

Talent☆Finder

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Talent Finder Report

CONFIDENTIAL

This report has been prepared for:

Sample Candidate

07 February 2019



Putting science into recruitment - simple, fast and accurate

Introduction

This report summarises a range of key factors that highlight the extent to which the Candidate matches the factors that have been identified as 'critical' for performance excellence in the selected Benchmark of **Sample Key Account Manager**.

Throughout the report, the Benchmark is represented by a green line or green bar graph, and the Candidate's relevant strengths by a red line or red bar graph.

Report Contents:

- Job match - Candidate vs Benchmark
- The 'Talent Finder' measurement factors
- Critical factors summary:
 - Behavioural preferences
 - Work aptitudes
 - Core traits
- Work environment match
- Career development analysis



Talent Finder

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Candidate: Sample Candidate

Benchmark Name: Sample Key Account Manager

Report Date: 07/02/2019

INTERVIEW KEY POINT SUMMARY SHEET

Benchmark Critical Behaviour Preferences (in ranked order)

Candidate variation with benchmark

1st	Evaluating		3
2nd	Finishing		13
3rd	Coordinating		20

Benchmark Critical Work Aptitudes (in ranked order)

Candidate variation with benchmark

1st	Competitive and entrepreneurial		1
2nd	Creative and artistic		14
3rd	Social and empathetic		3

Benchmark Critical Core Traits (in ranked order)

