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Dimensions Report

Ali Example

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Dimensions

Assessment

Assessment	Completed date	Language
Dimensions	01/12/2010	English
Verbal Elements	01/12/2010	English
Numerical Elements	01/12/2010	English
Logical Elements	01/12/2010	English

Contents

Potential Report

The report outlines the individual's profile in relation to the Talent Q model of Potential. Their results on each of the 11 key components are provided alongside associated supporting narrative.

Development Profile

The development profile is designed for use in contexts relating to developing the performance and potential of individual "candidates". It provides an in-depth view of the respondent's typical behaviour against the 45 indicators measured by Dimensions. This profile is intended for use by coaches and others who aim to help the individual concerned to develop. It would normally only be given to a "candidate" alongside facilitated feedback.

Development Feedback Report

This provides automatically generated developmental feedback suggesting the likely implications of the respondent's typical behaviour at work from within a developmental context. This report could well be given to the "candidate" concerned, and could be used as a document on which to base a coaching session.

Elements report

This report gives the results of any Elements tests taken, and a comparison between those scores and relevant parts of the Dimensions Profile.

Role Match Profile

This report contrasts an individual's typical behaviour in relation to the 15 Dimensions with Role Profiles which can be determined for different roles and stored within the Talent Q system, supporting quick identification of potential areas of risk in a recruitment setting.

Interview Guide

The interview guide contrasts an individual's typical behaviour with a user determined Role Profile, identifying likely strengths, limitations and neutral areas. Corresponding interview questions are provided to support recruitment interviews.

Disclaimer

This report is derived from the Dimensions personality assessment which explores the respondent's personality in relation to employment. The respondent's results are compared with a standardisation group comprising in excess of 40,000 people.

The questionnaire is a self report measure and as such the results represent the respondents self perceptions. A plethora of psychological research indicates the validity of self report measures as successful predictors.

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Introduction to Dimensions

Dimensions is a 'right sized' personality questionnaire offering efficient and understandable scientific insight into personality in contemporary business. Dimensions can be used from senior management roles to managerial, professional, graduate and supervisory levels, across all functions and industry sectors. It is available in a number of languages enabling consistency of assessment across geographic boundaries.

Dimensions has undergone thorough research and development in terms of norms, reliability and validity, allowing confidence in the fact that Dimensions is both highly effective and complies with best practice and regulatory guidelines. The questionnaire has a unique format combining the ease of simple rating scales with an element of forced-choice to ensure that it is exacting and difficult to fake.

Dimensions is part of Talent Q, an innovative portfolio of assessment products inspired and developed by Roger Holdsworth. It can be used in a stand-alone manner or as part of a broader Talent Q assessment. The following reports are available:

Trait Profile

People and Relationships

Left description	Trait	Right description
Is independent of other people, able to keep secrets and avoid exposing their own feelings, can work on their own	**Communicative** — **1** 3 4 5 6 7 8 9 10	Has a wide network of contacts, communicates openly with others, can maintain relationships, prefers working in a team
Prefers following to leading, is reasonable and gentle in negotiations, readily accepts orders and instructions from others	**Influencing** — 1 **3** 5 6 7 8 9 10	A natural leader and enjoys having responsibility for others, a dominant and forceful character, tough negotiator, can sell products or ideas to others
Behaves in a low-key and discreet manner, is wary of new acquaintances, avoids being talkative or mixing too much socially	**Socially Confident** — 1 **3** 5 6 7 8 9 10	Is socially skilled, with charm and charisma, takes the initiative in making contacts, fits in with a wide range of people, good at presenting and public speaking
Leaves other people to themselves and their own devices, is tough-minded, avoids getting involved in other people's problems or taking a service role	**Supportive** — 1 2 3 **5** 7 8 9 10	Is supportive and helpful towards other people, develops and encourages others, devotes time to helping people in difficulties, enjoys giving and meeting other people's needs
Can operate without having to seek the views of others, lets others know when not in agreement, can go their own way independently	**Consultative** — 1 2 3 **5** 7 8 9 10	Is a good listener and an agreeable person, consults with others, interested in other people's motives and behaviour, tolerant of different perspectives and opinions

Tasks and Projects

Left description	Trait	Right description
More intuitive than analytical, avoids over-reliance on facts and hard information, sceptical about numbers and statistics	**Analytical** — 1 2 3 4 5 6 7 8 **10**	An analytical problem-solver, with relevant information at their finger-tips, able to see pros and cons, good at working with numbers and handling statistics
Prefers operating at a tactical or operational, rather than strategic level, concentrates on practicalities and avoids theorising	**Conceptual** — 1 2 3 4 5 6 7 **9**	Contributes to the development of strategy, a "visionary", understands different perspectives on complex issues, and relevant theoretical models
Prefers "tried-and-tested" ways, rather than needing to innovate, content with a job that has little creative scope, has conventional rather than radical ideas	**Creative** — 1 2 3 **5** 7 8 9 10	Curious and inquisitive, always seeking and generating new ideas, with an active imagination, readily embraces radical ideas and approaches
More spontaneous than structured, opposed to any form of bureaucracy, not overwhelmed by detail	**Methodical** — 1 2 3 4 5 **6** 8 9 10	Believes in methodical and procedural approaches, plans and organises tasks, structures own work efficiently, gives due attention to accuracy
Can "bend" rules and regulations which they find limiting, avoids rigid adherence to deadlines, is able to make small mistakes and get away with them	**Conscientious** — 1 2 3 **5** 7 8 9 10	Conscientiously follows rules set down for their work, honours any promises, deadline or commitments made, believes in ethics and values

Drives and Emotions

Left description	Trait	Right description
Understands when fear or anxiety are appropriate, capable of showing frustration, sensitive to criticism, affected by others' views of them	**Relaxed** — 1 2 **4** 6 7 8 9 10	Calm and relaxed, able to cope with stress, retaining composure in emotionally charged situations, thick-skinned and able to accept criticism
More realistic than optimistic, avoids taking too rosy a view of the future, accepts blame when appropriate, and takes time over coming to terms with failures	**Resilient** — 1 2 **4** 6 7 8 9 10	Always sees the positive aspects of a situation, copes well with any problem, avoids blame and self-criticism, resilient and bounces back quickly from setbacks
Resists change for the sake of change, behaves stably and conforms to a predictable pattern, happy with routine and a static environment	**Flexible** — 1 2 3 **5** 7 8 9 10	Adapts flexibly to new challenges and circumstances, able to change behaviour to match new circumstances, thrives on variety and frequently changing environments
Prefers to work at a leisurely pace, avoids a hectic or frenetic style, considers all likely consequences before taking decisions, avoids taking unnecessary risks	**Decisive & Action-oriented** — **2** 4 5 6 7 8 9 10	Has a high level of energy and stamina, gets things done, makes rapid decisions even when short of information, enjoys risk and a fast pace of work
More concerned with quality than with quantitative targets, seeks a good work-life balance, avoids behaving in a competitive manner	**Achievement-oriented** — 1 2 3 4 5 **7** 9 10	Motivated by achievement, with a high ambition to succeed against all odds, puts their work and career before other aims in life, thrives on competition

Response Styles

Left description	Trait	Right description
Tendency towards self-critical responses: the profile might do the subject less than full justice	**Self-presentation** — 1 2 **4** 6 7 8 9 10	Tendency to present self positively, or genuine high degree of self-confidence. Interpret the profile with some caution
A relatively flat profile: relatively little differentiation between traits, possible inconsistency or lack of self-awareness	**Profile-Spread** — 1 2 3 4 5 **7** 9 10	Accentuated profile, with clear relative strengths and weakness or development needs
Narrow range of ratings used, with tendency to avoid extreme ratings	**Rating-Spread** — **1** 3 4 5 6 7 8 9 10	Wide range of ratings, including frequent use of extremes

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2

Narrative Report

This narrative report provides automatically generated narrative comments, intended to be read by the commissioning client within a recruitment or development context. The report describes the possible implications of the respondent's preferences in relation to their performance at work.

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2

Narrative Report

People and Relationships

The first section provides insight into her style in working with others and handling relationships at work.

She seems to be rather a private and serious sort of person. She may prefer to work on her own, rather than with other people. She appears to prefer her own company, and may at times tend to rely too much on her own resources.

She does not seem to see herself as an assertive person, and may rather lack both influencing skills and social confidence. She will probably prefer a background, or supporting, rather than leading role.

She appears to be a reasonably caring person, not intolerant, and also a moderately good listener. On the whole she seems to have a balanced attitude regarding service and consideration towards others.

Tasks and Projects

This section explores her thinking style and how she manages tasks and projects.

Her style of thinking appears to be extremely logical and rational. She combines a very strong interest in strategy and theory with a highly accentuated attention to data and analysis. She could be expected to have a very broad, critical intellect. This exceptionally strong combination might even be seen as a threat to some of her less intellectually-minded colleagues.

She seems to be at least moderately creative, although perhaps not an extremely radical thinker. She seems reasonably curious, and not particularly stuck in her ways, but she may still not be a strong innovator.

Her professed working style seems to be balanced between efficiency and expediency. She seems to have an average amount of attention to detail and a reasonable belief in rules and conventional ways of behaving.

Drives and Emotions

The third section is about dealing with emotions and coping with change, and it also deals with energies:

She seems to have a fair degree of emotional sensitivity, and is someone who cannot shake her problems off easily. She may experience hurt and anxiety, frustration and disappointment at times, and could take some time to get over each of these.

She appears to be a reasonably flexible person, who likes to have some variety in her life. On the whole, she seems to value predictability about equally with novelty.

She appears to be quite oriented toward achievement, and to have a good degree of career ambition. On the other hand she does not come across as being action-centred or a quick mover, and her likely attitude is therefore generally to be very cautious.

Response Styles

Self-presentation: She responded to the questionnaire in a rather modest manner, compared with most other people.

Profile Spread: her responses produced a fairly accentuated profile, with some clear relative high and low points.

Use of the range of ratings (on the scale from "completely untrue" to "very true") of individual behaviours: She only used a narrow range of the available ratings, and mostly avoided the extremes of the scale.

Ties (giving the same rating to more than one behaviour in a block of group of four behaviours): She gave the same rating to more than one behaviour in a block more often than average for the norm-group.

The time taken overall (including any breaks that may have been taken): much less than the average. She did not appear to take any breaks during completion of the questionnaire.

3

Team Profile

This profile indicates your strength of behaviour for operating in each of eight roles within a team, essentially the key areas of activity undertaken within a team to achieve the overall goals.

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3

Team Profile

The profile relates to the different roles within a team, across four quadrants of activity. The top-left quadrant, Exploring, relates to networking outside the team and creating new ideas and approaches. The next quadrant, Leading, relates to driving the team forward to achieve its goals and organising the team to enable this. Following this, the Operating quadrant relates to team-building to ensure the team is working cohesively together and the actual implementation of key activities. Finally, the Reviewing quadrant relates to completing key activities as required and evaluating the effectiveness of the group and its methods.

The chart below illustrates the strength of preference for operating in each team role, compared to other people who have completed the Dimensions personality questionnaire before. The more each segment on the chart fills the whole area available, the stronger the preference.

