Talent Match Report
Development

Example Job

23 July 2018

Example Candidate

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

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

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

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

Confidential Information

INTRODUCTION

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

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

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

This report provides a forward looking perspective and focusses on motives, preferences, needs and talents.

Current performance
and behaviour

BACKWARD LOOKING

FORWARD LOOKING

Attained qualification, knowledge, skill and experience

Motives, talents and capabilities leading to successful behaviour

Summary Profile

Possible **limitations**	Key **strengths**
Conveying Self-Confidence	Generating Ideas Developing Expertise Interpreting Data Examining Information Analysis Aptitude Diagrammatic

Development opportunities	**Good** potential
Upholding Standards Meeting Timescales	Inviting Feedback Providing Insights Taking Action Adopting Practical Approaches

DETAILED PROFILE

Fit to Job Specific Competency Profile

	Low				Moderate					High
Essential behaviours	1	2	3	4	5	6	7	8	9	10
Showing Composure		●								
Embracing Change		●								
Making Decisions				●						
Providing Insights						●				
Following Procedures							●			
Checking Things						●				
Documenting Facts						●				
Interpreting Data							●			
Important behaviours	1	2	3	4	5	6	7	8	9	10
Examining Information		●								
Upholding Standards						●				
Conveying Self-confidence				●						
Pursuing Goals			●							
Empowering Individuals			●							
Thinking Positively				●						
Interacting with People							●			
Convincing People					●					
Resolving Conflict					●					
Generating Ideas							●			
Exploring Possibilities						●				
Developing Strategies				●						
Essential Skills & Aptitudes	1	2	3	4	5	6	7	8	9	10
Analysing complex verbal information									●	
Analysing complex numerical data								●		
Exploring and applying rules to specific problems							●			

Leadership Stability

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

HIGH RISK DERAILERS	
Area	**When stressed or disengaged may seem:**
Reserved	- tough, direct, and independent - unconcerned with the impression they make on others, often appearing intimidating - insensitive to the needs and feelings of others - unlikely to show public support for colleagues and subordinates - unable to build effective coalitions or motivate others successfully

MODERATE RISK DERAILERS	
Area	**When stressed or disengaged may seem:**
Cautious	- slow to act and careful to make well considered, low-risk decisions - worried about their own and their staff's mistakes - reluctant to take on challenging assignments - unassertive with new people and uncomfortable speaking in front of groups - reluctant to try new methods and resistant to changes in policies and procedures
Mischievous	- clever, charming, pleasure-seeking, and adventurous - capable of making quick decisions, sometimes without adequately considering likely outcomes - impulsive and willing to take risks - unlikely to dwell on past mistakes - impatient and easily bored

DEVELOPMENT TIPS

Based on the results shown on your profile you can now identify the behaviours you might like to develop further.

This section of the report outlines what actions could be considered to improve your behavioural competence. The appropriateness of each piece of advice will differ for each individual and will to some extent depend on your job and the opportunities and resources available.

It is recommended that you initially look at both your personal strengths and development areas as part of your personal development strategy. In some cases there might be no strengths or developmental behaviours identified. Then you could identify the behaviours that would be to the greatest benefit to your development in your current work context. Read through the relevant developmental tips and decide on one action or development tip that would be practical in your work context for each of the behavioural dimensions you would like to focus on for your development.

Upholding Standards

Development tips

- Apply company rules, policies and procedures consistently when dealing with others in order to minimise risks
- Demonstrate company values and standards in executing your duties and responsibilities
- Apologise when you cannot meet a commitment and ask what you can do to make up for it
- Exhibit integrity by adopting the principle of "practise what you preach"
- Challenge others if you see them acting inappropriately or unethically

Meeting Timescales

Development tips

- Establish and allocate resources in terms of capacity and capability before committing to deadlines
- Create a clear plan with specific goals and milestones. Have a start and completion date for each step to have a realistic view of the timeline
- Persevere and follow tasks through to completion
- Learn from mistakes. If you have failed to meet a deadline, analyse and review what went wrong so that you can avoid this in future

Conveying Self-Confidence

Development tips

- Seek out someone who is successful in your field and observe them. Identify what behaviours they display to convey self-confidence
- To convey self-confidence rehearse conversations and presentations, you can never be overly prepared
- Prepare well in advance for meetings and presentations so that you are not flustered when attending meetings or delivering presentations
- Set specific goals for your future so that you know where you are heading and can explain this to others

About

Using this summary and additional reports

This Talent Match Report provides an overview of the key results attained from the assessment and compares this with critical behavioural requirements for a specific role. This report should be read with the detailed reports from each of the assessment methods. The summary report is not intended to be comprehensive and should not be used as the single source of information in the making of any final talent decisions.

