



Sample Report

Mid Level Manager - Sample

Report Generated On 6th August, 2021

1. Overview

Introduction:

This assessment/development center process focused on behaviors most applicable to your performance and was designed to capture many of the important characteristics of your role. The scenarios provided to you were neutral in nature to ensure a level and fair playing field for all participants. Inputs gathered from all exercises were used to gauge your performance. This feedback report focuses on your overall performance in all the tasks presented, rather than on "right or wrong" responses.

Report Content:

This report contains feedback on your performance on all the exercises you attempted. It showcases score descriptions along with your strengths and areas of improvement on competencies identified as imperative for success.

2. About the report

2.1. How to read the report?

- A. The integrated rating on the Product Demo competencies has been arrived at by taking into account data gathered by all the tools. However, it is likely that you demonstrate a behavior as an area of strength through one tool and as an area of development through another. For example, while a person may have a preference to plan and prioritize, he/she may not actually demonstrate planning and prioritization. Such differences provide valuable data and should be factored in while planning development pathways and journeys.
- B. We recommend that you review this report and reflect on the development priorities highlighted in it. This should help bring sharper clarity on the development areas that you should focus on. The objective is for you to continue leveraging your strengths and building on them, while being cognizant of your development needs. Your development journey or pathway should be based on your personal aspirations and the key focus areas highlighted within this report.
- C. The section titled 'Individual Development Plan' will help in planning the development journey or pathway. This can be filled based on the results of this exercise.
- D. Based on the competencies and behaviors assessed, this report uncovers facets that are your strengths, as well as areas which you need to develop. These competencies and behaviors are measured on a 5 point scale which is described as follows:

Score	Description	Scoring Scale	Scoring Description
1	Least Effective Behaviors	Novice	A Novice is relatively new to learning and demonstrating this competency
2	Least Effective Behaviors	Practitioner	A Practitioner is an advanced beginner in demonstrating this competency
3	Moderately Effective Behaviors	Competent	A Competent performer demonstrates sufficient knowledge and skills related to this competency
4	Most Effective Behaviors	Proficient	A Proficient Performer is sufficiently qualified and equipped to demonstrate this competency
5	Most Effective Behaviors	Expert	An Expert demonstrates advanced understanding and application of knowledge related to this competency

2.2. Tools used to assess competencies

- PA

Psychometric Assessment
- CTA

Critical Thinking Assessment
- M

ManageFirst

Competencies VS Tools	PA	CTA	M
Driving Results	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Customer Centricity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Team Management	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Impactful Communication	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business Acumen	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Building Strategic Relationships	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

2.3. Assessment tool descriptions

A. Psychometric Assessment

It is a personality assessment tool that has 16 primary scales and other numerous derivative scales. It effectively measures aspects of Personality, Attitude, Emotional Control and Organisational Skills.

B. Critical Thinking Assessment

Critical Thinking measures a combination of critical thinking attitudes, knowledge, and skills.

C. ManageFirst

Take the place of a manager that handles a diverse and highly capable team. Show your managerial potential by working through emails presented in a simulated email inbox. Tackle real world people and process challenges while ensuring that you achieve the best possible outcome in every situation.

2.4. Overview of competencies and behaviors measured

A. Driving Results

Focuses on results and outcomes of any task, project or activity. Consistently strives to meet or exceed expectations. Adopts a solution oriented approach to solve problems and drive results.

Result Orientation

Degree to which the individual can pursue any task to a successful end, carry through, accomplish the required results in the face of adversity. Tendency of an individual to set challenging goals, generate commitment, maintains high quality standards within team, is self-driven and accountable to achieve the organizational goals.

Problem Solving

Degree to which an individual adopts a solution-oriented approach to solve problems smartly. Tendency to come up with creative, effective, practical and spontaneous actions or solutions faced at work by oneself. Ability to define complex problems and situations clearly and objectively, discerns subtle relationships among complex situations, events, or ideas to suggest possible solutions.

B. Customer Centricity

Understands customers' requirements through an impeccable understanding of their needs. Is looked upon as a trusted adviser by customers & manages expectations effectively by ensuring that customer satisfaction is elevated. Is adept at managing expectations. Demonstrates a customer focused mindset & works towards maintaining long term relations with customers.