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3
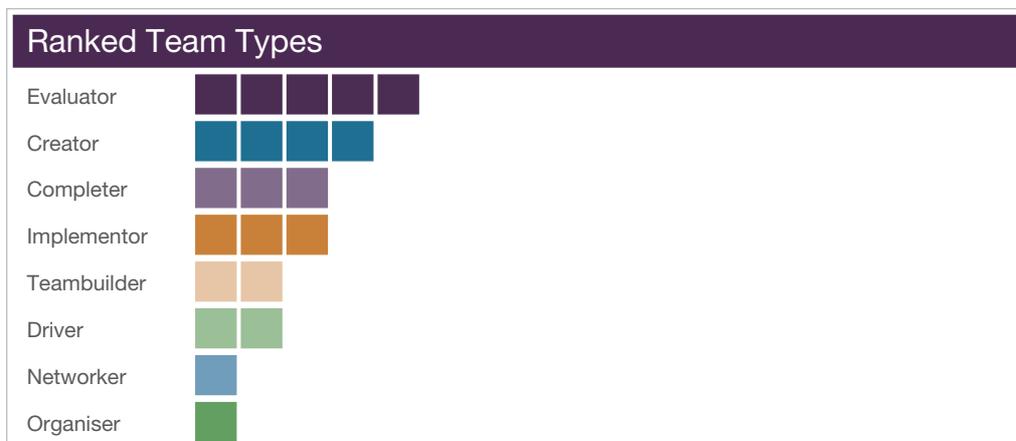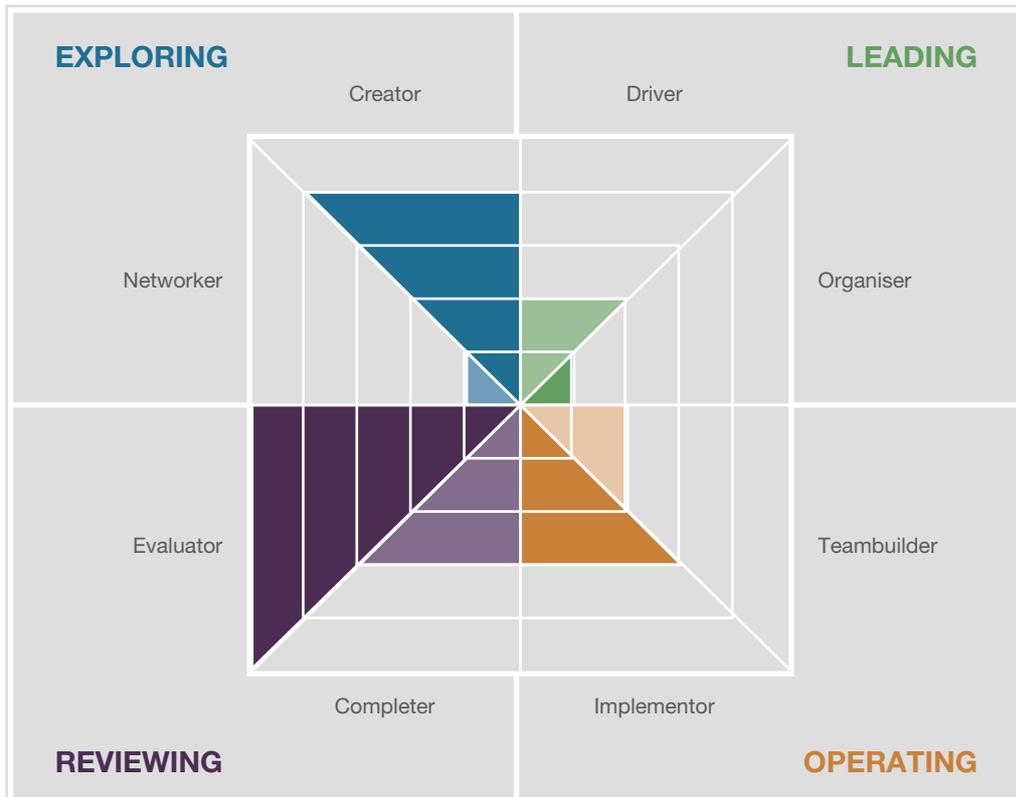
Team Type Glossary

This glossary describes the eight team types. This is a static glossary. Refer to the previous page for the individual's profile.

EXPLORING

Networker

Someone who knows what resources to seek outside the group, and is invaluable in making appropriate contacts.	May be over-enthusiastic at times and become easily bored if an opportunity doesn't quickly come to fruition.

Creator

Potentially the team's main source of ideas and solutions.	Can be sensitive to criticism or simply practical evaluation of their ideas; may be too engaged in their own ideas at the expense of other priorities.

LEADING

Driver

A person who 'leads from the front', who shapes the task and makes things happen; who often has a competitive edge and is also a powerful agent of change.	May come across as aggressive and impatient at times, potentially disrupting the team and failing to fully involve others.

Organiser

Someone who effectively harnesses the talents and resources of the group, coordinates its work, and believes in mutual respect.	Tend to maintain a professional distance and may come across as detached or disengaged from the rest of the group at times.

OPERATING

Teambuilder

Someone whose objective and function is to make the group feel good; and who cooperates in a cohesive and harmonious manner.	May be averse to conflict between team members; can come across as indecisive in the face of argument or disagreements.

Implementor

Someone who is good at breaking down the big ideas into a detailed operating plan, which can then be executed.	May find it difficult to change course if situations are changing rapidly and disinterested in matters not directly concerned with the team task.

REVIEWING

Evaluator

This person helps to bring the group to its senses with critical and objective analysis; they may prevent it from going off the rails.	Typically quiet and analytical by nature, may frustrate others by taking a back seat until the last minute when they identify issues to be addressed.

Completer

Is focussed on detail and completion of any task, very useful in ensuring that deadlines are met.	Tends to be quieter and less involved in generating new ideas, may seem overly anxious about keeping to the plan.

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4

Behavioural Type at Work Profile

This report provides an overview of personality in relation to 16 psychological types. Because Dimensions asks questions related to an individual's preferred way of behaving at work, this report identifies preferred style of actual behaviour in this context. This is different from some other questionnaires that assess psychological type, which are focused on measuring an individual's underlying preferences in a broader life context.

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Behavioural Type at Work Profile

4

Personality type theory was originally developed by Jung; his work was later modified by Myers & Briggs. The Dimensions Behavioural Type at Work report is a further development, as it also covers A and B personality types, as proposed by Jenkins and others, and is specifically oriented towards actual workplace behaviour.

The Behavioural Type at Work report is a useful assessment to support individual development and coaching. It can be used to assist in the understanding of relationships within teams and between teams, and also in resolving conflicts where differing personality types may be a contributory factor. The Behavioural Type at Work report should not be used for recruitment or selection.

On each of the behavioural type pairings, individuals are deliberately categorised into one of two types, e.g. Extravert or Introvert. The preferences are combined to give an overall type expressed as five letters, e.g. ISFJ – A indicates someone who has a preference for Introversion, Sensing, Feeling, Judging and Achieving.

However, it is important to remember that this is a deliberate simplification designed to make it easier to interpret preferred ways of behaving and understand the impact of different type combinations. In reality, many people are somewhere near the middle of the spectrum on some of the type pairings. For instance, someone who has only a slight preference towards Judging or Perceptive may be fairly comfortable operating in either manner.

The Types at Work are derived from an individual's overall combination on the following categories below:

Extraversion		Introversion
Outgoing and energised by others, likely to communicate widely and openly with colleagues	or	Reflective and considered in approach, likely to focus energies on a tighter network of deeper relationships
Sensing		Intuition
Practical and grounded in approach, ensuring solutions are fit-for-purpose and take account of real world requirements	or	Creative in approach and comfortable with complex issues, taking a broad perspective when formulating solutions
Thinking		Feeling
Rational and tough-minded in approach, focused on ensuring tasks are completed competently	or	Value-driven in approach to work, sensitive to impact on others when deciding a course of action
Judging		Perceptive
Structured and methodical, organised and diligent in approach to work	or	Spontaneous in style, adapting comfortably to ambiguous or fluid work situations
A - Achieving		B - Balanced
Competitive and focused on achievement, active and getting things done	or	Composed and relaxed in style, calmly absorbs challenges and setbacks

Types A and B moderate an individual's style of behaviour in relation to the 16 types indicated above.

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4

Behavioural Type at Work Profile

The profile chart below predicts preferred style of actual behaviour in a work context. It is important to note this may not be the same as an individual's underlying preferences in a broader life context, although frequently these are closely related.

Each bar in the chart below indicates the strength of preference on each pairing, (e.g. Extraversion or Introversion). This should be interpreted as follows:

A result in the central zone labelled 'Unclear Preference' suggests the preferred type may be unclear as the individual is likely to be fairly comfortable operating in both domains

A result within the zone labelled 'Likely Preference' indicates this is fairly likely to be the preferred way of behaving at work

Where a result falls within the zone labelled 'Strong Preference', this indicates it is highly likely to be the individual's preferred way of behaving at work

The Behavioural Type at Work report is useful to support development and coaching, enabling you to explore how an individual typically prefers to behave in a work context. The report should not be used in a recruitment or selection context.

The report should be used as part of a feedback discussion with the individual, to confirm or disconfirm the reported type. In particular, useful insights may be drawn by contrasting how an individual prefers to behave at work compared with what they find most comfortable in general.

	Strong Preference	Likely Preference	Unclear Preference	Likely Preference	Strong Preference	
Extravert				■■■■	■	Introvert
Sensing				■■		Intuitive
Thinking		■■■	■			Feeling
Judging			■			Perceptive
Achieving			■			Balanced
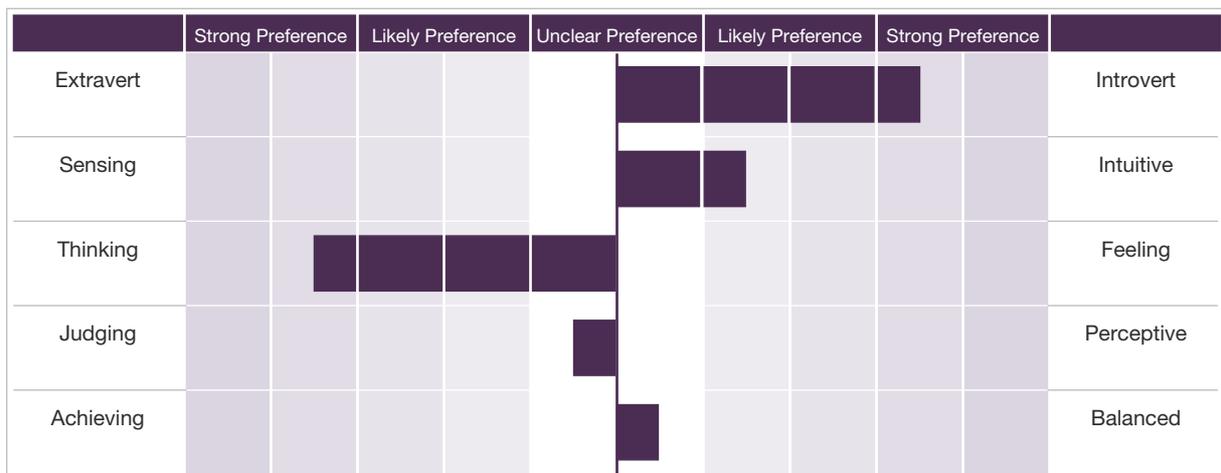
The candidate's indicated type is: INTJ - B

Behavioural Type at Work Glossary

This glossary describes the 16 personality types. This is a static glossary. Refer to the previous page for the individual's profile.

