

## Introduction

This section highlights the candidate scores for competencies critical to success for this position. The ChequedReference™ Overall Score is a combination of the individual competency scores based upon their weighting.

Expanding each competency provides detailed information reference ratings and responses for each question within that competency.

## Katherine Hepburn

## Overall Score:

**Position:** Team Leader

**Email:** [katherinehepburn@fakemail.com](mailto:katherinehepburn@fakemail.com)

**Phone:** -

**Created:** 07/25/2018, 11:12pm

**Accepted:** 07/25/2018, 11:18pm

**Location:** Corporate Headquarters -  
Saratoga Springs, New York



## ChequedReference™

### Dependability



Highest Potential

### Acting with Integrity



High Potential

### Leadership



Highest Potential

### Composure



Highest Potential

### Getting Along



Highest Potential

### Resilience



Highest Potential

### Adaptability



Highest Potential

### Oral Communication Skills



Highest Potential

### Personal Drive



High Potential

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### Key Insights

Katherine follows all instructions willingly and in a timely fashion. He/She appreciates the need for organizational rules and procedures and is highly conscientious in following such rules and procedures while encouraging others to do the same. Katherine consistently conducts himself/herself with high levels of integrity. He/She adheres to ethical principles and values, and is seen as trustworthy and sincere by his/her peers.

Katherine has a natural ability to lead and motivate others. He/She readily takes charge of situations and excels at organizing and directing the activities of group members. Katherine is highly effective at ensuring that group activities are focused on activities that are task relevant and benefit the organization. Peers and coworkers look to him/her for direction.

Katherine can successfully handle frustrating situations while remaining calm. He/She can subdue negative emotions and appear happy to others. Criticism is handled quite well.

Katherine excels at developing and maintaining relationships at work even with individuals from different backgrounds.

He/She displays highly levels of empathy and respect towards others and goes out of his/her way to make new employees feel welcome. He/She enjoys working and interacting with others and works particularly well in group or team settings.

When faced with pressure, challenges and setbacks, Katherine will cope effectively. He/She will not be deterred by obstacles



encountered or failures realized along the way. Katherine will handle crisis situations effectively and will maintain composure in stressful situations.

Katherine easily and readily adapts his/her behavior and work methods to new information or changing task requirements and work conditions without significant loss of productivity. He/She is very comfortable with an environment characterized by frequent change and multiple, competing job demands.

Katherine is a highly effective speaker. He/She expresses thoughts and ideas in a clear and understandable manner. Katherine is comfortable and effective at presenting information in group settings. He/She actively listens and attends to what others are saying.

Katherine places a high value on achievement and usually exhibits a strong orientation to attaining the results that he/she has set. He/She will typically maintain a high energy level in most circumstances. Not easily deterred, Katherine will stick with his/her goals and usually maintain the appropriate persistence levels to attain them. His/Her goals will likely be challenging and Katherine will often take calculated risks that he/she feels are critical to their achievement.

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#### View All Competencies

Competency	Candidate Ideal Score Range	Competency Relevance
Dependability	<p>1 Reference 1 (93%) 2 Reference 3 (93%), Reference 2 (97%) Katherine Hepburn (80%)</p>	20%
Acting with Integrity	<p>1 Reference 2 (90%) 2 Reference 3 (90%) 3 Reference 1 (97%) Katherine Hepburn (83.33%)</p>	15%
Leadership	<p>1 Reference 1 (92%) 2 Reference 2 (92%), Reference 3 (96%) Katherine Hepburn (83.33%)</p>	15%
Composure		10%





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**Custom Questions and Responses**



**1. Did this candidate have people management responsibilities when you worked together? If so, how many people did he or she directly manage?**

**Reference 1 :** Yes. I think she had a team ranging from 10-15 people? .

**Reference 2 :** We generally have 15-20 people on our Sales Team year round, and a few more during the summer months. .

**Reference 3 :** Yes. Katherine was my direct manager at the store. Everyone really respected her and loved working for her .

**2. Please describe how this candidate has handled tough conversations with customers or employees in past situations.**

**Reference 1 :** Katherine is a pro at dealing with people. She did great. In situations where I may have been more stern or quick to act with an unhappy customer, she was almost magical. .

