



TALENT TRAITS

Management

Sarah Sample

Management - Sarah Sample

This report provides information which reflects the responses provided by Ms. Sample when completing the assessment. This information will be valuable when managing Sarah. By comparing her results to a Success Pattern we can demonstrate areas that will benefit from receiving extra focus. The Success Pattern defines the requirements of the position by identifying the characteristics that will yield success in the position.

This report gives an overview of Sarah. For areas where Sarah scored outside the Success Pattern there will be Management Suggestions. Where she scored within the Success Pattern the insights provided will help give a better understanding of what to expect when working with Sarah. Lastly, the report presents the top interests for Sarah and how to use them to effectively keep her motivated.

The combination of all this information provides the foundation for effective training. Training is essential to develop engaged and effective employees. Although a person cannot change who they are, they can learn to modify their behavior to address challenging areas within their job. They can also learn to capitalize on areas that are well suited to their job.

At times, change can seem overwhelming, but the following K-S-S approach provides simple, straightforward steps toward growth and change. When reading this report think about how to apply these concepts to improve her performance on the job.

K = **KEEP** doing. Identify what Sarah already does well and encourage her to KEEP doing these items.

S = **STOP** doing. As you utilize the information in this report, you may recognize behaviors that bring negative results. This may be an indication of something she should STOP doing.

S = **START** doing. Have Sarah START doing things that will increase her performance on the job. When Sarah is outside the Success Pattern, Management Suggestions are provided for Sarah to START doing. These suggestions will help you work with Sarah to improve her effectiveness.

Talent Summary

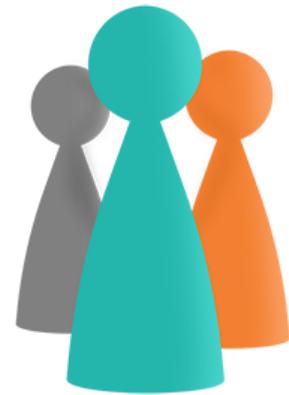
Ms. Sample earned an average score on the Reasoning scale. She should have the capacity to learn and apply most new information with little difficulty. If particularly complex training is required, she may need some extra guidance.

Ms. Sample is interested primarily in the Technical, Sales/Business, and Financial themes. She is interested in intellectual pursuits, such as science and research, and she probably searches for well-researched ways to improve her sales and persuasion techniques. Furthermore, she understands and appreciates the need for effectively managing information flow and following best practices.

Ms. Sample is usually receptive to supervision, but she occasionally questions their opinions and decisions. She generally defers to the collective judgment of the group in order to avoid conflict. Sarah can be fairly outgoing, but she may also be more reserved on some occasions.

Ms. Sample can switch from task to task with little downtime in-between. She tends to be skeptical and suspicious of change when risk is involved. Ms. Sample is very comfortable being assertive, and she will readily make unpopular decisions when necessary.

Ms. Sample can perform tasks at ease with little to no supervision. Additionally, her Resilience score indicates she is usually glad to give it another try when she discovers a mistake she has made. Sarah generally feels sure of the ability to make a decision, even if there is a lack of information. She also tends to make decisions and take action based on feelings and intuition.



Talent Details

For an in depth picture of Ms. Sample the following page provides detailed information regarding her results. Scores are illustrated on the scale from 1 to 9. High scores do not imply a better score. What is most important is how the scores compare to the Success Pattern. The Success Pattern consists of Thinking and Personality scales. The Interest scales are provided to give insight on what motivates Sarah.

Success Pattern - Generic Sample

The Success Pattern is the darker shaded area on the scale. The scores for Ms. Sample are shown in white.



PERSONALITY



Interest

There is a total of six Occupational Interests. They are Creative, Financial, Mechanical, People Service, Sales / Business, Technical. The top three Interests are displayed for Sarah.

Top Interests



TECHNICAL - 7

SALES / BUSINESS - 6

FINANCIAL - 5

Professional Traits

Without regard to job matching, these traits will provide critical insight into the professional success of Ms. Sample. These behaviors will help you understand her approach to the workplace.