Candidate variation with benchmark

1st	Relationship Management		0
2nd	Self-motivation		6
3rd	Decisiveness		21

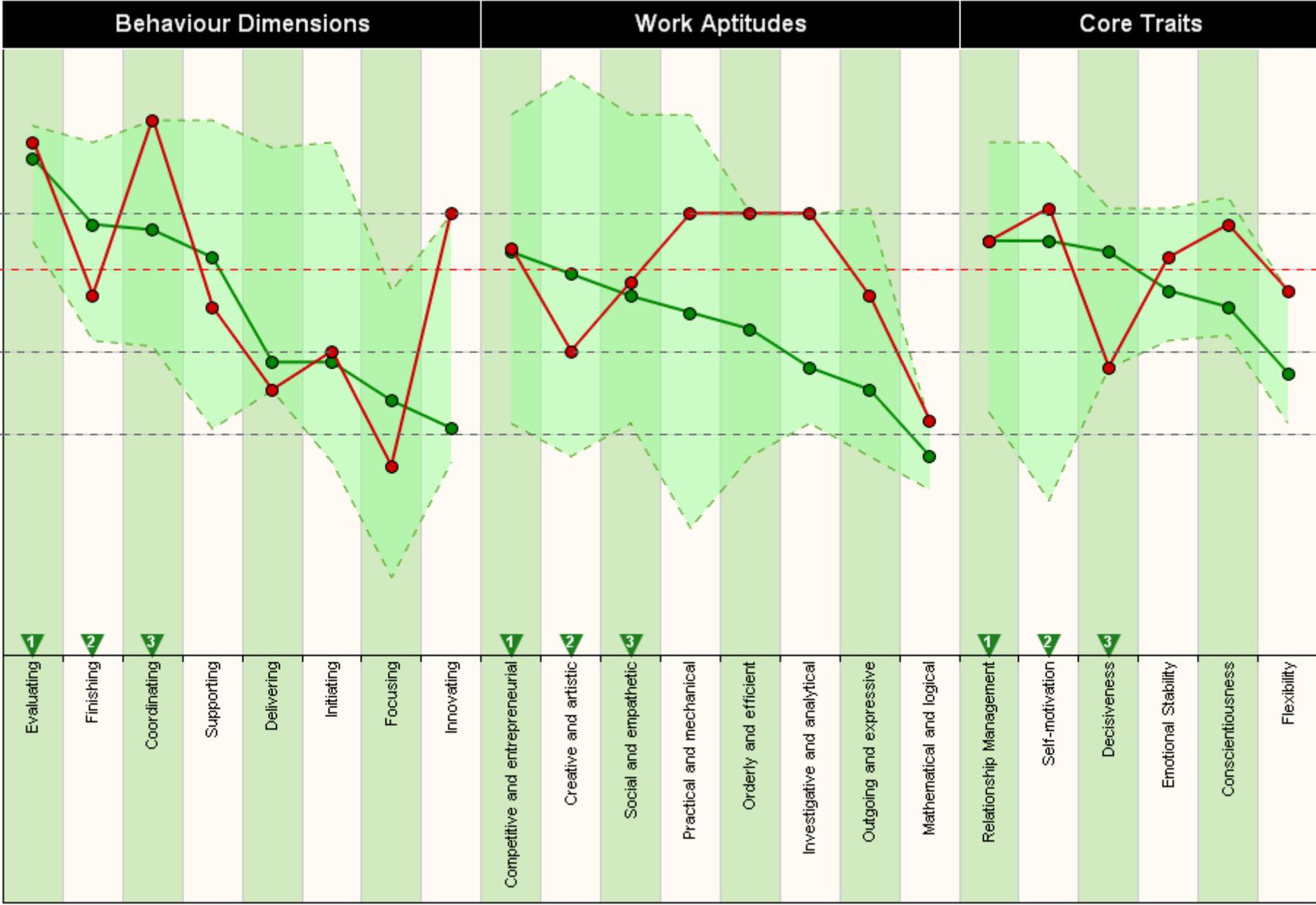
TOTAL VARIATION ON CRITICAL FACTORS

81

Critical Factors Outside 'Star Performers' Bandwidth

Behaviour Preferences: None
 Work Aptitudes: None
 Core Traits: None

Profile Comparison Chart



SD Score: -1 Skew: 7.0625 %

● Candidate (Sample Candidate) ● Benchmark (Sample Key Account Manager) ▼ Top 3 Factors - - - Star Performers Bandwidth

Measurement Factors

The twenty-two factors that form the core of the PRISM Talent Finder measurement process are summarised below. These have been divided in three groups: Behaviour Preferences, Work Aptitudes and Core Traits. This report focuses on the three factors from each group that the benchmark has identified as being “critical for performance excellence” (indicated by a green triangle) in the role of **Sample Key Account Manager**.

Behaviour Preferences	
Innovating: Imaginative, innovative thinker. Generates ideas and concepts. Visualises outcomes. Creates original solutions. Unorthodox, fertile-minded and radical.	
Initiating: Outgoing, animated and entertaining. Articulate and persuasive. Establishes rapport easily. High-spirited, jovial and light-hearted.	
Supporting: Kind-hearted, harmonious and caring. Supportive of others. Handles repetitive or routine work well. Good natured and accommodating. Considerate, kindly and compassionate	
Coordinating: Makes good use of other people's skills. Encourages opinions and participation. Broad-minded and collaborative. Remains calm when under pressure. Consultative and open-minded	
Focusing: Blunt, outspoken, forceful and dominant. Authoritative, assertive and challenging. Copes well with adverse conditions. Driven to win and achieve status. High pressure negotiating skills.	
Delivering: Self-reliant and venturesome. Independent and self-motivated. Practical, determined and autocratic. Works well when under pressure. Likes structure and organisation.	
Finishing: Strong attention to detail and accuracy. Conscientious, painstaking and orderly. Good at communicating complex data. Focuses on accuracy and high standards. Follows tasks through to completion.	
Evaluating: Questions the validity of data. Checks the pros and cons of all options. Does not accept things at face value. Makes astute decisions based on facts. Fair-minded and unemotional.	

Work Aptitudes	
Practical and mechanical: Enjoys hands-on activities and prefers a work environment that not only fosters technical and mechanical competence, but also provides work that produces tangible results. Has an aptitude for working with tools and operating machines, and enjoys working outdoors and physical activity. Prefer to use tried and tested methods and to follow established patterns, but also likes physically challenging activities.	
Investigative and analytical: Enjoys investigating things and solving complex problems. Enjoys working alone and would rather analyse data and formulate ideas than take part in tasks that involve leading, selling, or persuading others. Has an interest in the realities of the physical world, but prefer thinking over doing. Would prefer to avoid highly structured situations with externally imposed rules and sometimes feels uncomfortable in social situations.	
Creative and artistic: Enjoys creative work in the areas of music, writing, dance, performance and art, and prefers to be in environments which offer freedom from strict operating procedures and structured activities. Prefers to work alone and has a need for personal expression. Can be sensitive and emotional at times. Enjoys attention and praise for own artistic and creative achievements, but can be sensitive to criticism.	

