



JOB FIT REPORT

Candidate: Tracy Simon
Role: Google US_High Performance Manager Competencies
Client: SixWiseMen Inc.
Date: 26/04/2019



Introduction

Traditional recruitment focuses on identifying a candidate's "hard" skills (e.g. qualifications, experience) and matching these with the perceived requirements of a job. This is like shooting an arrow before finding the target. Ability Map is an innovative candidate to job matching tool. It takes the guesswork out of recruitment and supports diversity by looking beyond background and hard skills to identify whether a candidate has the competencies to be successful in a job.

Ability Map has 3 modules. The Job Profiler selects and prioritises the competencies required for high performance in a job. The Ability Imprint uses machine learning and behavioural assessment to identify a candidate's inherent competencies. The Matching Engine finds candidates with the competencies required for success in a specific job (as defined by the Job Profile).



JOB PROFILE

Selects and prioritises the competencies required for high performance.

MATCHING ENGINE

Matches imprints against profiles and ranks candidates in order of job suitability.

ABILITY IMPRINT

Scientifically identifies each candidate's inherent competencies.

This simple but elegant solution attacks the root causes of hiring the wrong people: lack of a clear definition of the competencies required for success, and subjectivity/bias in candidate screening.

About this Report

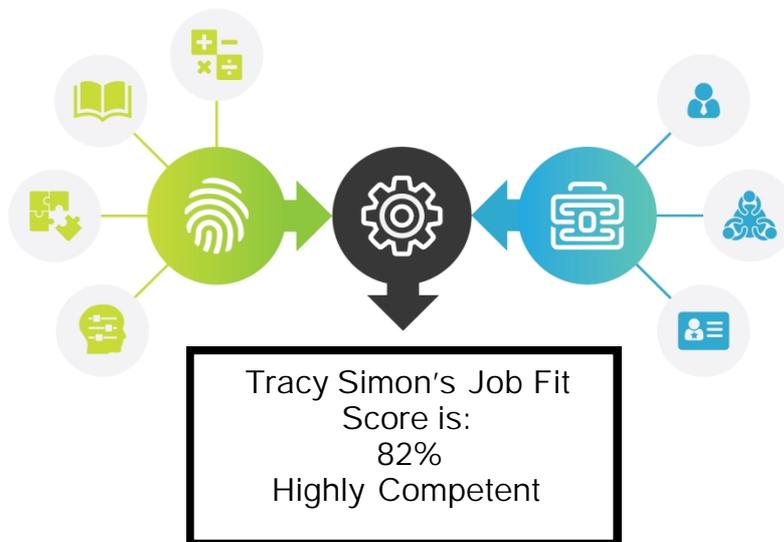
The 8 competencies required for high performance in the Google US_High Performance Manager Competencies role were identified by Mike Erlin at SixWiseMen Inc.. Specifically, the Job Profiler:

- helped subject matter experts familiar with this role to objectively identify and prioritise the competencies it requires for high performance; or
- identified the competencies on which a group of existing high performers in this role scored strongly as a group.

Tracy Simon completed verbal, numerical, problem-solving and personal style (EQ) assessments. Their results were converted into an Ability Imprint (competency ratings).

The Matching Engine then compared Tracy Simon's Ability Imprint against the 8 competencies required for high performance in the Job Profile. This resulted in a rating for Tracy Simon on each of these 8 competencies, and an overall Job Fit Score for the Google US_High Performance Manager Competencies role.

Overall Job Fit for Google US_High Performance Manager Competencies



How to Interpret Job Fit Scores

- 80-100% = the Candidate is highly competent for this role and highly recommended;
- 60-79% = the Candidate is competent for this role and recommended;
- 50-59% = the Candidate is marginally suitable for this role and is not recommended unless there is other strong evidence of their suitability; and
- 0-49% = the Candidate is of low suitability for this role and is definitely not recommended.

