

# Guidelines for Utilising and Interpreting Candidate Information

## Intro

This guide explains how to interpret the data on the Candidate Profiles and how to use it in the hiring process. Wisnio's Candidate profile includes Leadership Competency map, The Big5 Personality data and the values map based on the Schwartz Theory of Universal values.

Using Wisnio's Candidate data not only enhances the precision of candidate selection but also ensures a synergistic fit within the team and organisation at large. The insights and methodologies presented in this document are rooted in a deep understanding of human behaviour and organisational psychology, aiming to bridge the gap between potential and performance.

## How to use Candidate Profile

Wisnio's candidate profile aims to give valuable insights during the hiring process to ensure the interview topics are candidate-specific and focus on things that could break or make a long-lasting work relationship. You shouldn't never make a hiring decision solely based on the candidate profile.

### ✓ Do:

Utilise the information on candidate profiles to prepare for more in-depth and personalised interviews. Discuss any potential challenges and gaps. Use interviewing as the final evaluation method.

### ✗ Avoid:

Don't exclude candidates solely based on their Wisnio profile. Avoid judging anyone based on their personality or values, and refrain from making assumptions without first engaging in conversation with the candidate.



# Leadership Competencies

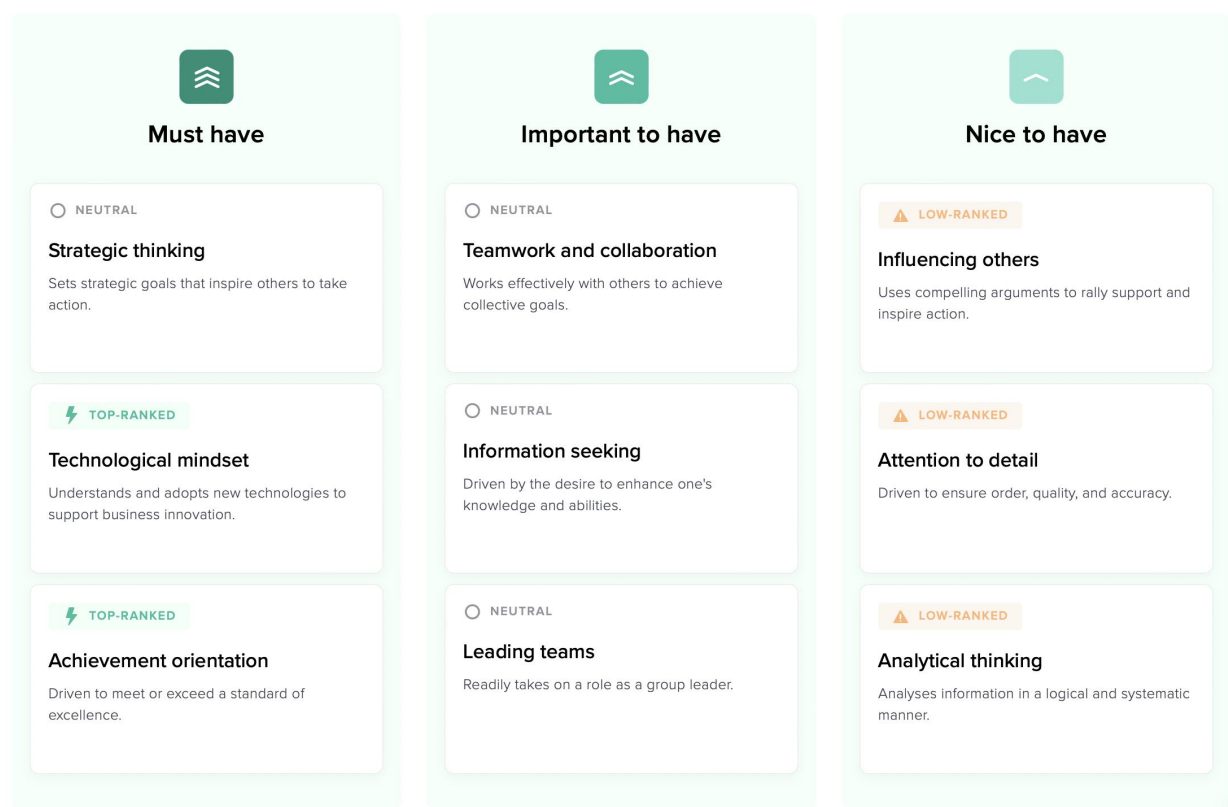
Wisnio's Leadership Competency Library comprises 20 leadership competencies. According to Spencer & Spencer, these competencies include a range of skills, behaviours, and attitudes essential for effective leadership.