Measurement Factors [Continued]

<p>Social and empathetic: Enjoys dealing with people and dislikes impersonal tasks that revolve around working with data and material things. Prefers to form close interpersonal relationships with others, and likes teaching, helping and solving social problems. Is concerned about human welfare, and is motivated by work that helps to overcome interpersonal problems and mediate disputes. Has good social and interpersonal skills, but is less comfortable with mechanical and scientific activities.</p>	
<p>Competitive and entrepreneurial: Enjoys leading, influencing, persuading or motivating others and places high value on status, power, money, and material possessions. Is competitive and ambitious and thrives on taking risks and making decision. Takes a spontaneous approach to challenges and enjoys work activities that have to do with starting up and carrying out projects, especially business ventures. Prefers to avoid routine or systematic activities which require attention to detail and adherence to a set routine.</p>	
<p>Orderly and efficient: Enjoys being methodical, logical, orderly and efficient and likes to follow clearly defined procedures that keep things running smoothly. Prefers structure and order to ambiguity. As a result, prefers to work with the paper and/or computer based aspects of a business such as accounting, record keeping, and data processing. Is most comfortable working in situations and on tasks in which personal responsibilities are clearly defined. As a result, likes things to go as planned and prefers not to have own routines changed or upset.</p>	
<p>Mathematical and logical: Enjoys analysing and reasoning with numbers and can focus on large quantities of data for long periods without losing concentration. Has a high level of comfort with mathematical calculations and methods, and displays strong numerical ability and accuracy. Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.</p>	
<p>Outgoing and expressive: Enjoys interacting with people and openly expresses own feelings and opinions. Does not like working alone. Has a high self-esteem and a positive and enthusiastic approach to life, and establishes rapport quickly with strangers. Typically self-confident and talkative, tends to be naturally outgoing and persuasive. Often impulsive and easily bored, can be inattentive to details and may fail to follow tasks through to completion.</p>	

Core Traits

<p>Relationship Management: Effectively understanding and managing relationships with others and making them feel involved and motivated in order to achieve consensus and results, including the ability to handle difficult individuals or groups of people with diplomacy and tact.</p>	
<p>Emotional Stability: Responding to stressful situations in a calm, stable and rational way and being resistant to stress, by being aware of own feelings and emotions and have the ability to avoid becoming taken over by them.</p>	
<p>Decisiveness: The ability to arrive at clear decisions and drive their implementation when presented with incomplete or ambiguous information, using both rational and emotional or intuitive perceptions of key issues and implications.</p>	
<p>Self-motivation: Showing the drive, energy and self-confidence and self-belief to achieve clear results and make an impact and, also to balance short and long-term goals with an ability to pursue demanding goals in the face of rejection or questioning.</p>	
<p>Conscientiousness: Being dependable, consistent, thorough, persevering and highly disciplined when in pursuit of goals, and the ability to accept personal responsibility and accountability for own actions and decisions.</p>	
<p>Flexibility: Willing to adapt what they are doing to entertain new and challenging experiences, to look for new ways of doing things and to think and act in non-conforming ways associated with creativity and imagination.</p>	

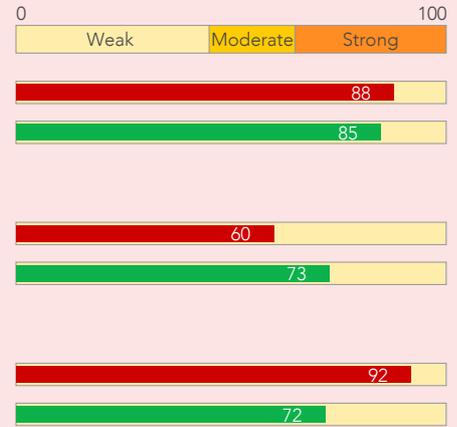
Critical Factors Analysis

Behaviour Preferences

Evaluating: Questions the validity of data. Checks the pros and cons of all options. Does not accept things at face value. Makes astute decisions based on facts. Fair-minded and unemotional.

Finishing: Strong attention to detail and accuracy. Conscientious, painstaking and orderly. Good at communicating complex data. Focuses on accuracy and high standards. Follows tasks through to completion.

Coordinating: Makes good use of other people's skills. Encourages opinions and participation. Broad-minded and collaborative. Remains calm when under pressure. Consultative and open-minded

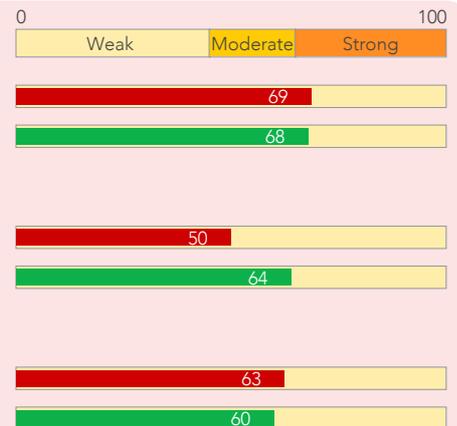


Work Aptitudes

Competitive and entrepreneurial: Enjoys leading, influencing, persuading or motivating others and places high value on status, power, money, and material possessions. Is competitive and ambitious and thrives on taking risks and making decision. Takes a spontaneous approach to challenges and enjoys work activities that have to do with starting up and carrying out projects, especially business ventures. Prefers to avoid routine or systematic activities which require attention to detail and adherence to a set routine.

