



Manager's Guide for successful use and optimal results.

Guide for Managers

At Assessio, our goal is to help you succeed in using our platform and interpreting the results. The use of assessments is meant to provide an objective, data-driven view of candidates.

This guide is designed to be a starting point and a helpful tool for interpreting results in the Assessio platform.

Assessio recommends the following steps for reading results:

1. [Matchscore](#)
2. [Competency Score](#)
3. [Additional Competencies](#)
4. [Comparing Candidates](#)
5. [Interview Questions](#)

Extra

6. [Extreme Behavior \(coaching direction information\)](#)
7. [Learning Agility](#)
8. [Values](#)
9. [Lens Switching \(Role information\)](#)
10. [Candidate Report](#)

Assessio works with lenses that can be seen as competency profiles. A lens is chosen before the assessment for the recruitment process, and results are viewed through this lens. Just like lenses in glasses help you see clearly, Assessio lenses help you understand the results better.



1. Matchscore

Start with the match score when viewing results. This score is the starting point. If it is high, it is likely that the candidate will exhibit the desired behavior in practice. The potential for essential behavior is present.

It is important to realize that the match score reflects aptitude for behavior. A candidate with a high match score (60 - 100) has high aptitude for behavior. With an average match score (40 - 60) requires - perhaps - more coaching and time to learn and demonstrate the desired behavior. A candidate with an average match score can therefore also perform the job effectively. This score will be more common; higher scores are more exceptional.

Match Score: **Indicates the potential for the desired behavior.**

80 – 100:	Very strong match
60 – 79:	Strong match
40 – 59:	Average match
0 – 39:	Lower match

After completing the assessment, each candidate receives a match score, showing the alignment between their potential and the role. The higher the match score, the greater the likelihood that the candidate will perform the behavior needed for job success.

This behavior is determined in the lens selected for recruitment. A match score is calculated using all the scores of the competencies in the lens, but also taking into account the weight of each competency in the lens. These weights are visible in the lens information.

Examples of lenses and associated competencies with the weight in percentages:

Learning and Training Services

The structured enabler

Project Management

The structured influencer

Human Resources		Specialist	IT/Engineering		Specialist
Influencing and Inspiring	9%		Influencing and Inspiring	11%	
Results-oriented	9%		Drives Progress - Ambitious	6%	
Plans and structures	30%		Results-oriented	6%	
Collaborates with others	9%		Plans and structures	36%	
Fosters transparency	9%		Collaborates with others	10%	
Problem solving	34%		Problem solving	31%	

