

Candidate:

АНОНИМ АНОНИМ

Date of Report: 03.02.12

**Selected Reports:**

Trait Profile  
Narrative Report  
Team Profile  
Type Profile  
Sales Profile  
Derailment Report  
Potential Report  
Elements Report  
Role Match Profile (including Elements)  
Interview Guide

**Assessment:**

Dimensions  
Verbal Elements  
Numerical Elements

**Date Completed:**

01.02.11  
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Russian  
Russian  
Russian

# 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:

# Contents

Section

## Trait Profile

The trait profile is designed for use in both recruitment and development contexts. The 15 dimensions measured are designed to reflect the most commonly occurring competencies used by many organisations.

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## Narrative Report

This 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 typical behaviour at work.

2

## Team Profile

The individual's report identifies their typical way of behaving in a team. Results from a number of individuals can be combined to provide a Composite Team Profile, providing considerable insight into a whole team and supporting team development.

3

## Behavioural Type at Work Profile

This report provides feedback on an individual's typical behaviour at work in relation to Jung's and A/B personality types. The report is designed to support development and conflict management but should not be used in a recruitment context.

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## Sales Profile

Personality is reported in relation to the different stages involved in managing the sales cycle. The report provides insight and identifies development needs where selling and influencing are key to success in a role.

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## Derailment Report

This report looks at 8 styles or patterns known as Derailers. In some cases, these patterns could lead to burn-out or to a person of high potential becoming de-railed. The report outlines the typical risks associated with each of the styles as well as the typical strengths, and also the possible career limiters relating to an absence of the pattern in question.

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## 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.

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## 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.

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## 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.

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## 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.

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# Trait Profile

# 1

People and Relationships		
Is independent of other people, able to keep secrets and avoid exposing their own feelings, can work on their own	<b>Communicative</b> 1 2 3 4 5 6 7 <b>9</b>	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	<b>Influencing</b> <b>2</b> 4 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	<b>Socially Confident</b> 1 2 3 4 5 6 7 8 <b>10</b>	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	<b>Supportive</b> 1 2 3 4 5 6 <b>8</b> 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	<b>Consultative</b> 1 2 3 4 5 6 7 8 <b>10</b>	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		
More intuitive than analytical, avoids over-reliance on facts and hard information, sceptical about numbers and statistics	<b>Analytical</b> 1 <b>3</b> 5 6 7 8 9 10	An analytical problem-solver, with relevant information at their fingertips, 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	<b>Conceptual</b> <b>1</b> 3 4 5 6 7 8 9 10	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	<b>Creative</b> <b>1</b> 3 4 5 6 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	<b>Methodical</b> 1 2 3 4 <b>6</b> 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	<b>Conscientious</b> 1 2 3 4 <b>6</b> 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		
Understands when fear or anxiety are appropriate, capable of showing frustration, sensitive to criticism, affected by others' views of them	<b>Relaxed</b> 1 2 <b>4</b> 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	<b>Resilient</b> 1 2 3 4 <b>6</b> 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	<b>Flexible</b> 1 2 3 4 5 6 <b>8</b> 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	<b>Decisive &amp; Action-oriented</b> 1 2 3 4 <b>6</b> 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	<b>Achievement-oriented</b> 1 2 3 <b>5</b> 7 8 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		
Tendency towards self-critical responses: the profile might do the subject less than full justice	<b>Self-presentation</b> 1 2 3 4 <b>6</b> 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	<b>Profile-Spread</b> 1 2 3 4 5 6 7 8 <b>10</b>	Accentuated profile, with clear relative strengths and weakness or development needs
Narrow range of ratings used, with tendency to avoid extreme ratings	<b>Rating-Spread</b> 1 2 3 <b>5</b> 7 8 9 10	Wide range of ratings, including frequent use of extremes

# Narrative Report

# 2

**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.**

# Narrative Report

# 2

## People and Relationships

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

She seems to be very strong at building relationships, and probably rather enjoys being near to the centre of attention. It would appear that she very much prefers to work with other people rather than on her own. She doesn't at all mind sharing her feelings with other people. Could it even be that she lacks confidence in her ability to work on her own?

She seems to have a great deal of charm and charisma, but still does not appear to have any great need to lead or control others. Her high social confidence could provide her with the basis to develop her influencing skills. On the other hand, this apparent imbalance could just possibly mean that her charm is superficial or ineffective in achieving any results.