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Social and empathetic: Enjoys dealing with people and dislikes impersonal tasks that revolve around working with data and material things. Prefers to form close interpersonal relationships with others, and likes teaching, helping and solving social problems. Is concerned about human welfare, and is motivated by work that helps to overcome interpersonal problems and mediate disputes. Has good social and inter-personal skills, but is less comfortable with mechanical and scientific activities.

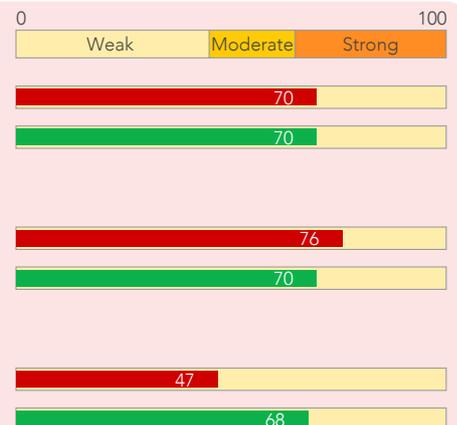


Core Traits

Relationship Management: Effectively understanding and managing relationships with others and making them feel involved and motivated in order to achieve consensus and results, including the ability to handle difficult individuals or groups of people with diplomacy and tact.

Self-motivation: Showing the drive, energy and self-confidence and self-belief to achieve clear results and make an impact and, also to balance short and long-term goals with an ability to pursue demanding goals in the face of rejection or questioning.

Decisiveness: The ability to arrive at clear decisions and drive their implementation when presented with incomplete or ambiguous information, using both rational and emotional or intuitive perceptions of key issues and implications.



Work Environment - Performance Predictions

Setting aside whether or not a candidate is eligible for a job or role, his or her success will depend in large part on the extent of match between them and their work environment.

Having a positive alignment between the employee and the work environment benefits the organisation in many ways. Important benefits include high levels of productivity and lower turnover rates. The closer the match between people and their work environment, the more they enjoy and value their work. Individuals should, therefore, be given assignments that are consistent with their strengths and interests, and opportunities for continued learning and growth to reinforce those strengths and interests should be provided as well. Some work environments enhance an employees' performance, others inhibit that performance.

This Report highlights the impact of various work environment factors on your performance and it is predicted that your work performance is likely to be affected by the undermentioned work environments as follows:

Enhanced



Neutral



Inhibited



Work Environment - Performance Predictions [Continued]

Your performance is likely to be affected, as shown below, by a work environment in which:

There is the opportunity to have a degree of independence to decide courses of action, policies etc and have responsibility for control of resources and people.	
There is a need to influence, persuade or negotiate 'win-win' solutions rather than to exercise a formal authority over others.	
Work takes place at a low or steady pace and where getting things right is more important than meeting deadlines.	
There is significant recognition for personal achievement in some highly visible or public way.	
Creativity, imagination, innovation and abstract thinking are encouraged and where there is little requirement to follow a format previously developed by others.	
The drive and ability to identify business opportunities are valued and in which job emphasis is strongly focused on ambition and commercial success.	
There is a strong focus on thoroughly researching and recording factual data and where there is very little tolerance for error.	
There is considerable opportunity to engage in creative work in any of several artistic forms, displays ideas in graphic form or conceptualizing new ways of dealing with old problems.	
People are encouraged to be self-sufficient and to take responsibility for their own workload and productivity.	
People are rewarded for achieving high performance and for displaying strong determination to succeed despite difficult conditions, opposition or setbacks.	
Effective networking is seen as a key to success and where there are lots of opportunities for making new contacts and developing relationships.	
There are frequent opportunities for speaking publicly, as in giving formal presentations, to motivate, influence or persuade others to follow a course of action, or change opinions.	
The atmosphere is dynamic and fast-paced and where people are encouraged to take the initiative, display optimism and make things happen.	