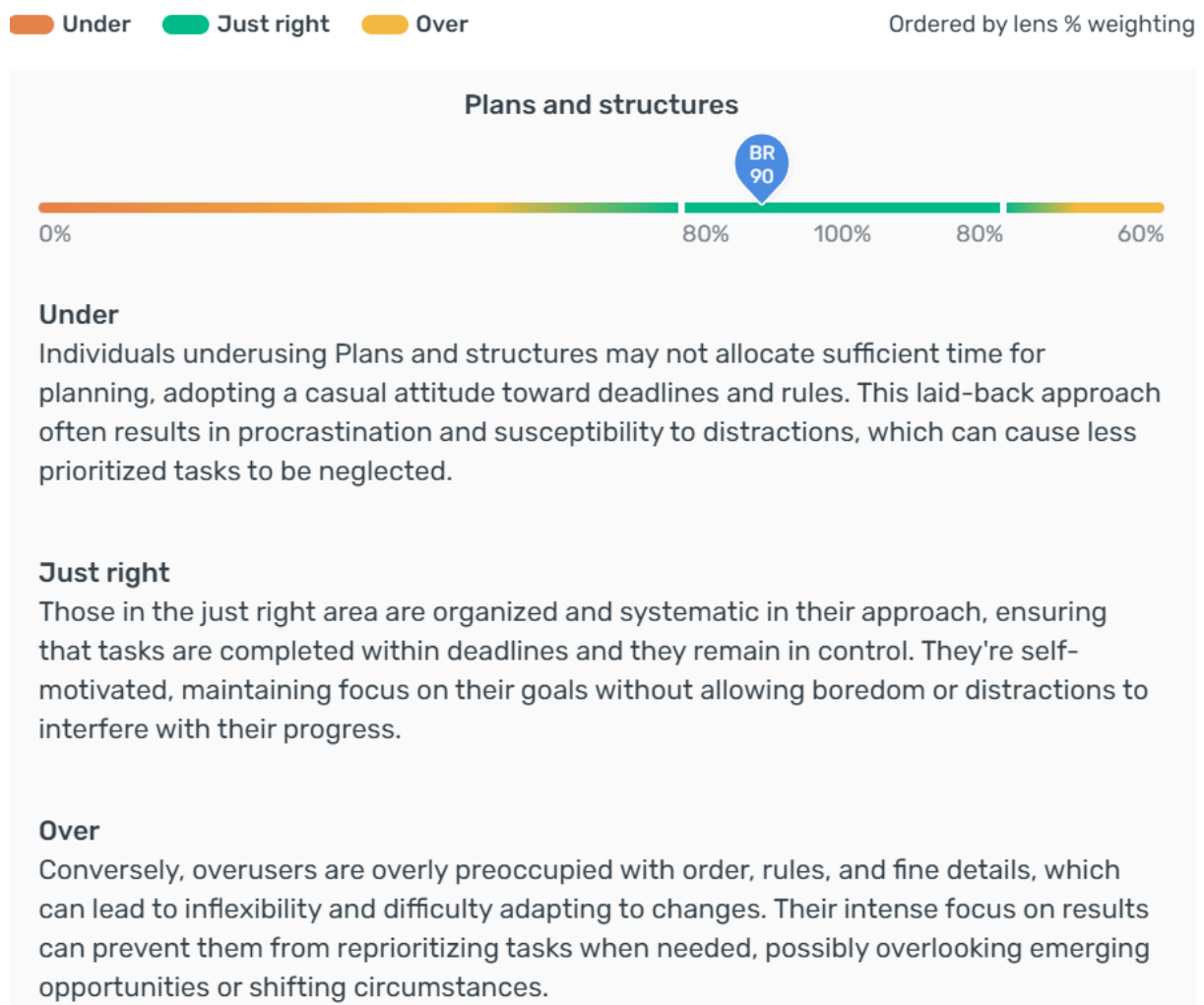


2. Competency Scores

Competency scores indicate the potential for behavior or how likely someone is to perform essential behavior. Higher scores suggest that the behavior associated with the competency comes naturally to the individual and requires less effort. It is something they tend to do anyway and it takes less energy for them to do. The behavior is apparent even under more difficult circumstances.

The potential for behavior, and thus the competency score, is based on personality and general mental ability. Each competency, measured by a combination of aspects from the personality questionnaire and - in some cases - the intelligence test is described in three levels:

- Under: Risk of not showing the behavior enough.
- Just right: High likelihood that the behavior is natural.
- Over: Risk of showing the behavior excessively.



Again, a candidate with a high match score (60 - 100) has a lot of aptitude for behavior. An average match score (40 - 60) will require - perhaps - more coaching and time to learn and demonstrate the desired behaviors. Thus, a candidate with an average match score can also perform the job effectively. This score will be more common; higher scores are exceptional.

1. **Under** - the score indicates that there is a risk that the candidate will not demonstrate this behavior enough.
2. **Just right** - Optimally effective - the score indicates that there is a high probability that this behavior is natural for the candidate.
3. **Over** - the score indicates that there is a risk that the candidate demonstrates this behavior too much.

The competency score is the key indicator of aptitude and behavior in practice.

