

Sova Competency Recruitment Report

Sam Sample

20/09/2021

Introduction

Competency and Performance

The Sova Competency Assessment focuses on behavioural preferences at work, recognising that an individual's preferences influence, but do not dictate, their behaviour. It is possible to work outside of our natural preferences, but this requires self-awareness, conscious effort and energy. Lack of fit between an individual's preferred or typical behaviour and the requirements of a particular role can mean they find it challenging or draining to sustain performance over time.

This Report

This report is to be used for Recruitment and Selection purposes, and is intended to facilitate the interview process and the gathering of key information about the candidate.

The report is split into three sections.

Section One: A snapshot of the candidate's profile against the competency dimensions.






Section Two: The interpretation of their profile against each of the dimensions.

Section Three: Interview Questions and probes for each of the dimensions based on the candidate's results.

By using this report, you can gain objective and scientific insight into how the individual is likely to behave in relation to the competencies assessed which will allow you to make informed, defensible and equitable selection decisions.

It is important to note that whilst behavioural preferences are relatively stable over time individuals can change over time as a function of factors such as age, maturity, exposure to different experiences and so on. Hence the candidate's assessment and this report can be regarded as being valid for a period of up to 24 months.

Key

Highly unlikely to be an area of strength		The candidate is likely to be much less effective than most when it comes to demonstrating this competency on the job
Unlikely to be an area of strength		The candidate is likely to be less effective than many when it comes to demonstrating this competency on the job
A moderate area of strength		The candidate is likely to be just as effective as most when it comes to demonstrating this competency on the job
Likely to be an area of strength		The candidate is likely to be more effective than many when it comes to demonstrating this competency on the job
Highly likely to be an area of strength		The candidate is likely to be much more effective than most when it comes to demonstrating this competency on the job

Profile

Teamwork

Works collaboratively with team members to meet shared objectives, resolve potential challenges and promote a cooperative approach.



Developing Relationships

Develops and maintains positive relationships; relates well to a diverse range of people.



Influencing

Influences others' actions and opinions, using convincing and persuasive arguments and strategies.



Interpersonal Communication

Communicates effectively, engaging with others in a warm and professional manner.



Customer Focus

Seeks to understand what customers need and works hard to ensure these needs are met.



Planning

Plans work effectively to meet objectives; takes account of workload, resources and deadlines, and builds in appropriate contingency.



Organising and Prioritising

Organises resources and people to ensure delivery to quality and timescales. Prioritises work and tasks for optimum results.



Quality Focus

Sets and maintains high quality standards; evaluates work at a detailed level and strives to get things right first time.



Problem Solving

Identifies the root cause of problems; looks for effective and pragmatic solutions to address them.



Adaptability

Adapts approach and responds effectively to different situations, people and new opportunities.



Resilience

Works well under pressure; bounces back quickly from setbacks in a positive and constructive manner.



Drive

Highly motivated and driven; tackles challenging goals and situations with energy and enthusiasm.



Reliability

Demonstrates a focus on delivering what is asked of them. Delivers on commitments and promises made to others.



Integrity

Demonstrates high ethical standards and works in an authentic and honest manner. Responds to ethical conflicts with integrity.



Initiative

Identifies and acts upon opportunities without needing direction or support from others. Takes a proactive approach



Learning Focus

Demonstrates a desire to grow and develop as a person and a professional. Actively seeks opportunities to extend their skills and capabilities.



Overview

Teamwork

Sam appears to have a strong preference for working independently rather than having to work in a team with shared goals. They may not always agree with others, or attempt to fully understand different points of view and Sam may not typically show tolerance and empathy for others. Together, all these factors may make it difficult for Sam to collaborate with others and demonstrate a team oriented approach.

Developing Relationships

Sam's responses suggest that they don't place a lot of emphasis on developing new relationships. It also appears that they may find it somewhat difficult to build rapport with people they have just met, particularly those who are vastly different to Sam.

Influencing

Persuading and influencing others appears to be something that Sam is relatively comfortable with. Sam also seems to be as confident as most when expressing their opinions and trying to get others to change their minds.

Interpersonal Communication

Engaging and communicating with others seems to be a lower priority for Sam than other aspects of their work. It may be that they prefer to maintain a professional distance from others in the workplace, place less emphasis on trying to understand how others are feeling, or find it difficult to pay close attention to other people's views and perspectives.

Customer Focus

Working with customers to solve their problems and support their needs is something Sam does not appear to particularly enjoy. As a result, they may not always strive to understand things from a customer perspective or ensure that they deliver on customer-related commitments.