She appears to relate to other people in a highly consultative fashion. She seems to listen a lot, and to take considerable account of other people's views and feelings. She is very tolerant of other people, and also comes across as a caring and considerate person. Could she at times be so considerate that she fails to hold her own line?

## Tasks and Projects

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

She certainly does not appear to see herself as a theorist or strategist, and she may feel ill-at-ease when dealing with complex, multi-dimensional issues. But she also seems less than fully confident about her ability to cope with concrete data, figures and similar. Her thinking style may be more intuitive than logical.

She does not seem to see herself at all as a creative person, and may also rather lack curiosity. She is likely to prefer conventional techniques to more innovative ones, which she may even consider unwelcome.

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:**

Her apparent emotional sensitivity seems to be balanced by a reasonable degree of resilience. Although she appears somewhat vulnerable by dint of being an anxious and rather easily upset person, she does not seem particularly prone to self-doubts or depression, and should generally be able to cope quite well with setbacks.

The pattern of responses is that of someone who enjoys new situations, and should be quite an adaptable sort of person. She does not appear to have much trouble in adapting her behaviour or attitudes in the light of new information or changing circumstances.

Her responses suggest a reasonably energetic person, who is sufficiently prepared to take risks when these are a necessary element in decision-making. Challenge and achievement are also reasonably important for her, and she appears moderately competitive, although she probably likes to maintain a good balance between career and other aspects of her life.

## Response Styles

**Self-presentation:** Her responses to the questionnaire seemed reasonably genuine and probably represented her personality fairly.

**Profile Spread:** this is a highly accentuated profile, with very clear relative strengths and weaknesses. It may even seem to be a slight exaggeration of her high and low points.

**Use of the range of ratings (on the scale from "completely untrue" to "very true") of individual behaviours:** her use of the range of the available ratings was about average.

**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 less often than average for the norm-group.

**The time taken overall (including any breaks that may have been taken):** somewhat less than the average. She may have taken one or two short breaks during completion of the questionnaire.

# Team Profile

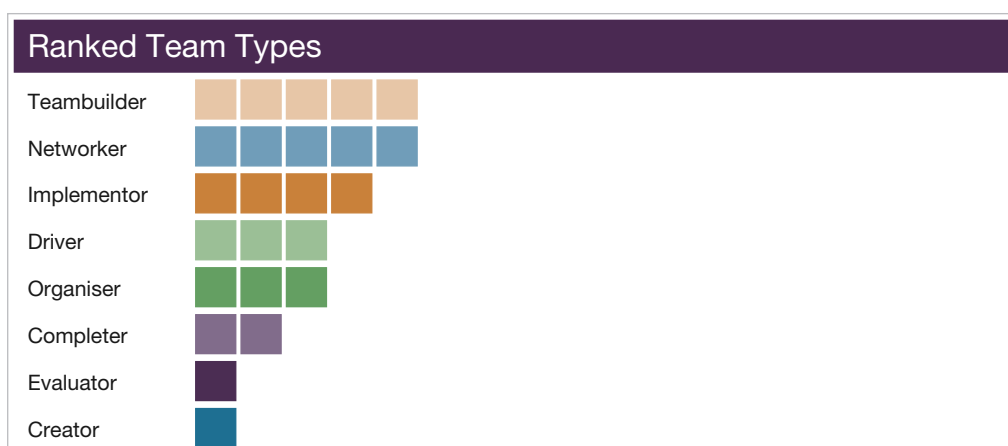
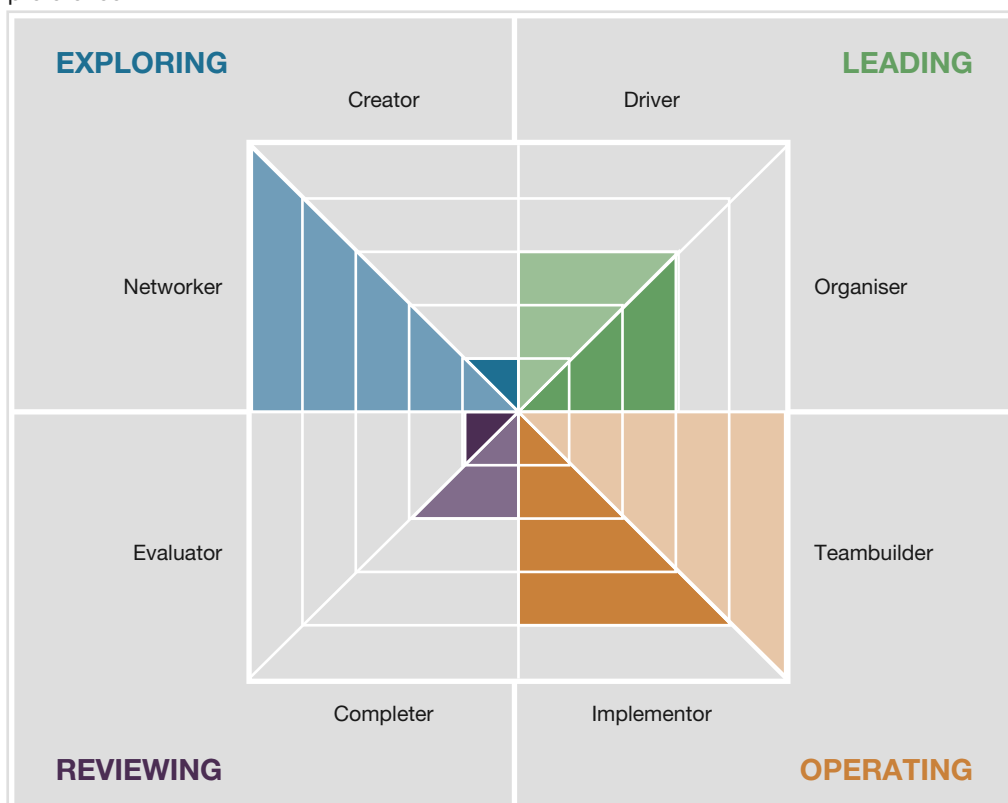
# 3

