



TEST USER

**INDIVIDUAL
TEST REPORT**



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INTRODUCTION

Talent Success helps employers prepare for the Fourth Industrial Revolution by measuring skills that predict success at work. The results can be used to identify individuals who at a certain job or industry, as well as to measure current employees' skills as a guide to talent development.

ABOUT TALENT SUCCESS

Talent Success measures nine behavioural competencies and six success factors. Each of the success factors is composed of two to four of the behavioural competencies. On each of these behavioural competencies and success factors, individuals receive a score in the form of scaled-scores ranging from 0 to 100.



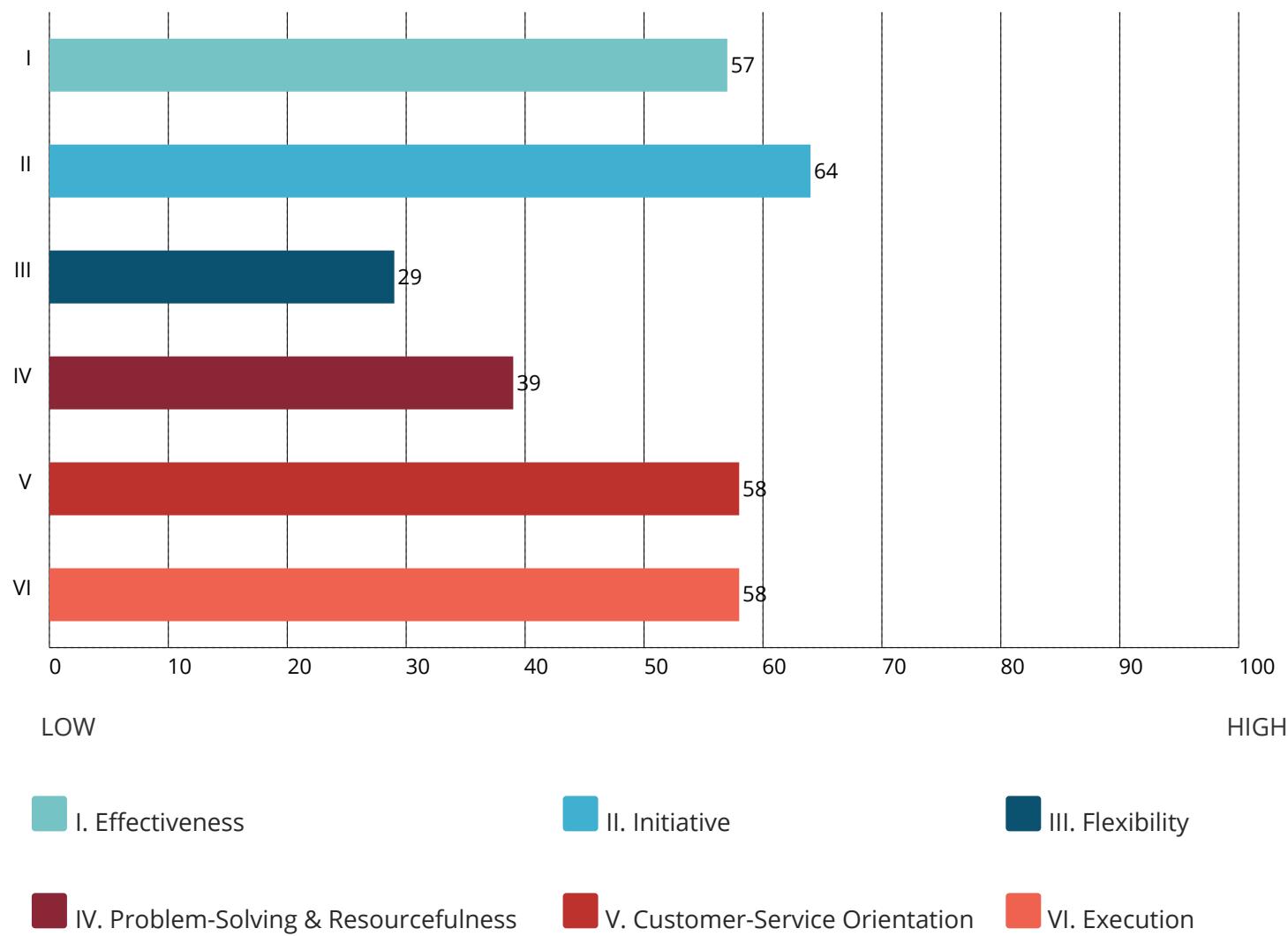
This report gives the individual's results for each success factor. Under each factor, the individual's scores on the behavioural competencies that make up that factor are reported and interpreted.