Psychological Types	
ENFJ	Spontaneous and inspiring in approach. See the possibilities in others and seek to bring out the best in them. Demonstrate considerable empathy in responding to others around them, encouraging them to deliver to common goals.
ENFP	Adventurous, persuasive and full of energy. Focused on possibilities, particularly the potential for people around them to contribute to the realisation of objectives. Imaginative and enthusiastic, enjoy variety and can adapt quickly to changing circumstances.
ENTJ	Adept at creating a vision and turning it into reality. Forthright and to the point, identifying opportunities to improve the way things are done and take a lead in addressing them. Create structure to enable long-term goals to be met. Aim to remove inefficiency or poor organisation.
ENTP	Resourceful and enterprising. See broad strategic possibilities and adept at analysing them. Find novel solutions to problems, outspoken in challenging existing approaches. Thrive on variety and get quickly bored by routine.
ESFJ	Seek to create cooperation between people, bringing people together to get things done. Loyal and value stability, conscientious in ensuring tasks are delivered. Value others and demonstrate this in practice by taking an interest in the welfare of colleagues.
ESFP	Gregarious and interested in others around them. Enjoy creating a sense of fun, work with others in a common sense way to deliver results. Adaptable, spontaneous and thrive on interaction with others around them.
ESTJ	Enjoy organizing, value efficiency and competence. Practical and results oriented. Act quickly and decisively to achieve objectives. Likely to take a lead in organising how work is done, applying clear method and structure. May be forceful in ensuring task completion.
ESTP	Spontaneous, focused on delivering results and immediate facts. Quickly bored by theory or abstract ideas. Immersed in the present, pragmatic in getting things done. Creative, energetic, good at pulling others together.
INFJ	Insightful, interested in the motivations of others around them. Strongly committed to their own values and have a clear vision of how things should develop. Conscientious and organised in converting ideas to reality, value knowledge and competence in others.
INFP	Show a strong desire to live life by their values and enable others to do the same. Respectful of others needs and interested in own and others growth. Idealistic, supportive and loyal to those close to them. Open-minded, see the potential in others, work with others to implement ideas.
INTJ	Independent-minded, take new perspectives and develop fresh ways of viewing problems. Strongly committed to delivering their goals. Set high expectations of others.
INTP	Focused on abstract ideas and applying logic to problems. Independent-minded and often sceptical, challenge prevailing ideas. Quiet, flexible and self-contained. Strong interest in solving complex issues, highly analytical in approach
ISFJ	Reliable and loyal, thorough in their work. Seek to create harmony amongst others. Quiet and diligent in their approach, conscientious in ensuring tasks are completed and colleagues' well-being is maintained.
ISFP	Absorbed in the present, quiet and kind-natured. Live by their values and loyal to others who are important to them. Avoid forcing their views on others and seek harmony in their social environment. Like to complete tasks within their own timeframes.
ISTJ	Thorough and reliable in their approach, enjoy creating structure and order around themselves. Make decisions based on the facts of what needs to be completed to achieve a goal, Work diligently to deliver results. Quiet and steady, value tried and tested approaches and competence in others.
ISTP	Focused on the facts, work through information to identify the key practical issues. Enjoy variety and new challenges. Quiet and adaptable, take quick action where needed to resolve issues. Apply logical analysis, value efficiency in how tasks are conducted.

Sales Profile

This report applies personality styles to the context of sales. The Dimensions Sales Model breaks down the sales process into eight key stages. The resulting profile suggests the likely level of comfort in each area. It is important to bear in mind this is not the same as actual skills in each area, but indicates the level of comfort operating at each stage and areas that may benefit from further development.

Sales Profile

A glossary describing in more detail the specific behaviours relating to each stage of the model is provided overleaf on the next page

Sales Profile	1	2	3	4	5	6	7	8	9	10
Planning and Preparation										10
Building Rapport		3								
Fact Finding										10
Identifying Needs			4							
Presenting Solutions	1									
Handling Objections		3								
Getting the Sale				5						
Post-meeting Service				5						

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5

Sales Glossary

This glossary describes the eight components of the sales process. This is a static glossary.
Refer to the previous page for the individual's profile.

Sales Traits	
Planning and Preparation	Plans and prepares for the sales meeting, undertakes requisite background analysis, sets clear goals for the meeting, gathers materials necessary for meeting. Is aware of the competition, is able to effectively allocate time according to opportunity.
Building Rapport	Quickly establishes rapport with an array of different types of customers, is able to put people at ease, recognises behavioural cues and adapts style accordingly. Builds and maintains strong interpersonal relationships.
Fact Finding	Is able to systematically gather information and data, uses good questioning skills to elicit information. Is able to probe for information without being overbearing, recognises and adapts to behavioural cues.
Identifying Needs	Is able to identify and extract customer needs and issues from information gained, realises the implications of the needs and the benefit to the customer of addressing needs. Is able to gain agreement from the customer regarding their needs, the implications thereof and the benefits of addressing them.
Presenting Solutions	Is able to succinctly and effectively present and communicate solutions including their features, advantages and benefits in a creative manner to meet with customer needs.
Handling Objections	Understands objections and objection handling, is able to identify real objections from excuses, understands when to side step objections and when to address them directly. Is not phased by objections and is able to handle them with poise and influence, and with a judicious combination of resilience and flexibility.
Getting the Sale	Understands buying signals, the desire curve, decision making authority, when, how and in what way to close the sale, is comfortable and does not shy away from closing the sale. Does not try to close sales prematurely. Is determined to achieve the sale, and is motivated by a desire to win and to perform.
Post-meeting Service	Ensures that commitments are honoured, completes the necessary paperwork and ensures appropriate and timely follow-up.

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6

Derailment Report

In assessing a candidate's potential to develop, with particular reference to management and leadership roles, people have recently become aware of a number of styles or factors which can lead to "burn-out" or to the candidate initially showing high-potential but later becoming "de-railed", often as a result of the very attributes which led to their early successes. History is full of examples of this, with business and political leaders often falling into the traps which we will describe below.

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6

Derailment Report

We might define those people whose careers become "derailed" as people who end up leaving an organisation involuntarily, or are unable to progress any further due to a perceived lack of fit between their style and the role or the organisational requirements. Whilst certain attributes are acceptable, indeed desired, at junior to middle management levels, at more senior levels they can actually cause someone's career to derail. Having an awareness of common derailment factors and how likely a candidate is to demonstrate them can help to assess someone's suitability for a role and also to consider what interventions may be required in order to prevent derailment from occurring. A derailed manager will often have an impressive career to date but derailment can easily curtail further progression.

Talent Q has defined, as outputs from the Dimensions system of personality measurement, 8 "Derailers". The 8 factors or styles described are related to the "DSM" listing of typical personality disorders, as are other authors' lists of "derailers". However, it is in no way suggested here that high (or even very high) scorers on these factors are likely to suffer from disorders at a level which might require clinical treatment.

At the opposite end of the scale are the "career limiters". The "career limiters" are those factors which actually prevent people's careers from even starting, so whilst someone may not demonstrate many of the "derailment" factors, if they exhibit a lot of career limiters their career progression may be held back as they may lack suitability for promotion to even the more junior managerial roles.

Each of the 8 "Derailers" can also indicate strengths, which are likely to lead to success and which in many cases will not result in "derailment". On the other hand, a low score on a potential derailer may indicate a "career limiter" as well as a lack of a risk of derailment. In the profile which follows, the candidate's responses to Dimensions have been mapped onto the 8 factors. This profile should be handled with sensitivity and should not be given directly to candidates, but could well be shared with them by an appropriately trained person.

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Derailment Report

6

Derailment Profile

Possible Career Limiters		Possible "Derailer"
Tendency to trust others, and see the good side of them; but may be taken advantage of; may lack sensitivity to danger and subtlety of interpretation.	**Hyper-sensitivity**	May have shrewd judgement and subtle perceptions; but with a risk of emotional fragility and anxiety, a tendency to regard others as hostile to them.
Happy when with other people, spends a lot of time on communicating; may be afraid to make tough decisions; may perform less well in solo roles.	**Isolation**	Can cope and make decisions on their own; but may be less comfortable in team situations, poor communicators, with a tendency to isolate themselves.
Typically analytical and conservative; but by complying with rules and majority opinions, may be lazy or lack the courage to face up to challenges.	**Eccentricity**	Unconventional, able to come up with novel ideas; but these may be unworkable, and they may be poor listeners and unreliable in their judgement.
Likely to conform with society's rules; but may appear complacent or passive; overly tolerant of others, they may lack a strong character of their own.	**Iconoclasm**	Probably tough-minded and able to break with conventionality; but they may be insensitive to others, even anti-social and unethical in their behaviour.
Tendency to lack social confidence and charisma; may be uncomfortable in public situations, sometimes lost for words, and weak in outward-looking roles.	**Exhibitionism**	Likely to be positive, charismatic and socially confident; but may be attention-seeking, prone to exaggeration, and less capable in unfavourable conditions.
Typically modest; but lacking in self-confidence; probably a weak negotiator, lacking leadership qualities or daring; may fail to achieve their potential.	**Over-confidence**	Typically self-confident and see themselves as leaders; but often fail to listen or understand their own limitations, eventually becoming despotic.
Likely to depend a lot on their own judgement; but with tendency to avoid consulting with others; may make risky decisions, or be a poor follower.	**Over-dependence**	Usually agreeable and easy to work with, good followers; but may be risk-averse, lacking in influence, and weak when faced with high demands.
Will avoid bureaucracy; but may be careless and unreliable; lacking disciplines of preparation and attention to detail or deadlines; poor administrators.	**Micro-management**	Probably good administrators, methodical and attentive to detail; but they may be inflexible and rule-following, and tend to try to manage others too closely.

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6

Derailment Glossary

The Glossary below describes each of the 8 Talent Q "Derailers" in turn. For each Derailer, we show first the Typical Risks associated with a high score, or even more with a very high score.

It should be emphasised that these risks may well be avoided, and they are certainly not inevitable consequences of a high (or very high) score on this factor. Indeed, the whole objective of these outputs is to help candidates to be more aware of themselves and of the possible dangers inherent in their style, so that they can avoid "burn-out" and "de-railment". We follow this with a description of the Typical Strengths related to a high or very high score, which are likely to lead to success, although they may also have some risk attached to them. The third description for each Derailer are referred to as "Career Limiters". If people score low on the Derailer in question, they are unlikely to be prone to the "Typical Risks", but they may also be lacking in the "Typical Strengths", and this may well limit their potential to progress to higher echelons or status.

