

Introduction: What is this and how can I use it?

Let's face it – just about every one of us has been in the 'wrong job' at one point or another in our working life, and can describe in detail what it was that just didn't work – it could have been a rocky relationship with a manager, or that the work itself didn't allow us to play at our best, or that co-workers or customers kept getting under our skin.

These are realities just about everyone faces at work, sooner or later. They cause friction and stress – not just for the individual, but for those around them also, at work and at home. And that same friction also causes huge inefficiencies for the organization.

Our entire focus is on giving people and the organizations where they work, better information so they can make better choices. The TalentSorter questionnaire you completed is one of a kind... it's a world-class tool based on the most up-to-date research in behavioral science, and it's designed specifically to help you and the organization you're applying to evaluate whether this is likely to be the 'right next thing', for each of you.

Research bears out that the most successful people are those who are self-aware, who understand their unique strengths and interests (as well as their non-strengths and the things that don't interest them)... and who use that information to steer their career in the direction of roles where they can play to their strengths more of the time, doing work that they enjoy and that interests them, with people who give them energy and encourage them to always bring their 'A game'.

The same principles apply, whether it's a first job out of school, or in mid-career: ***when the fit's right, work feels less like work, and a whole lot more gets done. Easier, faster, and better.***

This report is written specifically about Sally Sample – not Sally in relation to a specific job, but Sally as an individual.

We've taken what Sally told us when they completed the TalentSorter questionnaire and compiled a report that is as unique as a fingerprint, describing Sally's attitudes, tendencies and preferences.

In some roles, these will be strengths; in other roles, they could be a recipe for disaster. The key is to understand clearly the essential nature of the individual as well as the requirements of the role and the reality of the environment... and decide whether, on balance, they are compatible.

Beyond simply reading the attached report, there is one really good way to put this information to work. We suggest that Sally sit down with a copy of this, with two different color pens or highlighters handy. Ask Sally to:

1. Read the report once, all the way through.
2. After taking a moment to digest the comments, start again at the beginning.
3. In one color, highlight the comments that describe attributes that Sally sees as strengths in their current or most recent role... and the jot down specific examples to discuss.
4. In the other color, highlight statements that describe attributes that have been non-strengths, or that may even have caused problems on the job. Again, jot down specific examples. The highlighted comments will be useful discussion points in your next conversation.

Sally, if you are doing this exercise on your own, it should give you some interesting insights into what to look for in jobs that help you play to your strengths more of the time. This information will also be valuable as you plan your own professional development and personal growth.

Remember, finding the *right fit* benefits both you and your employer.

Critical Thinking and Reasoning

This section is best described as 'how you think'. You were presented with a series of math and word problems and asked to choose the answer you felt was correct. Based on your responses, it appears that:

Cognitive questions were not asked as part of this assessment

Core Behavioral Traits

This section is all about 'who you are' – how you typically behave, what lights you up and what shuts you down, and how you likely respond in different situations. We have looked at a total of up to 25 different characteristics:

First, your Signature Traits – these are the characteristics that are usually more pronounced and that make you stand out from the general population.

As it relates to these Signature Traits, we help you understand the trait better by making reference to how you rank in that trait compared to the general population; in some cases, you will have more of a given trait than most people, while in others you will display it in a more subtle way than most people would. They are laid out for you in declining order, beginning with your most pronounced traits.

It is important to stress that neither is good or bad – having more or less of a given characteristic is what makes you, 'you'.

Control

Tendency to take charge of people and situations. Leads more than follows. It is often associated with expressing confidence.

You rank lower than most people in Control.

- You are generally not interested in competitive or dominating roles.
- You tend to allow others to make decisions because you prefer to be a part of the group.
- You prefer to be a facilitator rather than an influencer in a group.
- You do not usually need to be in control of a situation, preferring instead to allow others to take the lead.

Assurance

Tendency to rely on and be confident in the integrity and ability of others.

You rank higher than most people in Assurance.

- You are usually confident in others' ability to accomplish tasks successfully.
- You are capable of delegating tasks to others and believe that they will have the best intentions when completing them.
- You are generally capable of extending your trust to others without being thoroughly familiar with them.
- You often take people at face value, even before getting to know them.

Tact

Tendency to consider the feelings of others when communicating.

