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# Candidate Report

**Candidate name :**

Paul Holland

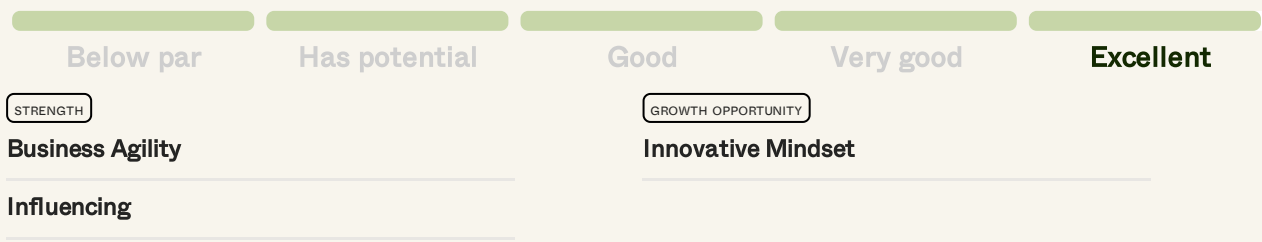
**Interview name :**

PeraView Fit For Future

**Submission date :**

2022/12/28 18:29:34

# How forward-looking is Paul Holland?



## Fit for Future results

For this assessment, we've focused on the key competencies that contribute to a future-proof workforce, fast-growth and digital transformation. We've researched millions of professionals from across the globe to use as a reference point. We've compared the answers from each one of your candidates to those who have proven successful within this area. The following insights are based on this correlation.

	Below par	Has potential	Good	Very good	Excellent
<b>Business Agility</b> (STRENGTH)	██████████	██████████	██████████	██████████	██████████
<b>Strategic Thinking</b>	██████████	██████████	██████████	██████████	██████████
<b>Innovative Mindset</b> (GROWTH OPPORTUNITY)	██████████	██████████	██████████	██████████	██████████
<b>Teamwork</b>	██████████	██████████	██████████	██████████	██████████
<b>Influencing</b> (STRENGTH)	██████████	██████████	██████████	██████████	██████████

## Tips

We have rated your candidate's score from 'below par' to 'excellent'. What do each of these scores mean?

- Excellent:** We rate candidates as excellent when they score better than 75% of the norm group.
- Very good:** We rate candidates very good when they score better than 50% of the norm group.
- Good:** We rate candidates good when they score better than 25% of the norm group.
- Has potential:** We rate candidates as has potential when 75% or more of the norm group had better scores than the candidate. Look at the individual competencies to see where the candidate excels and make your own judgement.
- Below par:** We use this rating when the score did not fall within the scores of the norm group. For an individual competency it's not a bad thing. It means it needs improvement. Especially when it's countered with some very good or excellent scores

## Business Agility

Ability to apply different techniques to test ideas, solutions, or products. To learn quickly from experiments and use data for decision-making.

Other associated competencies: Adapts to changing circumstances, Agile, Entrepreneurial, Flexible.

## Strategic Thinking

Ability to translate long-term vision into strategic milestones and secure deliverables on time.

Other associated competencies: Analytical , Conscientious, Disciplined , Careful , Precise , Critical thinking.

## Innovative Mindset

Ability to find new ideas for difficult challenges.

Other associated competencies: Creative , Proactive, Idea generator, Looking for solutions , Open to experiencing new things , Accepts ambiguity, Curiosity, Growth mindset.

## Follow-up questions

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Use these questions to look for answers related to

- Experiments
- Decision-making
- Learning new things

### Questions

1. What is your relationship with experiments?
2. When making decisions or defining solutions to a problem, what role does data play in your thinking?
3. How often are you learning new techniques?
4. Are you a person who gets their hands dirty and learns by 'doing' or someone who needs to do meticulous research before diving into a task?
5. Give me an example of a time you had to try something you had never done before to solve a task.