DECISIVENESS

7

INDEPENDENCE

7

RESILIENCE

4

OBJECTIVE JUDGEMENT

3

Management Suggestions

This section is provided for the scales where Ms. Sample did not align with the Success Pattern. Managing these areas with Sarah will improve her performance on the job. Management Suggestions are provided as a guide through this process. These activities will help you focus on the things that Sarah needs to Start or Stop doing based on the K-S-S model.



TAKE CHARGE

5 6 7 8

Tendency to strive for control of people and situations and to lead more than follow.

Having scored above the Success Pattern on the Take Charge scale for this position, Ms. Sample may have difficulty adapting to the lower level of control she will be expected to maintain on the job.

Management Suggestions

- Schedule a time to meet with her and jointly determine her willingness to participate in training aimed at cooperation and teamwork.
- Meet with her and explore her willingness to be more diplomatic in her interactions with others.
- Encourage Sarah to allow others to have greater influence over decisions occasionally, and provide opportunities for her to participate in groups in a supportive capacity.

Insights

- Sarah has the desire to be the one in charge, and she is motivated by the challenges the role presents.
- Ms. Sample is willing to serve as a leader in most situations, and she is comfortable being in charge of the group.
- Ms. Sample is willing to use her influence to persuade others of what she believes to be the right course of action.

COMPETITIVENESS

3

5

6

7

Tendency to work toward goals and to try to exceed others' performance.

Management Suggestions

- Encourage her to view competitive situations as opportunities to advance in the group.
- Give Sarah some advice concerning how best to confront those who are acting in an overbearingly competitive manner.
- Encourage Sarah to stand up for what she thinks are important priorities, and point out that she should not allow others to intimidate her.

Having scored below the Success Pattern on the Competitiveness scale for this position, Ms. Sample may not be willing to advocate her views with the amount of forcefulness needed to thrive in this position.

Insights

- Ms. Sample tends to go along with the opinions of others in order to preserve friendly relations with them.
- Ms. Sample is not overly driven to win, and she consistently tries to avoid conflict and maintain a cooperative environment.
- Sarah is quick to accommodate others, and she tends to avoid interpersonal conflict.

SENSE OF URGENCY

5 6 7 8

Tendency to display stamina, endurance, and maintain a fast pace.

Management Suggestions

- Encourage Ms. Sample to slow down and work in a more deliberate manner if deadlines are not pressing and if her fast pace negatively affects the quality of her work.
- Encourage Ms. Sample to conserve some of her stamina on everyday tasks and, when possible, apply it to major projects with tight deadlines.
- If desired, consider pairing Sarah with other team members who have a sense of urgency that is slower and more fitting for the task. She may be able to adopt a similar work approach.

Ms. Sample is above the Sense of Urgency Success Pattern for this position. This suggests that her work pace is likely to be quite fast, perhaps unnecessarily so.

Insights

- Ms. Sample works at a quick pace, and she focuses on critical deadlines and timely results with impressive reserves of stamina.
- Sarah is an energetic producer who spends a great deal of time prioritizing and multitasking.
- Ms. Sample has a high energy level, and she prefers not to perform sedentary work very often.

DECISIVENESS

7

Tendency to make timely decisions and be willing to accept the risk.

Management Suggestions

- Give her opportunities for taking risks. Don't criticize Ms. Sample for changing her mind.
- Given that Sarah scored high on the Decisiveness scale, don't expect her to take a slow and methodological approach to solving problems.

Insights

- Ms. Sample is usually not afraid to take risks and make quick decisions even if information is lacking.
- Sarah usually makes decisions in a timely manner even if there is a high level of risk.
- Sarah is certain in taking action, and is generally able to make decisions in emergency situations.

INDEPENDENCE

7

Tendency to be self-reliant, self-directed and make own decisions.

Management Suggestions

- Do not micromanage Ms. Sample. Let her try new things. Give her opportunities to accomplish goals individually.
- Be prepared for Sarah to gravitate toward independent projects which allow her to take a self-directed approach.

Insights

- Sarah Is able to perform tasks at ease with little to no supervision.
- Ms. Sample appreciates the opportunity for autonomous work in an organization.
- Ms. Sample is capable of relying on personal resources to make decisions and complete tasks.

OBJECTIVE JUDGEMENT

3

Tendency to base decisions and actions on hard facts and information versus intuition.

