

ABC Company

MORE THEN EVERYTHING



TOP
TALENT
SOLUTIONS

Talent Match Report Executive

11 June 2020

Mr Example

This report provides a profile of this individual against a range of backward-looking, foundational and forward-looking success factors or behaviours. These success factors have been identified as essential for effective performance as leader within specific contexts.

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 information.

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

Confidential Information



Mr. Example

Current position:
Business or division:
Location:
Time in current role:

Most recent previous roles			
Date	Title	Organisation	Location
2006 – 2010	Head, Global Markets	ABC Bank	Mauritius
1996 – 2006	Head of Market Making & Liquidity Management	ZDE Bank Plc	Mauritius & Botswana

Highest qualification		
Year	Qualification	Institution
2006 – 2010	Head, Global Markets	ABC Bank

Career aspirations	
Short term	Head, Global Markets
Medium term	
Long term	

Talent flags				
Gender	Equity	Risk	Impact	Mobility interest
Female	Yes	High	High	Regional assignment

Readiness for a role change			
3+ years	2 – 3 years	1 – 2 years	Today
	2		

Key development question

Can Emma flex her leadership style and views to be more open to considering alternative perspectives and recommendations, while building deep specialist skill and experience in Talent Management

- Strengths**
- Rapid personal growth from tactical thinker to strategic thought partner
 - Tireless work ethic, with a natural drive for results
 - Outstanding project management skills

- Development/Experience Required**
- Improve organisational savvy by flexing leadership style, being more open to feedback, adjust behaviour to reflect and embrace all ideas
 - Work on confidence under duress
 - Continue to build deep subject matter expertise in integrated talent management design and application

Summary profile

Backward looking

Career performance	7
Experience	7

Foundational

Leadership risks and challenges	7
Emotional intelligence	7
Cultural agility	7

Forward looking

Fit to Corporate Leadership framework	7
Fit to Company Values	6
Growth potential	7
Fit for the role	7



BACKWARD-LOOKING SUCCESS FACTORS*

Career performance

7

	Inconsistent		Develop		Satisfactory		Good		Exceptional	
	1	2	3	4	5	6	7	8	9	10
Current performance								●		
Career consistency							●			
Manager and peer review							●			

*Comments in this section are based on information provided by the individual during a structured interview.

Current performance

He indicated that his performance rating was above average, but that this was not his highest achieved score as he received a better score before. He has a personal coach that he meets every six weeks, and he cited that his coach commented recently that as the coach he is learning from him as the mentee (Mr Example Participant himself) during their meetings.

Career consistency

He studied Education (HOD), with majors in Education, Philosophy and Psychology. He was a teacher at a primary school for 13 years. He then moved on to consulting, implementing performance and talent management strategies. He owned 30% of a consulting business and directed the Africa Middle East (AME) region. The current as well as previous employers were part of the client portfolio where he was then offered a job at his previous employer. He spent 2 years at this previous employer where he designed and implemented a talent strategy with a professional services firm. He was headhunted and then joined the current employer in January 2008, where he has been now for 8 years.

Other achievements

He studied Education (HOD), with majors in Education, Philosophy and Psychology. He was a teacher at a primary school for 13 years. He then moved on to consulting, implementing performance and talent management strategies. He owned 30% of a consulting business and directed the Africa Middle East (AME) region. The current as well as previous employers were part of the client portfolio where he was then offered a job at his previous employer. He spent 2 years at this previous employer where he designed and implemented a talent strategy with a professional services firm. He was headhunted and then joined the current employer in January 2008, where he has been now for 8 years.

Manager and peer review

As the creativity/innovation champion/change agent for the company, he was recognised by the South African Creative Foundation last year November. He has moved the performance culture from an individual to team performance culture. He received the IPM Practitioner Award in 2010 and 2011. He won the world HRD Global Talent Excellence award. He admitted that these awards open doors for him. This year he spoke at about 4 conferences, but he indicated that normally he would speak on average at around 20 conferences / engagements during a year. His current employer has received the Top Employer award in the last three years and he confirmed that he was part of team effort in order to reach this achievement.

Experience

7

	None		Limited		Some		Solid		Extensive	
	1	2	3	4	5	6	7	8	9	10
Technical expertise								●		
Business management							●			
Operational know-how							●			
Stakeholder management							●			

Relevant previous roles

Date	Title	Organisation	Location
2006 – 2010	Head, Global Markets	ABC Bank	Mauritius
1996 – 2006	Various roles: Global Markets Trainee, Dealer, Head of Market Making & Liquidity Management, Treasurer Barclays Botswana	ZDE Bank Plc	Mauritius & Botswana

*Comments in this section are based on information provided by the individual during a structured interview.