**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.**

## 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.



# Team Type Glossary

# 3

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

<b>EXPLORING</b>	
<b>Networker</b>	
<b>Someone who knows what resources to seek outside the group, and is invaluable in making appropriate contacts.</b>	May be over-enthusiastic at times and become easily bored if an opportunity doesn't quickly come to fruition.
<b>Creator</b>	
<b>Potentially the team's main source of ideas and solutions.</b>	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.
<b>LEADING</b>	
<b>Driver</b>	
<b>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.</b>	May come across as aggressive and impatient at times, potentially disrupting the team and failing to fully involve others.
<b>Organiser</b>	
<b>Someone who effectively harnesses the talents and resources of the group, coordinates its work, and believes in mutual respect.</b>	Tend to maintain a professional distance and may come across as detached or disengaged from the rest of the group at times.
<b>OPERATING</b>	
<b>Teambuilder</b>	
<b>Someone whose objective and function is to make the group feel good; and who cooperates in a cohesive and harmonious manner.</b>	May be averse to conflict between team members; can come across as indecisive in the face of argument or disagreements.
<b>Implementor</b>	
<b>Someone who is good at breaking down the big ideas into a detailed operating plan, which can then be executed.</b>	May find it difficult to change course if situations are changing rapidly and disinterested in matters not directly concerned with the team task.
<b>REVIEWING</b>	
<b>Evaluator</b>	
<b>This person helps to bring the group to its senses with critical and objective analysis; they may prevent it from going off the rails.</b>	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.
<b>Completer</b>	
<b>Is focussed on detail and completion of any task, very useful in ensuring that deadlines are met.</b>	Tends to be quieter and less involved in generating new ideas, may seem overly anxious about keeping to the plan.

# Behavioural Type at Work Profile

# 4

**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.**

# 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:**

<b>Extraversion</b>		<b>Introversion</b>
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
<b>Sensing</b>		<b>Intuition</b>
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
<b>Thinking</b>		<b>Feeling</b>
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
<b>Judging</b>		<b>Perceptive</b>
Structured and methodical, organised and diligent in approach to work	or	Spontaneous in style, adapting comfortably to ambiguous or fluid work situations
<b>A - Achieving</b>		<b>B - Balanced</b>
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.