BEHAVIOURAL COMPETENCIES

CREATIVITY	Thinking outside of the box
INNOVATION	Trying new things and introducing improvements
ENTERPRISE	Seeking opportunity and taking risks
PRODUCTIVITY	Working industriously and producing good results
PROBLEM-SOLVING & DECISION-MAKING	Synthesising information and making wise decisions
SELF-CONFIDENCE	Feeling comfortable with oneself and keeping a positive attitude
EMPATHY	Being kind, cooperative, and persuasive
EMOTIONAL INTELLIGENCE	Recognising and managing one's own emotions
RESILIENCE	Adapting in the face of adversity

PROFILE CHART

The chart below shows the individual's scores on the six success factors.

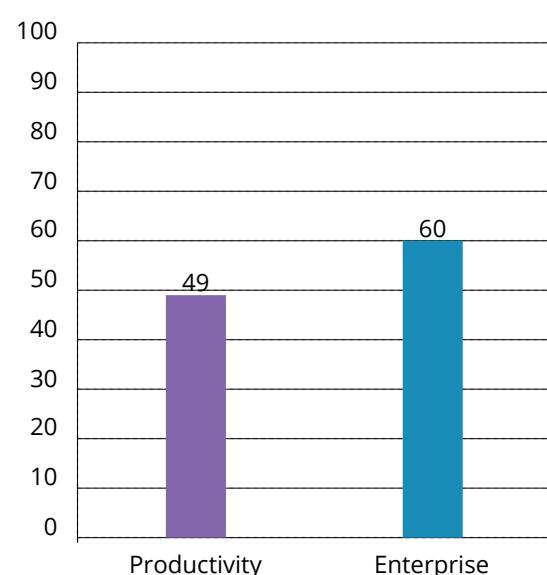


EFFECTIVENESS FACTOR**57****MODERATE**

Workers are most effective when they understand the operations and goals of the organisations they work for and when they are determined to do their jobs as well as they can. The Effectiveness factor includes two behavioural competencies: Productivity and Enterprise.

Here are some follow-up questions to consider:

- How will you help an organisation be more productive?
- Explain about a risk that has paid off for you. How were you involved and what was your contribution?

**Productivity****Score : 49****Moderate**

Score interpretations	<ul style="list-style-type: none"> • The individual can probably be counted on to stick to reasonable schedules and deadlines. The individual is aware of the importance of seizing opportunities and taking immediate actions but without a strong source of motivation, he or she has the tendency to not follow through. Sometimes, he or she feels more comfortable operating at his or her own pace. He or she may need to work on consistently making and following plans.
Suggestions for Development	<ul style="list-style-type: none"> • The individual can handle work environments that sometimes require him or her to be efficient and productive under pressure. He or she prefers work that demands a moderate level of responsibility. • Empower the individual by giving him or her the opportunity to be in charge of tasks or projects and make independent decisions. The right balance of responsibility and support will help build his or her planning and management skills.
Suggested Trainings	<ul style="list-style-type: none"> • Project Management and Organisation Training. The individual will be guided on methods to set goals, prioritise tasks, and use time management tools more effectively in managing his or her responsibilities.