Customer Service

Degree to which one can successfully provide effective service to customers, and ensure customer satisfaction. Tends to be highly adaptable, changing his/her approach based on the customer he/she is interacting with.

Customer Sensitivity

Degree to which an individual is willing to go out of his/her way to ensure customer satisfaction. Listens carefully to understand other's perspectives and adapts his/her communication to suit the other person.

C. Team Management

Focuses building and fostering relationships and potential among team members. Encourages teamwork by bringing individuals and groups together to achieve goals and objectives. Takes an active interest in the professional development of team members. Tendency to coach and groom others by providing positive support to allow the individual to achieve their potential.

Managing Team Performance

Degree to which an individual aligns the team's objectives to the organizational objectives by allocating resources and tasks on the basis of people's skill sets. Tendency of an individual to manage team members to achieve team's objectives.

Coaching and Mentoring

Degree to which one takes an active interest in the professional development of team members. Tendency to coach and groom juniors and other team members and willingly shares own experiences and expertise. Identifies strengths of team members and helps them grow in their career by capitalizing on those strengths.

D. Impactful Communication

Actively keeps people informed and openly communicates relevant information to others. Listens well and takes into account others' views and perspectives.

Adaptive Communication

Degree to which one is able to tailor communication in order to meet target audience's needs and abilities. Ability to communicate messages that are easily understood by the audience.

Impact and Influence

Degree to which one has a marked impact on other's decisions and behavior. Refers to the ability and power to shape policy and convince others.

E. Business Acumen

Understands various aspects of an enterprise and is quick and keen to arrive at a fiscally sound business decision, is able to foresee long term implications of decisions. Able to understand, capitalize and prepare for competitive advantage and threats, industry trends, emerging technology, market opportunities and stakeholders.

Business Acumen

Degree to which an individual can understand various aspects of an enterprise and is quick and keen to arrive at a fiscally sound business decision.

Commercial Acumen

Degree to which an individual capitalises on opportunities, possess the ability to convince, negotiate and influence the stakeholders decisions favorably. Tendency to be committed and accountable to the objectives.

F. Building Strategic Relationships

Builds strategic and effective relationship with external stakeholders and establishes personal credibility through functional knowledge, agility and responsiveness.

Developing and Nurturing Relationships

Degree to which one builds and develops relationships, interacting with and nurturing relationships with professional and social contacts. Tends to build harmonious understanding with other individuals and groups, facilitating easier and effective communication

Strategic Thinking

Degree to which an individual tends to recognize the full strategic implications of decisions and actions taken. Ability to anticipate likely outcomes and implications for business and proactively prepares for opportunities or obstacles in the future. Identifies opportunities which help achieve organizational vision as well as stakeholder goals to the fullest.

3. Competency and behavior overview

3.1. Competency wise proficiency score

	1	2	3	4	5
	Novice	Practitioner	Competent	Proficient	Expert
Refer above scale to map the score points					
Driving Results	1	2	3	4	5
Customer Centricity	1	2	3	4	5
Team Management	1	2	3	4	5
Impactful Communication	1	2	3	4	5
Business Acumen	1	2	3	4	5
Building Strategic Relationships	1	2	3	4	5

3.2. Competency wise behavior score

	1	2	3	4	5
	Novice	Practitioner	Competent	Proficient	Expert
Refer above scale to map the score points					
Driving Results	Result Orientation		2		
	Problem Solving		2		
Customer Centricity	Customer Service		3		
	Customer Sensitivity		3		
Team Management	Managing Team Performance		3		
	Coaching and Mentoring		2		
Impactful Communication	Adaptive Communication		2		
	Impact and Influence		2		
Business Acumen	Business Acumen		2		
	Commercial Acumen		2		
Building Strategic Relationships	Developing and Nurturing Relationships		3		
	Strategic Thinking		2		

4. Competency & behavior detailed report

4.1. Driving Results

1	2	3	4	5
Novice	Practitioner	Competent	Proficient	Expert

Refer above scale to map the score points

Scores for behaviors included in Driving Results:

Result Orientation



Practitioner | May find it challenging to pursue any task to a successful end, carry through or persist and accomplish the required results in the face of adversity. May refrain or hesitate to set challenging goals and to generate commitment within the team. May require help to maintain high-quality standards within the team while meeting objectives. May take efforts to be self-driven and accountable to achieve the organizational goals. However, some obstacles in one's path may hamper the motivation and drive to achieve goals.