Planning

Planning ahead is an activity that Sam seems to really enjoy. They are likely to spend time carefully mapping out what needs to be done, and will typically strive to meet set timeframes. At the same time, Sam enjoys adapting to new situations and challenges and should readily modify their initial plans in situations where circumstances change and a different approach is required.

Organising and Prioritising

Sam's responses suggest they enjoy being reasonably organised and that they are likely to spend some time establishing priorities for action. It is likely that Sam will generally maintain a moderate degree of focus on quality and key timescales so that they can meet delivery expectations, although they may find this a little more challenging when working on objectives that are more demanding in nature.

Quality Focus

The way in which Sam approaches their work appears to be somewhat steered by quality. Sam reports maintaining and promoting reasonably high standards, and is likely to spend some time ensuring their work is accurate. Their moderate level of quality focus is also likely to be apparent to others in their attention to detail and desire to play by the rules most of the time.

Problem Solving

Problem solving does not appear to be a key source of satisfaction for Sam. It seems that they tend to rely heavily on their intuition and previous experience when addressing new problems, rather than objective data. Their responses also suggest that they are less likely than most to investigate issues in depth in order to understand root causes. Overall, Sam's less analytical approach may sometimes prevent them from identifying optimal solutions.

Adaptability

Sam's responses suggest that they prefer working in a familiar and stable work environment, and feel less comfortable when needing to deal with the unexpected or vary their approach. Overall, others may value their steady and consistent approach, but view Sam as someone who is less adaptable to change and less responsive to shifting workplace requirements.

Resilience

Sam reports being someone who finds it difficult to cope with stressful situations and to control their own feelings when they are under pressure. It seems Sam also tends to worry and become fairly pessimistic when things go wrong, and takes longer than most to recover from setbacks.

Drive

Sam appears to be less driven than others, and is probably less focused on setting and achieving challenging goals. They will probably prefer a fairly steady pace of work too, with a dislike of feeling rushed or having to juggle different demands at once.

Reliability

Sam appears to believe that it may be not always be possible to keep promises and deliver on commitments. It seems they also find it somewhat difficult to remain task focused, especially when working on things that they find repetitive or uninteresting. As a result, there may be times when others look elsewhere if they need a guarantee that something will be reliably seen through to completion.

Integrity

Sam's responses suggest that they generally work within set rules and guidelines and follow through on the promises and commitments they make to others. Overall, others are likely to see Sam as having as much integrity as most and having just as much of a focus on the maintenance of expected work standards.

Initiative

Sam reports having a strong preference for receiving a lot of support and encouragement from others and is less likely than most to take a proactive approach. Instead, they tend to look to others for direction and guidance about decisions to be made and actions to be taken.

Learning Focus

Sam's responses suggest that they are unlikely to have much interest in expanding their knowledge and skills. They also appear to have relatively little interest in trying out or learning new things. It is therefore unlikely that Sam will look for or capitalise on opportunities for ongoing learning and development.

Interview Guide

Teamwork

Works collaboratively with team members to meet shared objectives, resolve potential challenges and promote a cooperative approach.



Please give me an example of when you chose to work on your own but may have benefited from collaborating more with others?

- What made you decide to take the approach you did?
- What barriers did you face at the time, that prevented you from collaborating more?
- How could you overcome these barriers moving forward?
- What did you learn about working in a team?

Describe a time when you tried to collaborate with others and work together as a team to deliver on a task or project.

- What was the task or project you were working on?
- What led you to believe that collaboration and teamwork would be beneficial?
- How did you go about trying to collaborate and promote teamwork
- What was the end result?

Notes

Overall rating

Developing Relationships

Develops and maintains positive relationships; relates well to a diverse range of people.



Can you recall a time when you found it difficult to establish a relationship with someone that you needed to work or interact with in some way?

- In what way did you need to interact with this individual?
- What was it that made it difficult for you to establish a relationship with them?
- How did you try to overcome this?
- What did you learn about how you develop relationships as a result of this?

Please tell me about a time when you were expected to work or interact closely with someone who you didn't get on with or who you felt disconnected from.

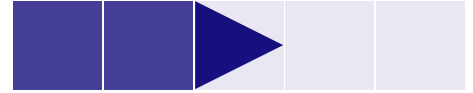
- How did you find interacting with this person?
- What was the outcome of the two of you interacting together?
- What was the hardest thing about interacting with them?
- On reflection, what could you have done differently?

Notes

Overall rating

Influencing

Influences others' actions and opinions, using convincing and persuasive arguments and strategies.