Competency Ratings

Below are Tracy Simon's ratings on the 8 competencies required for high performance in the Google US_High Performance Manager Competencies role. The next page describes these ratings in more detail and provides suggested interview questions. The following scale is used:

HIGHLY COMPETENT COMPETENT MARGINAL LOW

Ability Map Competency	Applicant's Rating
1. Motivating Others	MARGINAL
2. Leading Others	COMPETENT
3. Displaying Initiative	HIGHLY COMPETENT
4. Achieving Plans	HIGHLY COMPETENT
5. Working With Teams	COMPETENT
6. Supporting Diversity	HIGHLY COMPETENT
7. Sharing Knowledge	LOW
8. Listening To Others	HIGHLY COMPETENT

Please note: Everyone has development needs and it is not necessary for a Candidate to score Competent or Highly Competent on every competency to be suitable for a role.

Detailed Review of Competencies

This section describes the expected behavior and performance of Candidates achieving the same competency ratings as Tracy Simon. The following key is used:

HIGHLY COMPETENT COMPETENT MARGINAL LOW

Expected behavior and performance at Tracy's competency rating

1. Motivating Others

- Can address conflicts as they arise to ensure other team members are able to meet commitments successfully and maintain strong relationships.
- Communicates openly when addressing problems with other team members.
- Usually recognises the underlying agendas and needs of others and finds solutions that are mutually beneficial.
- Takes a problem-solving approach to conflict and generates multiple practical solutions to problems.

2. Leading Others

- Generates enthusiasm among team members for accomplishing shared goals.
- Seeks ways to improve their contribution and increase the level of responsibility of self and others.
- Expresses pride in the group and encourages people to feel good about their accomplishments.
- Shares information, advice and suggestions to help others to be more successful; provides effective coaching.
- Gives people assignments that will help develop their abilities.
- Provides feedback that is clear and direct.

3. Displaying Initiative

- Applies original thinking in approach to job responsibilities and strongly motivated to improve processes, methods, systems or services.
- Evaluates new technology for potential solutions to existing problems.
- Does more than is normally required in a situation.
- Can take independent action to change the direction of events.
- Identifies novel approaches for completing work assignments more effectively or efficiently and works within the "established" systems to push for "a better way".

4. Achieving Plans

- Demonstrates concern for achieving or surpassing results against an internal or external standard of excellence.
- Shows a passion for improving the delivery of service with a commitment to continuous improvement.
- Tries new things to reach challenging goals and persists until personal and team goals are achieved and commitments met.

5. Working With Teams

- Is a good team player who is driven to work well with others, and will work hard to maximise the success of the group.
- Provides assistance, information or other support to others, to build or maintain relationships with them.
- Works harmoniously with others to get a job done and responds positively to instructions and procedures.

6. Supporting Diversity

- Strongly supports an environment that holds opportunities for all, regardless of race, gender, culture and age.
- Values and incorporates contributions of people from diverse backgrounds.
- Develops strategies for overcoming even the most challenging cultural differences to achieve common goals.

7. Sharing Knowledge

- May hide significant personal information.
- Don't show their feelings easily.
- Often does not see the need to share information, and accordingly may fail to take responsibility for providing direction and coaching to lower-level or new employees.

8. Listening To Others

- Always pays attention and listens during meetings and conversations. Asks questions and paraphrases what others say to confirm their understanding and avoid miscommunication.

Interview Questions

Below are suggested interview questions for these competencies (using the numbering above):

1. What measures have you taken to make someone feel comfortable when you felt the environment was obviously uncomfortable for them?
2. Tell me about a project that you planned. How did you organise and schedule the tasks? Tell me about your action plan.
3. What feedback have you had about your listening and communication skills from managers and colleagues in the past? Do you think this feedback was accurate?
4. Tell us about the last time that you undertook a project that demanded a lot of initiative.
5. Tell us how you go about delegating work? What was the biggest mistake you have had when delegating work? Your biggest success?
6. Give an example of how you worked effectively with people to accomplish an important result.
7. Give an example of how you have been successful at empowering either a person or a group of people into accomplishing a task.
8. Do you share information and knowledge with your team? Give a recent example.