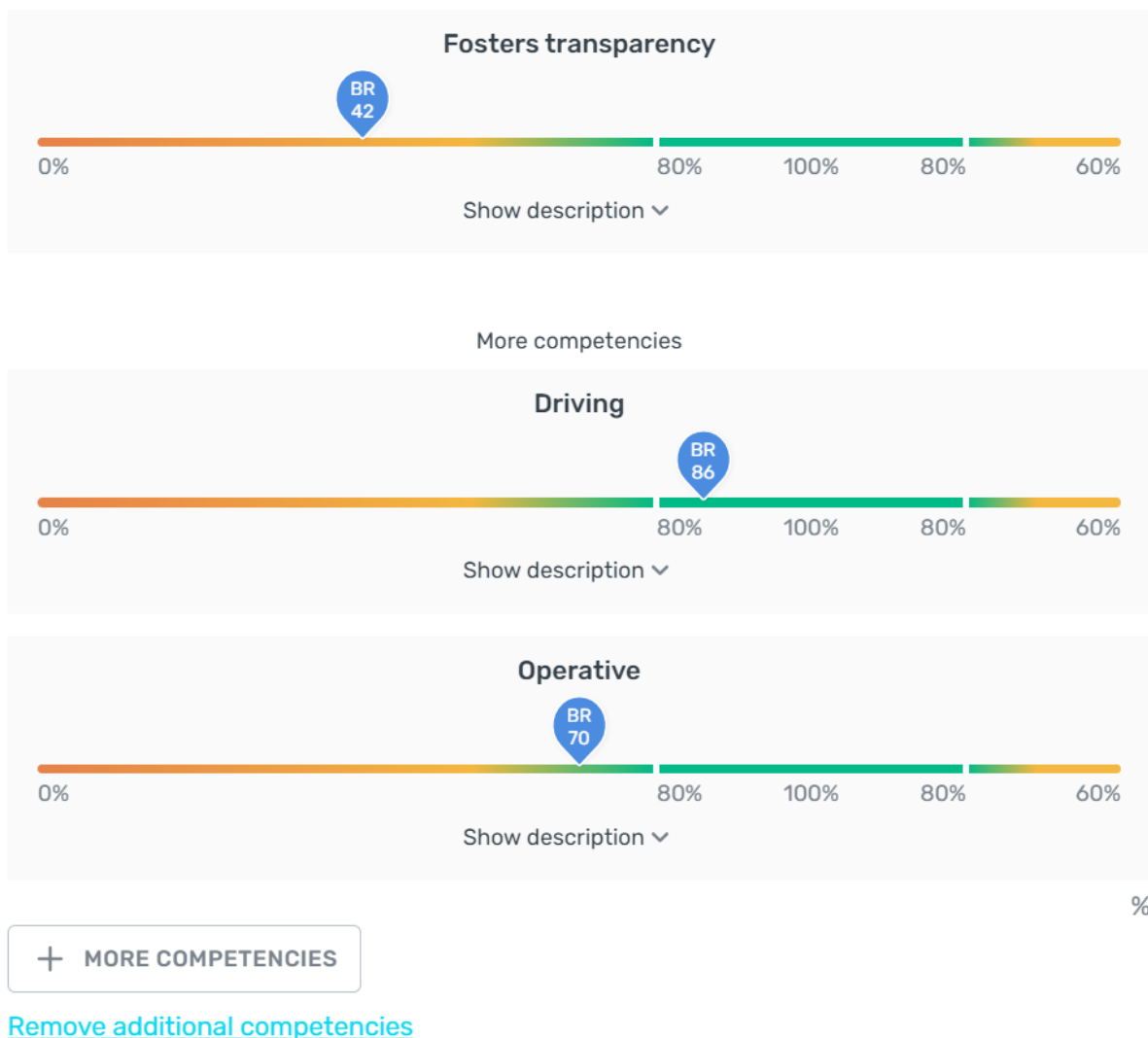


3. Additional competencies

The chosen lens provides insight into aptitude on the essential competencies required for the position. If a candidate has less aptitude on these, some coaching, guidance and time will be needed to develop. Sometimes it can be useful to add additional competencies afterwards.

For example: the predisposition for behavior within the account manager position is the same, but different additional behaviors are desired at different locations; for example, there may be more focus on "ambition" or "collaboration".

These additional competencies can be added to the results summary afterwards:

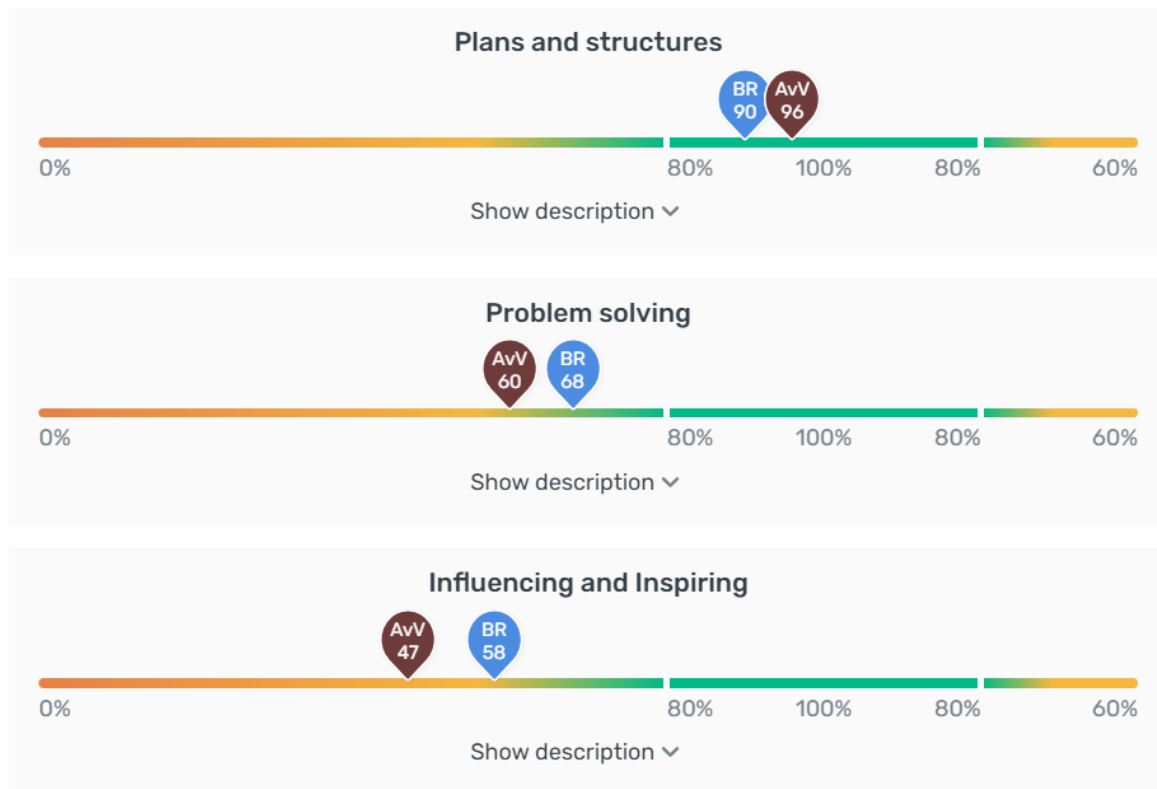


4. Compare Candidates

It is possible to compare candidates on both the chosen lens and additional competencies. In this way, the best candidates can be compared at a detailed level.

Under Just right Over

Ordered by lens % weighting



Extra:

The match score and results on the competencies are essential to understanding predispositions to behavior. However, additional information is available to complete the picture of a candidate. These data and results are meant to be supplementary.



5. Interview Questions

Finally, you get the opportunity to question the competencies. Assessio uses a match score starting at 40 as sufficient aptitude to perform the job. In fact, a match score of 40 indicates that candidates have sufficient aptitude to exhibit the desired behavior. To help you explore aptitude, Assessio has compiled interview questions you can ask candidates.

Interview questions help you ask the right questions during a job interview. The questions are based on a lens, with a set of competencies, and thus specifically explore these competencies.

Influencing and Inspiring

Tell me about the last time you had to influence others without having formal authority over them.

- How did you shape the conversation to align with your goals?
- Did you face any challenges in influencing the conversation?
- How did you respond to opposing opinions?
- What was the outcome?



TARGETED BEHAVIORS

*Stands up for own opinions and shapes conversations.

How do you rate your ability to express your ideas and opinions to others, from 1-5?

- Describe a recent incident that illustrates your self-rating. What made you effective and less effective in that situation?
- Can you describe a situation when you were more effective than your rating?
- What did you do differently?
- Can you describe a situation when you were less effective than your rating?
- What did you do differently?



