

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

What we do know from considerable research (and personal experience) is that success in any role is the result of a few important components lining up properly:

- **The right knowledge** – gained through training, education and/or professional certification;
- **The right experience** – gained through previous jobs, internships, volunteering and other activities;
- **The right fit** – as with any kind of relationship in life, certain jobs will be a much better match for you than others.

Knowledge and experience are building blocks an individual can build up over time, through study and activity. You'll find lots of information about Sally Sample's education and experience in the résumé. Careful, though... we have all been guilty of placing too much confidence in a particular educational degree, credential, or company experience as a predictor of someone's likely success, *here*.

In fact, research supports that when someone is a great fit for the position but there's a gap in their education or experience, filling that 'knowledge' gap with training early on is generally a lot more productive than trying to support someone who is simply not a great fit for the job.

This Job Fit Report has been prepared specifically for you. What we've done is taken the results of the TalentSorter questionnaire Sally Sample completed and compared Sally's unique characteristics to those of people who are most likely to be successful in the Retail Manager role.

This report won't evaluate whether Sally has the right knowledge or experience for the role, but it will tell you whether Sally is likely to be a *good fit* in the role.

Remember, finding the **right fit** benefits both you and your employee. When someone's a good fit for their job, they tend to be more successful and happy with their career – not to mention that they tend to be more productive and stay longer.

Critical Thinking and Reasoning

This section is best described as 'how Sally processes different forms of data and information'. Sally was presented with a series of math and word problems and asked to choose the answer they felt was correct.

It appears that Sally:

Cognitive questions were not asked as part of this assessment

Core Behavioral Traits

Based on what you have told us about the job, and what we know of Sally Sample based on their answers to the online assessment, we have generated an overall FitScore of 32, which would generally indicate low compatibility with the job itself.



We Recommend you Proceed with Caution

There is evidence of inconsistency in Sally's responses that raises some concern about the overall accuracy of the information in this section of the report.

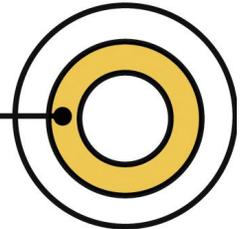
Many factors can contribute to this such as reading difficulty or fatigue – so please don't discard this information; instead proceed first by exploring what may have caused this result.

First, the traits which are most critical to success in the Retail Manager role:

Extraversion

Degree to which one requires social interaction and authority. A Top Performer enjoys interacting with others and holding their attention.

Sally is slightly different from the ideal in this trait



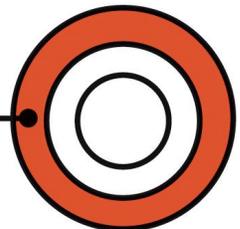
This candidate:

- Prefers to work alone, however will work in a group when necessary.
- Realizes that some projects require interaction with others and is able to work in this environment on a limited basis.
- Will often resist interaction with others in order to achieve goals; however they will on occasion work with a group when the need arises.
- Will likely follow group consensus when required to work with others.

Agreeableness

Tendency to be friendly, approachable, and easy to get along with. A Top Performer generally goes along with others in order to avoid conflict.

Sally is considerably different from the ideal in this trait



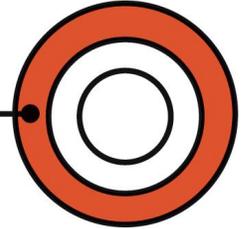
This candidate:

- Tends to follow a self-directed approach to accomplishing their work.
- Has difficulty putting aside individual objectives and cooperating with others.
- Is generally individualistic and task-oriented.
- Exhibits a competitive nature which may cause group tension.

Conscientiousness

Tendency to strive for perfection, sometimes at all costs. A Top Performer usually develops a thorough plan before beginning a task.

