

Talent Match Report Selection

Example Job

18 Mar 2019

Sample Candidate

This report provides a summary of the competency potential for this candidate when compared to the role of Mine Combo. 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



INTRODUCTION

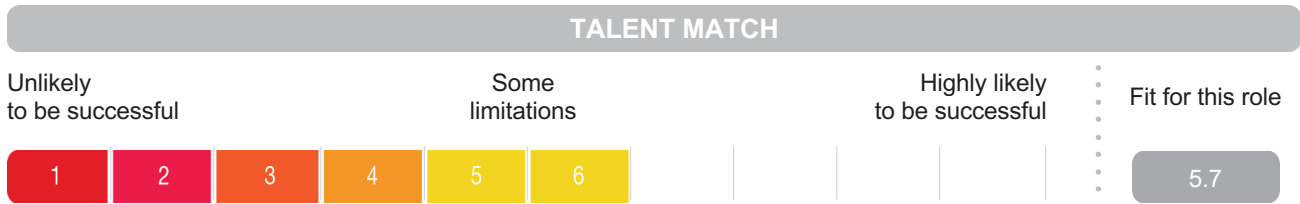
Effective performance in most roles is dependent on the extent to which an individual's likely behaviour is aligned with the behavioural requirements that lead to success in a particular role.

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

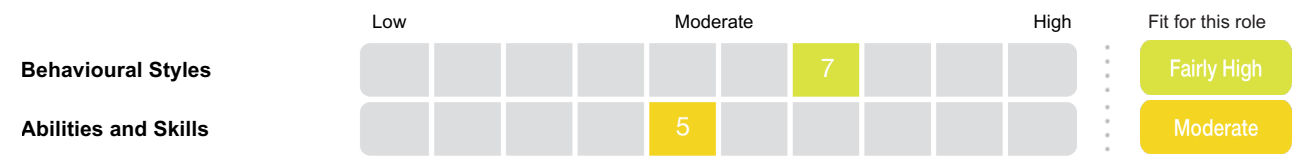
There are several factors that determine if an individual will be successful in a role. Some are backward looking such as qualification and experience, while others relate to the individual's current environment including their relationship with a manager and their team.

This report provides a forward looking perspective.

Summary Profile



Sample Candidate is as likely as most others to be successful in the following role/job: **Example Job**.



OTHER CONSIDERATIONS

Growth Potential	The potential to grow, learn and develop into the future. deal with more complex judgement and working environments.	Moderate					
Cultural Agility	The extent to which an individual is able to quickly, comfortably and effectively work in different cultures and with people from different cultures.	Very Low					
Dependability	The likelihood that an individual will be conscientious, dutiful and persevering in achieving organisational goals.	Moderate					
Leadership Stability	The degree to which an individual is able to maintain productive and functional leadership and interpersonal behaviours when under pressure.	Very High					
Dealing with Complexity	<table border="0"> <tr> <td>Pure Operational</td> <td>Diagnostic Accumulation C</td> <td>Tactical Strategy</td> <td>Parallel Processing</td> <td>Pure Strategy P</td> </tr> </table>	Pure Operational	Diagnostic Accumulation C	Tactical Strategy	Parallel Processing	Pure Strategy P	
Pure Operational	Diagnostic Accumulation C	Tactical Strategy	Parallel Processing	Pure Strategy P			

