

Succeed Report

Marketing Manager

Completed Assessment for: Green Cross Health CFO
 on 4/16/2019



2.3
 POOR

Top 3 Competencies

3.1

Resilience

The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

2.8

Driving Results

The extent to which one ensures goals are met through support and accountability.

2.7

Innovation

The extent to which one produces and promotes new ideas; pushes the business and industry ahead with new ways of approaching work, products, or services.

Key Insights

Job Match



LEADING CHANGE

COMPETENCY MATCH

A measure of behavioral traits and their impact on the key competencies for the role



The Definition

The extent to which one leads the successful implementation of new business practices or ideas.

ENGAGING COMMUNICATION



The Definition

The extent to which one engages others and inspires action through communication.

DRIVING RESULTS



The Definition

The extent to which one ensures goals are met through support and accountability.

INNOVATION



The Definition

The extent to which one produces and promotes new ideas; pushes the business and industry ahead with new ways of approaching work, products, or services.

MAKING SOUND DECISIONS



The Definition

The extent to which one makes sound decisions in a timely and confident manner.

PLANNING AND ORGANIZING



The Definition

The extent to which one engages in logical and systematic thinking to develop meaningful plans for executing goals.

RELATIONSHIP
MANAGEMENT



The Definition

The extent to which one builds and maintains meaningful and positive connections with others inside or outside of the organization.

RESILIENCE



The Definition

The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

INFLUENCING



The Definition

The extent to which one convinces others to take a specific position or action through the effective communication of ideas.

LEADING CHANGE



The extent to which one leads the successful implementation of new business practices or ideas.

- Criticism Tolerance - May dislike feedback and resist making adjustments, even when the changes would be more effective.
- Follow Through - May not follow up to ensure others are making the right changes for success.
- Multitasking - Is likely motivated by managing unpredictable and constantly changing environments; should lead others to adapt well through change initiatives.
- Realistic Thinking - May be idealistic when leading change; may push forward changes without considering their practical implications.
- Work Intensity - Is likely to effectively energize and inspire others when leading change.

Criticism Tolerance



The Definition
The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

Key Insight Narrative
Criticism Tolerance - May dislike feedback and resist making adjustments, even when the changes would be more effective.

Follow Through



The Definition
The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

Key Insight Narrative
Follow Through - May not follow up to ensure others are making the right changes for success.

Multitasking



The Definition
The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a time.

Key Insight Narrative
Multitasking - Is likely motivated by managing unpredictable and constantly changing environments; should lead others to adapt well through change initiatives.

Realistic Thinking



The Definition
The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

Key Insight Narrative
Realistic Thinking - May be idealistic when leading change; may push forward changes without considering their practical implications.

Work Intensity



The Definition

The extent to which individuals work hard to accomplish many things quickly as opposed to working methodically or at a less hurried pace.

Key Insight Narrative

Work Intensity - Is likely to effectively energize and inspire others when leading change.

ENGAGING COMMUNICATION



The extent to which one engages others and inspires action through communication.

- Assertiveness - May dominate conversations and may not always listen to the concerns and suggestions of those involved.
- Interpersonal Insight - Makes a concerted effort to understand the styles and preferences of target audiences and adjusts the content and delivery of messages accordingly.
- Multitasking - May become distracted and not fully pay attention when communicating with others.
- Positive View of People - Is naturally skeptical of others; may come across as less trusting or convey a 'prove it to me' attitude.
- Sociability - May have difficulty establishing rapport with others, and may be perceived as unapproachable.

Assertiveness



The Definition

The extent to which individuals take the initiative with people or situations, rather than allowing others to take the lead.

Key Insight Narrative

Assertiveness - May dominate conversations and may not always listen to the concerns and suggestions of those involved.

Interpersonal Insight



The Definition

The extent to which individuals are aware of or "tuned in" to others' feelings, motivations, and behaviors.

Key Insight Narrative

Interpersonal Insight - Makes a concerted effort to understand the styles and preferences of target audiences and adjusts the content and delivery of messages accordingly.

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Key Insight Narrative

Multitasking - May become distracted and not fully pay attention when communicating with others.