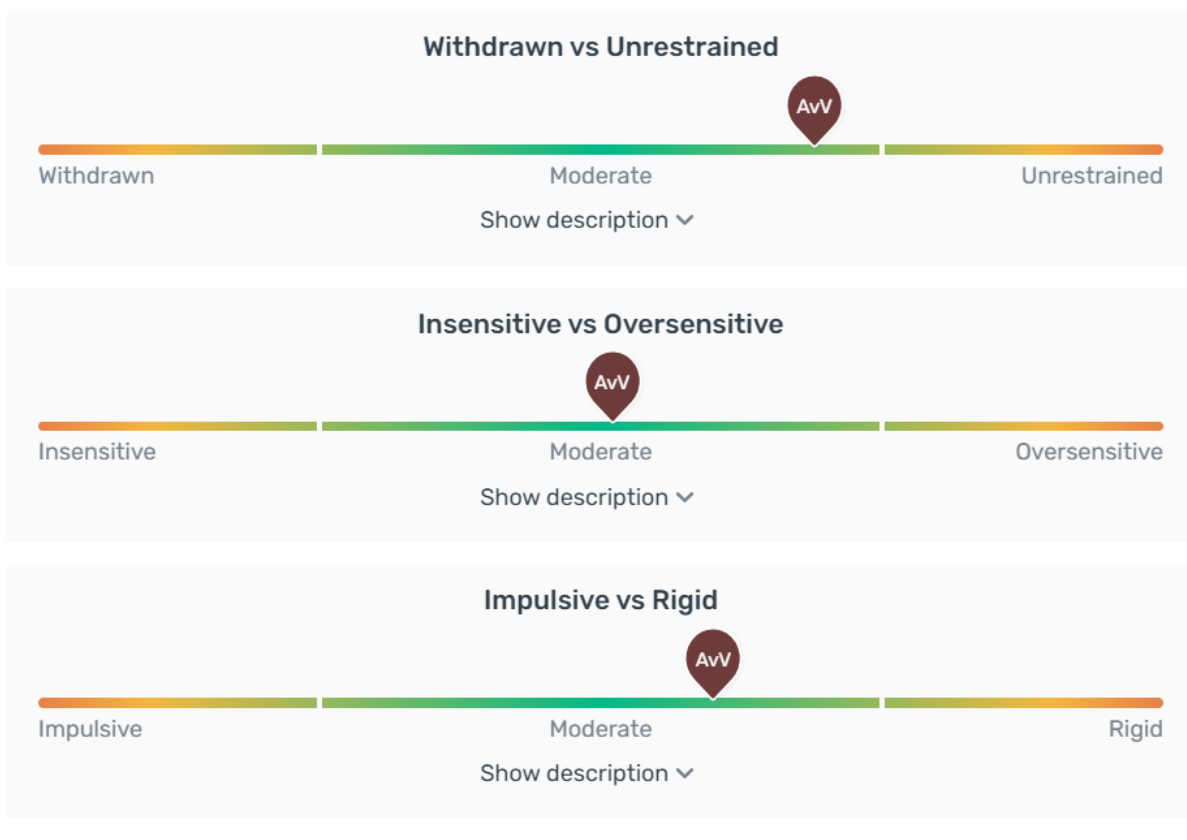
TARGETED BEHAVIORS

*Presents own ideas with enthusiasm and determination.



6. Extreme behavior

Everyone has pitfalls in behavior under extreme circumstances; great pressure, many deadlines, a stressful environment. Assessio maps out what those behaviors look like. A candidate's pitfalls gives insight into what behaviors are visible in extreme situations. It is important to realize that this does not happen on a random Tuesday afternoon with many consultations. It is even questionable whether these behaviors actually become visible. It is also advisable to examine whether the behavior is a risk within the job. In general, these results provide an indication and direction for coaching and guidance.



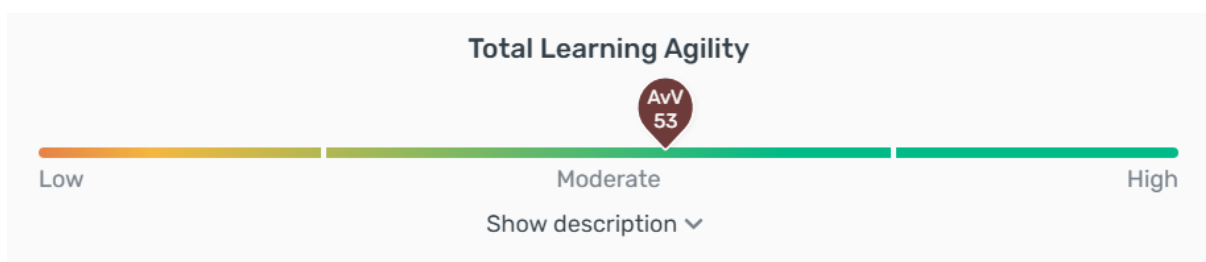
7. Learning Agility

Learning Agility is the ability to quickly develop new effective behaviors based on new experiences and then apply them successfully.