Technical expertise

He indicated that he completed an Executive Development Programme (EDP) and has also completed various other courses. He is an international accredited Belbin facilitator, a neuroscience facilitator in terms of creativity within the brain, a FIFA life coach and a Sports Psychologist. With his vast experience within succession and performance management systems, etc., he would describe himself as an applied people intelligence specialist and an “alchemist”.

Business management

At the previous employer, 12 people reported directly to him. He indicated that the talent custodians in the regions reported indirectly to him and he is ultimately responsible for the Administrator and Intern in his division. He mentors about 25 people outside of the current employer and about 5 within. He confirmed that he assumes leadership responsibilities without linking it back to a title and prefers to lead by definition of one’s character and personality.

Operational know-how

He indicated that he is able to spot opportunities and gaps. He has invested time over his career to build relationships with integrity and described himself to be very effective in connecting the right networks in order to address these gaps and opportunities effectively.

Stakeholder management

He interacts on EXCO, Tender Board and Board level. He also used persuasion and influence in championing 10 interventions for innovation where they had no budget. He admitted that he finds it more challenging working with certain cultural and gender groups, as he believes most of them are quite defensive. He did however give examples where he found it easier to work with some.

FOUNDATIONAL SUCCESS FACTORS

Leadership risks and challenges



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

Based on this assessment, **Example Participant** may portray the following behavior(s) when under pressure:

- May be overly enthusiastic about people or projects, and then becoming disappointed with them. Result: seems to lack persistence.

FORWARD-LOOKING SUCCESS FACTORS

Fit to Corporate Leadership framework

	<div style="display: flex; justify-content: space-between; width: 100%;"> Low Moderate High </div> <div style="display: flex; justify-content: space-between; width: 100%; margin-top: 5px;"> 12345678910 </div>										Definitions
Enterprise leadership	7										
Aligning business to strategy						●					Understands the line of sight between strategy and organisational implementation. Translates the organisational strategy into specific decisions and actions to ensure the strategy is implemented. Aligns resources to effectively execute against the strategic direction.
Influencing people							●				Effectively and strategically influences across the organisation, based on previously established credibility and respect, as well as understanding the organisational dynamics, politics and interpersonal context
Purposeful collaboration						●					Understands and leverages dependencies across the organisation, and the impact of own actions on the rest of the organisation, to create organisational alignment for decision making and delivery of quality outcomes
People leadership	6										
Holding people accountable			●								Sets clear performance standards and expectations; and hold others accountable when these are not met. Takes accountability or team delivery against expectations and contribution to results.
Growing capability						●					Takes responsibility for identifying, developing and retaining capability for the benefit of the broader business, based on a genuine intent to foster the long term learning or development of others
Inspiring performance for execution							●				Enables and empowers the team to implement / execute a strategic vision or change for the better. Leads with passion and energy
Personal leadership	6										
Seeking deeper understanding							●				Is actively curious, seeking a deeper, broader and more objective understanding, upon which to base commercial acumen, strategic decisions and actions
Courageous leadership						●					Believing in one self, own judgment, skills and experience, and using this self confidence to challenge others for the benefit of the Standard Bank Group
Business leadership	6										
Driving delivery of results						●					Proactively identifies business opportunities or barriers to business performance and addresses them. Takes accountability for improving the business. Demonstrates a sense of urgency around the achievement of stretching business goals.
Customer focused innovation						●					Focusing attention and efforts on understanding customers (or customer segments) and proactively addressing different customer / client needs. Makes organisational changes or innovates when needed to address customer / client needs.

Fit to Company Values

	Low		Moderate						High		Definitions
	1	2	3	4	5	6	7	8	9	10	
Making a Difference						●					Company strives to ensure that all employees feel they can make a meaningful difference to the success of our business and the lives of our customers.
Succeeding Together					●						Company offers a supportive and collaborative work environment within local teams and across the Company global community
Leading the Way						●					Company is an ambitious company with the strength, scope and talent to lead the global transformation of our industry through world-class performance and innovation.
Realizing Potential					●						Company motivates and enables dedicated performer to realise their potential through professional training, personal development and career progression.

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DRAFT EXAMPLE

7

Growth potential and learning agility



Definitions

Growth Learning Orientation

Developing Expertise						6					Is open to taking up learning opportunities; is quick in acquiring knowledge and skills; develops expertise by updating specialist knowledge.
Providing Insights			3								Is focused on continuously improving things; provides insights by identifying key issues; makes intuitive judgments.
Adopting Practical Approaches						6					Applies practical skills when investigating issues; prefers to learn by doing; is practically minded and applies common sense.