Hyper-sensitivity	
Typical Risks	A high score on the "Hyper-sensitive" scale may indicate emotional fragility, even a tendency to feel victimised or persecuted. Individuals like this are easily frustrated and irritated, and lack the resilience to cope with difficult problems. They are inclined to view others' intentions as hostile and to misinterpret innocent remarks. They question the loyalty of others, and may be preoccupied with hidden agendas and politics. They are typically anxious, fearful and over-sensitive to criticism. In a crisis, they may fail to respond appropriately.
Typical Strengths	"Hyper-sensitive" people feel things very intensely, noticing things that others may miss or gloss over. They are capable of sensing fear and danger, and they are aware of other people's criticisms of them. They avoid superficiality, and can be quite shrewd in their judgements about other people. The "Hyper-sensitive" are often prepared to take the blame when things go wrong, and they take adequate time before jumping onto a new fashion or adapting to a new challenge. They may be at their best in politically-charged situations which require a lot of subtle perception.
Career Limiters	A low score on the "Hyper-sensitive" scale may indicate a rather facile interpretation of many things. Such a person may be overly trusting of others and rarely question their motives and intentions. Others may take advantage of them or try to fool them. Low scorers on this scale are inclined to see only the good side of others, and may also be insensitive to danger and fear. They may not be sensitive enough to handle subtlety or politically-charged situations.

Isolation	
Typical Risks	A high score on "Isolation" implies that someone is less comfortable in team situations. Their preference for working on their own may mean that they are poor, or at least infrequent, communicators. They can have difficulty in establishing close working relationships, or in sustaining any relationships which they do have. As "Isolates" do not really enjoy the companionship of others, they may avoid it, and they often fail to fit in well with new or diverse groups of people. These people may be poor team-players, and unable to consult adequately or operate a network.
Typical Strengths	"Isolated" people prefer to work on their own, and are not at all dependent on other people. They do not need the companionship of other people, and can cope perfectly well without having much communication with others. They can take decisions on their own, without requiring the agreement or approval of others. Their network of contacts is likely to be small, but may still be efficient, and they are unlikely to waste time on social occasions or niceties. "Isolates" obviously achieve their best results in situations which require independence, and which give them limited support.
Career Limiters	People who score low on the "Isolation" scale may have too much need to have other people around them. Their large network or circle of contacts may tempt them to spend too much time on communicating, often to little positive effect. They may be too sensitive to the opinion of others, and afraid to make tough decisions which could be unpopular. They could also waste time and effort with their focus on social occasions, and have great difficulty in working on their own in isolation from others. Obviously, these people will perform less well in situations which require independence.

Derailers Glossary cont…

Eccentricity

Typical Risks	Typical "Eccentrics" are very poor listeners, and too intent on finding their own novel solutions to problems, even if the traditional ones are perfectly adequate. The "Eccentric" can be an uncomfortable, but also annoying member of the team, and waste time in the pursuit of unprofitable lines of argument. This kind of person can often get into trouble because they make up their own rules, and fail to comply with normal conventions. Their ideas are apt to be startling and original, but may not be workable in practice. The "Eccentric" may not be reliable enough to be entrusted with large amounts of resource of any kind.
Typical Strengths	"Eccentric" people can be refreshingly unconventional in their attitudes, and able to use their intuition to good effect. They do not make the mistake of being too dependent on facts and figures, and dare to trust their own ideas and feelings. "Eccentrics" make up their own rules, and do not stick to established or traditional methods and practices. They are also able to reach an opinion without regard to what other people think or tell them, and they are prepared to take responsibility for the decisions they make, even if these go wrong. "Eccentrics" are at their best in helping a team to think "outside the box" and to come up with new, sometimes uncomfortable solutions.
Career Limiters	Low scorers on "Eccentricity" risk being too analytical or conservative in their approach. They may too often be content with following the majority opinion, or going for the easy option. By complying with convention, rules and procedures, they may not be able to "unlock" problems or challenges which require a novel approach. And by listening to others and supporting their opinions, they may lack the ability to express an independent or unpopular view. Such people could be lazy thinkers, unable to respond to the requirements of new strategies or missions, lacking the ability to rise to a dramatically new challenge.

Iconoclasm

Typical Risks	The "Iconoclast" is liable to go to excess in breaking with rules and accepted conventions. Ethics and commitments have a value which the "Iconoclast" tends in time to ignore. Such people typically allow themselves freedoms which they deny to others, and in the long term they can become very unpopular. Their intolerance and insensitivity towards others finally results in rebellion and the tyrant is overthrown. "Iconoclasts" may be popular initially, and can be a refreshing and useful influence for a limited time, but they have to be stopped before they go too far. History is full of leaders who, having initially performed well in difficult circumstances, have later failed to take account of other people's opinions and warnings.
Typical Strengths	"Iconoclasts" are able to break dramatically with the rules that society or the organisation may seek to impose. Their tough-mindedness is a strength insofar as it implies a lack of sentimentality, and they are not afraid to show their feelings and their degree of impatience with things around them. They are more likely to befriend the strong than the weak, not wasting effort on the latter. The "Iconoclast" has little regard for convention or for other people's attitudes, but can make tough decisions without hesitation. Such people can be successful in an environment or situation that requires a shake-up, even if only temporarily.
Career Limiters	People who score low on "Iconoclasm" may be too passive or complacent in their attitudes and behaviour. They are often too intent on doing what they think that society or the organisation expects of them, so that ultimately they do not achieve the best results possible. They may follow rules and procedures unthinkingly, and take too much account of what other people think and say. They may also exert themselves too much in favour of a narrow "political correctness". Their tolerance of other people's weaknesses may itself go so far as to be a weakness in themselves. People who lack "Iconoclastic" tendency may not perform well in situations that require strong decisions or strength of character.

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6

Derailers Glossary cont...

Exhibitionism

Typical Risks	The main weakness of "Exhibitionists" is the need to be in the limelight. Some high scorers on this scale need constantly to be performing, and to command the attention of other people. They crave speed, variety and success in all aspects of their lives. Their social skill can become an embarrassment because they have to "show off" all the time and to everybody, needing constant applause. They tend to exaggerate, or use too high-flown vocabulary or expressions, and can fail to persuade through such excesses. They may also make mistakes through over-optimism and unwillingness to see the "down-side". Although generally good at sales roles, the "Exhibitionist" can be rather tiresome to colleagues, bosses and subordinates alike, and may perform less well when the weather is no longer fair.
Typical Strengths	The typical "Exhibitionist" is socially confident and charismatic. Such people tend to have very positive attitudes to life, and they are enjoyable companions and colleagues. They are active, fast-moving, flexible and versatile, open with their feelings, demonstrating warmth and generosity. They are confident in a wide range of social situations, and are able to relate to many different kinds of people, being also genuinely interested in them. They are good at public relations and make good presentations. "Exhibitionists" are likely to be good in a wide variety of outward-looking functions, and are good ambassadors or salespersons for many corporations.
Career Limiters	A low score on "Exhibitionism" tends to indicate difficulties in dealing with social situations or with groups of people. People who score low here probably lack social confidence and charisma, and may even feel uncomfortable when called upon to perform socially. They may also tend towards passivity or pessimism, or not respond well to new challenges. They are inclined to feel lost for words, and do not enjoy making presentations or speaking in public. They may lack interest in other people's behaviour and motivation, and be reticent about demonstrating their own feelings. Low scorers here may be limited in their ability to perform outward-looking or sales-oriented roles.

Over-confidence

Typical Risks	Self-confidence is obviously a strength, but arrogance or over-confidence is a clear weakness. The typically "Over-confident" person lacks a sense of their own limitations, and they can easily over-reach themselves. In believing so strongly in their own powers of intellect they may fail to listen to others, and may develop grandiose but unworkable visions, which do not adequately deal with the underlying complexity of the problems involved. By needing to be the leaders in any situation, they may develop despotic tendencies and make many enemies. And their need to win and eclipse others will sometime catch up with them. Their belief in their own ethical code may also become an illusion, if it does not get them the success they crave. "Over-confidence" can in the end have disastrous consequences: "pride goes before a fall", and history confirms this for us time and time again.
Typical Strengths	Someone who scores high on the "Over-confidence" scale may have all the benefits to be derived from self-confidence. There is no doubt that success depends to some extent on belief in oneself, intellectually, socially and emotionally. High scorers here will genuinely believe that they are good at solving problems, able to deal with complexity and create broad, innovative visions - and this regardless of their real level of ability. They will see themselves as leaders, influencers and good negotiators. And they will have a high degree of drive, competitiveness and ethics. These people possess many of the key competencies required of a manager at any level and in any function.
Career Limiters	Low scorers on the scale of "Over-confidence" may naturally be troubled by feelings of under-confidence, which can pervade all aspects of their behaviour. Regardless of how able they are intellectually, their apparent modesty may inhibit them from trying to solve complex or strategic problems, and they may not dare to be innovative. They will typically prefer to be followers than leaders, and will show weakness in any negotiation that they are drawn into. They may try to avoid competition or situations that present them with a serious challenge, and may even doubt their own ethical convictions. A low score on this scale could be somewhat debilitating in a general sense, leading to someone not achieving their true potential.

Derailers Glossary cont...

Over-dependence

Typical Risks	The "Over-dependent" person does not really seek to be a leader, nor to influence other people. They will be severely limited in their ability to sell, negotiate or to take responsibility for other people. Their need for careful reflection means that they will not be able to cope with situations that involve risk, and they will tend to avoid any competitive situations. Their desire to be agreeable to other people may result in a too facile compliance, bordering on lack of courage. High scorers on "Over-dependence" are unlikely to be high-performers in any really demanding roles.
Typical Strengths	Dependent people, those who score high on "Over-dependence", are very agreeable and often get on well with their colleagues and companions. They like to consult with other people, value their advice and are keen to fit in. They are good followers, preferring this role to being a leader, and they behave in a gentle, cooperative manner. They actually prefer other people to take the lead, and do not seek to exert their own influence. They also tend to avoid too much competition, and can even feel a bit exhausted if the pace is too fast for them. They much prefer reflective to impulsive action, and avoid taking risks. High scorers on this scale can be very agreeable and adequate colleagues, and perform well in a subordinate or supporting role.
Career Limiters	Low scorers on "Over-dependence" are more likely to depend on themselves than on other people. They may not enjoy being in a secondary or follower role, and may even resent attempts by others to lead, to influence or dominate them. They may also avoid consulting with other people, and they probably dislike having to take advice from others. They may show their disagreement rather openly, and their competitiveness may make them appear rather disagreeable in general. Their need to make quick, even risky decisions may also interfere with responsible management, and their high level of stamina may at times get on other people's nerves. Low scorers on this scale may be a liability in roles or situations which require cooperation, consultation and careful reflection.

Micro-management

Typical Risks	A high score on "Micro-management" is likely to imply an over-reliance on structure, rules and detail. People with high scores here may be inflexible and have difficulty in adapting their behaviour to new circumstances and challenges. Their emphasis on method and rule-following may limit their competence in dealing with unstructured situations, or decisions for which inadequate data is available. Their main problem is likely to be that many other people do not thrive on being "micro-managed". As one progresses to higher levels of management, the style of being a "Micro-manager" tends to become less successful.
Typical Strengths	"Micro-managers" are highly methodical and structured operators, who give a lot of attention to detail. They plan every aspect of their lives, both in the short- and the long-term; and never trust to spontaneity or things sorting themselves out. "Micro-managers" always prepare themselves thoroughly, and pay full attention to statistical and technical data. They are very conscientious, and persist with all tasks until they are fully completed. They tend to be excellent administrators and bureaucrats.
Career Limiters	A low score on the "Micro-management" scale is likely to indicate a degree of unreliability and carelessness. Individuals like this do not pay enough attention to detail, sometimes trying to reach a conclusion without proper preparation or adequate consideration of technical or statistical information. They tend to avoid the discipline of planning and scheduling, often trusting too much to spontaneity or sudden inspiration. They cannot be relied on to keep to deadlines or to fulfil their commitments. In their avoidance of bureaucracy, they may even appear to lack conscientiousness, attempting to make up the rules as they go along. They are likely to be poor administrators.