# Behavioural Type at Work Profile

4

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: ESFP - A**

# 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	
<b>ENFJ</b>	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.
<b>ENFP</b>	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.
<b>ENTJ</b>	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.
<b>ENTP</b>	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.
<b>ESFJ</b>	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.
<b>ESFP</b>	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.
<b>ESTJ</b>	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.
<b>ESTP</b>	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.
<b>INFJ</b>	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.
<b>INFP</b>	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.
<b>INTJ</b>	Independent-minded, take new perspectives and develop fresh ways of viewing problems. Strongly committed to delivering their goals. Set high expectations of others.
<b>INTP</b>	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
<b>ISFJ</b>	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.
<b>ISFP</b>	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.
<b>ISTJ</b>	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.
<b>ISTP</b>	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

# 5

**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

# 5

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			4							
Building Rapport									10	
Fact Finding					6					
Identifying Needs						7				
Presenting Solutions					6					
Handling Objections					6					
Getting the Sale				5						
Post-meeting Service				5						

# Sales Glossary

# 5

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	
<b>Planning and Preparation</b>	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.
<b>Building Rapport</b>	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.
<b>Fact Finding</b>	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.
<b>Identifying Needs</b>	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.
<b>Presenting Solutions</b>	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.
<b>Handling Objections</b>	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.
<b>Getting the Sale</b>	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.
<b>Post-meeting Service</b>	Ensures that commitments are honoured, completes the necessary paperwork and ensures appropriate and timely follow-up.

# Derailment Report

# 6

**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.**

# 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.

# 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.	<p style="text-align: center;"><b>Hyper-sensitivity</b></p>	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.	<p style="text-align: center;"><b>Isolation</b></p>	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.	<p style="text-align: center;"><b>Eccentricity</b></p>	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.	<p style="text-align: center;"><b>Iconoclasm</b></p>	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.	<p style="text-align: center;"><b>Exhibitionism</b></p>	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.	<p style="text-align: center;"><b>Over-confidence</b></p>	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.	<p style="text-align: center;"><b>Over-dependence</b></p>	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.	<p style="text-align: center;"><b>Micro-management</b></p>	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.

# Derailment Glossary

# 6

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	
<b>Typical Risks</b>	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.
<b>Typical Strengths</b>	"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.
<b>Career Limiters</b>	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	
<b>Typical Risks</b>	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.
<b>Typical Strengths</b>	"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.
<b>Career Limiters</b>	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	
<b>Typical Risks</b>	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.
<b>Typical Strengths</b>	"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.
<b>Career Limiters</b>	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	
<b>Typical Risks</b>	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.
<b>Typical Strengths</b>	"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.
<b>Career Limiters</b>	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.

# Derailers Glossary cont...

Exhibitionism	
<b>Typical Risks</b>	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.
<b>Typical Strengths</b>	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.
<b>Career Limiters</b>	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	
<b>Typical Risks</b>	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.
<b>Typical Strengths</b>	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.
<b>Career Limiters</b>	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	
<b>Typical Risks</b>	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.
<b>Typical Strengths</b>	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.
<b>Career Limiters</b>	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	
<b>Typical Risks</b>	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.
<b>Typical Strengths</b>	"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.
<b>Career Limiters</b>	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.

# Potential Report

7

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

# Potential Profile

7

Emotional Domain		
Openly expresses their frustration when encountering challenges; may take time to recover from setbacks	<b>Resilience</b> 1 2 <b>4</b> 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	<b>Ambition</b> 1 2 <b>4</b> 6 7 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	<b>Courage</b> 1 2 3 4 5 6 <b>8</b> 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	<b>Seeking and Embracing Change</b> 1 2 3 <b>5</b> 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	<b>Analytical Capacity</b> 1 2 3 4 5 <b>7</b> 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	<b>Learning and Improving</b> 1 <b>3</b> 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	<b>Developing Strategies</b> <b>2</b> 4 5 6 7 8 9 10	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	<b>Collaborating with Others</b> 1 2 3 4 5 6 7 8 <b>10</b>	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	<b>Networking</b> 1 2 3 4 5 6 7 8 <b>10</b>	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	<b>Positive Impact</b> 1 2 <b>4</b> 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	<b>Demonstrating Integrity</b> 1 2 <b>4</b> 6 7 8 9 10	Demonstrates their integrity to others by keeping their promises and delivering what they have agreed

Аноним has completed the following assessments:

- Dimensions
- Verbal Elements
- Numerical 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.