## 💡 Understanding Candidates' Competencies in the Hiring Process

- Provides insights into candidates' potential future performance and helps predict their success in overcoming complex challenges.
- Helps identify areas for development and training.
- Ensures that the individuals hired are capable of contributing to the organisation's long-term success.

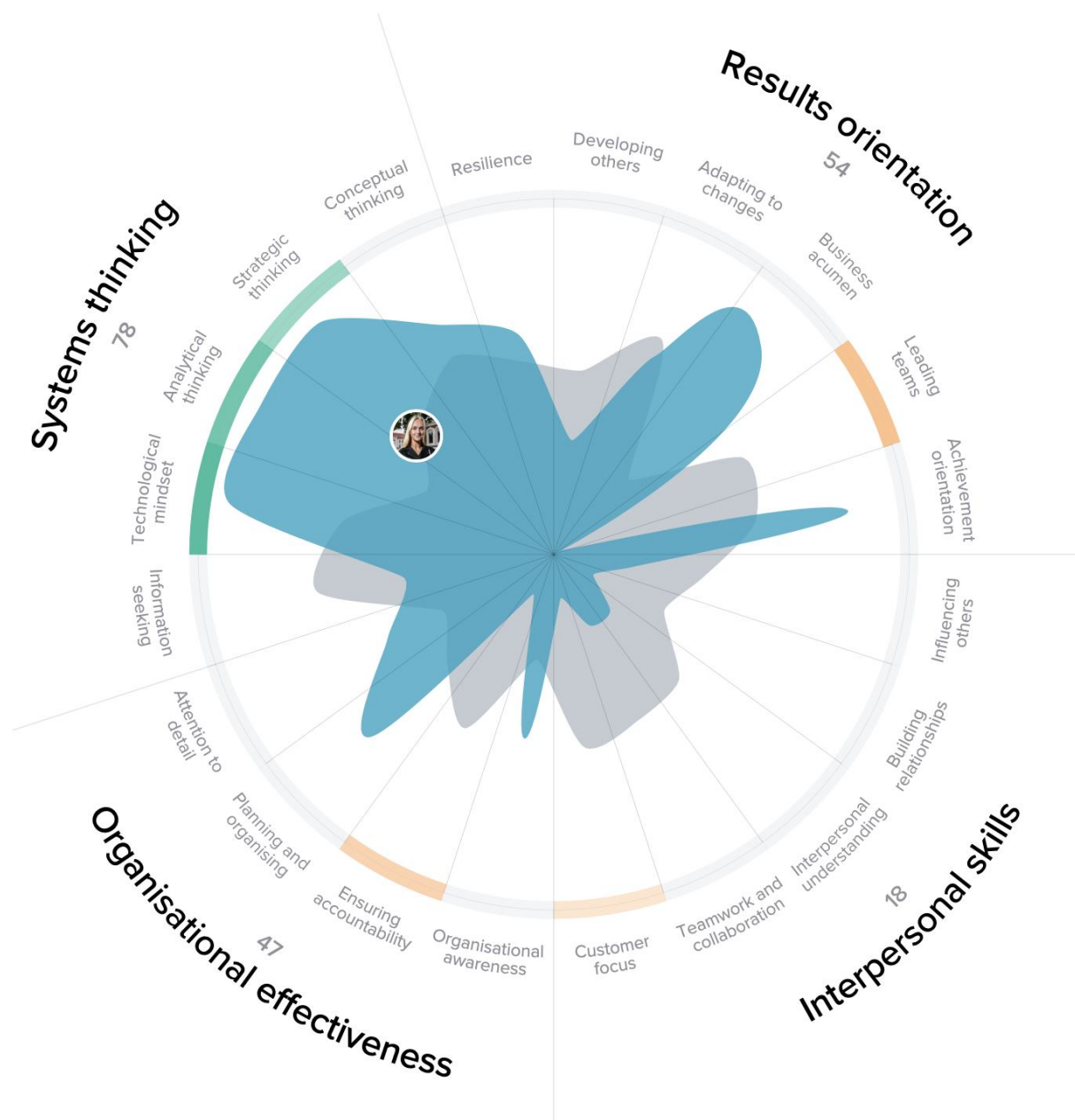
## Reading Wisnio's Graphs: Outlined Position Competencies

On the candidate profile, there are two competency sections: first the match with the mapped-out role competencies, and the second presents the candidate's general competency map. Both sections indicate the competencies in which the candidate feels most confident and those they consider their weakest.