Sally is considerably different from the ideal in this trait



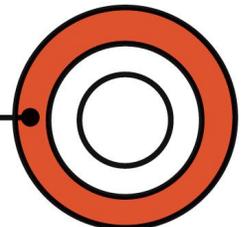
This candidate:

- Generally strives for precision and excellence.
- Has a work style work style that focuses on accuracy and organization.
- Usually develops a thorough plan before beginning a task.
- Tends to approach a job according to specified procedures.

Stability

Degree to which one reacts positively to negative or stressful situations. A Top Performer is usually objective in their decision making and actions, even in trying circumstances.

Sally is considerably different from the ideal in this trait



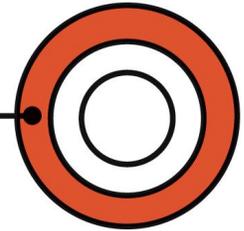
This candidate:

- Has a point of view and feelings that may be misunderstood as a result of their reactive nature.
- May have difficulty making calculated decisions under stressful circumstances.
- Often has difficulty remaining calm and collected during stressful situations.
- Often react spontaneously to sudden stressful situations rather than considering objective input.

Openness

Willingness to try new ways of doing things. A Top Performer usually embraces the opportunity to try new ways of doing things.

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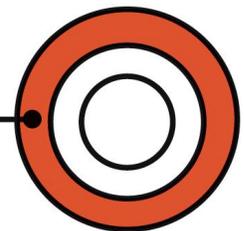
This candidate:

- Generally appreciates being able to stick to traditional ways of doing things.
- Is not likely to change traditional methods in the workplace unless there is a need to correct what currently seems to be working well.
- Will, in most cases, work best with an uncomplicated, consistent system for getting things done.
- Prefers simple and conventional work processes.

Resolve

Willingness to work for the intrinsic benefit of work and its ability to enhance character. A Top Performer tends to be passionate about their work and get a lot of enjoyment and pleasure out of it.

Sally is considerably different from the ideal in this trait



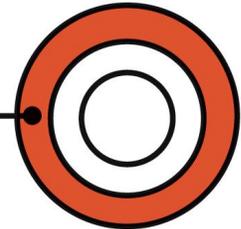
This candidate:

- Prefers to be rewarded for work done rather than be satisfied by a sense of personal accomplishment.
- Is usually driven by expectations about what should be received for any work done.
- Generally works for the external reward and not for the intrinsic satisfaction of the work itself.
- Typically believes work is just an aspect of life, and doesn't define one's existence.

Reliability

Tendency to behave in an uncompromising and consistently honest, moral, and ethical manner. A Top Performer always follows through on their commitments to others to the extent they are in control of a situation,

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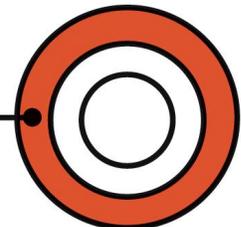
This candidate:

- Usually thinks it is okay to slightly misrepresent facts if it results in personal gain.
- Usually doesn't think it is necessary to be genuine and truthful all of the time.
- Generally doesn't see anything wrong with using their authority to accomplish a task.
- May sometimes fail to see the need for confidentiality when dealing with sensitive business issues.

Intensity

Level of drive and/or restlessness one exhibits. A Top Performer is often tireless and displays a strong sense of urgency when working on projects.

Sally is considerably different from the ideal in this trait



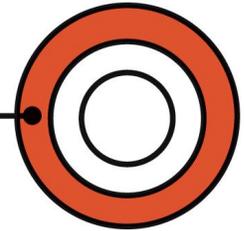
This candidate:

- Usually thrives in a work environment that allows them to work on tasks at their own pace.
- Typically prefers to work on one task at a time.
- Generally takes a calm and relaxed approach when they work.
- Is most comfortable when the work environment is calm and stable and does not require a reactive nature.

Influence

Tendency to focus activities on persuading others to follow or work with them in attaining objectives. A Top Performer is highly skilled at building a network of supportive contacts.