# Potential Narrative

7

This section of the report provides interpretation of Аноним '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	
<b>Resilience</b>	Аноним 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.
<b>Ambition</b>	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.
<b>Courage</b>	Аноним prefers to deal with challenges directly, confidently taking action to address issues even when there is considerable risk involved in doing so. This is likely to be helpful in situations demanding rapid action, though it may be important for her to ensure she has thought through the implications of her chosen course of action.
<b>Seeking and Embracing Change</b>	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	
<b>Analytical Capacity</b>	Аноним is likely to be uncomfortable analysing complex sources of information and prefers to take a more intuitive approach to solving problems. She may tend to focus on what she considers important, risking over-simplification and missing key evidence. This may lead to a lack of rigour and too much reliance on her own judgment.
<b>Learning and Improving</b>	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.
<b>Developing Strategies</b>	In terms of developing strategies, Аноним tends to focus on the key presenting issues and addressing them. She is likely to be overly operational in her approach, at the expense of identifying wider patterns and formulating clear and cohesive strategies.
People Domain	
<b>Collaborating with Others</b>	Аноним enjoys having a high level of contact with colleagues and is likely to find it easy to collaborate to achieve shared goals. She is comfortable building rapport and able to quickly build close relationships with others. This is likely to be helpful in engaging others in supporting her objectives, though she may be less comfortable managing difficult conversations when these are required.
<b>Networking</b>	She quickly builds and expands her networks with ease, and is confident building trust with new contacts. Through this, she is able to develop relationships so she has a strong network which can be relied on for help and support when this is needed.
<b>Positive Impact</b>	In terms of presenting to others, Аноним is likely to be fairly confident in this regard though she may not always enjoy being the centre of attention or taking a lead role in a group. It is likely she can put across her point of view when needed, though there may be room to improve in this regard in order to successfully influence and convince others.
<b>Demonstrating Integrity</b>	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.

# Elements Report



## **The tests taken were Verbal and Numerical Elements. Both 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.

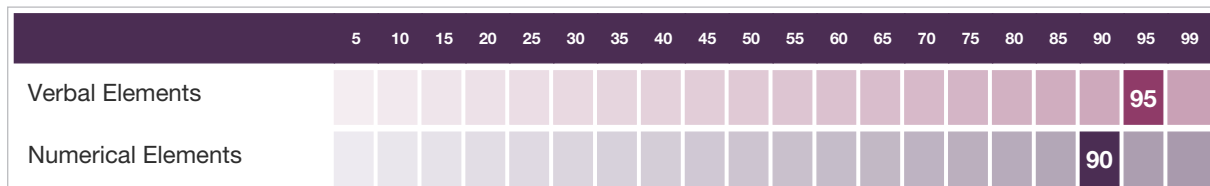
Our tests also have an element of "randomisation" built into them, so that it would be extremely unlikely that any two people, even if of the same ability level, would be faced with exactly the same questions. This helps us to protect the security of the test, when people may be taking it at home or 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...



## 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 95% of that comparison group.	Time taken	<b>10 minutes and 15 seconds</b>
	much shorter than that taken by most 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 90% of that comparison group.	Time taken	<b>12 minutes and 12 seconds</b>
	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

There is a sharp contrast between her very high score on verbal reasoning and her marked lack of inclination towards theory and conceptual thinking. She obviously has the ability to deal with complexity, but could lack the confidence or maturity to get involved in strategy.

### Comparison between Numerical Elements and Dimensions

Her numerical reasoning ability is above average for the comparison group, but she regards herself as a more intuitive thinker, and may not value facts and figures very highly. She may prefer not to work with statistical analysis although she can do the sums when required.