You rank higher than most people in Tact.

- You tend to use discretion and common sense when you express your feelings to others in order to avoid offending others.
- You see more value in sparing the feelings of others than in communicating in a straightforward manner.
- You tend to temper what you say in order to avoid hurting the feelings of others.
- You generally consider the feelings of others before expressing your thoughts.

Adventurousness

Tendency to have a need for exciting or unusual experiences which may be bold and risky undertakings with uncertain outcomes.

You rank higher than most people in Adventurousness.

- You are generally comfortable taking on tasks that require you to accept substantial risk.
- Your need for excitement may cause boredom if your routine is repetitive.
- You typically prefer working on projects that require new and potentially risky methods of doing things.
- You are typically not interested in tasks that have predictable outcomes.

Now, your other traits and attributes:

Extraversion

Degree to which one requires social interaction and authority.

- While you typically prefer to work with others you are capable of working in solitude if required.
- Although you prefer to work within a group, you understand that there may be times when you must work alone.
- You realize that some projects require working alone and you are able to work in this environment on a limited basis.
- You are content working with others but will work alone if necessary.

Agreeableness

Tendency to be friendly, approachable, and easy to get along with.

- Your tendency to challenge rules may sometimes get you in trouble.
- You often have difficulty yielding to group consensus when working toward a collective goal.
- You are willing to participate in group activities but are most comfortable working alone.
- You often prefer to work towards your own goals rather than the goals of the group.

Conscientiousness

Tendency to strive for perfection, sometimes at all costs.

- You prefer working within structured guidelines.
- You generally strive for precision and excellence.
- You generally prefer to examine all relevant information before starting a task.
- Your work style focuses on accuracy and organization.

Stability

Degree to which one reacts positively to negative or stressful situations.

- Although your approach to problem solving is usually objective, you are able to make decisions based on instinct when necessary.
- Your ability to make careful decisions is sometimes hindered when the situation is out of control.
- You sometimes feel the need to express yourself candidly so that your point of view or feelings are clearly understood.
- While you usually express your feelings discreetly, you are able to be more direct during stressful situations.

Openness

Willingness to try new ways of doing things.

- You are capable of accepting traditional methods on occasion but, you prefer to seek more innovative methods.
- You usually appreciate being able to try new methods, but you are able to accept tried and true methods as well.
- You are not fond of routines or conventional ways of doing things, however, you realize they are sometimes necessary.
- You generally appreciate workplace changes and innovation.

Intensity

Level of drive and/or restlessness one exhibits.

- While it is not your preferred approach, you are capable of working on more than one task at a time when necessary.
- Although you have the ability to approach situations with a higher level of energy, you prefer to keep things low-key.
- You are capable of a high energy reaction to problem resolution but prefer to keep things calm and methodical.
- Although you typically don't feel compelled to expend all your energy on the task at hand, you are capable of working fervently when required.

Compliance

The degree to which an individual is willing to follow policies, external controls and supervision, and to work within the rules.

- You are able to work in harmony with others and do not tend to resent being told what to do by those in authority.
- You are usually willing to accept guidance and suggestions from others.
- You tend to be easy-going and willing to work under the guidance of others.
- You are friendly and cooperative and should be fairly easy to work with.

Decisiveness

Reflects how confident someone is in accepting the risk of making a decision in a timely fashion using what information is available at the time.

- You often have a tendency to change your mind numerous times before you make a final decision.
- You often have a tendency to assess all the relevant information thoroughly before making a decision even if it causes a delay.
- You prefer to evaluate situations thoroughly before deciding on a solution.
- Even after your make a decision, you are sometimes uncertain whether it was the right one.

Optimism

Tendency to have a positive attitude regarding people and outcomes.

- You have a positive attitude regarding changes in policies and guidelines.
- You demonstrate a tendency to trust most people.
- You are positive about the intentions of most people unless they give you a reason not to trust them.
- You express optimism toward new methods for completing tasks.

Gregariousness

Tendency to be outgoing and people-oriented.

- You enjoy being included in large social groups and are comfortable with potentially intimidating situations.
- You are highly sociable and maintain a network of contacts.
- You are quick to initiate relationships and interact easily with others.
- You tend to need a lot of people in your social life and are comfortable being in large groups.