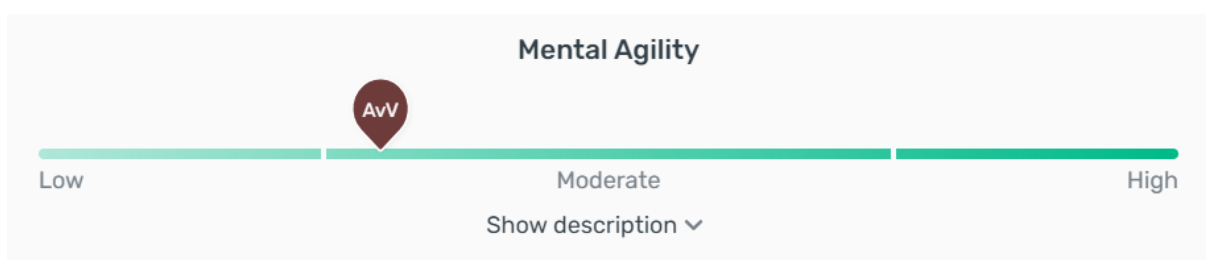
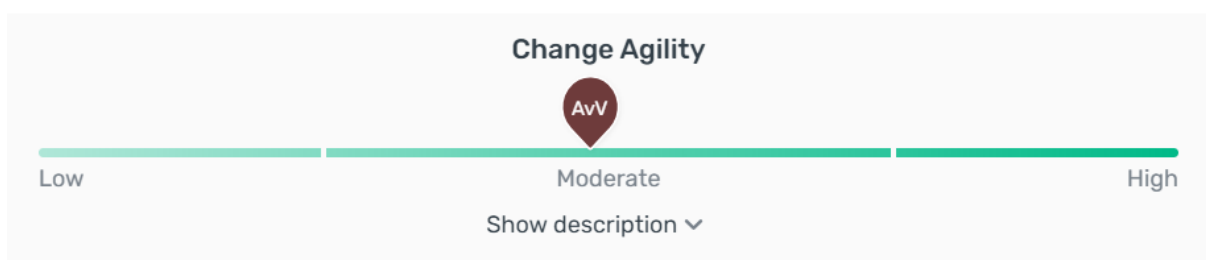
Learning Agility can be used as a secondary insight during recruitment. For example, when the company is going through many changes and this requires adaptability.

There are five different dimensions within Learning Agility: Change Agility, Mental Agility, People Agility, Result Agility and Self-Awareness. Each of these dimensions reflects a different way of learning. Some people have high agility on all of these dimensions, but most people have high scores on only one or two of these dimensions, indicating their preferred way of learning.