EFFECTIVENESS FACTOR**57****MODERATE****Enterprise****Score : 60****Moderate**

Score interpretations	<ul style="list-style-type: none">The individual has some enthusiasm and initiative but may lack the ability to reliably spot commercial opportunities. He or she is likely to have only a moderate grasp of entrepreneurial skills such as concentration, organisation, innovation, and communication, perhaps with significant deficiencies in some areas.
Suggestions for Development	<ul style="list-style-type: none">The individual prefers an environment that sometimes calls on one to move out of one's comfort zone, with moderate challenges.To motivate or reward the individual, offer opportunities to accomplish bigger tasks or projects. Push the individual to do positive things that help build self-confidence and require greater courage to accomplish — something more ambitious and challenging.
Suggested Trainings	<ul style="list-style-type: none">Entrepreneurship Development Training. The individual will learn strategies for exploring new horizons and for seeking and exploiting opportunities for further progression and development.

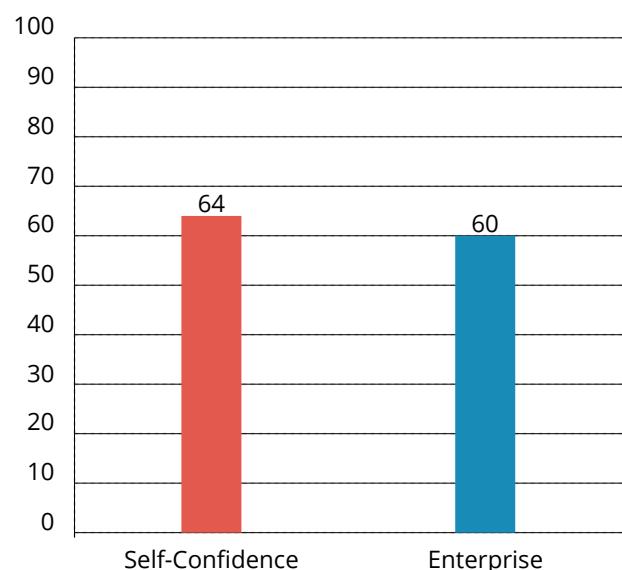
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- The individual prefers an environment that sometimes calls on one to move out of one's comfort zone, with moderate challenges.
- To motivate or reward the individual, offer opportunities to accomplish bigger tasks or projects. Push the individual to do positive things that help build self-confidence and require greater courage to accomplish — something more ambitious and challenging.
- Entrepreneurship Development Training.** The individual will learn strategies for exploring new horizons and for seeking and exploiting opportunities for further progression and development.

INITIATIVE FACTOR**64****HIGH**

Leaders inspire others to solve problems and be effective workers. Doing this takes self-confidence and insight into the goals of the organisation. The Initiative factor includes two behavioural competencies: Self-Confidence and Enterprise.

Here is a follow-up question to consider:

- Can you think of ways to inspire your co-workers?

**Self-Confidence****Score: 64****High**

Score interpretations	<ul style="list-style-type: none"> • The individual is decisive and socially confident. He or she enjoys socialising and can communicate and network effectively. However, he or she should make sure to take time out now and then for reflection and to take a step back at appropriate times. The fear of appearing arrogant sometimes makes highly confident people reluctant to show their skills. If the individual suffers from this fear, he or she should be assured that justified self-confidence will be accepted and even admired.
Suggestions for Development	<ul style="list-style-type: none"> • The individual prefers roles that provide him or her with opportunities to socialise and network with others. This individual also strongly prefers roles that offer scope for asserting opinions and taking charge of decision-making. • Since the individual is keen about networking and the social aspects of work, you can allow him or her to take on new social challenges regularly. If possible, offer projects that will lead to engaging in effective professional networking with results that are helpful to the organisation.
Suggested Trainings	<ul style="list-style-type: none"> • Business Networking Training. The individual will explore the best ways to engage in effective professional networking and develop personal strategies of networking.