Sally is considerably different from the ideal in this trait



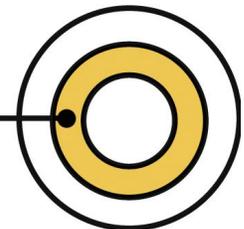
This candidate:

- Is typically concerned with satisfactory completion of tasks without regard for the acceptance of others.
- Does not typically require the support or approval of others before implementing ideas or taking action.
- Is very self-confident, and therefore does not worry about trying to convince others who may disagree.
- Has a work style that leaves little room for the consideration of the ideas and thoughts of others in the group.

Assurance

Tendency to rely on and be confident in the integrity and ability of others. A Top Performer is usually confident in others' ability to accomplish tasks successfully.

Sally is slightly different from the ideal in this trait



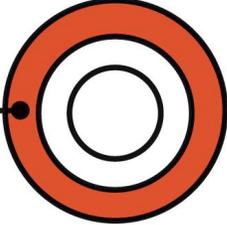
This candidate:

- Is generally confident in trusting people, but instinct sometimes makes it natural to question others' credibility.
- Tends to trust most people, but sometimes prefers to monitor people until sure they can trust their judgement.
- Tends to think that people have the best intentions when working on a task, however, sometimes appreciates the chance to review their work.
- Is generally a trusting person, but becomes more confident in others once there is evidence they can be trusted.

Optimism

Tendency to have a positive attitude regarding people and outcomes. A Top Performer can easily see the good in people.

Sally is considerably different from the ideal in this trait



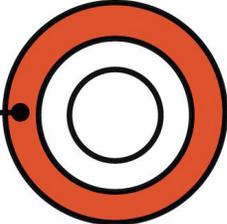
This candidate:

- Tends to distrust the intentions of others and will question the feasibility of their decisions.
- Is often skeptical or suspicious about the possible results of change.
- Is often quick to question the intentions of others.
- Is not quick to trust individuals, preferring instead to get to know them better before being confident about their plans.

Compassion

Willingness and ability to identify with, or vicariously experience, the feelings and emotions of others. A Top Performer often tends to put the feelings of others before their decisions and actions.

Sally is considerably different from the ideal in this trait



This candidate:

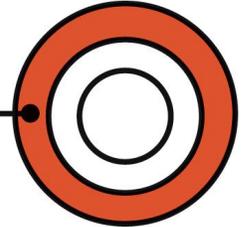
- Is not immune to feelings, but may have trouble recognizing the experiences of others and the impact they have.
- Prefers to work based on facts without regard for how others may feel.
- Makes decisions that are not typically swayed by concerns about the impact on others.
- Tends to disregard the experiences of others and is not moved by their emotions.

Next, the traits which are less critical to success, and where there is more room for individual differences

Control

Tendency to take charge of people and situations. Leads more than follows. It is often associated with expressing confidence. A Top Performer thrives on being in charge when completing a task.

Sally is considerably different from the ideal in this trait



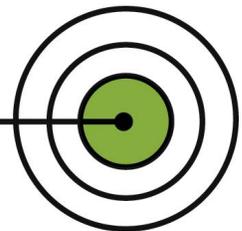
This candidate:

- Generally doesn't mind following the direction of colleagues.
- Does not usually need to steer the course of what is happening or the direction of a project.
- Is generally not comfortable being the decision-maker, preferring instead to allow others to take the lead.
- Tends to allow others to lead, and may defer unpopular decisions to colleagues with greater assertiveness.

Compliance

The degree to which an individual is willing to follow policies, external controls and supervision, and to work within the rules. A Top Performer is generally cooperative and easy to get along with.

Sally is in the ideal range for this position



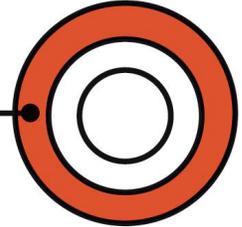
This candidate:

- Usually respects authority in a cooperative manner but may express a need for more personal freedom in some situations.
- Generally challenges traditional rules and policies for doing things.
- Sometimes resists conformity, so others may find it difficult to work with them.
- Is usually accepting of those in leadership roles but tends to resent being micro-managed.

