

Sample Company

Talent Match **Selection** Report

Example Job

10 July 2015

Example Candidate

This report provides a summary of the competency potential for this candidate when compared to the role of Example Job. The competency potential scores are based on the candidate's responses to the potential assessments described in this report.

When interpreting the information in this report, the focus should remain on the inherent competency requirements for the role mentioned above. This report only represents the competency potential of this candidate against this specific role. The talent match score should not be generalised to other roles.

For any critical decisions, such as selection decisions, these assessment results must not be used in isolation and should be integrated with other available and relevant recruitment and selection information.

The information contained within this report is likely to remain valid for 12 to 24 months, depending upon circumstances.

Confidential Information

www.tts-talent.com - info@tts-talent.com

Introduction to the report

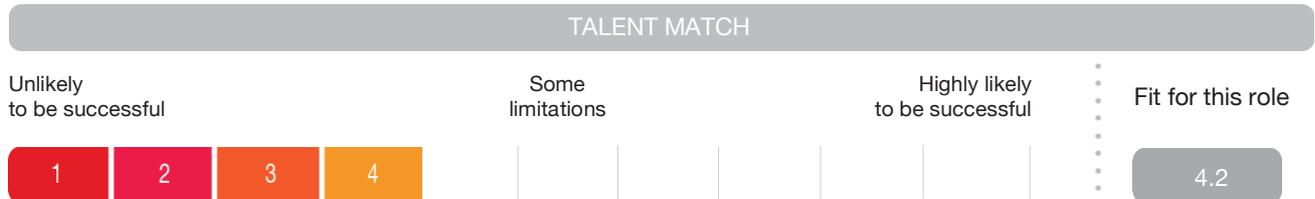
Effective performance in most roles is dependent on the extent to which an individual's likely behaviour is aligned with the behavioural requirements that leads to success in a particular role.

The aim of this report is to provide an indication of **Example Candidate's** potential fit with the most important requirements for the position of **Example Job**.

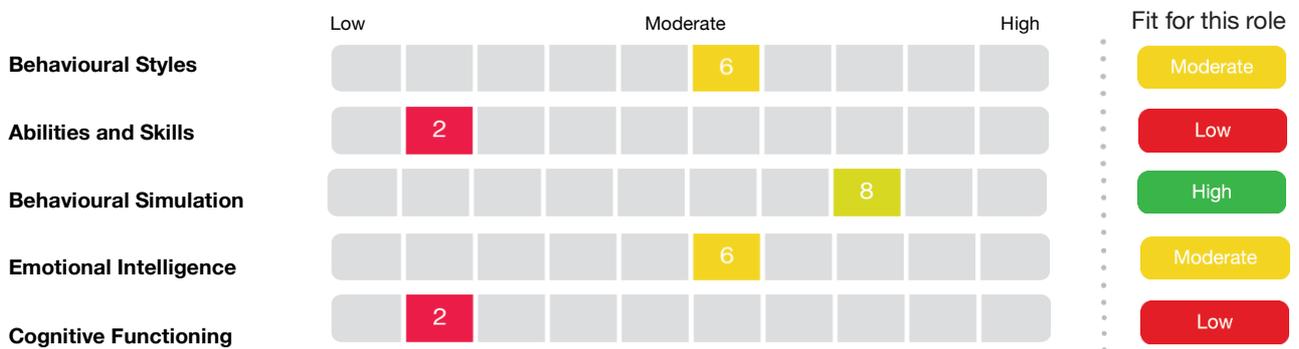
There are several factors that determine if an individual will be successful in a role. Some are backward looking such as qualification and experience, while other related to the individual's current environment including their relationship with a manager and their team.

This report provides a forward looking perspective.

Summary Profile



Example Candidate is less likely to be successful in the following role/job: **Example Job**.



C = Current **P** = Potential

Final Recommendation

Following a detailed analysis of all the results, we make the following final recommendation.