INITIATIVE FACTOR**64****HIGH****Enterprise****Score: 60****Moderate**

Score interpretations	<ul style="list-style-type: none">The individual has some enthusiasm and initiative but may lack the ability to reliably spot commercial opportunities. He or she is likely to have only a moderate grasp of entrepreneurial skills such as concentration, organisation, innovation, and communication, perhaps with significant deficiencies in some areas.
Suggestions for Development	<ul style="list-style-type: none">The individual prefers an environment that sometimes calls on one to move out of one's comfort zone, with moderate challenges.To motivate or reward the individual, offer opportunities to accomplish bigger tasks or projects. Push the individual to do positive things that help build self-confidence and require greater courage to accomplish — something more ambitious and challenging.
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FLEXIBILITY FACTOR

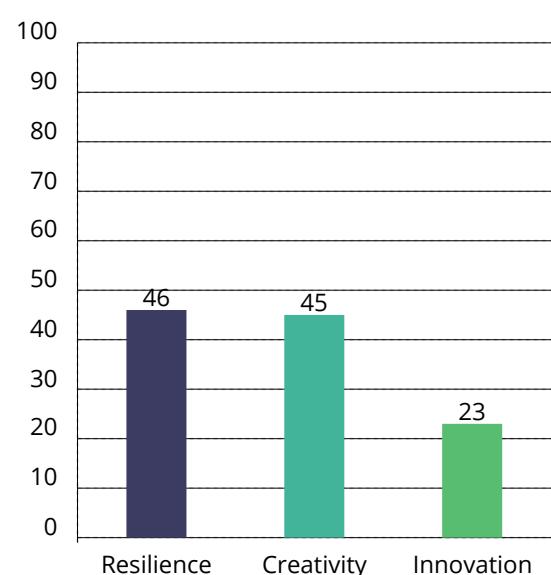
29

LOW

Being flexible means being able and eager to find new and creative ways to get things done. The Flexibility factor includes three behavioural competencies: Resilience, Creativity, and Innovation.

Here are some follow-up questions to consider:

- Tell me about a time when you had to meet unexpected challenges or demands. How did you manage it?
- If you were designing something new, how would you balance creativity with usefulness?
- Can you think of times in your work when new approaches have been better than the ones you were used to?



Resilience

Score : 46

Moderate

Score interpretations

- The individual is likely to be fairly tolerant of change, with a tendency to avoid conflict. He or she may need to seek out challenges to build mental strength and advance professionally.

Suggestions for Development

- The individual prefers a work environment that is moderately stressful. The individual can sometimes handle work that requires him or her to cope with disappointments.
- Give the individual room to air issues, frustrations, and concerns. Provide effective platforms for discussing solutions.

Suggested Trainings

- **Perseverance and Resilience Training.** The individual will learn techniques to keep himself or herself focused and motivated, despite pitfalls encountered along the way.

FLEXIBILITY FACTOR**29****LOW****Creativity****Score : 45****Low**

Score interpretations

- The individual is likely to be happiest and most effective at work when following well-established methods and familiar ways of doing things. This individual often prefers to discuss facts rather than ideas. He or she tends to be rigid, is likely to resist ideas and opinions from others that disagree with his or her own, and does not like when his or her ideas are challenged or questioned.

Suggestions for Development

- The individual prefers jobs that have fixed protocols and procedures.
- Setting clear guidelines and procedures regarding the expectations for each given task will motivate the individual to produce higher quality work.
- Focus on facts with the individual rather than ideas. Try to gain a complete understanding of the individual's reasoning and opinions, then proceed to encourage him or her to slowly open up to different ideas and inputs before making decisions.

Suggested Trainings

- **Open-Mindedness Training.** The individual will be coached with ways to see the value of new ideas as well as to identify, analyse, and implement these innovative ideas in response to changes in the environment.

Innovation**Score : 23****Low**

Score interpretations

- The individual favours stability and conventionality over change. He or she may be reluctant to seek out new experiences or trying out new methods because he or she feels rather comfortable and contented with the current circumstances. He or she may need to learn to look for refinements or alternatives to familiar ways of doing things.

Suggestions for Development

- The individual prefers static work environments and fixed ways of doing things.
- Provide the individual with opportunities to express his or her thoughts. Thank him or her for these ideas and encourage an attitude of openness to innovation at work.