Key		Neutral		Inhibited	
Enhanced					

Work Environment - Performance Predictions [Continued]

Your performance is likely to be affected, as shown below, by a work environment in which:

There is little requirement to work in a highly structured way, or to comply with strict rules, regulations or operating procedures.	
There is a strong emphasis on using mathematical calculations or formulae and where analytical skills, logistical thinking and attention to detail are critical for success.	
Strategic thinking is highly valued and where it is seen important to have a clear vision for the future.	
Work routine and job duties are largely predictable and not likely to change over a long period of time.	
Manual skills, technical and mechanical competence are fundamental to success and where physically challenging activities are the common.	
There is the opportunity to be involved in helping other people in a direct way, either individually or in small groups and to develop close personal relationships.	
Interacting with people, particularly strangers, against a background of frequent change and task variety is a significant part of the daily work experience.	
There is the opportunity to undertake projects and to be able to determine the nature of what is to be done, without any significant amount of contact or directions from others.	
There is a need to be challenging, forceful, ambitious and tough-minded, and where there are clear win-and-lose outcomes.	
Work responsibilities frequently change in their content, pace and setting thus creating a constant sense of novelty and a high level of excitement.	
There is a constant need to analyse or evaluate data to make astute judgements regarding the relative merits of a variety of options and to make recommendations accordingly.	
Bringing together and facilitating the positive interaction of different people for certain tasks and for making the best use of each individual is fundamental for success.	
Showing a high level of ambition and determination, coupled with strict adherence to rules and an ability to remain calm under pressure, are essential qualities for success.	

Key		Neutral		Inhibited	
Enhanced					

Career Development Analysis

In the following section, the Candidate's work preferences are matched with 26 business-related activities in which people all demonstrate varying abilities and aptitudes.

The **red pointer** indicates the Candidate's preference ratings for these activities.

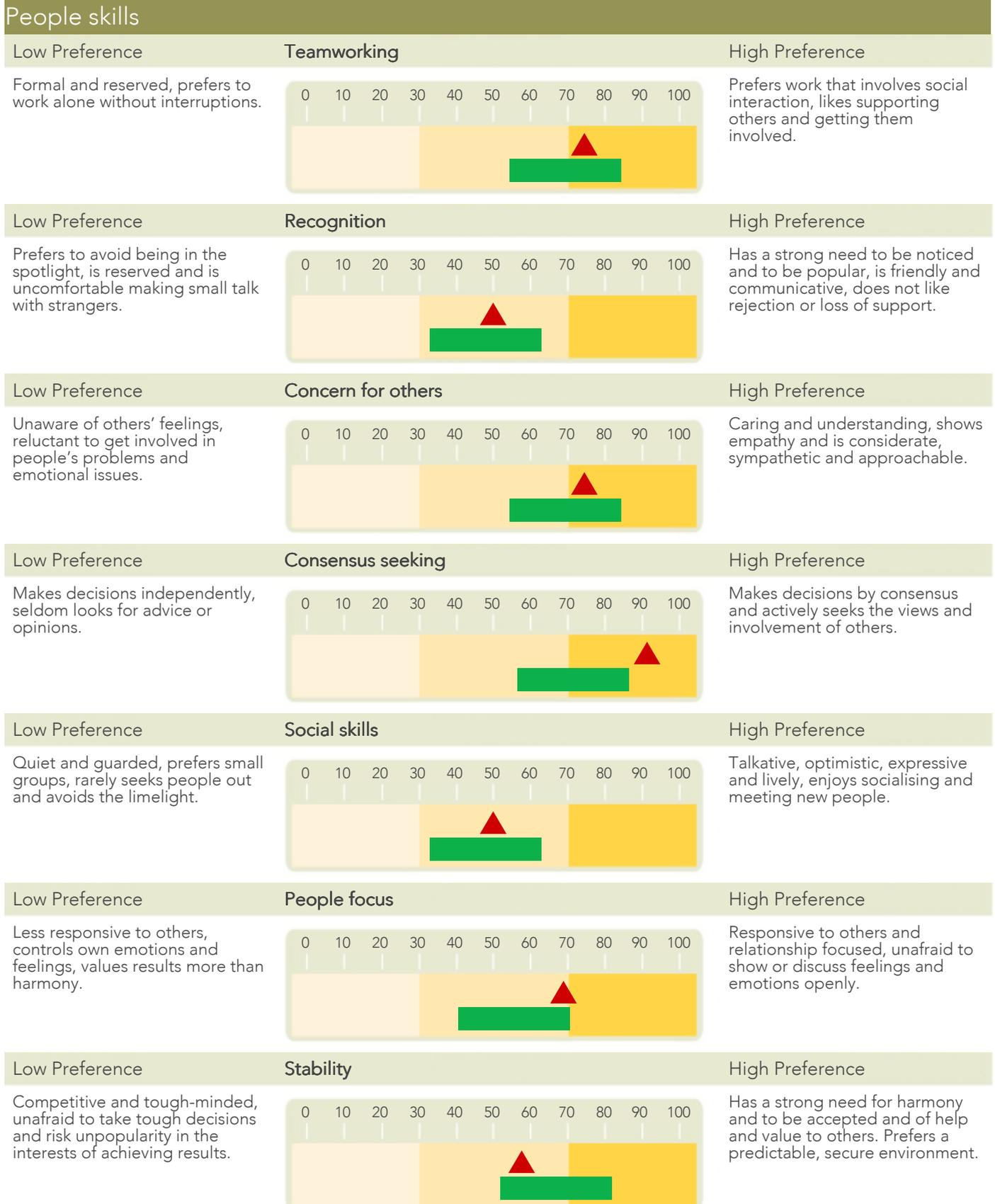
The **green band** is the ideal range required for excellent performance in the Job Benchmark selected.