This Talent Match Report provides an overview of the key results attained from the assessment and compares this with critical behavioural requirements for a specific role. This report should be read with the detailed reports from each of the assessment methods. The summary report is not intended to be comprehensive and should not be used as the single source of information in the making of any final talent decisions.



Possible risks for this role	Key strengths for this role
Executive Aptitude Abstract Showing Composure Embracing Change Examining Information May lack persistence* May lack trust*	
Development opportunities for this role	Good potential for this role
Executive Aptitude Verbal Making Decisions Pursuing Goals Empowering Individuals Thinking Positively May feel comfortable working in a somewhat unstructured and unfamiliar work environment	Providing Insights Following Procedures Checking Things Documenting Facts Interpreting Data Upholding Standards Conveying Self-confidence

*This behaviour may be displayed when the individual is under pressure
 (s) As measured using a simulation

EXECUTIVE SUMMARY

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Detailed Profile

	Low		Moderate						High	
	1	2	3	4	5	6	7	8	9	10
Essential behaviours										
Showing Composure		●								
Embracing Change		●								
Making Decisions				●						
Providing Insights						●				
Following Procedures							●			
Checking Things						●				
Documenting Facts						●				
Interpreting Data							●			
Important behaviours										
Examining Information		●								
Upholding Standards						●				
Conveying Self-confidence				●						
Pursuing Goals			●							
Empowering Individuals			●							
Thinking Positively				●						
Interacting with People							●			
Convincing People					●					
Resolving Conflict					●					
Generating Ideas							●			
Exploring Possibilities						●				
Developing Strategies				●						
Critical skills and aptitudes										
Exploring and applying rules to specific problems		●								
Interpreting designs from different angles					●					
Understanding mechanical and technical systems				●						

Performance on **Behavioural Simulation**

Dimensions	Develop	Proficient	Strength
Strategic Thinking (s)		○	
Entrepreneurship (s)	○		
Business Acumen (s)		○	
Emotional Intelligence (s)		○	
Executive Presence (s)			○
Building Strategic Relationships (s)		○	
Developing Talent (s)			○

What was not done	What was done well
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Seizing business opportunities
 Innovating business ventures
 Setting ambitious plans
 Managing risk
 Finding strategic relationships
 Creating buy-in

Acting thoughtfully
 Speaking with charisma
 Radiating confidence
 Promoting continuous learning
 Building systems and attracting and retaining superstars
 Celebrating success
 Mentoring and coaching others

DESCRIPTIONS

Strategic Thinking	Broad, visionary thinking that focuses on long-term business goals.
Entrepreneurship	Capacity to seize business opportunities, innovate business ventures, set ambitious plans and manage risks.
Business Acumen	Fully understanding the business world, thinking through and quickly formulating solid business decisions and identifying strategic priorities that add significant value.
Emotional Intelligence	Capacity to have self- and other- insight about interpersonal interactions that is based on empathy, active listening and caring and consideration.
Executive Presence	Presenting oneself in confident, poised, engaging and charismatic manner that pulls people in, radiates credibility, commands respect and inspires trust.
Building Strategic Relationships	Searching for and building strong relationships with key internal and external business partners, creating buy-in and skilfully navigating organizational politics.
Developing Talent	Acting as a champion of talent development by promoting continuous learning, creating strategies to attract and retain superstars, celebrating successes and mentoring and coaching others.

Leadership Challenges Profile

The Hogan Development Survey (HDS) measures eleven patterns of interpersonal behaviour that tend to appear when a person is under pressure. These behavioural patterns are not typical of leaders, but could negatively affect leadership style to the point where it may undermine or inhibit a leader’s performance.

The table below indicates whether the individual may have a medium (orange) or high (red) risk factor in each of the eleven behaviours. Behaviours in the medium and high risk range indicate possible leadership challenges and should be managed or developed accordingly. Behaviours in the low or no risk range indicate that there are no evident counterproductive tendencies and can be ignored for the purposes of this particular assessment.

