
Candidate:

Ali Example

Date of Report: 11.07.11

Assessment Completed: **Date Completed:**

Dimensions 01.07.11



Introduction

In recent years Equilibrium has experienced rapid growth and success, thanks in part to the contribution of our employees, all of whom are passionate about the environment and have the energy and drive to succeed. As the need for sustainable energy technologies and solutions grows, so does our search for talented individuals who share our vision and lead the business into the future.

The sustainable success of our business and the delivery of our future strategy depends on our ability to identify and develop talented future leaders. The Equilibrium Leadership Framework describes the qualities important for effective leadership in our organisation.

Dimensions is an online personality assessment system for assessing key personality attributes in relation to work and this report helps us to identify an individual's leadership potential in Equilibrium. This report is well researched and scientifically validated, but it is not infallible, therefore be careful of making judgements purely based on the report without discussing it with the individual. This report can be used to help recruitment decisions and be used to support coaching conversations.

At Equilibrium we value people who:	
Deliver	At Equilibrium we value people who take responsibility, get things done and fulfil promises. Delivery also means being decisive and occasionally taking appropriate risks, ensuring that we stay ahead of the competition.
Analyse	We are at the forefront of scientific development and we'll stay there by ensuring that we are thorough in our analysis of problems and opportunities. We need people who weigh up options and are comfortable dealing with complexity. Being analytical is about mindset as well as pure ability.
Strategise	We need to keep an eye on the 'big picture' and this doesn't just apply in the boardroom. We value people who understand the consequences of their actions and decisions, and who understand where their work fits into the achievement of our broader goals.
Maintain focus	Things don't always run smoothly and we value the ability to bounce back from setbacks and see positives in situations. It's also important to manage our emotions so that we don't negatively impact on others even if we are feeling under pressure.
Nurture relationships	At Equilibrium we achieve success through working together as one team. It is important to be able to build and maintain relationships. Success here means striking a good balance between listening and consulting, whilst not stepping away from making our point and debating when appropriate.
Manage people	People who manage projects or functional teams do so through motivating, energising and coaching people in their teams.

Profile chart

<p>Avoids rigid adherence to deadlines, preferring to work at a leisurely pace; seeks a good work-life balance and dislikes being involved in competitive situations</p>	<p>Deliver</p> <p>2 4 5 6 7 8 9 10</p>	<p>Demonstrates integrity to others by honouring promises, deadlines or commitments; has a high level of stamina and gets things done; thrives on competition and is motivated by a drive to succeed and stay ahead of the competition</p>
<p>Takes an intuitive approach to problem solving; may be less comfortable analysing complex sources of information</p>	<p>Analyse</p> <p>1 2 3 4 5 6 8 10</p>	<p>Confident and thorough in analysing complex problems and opportunities, able to see pros and cons to arrive at appropriate solutions</p>
<p>Focuses on the key presenting issues that need to be addressed, without taking account of broader organisational goals and seeks input from a narrow range of sources</p>	<p>Strategise</p> <p>1 2 3 4 6 8 9 10</p>	<p>Focuses on the 'big picture' to develop strategies to achieve Equilibrium's broader goals; understands different perspectives on complex issues and is aware of wider strategic imperatives and how their work fits into them</p>
<p>Takes more of a realistic than optimistic approach and takes time in coming to terms with setbacks; is capable of showing frustration and expressing this openly</p>	<p>Maintain focus</p> <p>1 2 3 5 7 8 9 10</p>	<p>Sees positive aspects of a situation and bounces back quickly from setbacks; retains composure even in emotionally charged situations so as not to negatively impact on others</p>
<p>Can work independently, does not need to refer to others; will shy away from engaging in debate</p>	<p>Nurture relationships</p> <p>2 4 5 6 7 8 9 10</p>	<p>Takes the initiative in building, maintaining and nurturing relationships; takes a consultative approach and listens to others perspectives, but is able to take a strong position in an argument where necessary</p>
<p>Prefers following to leading, leaving others to their own devices and avoids getting involved with other people's problems</p>	<p>Manage people</p> <p>1 2 3 4 6 8 9 10</p>	<p>Enjoys having responsibility for others and devotes time to motivating, energising and coaching people in their team</p>

Competency-based interview guide

The following section provides a competency-based interview derived from the candidate's responses to Dimensions. In each case the extent to which a competency is a likely strength is highlighted along with example behaviours.