On the mapped-out role competencies, you will see must-have, important-to-have, and nice-to-have competencies mapped out for this specific role. Top-ranked, neutral, and low-ranked tags show candidates' self-confidence in that particular competency compared to other leadership competencies.

Keep in mind, candidate self-confidence shouldn't be used as only input for decision-making. Potential gaps should be assessed through behavioural interview questions.



If the competencies were not mapped out for the role, only the general competency map is visible. The blue area displays the candidate's self-confidence in those competencies. The larger the area, the greater the confidence in that particular competence. Green represents the top-ranked competencies for this candidate, and orange represents the lowest-ranked competencies. The grey area behind represents the benchmarked team competencies. If there is no team benchmark, only candidate results will be displayed.

## How to Use This Data?

### ✓ Do:

- Use competency data to pinpoint areas that require further discussion.
- Ask behavioural questions to evaluate the candidate's competencies during the interview.

### ✗ Avoid:

- Avoid excluding a candidate based solely on their self-assessed confidence in the competencies.



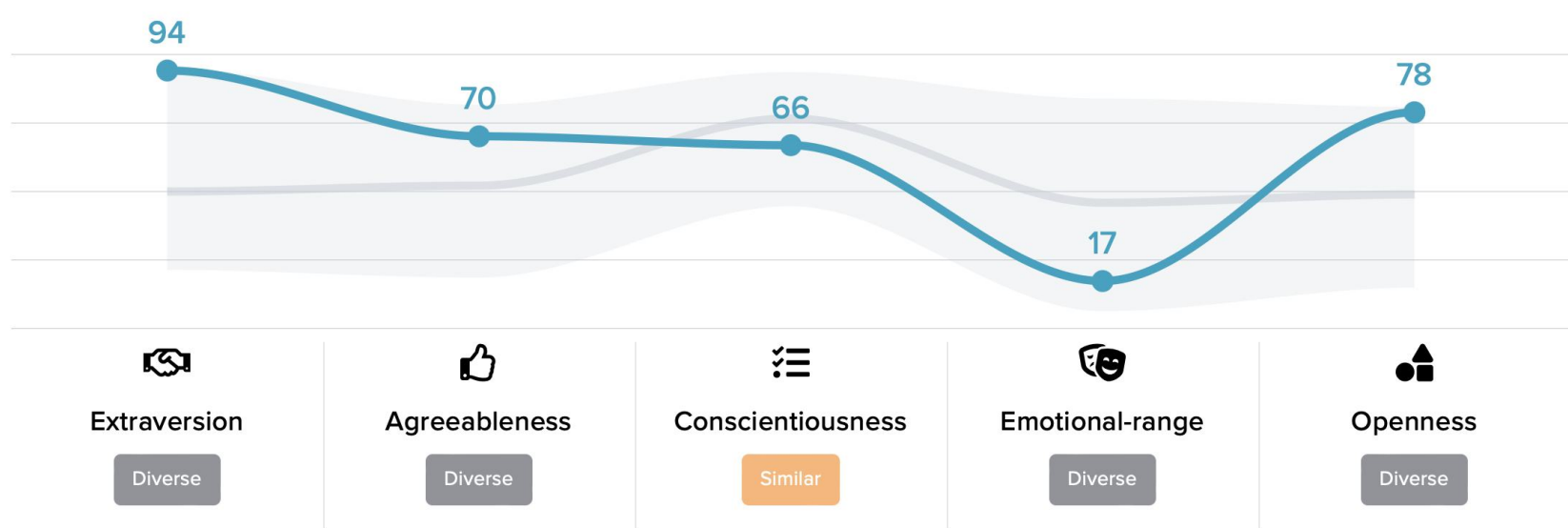
## The Personality Map

The Big Five theory, also known as the Five-Factor Model, categorises personality traits into five broad dimensions. These dimensions offer a comprehensive framework for understanding individual differences in behaviour, motivations, and interpersonal interactions within the workplace