% weightings to scale



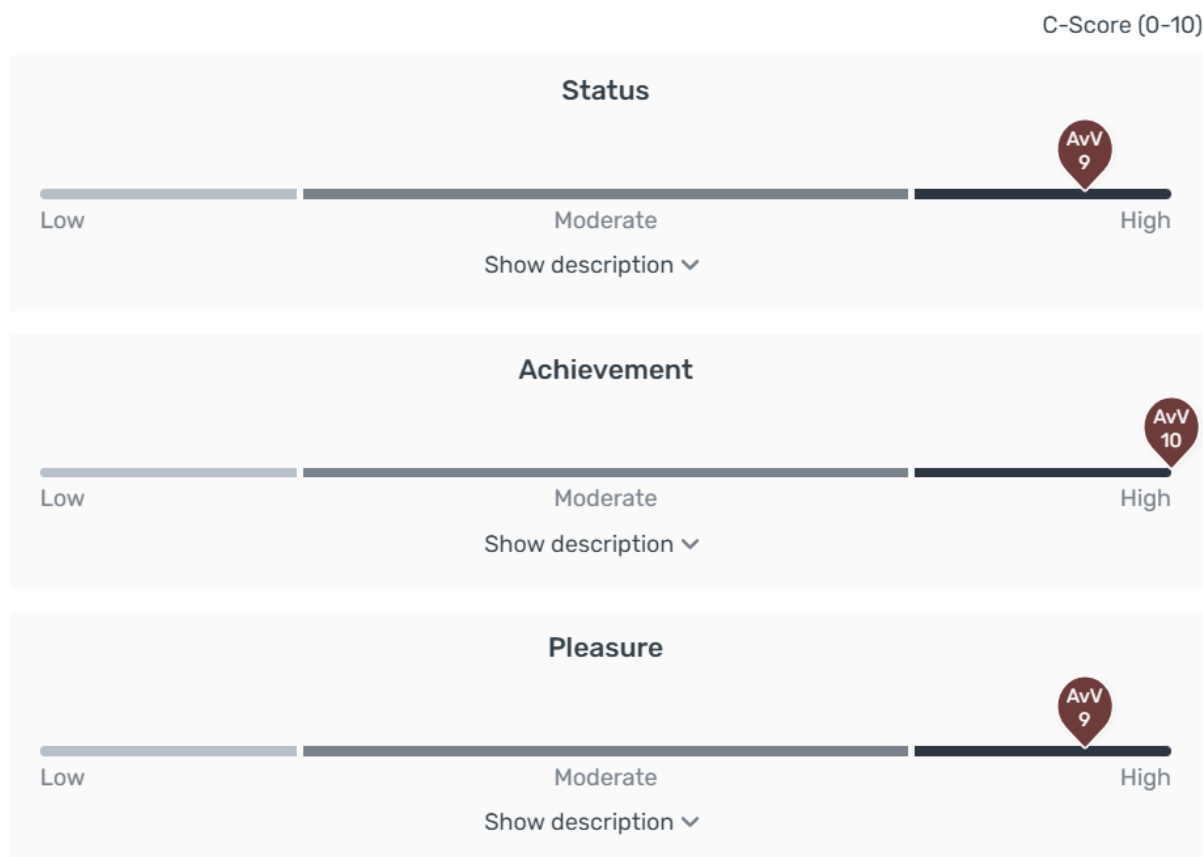
Domains



1. **Low** - People who score lower on Learning Agility generally prefer a more stable environment. They tend to stick to familiar approaches and are generally less open to new experiences and feedback from others.
2. **Balanced** - People with an average score in Learning Agility have a balanced approach to learning. They are reasonably receptive to new ideas and tasks, with a willingness to learn, but may not consistently seek challenges and opportunities to learn.
3. **High** - High scorers on Learning Agility actively seek to expand their knowledge. They are generally enthusiastic and eager to learn from people, new data, ideas and alternative methods.

8. Values

Values are inner motivations that determine an individual's behavior and choices. They provide insight into what a person values and strives for. Understanding these values helps create a work environment in which individuals thrive, contribute effectively and stay motivated. They play a crucial role in determining how people respond to different situations and challenges within an organization.



1. Status.

Strive for career goals and positions of power, with a preference for hierarchy and recognition. High scores want to make decisions on behalf of others; low scores value consensus and equality.

2. Achievement

Goal-oriented and ambitious, with emphasis on expertise and work quality. High scores like challenges; low scores prefer a relaxed life and like to follow others.

3. Pleasure

Seek enjoyment and playfulness in work, with an informal approach. High scores balance pleasure and effort; low scores separate pleasure from work and keep it formal.

4. Change

Seek novelty and variety, comfortable with uncertainty. High scores support innovation and risk-taking; low scores value tradition and predictability.

5. Curiosity

Strive for in-depth knowledge and continuous learning. High scores like broad, diverse topics; low scores are practical and focus on what is necessary.

6. Idealism

Live by strong moral principles and altruism. High scores adhere to high social standards; low scores are pragmatic and look at efficiency and profitability.

7. Connection

Value cooperation and the well-being of colleagues. High scores like to work in teams and help others; low scores are independent and self-reliant.

8. Conformity

Adherence to shared standards and rules, focused on a fair work environment. High scores expect compliance with rules; low scores are flexible and solution-oriented.