Suggested Trainings

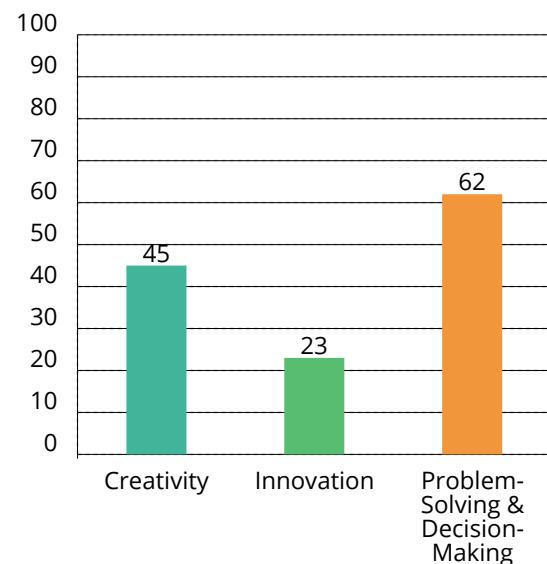
- **Creativity and Innovation Workshop.** The individual will learn tools and techniques to incorporate innovative thinking and generate new ideas.

PROBLEM-SOLVING & RESOURCEFULNESS FACTOR	39	LOW
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Good problem-solvers combine innovative thinking with the wisdom to make sound decisions. The Problem-Solving & Resourcefulness factor includes three behavioural competencies: Creativity, Innovation, and Problem-Solving & Decision-Making.

Here are some follow-up questions to consider:

- What is the most creative idea or project you have worked on? How was it received?
- Tell me about a problem that you had to solve in a unique or innovative way. What was the result?



Creativity	Score : 45	Low
Score interpretations	<ul style="list-style-type: none"> The individual is likely to be happiest and most effective at work when following well-established methods and familiar ways of doing things. This individual often prefers to discuss facts rather than ideas. He or she tends to be rigid, is likely to resist ideas and opinions from others that disagree with his or her own, and does not like when his or her ideas are challenged or questioned. 	
Suggestions for Development	<ul style="list-style-type: none"> The individual prefers jobs that have fixed protocols and procedures. Setting clear guidelines and procedures regarding the expectations for each given task will motivate the individual to produce higher quality work. Focus on facts with the individual rather than ideas. Try to gain a complete understanding of the individual's reasoning and opinions, then proceed to encourage him or her to slowly open up to different ideas and inputs before making decisions. 	
Suggested Trainings	<ul style="list-style-type: none"> Open-Mindedness Training. The individual will be coached with ways to see the value of new ideas as well as to identify, analyse, and implement these innovative ideas in response to changes in the environment. 	

**PROBLEM-SOLVING &
RESOURCEFULNESS FACTOR**

39

LOW

Innovation

Score : 23

Low

Score interpretations

- The individual favours stability and conventionality over change. He or she may be reluctant to seek out new experiences or trying out new methods because he or she feels rather comfortable and contented with the current circumstances. He or she may need to learn to look for refinements or alternatives to familiar ways of doing things.

**Suggestions for
Development**

- The individual prefers static work environments and fixed ways of doing things.
- Provide the individual with opportunities to express his or her thoughts. Thank him or her for these ideas and encourage an attitude of openness to innovation at work.

Suggested Trainings

- **Creativity and Innovation Workshop.** The individual will learn tools and techniques to incorporate innovative thinking and generate new ideas.

**Problem-Solving & Decision-
Making**

Score : 62

High

Score interpretations

- The individual is likely to think analytically when making decisions and will thrive in an intellectually challenging position. He or she may need to be careful not to overanalyse things or focus too much on errors. Also, the individual's emphasis on problem-solving may give others the impression that he or she lacks empathy or has poor social skills. Still, this individual can be an extremely useful worker!

**Suggestions for
Development**

- The individual prefers work in which it is very important to consider the situation thoroughly before making decisions.
- The individual thinks analytically when making decisions. Provide him or her with decision-making opportunities whenever possible.