**Reference 2 :** Wonderfully, and without compromising to make people happy. She just had a way of getting people calm .

**Reference 3 :** Katherine can make anyone feel better regardless of the issue. Even those extra difficult customers .

**3. In your experience, has this candidate been effective in tough customer or employee conversations? Please describe the situation.**

**Reference 1 :** She's great. Everyone loves Katherine. .

**Reference 2 :** Yup. She knew how to rally the troops. .

**Reference 3 :** Katherine was great with our team. She has a knack for knowing how to motivate people .

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**Business Impact Questions**

**Dependability**



Tell me about a time when you reviewed the work of a coworker or supervisor for errors or compliance with company policies. What was the project/task and how did you conduct your review?

Describe a time when you were working on a project or task that required especially strict adherence to a policy or procedure. What was the project or task, and what was the result of you working on the project.

Describe a situation in which some aspect of a work project or task that you were working on was overlooked. What were the causes of the omission? How did you respond to this situation?

Have you ever worked in a situation where the rules and guidelines were not clear? What did you do in that situation?

Can you think of a time where you or your work group faced an important deadline and were falling behind schedule? What did you do in this situation? What was the outcome?

▾ **Acting with Integrity**

Think about a time when you felt pressured to compromise your principles to perform on the job. How did you respond to the situation? How did it impact your performance on the job?

Have you had a time when a coworker, friend, or acquaintance told you about doing something at work that you felt was an ethical violation? How did you respond and, if your response did have an impact, how so?

Think of a time when you saw a coworker, friend, or customer doing something that you felt was unethical. Describe the situation and how you handled it. Why did you handle it the way you did?

Describe a situation in which you had made a commitment or promise to others that was difficult to keep. What did you do in this situation and what was the outcome?

Think about a time you observed someone doing something unethical. What did you do in this situation and what was the outcome?

▾ **Leadership**

Tell me about a time when you identified a problem that needed a group of people assigned to it. How did you go about getting people on board to address the problem? Was the problem resolved?

Have you ever had to organize the work of other people to accomplish an important goal? How did you decide to divide up the work? What was the result of this organization scheme?

Describe a situation in which you were placed into or found yourself in a leadership position. How did you feel about



being in this leadership position? How did you respond to this situation and how did it turn out?

Can you think of a time in which members of your team lacked the motivation to meet their goals? How did you respond to this situation? Did you make any attempts to boost motivation within the group? If so, how successful were you?

Think of a time when you were required to delegate work to a group. How did you plan to delegate the work? What was the outcome?

### Composure

Tell me about a time that you were in a meeting with a customer or coworker that was heated. What did you do during the meeting? How did this impact the outcome of the situation?

Think of a time when you were very nervous or angry at a time that you needed to perform well at work. Were there any consequences of you feeling this way? What did you do while you felt this way?

Think of a time that someone made you very angry but you had to work or interact with that person in order to finish a task or accomplish a goal. What was the situation and how did you respond to it? How did you deal with your feelings of anger?

Think of a time when you were working in a group where several group members were upset or angry and directed some of their anger at you. What did you do in this situation?

### Getting Along

Tell me about a time when a team or group you were working with had difficulty interacting with one another due to internal issues. What did you do in response to these issues? What happened as a result?

Can you think of a time that you disagreed with other members of a team you worked on about how to complete a project? How did you bring up your concerns? How did it impact what you were working on at the time?

Can you think of a time when you had to work cooperatively with others on a team in order to accomplish a goal? What was the team's goal and what was your role? How did you contribute to the achievement of the objective?

Can you think of a time when you had to build rapport quickly with someone under difficult conditions? How did you go about establishing rapport? What was the outcome of this situation?

Give a specific example of a time when you had to address an angry customer or person. What was the problem and how did you handle the situation? What was the result of this interaction?



**Resilience**

Tell me about a time that there was a major failure or negative incident at your workplace. How did it impact your performance? How did you respond to this situation?

Think of a past situation where morale on your work team was low. What was the circumstance? How did you react under these circumstances? What impact did you have on the group?

Can you tell me about a time when you felt particularly discouraged at work? What did you do in response to these feelings? How was your work impacted?

