left undone.
- Your responses suggest that you are a proactive individual who independently seeks out ambitious challenges and takes action on self-identified opportunities. Consider how this may be perceived by others. For example, ensure that you do not unintentionally overlook others who may have wanted to explore new challenges, or help you with your opportunities, because they are less overt about their intentions.

Situational Judgment

How to Develop:

- Your responses suggest you are able to effectively solve problems throughout your workday. You exhibit good decision making when situations arise in the workplace.
- Remind yourself to approach each situation as being unique. Though you may face similar situations every day, each instance is likely to have its own set of circumstances. You may have effectively solved a similar problem before, but that does not mean the same solution should be used every time.
- 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.
- Make a list of people whose opinions you respect, and identify the areas of their expertise. When addressing problems outside your realm of expertise, seek the opinions of others with more experience in the area.

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.

Numerical Reasoning

Follow-Up Questions:

Can you give me an example of a time when you interpreted and made decisions based on a large amount of numerical data?

1 - Limited or no experience; required extensive direction and oversight to work with the data; data were used for a very limited or basic application.

3 - Has some experience working with numerical data to solve problems and draw insights.

5 - Frequent and successful use of complex data and formulas as part of regular work.

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.

Analytical

Follow-Up Questions:

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

1 - No example or describes using data ineffectively. Expresses discomfort when working with data. Rarely gathers, integrates, and interprets numerical data to inform decision making.

3 - Describes using somewhat complex numerical information to help complete a task. Integrates and interprets data from a few sources to help solve a problem or make a decision.

5 - Describes gathering and integrating very complex data from multiple sources to complete a task. Synthesizes and interprets information, identifying patterns and relationships in seemingly unrelated data.

Describe your typical analytical style.

1 - Limited analysis or gut decisions. Relies on intuition rather than facts and data when making decisions. Does not critically evaluate information when solving problems.

3 - Somewhat structured approach for gathering, organizing, and analyzing information. Frequently uses data and logic to solve problems.

5 - Systematic approach for gathering, integrating, and interpreting information. Always bases judgments on factual information and sound logic. Critically analyzes data when making decisions or solving problems.

Development

Follow-Up Questions:

Describe a time when you provided coaching to a direct report of yours in order to help prepare them for greater responsibility.

1 - Has not coached OR vague response. Relies on training or others to prepare others instead.

3 - Provides targeted coaching to those about to advance and take on new responsibilities in order to prepare them for the role.

5 - Uses a range of techniques to prepare team to successfully advance onwards; makes themselves available to assist those who have moved on.

How have you served as a mentor to others?

1 - Has not coached OR vague response.

3 - Describes a single coaching method used.

5 - Describes two or more effective coaching techniques with positive outcome.

Team Orientation

Follow-Up Questions:

Describe a time when you pulled coworkers together to accomplish a task.

1 - Can't or has not had the opportunity. Believes tasks can be accomplished individually. Does not see value in others' opinions or help.

3 - Describes working as part of a small team of moderate significance. Communicates team goals. Assists with developing team plan.

5 - Describes working as part of a large team of great significance. Coordinates contributions of team and keeps efforts focused on achieving common goals. Strongly encourages cooperation.

Give me an example of when you have worked effectively as part of a team to complete a work-related task.

1 - Can't or vague response. Prefers to work alone. Does not collaborate with teammates to complete tasks.

3 - Describes working effectively as part of a small team on a moderately significant task. Helps teammates with tasks. Shares information with others.

5 - Describes working effectively as part of a medium to large team on a significant task. Demonstrates enthusiasm for team. Encourages a collaborative team environment.

Energy

Follow-Up Questions:

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.

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.

Authority

Follow-Up Questions:

Describe when you have been in a position of leadership where it was especially important to provide guidance and structure to others.

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

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.

What were the limits of your authority in your (previous or current) job? Can you give me an example of what you did when you encountered a situation outside these limits?

1 - Stays within primary job responsibilities; does not feel comfortable establishing authority over others.

3 - Can take on additional responsibilities and authority if needed. Exercises good judgment and gets results when operating outside of established role.

5 - Successfully accomplishes tasks and assignments outside of given role. Comfortably operates with added responsibility and authority and achieves positive results.

Dependability

Follow-Up Questions:

How do you demonstrate to others that you accept responsibility for the objectives that you have been given? Give an example.

1 - Not sure OR vague response. Rationalizes or makes excuses when unable to follow through and fulfill commitments. Finishes work assignments behind schedule or fails to complete tasks that she/he begins.

3 - Asserts commitment to honoring personal commitments and meeting deadlines. Offers clear examples but lacks detail with regard to expectations, priorities, deadlines and/or quality.

5 - Describes taking ownership and responsibility AND gives a clear example of an important task. Sets clear expectations of self with regard to priorities, deadlines, and quality. Honors all commitments to others.

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.

Detail Orientation

Follow-Up Questions:

Describe what you do to ensure that you are accurate in your work.

1 - Does nothing OR vague response. Does not look at the details of ones' work. Produces work with many errors.

3 - Double checks all work. Expresses concern that work is completed correctly, thoroughly, and precisely. Implements one process to identify and correct errors.

5 - Double-checks own work AND has someone else review their work. Designs, documents, and implements a variety of methods to ensure accuracy of details in own work and work of others.

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.

Initiative

Follow-Up Questions:

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.

Describe a time when you took independent action to meet organizational goals or objectives.

1 - Relies on others to initiate action to reach organizational goals.

3 - Understands the need to align actions with organizational goals. Strives to improve the organization by taking initiative.

5 - Continually seeks ways to improve the organization. Provides multiple examples of showing initiative to drive organizational objectives.

Situational Judgment

Follow-Up Questions:

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.

Tell me about the most creative solution to a problem that you have come up with.

1 - No example or vague response. Hasn't had a situation requiring creative thinking, or uses typical solutions to problems.

3 - Relates a creative solution to a problem.

5 - Gives a unique solution to a problem and demonstrates a creative thought process.