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ABOUT THIS REPORT

Confidential

The contents of this report contain sensitive personal information on the individual assessed. It has been entrusted to you and should be kept in a secure location and viewed only by authorised personnel.

Purpose

This Assessment Report, based on Jill's PATH cognitive and personality assessment results, provides an indication of her workplace preferences and predicted capability. The information contained within this report is intended to support selection, on-boarding and development decisions.

Specifically, the report is intended to:

- Provide information about the individual's self-reported work style and preferences
- Assess competence and potential
- Enable you to draw on hypotheses for further exploration in the decision process

The information contained within this report should only be used in conjunction with a thorough evaluation process such as alongside interviews and reference checks.

Data Collection

This report contains information gathered from Jill's responses to PATH cognitive and personality assessments.

The PATH Personality assessment is a self-report measure which means that Jill has rated her own behaviour and the results, therefore, describe her behavioural preferences and tendencies not actual skills or abilities.

The alignment between this report and Jill's actual behaviour depends on the frankness of her responses when answering the questionnaire, as well as her personal awareness and tendencies around self-presentation.

However, the information within this report is still useful in predicting Jill's work style, preferences and tendencies.

On-Going Support

Talegent are available to provide further information, analysis or discussion of these results in the context of the role. Please contact the HR team to arrange a discussion.

CORE COMPETENCY DEFINITIONS

Core Competencies



Action/Results Focus

Demonstrates a strong focus on high performance standards and personal achievement. Sets self-stretch goals and works persistently to achieve them. Displays high work focus, high levels of energy, and goes above and beyond to exceed expectations. Is ambitious and constantly seeks to advance their career.



Customer Focus

Is motivated by exceeding customer expectations and fulfilling obligations to others. Interacts with customers in a friendly, considerate manner, responding to social cues appropriately. Treats all customers equally.



Expertise & Communication

Communicates in a clear, confident, and articulate manner. Is effective at influencing others to see things a given way. Adapts communication style to be appropriate to the audience or group they are presenting to.



Professionalism

Is reliable, detail-focused and meticulous. Follows through on plans to ensure they are carried out accordingly.



Teamwork

Supports and collaborates with team members to achieve targets. Appreciates the benefits of diversity and works well with a variety of people.

LEADERSHIP COMPETENCY DEFINITIONS

Leadership Competencies



Actively Develops Self

Uses feedback and self-reflection to gain insight into strengths and weaknesses then seeks to grow and be challenged



Builds cross functional relationships

Initiates and maintains relationships with colleagues, is socially confident and quick to build rapport. Tends to create a positive first impression and affiliate well with individuals at all levels, both internal and external to the organisation.



Communicates effectively

Communicates in a clear, confident, and articulate manner. Is effective at influencing others to see things a given way. Adapts communication style to be appropriate to the audience or group they are presenting to.



Cultivates Innovation

Generates and implements new and innovative solutions, ideas, and approaches to problems. Is strategically minded, future-orientated and anticipates issues before they arise. Takes a broad perspective and is open to taking calculated risks.



Demonstrates Adaptability and Flexibility

Adapting approach and style in real time to match the shifting demands of different situations or when things are unclear



Develops and Motivates others

Provides guidance, development opportunities and feedback to direct reports. Manages conflicts within the team quickly and efficiently.



Drives Results

Inner Drive is a measure of an individual's motivation to work hard and strive to achieve success. This score should provide an indication of the individual's energy levels and desired pace of work, as well as whether they are likely to set challenging or more modest goals for themselves, and the passion they are likely to show in the pursuit of these goals. It also contains a measure of their ambition and motivation to advance.



Embraces Technology

Anticipating and adopting innovations in business-building digital and technology applications



Manages Risk

Understands, manages and mitigates for the various forms of risk inherent in business



Plan Efficiently

Uses appropriate planning tools and techniques to organise resources and achieve results



Shows business insight

Understands the wider business context and seeks to maximise returns in a business environment. Is future-orientated and strategic and seeks areas for business improvement.