Suggested Trainings

- **Ethical Decision-Making Course.** The individual will be guided to explore ethical issues arising in daily life as well as the best practices to make moral decisions.

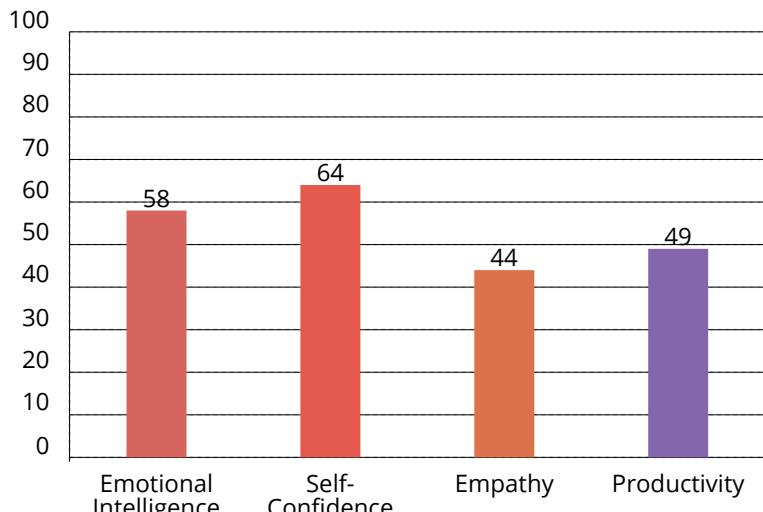
FACTOR CUSTOMER-SERVICE ORIENTATION

58

Moderate

In the long run, few businesses can survive without good customer service. Businesses succeed when employees are attentive to clients and can anticipate their needs. The Customer-Service Orientation factor includes four behavioural competencies: Emotional Intelligence, Self-Confidence, Empathy, and Productivity.

Here are some follow-up questions to consider:



Emotional Intelligence

Score : 58

Moderate

Score interpretations

- The individual keeps his or her emotions under control most of the time and can understand and anticipate the emotions and intentions of others. While there is always room for improvement in anyone, he or she will function well in most circumstances. However, when the individual's job puts him or her in difficult social situations, he or she should be sure to take the time needed to analyse such situations carefully.

Suggestions for Development

- The individual prefers work that does not depend on exercising strict emotional control and does not usually put him or her under pressure to make sound decisions.
- The individual may need occasional support and guidance. This will play an important role in assisting him or her to manage potential stressors faced in the workplace including dealing with heavy workloads and adapting to changes.

Suggested Trainings

- Cultivating Emotional Balance Training.** The individual will learn techniques to recognise emotions of others and of oneself, as well as to handle distress more effectively.

**CUSTOMER-SERVICE
ORIENTATION FACTOR**

58

MODERATE

Self-Confidence

Score : 64

High

Score interpretations

- The individual is decisive and socially confident. He or she enjoys socialising and can communicate and network effectively. However, he or she should make sure to take time out now and then for reflection and to take a step back at appropriate times. The fear of appearing arrogant sometimes makes highly confident people reluctant to show their skills. If the individual suffers from this fear, he or she should be assured that justified self-confidence will be accepted and even admired.

**Suggestions for
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- The individual prefers roles that provide him or her with opportunities to socialise and network with others. This individual also strongly prefers roles that offer scope for asserting opinions and taking charge of decision-making.
- Since the individual is keen about networking and the social aspects of work, you can allow him or her to take on new social challenges regularly. If possible, offer projects that will lead to engaging in effective professional networking with results that are helpful to the organisation.

Suggested Trainings

- Business Networking Training.** The individual will explore the best ways to engage in effective professional networking and develop personal strategies of networking.

Empathy

Score : 44

Low

Score interpretations

- This individual has difficulty recognising and identifying with others' feelings, especially feelings of sadness, pain, or loss. He or she is likely to prefer working independently and to feel uncomfortable following rules or dealing with others' personal issues. He or she may need to learn to give colleagues sympathy and support when it is needed.