C = Current **P** = Potential

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



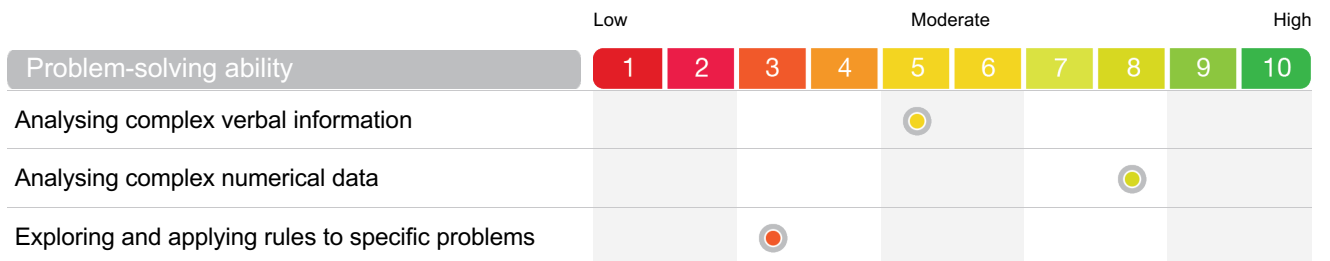
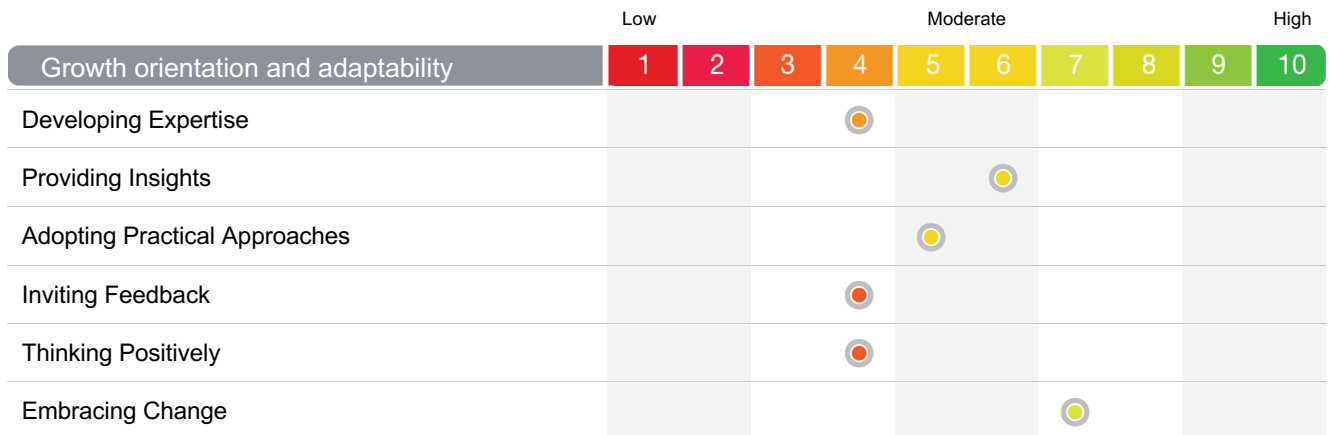
Detailed Profile

	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					○					



Growth Potential

The profile below provides more information on the various factors that may impact the capability of an individual to grow, learn and develop into the future. This capability is affected by an openness to learn (growth orientation), reasoning ability or aptitude, as well as the capability to deal with abstract complexity and increasing levels of ambiguity.



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 the potential of an individual to feel comfortable working within a further work environment, considering some adjustments to his/her preferred problem solving style(s).

CURRENT WORK ENVIRONMENT: Level 2 - Diagnostic Accumulation

Sample Candidate's CPP results suggest that his current level of work is best suited to a Diagnostic Accumulation work environment. This suggests that he would render his 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

Sample Candidate's CPP results suggest that he has the potential to work with the complexity of a Parallel Processing work environment. This suggests that he 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 the most significant derailers of leadership stability for Sample Candidate.

MODERATE RISK AREAS

Area	When stressed or disengaged a person 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.