Problem Solving



Practitioner | Aims to adopt a solution-oriented approach to solve problems smartly but may not be able to effectively solve all problems comprehensively. May possess a fair understanding of the solution-oriented approach. However, may be apprehensive about out of the box ideas, and likely to stick to tried and tested methods. May require help to define complex problems and situations clearly and objectively.

4.1.1. Classification of behaviors

Least Effective

Moderately Effective

Most Effective

Result Orientation
Problem Solving

4.1.2. Development guide of behaviors

Result Orientation

- Stretch Goals: List down the next 2-3 projects for your team. Set a 'one-day early' deadline for the tasks. Work with your team to achieve the goal one day ahead of the deadline.

- Apply the Pareto Principle in your daily tasks! 20% of our key tasks take up around 80% of our total execution time. Review your typical daily tasks. Can you identify which are the most important? Apply the 80-20 rule and figure out if the most important tasks take the majority of your time.

Problem Solving

- Use Occam's Razor to slice through a problem. Occam's Razor says that the hypothesis with the least assumptions is correct. Recollect 2-3 occasions in the past when you were struggling to solve a problem. Would Occam's Razor have worked?

- Use the "What If" scenario building technique to come up with multiple perspectives to tough problems. It is a cost-benefit analysis that tells you how the future will unfold between alternatives of "do nothing" Vs. "solve it". Think of a scenario where you "do nothing". If the problems get out of hand, what would be the repercussions? If you solve the problem, what would be the outcome and impact?

4.1.3. Tools used

PA

Psychometric Assessment

CTA

Critical Thinking Assessment

M

ManageFirst

4.2. Customer Centricity

1	2	3	4	5
Novice	Practitioner	Competent	Proficient	Expert

Refer above scale to map the score points

Scores for behaviors included in Customer Centricity:

Customer Service



Competent | Moderately successful in providing effective service to customers in order to ensure customer satisfaction but may want to improve his/her consistency in doing so. May not be very agile and adaptable to change his/her approach based on the customer with whom he/she is interacting. May not proactively go beyond what is required to provide a "wow" factor to the customer and enhance customer service.

Customer Sensitivity



Competent | Likely to invest at understanding customer requirements and may try to propose optimal solutions. Likely to find it challenging to deal with demanding clients. May want to invest in being an active listener and in proactively approaching clients for inputs in designing solutions. May communicate expectations upfront - clearly and unambiguously. Likely to strive to meet commitments as per promised timelines. May try to update all stakeholders about any changes in the pre-decided plan for a project.

4.2.1. Classification of behaviors

Least Effective



Moderately Effective

- Customer Service
- Customer Sensitivity

Most Effective



4.2.2. Development guide of behaviors

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4.2.3. Tools used

PA Psychometric Assessment

M ManageFirst

4.3. Team Management

1	2	3	4	5
Novice	Practitioner	Competent	Proficient	Expert

Refer above scale to map the score points

Scores for behaviors included in Team Management:

Managing Team Performance



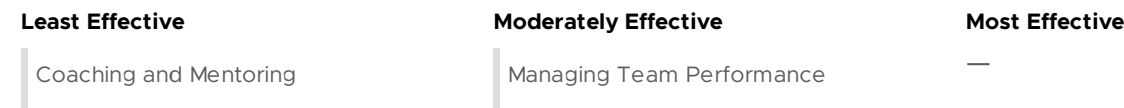
Competent | Likely to provide immediate and constructive feedback to team members but may miss on providing necessary direction. Encourages people to perform, manage difficult situations and take on new responsibilities. Tends to resolve issues in a constructive manner. Easily convinces team members of his point of view but may have difficulty convincing seniors or critical stakeholders of an idea.

Coaching and Mentoring



Practitioner | Tries to take an interest in the professional development and well-being of team members but may not always be able to prioritize this effectively. Tends to coach juniors and other team members when necessary and may not understand the importance of actively developing team members. Tries to identify the strengths and weaknesses of team members but, may need help to do the same correctly.