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7

Potential Report

An individual's potential to develop and progress as a leader is a key area of interest for organisations who want to maximise their talent and ensure potential is fulfilled. This report uses an individual's responses to Dimensions and the Elements ability tests (where these have been completed) to provide an indication of leadership potential.

The Talent Q model of leadership potential draws on a comprehensive review of the research in the talent arena and puts forward a practical model for understanding an individual's likely potential, focused across three key domains:

1   Emotional components – related to focusing on goals and managing pressure

2   Strategic components – capacity for thinking strategically and learning quickly

3   People components – engaging and leading successfully within complex organisations.

Whilst the factors identified above represent useful generic indicators of potential, the relative importance of each may vary in different situations. It is recommended where possible that users conduct analysis to understand the real relationships between the components contained within the model and actual progression and leadership success within particular organisational contexts. Doing so will maximise the benefits that can be achieved using this report.

This report is intended to provide a start point for conversations with individuals, as the key to subsequent success is the extent to which an individual capitalises on their likely strengths and adequately addresses their development needs.

The Talent Q model of potential is outlined below. When using the report it is important to bear in mind that certain factors are more significant than others within different organisations as their importance and significance will vary.

Emotional Domain	
Resilience	Bouncing back from setbacks and coping with pressure
Ambition	Long term ambition to push themselves to succeed
Courage	Courage to face moral, personal and operational issues whatever the implications
Seeking and Embracing Change	Seeks ways to challenge the status quo; willingness to embrace changes positively and openly
Strategic Domain	
Analytical Capacity	Ability to analyse large volumes of complex information
Learning and Improving	Focus on learning new ways of working and improving approaches to meet goals
Developing Strategies	Capacity and orientation to find creative, winning strategies
People Domain	
Collaborating with Others	Orientation towards collaborating effectively with others to achieve goals
Networking	Focus on developing strong trust-based networks which can be called upon when needed
Positive Impact	Persuasiveness and ability to positively engage and influence others
Demonstrating Integrity	Demonstrates integrity to others by keeping promises and maintaining focus on delivering what has been agreed

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7

Potential Profile

Emotional Domain

	Resilience	
Openly expresses their frustration when encountering challenges; may take time to recover from setbacks	1 2 **4** 6 7 8 9 10	Responds to pressure positively, quickly bouncing back from setbacks
Likely to set realistic and manageable, rather than stretching personal goals	**Ambition** 1 2 3 4 **6** 8 9 10	Shows long term ambition to succeed and fulfil their potential despite challenges
Cautious in their approach; may prefer to consider all options before taking action or making decisions	**Courage** **2** 4 5 6 7 8 9 10	Deals with challenges without delay, handling potential risk and difficult decisions as part of this
Enjoys working in a stable environment, may find it challenging to adapt to new ideas or ways of working	**Seeking and Embracing Change** 1 2 **4** 6 7 8 9 10	Challenges the status quo, willing to embrace changes positively and openly

Strategic Domain

Takes an intuitive approach; may be less comfortable analysing complex sources of information	**Analytical Capacity** 1 2 3 4 5 **7** 9 10	Confident analysing large quantities of complex information and reaching appropriate conclusions
Prefers established rather than new approaches; drawing on their existing knowledge to achieve their objectives	**Learning and Improving** 1 **3** 5 6 7 8 9 10	Learns from feedback and experience; looks for new approaches and ways of working to meet their goals
Focuses on the key presenting issues that need to be addressed; harnesses more simplistic information to formulate their approach	**Developing Strategies** 1 2 3 4 5 6 7 **9**	Develops creative, winning strategies by generating and seeking multiple ideas and models to support this

People Domain

Comfortable working independently, may not see the benefit of collaborating closely with others to achieve their goals	**Collaborating with Others** 1 **3** 5 6 7 8 9 10	Collaborates effectively with others to achieve goals; recognises the importance of consulting with others and harnessing the views of the wider team
Prefers working with a close group of trusted colleagues and associates, may be less comfortable in environments where networking is required	**Networking** 1 **3** 5 6 7 8 9 10	Builds wide ranging networks with ease, which can be relied on for support when needed
Likely to be less comfortable influencing others and may avoid taking the lead in group settings, allowing others to do this	**Positive Impact** **2** 4 5 6 7 8 9 10	Confident in their approach when influencing others, comfortable taking the lead in a variety of settings
More spontaneous in their approach, avoiding rigid deadlines and addressing challenges as they arise	**Demonstrating Integrity** 1 2 **4** 6 7 8 9 10	Demonstrates their integrity to others by keeping their promises and delivering what they have agreed

Ali has completed the following assessments:

- Dimensions
- Verbal Elements
- Numerical Elements
- Logical Elements

When Elements has been completed the score displayed on Analytical Capacity is a combination of Elements and Dimensions, otherwise it will only reflect the responses to Dimensions. By using Elements as well as Dimensions, the output provides a more holistic view of the individual and we therefore recommend the inclusion of Elements where possible.

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7

Potential Narrative

This section of the report provides interpretation of Ali's results on the Potential Profile and is intended to support discussions relating to an individual's potential and how they can develop.

Emotional Domain	
Resilience	Ali generally copes with pressure fairly well, though may experience a reasonable degree of stress when facing new and stretching challenges. She is likely to recover from setbacks reasonably quickly which means she can continue towards reaching her goals soon afterwards.
Ambition	She shows a fair degree of ambition compared to most people, but may be able to stretch herself further. She may benefit from setting more stretching goals in order to realise her full potential.
Courage	Ali may be rather cautious in her approach to dealing with challenges, preferring to ensure all options have been given due consideration before taking action. This may present difficulties in situations where the best approach is unclear and rapid action is needed to resolve major issues.
Seeking and Embracing Change	She tends to respond to changes fairly positively and is comfortable with a degree of variation in her routine at work. She may have some concerns about changes to her way of working, especially when these are outside her control. Whilst able to manage these concerns and adapt to new situations, she may be less comfortable initiating change herself.

Strategic Domain	
Analytical Capacity	Ali is confident analysing large quantities of complex information and is likely to enjoy undertaking an in depth analysis of a problem. She is comfortable working through the data and considering multiple perspectives to reach appropriate conclusions which are based on evidence.
Learning and Improving	She tends to prefer established approaches rather than trying new ways of working, and may be somewhat conservative when it comes to learning new things. It is likely she will tend to draw on her existing knowledge to meet her objectives, rather than trying more creative solutions. This may risk her being perceived as somewhat formulaic in her approach.
Developing Strategies	In terms of developing strategies, Ali shows a strong capacity for considering multiple perspectives and identifying a clear way forward. She is likely to be confident synthesising different sources of information to generate creative, winning strategies.

People Domain	
Collaborating with Others	Ali is independent-minded and comfortable working on her own. Whilst this may have benefits in terms of her self-reliance, she may not always appreciate the benefits to be had from collaborating closely with others. This may create the risk of her being seen as somewhat transactional or at times uncompromising in her dealings with others.
Networking	She feels most comfortable working with a close group of trusted colleagues and associates, and it may take time for her to build trust with others outside her immediate group. She may benefit from broadening her circle of contacts so that she has a stronger network to draw on for help and support.
Positive Impact	Discretion is likely to be Ali's preferred approach, rather than putting herself into situations where she is the centre of attention or has to take the lead. She may tend to avoid roles involving selling or convincing others which could limit the options available to her.
Demonstrating Integrity	Typically she is conscientious in meeting her commitments to others, though she may sometimes benefit from planning her work more carefully during busy periods to avoid the risk of not fulfilling her promises. Related to this, she is likely to be reasonably confident dealing with unexpected challenges as they occur.

Development Profile

Ali Example's responses have been classified under 45 indicators relating to her behaviour at work. Broadly, these cover three domains: Handling Relationships at Work, Thinking Style & Task Management, and Managing Energies & Emotions.

For each indicator the profile shows whether her responses are closest to the left hand description, the right hand description or in the middle.

This report is designed for use by experienced coaches and development experts.

Development Profile

Relationships at work

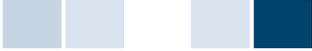Her profile in relation to handling relationships is covered below:

Being independent of other people, not needing to refer to others	**Networking**	Building a network and operating with a wide circle of relevant contacts
Being able to keep secrets, avoiding exposure of own feelings	**Communicating openly**	Interacting and communicating openly with others to maintain close relationships
Being able to work on one's own, even in isolation	**Teamworking**	Preferring to work with others, rather than on one's own
Preferring following to leading	**Leading**	Being a natural leader, and enjoying having responsibility for others
Readily accepting orders and instructions from others	**Forcefulness**	Having a dominant and forceful character, able to take a strong position in an argument
Being reasonable and gentle in any negotiation	**Selling and negotiating**	Being able to sell products or ideas to others
Behaving in a low-key and discreet manner	**Social skill**	Being socially confident, showing charm and charisma
Being wary of new acquaintances, avoiding mixing too much	**Initiating contacts**	Taking the initiative in making contacts, fitting in easily with a wide range of people
Avoiding being talkative or showing off	**Public speaking and presenting**	Enjoying formal situations, public speaking and making presentations
Leaving other people to their own devices	**Supporting and encouraging**	Being supportive and encouraging towards other people
Being tough-minded, avoiding sentimentality	**Service-mindedness**	Developing and encouraging others, devoting time to helping people in difficulties
Avoiding getting involved with, or interfering in, other people's problems	**Helping others**	Enjoying providing help and meeting other people's needs
Being able to operate without having to seek the views of others	**Listening**	Being a good listener and consulting with others
Avoiding over-tolerance of difficult or inappropriate behaviour	**Empathy and tolerance**	Being interested in other people's motives, having empathy
Going one's own way, letting others know if one disagrees with them	**Agreeableness**	Being agreeable, accepting and respecting other people's opinion

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8

Development Profile

Tasks and projects

The profile below indicates Ali's responses on the indicators relating to her thinking style and how she manages tasks:

	Analytic thinking	
Thinking intuitively rather than analytically	Analytic thinking	Being an analytical problem-solver
Avoiding over-reliance on hard information, or too much analysis	Informed and thorough	Having relevant information at one's finger-tips, and being able to see pros and cons
Being sceptical about numbers and statistics	Statistical mindedness	Being good at working with numbers, competent at handling statistics
Preferring to operate at a tactical or operational, rather than a strategic level	Strategic thinking	Being able to contribute to the development of strategy
Concentrating on finding simple solutions, rather than looking at a range of perspectives	Vision and complexity	Being a "visionary", understanding different perspectives on complex issues
Avoiding emphasis or dependence on theories	Theoretical mindedness	Understanding the theoretical models relevant to one's work
Avoiding too much curiosity or inquisitiveness	Imagination and curiosity	Being imaginative and inquisitive, always seeking new ideas
Being content with a job that has little creative scope	Need for novelty	Preferring new methods, and needing creative scope
Preferring conventional rather than radical ideas	Radical attitudes	Tending to embrace radical ideas and approaches
Taking things as they come without over-organising	Planning and organising	Planning and organising for the short and long-term
Being opposed to any form of bureaucracy	Efficiency	Operating in a methodical and procedural manner
Seeing the whole picture, rather than being overwhelmed by detail	Attention to detail	Giving due attention to accuracy at all levels
Being able to make small mistakes and get away with them	Ethical behaviour	Being focused on the maintenance of high ethical standards, and on the importance of values
Being able to "bend" rules and regulations which one finds limiting	Rule-following	Conscientiously following rules set down for one's work
Avoiding rigid adherence to deadlines	Adherence to commitments	Keeping any promises made, ensuring that any commitment is honoured

Development Profile

8

Drives and emotions

Finally, the profile below illustrates Ali's responses on those indicators which relate to her energies and emotions at work:

	Stress-tolerance	
Understanding when fear or anxiety are appropriate	**Stress-tolerance**	Being able to cope with a high level of stress, having a calm and relaxed temperament
Being capable of showing frustration	**Emotional control**	Retaining one's composure, even in emotionally charged situations
Being sensitive to criticism, ready to take account of others' views of oneself	**Ability to accept criticism**	Being thick-skinned, and able to accept criticism
Avoiding taking too rosy a view of the future, being more realistic than optimistic	**Optimism**	Always seeing the positive aspects of a situation, optimistic about the future
Taking one's time about coming to terms with failures	**Coping with difficulty**	Coping with problems, bouncing back quickly from any setbacks or failures
Accepting blame when this is appropriate	**Avoidance of blame**	Seeing oneself positively, avoiding too much self-criticism or blaming oneself
Behaving stably and conforming to a predictable pattern	**Flexibility and adaptability**	Being able to change one's behaviour to match new circumstances
Resisting change which is just for the sake of change	**Enjoying new challenges**	Enjoying adapting to change and new challenge or circumstance
Being happy with routine and a static environment	**Thriving on change**	Thriving on variety in ones own work and work environment
Preferring to work at a leisurely pace, avoiding a hectic or frenetic style	**Mental energy**	Focusing on getting things done, having a high level of energy and stamina
Considering all the likely consequences before taking decisions	**Decision-making**	Being able to make rapid decisions, even when short of information
Avoiding taking any unnecessary risks	**Risk-taking**	Enjoying risk, danger and a fast pace of work
Being more concerned with quality than with quantitative targets	**Goal-orientation**	Being goal-orientated, highly motivated to achieve defined goals and targets
Preferring a good work-life balance, rather than being a workaholic	**Ambition**	Being ambitious, putting work and career before other aims in life
Avoiding behaving in a competitive manner	**Competitiveness**	Thriving in a competitive environment

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9

Development Feedback Report

Ali Example has completed the Dimensions Questionnaire. This report aims to help her to reflect on the implications of her responses. Her responses have been classified under 45 indicators relating to her behaviour at work. Broadly, these cover three domains: Handling Relationships at Work, Thinking Style & Task Management, and Managing Energies & Emotions.

These 45 indicators have then been divided into 3 groups, according to the relative strength of her responses. Some indicators have been classified as more emphasised, some others as less emphasised, and still others as unclear (not emphasised).

For each indicator which has been regarded as more or less emphasised, written feedback is provided which suggests both the strength and the possible development need that could be implied by her responses.

Because the feedback is based very directly on her responses, she will probably agree with most of it, although perhaps not all. She may like to discuss the report, and the possible implications of it with someone else. This person could be a professional coach or mentor; or it could be her manager or a close colleague; or she may just prefer to reflect on the feedback on her own.

If she agrees with the feedback, or most of it, the next step is considering the implications for development. One key area to consider is developing and capitalising on her most emphasised indicators. Those indicators identified as possible strengths are likely to be areas where she may find it easy to operate. Given these strengths may be areas that she tends to find come naturally to her, it is likely she may be fairly comfortable developing her capabilities in these areas.

There are also likely to be some areas where she may wish to develop her ability to adapt or flex her behaviour to improve how she performs at work. For instance, rather than always playing to strengths there are likely to be occasions where she may wish to behave in a way that is different from her typical way of operating due to the needs of the particular situation or task. In these cases, where there is an unclear emphasis on a particular indicator, she may find it somewhat easier to behave flexibly. Where she has a strong orientation on a particular indicator, she may conversely find it a greater challenge to operate counter to this and she may feel this is an important area to develop greater flexibility.

In addition to identifying how she can build on her strengths and further develop, the report may also give useful insights as to the type of roles, tasks and organisational settings in which she will thrive. Finding opportunities where she can play to her strengths is likely to optimise both her satisfaction from work and success as a result of this. Realistically she may also benefit from identifying where she could adapt his behaviour to deliver the elements of a role which are less suited to her profile.

In summary, when interpreting her report she may wish to view it from three perspectives. Firstly, what are her key strengths which she may be able to capitalise on? Secondly, in which areas would it be helpful for her to operate outside her comfort zone in order to meet the needs of her role or other goals? Thirdly, given her profile, how can she seek out appropriate opportunities to ensure a good fit between her behavioural style and the work she is engaged in?

When considering opportunities for development, some of the actions she might want to take will be obvious enough, and the first step towards adjusting her behaviour is always to be aware and insightful about it. By responding to the questionnaire in the way that she did, she will already have started that process. It is always useful to think about practical examples of each indicator in her working life, or even outside it. How does she think she could have been more successful if she had behaved differently, and how could she have behaved to achieve that? If she agrees with a remark that might on the face of it appear critical, and is unsure what she could do about it, then this is where the contribution of a third party can be particularly beneficial.

Development Feedback Report

Whether she is working on her development on her own, or with someone else as her formal or informal coach, she may find it useful to be aware of the "GROW" model for coaching. GROW stands for Goal-Reality-Options-Will, involving the four key steps outlined below:

1. GOAL	Identify what her development activity should have as its Goal. What result or outcome does she seek? What challenge does she wish to solve? How will she know if she has been successful?
2. REALITY	Try to describe the current Reality which is her starting point. What are examples of the situation which she wants to change? When does this type of behaviour on her part show up as a difficulty? What are the effects of this behaviour?
3. OPTIONS	Explore the possible Options for improving her performance or solving the problem. How else could she behave in this respect? What might be the advantages and disadvantages of each option? How can she evaluate the options?
4. WILL	Establish the Will to change her behaviour as far as this is necessary or desirable. Even if she understands the goal, the reality and the options, she will not succeed without the right motivation. What does she really plan to do? What could stop her succeeding? How can she get feedback on her progress? How will she celebrate her success?

It may be cumbersome and lack focus to go through this process 45 times with every indicator, so it can be a good idea to group some of the indicators she wants to work on, or just concentrate on a few that she sees as the most important in helping her perform better in her role or meeting her career goals.

Relationships at work

9

Most emphasised indicators:	
Some of her strengths might be:	**On the other hand, she might like to consider that:**
She is independent of other people, and does not need their contact in order to operate.	She may be too isolated or may lack an adequate circle of contacts.
She is happy to take the lead from others, to be a follower rather than a leader, or to take a subordinate role.	She may be uncomfortable with having responsibility for others, or avoid taking the lead when she should do this.
She behaves in a low-key and discreet manner.	She may be shy, often 'tongue-tied' or lost for words, perhaps lacking in charm or charisma.
She avoids trying to analyse other people's motives or to put herself in their position.	She may sometimes misjudge other people's motives or fail to understand their behaviour.
She is tolerant and respectful of a wide range of different perspectives and opinions, and avoids acting in a way that disregards others.	Perhaps she is too keen to be conciliatory, even to the extent of tolerating what is basically unacceptable to her true norms.

Somewhat less emphasised indicators:	
Some of her strengths might be	**On the other hand, she might like to consider that:**
She can keep secrets, and knows how to avoid exposing her own feelings.	She may not communicate enough, and could seem too remote from other people.
She can work on her own, without the presence or help of others.	She may be uncomfortable about having to work in a team, or about being dependent on other people.
She avoids being talkative or showing off, and is more at ease in informal settings.	She may not be confident about speaking in public, and may avoid getting involved in formal social settings.
She can operate without having to seek the views of others.	She is probably a poor listener, and may fail to take advice when she could benefit from this.

Unclear indicators:
Her style is balanced between influence and gentleness.
She is probably an average salesperson or negotiator.
She is reasonably comfortable with new acquaintances, and she sometimes take the initiative in making contacts.
She is reasonably supportive and helpful towards other people.
She has an average interest in serving others and helping them.
She is moderately sensitive to other people's problems, and sometimes devotes time to helping those in difficulties.

Tasks and projects

Most emphasised indicators:

Some of her strengths might be:	On the other hand, she might like to consider that:
She has an analytical and objective approach to solving problems, and does not let emotion cloud her judgement.	She could be too analytic in her approach to a problem, underestimating emotional aspects, and sometimes failing to use her intuition.
She seeks to have relevant information at her finger-tips, views the data critically and is able to see the pros and cons of a proposal.	She may require more information than necessary to reach an opinion, or be too easily convinced by apparently incontrovertible facts.
She enjoys working with numbers, likely to be confident about handling statistics, and sees no problem in terms of numbers and data.	She may rely too much on numbers and statistics, or ignore what cannot be calculated exactly.
She enjoys being involved in strategic work, and can contribute to the development of a 'vision'.	She may not be as strong at tactical and operational matters as she is in formulating strategy.

Somewhat less emphasised indicators:

Some of her strengths might be:	On the other hand, she might like to consider that:
She can handle complexity confidently, and can deal with many-faceted issues.	She may tend to over-complicate some simple issues.
She understands most theoretical models relevant to her work, and can cope with abstract ideas.	Her thinking can sometimes be too abstract or theoretical, and not practical enough.
She avoids being too inquisitive or innovating just for the sake of it.	She seems to be rather lacking in imagination and curiosity.
She respects and prefers "tried-and-tested" ways, gaining benefit from traditional methods.	She is probably reluctant to try out new techniques or methods, and may miss out in this way.
She is able to entertain very radical views and values.	She may lack respect for traditional values or ways of seeing things.
She has a healthy scepticism of bureaucracy, trying to see the whole picture and avoiding undue focus on detail.	She may be inaccurate or inattentive to the importance of detail.
She is not hidebound by conventional ideas of correctness, or by narrow concepts of ethics or morality.	She could seem to lack a defined ethical code, or a set of principles for her behaviour.
She is very diligent in following rules that are set down for her work.	She may interpret rules and regulations too literally at times.

Unclear indicators:

She believes to some extent in planning and organisation, but not to the exclusion of spontaneous action.

She is moderately methodical in her approach, but not unduly procedural, achieving an average level of efficiency.

She is a fairly reliable person, but will not always regard deadlines as absolute commitments.

Drives and emotions

Most emphasised indicators:	
Some of her strengths might be:	**On the other hand, she might like to consider that:**
She may be perceptive and sensitive to what others think of her, allowing her behaviour to be affected by this.	It is likely that she is over-sensitive to criticism, and could feel concerned or hurt if other people do not respond positively to her.