PERSONALITY PROFILE

Interpersonal

Accepting	Gravitates towards people similar to self		Embraces difference & diversity
Amiable	Takes time to build rapport		Warm and friendly, connects easily
Collaborative	Prefers working on their own		Enjoys collaborating & helping others
Directing	Follows the lead of others		Prefers to take charge & lead
Empathetic	Maintains distance, avoids emotions		Comfortable with emotions and shows empathy
Influential	Doubts ability to persuade		Persuasive, able to change others' minds
Motivating	Works best with self-motivated individuals		Enjoys figuring out what drives others
Sociable	Shies away from meeting new people		Outgoing, energised by new people
Socially Aware	Consistent interpersonal style		Reads body language & adapts accordingly
Trusting	Takes time to trust others		Trusts others from the outset

Temperament

Adaptable	Doesn't need variety, enjoys routine		Embraces change, adapts quickly
Composed	Easily affected by stress or pressure		Calm & composed in the face of stress
Optimistic	May focus on the negatives		Positive outlook, sees the good in things
Self-Confident	Modest, doubts own ability to succeed		Believes in self, expects success

Thinking

Analytical	Accepts information at face value		Looks below the surface to evaluate information
Data Driven	Bases decisions primarily on feelings		Uses evidence to make decisions
Innovative	Prefers tried & tested solutions		Seeks new & creative solutions.
Intuitive	Uses other information over personal experience		Trusts experience and intuition
Learning Focused	Satisfied with current level of knowledge		Actively develops skills & knowledge
Strategic	Short-term, tactical focus		Develops strategies, takes a long-term view
Theoretical	Prefers tangible over theoretical ideas		Considers underlying theories and concepts

Execution

Compliant	Challenges rules, finds these restrictive		Follows rules & procedures
Meticulous	Broad focus, avoids details		Detail-focused and precise
Reliable	Responsive, readily shifts priorities		Makes fulfilling promises a priority
Risk Tolerant	Cautious, seeks certainty		Accepts risks that have potential benefits
Work Focused	Regularly shifts focus between tasks		Engaged in work, rarely distracted

Drive

Competitive	Dislikes and avoids competition		Likes to compete, strives to win
Decisive	Hesitant, seeks guidance		Makes decisions with conviction
Driven	Relaxed about goals and targets		Motivated by goals, overcomes obstacles
Energetic	Prefers a measured and relaxed pace		Displays lots of energy and stamina

Self Presentation

Receptive	Guarded, avoids or dismisses feedback		Seeks & appreciates personal feedback
Self-Aware	Conceals own limitations		Open about flaws