A good match across all activities is likely to lead to a good 'fit' between the Candidate's preferences and the benchmarked role. Significant differences between the Candidate's preferences and the Job Benchmark, indicate potential development needs.

NOTE. The further towards the extremes of the scale the Benchmark is, the more important that activity is perceived to be for the role. Matches in areas towards the extreme right hand side - where the activity is considered critical for success in the role - and extreme left hand side - where the activity is considered potentially counter-productive and hence undesirable in the role - are more critical than those at the centre of the scale.

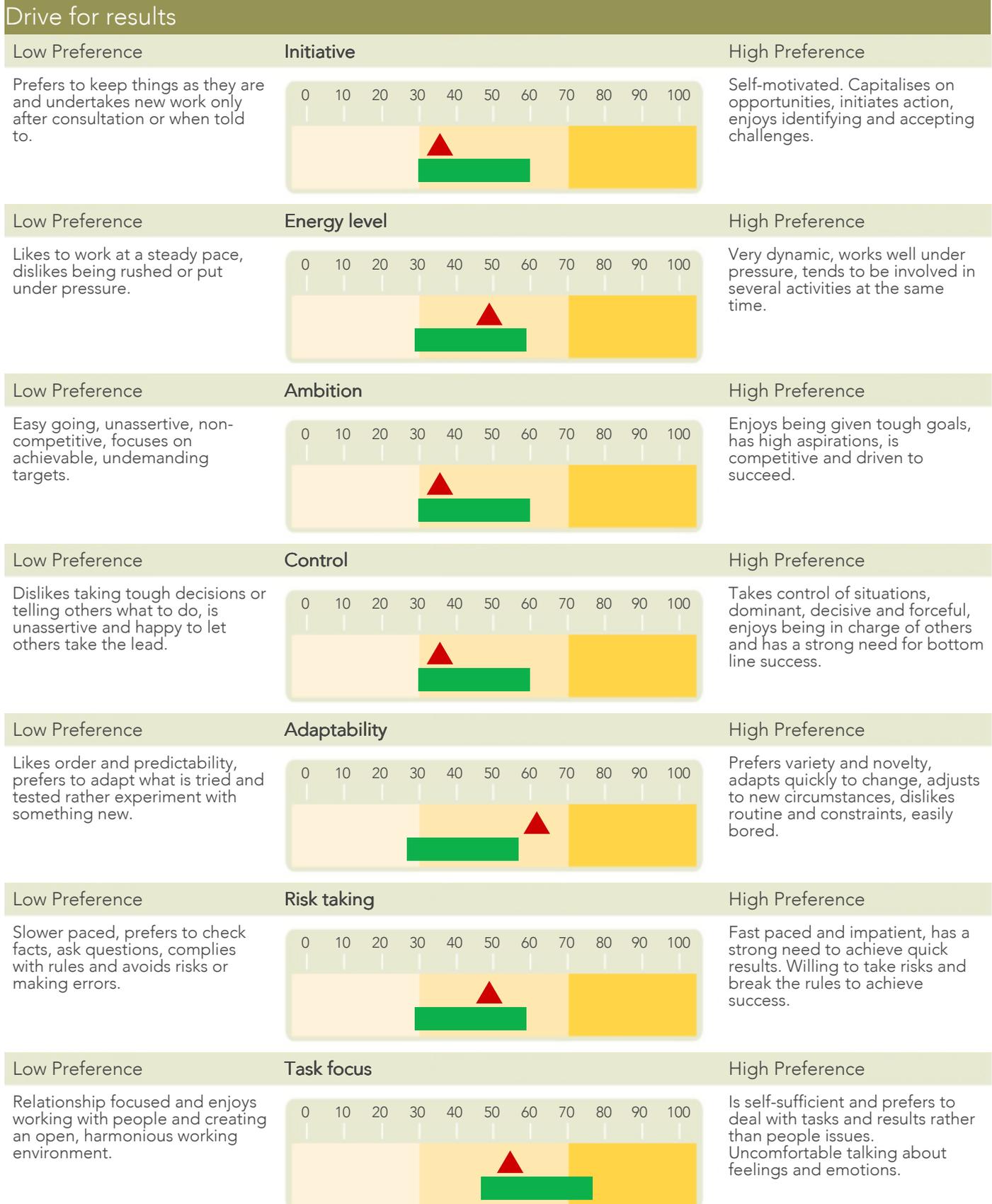
Career Development Analysis

Key: ▲ Candidate ■ Benchmark



Career Development Analysis [Continued]

Key: ▲ Candidate ■ Benchmark



Career Development Analysis [Continued]

Key: ▲ Candidate ■ Benchmark

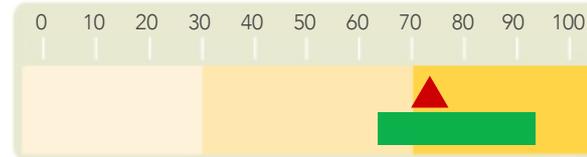
Conscientiousness

Low Preference

Attention to detail

High Preference

Focuses on the big picture, not preoccupied with detail, easily distracted and poor at follow through.



Thorough, methodical, enjoys detailed work which requires high attention to small details. Follows through on commitments.

Low Preference

Compliance

High Preference

Not constrained by rules, prefers general guidelines to specific regulations. Likes personal freedom.



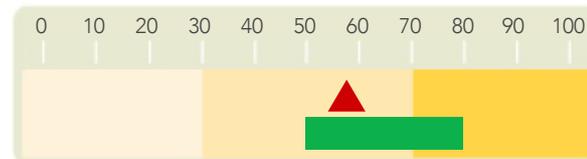
Follows rules and regulations closely even when inconvenient, likes clear guidelines and responsibilities. Places high value on being precise and right.