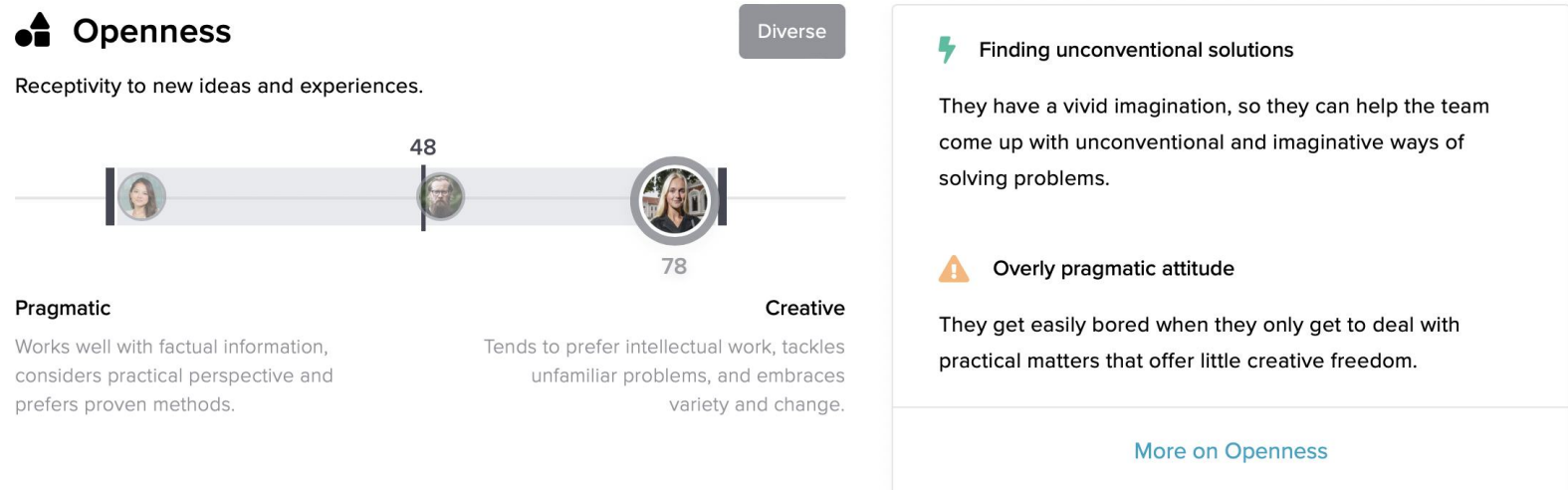
### 💡 Understanding Candidates' Personality in the Hiring Process

- Reveals the candidate's most natural and comfortable behaviours, helping to identify situations in which they thrive.
- Assists in selecting candidates whose characteristics complement the current team, fostering a more balanced and effective team dynamic.
- Aids in understanding how well a candidate fits into the broader organisational work environment, which affects not only the individual's performance but also their well-being and engagement at work.
- Allows you to learn more about your current team and the best ways to integrate new hires into your team.

### Reading Wisnio's graphs



On the candidate profiles, the blue line represents the candidate's personality scores, the grey line represents the benchmarked team average, and the grey area indicates the team's personality range. The wider the grey area, the more diverse the team already is. The tags below each scale indicate whether the candidate is similar to the team or would contribute to its diversity.



In each trait's detailed view, you can see what each scale represents. There are no good or bad scores, just different traits. The "More on..." section helps to understand what the candidate is comfortable with and what they are not.

## How to Use This Data?

### ✓ Do:

- Seek diversity in specific areas to enhance team performance.
- Use the data to familiarise yourself with the new hire. While diversity is beneficial, understanding each other's behavioural preferences and working styles is crucial for seamless teamwork.
- Ask behavioural questions to evaluate the candidate's competencies during the interview.

### ✗ Avoid:

- Avoid jumping to conclusions, such as assuming introverted individuals are not suited for sales roles, and refrain from excluding candidates based on such assumptions. If any concerns arise, discuss them with the candidate first.
- Don't discriminate. No trait is inherently better than another; they simply differ and excel in various contexts.