Positive View of People



The Definition

The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

Key Insight Narrative

Positive View of People - Is naturally skeptical of others; may come across as less trusting or convey a 'prove it to me' attitude.

Sociability



The Definition

The extent to which individuals seek out and enjoy social interactions as opposed to a preference for being alone or one-on-one interactions.

Key Insight Narrative

Sociability - May have difficulty establishing rapport with others, and may be perceived as unapproachable.

DRIVING RESULTS



The extent to which one ensures goals are met through support and accountability.

- Detail Interest - May overlook important details and may have difficulty when a situation requires focusing on specifics.
- Follow Through - May be inconsistent when working on tasks and may leave important items unfinished.
- Multitasking - Is likely to thrive in an environment with multiple work demands; is able to efficiently switch between tasks to ensure results are achieved.
- Process-Focused - Tends to be disorganized and may not take the time to sufficiently plan before moving to action.
- Realistic Thinking - May be imaginative and idealistic which could impact the ability to focus on executing tasks and obtaining tangible results.
- Work Intensity - Is likely to demonstrate a sufficient level of urgency in completing work efficiently.

Detail Interest



The Definition

The extent to which individuals enjoy engaging in detail-oriented tasks as opposed to disliking them.

Key Insight Narrative

Detail Interest - May overlook important details and may have difficulty when a situation requires focusing on specifics.

Follow Through



The Definition

The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

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Process-Focused



The Definition

The extent to which individuals prefer to be organized and structured in the way they work, rather than taking a less methodical approach.

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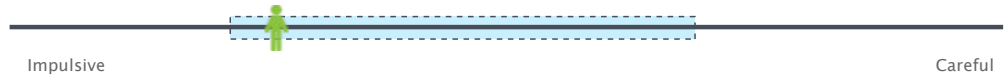
INNOVATION



The extent to which one produces and promotes new ideas; pushes the business and industry ahead with new ways of approaching work, products, or services.

- Cautious Thinking - Appears capable of taking risks that can lead to innovative change.
- Criticism Tolerance - May appear sensitive to criticism and may have difficulty letting go of ideas or readjusting with feedback.
- Multitasking - May be so busy managing multiple demands that little time is allotted to innovate.
- Objective Thinking - Is capable of balancing intuition with facts when generating new ideas or considering possibilities.
- Realistic Thinking - May be idealistic when generating solutions and less concerned with the practicality or feasibility of implementation.
- Reflective Thinking - May, at times, support ideas or make recommendations without properly understanding the underlying issues.
- Work Intensity - May be too quick to take action on innovative ideas that have not been fully fleshed out.

Cautious Thinking



The Definition

The extent to which individuals have a deliberate and serious style when deciding on a course of action as opposed to making decisions quickly.

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Objective Thinking



The Definition

The extent to which individuals view information and situations factually, as opposed to viewing situations from a more personal frame of reference.

Key Insight Narrative

Objective Thinking - Is capable of balancing intuition with facts when generating new ideas or considering possibilities.

Realistic Thinking



The Definition

The extent to which individuals draw from past experience and are practical, as opposed to being imaginative, wishful thinkers.

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Realistic Thinking - May be idealistic when generating solutions and less concerned with the practicality or feasibility of implementation.

Reflective Thinking



The Definition

The extent to which individuals thoroughly consider and seek out information, as opposed to being comfortable acting with limited information.

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Reflective Thinking - May, at times, support ideas or make recommendations without properly understanding the underlying issues.

Work Intensity



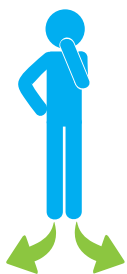
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MAKING SOUND DECISIONS



The extent to which one makes sound decisions in a timely and confident manner.

- Cautious Thinking - May take unnecessary risks when making decisions.
- Criticism Tolerance - May appear sensitive or defensive when decisions are questioned.
- Detail Interest - May fail to consider details before making decisions.
- Follow Through - May not follow up with key stakeholders to ensure alignment when making decisions.
- Objective Thinking - Should balance facts with intuition before drawing conclusions.
- Realistic Thinking - May overemphasize possibilities that sound good in theory but are impractical in reality.
- Reflective Thinking - May miss extenuating circumstances or long-term consequences of decisions by not probing beyond surface issues.
- Work Intensity - Prefers a fast work pace; should appreciate the value of making sound decisions quickly to move the business forward.