4.3.1. Classification of behaviors

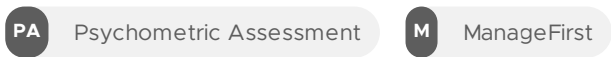


4.3.2. Development guide of behaviors

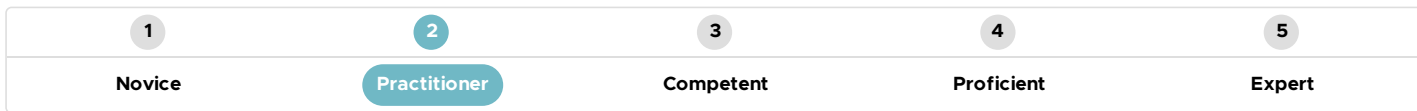
Coaching and Mentoring

- There are two main reasons for underperformance: Skill Gaps or Will Gaps. A skill gap is a lack of ability, while a will gap is a lack of motivation and drive. Plot each of your team members on the Skill-Will matrix.
- Skill gaps are easy to close through coaching, guidance, and training. Will gaps are harder, and it is vital that you explore the underlying reasons for the will gap (motivation, mental blocks, etc.) and come up with solutions accordingly.
- Over the next 4 weeks, whenever you give feedback to a team member, ensure that you follow up with them at least 3-4 times in a month to track progress and course-correct.

4.3.3. Tools used



4.4. Impactful Communication



Refer above scale to map the score points

Scores for behaviors included in Impactful Communication:

Adaptive Communication



Practitioner | May find it moderately challenging to adapt communication style to different situations. Tends to understand the need to adapt one's communication style but may not be able to navigate and drive conversations as intended. May not always be able to structure and articulate thoughts in a clear and impactful manner. Tends to be more comfortable with scripted rather than free-flowing conversations.

Impact and Influence



Practitioner | May at times have an impact on the decisions and behavior of others, but may find it challenging, especially when interacting with superiors and peers. May be able to convince and influence subordinates and can at times have a marginal influence over policymaking. May want to work on better understanding the motives and concerns of the people he/she interacts with and adapt his/her approach based on the same. May also want to work on being assertive in order to influence and convince more effectively.

4.4.1. Classification of behaviors



4.4.2. Development guide of behaviors

Adaptive Communication

- Ensure that you tailor your communication according to the competence and requirements of the audience. Use techniques such as analogies, illustrations, humor, body language, and voice inflection to keep the audience engaged. Ensure that you frequently seek input from the audience to check if your messages are being effectively conveyed and understood.

- Clarify purpose and importance, stressing on major points and following a logical sequence to effectively put across your thoughts and ideas.

Impact and Influence

- Find 3 words that you would want others to have in their mind when they think of you. Make them as exciting as you can (e.g. - Relentless, Engaging, Expert). Over the next 2 weeks, score yourself out of ten on each of your personal brand words based on your performance of the previous day. What 3 things could you do today to improve your personal brand scores?

- Think of someone whom you are trying to influence or win over. Put yourself in their shoes and think of the reasons why they are hard to influence and what you could do to win them over.

4.4.3. Tools used

PA Psychometric Assessment

M ManageFirst

4.5. Business Acumen

1	2	3	4	5
Novice	Practitioner	Competent	Proficient	Expert

Refer above scale to map the score points

Scores for behaviors included in Business Acumen:

Business Acumen



Practitioner | Likely to be able to obtain information about a situation but may find it difficult to segregate the information into what is critical and what is not. At times, may be able to think of all the relevant options available for a solution and may choose a course of action that may be the most appropriate choice. May find it challenging to use a business framework to ensure completeness and integration of information when assessing a business situation. Likely to follow a logical thought process but may miss out on the critical factors. May take less efforts to focus on the future consequences of actions. May have a superficial understanding of financial management principles that may not be enough to ensure decisions are fiscally sound and responsible.

Commercial Acumen



Practitioner | May find it challenging to recognize and seize business opportunities. May strive to fully understand the client's expectations but may not get a complete grasp of it. May need to take help in convincing, negotiating and influencing critical stakeholders. Likely to take fewer efforts to understand the stakeholder perspectives and may find it difficult to arrive at win-win solutions mutually. Also, may be less willing to be committed and accountable to the objectives.