OVERALL SUMMARY

Personality

Interpersonal



Self-Presentation



Temperament



Thinking



Execution

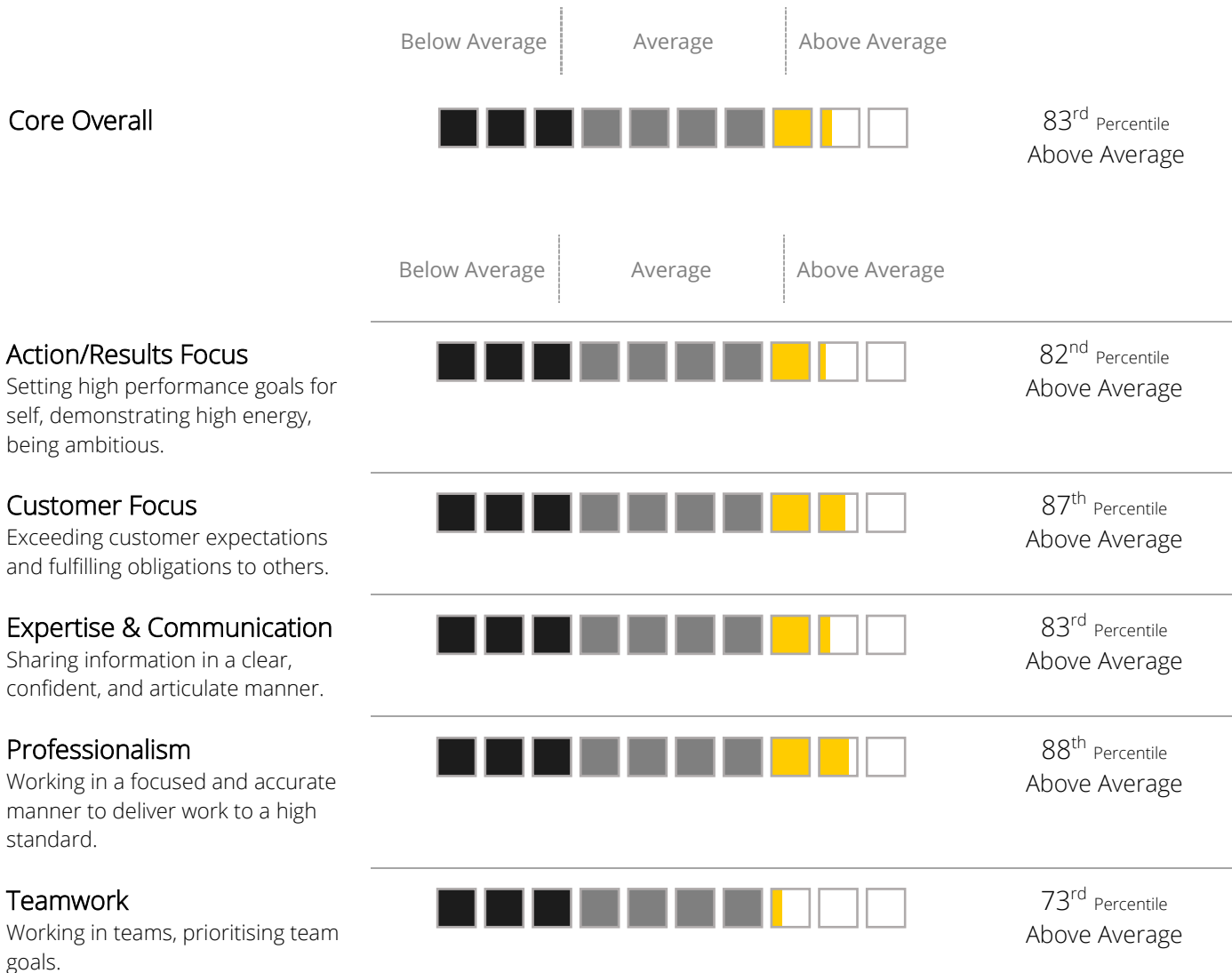


Drive



CORE COMPETENCY SUMMARY

Core Competencies



CORE COMPETENCY DETAIL

Below Average Average Above Average

Action/Results Focus

Setting high performance goals for self, demonstrating high energy, being ambitious.



82nd Percentile
Above Average

High Scorers are likely to:

- Be highly driven to achieve success in the workplace.
- Need little encouragement to push themselves or accept stretch goals.
- Enjoy opportunities to compete against others.
- Be a high-energy, enthusiastic individual who thrives on being busy and to have little trouble working at pace to complete urgent tasks or deliver on tight deadlines.
- Be a highly engaged worker who remains focused on all kinds of work tasks, including those that are mundane or complex, without encouragement from others.

About Jill score

- Reporting to have a high level of work focus, Jill is expected to consistently demonstrate engagement with her work tasks. She is expected to have little difficulty staying on task even when working without supervision, engendering her tendency to achieve in the workplace.
- Jill has indicated that she is highly driven to achieve success in the workplace. Jill is unlikely to need encouragement to push herself harder or accept stretch goals.
- Jill is likely to present as a high-energy individual. She is expected to thrive on being busy and is likely to have little trouble working at pace to complete urgent tasks or deliver on tight deadlines.
- Reporting to be as competitive in the workplace as most, Jill is likely to generally be motivated by opportunities to compete against others, particularly in areas that she feels are her strengths.