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PLANNING AND ORGANIZING



The extent to which one engages in logical and systematic thinking to develop meaningful plans for executing goals.

- Cautious Thinking - May not consider needed steps, resources or potential impact before moving forward.
- Detail Interest - May overlook details when putting plans in place.
- Follow Through - May struggle closing out tasks during the planning and prioritization process.
- Process-Focused - May not emphasize process and structure when planning work.
- Realistic Thinking - May focus on how things could be or should be rather than on practical considerations during the planning process.
- Work Intensity - Should be comfortable maintaining an intense pace to achieve objectives and will strive to produce more than expected.

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RELATIONSHIP MANAGEMENT



The extent to which one builds and maintains meaningful and positive connections with others inside or outside of the organization.

- Accommodation - Is likely to be overly concerned with personal goals and objectives, even when collaboration would be more appropriate.
- Criticism Tolerance - Should generally be able to interact with others without becoming excessively defensive or sensitive.
- Optimism - May convey a pessimistic or negative outlook, inhibiting the development of meaningful business relationships.
- Sociability - May avoid social situations which will likely inhibit building relationships.
- Social Restraint - Is likely to be expressive and will be perceived as genuine, which may facilitate relationship building.

Accommodation



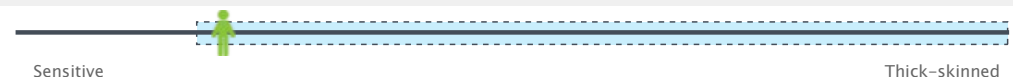
The Definition

The extent to which individuals place more emphasis on accommodating the needs of others as opposed to prioritizing their personal needs.

Key Insight Narrative

Accommodation - Is likely to be overly concerned with personal goals and objectives, even when collaboration would be more appropriate.

Criticism Tolerance



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The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

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Optimism



The Definition

The extent to which individuals have an optimistic and positive outlook under most work circumstances as opposed to being concerned about what could go wrong.

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Sociability



The Definition

The extent to which individuals seek out and enjoy social interactions as opposed to a preference for being alone or one-on-one interactions.

Key Insight Narrative

Sociability - May avoid social situations which will likely inhibit building relationships.

Social Restraint



The Definition

The extent to which individuals are highly self-controlled when engaging with others as opposed to being less restrained and carefree.

Key Insight Narrative

Social Restraint - Is likely to be expressive and will be perceived as genuine, which may facilitate relationship building.

RESILIENCE



The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

- Accommodation - Should be comfortable letting others know when they are overloaded; is unlikely to overcommit to deadlines.
- Criticism Tolerance - May tend to take feedback personally; may not recover quickly from criticism.
- Optimism - May be overwhelmed by challenging situations and may worry unnecessarily.
- Realistic Thinking - Tends to be idealistic and impractical in managing stress.
- Reflective Thinking - Is likely to resolve issues without identifying and understanding the root cause.
- Social Restraint - Is likely to express frustration appropriately and vent in a healthy manner.

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Social Restraint



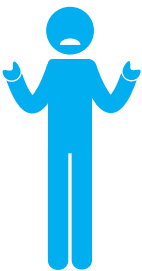
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Key Insight Narrative

Social Restraint - Is likely to express frustration appropriately and vent in a healthy manner.

INFLUENCING



The extent to which one convinces others to take a specific position or action through the effective communication of ideas.

- Accommodation - May have a strong desire to push ideas forward without placing enough consideration on the needs of others, which may be perceived as too one-sided.
- Assertiveness - Is comfortable voicing opinions and displaying a confident attitude to convince others to adopt a course of action.
- Follow Through - May not consistently follow up with others to ensure buy-in of new ideas.
- Sociability - May not take the time to build relationships which may impact the ability to influence and understand the needs of others.
- Social Restraint - May be overly expressive and share too much information, which could hinder the ability to influence others.

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ANDREA SAMPLE

Green Cross Health CFO

abainnz@gmail.com

Interview Date: _____

OPENING QUESTIONS

1. Please tell me about your work history. How has your previous work experience prepared you to take on the challenges of this role?