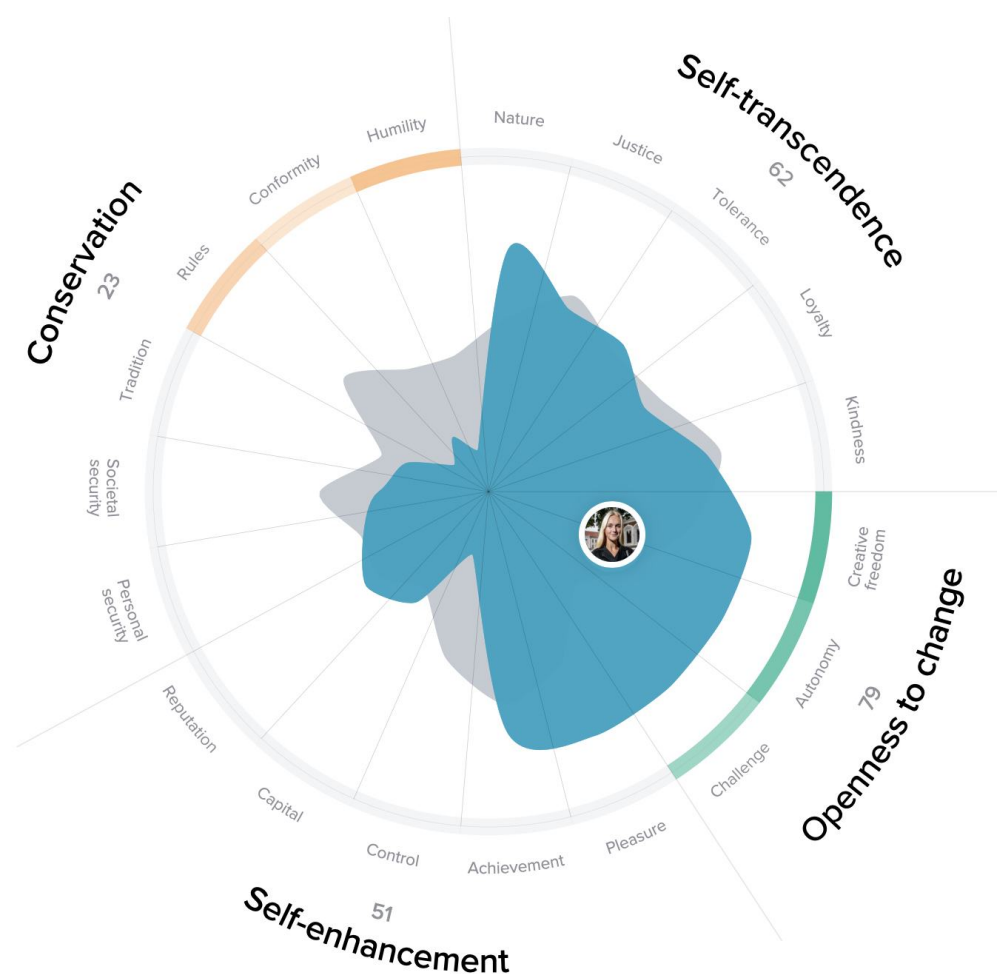
## The Values Map

The Schwartz Theory of Universal Values provides a valuable framework for understanding the current team culture and aligning it with candidate values. Values are believed to motivate our actions and can significantly impact workplace dynamics, team performance, and organisational culture.

### 💡 Understanding Candidates' Values in the Hiring Process

- Reveals the candidate's most natural and comfortable behaviours, helping to identify situations in which they thrive.
- Assists in selecting candidates whose characteristics complement the current team, fostering a more balanced and effective team dynamic.
- Aids in understanding how well a candidate fits into the broader organisational work environment, which affects not only the individual's performance but also their well-being and engagement at work.
- Allows you to learn more about your current team and the best ways to integrate new hires into your team.

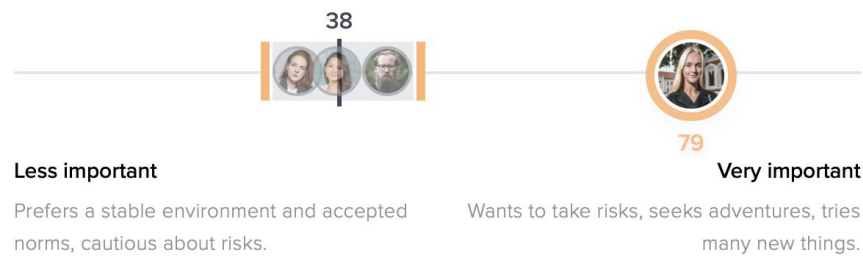
### Reading Wisnio's graphs



In the candidate profile, the grey area represents the team, and the blue area represents the candidate's values. The green areas highlight the candidate's most important values, while the orange areas indicate the least important values. Both the highest and lowest values contribute to defining the team culture. Typically, you would seek some alignment around these core values.

## Challenge

Excitement, novelty, and change.



### Mirjam's attitude

They need to take some risks, seek new adventures, live an exciting life, and try many new things.

[More on Challenge](#)

Individuals on the right side of the scale consider this value very important, whereas those on the left view it as less important. People positioned more towards the middle (close to a score of 50) do not hold a strong opinion regarding this value.

### ✓ Do:

- Understand the core values of the team, which you would expect candidates to align with somewhat.
- Consider whether introducing different values is necessary to help the organisation achieve the desired change.
- Always use interviews as the final method for evaluating potential collaborations.

### ✗ Avoid:

- Do not exclude anyone just based on the values data.
- Not every value needs to be aligned, and differences in values do not necessarily mean that individuals cannot work together.
- Although our values shape our perception of the world, there is no right or wrong set of values.