Management Suggestions

- Considering her low score on the Objectivity scale, try to assign Ms. Sample to tasks for which instinct and personal opinion might be useful.
- Ask Sarah "how do you feel" questions. Ask her for her "hunches" and don't expect her to always give you evidence for her feelings. Be prepared for defensiveness.

Insights

- Sarah often makes decisions and takes action based on feelings and intuition, especially when little information exists.
- Ms. Sample Is usually most influenced by intuition when taking action.
- Ms. Sample tends to make decisions based on their instincts rather than objective information, even in high stake situations.

Talent Insights

This section illustrates the abilities, personality traits, and interests that Ms. Sample naturally exhibits in her daily interactions based on the results of the Talent Traits assessment. The purpose of this report is to provide a better understanding of what to anticipate when working with Ms. Sample and an overview of her natural tendencies. Awareness of one's attributes can be invaluable information when leveraging talent and promoting engagement within the workforce.



REASONING ABILITY

5 6 7

A measure of expected learning, reasoning, and problem solving potential.

Insights

- Sarah is able to learn and apply new concepts and information in various learning environments.
- Sarah is usually able to make sense of ambiguous information using her reasoning ability.
- Ms. Sample will quickly learn and assimilate new information for her job.

ATTITUDE

3 4 5

Tendency to have a positive or optimistic outlook regarding people and outcomes.

Insights

- Ms. Sample is often skeptical of the benefits of change, particularly when those changes have far-reaching consequences.
- Sarah often finds it difficult to place confidence in the plans of others.
- Ms. Sample generally views unfamiliar situations in a negative light.

MANAGEABILITY

5 6 7

Tendency to follow policies, accept supervision, and work within the rules.

Insights

- Sarah generally follows policies and accepts supervision, but she will also engage in independent action if given the opportunity.
- Ms. Sample exhibits an attitude which is typical of most people regarding authority and rules.
- Sarah may resent being micromanaged or pressured by those who have more controlling leadership styles.

PEOPLE CONTACT

4 5 6 7

Tendency to be outgoing, people-oriented, and to participate with others.

Insights

- Ms. Sample is moderately sociable, and she tends to maintain open lines of communication with other team members.
- She maintains good interpersonal relations, and, because of her interactions with others, she likely possesses an adequate understanding of issues that commonly concern team members.
- Sarah can be fairly outgoing, but she may also be more reserved on some occasions.

RESILIENCE

4

Tendency to overcome setbacks and to persevere through difficult situations.

Insights

- Sarah may require occasional encouragement to see a difficult task through to completion.
- Sarah is usually glad to get up and give it another try when she discovers a mistake she has made.
- Ms. Sample usually learns from her mistakes.

Motivation

A person's actions are often motivated by their interest. This section of the report displays the top two interests for Sarah Sample.

Management Suggestions are provided to help take advantage of the things that interest her most. Use these suggestions to keep her excited about the job and raise her level of engagement.



TECHNICAL

7

Activities that revolve around scientific and technical activities, research, and intellectual skills.

Sarah enjoys activities that involve researching the theories and applications of various technologies.

Management Suggestions

- As much as possible, provide Sarah with opportunities to work with scientific and highly technical data.
- Assign Sarah tasks that involve working with the latest in computer technology.
- Team Ms. Sample with others who share an interest in technical activities, such as applied research.

SALES / BUSINESS

6

Activities in which one uses persuasiveness and enjoys presenting ideas and influencing others.

Ms. Sample is likely to seek out activities that involve business strategy, planning, and entrepreneurial pursuits.

Management Suggestions

- Explain to Ms. Sample the various ways that her activities affect the company's bottom line, directly or indirectly.
- Team Sarah with other employees who are similarly interested in sales and business.
- Consider securing her subscriptions to periodicals dedicated to the business-related aspects of her job.

FINANCIAL

5

Activities that involve the organization or coordination of information, the processing of financial data, etc.

Sarah is motivated by work that involves such activities as recordkeeping, monitoring information flow, and analyzing financial data.

Management Suggestions

- Consider securing special training programs for Ms. Sample so that she can pick up additional skills relating to this interest.
- Pair Sarah with other employees who are similarly interested in activities relating to data, information, and recordkeeping.
- Consider involving Ms. Sample in discussions concerning budgets, information flow, recordkeeping, and related activities, in accordance with her expertise in those respective areas.