Describe a time when you adapted your approach in order to influence someone.

- Why did you feel it was necessary to adapt your approach?
- In what way did you adapt your approach specifically?
- What was the outcome?
- What did you find most challenging about the situation?

Tell me about a time when you spoke up in order to bring someone around to your way of thinking on a particular topic or issue, despite being somewhat reluctant to do so.

- In what way did your way of thinking differ from the other person's?
- Why were you initially reluctant to speak up and share your opinion?
- How did you end up responding in this situation?
- What else could you have done at this time to improve the outcome?

Notes

Overall rating

Interpersonal Communication

Communicates effectively, engaging with others in a warm and professional manner.



Describe a time when you were involved in some type of miscommunication with someone.

- What was the miscommunication?
- How had it arisen?
- What did you do once you realised what had happened?
- What could you have done at the time to help prevent the situation from occurring in the first place?

Can you recall a time when you could have listened better in order to improve your communication with someone?

- What did you fail to listen to or pick up on?
- What were you paying attention to instead?
- In retrospect, what should you have done differently?
- How would this have improved the situation?

Notes

Overall rating

Customer Focus

Seeks to understand what customers need and works hard to ensure these needs are met.



When have you been faced with a customer who had unrealistic demands or expectations?

- What were they demanding or expecting of you?
- How did you feel when faced with these unrealistic demands?
- How did you deal with this customer/situation?
- What did this teach you about your approach with customers?

Can you remember a time when you felt it was important to put your own priorities above those of a customer?

- Where was the conflict in these two sets of priorities coming from?
- What course of action did you take?
- What response did you get from the customer?
- What might you do differently if faced with such conflicting priorities again?

Notes

Overall rating

Planning

Plans work effectively to meet objectives; takes account of workload, resources and deadlines, and builds in appropriate contingency.



When have you created a detailed plan in order to deliver successfully on a complex project?

- What steps did you take to create your plan?
- What factors did you make sure you included in your plan?
- What did you learn from this experience?
- How could you help others to plan more effectively moving forward?

When have you had to change your plans in order to achieve a goal?

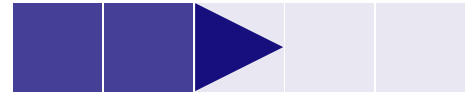
- What was the situation?
- What approach did you take to modifying your plans?
- What challenges did you need to consider to ensure everything ran smoothly?
- What are you most proud of in relation to this situation?

Notes

Overall rating

Organising and Prioritising

Organises resources and people to ensure delivery to quality and timescales. Prioritises work and tasks for optimum results.



Can you think of a time when you might have achieved a better result had you been clearer regarding your priorities?

- What were you trying to achieve?
- In what way could your priorities have been clearer?
- How exactly would clear priorities have helped you?
- What would you do differently if faced with a similar situation again?

Can you tell me about a time when you needed to be well organised?

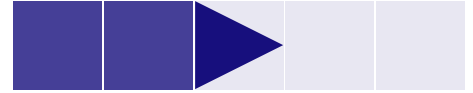
- Why was an organised approach so important?
- What steps did you take to try and ensure success in this regard?
- What did you find most difficult about this situation?
- What key lessons did you learn that you have since applied in other situations?

Notes

Overall rating

Quality Focus

Sets and maintains high quality standards; evaluates work at a detailed level and strives to get things right first time.



When have you needed to ensure that you met an established quality standard?

- What were you working on and what was the quality standard you needed to meet?
- How did you ensure you met this standard?
- What did you find most challenging about this experience?
- What did you learn about your own behavioural style?

Can you recall a time when you could have been more attentive to detail?

- What were you working on and why was attention to detail important?
- What was your approach to completing the task?
- In what way could your attention to detail have been better?
- What will you do differently next time and why?

Notes

Overall rating

Problem Solving

Identifies the root cause of problems; looks for effective and pragmatic solutions to address them.



Describe a time when you overlooked the true cause of a particular problem or issue?

- What was the problem or issue you faced?
- What appeared to be the cause of this problem or issue?
- How did you come to this conclusion?
- In hindsight, what could you have done to achieve a more effective outcome?

When have you come up with a solution to a problem that was either ineffective or impractical?

- What was the problem you faced?
- How did you go about solving this problem?
- What alerted you to the fact that your solution was less than ideal?
- What did you learn from this experience?

Notes

Overall rating

Adaptability

Adapts approach and responds effectively to different situations, people and new opportunities.



When have you been slow to adapt to changing circumstances?