Based on this assessment, **Example Candidate's** possible leadership challenges are as follows:

BEHAVIOURS	NO RISK	LOW RISK	MODERATE RISK	HIGH RISK
Excitable				
Sceptical				
Cautious				
Reserved				
Leisurely				
Bold				
Mischievous				
Colourful				
Imaginative				
Diligent				
Dutiful				
Excitable				

DESCRIPTIONS	
Excitable	May be overly enthusiastic about people or projects, and then becoming disappointed with them. Result: seems to lack persistence.
Sceptical	May be socially insightful, but cynical and overly sensitive to criticism. Result: seems to lack trust.
Cautious	May be overly worried about being criticised. Result: seems resistant to change and reluctant to take chances.
Reserved	May lack interest or awareness of the feelings of others. Result: seems to be a poor communicator.
Leisurely	May be independent, ignoring others’ requests, and becoming irritable if they persist. Result: seems stubborn, procrastinating, and uncooperative.
Bold	May have inflated views of one’s competency and worth. Result: seems unable to admit mistakes or learn from experience.
Mischievous	May be charming, risk-taking, and excitement-seeking. Result: seems to have trouble maintaining commitments and learning from experience.
Colourful	May be dramatic, engaging, and attention-seeking. Results: seems preoccupied with being noticed and may lack sustained focus.
Imaginative	May think and act in interesting, unusual, and even eccentric ways. Result: seems creative but possible lacking in judgment.
Diligent	May be overly conscientious, perfectionistic, and hard to please. Result: tends to disempower staff.
Dutiful	May be overly eager to please and reluctant to act independently. Result: tends to be pleasant and agreeable, but reluctant to support subordinates.

Summary of information on **strategic capability**

The table below matches an individual's comfort in functioning with complexity to a specific type of work environment. These work environments are assessed by considering a person's preferences to problem solving styles and dealing with complexity.

The 'current' preferred work environment indicates the work environment the individual is likely to feel most comfortable working in at present. The 'potential' work environment indicates individual's comfortability working within the specified potential work environment, considering some adjustments to his/her preferred problem solving style(s). Please refer to appendix A for the descriptions on the different work environments.

STRATEGIC CAPABILITY	PURE OPERATIONS	DIAGNOSTIC ACUMEN	TACTICAL STRATEGY	PARALLEL PROCESS	PURE STRATEGIC
			C	P	

CURRENT WORK ENVIRONMENT

She is currently comfortable managing new and complex information within work environments that require her to work with whole operating systems or business units, – particularly with the interaction between these systems or units. She will tend to plan, structure, measure, control and pull information together in order to achieve a pre-specified goal and come up with short-term solutions that pave the way for longer term achievement.

POTENTIAL WORK ENVIRONMENT

Given some changes in her preferred problem solving styles, she has potential to be comfortable to work both within, and across, relatively complex systems and shows potential to focus on both broad strategy as well as the operational implications of the strategic direction taken.