CORE COMPETENCY DETAIL

Below Average Average Above Average

Customer Focus

Exceeding customer expectations and fulfilling obligations to others.



87th Percentile
Above Average

High Scorers are likely to:

- Be excellent at following through on promises and reliably delivering products or services to their customers.
- Find it easy to connect and establish an effective customer relationship with a variety of people.
- Be very effective at reading and anticipating the needs of their customers, and adapting their own behaviour to better connect with their customers.
- Be focused on building relationships with customers.
- Consider how their decisions might impact upon other people before acting.

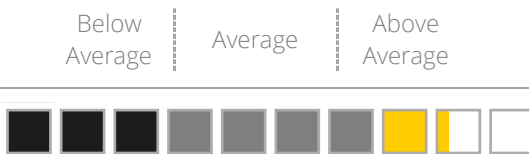
About Jill score

- Reporting to be very socially astute around others, Jill should be very effective at reading and anticipating the needs of her customers. She is also expected to adapt and moderate her own behaviour in order to better connect with her customers.
- Profiling as more driven than most of her peers, Jill is expected to be highly committed to consistently exceeding customer expectations. She is likely to be motivated by stretch targets.
- Jill is more interested than most of her peers in the thoughts and feelings of other people. She is likely to come across as very caring and supportive when interacting with customers.
- Reporting to be focused on building relationships with customers, Jill is likely to be more concerned than most of her peers with creating a strong first impression.
- Jill profiles as being more reliable than most, treating promises and commitments, particularly those to others, as inflexible. Thus, she is expected to be excellent at following through on promises and reliably delivering products or services to customers.
- Jill's responses suggest that she is a reasonably tolerant person. While she may hold on to her personal values and beliefs strongly, she should also be open to those that are different to her own. She is expected to be able to establish effective relationships with customers who are somewhat different to herself.

CORE COMPETENCY DETAIL

Expertise & Communication

Sharing information in a clear, confident, and articulate manner.



83rd Percentile
Above Average

High Scorers are likely to:

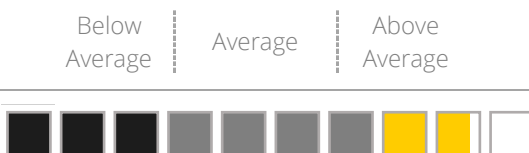
- Be highly fluent and articulate.
- Quickly grasp what others are saying.
- Be persuasive and influential.
- Be socially astute and take care to tailor their communications to better connect to their audience.
- Be self-assured and come across as confident while communicating on a range of issues.

About Jill score

- Jill profiles as being very socially astute. She is expected to take care to tailor her communications to better connect to her audience.
- Profiling as being more self-assured than most, Jill is likely to come across as confident while communicating on a range of issues.
- Rating herself as being more persuasive and influential than most, Jill is expected to feel comfortable influencing people to accept her perspective.

Professionalism

Working in a focused and accurate manner to deliver work to a high standard.



88th Percentile
Above Average

High Scorers are likely to:

- Be self-motivated and focused on their work.
- Be reliable and consistently fulfil commitments.
- Take a meticulous approach to their work and be interested in working with the finer details of a task.
- Be compliant and rule-abiding, consistently operate within established policies and procedures.

About Jill score

- Reporting to be a highly engaged worker, Jill is expected to be focused on her work tasks without encouragement or monitoring from others.
- Profiling as being more reliable than most people when it comes to fulfilling her work promises and commitments, Jill would be likely to deliver tasks and implement projects in a timely way.

CORE COMPETENCY DETAIL

Below Average Average Above Average

Teamwork

Working in teams, prioritising team goals.



