

TALENT ASSESSMENTS

Our **approach**

Contextual | Flexible | Integrated



STEP 1: PROFILE

Success profiling and job analysis

The screenshot shows a web-based interface for 'Behaviour Relevance' profiling. On the left is a 'To do list' with items: Overview, Objective, Knowledge & Skill, Education & Experience, Behaviour Relevance (highlighted), Behaviour Ratings, and Submit your results. The main area is titled 'Behaviour Relevance' and includes instructions: 'Thinking about performance of the duties related to the job titled: Demo - Ford Dealer Principle, please indicate the relevance of each item by clicking, dragging, and placing it in the area that corresponds to your views. Placing an item at the top of each area means that it is of higher importance than other items in the same area.' A note states: 'By placing the mouse on (i) icon of a specific item, it is possible to view the definition. You can view the performance objectives by clicking this link: Job Objectives.' The interface is divided into four columns: 'Drag dimensions from here' (containing Results Orientation, Resilience, Planning and Organising), 'Important - 4 [4 to 6]' (containing Bottom-line Focus, Influence, Networking, Effective Communication), 'Essential - 5 [4 to 6]' (containing Vision and Strategy, Communication and Responsibility, Business Development, Professional Expertise, Innovation), and 'Not Important - 2 [2 to 4]' (containing Constructive Teamwork, People Development). A fifth column, 'Less Important - 4 [2 to 4] - Full', contains Learning Orientation, Problem Solving and Analysis, People Management, and Organisational Awareness. An 'Icon key' at the bottom left shows: Not started (blue triangle), In progress (orange circle), and Completed (green checkmark). Navigation buttons for 'Previous' and 'Next' are at the bottom right.

- Select competencies essential and important for success in the role using online competency profiler
- Multiple Subject Matter Experts (SME'S) able to complete at the same price
- Collation of SME's input to create single success profile

Example Success Profile

Project Manager | 24 March 2014 | Confidential



Forward-looking requirements

The summary provided below provides an overall indication of the relevance of each characteristic in relation to successful performance. The summary takes all relevant indicators provided by subject matter experts into account.

Characteristics are ranked within each cluster from more to less important based on the aggregated ratings of all stakeholders.

Success Factor	Description
!! Essential behaviours	
Showing composure	Stays calm and relaxed during events; is not worried and tolerates stress levels; is composed in dealing with pressure.
Embracing change	Copes with change and variety; tolerates uncertainty and ambiguity; adapts to new challenges.
Making decisions	Is determined and decides on actions; willingly assumes responsibility; is definitive and stands by own decisions.
Providing insights	Is focused on continuously improving things; provides insights by identifying key issues; makes intuitive judgements.
Following procedures	Conforms and adheres to rules; closely follows instructions and procedures; minimises risks by sticking to processes.
Checking details	Is meticulous in finding errors; ensures accuracy by being thorough and checking details; produces high quality work by being detailed.
Documenting facts	Writes fluently when documenting facts; understands arguments logically; focuses on finding facts.
Interpreting data	Interprets data rationally by quantifying issues; applies technology as a means to evaluating data; evaluates information objectively.

! Important behaviours	
Examining information	Analyses and processes information; asks probing questions; strives to find solutions to problems

STEP 2: ASSESS

Choice of best-in-class assessments

- Ability and Skills tests
- Strategic Capability Potential
- Personality and behavioural strengths questionnaires
- Online interactive simulations and in-baskets
- Integrity, safety and dependability measures

Online Ability and Skills Tests

(from technical and junior staff to senior management and exec level)

Verbal Reasoning

Informational Competence

Sense of Orientation

Numerical Reasoning

Short Term Memory

Monitoring Ability

Logical Reasoning

Learning Aptitude

Hand-Eye Coordination

Checking

Memory for Faces

Retentivity (Memory Recall)

Spatial Reasoning

Concentration

Sense of Direction

Mechanical Comprehension

Reactivity

Language Proficiency

Visual Estimation

Multi Taking

Calculating Capacity

Sparks Creativity

Visual Thinking

Personality and Behavioural Strengths Questionnaires

The assessments explore an individual's preferences, talents and behavioural competencies in critical work areas. Measures areas of leadership and management potential, as well as EQ. The questionnaire's are administered online and take about 45 minutes to complete.

Wave Professional Styles Questionnaire

Work Strengths

- Measures 36 behavioural competencies
- 40 Minute completion time
- Controls for distortion
- Most valid indicator of competency potential

Integrity, Safety & Dependability Measure

An important measure of behavioural risk in jobs where a greater propensity for risk has significant negative consequences for both individual and organisational performance, for example jobs where safety, customer service and high levels of rule following is required. Significant research in the areas of dependability and integrity assessment indicates that more conscientious, dependable, emotionally mature and agreeable individuals perform better in most jobs. These individuals tend to be better team workers, score better on customer service measures, deliver work of a better quality, and are less likely to be involved in risky behaviours related to fraud, absenteeism, team conflict and safety incidents. Greater levels of dependability has also been linked directly to organisational and team success, individual wellness and job satisfaction.

