

Talent Match Report Development

Example Job

18 Mar 2019

Sample Candidate

This report provides a summary of your areas of strength and development based on your responses to the assessments you completed recently. The report highlights specific areas based on an analysis of the characteristics and skills that will lead to improved performance at work and it outlines what actions could be considered to improve your performance.

This development report summarises the actions that you could take to develop yourself. The appropriateness of each piece of advice will differ for each individual and will to some extent depend on the job role and the opportunities and resources available to you.

This report is meant to be used for developmental purposes only. For any critical decisions, these assessment results must not be used in isolation and should be integrated with other available and relevant development or coaching information.

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

Confidential Information



INTRODUCTION

Effective performance in most roles is dependent on the extent to which your motives, preferences, needs and talents in critical work areas are aligned with the behavioural requirements that lead to success at work.

The aim of this report is to provide an indication of your potential areas of strength and development given these requirements

There are several factors that determine if you will be successful at work. Some are backward looking such as qualification and experience, while others relate to your current environment including your relationship with a manager and your team.

This report provides a forward looking perspective.

Summary Profile

Possible risks for this role	Key strengths for this role
Exploring and applying rules to specific problems	Developing Strategies Examining Information Analysing complex numerical data
Development opportunities for this role	Good potential for this role
Team Working Thinking Positively Documenting Facts Understanding People	Providing Insights Resolving Conflict Directing People



Detailed Profile

	Low				Moderate				High	
	1	2	3	4	5	6	7	8	9	10
Essential behaviours										
Examining Information								○		
Adopting Practical Approaches					○					
Developing Strategies									○	
Convincing People						○				
Directing People							○			
Resolving Conflict							○			
Understanding People				○						
Important behaviours										
Documenting Facts				○						
Providing Insights							○			
Interacting with People					○					
Articulating Information						○				
Empowering Individuals						○				
Thinking Positively				○						
Team Working				○						
Essential skills and aptitudes										
Exploring and applying rules to specific problems			○							
Analysing complex numerical data							○			
Analysing complex verbal information					○					



Summary of information on strategic capability

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

The 'current' preferred work environment indicates the work environment you are likely to feel most comfortable working in at present. The 'potential' work environment indicates the potential you feel comfortable working within a further work environment, considering some adjustments to your preferred problem solving style(s).

CURRENT WORK ENVIRONMENT: Level 2 - Diagnostic Accumulation

Your CPP results suggest that your current level of work is best suited to a Diagnostic Accumulation work environment. This suggests that you would render your best judgement and problem solving contribution in an environment that is characterised by and demands:

- Technical-specialist and/or supervisory work
- Situational problem-solving, diagnosing and preventing problems
- Focusing on causes, effects and symptoms
- Understanding service needs
- Initiating solutions within set parameters and services

POTENTIAL WORK ENVIRONMENT: Level 4 - Parallel Processing

Your CPP results suggest that you have the potential to work with the complexity of a Parallel Processing work environment. This suggests that you could develop the ability to effectively render judgement and solve problems in an environment that is characterised by and demands:

- Integrating dynamic systems (value chains, supply-demand factors)
- Overseeing multiple interacting projects
- Coordinating functional units
- Formulating business processes and broad business strategy
- Ensuring organisational viability

COGNITIVE STYLES

Sample Candidate tends to apply the following styles in unfamiliar contexts and is highly likely to also apply these styles in familiar context:

Trial-and-Error:

The tendency to follow an unplanned and random approach in unfamiliar environments:

- Has a vague and unsystematic approach to problem-solving
- Tends not to plan or monitor information processing approach
- May show an undirected action approach
- Not likely to be focused on the task or goal
- May lack self-awareness, motivation or flexibility
- Likely to prefer structured and familiar information or environments
- May not systematically analyse, structure or reason about issues

Holistic:

The tendency to see the big picture whilst being aware of the relevant subcomponents and their interconnections:

- Tends to see the big picture without losing sight of detail
- Emphasises wholeness and unity
- Identifies critical factors in calibrating the big picture
- Views elements in relation to the whole
- Wants to contextualise information and tends to ask why?
- Synthesises and integrates separate information structures
- Usually deals with abstract and complex concepts
- May be aware of detail but may not focus on it or analyse it to any great extent

Integrative:

The tendency to synthesise and blend discrepant aspects to understand and formulate coherent and meaningful structures:

- Tends to make sense of information as they go along
- Likes the challenge of reconciling discrepant, ambiguous and fragmented elements to create a coherent whole
- Tends to formulate, verify and falsify hypotheses to eliminate unnecessary information
- Has a need to understand and usually learns in the process
- Often uses abstract concepts to express ideas
- Tends to focus on complex information and intellectual challenges

Explorative:

The tendency to investigate situations in-depth and gather information:

- Tends to investigate issues
- Thoroughly explores different types of information
- Checks information carefully and precisely
- Tries to understand the task requirements
- Focuses on finding information relevant to the problem
- May get confused by over-exploring and checking too much
- May repeatedly explore the same information without moving forward



Leadership Stability Profile

The Hogan Development Survey (HDS) measures patterns of interpersonal behaviour that tend to appear when a person is **overly tired, stressed, or disengaged**. These behavioural patterns are not typical of an individual's day-to-day behaviour, it could negatively affect leadership style and pose a threat to leadership stability. The information below describes your most significant derailers of leadership stability.

MODERATE RISK AREAS

Area	When stressed or disengaged you may seem:
Bold	<ul style="list-style-type: none">• confident and unafraid of mistakes or rejection• willing to take initiative and assertive in expressing ideas and opinions• clear in their career goals and how best to achieve them



Cultural Agility

Cultural agility is an ability to quickly, comfortably and effectively work in different cultures and with people from different cultures. Cultural agility helps professionals succeed in multicultural environments by enabling them to vary their behaviors and responses to the needs and demands of the cultural environment. The Cultural Agility assessment is composed out of two parts, each covering an important component of cultural agility.