73rd Percentile
Above Average

High Scorers are likely to:

- Place great importance on meeting both their own and the team's objectives .
- Initiate collaboration and knowledge-sharing amongst group members.
- Be less competitive than most, and work actively to enhance team cohesion and morale.
- Work well with others with the aim of producing better outcomes.
- Meet deadlines and deliverable targets, and contribute outputs to agreed standards and timeframes.

About Jill score

- Jill reports that she is more empathetic towards others than most. In a team setting, she is expected to demonstrate a great level of care and consideration towards her team members, but may need to make an effort to remain objective and detached in some situations.
- Reporting to be more reliable than most when meeting deadlines and deliverables, Jill is likely to be very diligent in her efforts to contribute information or outputs to agreed standards and timeframes.
- As accepting as most of difference and diversity, Jill should be open to seeking the views of a diverse range of people. However, she may be less tolerant of those who are markedly different from herself in terms of values, opinions and background.
- Jill is expected to be comfortable working either in a team situation or independently, depending on what is required of her. Thus, Jill should generally be capable of balancing the needs of the team with her own objectives.

LEADERSHIP COMPETENCY DETAIL

Embraces Technology

Anticipating and adopting innovations in business-building digital and technology applications



75th Percentile
Above Average

Manages Risk

Understands, manages and mitigates for the various forms of risk inherent in business



70th Percentile
Average

Plan Efficiently

Uses appropriate planning tools and techniques to organise resources and achieve results



88th Percentile
Above Average

Shows business insight

Understanding business context and making sound strategic, context-relevant decisions.



65th Percentile
Average

LEADERSHIP COMPETENCY DETAIL

Below Average | Average | Above Average

Actively Develops Self

Uses feedback and self-reflection to gain insight into strengths and weaknesses then seeks to grow and be challenged



83rd Percentile
Above Average

High Scorers are likely to:

- Is aware of own strengths and weaknesses.
- Is aware of impact of their behaviour on others.
- Proactively seeks and acts on feedback without becoming defensive at criticism.
- Reflects on own behaviour and improves without prompting.
- Willingly admits mistakes and gains insight from experiences.
- Shows personal commitment, devotes time and takes action to continuously improve their skills.

About Jill score

- Jill has indicated that she is highly driven to achieve success in the workplace. Jill is unlikely to need encouragement to push herself harder or accept stretch goals.
- Jill is likely to be very open to feedback and developmental suggestions in the workplace.
- Being more intellectually curious and placing greater importance than most others on being knowledgeable and expert in her job, Jill is likely to proactively keep abreast of information, innovations, trends and technologies that may impact the business, and utilise these to the benefit of the business.
- Jill's responses suggest that she is as aware of her emotions and moods as most people, and is expected to make some effort to address her emotional control.

LEADERSHIP COMPETENCY DETAIL

Below Average | Average | Above Average

Builds cross functional relationships

Initiating and maintaining relationships with others.



82nd Percentile
Above Average

High Scorers are likely to:

- Come across as being highly sociable.
- Be effective at making positive first impressions and building strong relationships.
- Be open to individual differences within the workplace.
- Be highly attuned to interpersonal cues such as people's body language or tone of voice and respond to these appropriately.
- Readily change their behaviour on the basis of the situation and whom they are interacting with.

About Jill score

- Jill is expected to be highly attuned to interpersonal cues, such as people's body language or tone of voice and attempt to respond to these appropriately. When interacting with others, she is expected to readily change her behaviour on the basis of the situation and who she is interacting with.
- Although Jill is expected to get along best with people who are quite similar to herself, she should be capable of interacting and building rapport with those who have different ideas and perspectives to her own.

LEADERSHIP COMPETENCY DETAIL

Below Average | Average | Above Average

Communicates effectively

Sharing information in a clear, confident, and articulate manner.



81st Percentile
Above Average

High Scorers are likely to:

- Be highly fluent and articulate.
- Quickly grasp what others are saying.
- Be persuasive and influential.
- Be socially astute and take care to tailor their communications to better connect to their audience.
- Be self-assured and come across as confident while communicating on a range of issues.