Somewhat less emphasised indicators:	
Some of her strengths might be:	**On the other hand, she might like to consider that:**
She understands when fear or anxiety are appropriate, and avoids appearing inappropriately relaxed in tense situations.	She is probably rather a tense and nervous person, could appear too easily afraid or anxious, and may have difficulty in coping with stress.
She has a calm temperament and can retain her composure, even in emotionally charged situations.	She might seem too composed at times, or unable to show emotions when this would be appropriate.
She can accept blame when this is appropriate, or when failure is due to her.	She could blame herself too readily for anything that goes wrong, and fail to recognise the impact of factors outside of her control.
She behaves stably and conforms to a predictable pattern.	Her behaviour may often be inflexible, and her attitudes may be rigid or overly predictable.
She is happy with routine and a static environment, and is content for her work not to vary from day to day.	She may not be able to cope with a great deal of variety of work, or of the environment in which it takes place.
She prefers to work in a leisurely manner, and she avoids a hectic or frenetic pace of work.	She may tire easily, or lack stamina, and sometimes find it challenging to keep up with others in her team.
She will usually consider all likely consequences before making a decision, and her pace of work will be appropriately measured.	She may have difficulty in making decisions or acting quickly, or without all the information she might like to have as a basis for them.
She likes to reflect carefully before taking action, and avoids taking any unnecessary risks.	She is likely to avoid risks, even to the extent of being unable to take necessary and timely action.
She is achievement-oriented, with a high wish to succeed even against very challenging targets.	She may at times be overly focused on quantitative targets, and should make sure that she always respects the need for quality.
She thrives in a competitive environment, and tends to end up on the winning side.	She needs to make sure that her competitiveness is not too narrow or aggressive, and that it does not lead to poor quality actions.

Unclear indicators:
She is generally realistic in her expectations, neither overly optimistic nor a pessimist.
She has good coping strategies, although she does not rush to move on after a setback or failure.
She adapts reasonably well to new situations or challenges, but does not require constant change.
She probably manages to combine interest in furthering her career with other aspects of the quality of her life.

talent Q

10

Elements report

The tests taken were Verbal, Numerical and Logical Elements. All of these tests are "dynamic" (or "adaptive").
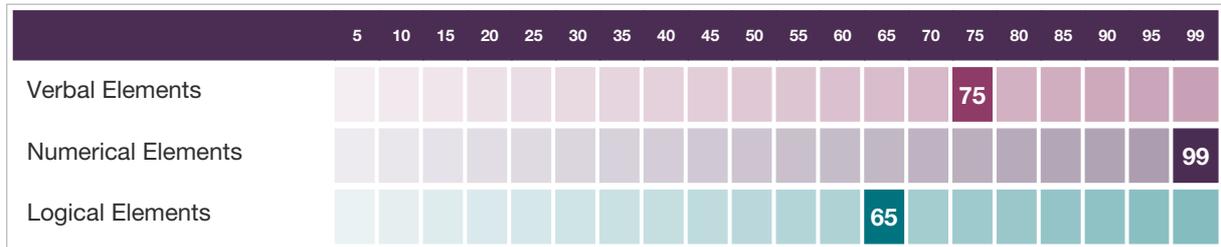
Dynamic (or Adaptive) tests adapt themselves to the answers that are given. Basically, if someone gives a correct answer, they are moved on to a more difficult question, and each time they give an incorrect answer (or fail to answer within the time limit) they are moved to a slightly easier question. In this way the test is able to "home in" on the person's ability level and focus itself appropriately. This also means that people do not have to waste time answering questions which would be too easy for them, nor on questions that would be too difficult for them. Dynamic testing enables us to pinpoint a person's probable level more quickly than is the case with conventional tests, where all those who take the test get the same questions.

Our tests also have an element of "randomisation" built into them, so that it would be extremely unlikely that any two people, even if of the same ability level, would be faced with exactly the same questions. This helps us to protect the security of the test, when people may be taking it at home or without direct supervision. Although each person is thus given a tailored and different set of questions to answer, every person taking the test or tests is given the same number of questions: 15 questions in the Verbal test, and 12 questions in the Numerical test; that is 3 questions for each of 5 passages of text in the Verbal test, and 3 questions for each of 4 tables (or sets of tables) in the Numerical test. Logical Elements also has 12 questions, with a considerable amount of randomisation inbuilt.

Comparison group

The score obtained was compared with a database of people who have taken the test (or tests) before. The comparison group used was that of all people who have previously completed the tests, across all industry sectors, functions and organisational levels. About 50% of this group were graduates.

Elements Report cont...

	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99
Verbal Elements															75					
Numerical Elements																				99
Logical Elements													65							

Comparison group : Composite Group

Verbal Elements

Maximum time allowed: 16 mins

Taking into consideration the number of questions answered correctly within the time limit, and the level of these questions following the adaptive method of directing people to them, when compared with the appropriate norm group as indicated above, the score suggests a verbal reasoning ability which is better than 75% of that comparison group.

Time taken

13 minutes and 53 seconds

about the average time taken by other people

Numerical Elements

Maximum time allowed: 16 mins

Taking into consideration the number of questions answered correctly within the time limit, and the level of these questions following the adaptive method of directing people to them, when compared with the appropriate norm group as indicated above, the score suggests a numerical reasoning ability which is better than 99% of that comparison group.

Time taken

10 minutes and 31 seconds

a little shorter than that taken by most other people

Logical Elements

Maximum time allowed: 15 mins

Taking into consideration the number of questions answered correctly within the time limit, and the level of these questions following the adaptive method of directing people to them, when compared with the appropriate norm group as indicated above, the score suggests a logical reasoning ability which is better than 65% of that comparison group.

Time taken

11 minutes and 22 seconds

about the average time taken by other people

Verification

Shorter versions of the tests taken are available for verification purposes. Each of these tests consists of 6 questions. The maximum times are 6 minutes for the Verbal and Logical Verification tests, and 8 minutes for the Numerical Verification test. The verification tests should be given under supervision, so that you can be certain that the test-taker is the person you intend. The verification modules are themselves adaptive, so that they start at an appropriate difficulty level, given performance on the unsupervised test reported above. If the levels achieved in the verification tests are significantly less good than in the unsupervised tests, appropriate warnings will be reported to you. The purpose of this is to guard against the possibility that test-takers ask someone else to take any of the (unsupervised) tests for them, or avail themselves of inappropriate help during the unsupervised test sessions.

Elements Report cont...

Comparison between Ability and Personality
Comparison between Verbal Elements and Dimensions
She is very much inclined towards an interest in theory, strategy and conceptual thinking, and this is very well supported by her above-average score on the verbal reasoning test. She is a strong candidate for this kind of work, or for the interpretation of complex texts.
Comparison between Numerical Elements and Dimensions
She is an exceptionally strong analytical thinker, very much oriented towards facts and figures and extremely quick and accurate at handling numbers. She could well be a specialist in this area.
Comparison between Logical Elements and Dimensions
She seems balanced between creative imagination and more conventional thinking, and her average level of logical reasoning ability supports this adequately.

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10

Role Match Profile

This profile compares the candidate results with the Role Match Profile of:

International executive (example only)

The questionnaire is a self report measure and as such the results represent the respondent's self perceptions. A plethora of psychological research indicates the validity of self report measures as successful predictors.

The Role Match Profile was generated to reflect the key elements of Dimensions important to the role for which the individual is being assessed.

The purpose of the profile is to assess the fit between the candidate's personality and the role requirements. For example, if influencing others is an important part of a role and a candidate's Dimensions profile indicates they have a lower preference than most people for influencing others, then this is likely to be an issue worthy of further exploration.

If a score falls within the indicated area on the profile chart, this indicates that the candidate may not feel comfortable operating in aspects of the role related to this element of Dimensions. For any areas where the candidate does not fit the Role Match Profile, it is recommended that this should ideally be confirmed (or otherwise) by other evidence, for instance from a subsequent follow-up interview or other assessment exercises.

Usually a number of different styles of working can be effective in many roles, so there is never an absolute 'perfect personality' for a role. However, there are frequently clear aspects of a role where it is important to feel comfortable operating in order to perform well in the role. Wherever possible, the creation of Role Match Profiles should be derived from a thorough analysis of the competency requirements for the role and ideally a validation study to test which elements of Dimensions predict actual performance.

In summary, the profile should be used as a guide to identifying the quality of fit between a candidate's personality and the role requirements. Areas where there is a lack of fit should be followed up through a feedback interview or assessment methods.

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10

Role Match Profile

International executive (example only)

People and Relationships	1	2	3	4	5	6	7	8	9	10
Communicative	1									
Influencing			3							
Socially Confident			3							
Supportive					5					
Consultative					5					

Tasks and Projects	1	2	3	4	5	6	7	8	9	10
Analytical										10
Conceptual									9	
Creative					5					
Methodical						6				
Conscientious					5					

Drives and Emotions	1	2	3	4	5	6	7	8	9	10
Relaxed				4						
Resilient				4						
Flexible					5					
Decisive & Action-oriented		2								
Achievement-oriented							7			

Elements	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	99
Verbal Elements															75					
Numerical Elements																				99
Logical Elements													65							

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11

Interview Guide

This interview guide is based on the competencies required in the International executive (example only) role and the individual's typical behaviour as assessed by the Dimensions Personality Questionnaire.

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11

Interview Guide

Role: International executive (example only)   Candidate: Ali Example

The report identifies likely strengths, limitations and neutral areas for the individual in relation to the role. Corresponding interview questions are provided to support a follow-up recruitment interview to assess the individual's suitability in further depth.

On the next page, the predicted fit between the candidate and the role requirements is summarised. Each of the role requirements has been given a 1 to 5 rating illustrating the quality of fit between the individual's psychometric assessment results and the role, as follows:

5 = Excellent Fit
4 = Good Fit
3 = Satisfactory Fit
2 = Poor Fit
1 = Very Poor Fit

The remainder of this guide provides a set of suggested interview questions (please use at least one question from each area) to enable you to explore interview the fit between the candidate and the role, in the light of the psychometric assessments they have already completed.

When you have completed your interview, you can record your ratings and any comments on the final summary page.