# 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.

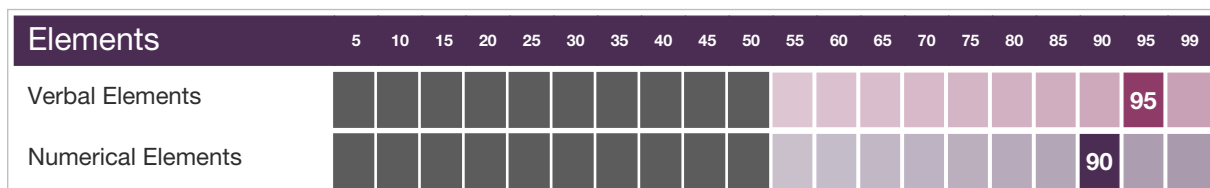
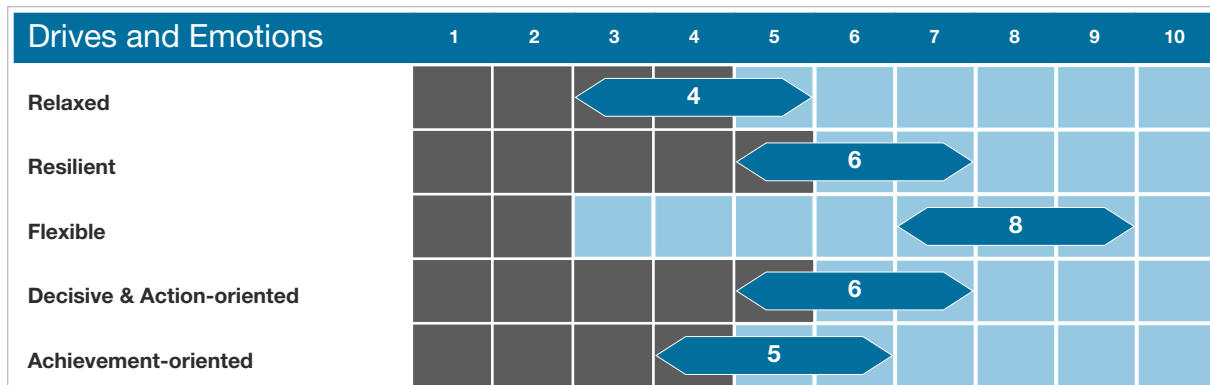
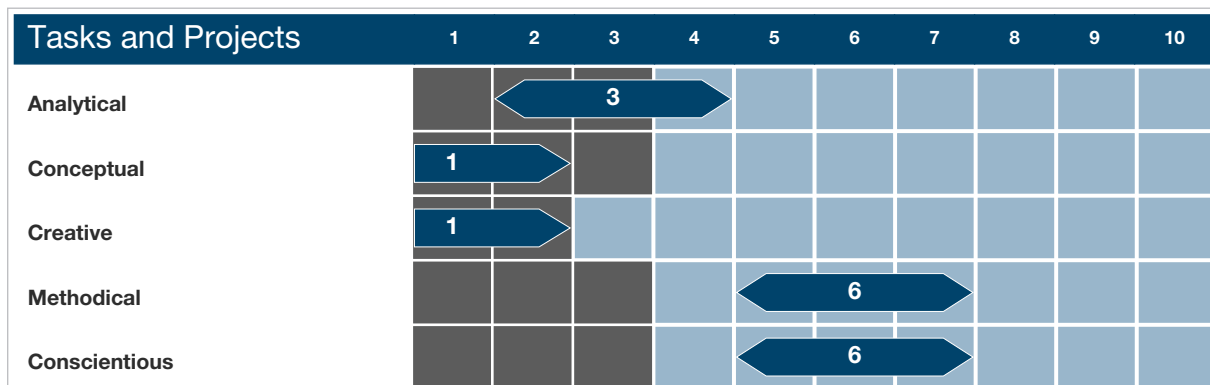
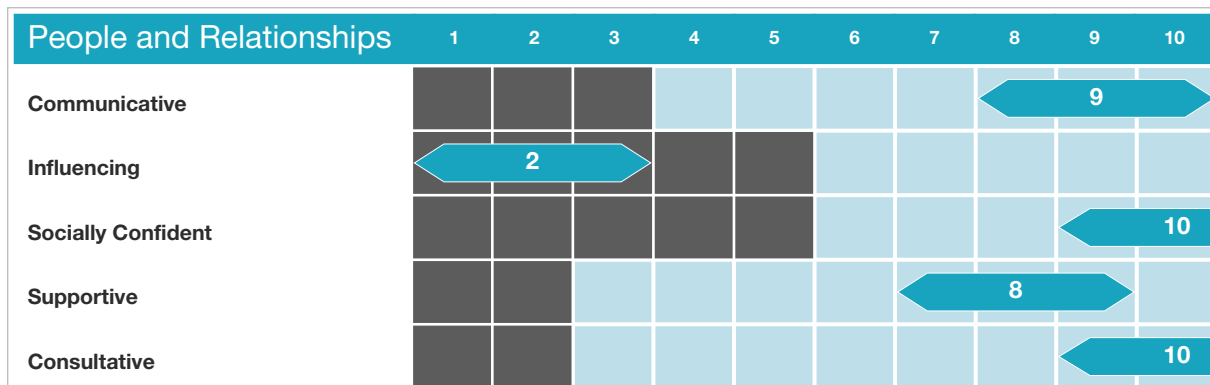
If a score falls within the indicated area on the profile chart, this indicates that the candidate may not feel comfortable operating in aspects of the role related to this element of Dimensions. For any areas where the candidate does not fit the Role Match Profile, it is recommended that this should 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.