About Jill score

- Jill profiles as being very socially astute. She is expected to take care to tailor her communications to better connect to her audience.
- Profiling as being more self-assured than most, Jill is likely to come across as confident while communicating on a range of issues.

LEADERSHIP COMPETENCY DETAIL

Below Average | Average | Above Average

Cultivates Innovation

Generating and implementing new and innovative solutions.



89th Percentile
Above Average

High Scorers are likely to:

- Be creative and 'leading edge' in generating ideas and in facilitating idea generation in others.
- Take into consideration the long-term feasibility of innovative products, ideas or solutions.
- Have a high level of uptake of their ideas as they are seen as being knowledgeable and expert in their job.
- Proactively keep abreast of information, trends and technologies that may impact the business.
- Enjoy working with and be comfortable with risk and uncertainty when considering strategic opportunities and ideas.

About Jill score

- Jill has indicated that she views herself as being more creative and 'leading edge' than most other people. She should generate creative concepts and proactively facilitate idea generation in others.
- Being more intellectually curious and placing greater importance than most others on being knowledgeable and expert in her job, Jill is likely to proactively keep abreast of information, innovations, trends and technologies that may impact the business, and utilise these to the benefit of the business.
- Jill's responses suggest that she will be comfortable working with risk and uncertainty when considering innovative ideas, solutions and strategic opportunities. She is expected to be at ease with risk in innovation if the future gains are expected to be worth it.

LEADERSHIP COMPETENCY DETAIL

Below Average | Average | Above Average

Demonstrates Adaptability and Flexibility

Adapting approach and style in real time to match the shifting demands of different situations or when things are unclear



94th Percentile
Above Average

High Scorers are likely to:

- Picks up on situational cues and adjusts behaviour quickly.
- Understands that different situations and people will call for different approaches.
- Adapts quickly to changing conditions.
- Effectively handles risk. Can decide and act without the total picture.
- Maintains composure and confidence when under pressure or in unclear situations.

About Jill score

- Profiling as being highly socially aware, Jill is expected to be effective at reading others' emotions. She should be good at reading between the lines to understand people's feelings and concerns
- Profiling as having a higher level of self-confidence than most, Jill is likely to have the courage required to initiate difficult conversations or face up to people-issues when required.
- Jill has indicated that she is a very adaptable and accommodating individual. She should be able to adapt her behaviours according to how other people are feeling without fuss and with minimal disruption to workflows.

LEADERSHIP COMPETENCY DETAIL

Below Average | Average | Above Average

Develops and Motivates others

Leading, motivating, and guiding subordinates.



94th Percentile
Above Average

High Scorers are likely to:

- Take charge of situations and provide guidance.
- Demonstrate the ability to influence others and manage conflict.
- Be effective at providing feedback.
- Face up to people-issues when required, even when difficult.
- Understand the unique motivations or drivers of people.

About Jill score

- Jill has indicated that she is concerned with understanding what motivates other people. Therefore, Jill is expected to be effective at providing corrective feedback that is relevant and tailored to the individual.

Below Average | Average | Above Average

Drives Results

Proactively striving to achieve



92nd Percentile
Above Average

High Scorers are likely to:

- Work hard to achieve success in the workplace
- Thrive on working at a fast pace
- Strive to outperform others
- Demonstrate ambition and motivation to advance

About Jill score

- Jill has indicated that she is highly driven to achieve success in the workplace. When setting goals for herself or others, Jill is likely to choose challenging goals, and apply herself relentlessly to achieve these. Her results suggest that she is highly likely to push through difficult challenges or obstacles to goal completion.
- She is likely to come across as being a highly energetic person, with her responses indicating that she prefers to work at a fast pace and regularly have plenty of work to do.