Organisational Behaviours Index

OBI Organisational Behaviours Index - Safety is a 20 minute questionnaire which measures the individual's potential or propensity towards 10 dimensions as it relates to dependability, safety or counterproductive work behaviours, as well as pro-social or organisational citizenship behaviours.

Strategic Capability Potential

These assessment tools assess the extent to which an individual can deal with work of increasing complexity. The results indicates the current level of complexity at which an individual can comfortably function, as well as the likely longer-term development of their capability.

IRIS (Initial Recruitment Interview Schedule)

MCPA (Modified Career Path Appreciation)

Competency-Based Assessments

(online and paper-pencil available)

Administrator

Sales

Team Leader

First Line Management Competency
Simulations

Supervisory

Managerial Scenarios

Middle Management

Senior Management

STEP 3: MATCH

The aim of talent match reports

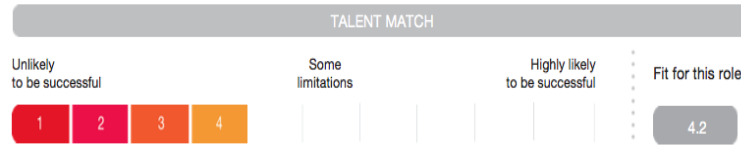


- Weighted models
- Specific competencies
- Targeted dimensions

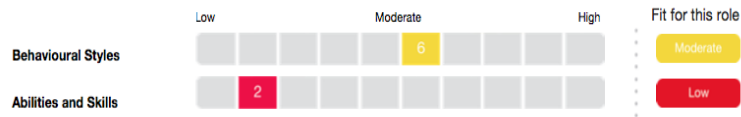
- Behaviourally based
- Familiar language
- Formatted to highlight information that lead to improved decisions

Integrated assessment Talent Match Reports

Summary Profile



Example Candidate is less likely to be successful in the following role/job: Example Job.



OTHER CONSIDERATIONS

Leadership Risk & Challenges The risk of challenges or interpersonal behaviours that tend to appear when a person is under pressure and could lead to counterproductive work and leadership behaviours. Moderate Risk

Dealing with Complexity Pure Operations | Diagnostic Acumen | Tactical Strategy | Parallel Process | Pure Strategic

Legend: (C) = Current, (P) = Potential

Possible risks for this role | Key strengths for this role

Executive Aptitude Abstract
Executive Aptitude Numerical
Showing Composure
Embracing Change
Examining Information
May lack persistence*
May lack trust*

Providing Insights
Following Procedures
Checking Things
Documenting Facts
Interpreting Data
Upholding Standards
Conveying Self-confidence

Development opportunities for this role | Good potential for this role

Executive Aptitude Verbal
Making Decisions
Pursuing Goals
Empowering Individuals
Thinking Positively
May feel comfortable working in a somewhat unstructured and unfamiliar work environment

Providing Insights
Following Procedures
Checking Things
Documenting Facts
Interpreting Data
Upholding Standards
Conveying Self-confidence

- Fully integrated reports
- Recommendations based on consistent logic
- Full comparative merit list data
- Talent Match Report include:
 - Competency based interview guide
 - Personal development tips

Talent Match Merit List

Job: Technical Operational Level

Date: 16/09/2015

Competency Scores (from 1 to 10, where 10 is an extremely high score and 1 is an extremely low score)

Full Name	Talent Match	Essential					Important				Essential Ability					Dependability Profile										
		Result & Goal Orientation	Reliability	Teamwork	Service Orientation	Stability	Initiative	Conceptual & Analytical Abilities	Systematic Approach	Flexibility	Success Orientation	Understanding numerical data	Understanding written information	Learning things quickly	Discovering rules to specific problems	Concentrating on details	Monitoring moving objects	Dutiful	Organisational Commitment	Consider consequences	Consideration for others	Relationship Building	Self - Development	Overall Dependability	Organisational Citizenship	Integrity
Candidate 1	7.30	10	7	4	3	6	8	10	8	7	8	4	6	6	6	7	8	7	7	8	5	7	7	5	4	6
Candidate 2	5.90	4	8	4	5	7	5	7	9	7	5	2	4	4	5	8	10	8	8	6	7	5	8	6	5	6
Candidate 3	5.90	7	7	3	4	9	8	8	9	5	8	2	6	4	2	4	9	6	8	5	7	9	6	8	6	8
Candidate 4	4.90	6	8	4	4	6	6	6	8	7	5	3	4	4	4	3	7	5	7	5	6	5	6	7	6	7

Technical Information

Shapes Competencies (Expert) | general adult population (South Africa)
 Scales e3+ (Ability to concentrate) | general adult population (South Africa)
 Scales cmo (Perceptual speed) | general adult population (South Africa)
 Scales ix (Discover rules) | general adult population (South Africa)
 Scales Numerical Reasoning (Admin) | general adult population (South Africa)
 Scales Verbal Reasoning (Admin) | general adult population (South Africa)
 Scales lct (Learning efficiency) | general adult population (South Africa)
 (OBI) Organisational Behaviours Index v8.0