# Role Match Profile

International executive (example only)



# Interview Guide

# 10

**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.**

# Interview Guide

# 10

Role: **International executive (example only)**

Candidate: **Аноним Аноним**

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.

# Summary Requirements and Predicted Fit

10

Role: **International executive (example only)**

Candidate: **АНОНИМ АНОНИМ**

Essential	Predicted Fit
<b>Communicative</b>	
Has a wide network of contacts, communicates openly with others, can maintain relationships, prefers working in a team	5
<b>Socially Confident</b>	
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	5
<b>Decisive &amp; Action-oriented</b>	
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	3
<b>Resilient</b>	
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	3
<b>Conscientious</b>	
Conscientiously follows rules set down for their work, honours any promises, deadline or commitments made, believes in ethics and values	3
<b>Methodical</b>	
Believes in methodical and procedural approaches, plans and organises tasks, structures own work efficiently, gives due attention to accuracy	3
<b>Achievement-oriented</b>	
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	3
<b>Relaxed</b>	
Calm and relaxed, able to cope with stress, retaining composure in emotionally charged situations, thick-skinned and able to accept criticism	2
<b>Analytical</b>	
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	2
<b>Conceptual</b>	
Contributes to the development of strategy, a "visionary", understands different perspectives on complex issues, and relevant theoretical models	1
<b>Influencing</b>	
A natural leader and enjoys having responsibility for others, a dominant and forceful character, tough negotiator, can sell products or ideas to others	1
Desirable	Predicted Fit
<b>Supportive</b>	
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	5
<b>Flexible</b>	
Adapts flexibly to new challenges and circumstances, able to change behaviour to match new circumstances, thrives on variety and frequently changing environments	5

# Summary Requirements and Predicted Fit - Continued

10

Desirable	Predicted Fit				
<b>Consultative</b>					
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					5
<b>Creative</b>					
Curious and inquisitive, always seeking and generating new ideas, with an active imagination, readily embraces radical ideas and approaches	1				

## Section 1

## Potential Strengths

10

Role: **International executive (example only)**Candidate: **АНОНИМ АНОНИМ**

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

### Communicative

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

- Do individuals from your network ever take up too much of your time? Can you give me a recent example of this?
- How do you ensure that those around you fully understand your approach? How do you communicate this to them?
- Has your preference for working with others ever stood in the way of personal achievement? How did you resolve 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 advantages do you think one gets from being socially skilled? Can social skills and confidence ever be a drawback? Give an example.
- How do you approach people that you want to get to know better? Can you give me a recent example of how this has helped you?
- Tell me about a formal occasion when you displayed social confidence? What was the challenge? How well did it go?

NOTES

## Section 1

## Potential Strengths cont...

10

Role: **International executive (example only)**Candidate: **АНОНИМ АНОНИМ****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

**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

## Section 1

## Potential Strengths cont...

10

Role: International executive (example only)

Candidate: Аноним Аноним

**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

## Section 2

## Potential Limitations

10

Role: **International executive (example only)**Candidate: **Аноним Аноним**

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

### Relaxed

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

- How stressed do you get before important events? Give me a recent example. How did your stress affect the people around you?
- How often do you feel you have lost control of your emotions? Does this affect your job performance, do you think? What can you do about it?
- How do you respond when people say unpleasant things about you? Can you give an instance? Are you sometimes too sensitive?

NOTES

### 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

- How much do you depend on "hunches" or gut feeling to do your job? Does your intuition sometimes let you down?
- Which do you enjoy most - coming to a solution or the process of getting there? Why is this, do you think?
- What are your limits in terms of numerical interpretation? Is this ever a problem?

NOTES

## Section 2

## Potential Limitations cont...

Role: International executive (example only)

Candidate: АНОНИМ АНОНИМ

**Conceptual**

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

- Do you tend to be better at operational and tactical matters, than at conceptualising or theorising? Are there exceptions to this?
- Have you ever made a mistake by over-simplifying a problem or situation? Tell me about the background, and what you learned from it.
- Some managers think that strategy and vision are over-rated? What do you think? Can you give a concrete example?