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11

Summary Requirements and Predicted Fit

Role: International executive (example only)   Candidate: Ali Example

Essential					Predicted Fit
Analytical					
An analytical problem-solver, with relevant information at their finger-tips, able to see pros and cons, good at working with numbers and handling statistics					5
Conceptual					
Contributes to the development of strategy, a "visionary", understands different perspectives on complex issues, and relevant theoretical models					5
Achievement-oriented					
Motivated by achievement, with a high ambition to succeed against all odds, puts their work and career before other aims in life, thrives on competition				4	
Methodical					
Believes in methodical and procedural approaches, plans and organises tasks, structures own work efficiently, gives due attention to accuracy			3		
Conscientious					
Conscientiously follows rules set down for their work, honours any promises, deadline or commitments made, believes in ethics and values			3		
Influencing					
A natural leader and enjoys having responsibility for others, a dominant and forceful character, tough negotiator, can sell products or ideas to others		2			
Socially Confident					
Is socially skilled, with charm and charisma, takes the initiative in making contacts, fits in with a wide range of people, good at presenting and public speaking		2			
Relaxed					
Calm and relaxed, able to cope with stress, retaining composure in emotionally charged situations, thick-skinned and able to accept criticism		2			
Resilient					
Always sees the positive aspects of a situation, copes well with any problem, avoids blame and self-criticism, resilient and bounces back quickly from setbacks		2			
Communicative					
Has a wide network of contacts, communicates openly with others, can maintain relationships, prefers working in a team	1				
Decisive & Action-oriented					
Has a high level of energy and stamina, gets things done, makes rapid decisions even when short of information, enjoys risk and a fast pace of work	1				

Desirable					Predicted Fit
Supportive					
Is supportive and helpful towards other people, develops and encourages others, devotes time to helping people in difficulties, enjoys giving and meeting other people's needs				4	
Consultative					
Is a good listener and an agreeable person, consults with others, interested in other people's motives and behaviour, tolerant of different perspectives and opinions				4	

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11

Summary Requirements and Predicted Fit - Continued

Desirable				Predicted Fit	
Creative					
Curious and inquisitive, always seeking and generating new ideas, with an active imagination, readily embraces radical ideas and approaches				4	
Flexible					
Adapts flexibly to new challenges and circumstances, able to change behaviour to match new circumstances, thrives on variety and frequently changing environments				4	

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11

Section 1
Potential Strengths

Role: International executive (example only)   Candidate: Ali Example

The following interview questions relate to areas where there was a good match between the assessment results for Ali Example and the International executive (example only) role profile

Analytical

An analytical problem-solver, with relevant information at their finger-tips, able to see pros and cons, good at working with numbers and handling statistics

- Do you ever feel that it would be better to trust your feelings and intuition more? Or is it better to analyse issues in terms of data?
- What sources of information are most useful to you in your work? What other sources might you consider in future?
- Do you feel more adept at dealing with numbers and facts or with people's feelings and opinions? Why is this?

NOTES

Conceptual

Contributes to the development of strategy, a "visionary", understands different perspectives on complex issues, and relevant theoretical models

- Do you tend to prefer work of strategic importance, rather than tactical or day-to-day issues? Why do you think this is?
- How complex is the work that you do? Do you seek greater complexity, or are you working at your limit in this respect?
- Can you tell me about how you keep abreast of wider issues? Can you give me an example of a time when this has benefited you?

NOTES

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11

Section 1
Potential Strengths cont...

Role: International executive (example only)   Candidate: Ali Example

Achievement-oriented

Motivated by achievement, with a high ambition to succeed against all odds, puts their work and career before other aims in life, thrives on competition

▪ Tell me about the key targets that you are currently working towards? What will you do as soon as they are achieved?

▪ Where do you hope to get to in your career? What are your personal goals (in and outside work) for the next 5-10 years?

▪ How competitive a person are you? Does this apply to all walks of life? What do you think of people who seem to lack competitiveness?

NOTES

Supportive

Is supportive and helpful towards other people, develops and encourages others, devotes time to helping people in difficulties, enjoys giving and meeting other people's needs

▪ Can you describe some qualities that help you to respond to the needs of others? How do they help you?

▪ How much empathy do you think you have for other people in general? Are there occasions where you have been too empathetic to others?

▪ Do you ever find that you will focus on the people issues in a situation to the detriment of other factors? Can you give me an example?

NOTES

Section 1
Potential Strengths cont...

Role: International executive (example only)   Candidate: Ali Example

Consultative

Is a good listener and an agreeable person, consults with others, interested in other people's motives and behaviour, tolerant of different perspectives and opinions

- Tell me about the most recent time you have really listened to what someone had to say? What did you understand from this?
- What do you find most interesting in other people's behaviour and motives? How good do you feel you are and understanding others?
- Are there any people you find difficult to tolerate or empathise with? When can tolerance be taken too far?

NOTES

Creative

Curious and inquisitive, always seeking and generating new ideas, with an active imagination, readily embraces radical ideas and approaches

- Can you give me examples of you displaying inquisitiveness or curiosity about something? Has this ever got you into hot water?
- In the teams that you operate within, who do they look to for imaginative ideas? How often is it you?
- Is your inventiveness ever a drawback to you? Have you ever been seen as too radical in your ideas?

NOTES

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11

Section 1
Potential Strengths cont...

Role: International executive (example only)   Candidate: Ali Example

Flexible
Adapts flexibly to new challenges and circumstances, able to change behaviour to match new circumstances, thrives on variety and frequently changing environments
▪ Has being flexible ever caused you any problems? What happened? How did you deal with this?
▪ How often do you change your attitude to an opposite point of view? Give me an example. Should you have changed your mind as you did?
▪ What changes in your work or your environment do you seek currently? How quickly do you become bored with the status quo?
NOTES

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11

Section 2
Potential Limitations

Role: International executive (example only)   Candidate: Ali Example

The following interview questions relate to areas where there was a poor match between the assessment results for Ali Example and the International executive (example only) role profile

Influencing

A natural leader and enjoys having responsibility for others, a dominant and forceful character, tough negotiator, can sell products or ideas to others

- Do you see yourself primarily as a team member or a team leader? Why is this?
- Please give me an example of a time when you had to negotiate with a very difficult individual? What did you do?
- How comfortable do you feel selling things or ideas to other people? Why is this?

NOTES

Socially Confident

Is socially skilled, with charm and charisma, takes the initiative in making contacts, fits in with a wide range of people, good at presenting and public speaking

- What social skills would you like to develop further, and why? How would you go about this?
- What kinds of people do you find it most difficult to approach or mix with? What can you do to overcome any such difficulty?
- Do you have any difficulty in coping with more formal types of situation? What can make you feel less at ease, and what can help you?

NOTES

Section 2
Potential Limitations cont...

Role: International executive (example only)   Candidate: Ali Example

Relaxed

Calm and relaxed, able to cope with stress, retaining composure in emotionally charged situations, thick-skinned and able to accept criticism

- What types of situation tend to make you feel anxious? How do you deal with this? What could you do to be more relaxed?
- When did you last feel extremely frustrated or stressed at work? How did you feel? What was your response to the situation?
- How do you respond when people say unpleasant things about you? Can you give an instance? Are you sometimes too sensitive?

NOTES

Resilient

Always sees the positive aspects of a situation, copes well with any problem, avoids blame and self-criticism, resilient and bounces back quickly from setbacks

- Do you regard yourself as a bit of a pessimist? How do other people see you in this regard?
- How do you feel when things get tough at work? What do you do to cheer yourself up? How easy is it for you to feel down?
- If things get you down, how long does it take for you to recover? Can you describe a recent example? How could you have bounced back quicker?

NOTES

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11

Section 2
Potential Limitations cont...

Role: International executive (example only) Candidate: Ali Example

Communicative

Has a wide network of contacts, communicates openly with others, can maintain relationships, prefers working in a team

- How many people are you in contact with regularly? What types of people do you enjoy interacting with most?
- How do you ensure that those around you get to know you? How happy are you about sharing your feelings with others?
- Has your preference for working independently ever stood in the way of a group achievement? How did you resolve this?

NOTES

Decisive & Action-oriented

Has a high level of energy and stamina, gets things done, makes rapid decisions even when short of information, enjoys risk and a fast pace of work

- What aspects of your role do you find the most demanding? How do you cope with them?
- Do you ever find it difficult to take decisions quickly enough? Have you ever missed an opportunity because you couldn't decide quickly enough?
- Do you think it's generally better to be "safe than sorry"? Do you find other people's attitude to risk sometimes irresponsible? Give examples.

NOTES

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11

Section 3
Neutral Areas

Role: International executive (example only)   Candidate: Ali Example

The following interview questions relate to areas where there was a fair match between the assessment results for Ali Example and the International executive (example only) role profile

Methodical

Believes in methodical and procedural approaches, plans and organises tasks, structures own work efficiently, gives due attention to accuracy

- What sorts of structures have helped you in your work? Are there any structures that you have rejected? Why?
- Is there too much bureaucracy in your job, or too little organisation? What can be done about this?
- How do you ensure your work is of a consistently high standard? Give me an example.

NOTES

Conscientious

Conscientiously follows rules set down for their work, honours any promises, deadline or commitments made, believes in ethics and values

- What do you tend to do if you encounter a rule that impedes your progress? Give an example of a time when you have taken this approach.
- How much is your job about meeting deadlines? Are you ever given unrealistic ones? If so, what do you do about it?
- What values do you think it is important to exhibit? Can you give me an example of when you have done that recently?

NOTES

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11

Summary Requirements and Predicted Fit

Role: International executive (example only)   Candidate: Ali Example

Essential	Fit Rating
Analytical	
An analytical problem-solver, with relevant information at their finger-tips, able to see pros and cons, good at working with numbers and handling statistics	
NOTES	
Conceptual	
Contributes to the development of strategy, a "visionary", understands different perspectives on complex issues, and relevant theoretical models	
NOTES	
Achievement-oriented	
Motivated by achievement, with a high ambition to succeed against all odds, puts their work and career before other aims in life, thrives on competition	
NOTES	
Methodical	
Believes in methodical and procedural approaches, plans and organises tasks, structures own work efficiently, gives due attention to accuracy	
NOTES	
Conscientious	
Conscientiously follows rules set down for their work, honours any promises, deadline or commitments made, believes in ethics and values	
NOTES	
Influencing	
A natural leader and enjoys having responsibility for others, a dominant and forceful character, tough negotiator, can sell products or ideas to others	
NOTES	
Socially Confident	
Is socially skilled, with charm and charisma, takes the initiative in making contacts, fits in with a wide range of people, good at presenting and public speaking	

Summary Requirements and Predicted Fit - Continued

Essential	Fit Rating
NOTES	

Relaxed
| Calm and relaxed, able to cope with stress, retaining composure in emotionally charged situations, thick-skinned and able to accept criticism | |
| **NOTES** | |

Resilient
| Always sees the positive aspects of a situation, copes well with any problem, avoids blame and self-criticism, resilient and bounces back quickly from setbacks | |
| **NOTES** | |

Communicative
| Has a wide network of contacts, communicates openly with others, can maintain relationships, prefers working in a team | |
| **NOTES** | |

Decisive & Action-oriented
| Has a high level of energy and stamina, gets things done, makes rapid decisions even when short of information, enjoys risk and a fast pace of work | |
| **NOTES** | |

Desirable	Predicted Fit

Supportive
| Is supportive and helpful towards other people, develops and encourages others, devotes time to helping people in difficulties, enjoys giving and meeting other people's needs | |
| **NOTES** | |

Consultative
| Is a good listener and an agreeable person, consults with others, interested in other people's motives and behaviour, tolerant of different perspectives and opinions | |
| **NOTES** | |

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11

Summary Requirements and Predicted Fit - Continued

Desirable	Predicted Fit
Creative	
Curious and inquisitive, always seeking and generating new ideas, with an active imagination, readily embraces radical ideas and approaches	
NOTES	
Flexible	
Adapts flexibly to new challenges and circumstances, able to change behaviour to match new circumstances, thrives on variety and frequently changing environments	
NOTES	

RECOMMENDATION?	Yes	No	?	Other Role
OVERALL SUMMARY				