## Follow-up questions

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Use these questions to look for answers related to

- Problem-solving
- Future trends
- Information sources

### Questions

1. Give us an example of a successful strategy you developed to solve a problem.
2. What are some future trends that excite you?
3. What are some sources of information you are loyal to?

## Follow-up questions

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Use these questions to look for answers related to

- Learning new things
- Outside the box thinking

### Questions

1. When is the last time you learned something new?
2. How curious are you?
3. Give us an example of a solution you came up with that was outside the box.

## Teamwork

Ability to collaborate effectively and efficiently with others towards a common goal.

Other associated competencies: Builds good rapport , Results-driven, Collaborator, Mobilises people.

## Influencing

Ability to adjust one's communication style to different audiences.

Other associated competencies: Helps others to develop, Shows listening skills and empathy, Is aware of sensitivities, Shows social intelligence, Builds relationships, Networker.

## Follow-up questions

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Use these questions to look for answers related to

- Working in a team
- Working on your own

### Questions

1. What do you enjoy most about working in a team?
2. What are the biggest challenges you face when working in a team?
3. How comfortable are you working on your own?
4. Could you give us an example of a teamwork success story you have been part of.

## Follow-up questions

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Use these questions to look for answers related to

- Networking
- Communication
- Mentoring


### Questions

1. In your opinion, what makes someone a good networker?
2. How would you describe yourself? As more of a talker or a listener?
3. Have you ever been a mentor to someone in some way? Could you tell us more about that experience?


# Questions and Answers

## PeraView Fit For Future


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- 1  Please describe a situation where you were presented with a problem outside of your comfort zone and where you were able to come up with a creative solution.

When I was working for 3 weeks at a new company, one of our most important strategic partners seemed not to be able to deliver on their promise. And because of that, our project would delay, which would have a huge negative financial impact on our company. The project team was getting nervous and pressure was building up. The tension between our company and the strategic partner was building up too, and our relationship under pressure. I contacted the CEO of our strategic partner (an IT company) and invited him to meet each other. Not to talk about business, but first spending time together to really to get to know each other. Since he was known for being a (non-professional) boxer, and I love all powerfull sports, we agreed to meet each other in a gym/ boxing ring. During that training (with a professional K1 fighter) we made a deeper connection based on respect, which our professional relationship would benefit from as of that moment. The project was delivered only with a 4 weeks delay, and we splitted the additional costs. Sport unites!

- 2  Tell us about a time when you have failed or made a mistake. What happened? What did you learn from this experience?

After working several years at a company and my second son turned 2 years old, It was time for me to expand my professional horizon again. Before I started to work for a new company, I did a lot of research to get to know the people already working there, getting to know the products, the distribution model etc. I also studied the governance at the company. At that moment for me the current governance of that company was an issue and a risk for the company too. I ignored my intuition/ gut-feeling. Since the products, the people and the new opportunity were really appealing to me, I said yes to the new job. Within 6 months my job was made redundant, because the company had to reorganize since the existing governance wasn't working. Even though I got a new job within that company after the reorganization and I have learned every day new things, that company and I have never been a perfect match. What I learned from this experience is that I always have to trust and follow my intuition/ gut-feeling.

- 3  Describe a situation in which you got a group of people to work together as a team. Did you encounter any issues? What was the end result?

By nature I focus on strengths as a way to stimulate personal and group excellence and seek to transform something strong into something superb. By seeing what each person naturally does best and empowering them to do it, I make individuals, teams and groups better. I'm intrigued with the unique qualities of each person and have a gift for figuring out how different people can work together productively. When I became end responsible for a Value Stream within a company I had to lead my new managers and teams into the right direction. We, as a Management Board, had written a new strategy and explained this to the company. Based on this strategy, me and my teams needed to execute this strategy. I started with first spending time together, by doing

things that were not related to work: teambuilding, having dinner together, playing games together etc. After making the connection and knowing each other better, we started to work together. My team performs great.