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. A Top Performer has a periodic uncertainty in their ability to make the right decision, which sometimes makes it challenging to solve problems.

Sally is considerably different from the ideal in this trait



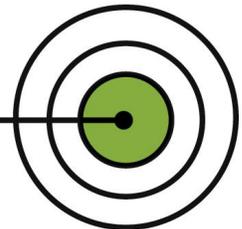
This candidate:

- Generally makes decisions in a timely manner even if there is a lack of information.
- Generally feels sure of the ability to make a decision, even if there is a lack of some information.
- Is certain in taking action, and is generally able to make decisions in emergency situations.
- Is confident decisions are accurate, and will not hesitate to implement them once made.

Gregariousness

Tendency to be outgoing and people-oriented. A Top Performer is typically most comfortable with assignments that allow social interaction.

Sally is in the ideal range for this position



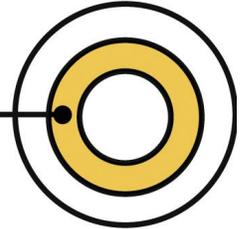
This candidate:

- Can easily initiate conversations with others, but is sometimes uncomfortable at large social functions.
- Generally enjoys working with others on projects, but does appreciate the chance to work alone on occasion.
- Often has a moderate network of friends, but usually doesn't need social interaction on a daily basis.
- Tends to shy away from large social functions, but is usually comfortable interacting with others.

Acumen

Tendency to use logic and objective information in decision-making process. A Top Performer prefers to base their decisions on factual information rather than intuition.

Sally is slightly different from the ideal in this trait



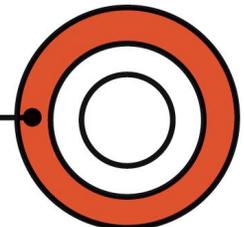
This candidate:

- Reaches conclusions which may be based more on intuition than facts when under pressure.
- Has a decision-making process that is often based more on instinct than objective information.
- Has a decision making process that usually emphasises intuition more than objective reasoning.
- Prefers to follow a gut reaction when the situation warrants quick decision making.

Cooperativeness

Tendency to be friendly, agreeable, and to be a team person. A Top Performer may sometimes acquiesce to the opinions of others to avoid conflict.

Sally is considerably different from the ideal in this trait



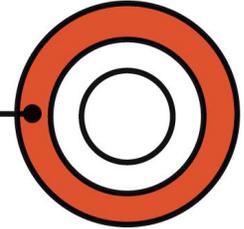
This candidate:

- Often becomes defensive when people challenge a personal opinion.
- Has a tendency to stand firm and not be bullied into conforming to the group.
- May have a tendency to upset group harmony by disagreeing with other members.
- Prefers to take a stand to defend a particular point of view and will generally not be intimidated by others.

Autonomy

Tendency to be self-reliant, self-directed, and to take independent action, making own decisions. A Top Performer is capable of relying on their own resources to make decisions and get tasks done.

Sally is considerably different from the ideal in this trait



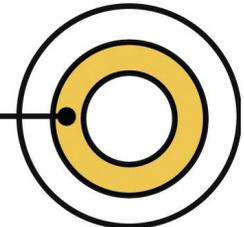
This candidate:

- Tends to work more effectively when placed under close supervisory controls.
- Is usually not comfortable working independently.
- Typically works best when receiving guidance from others.
- Appreciates the need for close supervision in an organization.

Tact

Tendency to consider the feelings of others when communicating. A Top Performer often masks their true feelings when they are expressing themselves to others in order to avoid interpersonal conflict.