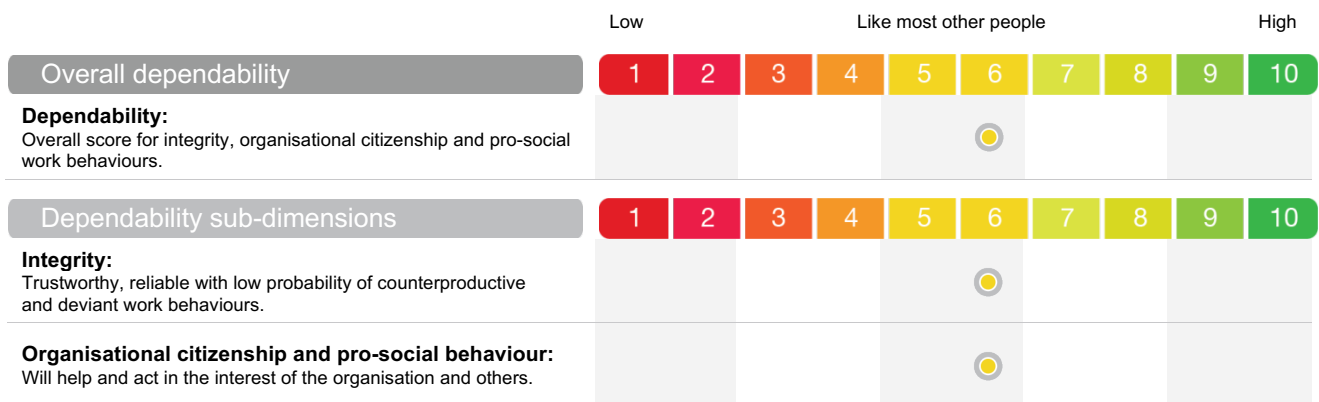
Dependability profile

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, **Sample Candidate's** possible dependability are as follows:

Overall dependability profile



Dependability

Mr. Candidate is as likely as others to follow the established way for doing things and may follow rules even when they hold contrary views. Mr. Candidate is less likely than most to argue with their managers about work assignments but may instead volunteer for tasks that challenge their abilities. Mr. Candidate may be less likely than others to enjoy the work they do or volunteer to help colleagues with their tasks. Mr. Candidate is most likely than others to refrain from solving work problems after hours or from looking for new responsibilities.

Integrity

Mr. Candidate is as likely as most others to consider how their actions might affect other people. They therefore tend to think carefully before acting. Mr. Candidate is less likely than most others to bend the rules to achieve tasks or be persuaded into doing irresponsible things. Mr. Candidate is less likely than most others to carefully weigh the advantages and disadvantages of their actions but may instead take chances without thoughtful consideration. Mr. Candidate may also have the tendency to do their own thing at work while feeling that they have to look after themselves first in life.

Organizational citizenship and pro-social behavior

Mr. Candidate may tend to feel very loyal to their organisation as most others and are likely to volunteer for tasks that challenge their abilities. They may be inclined as most others to defend their organisation to critics and accept the majority of decisions passed by their organisations leadership. Mr. Candidate is less likely as most to feel guilty when others have to work harder than themselves. They may additionally be more likely to take on projects that look easy to do.

How to use this INTERVIEW GUIDE

This interview guide contains competency based questions to guide the interview process. Below is an illustration of the typical process/steps to follow when using this guide.

HOW TO ASK GOOD INTERVIEWING QUESTIONS

- Ask open-ended questions (how?, why?, describe, tell me about).
- Ask for practical real-life examples.
- Always probe to discover more information and do not let the interview structure limit your probing.
- Avoid asking improper questions by focusing on the inherent job requirements.
- If the candidate strays off the subject, redirect as quickly as possible.
- Paraphrase the candidate's answer to show that you have listened.

POINTS TO REMEMBER

- Do not rush to a decision or judgement.
- Do not make binding contractual statements during the interview.
- Remain professional but open and welcoming.
- „Hire for fit, train for skills“.