- What were the changing circumstances?
- What action did you take?
- How would a faster or more responsive approach have helped?
- What help and support will you seek out next time you are in a situation like this?

Tell me about a time when you held on to a particular view or opinion too firmly.

- What was the view or opinion you had initially?
- What happened that would have warranted a shift in your views?
- What caused you to stand firm in your views instead?
- What was the end impact of your approach?

Notes

Overall rating

Resilience

Works well under pressure; bounces back quickly from setbacks in a positive and constructive manner.



Tell me about when you were under a lot of pressure and this impacted your capability to deliver on something.

- Where was the pressure coming from?
- What impact did the pressure have on you?
- What did you do to look after your own needs during this time?
- How could you improve your approach for next time?

When have you been faced with a setback (or setbacks) that you found difficult to cope with?

- What were the setbacks you faced?
- What impact did the setbacks have on you personally?
- What did you do to try and keep yourself on track?
- What could you have done to improve the outcome?

Notes

Overall rating

Drive

Highly motivated and driven; tackles challenging goals and situations with energy and enthusiasm.



Can you remember a time when you struggled to meet some particularly challenging targets or personal goals?

- Why were they so challenging for you?
- How did you try and remain motivated?
- How close were you to meeting them?
- What could you have done to improve the way things turned out?

Please give me an example of when you felt that the targets or goals you set for yourself could have been more challenging, in hindsight?

- Why did you decide to set them at the level you did?
- What approach did you take to working towards them?
- How successful were you in achieving them?
- What did you learn about yourself from this experience?

Notes

Overall rating

Reliability

Demonstrates a focus on delivering what is asked of them.
Delivers on commitments and promises made to others.



Can you think of a time when you wish you had successfully delivered on a promise you made to someone?

- What had you promised?
- What led you to not delivering on this promise?
- What was the impact of your actions?
- In hindsight, what should you have done differently?

Tell me about a time when you did not finish a task that you found particularly boring or uninteresting.

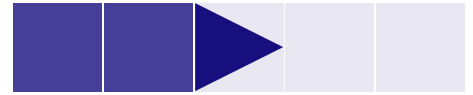
- What was the task?
- In what way was it boring or uninteresting?
- What were the consequences of you not finishing the task?
- What action did you take when you realised the task would not be finished?

Notes

Overall rating

Integrity

Demonstrates high ethical standards and works in an authentic and honest manner. Responds to ethical conflicts with integrity.



Tell me about a time when you were under pressure to bend a rule or overlook a set process.

- Where was this pressure coming from?
- What was your thought process in deciding what to do?
- What was your final decision?
- What consequences followed from the decision you took?

Can you tell me about a time when you had to decide whether to remain true to your word, knowing that this could be difficult?

- What was it you had to be true to your word about?
- How did you make a decision about what to do?
- What impact did your approach have on both others and you?
- On reflection, what do you think about the approach you took?

Notes

Overall rating

Initiative

Identifies and acts upon opportunities without needing direction or support from others. Takes a proactive approach



Can you recall a time when you wish you had been more proactive?

- What was the situation?
- What did you do or not do?
- What would a more proactive approach have looked like in this scenario?
- How would a more proactive approach have made a difference?

Tell me about an opportunity you missed because you waited too long for external guidance or direction.

- What was the opportunity you missed out on?
- What thought process did you go through before deciding not to go ahead?
- What other options were available to you?
- In hindsight, what you would have done differently?

Notes

Overall rating

Learning Focus

Demonstrates a desire to grow and develop as a person and a professional. Actively seeks opportunities to extend their skills and capabilities.



Tell me about a time when you missed an opportunity to extend your skills and capabilities.

- What was the opportunity?
- At the time, what action did you take?
- What was the impact of this approach?
- What was your biggest realisation as a result of this experience?

In what way would you most benefit from extending your skills and capabilities right now?

- How do you foresee that developing in this way will help you moving forward?
- What plans do you have for acting on this development opportunity?
- What difficulties do you expect that you will face along the way?
- How do you intend to deal with these difficulties when they arise?

Notes

Overall rating

CANDIDATE NAME		DATE	
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INTERVIEWER NAME(S)		ROLE	
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COMPETENCIES	RATINGS (or N/A if not used)
Teamwork	
Developing Relationships	
Influencing	
Interpersonal Communication	
Customer Focus	
Planning	
Organising and Prioritising	
Quality Focus	
Problem Solving	
Adaptability	
Resilience	
Drive	
Reliability	
Integrity	
Initiative	
Learning Focus	

Good fit with role		Proceed with some concerns		Not recommended	
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Overall summary notes