4.5.1. Classification of behaviors

Least Effective

Moderately Effective

Most Effective

Business Acumen
Commercial Acumen

4.5.2. Development guide of behaviors

Business Acumen

- Take two recent shareholders' reports of an organization (could be your own or that of a publicly listed company in your industry). Review and understand the following trends: Sales, Revenue, Profit, Financial Review, Risk Factors, Corporate Governance Report.

- Try to answer these five critical questions for your business:

- 1) What does your customer value?
- 2) How does your organization create value for itself and the customer?
- 3) How does your organization measure performance?
- 4) What are your competitors doing differently?
- 5) What is the organizational strategic intent?

Commercial Acumen

- Make a list of questions that you would like to ask your customers about their business. Target to set up at least 2-3 meetings in a month to learn from them.

- Review your near-losses and close calls for the past 6 months These are those opportunities that you came close to winning but didn't win, or those that you won, but had almost lost. Ask yourself, "What were the biggest hurdles to closing the sale? How did we overcome them? What can we learn from this experience?" Use these insights to create a "cheat sheet" of common objections and craft 2-3 potential responses for each. Test them out and revise them often.

4.5.3. Tools used

PA Psychometric Assessment

CTA Critical Thinking Assessment

M ManageFirst

4.6. Building Strategic Relationships

1	2	3	4	5
Novice	Practitioner	Competent	Proficient	Expert

Refer above scale to map the score points

Scores for behaviors included in Building Strategic Relationships:

Developing and Nurturing Relationships



Competent | Likely to build and develop relationships with a range of individuals and groups but may be unable to do so consistently. Can adapt his/her approach as per different people and groups but may find it difficult to do so consistently. Can facilitate effective and harmonious communication but may struggle to effectively leverage his/her relationships to accomplish professional targets. May want to work on gaining a better understanding of other people and take more initiative when it comes to building new relationships.

Strategic Thinking



Practitioner | Likely to focus more on direct responsibilities and may find it slightly difficult to look beyond immediate requirements. Less likely to recognize the long-term implications of decisions and actions taken. May not be proactively inclined to anticipate likely outcomes and implications for business. Likely to be hesitant or reluctant to prepare for opportunities or obstacles in the future. May need help to identify opportunities which will help to achieve the organizational vision and meet stakeholder goals to the fullest.

4.6.1. Classification of behaviors

Least Effective

Strategic Thinking

Moderately Effective

Developing and Nurturing Relationships

Most Effective

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4.6.2. Development guide of behaviors

Strategic Thinking

- It is vital to be up-to-date with current events that revolve around one's industry and how they impact one role, department, and organization. Consider a recent market disruption. How do you see it impacting your role, department, organization, and industry? What changes should you drive to align with this disruptive event to gain, sustain, and leverage a competitive advantage?

- If you had all the money and resources in the world, what would you change in your function/team? List your top objectives. If you only have 60% of the resources at your disposal, what methods will you adopt to get the same results?

4.6.3. Tools used

- PA Psychometric Assessment
- CTA Critical Thinking Assessment
- M ManageFirst

5. About Us

About Jombay

Jombay is a Virtual Assessment Center & Digital Learning Platform!

With over 120,000 managerial assessments & 60,000 managerial development journeys across 25 geographies so far, Jombay was founded to make high-touch leadership assessment and development scalable, giving many more organizations, managers, and leaders across the world the opportunity to experience the benefits.

Our consolidated platform combines technology with behavioral science to help organizations relook at their hiring, development, and succession planning processes and to take them virtual, while also enhancing operational efficiency and optimizing costs.

6. Legal Disclaimer

This is a system-generated report. The results have been derived from the assessment(s) completed by the respondent. The results are based on a formula based aggregation of the responses that the respondent selected when completing the assessment(s). These results are compared to a norm population sample gathered as a part of the assessment(s) standardization process.

The results and this report should be interpreted alongside other important factors such as key skills and abilities, motivation, technical knowledge, and job-relevant experience. The information provided in this report is confidential. Users should comply with local guidelines and best practice principles of data protection. Jombay bears no responsibility and accepts no liabilities for the consequences of the use of this report.