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

- 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

## Section 2

## Potential Limitations cont...

Role: International executive (example only)

Candidate: Аноним Аноним

**Creative**

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

- Do you ever feel that you should have explored more avenues in order to find a solution to a problem? Have you ever lacked curiosity?
- What do you find most difficult in the creative process? Do you wish you were naturally more creative?
- In what respects do you see yourself as a traditionalist? When have you ever found it difficult to adopt new ideas or procedures?

NOTES

## Section 3

## Neutral Areas

Role: **International executive (example only)**

Candidate: **Аноним Аноним**

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

### 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

- Do you feel you are a hard worker, compared with most people? How do you ensure you can get your work done in the time available to you?
- Are you someone who decides and gets things done? Or are you more of a contemplative person, who likes to weigh things up first?
- Is the notion of taking a serious risk motivating for you, or does it make you feel anxious and uncertain? Can you give me a recent example?

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

- How positively do you view the future of your job or career, or of the company you work for? Is that view entirely realistic?
- Are you ever too critical of yourself? Do you sometimes take the blame for failures when you don't need to?
- How resilient a person are you? How do you cope with sustained pressure, or repeated failure?

NOTES

## Section 3

## Neutral Areas

10

Role: International executive (example only)

Candidate: АНОНИМ АНОНИМ

**Conscientious**

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

- What conventions do you agree and conform to? What others do you break, or at least not believe in?
- How do you ensure that you keep your promises to other people, even under pressure? Can you give me a recent example?
- What values do you think it is important to exhibit? Can you give me an example of when you have done that recently?

NOTES

**Methodical**

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

- How much do you believe in the concept of efficiency? Are you more or less methodical than your colleagues?
- Tell me about the planning and budgeting cycle relating to your work? What do you find of value, and what is constraining?
- How do you ensure your work is of a consistently high standard? Give me an example.

NOTES

## Section 3

## Neutral Areas

10

Role: International executive (example only)

Candidate: Аноним Аноним

**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

- What are some of the most difficult goals you have set yourself, and achieved? What goals have you ever failed to achieve?
- Can you give me an example of some steps you have taken to further your career? What was the result?
- How important is winning for you? Can you give me an example of a time when you did "win" in a situation? How did that make you feel?

NOTES

# Summary Requirements and Predicted Fit

10

Role: International executive (example only)

Candidate: АНОНИМ АНОНИМ

Essential	Fit Rating
<b>Communicative</b>	
Has a wide network of contacts, communicates openly with others, can maintain relationships, prefers working in a team	
NOTES	
<b>Socially Confident</b>	
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	
NOTES	
<b>Decisive &amp; Action-oriented</b>	
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	
<b>Resilient</b>	
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	
<b>Conscientious</b>	
Conscientiously follows rules set down for their work, honours any promises, deadline or commitments made, believes in ethics and values	
NOTES	
<b>Methodical</b>	
Believes in methodical and procedural approaches, plans and organises tasks, structures own work efficiently, gives due attention to accuracy	
NOTES	

# Summary Requirements and Predicted Fit - Continued

10

Essential	Fit Rating
<b>Achievement-oriented</b>	
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	
<b>Relaxed</b>	
Calm and relaxed, able to cope with stress, retaining composure in emotionally charged situations, thick-skinned and able to accept criticism	
NOTES	
<b>Analytical</b>	
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	
<b>Conceptual</b>	
Contributes to the development of strategy, a "visionary", understands different perspectives on complex issues, and relevant theoretical models	
NOTES	
<b>Influencing</b>	
A natural leader and enjoys having responsibility for others, a dominant and forceful character, tough negotiator, can sell products or ideas to others	
NOTES	

Desirable	Predicted Fit
<b>Supportive</b>	
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	
<b>Flexible</b>	
Adapts flexibly to new challenges and circumstances, able to change behaviour to match new circumstances, thrives on variety and frequently changing environments	

## Summary Requirements and Predicted Fit - Continued

Desirable		Predicted Fit		
NOTES				
<b>Consultative</b>				
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				
<b>Creative</b>				
Curious and inquisitive, always seeking and generating new ideas, with an active imagination, readily embraces radical ideas and approaches				
NOTES				
RECOMMENDATION?	YES	NO	?	Other Role
OVERALL SUMMARY				

# 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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