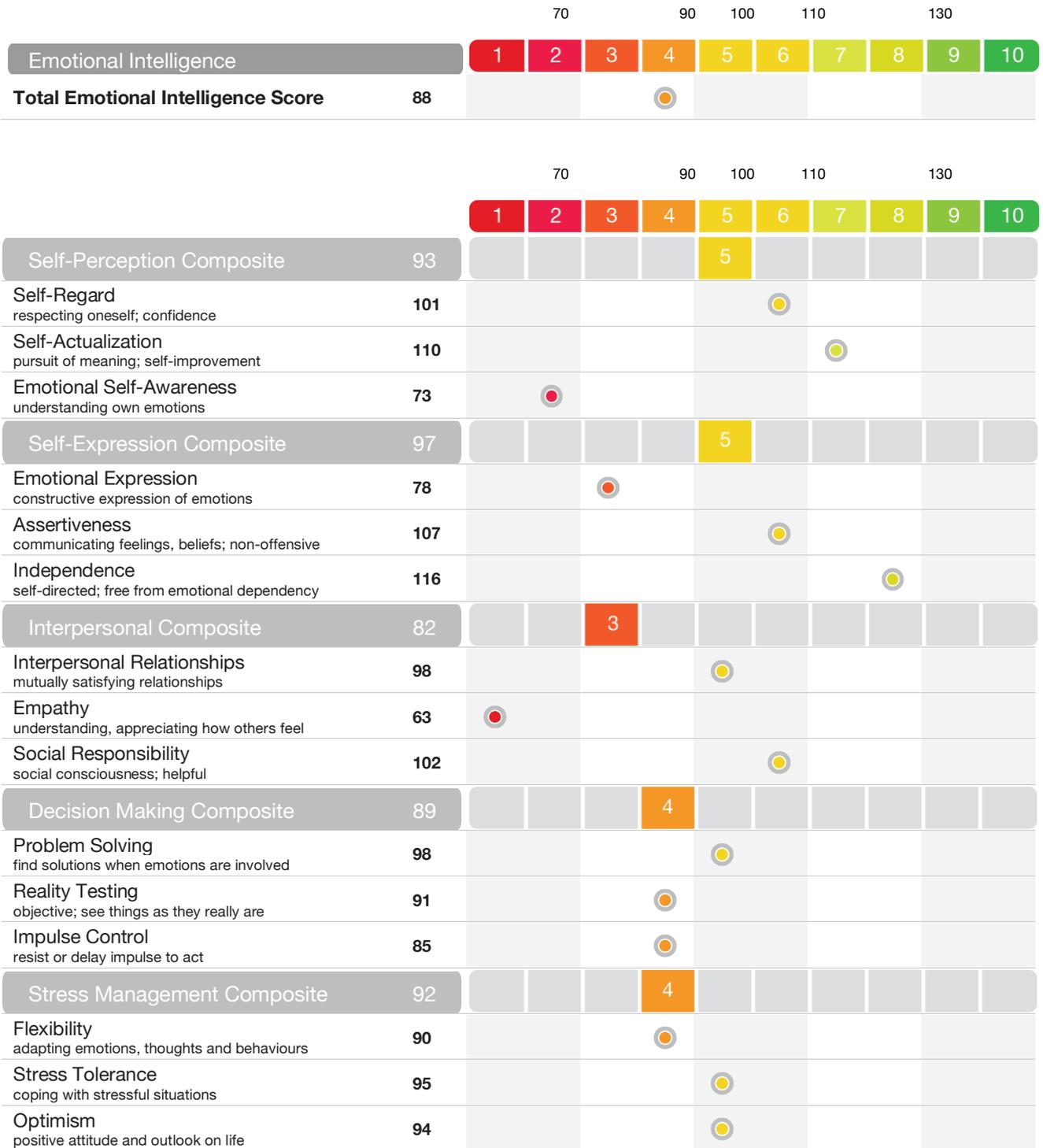
PREFERRED PROBLEM SOLVING STYLES

Below are the most preferred problem solving styles displayed by the candidate:

- **Balanced:** Tends to equally use all, or most, of the processing skills that are measured. Tends to capitalise on "left-" and "right-brain" as well as a learning approach. Does not show any preference for a particular style of thinking when solving problems. Is likely to be adaptable, and able to learn to approach problems in different ways.
- **Efficient/Quick Insight:** Works quickly and accurately. Reaches conclusions quickly. Focuses on the task and effectively works towards a goal. Processes and integrates information quickly. Uses effective reasoning and memory strategies. Is likely to be self-confident and takes pride in working quickly. May be sensitive and intuitive. Tends to regard speed as the most important criterion for own cognitive functioning.
- **Logical Reasoning:** Likes to look for logical evidence. Is self-aware and focuses on the reasoning processes used. Follows reasoning processes through in a logical manner. Likes to verify arguments logically. Can work with a high level of complexity and takes a long term approach. Has an analytical, precise, systematic and detailed focus. Is a disciplined and critical thinker. Loves the challenge of complex problems.
- **Learning:** Explores information thoroughly. Makes good use of memory functions. Is self-aware and takes account of any feedback that is given. Improves problem-solving as she learns and goes along. Is adaptable and flexible, able to learn new ways of thinking. Seeks novelty and focuses on information that she doesn't understand. Is motivated and has good concentration. Needs challenge and stimulation, as she can get bored with repetitive routines. Is likely to enjoy fast-changing work environments.