Describe a very stressful episode at work that you have experienced. Did you do anything to reduce the stress that you were experiencing? What did you do and how successful were you at reducing stress?

What has been your biggest disappointment in your job(s)? How did you respond?

**Adaptability**

Tell me about a time that your work changed so dramatically that you felt like you were fulfilling a completely different role or function. How did you respond? What steps did you take following this change?

Have you ever had a circumstance where you had to greatly alter your approach to performing on the job? What did you do? How did it impact your performance?

Think about a time when the demands of your job abruptly changed. How did these changes impact your work? What did you do in response?

Have you ever had work methods or the nature of your job responsibilities change dramatically in a short period of time? What was the situation and what did you do?

Tell me about a situation in which you had to adjust to changes in your work environment over which you had no control. How did you handle it?

**Oral Communication Skills**

Describe a time when you had to explain a complex concept or process to a group of people at work. How did you present the topic? Did your audience clearly understand it when you were done?



Can you think of a time when you were asked to give a speech or presentation with little or no preparation? How did you react? What was the result of the presentation?

Think of a time when you had to answer questions in front of a group of people. How did you address each question and how were your answers received by the audience.

Can you think of a time when you had to make a formal presentation? What was the presentation about? What did you do to get your main point across to the audience? How do you feel the presentation went?

Can you think of a recent situation in which you had to make a speech or presentation to a group? How did you prepare? What obstacles did you face? How did you handle those obstacles?

**Personal Drive**

Tell me about the most challenging goal that you have achieved while at work. What were the challenges involved? What was the impact of you achieving that goal?

Have you ever set an independent goal or objective for yourself while at work? What was the goal? What was involved while working towards it?

Have you ever taken a calculated risk to achieve a goal at work? What was the risk and what was the result of your efforts?

Describe an important goal that you are trying to reach. Describe the goal and how you are going about trying to attain it.

Think about the last time you were assigned a difficult task or project. How did you go about completing this task or project and how did it turn out?

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**Hire / Rehire**

References were asked to answer this question:

**"If applicable, would you hire or rehire in the future?"**

**Reference 1:** Yes, absolutely. I don't want her to leave, but understand the nature of the opportunity she is going after. .

**Reference 2:** Very Likely. I don't think there's anything prohibiting us from taking her back. .





Reference 3: Yes, absolutely. She is welcome back anytime .

### ChequedReference™

#### Reference Info and Comments

Ms. Diana Prince	Mr. Peter Parker	Selina Kyle
<b>Completed:</b> Yes	<b>Completed:</b> Yes	<b>Completed:</b> Yes
<b>Company:</b> ACME Industries	<b>Company:</b> Skip to My Shoes, Inc.	<b>Company:</b> ACME Industries
<b>Title:</b> Training and Development Associate	<b>Title:</b> Store associate	<b>Title:</b> Regional Sales Director
<b>Relationship:</b> Instructor/Trainer	<b>Relationship:</b> Subordinate	<b>Relationship:</b> Supervisor
<b>Length of Relationship:</b> One to two years	<b>Length of Relationship:</b> Two to five years	<b>Length of Relationship:</b> One to two years
<b>Date Completed:</b> 08/09/2018	<b>Date Completed:</b> 07/26/2018	<b>Date Completed:</b> 07/26/2018
<b>Time to Complete:</b> 15 days	<b>Time to Complete:</b> 12 hours 13 minutes	<b>Time to Complete:</b> 13 hours 10 minutes
<b>IP address:</b> ***.***.85.138	<b>IP address:</b> ***.***.196.66	<b>IP address:</b> ***.***.17.226
<b>OK to contact?</b> Yes	<b>OK to contact?</b> Yes	<b>OK to contact?</b> Yes
Saratoga Springs, New York United States of America <b>Phone:</b> 518-369-3810 <a href="mailto:diana.prince1234@fakemail.com">diana.prince1234@fakemail.com</a>	Allen, Texas United States of America <b>Phone:</b> (972)764-0079 <a href="mailto:peter.parker1234@fakemail.com">peter.parker1234@fakemail.com</a>	Saratoga Springs, New York United States of America <b>Phone:</b> 518-934-8133 <a href="mailto:Selina.kyle1234@fakemail.com">Selina.kyle1234@fakemail.com</a>
<b>Comment from Reference:</b> Katherine and I worked together at ACME where she oversaw our Sales Team.	<b>Comment from Reference:</b> I got to know Katherine while working for her at skip to my shoes. Katherine is a real gem. We still keep in contact. Please hire her!	<b>Comment from Reference:</b> Katherine is a wonderful person and was a key member of my team. We understand her desire to grow in a new role and I will hate to see her go.
<b>Comment from Candidate:</b> Diana is a good friend of mine to this day, stemming from our time working together	<b>Comment from Candidate:</b> Peter was my star employee at Skip to My Shoes. We have a great working relationship and he does a great job. I have a lot of respect for him.	<b>Comment from Candidate:</b> I reported to Selina at ACME. She played a key role in helping me grow.