Cross-Cultural Competencies

These competencies have been found to affect psychological comfort in different cultures, interactions with people from different cultures and professional success when working in different cultures or with people from different cultures. Each of your cross-cultural competencies is comprised of your knowledge, skills, abilities and personality characteristics.

Competencies	Low				Moderate				High	
	1	2	3	4	5	6	7	8	9	10
Tolerance of Ambiguity					●					
Cultural Curiosity			●							
Perspective Taking		●								
Cultural Humility			●							
Resilience			●							
Relationship Building						●				

Cultural Orientations

These orientations affect the way professionals respond in cross-cultural work-related situations. Your cultural orientations are fostered from your past professional, organizational and functional experiences. Cultural orientations will vary depending on the situation the candidate finds themselves in. If a candidate has a balanced cultural orientation it would be easier to adapt to various situations that might require more or less cultural minimization, adaptation or integration.

Cultural Orientations		LOW	BALANCED	HIGH
Cultural Minimization	33.33%		●	
Cultural Adaptation	33.33%		●	
Cultural Integration	33.33%		●	

* The percentage indicates the number of items selected from the different cultural orientations.

Key Implications

- Working in dynamic and unfamiliar multicultural work situations may create greater anxiety as social cues cannot be readily interpreted and/or information might not be readily available.
- Less of a desire to learn about countries and cultures which could limit effectiveness in some cross-national work settings where information about the country and culture would help facilitate understanding.
- May have some challenges in seeing others' viewpoints and may be inclined to rush to judgment in cross-cultural settings.
- May be perceived as arrogant in multicultural work situations because one might perceive people from different cultures as having less knowledge and may be disinterested in their advice and assistance.
- May struggle, at times, to cope with stressful situations or it might take longer to adjust after a setback or challenge.
- Should be able to successfully form social relationships and build his/her global network of trusted colleagues and business associates.



Dependability profile

Significant research in the areas of dependability and integrity assessment clearly indicates that more conscientious, dependable, emotionally mature and agreeable individuals perform better in most jobs.

These individuals tend to be better team workers, score better on customer service measures, deliver work of a better quality, and are less likely to be involved in risky behaviours related to fraud, absenteeism, team conflict and safety incidents. Greater levels of dependability has also been linked directly to organisational and team success, individual wellness and job satisfaction.

The Organisational Behaviours Index (OBI) provides information on eight dimensions as it relates to dependability, integrity or counterproductive work behaviours, as well as pro-social or organisational citizenship behaviours. Based on this assessment, your possible dependability are as follows:

Detailed dependability behaviours profile

	Very unlikely			Like most others				Highly likely		
	1	2	3	4	5	6	7	8	9	10
Behaviours towards the organisation										
Dutiful: Working hard, seek demanding goals, take responsibility; persevere with tasks and delivering on time.	●									
Commitment: Loyal to the organisation's systems, norms and values, feel positive about job and organisation.			●							
Consider consequences: Steady, balanced, calculated in taking risks and display responsible behaviour.				●						
Behaviours towards others										
Consideration for others: Empathy and understand how own behaviour might have consequences for others.				●						
Relationship building: Get along with others, warm and trusting, and have feelings of belonging to a community.				●						
Managing self										
Self-development: Open to learning, healthy self-criticism, frank, mature in seeing his/her own strengths or weaknesses.				●						



ABOUT

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 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.

About the assessment methods

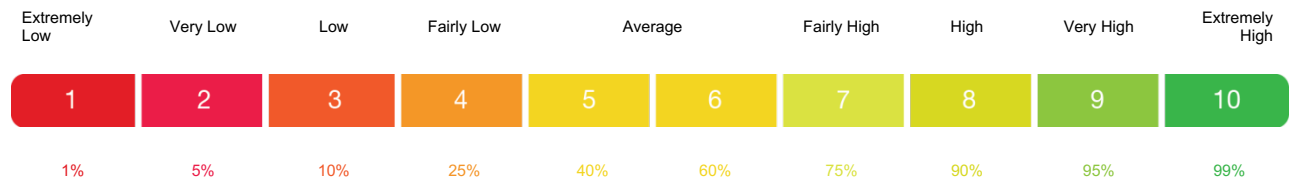
The use of the assessment methods contained in this report is limited to those people who have received specialist training in its use and interpretation. Questionnaires were completed online and without supervision. Due consideration must be given to the subjective nature of questionnaire-based ratings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

About the scores

The **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.



TECHNICAL INFORMATION

JOB/ROLE DATA DATE

Job or role involved	Mine Combo	
Job Analysis	QA	12 Mar 2019

ASSESSMENT METHODS

TEST	DETAILS	DATE
Cultural Agility Assessment	Norm: Cultural Agility International norm 2016 Completed by: Sample Candidate	23 Aug 2016
Hogan Development Survey	Norm: South African Completed by: Sample Candidate	15 Jul 2014
(OBI) Organisational Behaviours Index v8.0	Norm: OBI General Population 2016 Completed by: Stefan Etsebeth	10 Aug 2018
Result Entry - CPP	Norm: No Norm Applicable Completed by: Renier Lewis	06 Mar 2019
Demographics	Norm: No Norm Applicable Completed by: Sample Candidate	02 Dec 2015

INPUT DATA

RA = 6 | CNS = 7 | Gender (Hand entry) = F | Gender (Demographics) = male |

TMR template, version 29.2 of March 2019

ACCOUNTABLE PRACTITIONER

Should you have any question about these results, please contact: Renier Lewis (PS1234 012 142-0010)