9. Security

Avoidance of uncertainty and risk, focused on quality and security. High scores are cautious and well-prepared; low scores like to take risks and are flexible in uncertain situations.

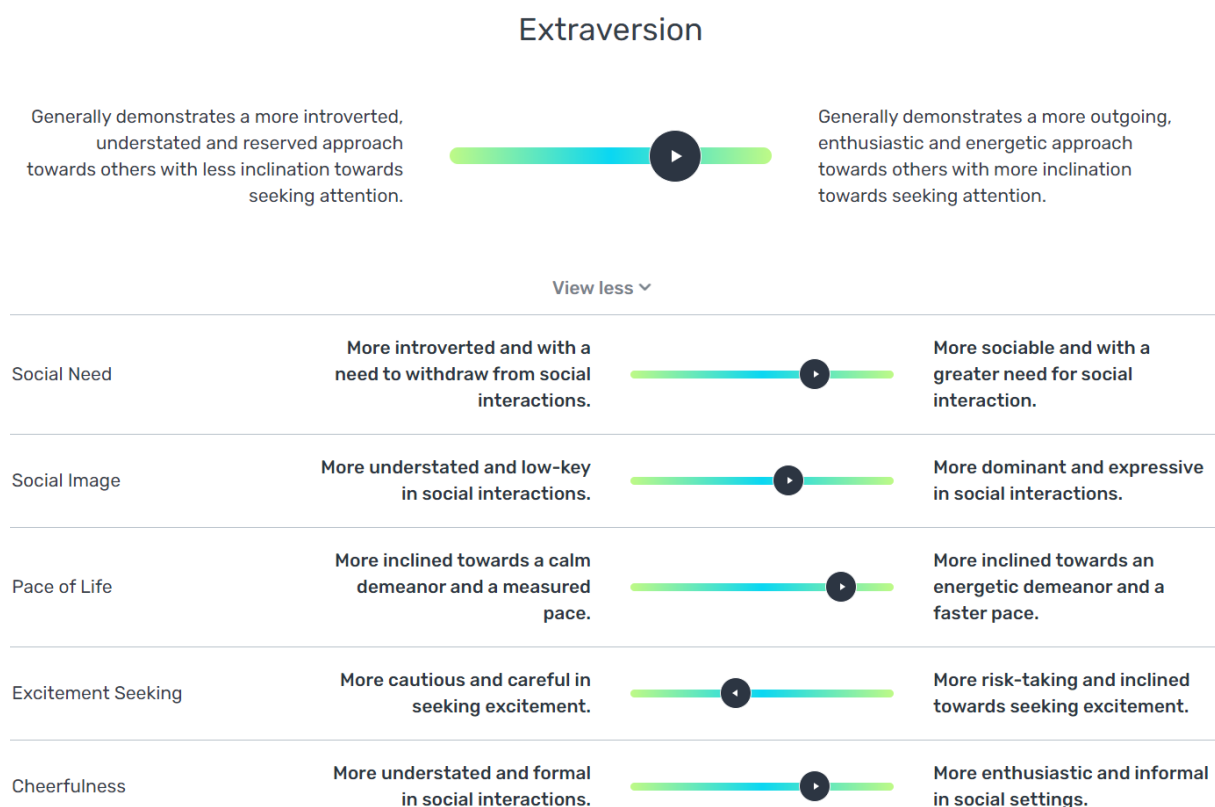


9. Changing Lenses

The chosen lens provides information about aptitude on the essential competencies. The match score indicates the extent to which these behaviors can be expected in practice. Sometimes it is important to also identify additional roles, sometimes a candidate needs to fulfill the role of innovator in addition to the position of account manager. Or a role of motivator/coach is expected of a team member. Then, a choice can be made to look at the same data with a different lens. That way, the aptitude for the additional role is also identified.

10. Candidate Report

Candidates are also given access to their results. This report summarizes various personality aspects, drives and overall mental ability. The display is neutral and because it is about personality aspects there is no correct or incorrect score. In contrast, the match score (not visible to the candidate, but visible to the recruiter and hiring manager) indicates the fit of the personality aspects to the job requirements.



We hope this document is helpful in interpreting the results within the Assessio platform. If you would like more detailed information please let your HR contact know. This is available in [the platform's help center](#).

The Assessio team



Zero Talent Waste.