Growth Adaptability

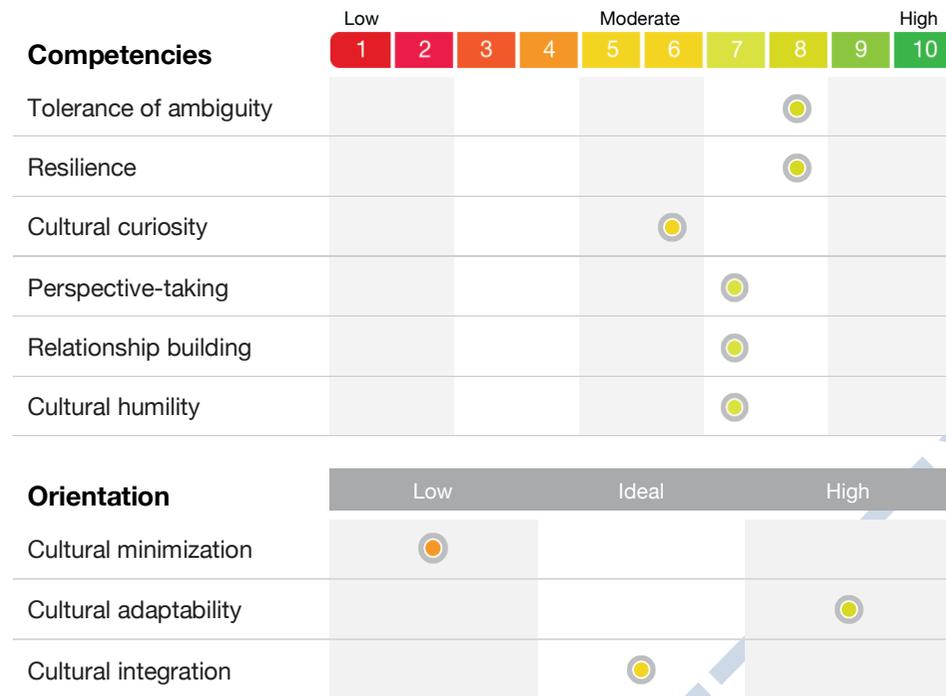
Inviting Feedback						6					Is receptive to feedback and acknowledges criticism; open to critique and critical thinking; gathers feedback from others.
Thinking Positively					5						Is optimistic and positive; recovers easily from setbacks and obstructions; is jovial and projects cheerfulness.
Embracing Change					5						Copes with change and variety; tolerates uncertainty and ambiguity; adapts to new challenges.

Problem-solving ability

Verbal business reasoning							7				Works effectively with complex written information.
Numerical business reasoning								7			Works effectively with complex numerical information.
Abstract reasoning									6		Works effectively with complex abstract information.

Cultural agility

6



Self management

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Relationship management

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Cultural orientations

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Fit for the role

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Possible risks

Stays focused
Thinks expansively

Key strengths

Seeks to understand customers
Challenging paradigms
Sets performance goals
Builds collaborative relationships
Takes action to meet customer needs and concerns
Applies knowledge or skill
Working with complex verbal information
Working with complex numerical information

Talent Match

Subject matter experts where asked to indicate which success factors are most important for performance in the role of xxx.

Example's results where matched to the most essential and important success factors.

Example is as likely as most others to be successful but may have some limitations in the role.

Development areas

Takes risks in learning
Uses effective interpersonal skills
Follows procedures
Encourages boundary breaking

Good potential

Ensures high quality
Actively seeks opportunities
Working with complex diagrammatic information

About the report

Using this summary and additional reports

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.

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 profile scores

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:

Score	Description of Rating Score
1	Individual scores are well below expectations - score is extremely low Higher potential than about 1% of the comparison group
2	Individual scores are well below expectations - score is very low Higher potential than about 5% of the comparison group
3	Individual scores are below expectations - score is low Higher potential than about 10% of the comparison group
4	Individual scores are below expectations - score is fairly low Higher potential than about 25% of the comparison group
5	Individual scores meets expectations - score is average Higher potential than about 40% of the comparison group
6	Individual scores meets expectations - score is average Higher potential than about 60% of the comparison group
7	Individual scores are above expectations - score is fairly high Higher potential than about 75% of the comparison group
8	Individual scores are above expectations - score is high Higher potential than about 90% of the comparison group
9	Individual scores are well above expectations - score is very high Higher potential than about 95% of the comparison group
10	Individual scores are well above expectations - score is extremely high Higher potential than about 99% of the comparison group