6 INTERVIEW SCORE

- Applicant did not meet expectations
- Applicant requires additional competency
- Applicant met expectations
- Applicant exceeded expectations
- Applicant is an excellent candidate for acceptance



1 PREPARE FOR THE INTERVIEW



2 SELECT QUESTIONS FROM THOSE PRESENTED IN EACH CATEGORY



3 CONDUCT THE INTERVIEW



4 RECORD THE RESULTS



5 SCORE AND EVALUATE THE DATA

- For each competency you can rate the candidate on a 5-point scale by using the interview rating scores presented in the next step
- Ensure consistent interpretation of the rating scale.
- Openly debate with the panel to obtain final rating/decision.
- Always compare candidates to the critical job requirements and not to the other applicants to limit any subjectivity and bias.



7 SUMMARIZE SCORES



8 MAKE RECOMMENDATION



Interview Questions

Technical Expertise

Develops and applies specialist and detailed technical or professional expertise; quick to acquire new knowledge and skills.

How do you make sure that you keep your specialist or technical knowledge up-to-date?

- How do you decide which are the most useful sources of information to refer to?
- How do your efforts compare with those of your colleagues?
- How do you ensure that you have adequate time to keep your knowledge current?

Use the space below to record specific questions and responses about the candidate's technical or specialist knowledge

Interview Rating

Well below expectations

- 1 +

Meets expectations

- 2 +

Well above expectations

- 3 +

- 4 +

- 5 +



Interview Ratings Summary

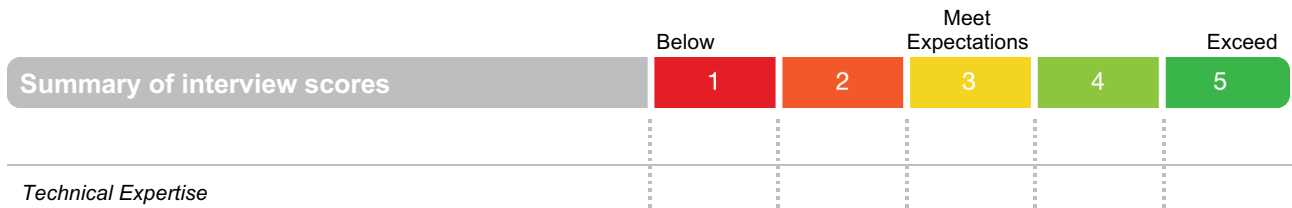
Details

Interviewer Name: _____

Interview date: _____

Role applied for: _____

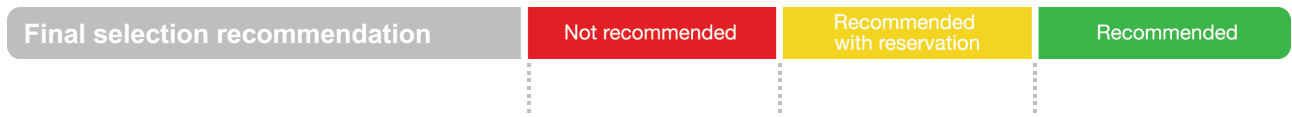
Signed: _____



Commentary

Key concerns about the candidate	Key strengths of this candidate
_____	_____

Recommendation





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.

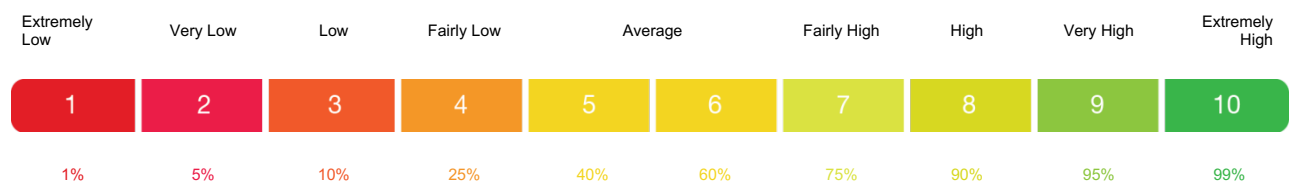
About the scores

The **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.



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)