LEADERSHIP COMPETENCY DETAIL

Below Average | Average | Above Average

Embraces Technology

Anticipating and adopting innovations in business-building digital and technology applications



75th Percentile
Above Average

High Scorers are likely to:

- Anticipates the impact of emerging technologies.
- Scans the environment for new technology breakthroughs.
- Continuously builds their technology skills, knowledge and capabilities.
- Rejects low-impact or fad technologies.
- Readily learns and adopts new technologies.

About Jill score

- Jill has indicated that she views herself as being more creative and 'leading edge' than most other people. She should generate creative concepts and proactively facilitate idea generation in others.
- Jill reports that she is more intellectually curious than most others and places a high value on continually developing and honing her knowledge, skills and expertise. She is expected to take up professional development opportunities in order to advance her professional standing.
- Reporting to be less compliant and rule-abiding than most, Jill is expected not to adhere to rules, guidelines and timelines most of the time, which may put established procedures and practices in jeopardy.

LEADERSHIP COMPETENCY DETAIL

Below Average | Average | Above Average

Manages Risk

Understands, manages and mitigates for the various forms of risk inherent in business



70th Percentile
Average

High Scorers are likely to:

- Asks the right questions to accurately analyse the risks and benefits of situations or solutions.
- Uses a mix of analysis, experience and consulting with multiple, diverse sources to make timely and well-informed decisions.
- Manages the risks that come with moving forward when outcomes are uncertain.
- Proactively overcomes obstacles and develops contingency plans.

About Jill score

- Jill's responses suggest that she will be comfortable working with risk and uncertainty when considering innovative ideas, solutions and strategic opportunities. She is expected to be at ease with risk in innovation if the future gains are expected to be worth it.
- Reporting to have a very analytical thinking style, Jill should demonstrate sound critical analysis of her tasks and goals, and should prove effective at breaking tasks into discrete steps.

LEADERSHIP COMPETENCY DETAIL

Below Average | Average | Above Average

Plan Efficiently

Uses appropriate planning tools and techniques to organise resources and achieve results



88th Percentile
Above Average

High Scorers are likely to:

- Organises resources (people, funding, materials, support) to get things done.
- Accurately scopes the length and difficulty of tasks and projects.
- Manages multiple activities simultaneously to accomplish a goal.
- Uses a variety of planning tools to develop schedules and identify task / people assignments.
- Looks for ways to share resources across the organisation to maximise efficiency for the AA.

About Jill score

- More strategic in her thinking style than most, Jill is expected to focus on the future, looking ahead to anticipate future obstacles and opportunities that might influence commercial objectives.
- Jill has indicated that she is highly driven to achieve success in the workplace. Jill is unlikely to need encouragement to push herself harder or accept stretch goals.
- Jill reports to be a meticulous individual, and is likely to enjoy working with the finer details of tasks and diligently specify and work to milestones and resource requirements. She is likely to persevere with tasks to produce high-quality work with few errors.
- Reporting to be more reliable than most when meeting deadlines and deliverables, Jill is likely to be very diligent in her efforts to contribute information or outputs to agreed standards and timeframes.

LEADERSHIP COMPETENCY DETAIL

Below Average | Average | Above Average

Shows business insight

Understanding business context and making sound strategic, context-relevant decisions.



65th Percentile
Average

High Scorers are likely to:

- Have an analytical thinking style.
- Think critically about commercial problems and situations in order to uncover the different factors that affect them.
- Have good insight into business issues or commercial drivers.
- Be strategic in their thinking style.
- Focus on the future, looking ahead to anticipate obstacles and opportunities that might influence commercial objectives.
- Be proactive about keeping abreast of information, trends and technologies that may impact the business.

About Jill score

- More strategic in her thinking style than most, Jill is expected to focus on the future, looking ahead to anticipate future obstacles and opportunities that might influence commercial objectives.
- Jill's responses suggest that she has a more analytical thinking style than others. She is expected to think critically about commercial problems and situations in order to uncover the different factors that affect them.