Acumen

Tendency to use logic and objective information in decision-making process.

- You tend to rely more on your instincts than on outside input when time is of the essence.
- You prefer to rely on your own intuition but, you will consider outside information sometimes.
- You often tend to put more trust in your instincts than factual information especially when data are sparse or nonexistent.
- You often tend to trust your own personal opinions more than other sources of information.

Cooperativeness

Tendency to be friendly, agreeable, and to be a team person.

- Although you prefer to listen to others' opinions, you are capable of expressing your own ideas when the topic is important to you.
- You are accepting of the choices made by others.
- You tend to have a cooperative outlook and are generally inclined to help others.
- You are generally not the type of person to speak out against others.

Autonomy

Tendency to be self-reliant, self-directed, and to take independent action, making own decisions.

- You sometimes find it challenging to be productive when your work is constantly being checked.
- Although you appreciate the opportunity to work independently, you are capable of working with others when the need arises.
- You prefer to carry out important tasks with minimal supervision.
- You typically are not fond of taking direction from others but realize you need to sometimes.

Influence

Tendency to focus activities on persuading others to follow or work with them in attaining objectives.

- When needed, you are able to use your skills in persuading others to see your viewpoint.
- You enjoy taking the lead, working to secure the support of others.
- You think it is important to persuade others to approve your ideas.
- You are usually able to persuade others that your ideas and actions are integral to the achievement of group objectives.

Compassion

Willingness and ability to identify with, or vicariously experience, the feelings and emotions of others.

- Your desire to move forward is sometimes hindered by your concern for others.
- Your concern for others sometimes influences your ability to make decisions.
- Your caring nature may sometimes be an obstacle, but you are able to disregard your concern for others temporarily in order to complete a task.
- Although you are generally a very caring person, you are able to block out feelings of others when required.

Resolve

Willingness to work for the intrinsic benefit of work and its ability to enhance character.

- You typically find the intrinsic satisfaction you get from working more motivating than the external rewards.
- Even if you were financially stable and did not have to work, you would still work some of the time in order to feel a sense of personal accomplishment.
- Although you are motivated to work, you sometimes need extra recognition in order to feel validated in the work you do.
- You are inwardly motivated to work but without adequate external reward, you may not vigorously pursue it.

Reliability

Tendency to behave in an uncompromising and consistently honest, moral, and ethical manner.

- You typically always maintain confidentiality when discussing sensitive information.
- You always avoid situations and actions considered inappropriate or which present a conflict of interest.
- You always provide honest information regardless of the impact to you accomplishing your goals.
- You are typically genuine and truthful above all else.

Teamwork

Willingness to work as a group member toward the attainment of a common objective.

- When working with others you usually appreciate the chance to hear their input.
- You typically think it is important that everyone make a fair contribution to the group goal.
- You understand and have an appreciation for how your performance affects the success of the group.
- Even when your objectives don't match with those of the team, you are usually able to compromise and work with a group.

Happiness

Tendency to maintain a mental or emotional state of well-being characterized by positive or pleasant emotions ranging from contentment to intense joy.

- Although some situations may seem out of control, you maintain a positive attitude and work through the challenges.
- While you may feel overwhelmed at times, you are usually able to find the positives in most situations.
- When you become overwhelmed, a little encouragement from others usually helps you work through it.
- Although stressful situation can take a toll on you, you are typically able to see the positive side of things.

Creativity

Degree to which an individual uses imagination and intellect to produce novel and original products, ideas, or task solutions.

- Although you prefer to try alternate ways of doing things, you are able to use traditional methods sometimes.
- When traditional ways of doing things are not successful, you are usually able to come up with alternate ways of finishing a task.
- You sometimes seek out activities which involve innovative and creative thinking, but you may fall back on traditional methods if necessary.
- You are sometimes motivated to express yourself creatively, but there is a tendency to rely on proven ideas.

Ambition

Willingness to do whatever it takes to attain a personal goal, often even at the expense of others.

- Although you are generally interested in improving your skill set, you will only seek personal development opportunities that align with your goals.
- Although you are interested in ways to advance your career, you typically will not do things that could hinder someone else's opportunities.
- Your desire for advancement is dependent on the requirements for obtaining the position.
- The additional responsibilities of higher positions sometimes deter you from seeking them.