**ChequedReference™**

**Preliminary Employment Verification**

Ms. Diana Prince	Mr. Peter Parker	Selina Kyle
<b>Relationship:</b> Training and Development Associate	<b>Relationship:</b> Store associate	<b>Relationship:</b> Regional Sales Director
<b>Worked at:</b> ACME Industries	<b>Worked at:</b> Skip to My Shoes, Inc.	<b>Worked at:</b> ACME Industries
<b>Employment Dates:</b> N/A	<b>Employment Dates:</b> N/A	<b>Employment Dates:</b> 10/15 - 11/16
<b>Eligible for Rehire:</b> N/A	<b>Eligible for Rehire:</b> N/A	<b>Eligible for Rehire:</b> Yes
<b>Reason for Leaving:</b> N/A	<b>Reason for Leaving:</b> Na	<b>Reason for Leaving:</b> She is looking for career growth we could not provide.
<b>Rehire Eligibility Comments:</b> N/A	<b>Rehire Eligibility Comments:</b> Na	<b>Rehire Eligibility Comments:</b> I would hire her back in a second.
<b>Candidate Job Function:</b> N/A	<b>Candidate Job Function:</b> Na	<b>Candidate Job Function:</b> Handling direct employee management and growth and ensuring sales targets are hit.



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**Chequed Quality Indicator™**

The Chequed Quality Indicator™ assesses the overall confidence level of reference legitimacy. Certain criteria are automatically checked which would indicate that a candidate may be attempting to provide false information about references. A score of 75% or greater indicates a high confidence level.

Please be aware that many reasons may exist which can lower a score. For Chequed Quality Indicator™ scores lower than 75%, phone calls should be placed to references verifying they completed the reference check. Candidate should NEVER be removed from your hiring process solely based on this score. It is simply an area for further due diligence.



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**Competency Definitions**

**Dependability**

Follows instruction and procedures. Demonstrates appreciation for the importance of organizational rules and policies. Is thorough and conscientious in his/her approach to work.

**Acting with Integrity**

Acts with integrity and upholds high standards of ethical conduct. Adheres to principles and values; is sincere and trustworthy.

**Leadership**

Influences and motivates others. Takes initiative in organizing and coordinating the activities of group members. Mobilizes group effort toward a common goal.

**Composure**

The ability to keep one's emotions in check, to hide negative emotions and anger in front of others. Does not let negative emotions interfere with interpersonal relations.

**Getting Along**

Relates well to people from varied backgrounds; establishes and maintains good relationships with others. Shows understanding, respect, and empathy towards others. Works effectively and productively with people in a group or on a team.

**Resilience**



Copes effectively with pressure and setbacks; is not deterred by obstacles or failure. Handles crisis situations effectively and maintains composure under stress.

**Adaptability**

Adapts behavior in response to changing conditions or new information. Is open to change and not bothered by ambiguity. Shows flexibility in work methods.

**Oral Communication Skills**

Expresses thoughts verbally in a clear and understandable manner. Is comfortable making group presentations; possesses good presentation skills. Actively listens and attends to what others are saying.

**Personal Drive**

Values achievement and is results-oriented. Shows high-energy, drive, and persistence necessary to achieve results. Pursues ambitious and challenging goals, and persists in the face of obstacles. Takes calculated risks to achieve personal goals.