About the success profile

The success profile for this role was developed using a well-researched framework of behaviour. The most critical behaviours for this role were selected from this framework by subject matter experts. The success profiles are presented in two sections as described below.

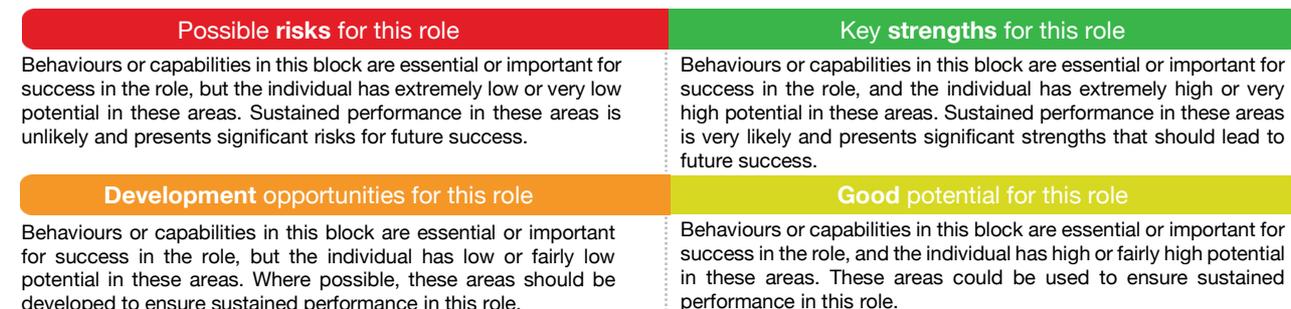| Essential behaviours ‼	Important behaviours ❗
Essential for performance in nearly all areas of the role	Important for performance in most areas of the role

About the assessment methods

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

About the scores

The **overall fit score** is a weighted score based on the individual's fit against the essential and important behaviours, as well as the essential skills and capabilities for this role. The results are based on a 1 to 10 scale where 1 is unlikely to be successful and 10 is highly likely to be successful in the particular role.

The **summary profile** includes a summary of behaviours and capabilities that are seen as key strengths, good potential, development opportunities or possible risks for the role and are defined below.

Possible **risks** for this role	Key **strengths** for this role
Behaviours or capabilities in this block are essential or important for success in the role, but the individual has extremely low or very low potential in these areas. Sustained performance in these areas is unlikely and presents significant risks for future success.	Behaviours or capabilities in this block are essential or important for success in the role, and the individual has extremely high or very high potential in these areas. Sustained performance in these areas is very likely and presents significant strengths that should lead to future success.
Development opportunities for this role	**Good** potential for this role
Behaviours or capabilities in this block are essential or important for success in the role, but the individual has low or fairly low potential in these areas. Where possible, these areas should be developed to ensure sustained performance in this role.	Behaviours or capabilities in this block are essential or important for success in the role, and the individual has high or fairly high potential in these areas. These areas could be used to ensure sustained performance in this role.

The individual **profile scores** from the assessments have been compared with other individuals who have previously completed the assessment (more about this in the technical information section at the back of the report). Results are based on a 1 to 10 scale as shown below.

Extremely Low	Very Low	Low	Fairly Low	Average		Fairly High	High	Very High	Extremely High
1	2	3	4	5	6	7	8	9	10
1%	5%	10%	25%	40%	60%	75%	90%	95%	99%

*Percentage better than comparison group

About this report

This report is based on assessments that explore an individual's motives, preferences, needs and talents in critical work areas. This report may also explore an individual's leadership challenges and/or strategic capability.

Since some of the questionnaires used in this report are self-report measures, the results reflect the individual's self-perceptions. Nevertheless, extensive research has shown these questionnaires to be a valid measure of how people will operate in the workplace.

It should be remembered that the information contained in this report is potentially sensitive and every effort should be made to ensure that it is stored in a secure place. This report has been generated electronically. TTS-Top Talent Solutions, or its suppliers cannot guarantee that it has not been changed or edited. We accept no liability for the consequences of the use of this report, howsoever arising.

TECHNICAL INFORMATION

JOB/ROLE DATA		DATE
Job or role involved	QA Breakdown Model v32	
Job Analysis	QA Breakdown Model v32	12 Aug 2016

ASSESSMENT METHODS		
TEST	DETAILS	DATE
Hogan Development Survey	Norm: South African Completed by: Sample Candidate	15 Jul 2014
Professional Styles (IA)	Norm: Professionals & Managers (ZA, IA, 2012) Completed by: Sample Candidate	10 Jul 2014
Swift Analysis Aptitude-R (IA)	Norm: Professionals & Managers (ZA; IA; 2013) Completed by: Sample Candidate	10 Jul 2014

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REMARKS

Accountable Practitioner

Should you have any question about these results, please contact: Sample Practitioner (012) 555 - 8978

Input Data

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