**Suggestions for
Development**

- The individual prefers a work environment where he or she need consider only his or her own interests. The individual is also likely to enjoy working on individual tasks with the freedom to make his or her own decisions rather than getting involved in long-term group projects.
- Manage the individual by encouraging a welcoming culture where all are free to voice their opinions and concerns without having to fear being judged or rejected. In such a case, the role of the workplace culture in promoting empathy among members of the organisation is key.

Suggested Trainings

- Empathy Training.** The individual will learn skills to communicate and interact with others with passion, compassion, and concern.

**CUSTOMER-SERVICE
ORIENTATION FACTOR****58****MODERATE****Productivity****Score : 49****Moderate**

Score interpretations

- The individual can probably be counted on to stick to reasonable schedules and deadlines. The individual is aware of the importance of seizing opportunities and taking immediate actions but without a strong source of motivation, he or she has the tendency to not follow through. Sometimes, he or she feels more comfortable operating at his or her own pace. He or she may need to work on consistently making and following plans.

**Suggestions for
Development**

- The individual can handle work environments that sometimes require him or her to be efficient and productive under pressure. He or she prefers work that demands a moderate level of responsibility.
- Empower the individual by giving him or her the opportunity to be in charge of tasks or projects and make independent decisions. The right balance of responsibility and support will help build his or her planning and management skills.

Suggested Trainings

- **Project Management and Organisation Training.** The individual will be guided on methods to set goals, prioritise tasks, and use time management tools more effectively in managing his or her responsibilities.

EXECUTION FACTOR

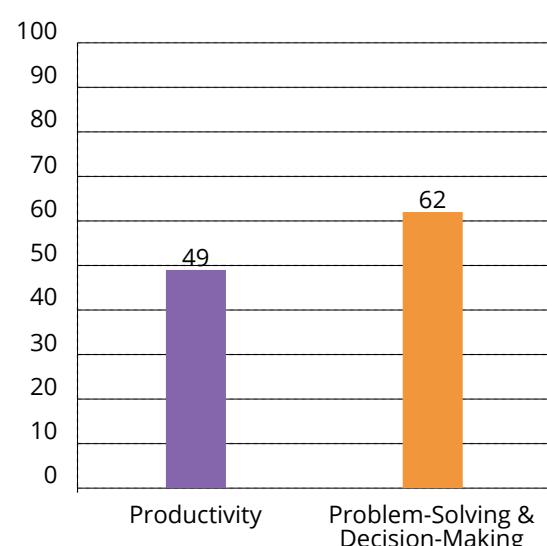
58

MODERATE

Getting things done and increasing productivity requires noticing and solving unforeseen problems. The Execution factor includes two behavioural competencies: Productivity and Problem-Solving & Decision-Making.

Here is a follow-up question to consider:

- What obstacles to productivity have you faced, at work or at school? How have you dealt with them?



Productivity

Score : 49

Moderate

Score interpretations	<ul style="list-style-type: none"> The individual can probably be counted on to stick to reasonable schedules and deadlines. The individual is aware of the importance of seizing opportunities and taking immediate actions but without a strong source of motivation, he or she has the tendency to not follow through. Sometimes, he or she feels more comfortable operating at his or her own pace. He or she may need to work on consistently making and following plans.
Suggestions for Development	<ul style="list-style-type: none"> The individual can handle work environments that sometimes require him or her to be efficient and productive under pressure. He or she prefers work that demands a moderate level of responsibility. Empower the individual by giving him or her the opportunity to be in charge of tasks or projects and make independent decisions. The right balance of responsibility and support will help build his or her planning and management skills.
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EXECUTION FACTOR**58****MODERATE****Problem-Solving & Decision-Making****Score : 62****High****Score interpretations**

- The individual is likely to think analytically when making decisions and will thrive in an intellectually challenging position. He or she may need to be careful not to overanalyse things or focus too much on errors. Also, the individual's emphasis on problem-solving may give others the impression that he or she lacks empathy or has poor social skills. Still, this individual can be an extremely useful worker!

Suggestions for Development

- The individual prefers work in which it is very important to consider the situation thoroughly before making decisions.
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