Fit with Emotional Intelligence profile

The table below indicates the respondent’s self-report on his life and workplace performance in 15 key areas of emotional skill that have been proven to contribute to proficiency in complex business activities such as conflict resolution and planning. By identifying the areas that need improvement, the respondent can immediately begin developing those areas. At the same time, areas where the respondent excels can be leveraged to their full potential to maximize effectiveness in daily tasks.



About

Using this summary and additional reports

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About the success profile

The success profile for this role was developed using a well-researched framework of behaviour. The most critical behaviours for this role were selected from this framework by subject matter experts. The success profiles are presented in two sections as described below.

Essential behaviours	Important behaviours
Essential for performance in nearly all areas of the role	Important for performance in most areas of the role

About the assessment methods

The use of the assessment methods contained in this report is limited to those people who have received specialist training in its use and interpretation. Questionnaires were completed online and without supervision. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data.

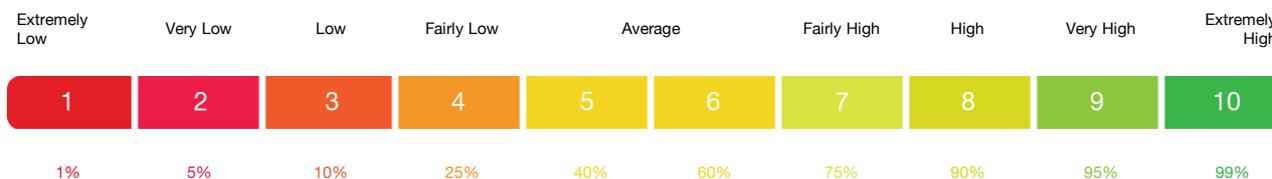
About the scores

The **overall fit score** is a weighted score based on the individual's fit against the essential and important behaviours, as well as the essential skills and capabilities for this role. The results are based on a 1 to 10 scale where 1 is unlikely to be successful and 10 is highly likely to be successful in the particular role.

The **summary profile** includes a summary of behaviours and capabilities that are seen as key strengths, good potential, development opportunities or possible risks for the role and are defined below.

Possible risks for this role	Key strengths for this role
Behaviours or capabilities in this block are essential or important for success in the role, but the individual has extremely low or very low potential in these areas. Sustained performance in these areas is unlikely and presents significant risks for future success.	Behaviours or capabilities in this block are essential or important for success in the role, and the individual has extremely high or very high potential in these areas. Sustained performance in these areas is very likely and presents significant strengths that should lead to future success.
Development opportunities for this role	Good potential for this role
Behaviours or capabilities in this block are essential or important for success in the role, but the individual has low or fairly low potential in these areas. Where possible, these areas should be developed to ensure sustained performance in this role.	Behaviours or capabilities in this block are essential or important for success in the role, and the individual has high or fairly high potential in these areas. These areas could be used to ensure sustained performance in this role.

The individual **profile scores** from the assessments have been compared with other individuals who have previously completed the assessment (more about this in the technical information section at the back of the report). Results are based on a 1 to 10 scale as shown below.



*Percentage better than comparison group

About this report

This report is based on assessments that explore an individual's motives, preferences, needs and talents in critical work areas. This report may also explore an individual's leadership challenges and/or strategic capability.

Since some of the questionnaires used in this report are self-report measures, the results reflect the individual's self-perceptions. Nevertheless, extensive research has shown these questionnaires to be a valid measure of how people will operate in the workplace.

It should be remembered that the information contained in this report is potentially sensitive and every effort should be made to ensure that it is stored in a secure place. This report has been generated electronically. TTS-Top Talent Solutions, or its suppliers cannot guarantee that it has not been changed or edited. We accept no liability for the consequences of the use of this report, howsoever arising.