Low Preference

Dependability

High Preference

Becomes distracted and places less importance on meeting deadlines, casual about commitments.



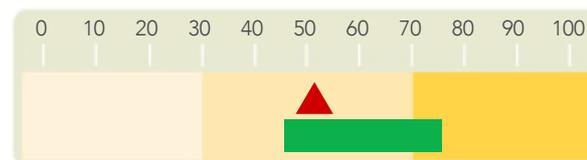
Dependable, reliable and consistent, meets obligations and commitments with the minimum of supervision.

Low Preference

Determination

High Preference

Prefers work that can be completed quickly, dislikes having to concentrate over a long period.



Enjoys overcoming obstacles, very determined and committed, works until task is completely finished.

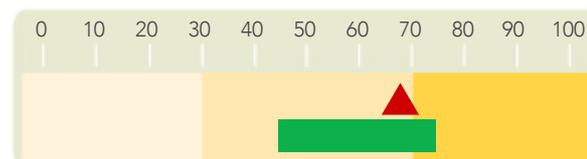
Resilience

Low Preference

Stress management

High Preference

Dislikes high-pressure work, finds it hard to relax, quickly becomes tense and irritable, has difficulty handling setbacks.



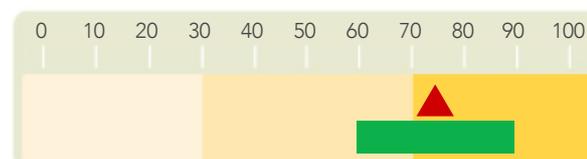
Works well in high pressure situations, able to cope with multiple demands without being unduly influenced by own emotions.

Low Preference

Self management

High Preference

Openly expresses frustrations, can be impatient and easily annoyed, tends to say things and later regret them.



Calm, easygoing and free from anxiety, keeps emotions in check, rarely expresses anger. Has a calming influence on others.

Career Development Analysis [Continued]

Key: ▲ Candidate ■ Benchmark

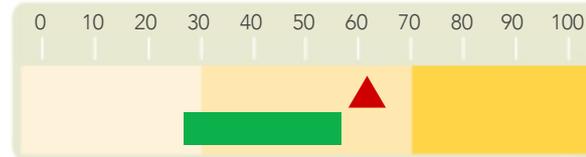
Thinking skills

Low Preference

Abstract thinking

High Preference

Prefers using and building upon tried and tested methods, avoids unconventional or abstract ideas.