The competency-based interview will last for 1 hour. During the competency-based interview, please use both of the questions provided per competency. Space for taking notes is provided on each page.

When you have completed the interview, please rate the responses provided by the candidate from 1 to 4 as follows in relation to the level required for the role. These scores should be logged in the final summary sheet at the end of this report.

Overall competency rating	
1	The individual is likely to demonstrate few positive behaviours associated with this competency. This area is therefore a clear development priority for the individual
2	The individual is likely to demonstrate some positive behaviours in this area, but there may be scope for development in this competency
3	The individual is likely to demonstrate positive behaviours most of the time in this area
4	The individual is likely to consistently demonstrate positive behaviours and may mark themselves out to be a role model for this competency at Equilibrium

Delivery

In order to remain a world leader in the provision of sustainable energy, we have to be driven to succeed and often have to make rapid decisions with little information. Do you ever find it difficult to take decisions quickly?

- Have you ever missed an opportunity because you couldn't decide quickly enough?
- What were the consequences of the decision?
- Do you think it is generally better to be "safe than sorry"?

NOTES

We pride ourselves on having strong integrity and fulfilling our promises; have you ever failed to keep a promise or commitment?

- Tell me more about it.
- How did this make you feel?
- Was it a promise you shouldn't have made?

NOTES

Analyse

Analysing complex information and employing problem solving techniques is crucial for our leaders; what problem solving techniques are you familiar with?

- Which do you find most useful?
- When have you ever failed to solve a problem?
- What was the main cause of this failure?

NOTES

Can you tell me about a time you have had to solve a complex problem?

- What steps did you take to gather the relevant information needed to solve this problem?
- What were the main issues you faced?
- What was the outcome?

NOTES

Strategise

Keeping abreast of wider organizational goals at Equilibrium is something that employees at all levels of the company should be doing. Can you tell me about how you keep abreast of wider issues?

- Can you tell me about a time when this has benefited you?
- Have you ever made a mistake by over-simplifying a problem or situation?
- How do you think your work contributes to organizational strategy / goals?

NOTES

Do you tend to prefer work of a strategic importance, rather than tactical or day-to-day issues?

- Can you tell me about a time when this has had a positive impact on your work?
- Are there any disadvantages to working in this way?
- What are they?

NOTES

Maintain focus

At Equilibrium we often work under pressures and have to deal with setbacks. Can you describe a recent example where things have not gone your way at work?

- How did you feel about this?
- How long did it take you to recover?
- How could you have bounced back quicker?

NOTES

Under stressful conditions, how do you manage your emotions at work?

- Do you think this is a successful coping strategy?
- Can you think of an example of a time where you have openly expressed your frustrations at work?
- What effect did this have on others?

NOTES

Nurture relationships

Equilibrium places a strong emphasis on team work and good relationships. What types of people do you find it difficult to build relationships with?

- Why those people in particular?
- Has this ever had an impact on a project or task you have worked on?
- How do you ensure that you are able to successfully work with people with such people?

NOTES

Tell me about the most recent time you have really listened to what someone had to say

- What did you understand from this?
- How would you persuade someone to come round to your point of view?
- How often do you let yourself be swayed by what other people think?

NOTES

Manage people

As a leader at Equilibrium you will have responsibility for a team. Can you tell me about a time when you have had to coach others?

- How did you motivate and energise them?
- What do you think they got out of it?
- What do you find most difficult about coaching others?

NOTES

Can you give me an example of a time when you have supported someone through a difficult situation?

- What did you do?
- What was the result?
- How comfortable do you feel supporting and devoting time to developing others?

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Competency-based interview summary

Competency	Rating
Deliver	
NOTES	
Analyse	
NOTES	
Strategise	
NOTES	
Maintain focus	
NOTES	
Nurture relationships	
NOTES	
Manage people	
NOTES	