Sally is slightly different from the ideal in this trait



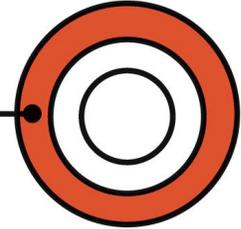
This candidate:

- May not consider the feelings of others before speaking out when under pressure.
- Occasionally fails to consider the impact on others when sharing a feeling or opinion.
- Prefers to be frank, but will take the feelings of others into consideration before speaking.
- Sometimes finds it challenging to get the point across while sparing the feelings of others.

Teamwork

Willingness to work as a group member toward the attainment of a common objective. A Top Performer thinks it is important that everyone have an opportunity to voice their opinion when working on a group project.

Sally is considerably different from the ideal in this trait



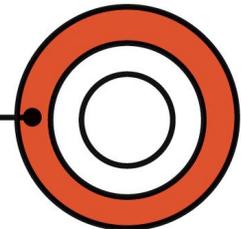
This candidate:

- Would usually rather be rewarded for independent accomplishments than be recognized as a member of a successful team.
- Typically uses personal experience and expertise to solve problems individually rather than contribute to a group giving equal credit to all members.
- Prefers to be credited with the accomplishment of the task rather than share recognition with the group.
- Works well with a group toward a common goal, but may have strong opinions which can often make it difficult maintain harmony.

Happiness

Tendency to maintain a mental or emotional state of well-being characterized by positive or pleasant emotions ranging from contentment to intense joy. A Top Performer can usually put people in a good mood with their positive attitude.

Sally is considerably different from the ideal in this trait



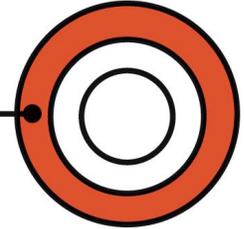
This candidate:

- Often has a pessimistic outlook and may feel insecure about the future.
- Tends to worry about things over which there is little or no control.
- Often tends to be easily deterred from accomplishing personal goals.
- May lack confidence in personal opportunities and abilities to be successful.

Creativity

Degree to which an individual uses imagination and intellect to produce novel and original products, ideas, or task solutions. A Top Performer appreciates traditional practices, but prefers using new and unique methods to complete tasks

Sally is considerably different from the ideal in this trait



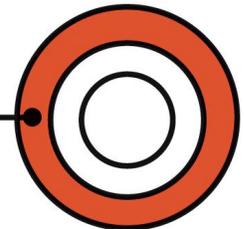
This candidate:

- Has a tendency to rely on existing processes when completing tasks rather than seeking out new ways to accomplish a goal.
- Is not typically driven to explore innovations or new ways of doing things, opting for traditional methods and processes.
- May find it difficult to imagine new ways to complete their work.
- Is more comfortable using existing procedures and prefers not to have to implement new processes unless necessary.

Ambition

Willingness to do whatever it takes to attain a personal goal, often even at the expense of others. A Top Performer almost always pursues ways to better themselves and advance their career.

Sally is considerably different from the ideal in this trait



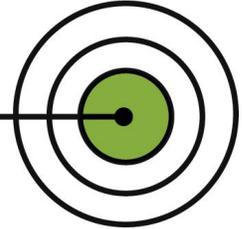
This candidate:

- Generally isn't interested in pursuing personal development opportunities being content with the current position and skill set.
- Usually doesn't seek out promotions at work, but rather lets individual performance speak for itself.
- Is content with a certain level of responsibility and is not anxious to be promoted to higher levels.
- Is usually content with the current position and is generally not interested in taking on any more job duties.

Adventurousness

Tendency to have a need for exciting or unusual experiences which may be bold and risky undertakings with uncertain outcomes. A Top Performer is typically not interested in tasks that have predictable outcomes.

Sally is in the ideal range for this position



This candidate:

- Generally prefers to work in a high risk environment but is able to follow a routine every once and awhile.
- Prefers working on challenging tasks with unpredictable outcomes, but appreciates situations that allow for certainty on occasion.
- Usually enjoys riskier projects but doesn't mind low risk activities on occasion.
- Does not always avoid risky activities, but may need encouragement to accept risk blindly.