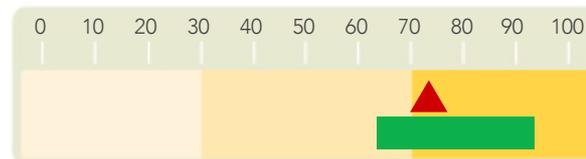
Creative, imaginative and original, likes solving problems by thinking laterally, dislikes rules.

Low Preference

Analytical thinking

High Preference

Impulsive, makes quick decisions, relies on personal instinct rather than logic to guide choices.



Analytical, cautious and astute, takes a logical approach to problem solving by using all available data.

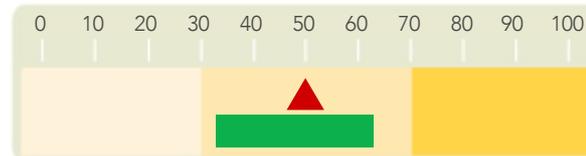
Ideal social environment

Low Preference

Need for social interaction

High Preference

Needs an environment that has little need for social interaction with people, other than close friends, and which provides both time and private space to reflect on important issues.



Needs an environment that provides considerable opportunity for face-to-face interaction with others to create positive relationships and to gain social acceptance.

Low Preference

Need for stability

High Preference

Needs an environment that values commitment and efficiency more than harmony, and in which personal achievement and status can be recognised and rewarded.



Needs an environment that is predictable, steady-paced and harmonious, and which provides opportunities to be of assistance to others and to be appreciated for providing such help.

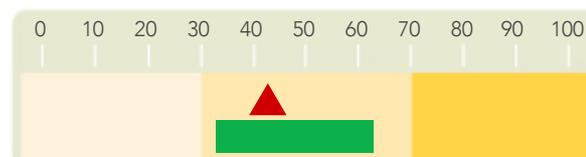
Ideal working environment

Low Preference

Need to achieve

High Preference

Needs a work environment that is strongly focused on achieving effective relationships and in which tough decision making and meeting tight deadlines are relatively unimportant.



Needs a work environment in which being self-motivated, taking responsibility and achieving demanding targets are important, and in which there are opportunities for decision making.

Low Preference

Need to be right

High Preference

Needs a work environment that is flexible, spontaneous and unstructured and in which attention to small details or rules are relatively unimportant.



Needs a work environment in which achieving high standards of accuracy and conforming to strict rules are important and in which there is little need for social interaction with others.

Sample interview questions

BEHAVIOUR PREFERENCES

Evaluating

Tell me about a time when you had to critically evaluate information in order to make a recommendation?
Why did you choose to handle it that way?

Describe a situation when you used good judgement and logic to solve a problem?
Looking back, what could you have done differently?

Finishing

Tell me about a time when you needed to develop and use a detailed procedure to successfully complete a task?
Why did you choose to handle it that way?

Describe a situation that required you to be especially attentive to detail in order to ensure information was correct?
Looking back, what could you have done differently?

Coordinating

Tell me about a time when you had to coordinate the work of people from a wide range of backgrounds and ideas?
Why did you choose to handle it that way?

Describe a situation where you had to collaborate with and make use of people with differing views?
Looking back, what could you have done differently?

WORK APTITUDES

Competitive and entrepreneurial

Tell me about a time when you used your impact and influence to drive a challenging project.
How did you feel about it?

Describe a situation that best demonstrates how you take risks and make decisions.
What was the result?

Creative and artistic

Tell me about a time when you have worked in a creative and unstructured environment?
How did you feel about it?

Describe a situation where you have demonstrated personal expression and received praise for your artistic achievements.
What was the result?

Social and empathetic

Tell me about a time when you have overcome conflict to create a positive working environment.
How did you feel about it?

Describe a situation where you have taken steps to understand your colleagues better.
What was the result?

CORE TRAITS

Relationship Management

Tell me about a time when you quickly developed a good working relationship with a new team, colleague or client?
What was the impact?

Describe a situation when you were able to have a positive influence on the actions of others?
How was it received?

Self-motivation

Tell me about a time when you needed drive and energy to overcome tough obstacles.
What was the impact?

Describe a situation when you worked the hardest and felt a great sense of achievement.
How was it received?

Decisiveness

Tell me about a time when you have had to make a decision without all the information you would have liked?
What was the impact?

Describe a situation where you have implemented a course of action after making a quick decision?
How was it received?