2. Tell me about what attracted you most to this position. What prompted you to apply for this job?

3. Describe your ideal work environment. In what type of work culture do you feel you perform best?

4. We all have preferences when it comes to supervisory style and the type of manager with whom we work most effectively. What type of oversight and interaction do you prefer from a manager? Why do you feel this helps you work most effectively?

COMPETENCY QUESTIONS

LEADING CHANGE

Think of a time when you had to help lead a change initiative in your organization or area. What actions did you take to ensure that the change was implemented and working as expected? What resulted from your actions?

ANSWER:

Describe a time when you anticipated the need for a change in your company. How did you realize that the change was necessary and how did you proceed? What was the result?

ANSWER:

ENGAGING COMMUNICATION

Tell me about a situation where you had to vary your communication approach according to the audience that you were addressing and the type of information you were sharing. What was the situation? What did you do? How did you determine whether your approach was effective?

ANSWER:

Tell me about a time when you had to facilitate a group discussion in order to clarify issues and/or establish strategic direction. What was your approach? What was the outcome?

ANSWER:

DRIVING RESULTS

Tell me about a time when you had to lead a group in accomplishing a specific goal. How did you ensure that the goal was met? Were there any barriers? What did you do? What was the result?

ANSWER:

Sometimes in spite of our best efforts, work projects don't go as smoothly as we would hope. Tell me about a time when you were leading a challenging project, and it was hindered by a barrier or setback. How did you handle the obstacle? What was the outcome?

ANSWER:

INNOVATION

Give me some examples of your most innovative business ideas. What were they and what issue(s) did they address?

ANSWER:

Tell me about a time when you generated an innovation or idea that was ultimately unsuccessful. What was the situation? Why didn't the idea work? What lesson did you take away from the experience?

ANSWER:

MAKING SOUND DECISIONS

Describe a time when you had an important decision to make, but had several alternatives to choose from. What criteria went into your decision? What was the result?

ANSWER:

Tell me about a time when you implemented a solution to a problem and then discovered later that the problem was not fixed. What actions did you take? What was the result?

ANSWER:

PLANNING AND ORGANIZING

Tell me about a recent time when you had to plan a project or some work you had been assigned. What was the assignment or project? Describe your approach.

ANSWER:

Tell me about a project that you were responsible for planning that did not go as smoothly as you would have liked. What did you do? If you could redo the planning of the project, what would you do differently?

ANSWER:

RELATIONSHIP MANAGEMENT

Give me several examples of important business relationships you have developed with people from other parts of your organization or with people outside the organization that have helped you to meet your business objectives.

ANSWER:

What is your strategy for developing business relationships? How do you go about developing these relationships? What do you do to sustain and maintain them over time?

ANSWER:

RESILIENCE

Describe a stressful situation at work that you experienced. What was the situation? How did you react to it? How did this impact your work performance?

ANSWER:

Tell me about the last significant setback you had at work. What was the situation? What happened? How did you react?

ANSWER:

INFLUENCING

Have you ever had to persuade a coworker or manager to accept an idea that you knew they would not like? What was the issue? How did you go about convincing them? How successful were you in getting them to change their mind?

ANSWER:

Tell me about a recent work experience when you tried to persuade a colleague or customer of something and were unsuccessful. What was the situation? What did you do? What would you do differently next time?

ANSWER:

FOLLOW-UPS

For the following competency(ies): **Influencing, Relationship Management**, the individual scored **below** the match area for Accommodation. Tell me about a time when you had to respond to a request that seemed unreasonable. What was the request? How did you respond?

(Listen for an attempt to meet the need to the best of their ability.)

For the following competency(ies): **Engaging Communication**, the individual scored **above** the match area for Assertiveness. When you are working as part of a team, what is your style in interacting with others? Do you try to 'go with the flow' or take the lead? How do you think your approach impacts the team dynamics? Have you received any positive or constructive feedback on your interpersonal style?

(Listen for an ability to get along smoothly with others, and to exert influence without coming across as a poor listener.)

For the following competency(ies): **Making Sound Decisions, Planning and Organizing**, the individual scored **below** the match area for Cautious Thinking.

Tell me about a time when you took a risk at work and it paid off. What about a time when you took a risk that you later regretted? How did those experiences influence your approach to decisions going forward?

(Listen for indications of wisdom and maturity in the individual's decision-making process.)

For the following competency(ies): **Innovation, Leading Change, Making Sound Decisions, Resilience**, the individual scored **below** the match area for Criticism Tolerance.

Tell me about a past situation in which you felt criticized by a supervisor, coworker or group leader. What were the circumstances? How did you respond?

(Listen for sensitivity or defensiveness to criticism.)

For the following competency(ies): **Driving Results, Making Sound Decisions, Planning and Organizing**, the individual scored **below** the match area for Detail Interest.

Tell me how you feel about working with details. Give me examples from your previous jobs of details you think were important and others you thought were unimportant. How did you decide which to pay attention to?

(Listen for a tendency to overlook or avoid the tedious or mundane details that may be important for the role.)

For the following competency(ies): **Driving Results, Influencing, Leading Change, Making Sound Decisions, Planning and Organizing**, the individual scored **below** the match area for Follow Through.

Tell me about a time when you were not able to complete a project on time. What was the situation? What did you do? What was the outcome?

(Listen for a tendency to miss deadlines and not hold self/others accountable.)

For the following competency(ies): **Engaging Communication, Innovation**, the individual scored **above** the match area for Multitasking. What type of work do you like? Do you like variety or consistency? Would you rather focus on one task or do several at the same time?

(Listen for a tendency to become easily bored or uninterested in the work.)

For the following competency(ies): **Relationship Management, Resilience**, the individual scored **below** the match area for Optimism.

Describe a situation in which you were frustrated by the obstacles you faced when trying to achieve an important goal at work. What caused the frustration? How did you handle it?

(Listen for an ability to persist in the face of difficulty and not let negative thoughts impact work performance.)

For the following competency(ies): **Engaging Communication**, the individual scored **below** the match area for Positive View of People. What is your general approach in building work relationships with others? Are you inclined to give people the benefit of the doubt or develop relationships very slowly over time, where you gradually come to trust someone? What work experiences have led to this point of view?

(Listen for a tendency to be skeptical or suspicious of others, rather than trusting and being open to others.)

For the following competency(ies): **Driving Results, Planning and Organizing**, the individual scored **below** the match area for Process-Focused.

Describe a situation that illustrates the kind of techniques that you use to stay organized and focused in your own work.

(Listen for an ability to keep work organized.)

For the following competency(ies): **Driving Results, Innovation, Leading Change, Making Sound Decisions, Planning and Organizing, Resilience**, the individual scored **below** the match area for Realistic Thinking.

Tell me about a time when you came up with a great idea, but it was met with resistance or did not turn out to be successful once implemented. What was the idea? Why do you think it went the way it did?

(Listen for a tendency to be a dreamer rather than a practical thinker. Do they come up with ideas that are not practical or are too far-flung to be implemented?)

For the following competency(ies): **Innovation, Making Sound Decisions, Resilience**, the individual scored **below** the match area for Reflective Thinking.

Tell me about a time when you failed to recognize or see the long-term impact of a decision. What happened? What was the result?

(Listen for an ability to consider the long-term effects of a decision.)

For the following competency(ies): **Engaging Communication, Influencing, Relationship Management**, the individual scored **below** the match area for Sociability.

Tell me about work situations where it is easy for you to initiate conversation with people and those where it is difficult. What makes these situations different? How does this impact your approach to interacting with others?

(Listen for the ability to engage others socially when needed.)

For the following competency(ies): **Influencing**, the individual scored **below** the match area for Social Restraint.

In your past jobs, tell me about situations when you became angry or upset with another person. What upset you? How did you respond? What was the result?

(Listen for the self-discipline to handle the situation tactfully and appropriately.)

For the following competency(ies): **Innovation**, the individual scored **above** the match area for Work Intensity.

What is your ideal work pace? Do you prefer to have a lot going on, or for things to proceed at a steady, deliberate pace? Have you received any feedback from others on your ability to work quickly versus slowing down and getting every detail right? What have others observed?

(Listen for a tendency to work with high intensity, perhaps to the point that details are missed or things have to be reworked a second time. Is the individual capable of balancing speed with accuracy?)