



ASSESSMENT RESULTS

For Sample



ASSESSMENT RESULTS

Personal & Confidential

NAME:	Sample
POSITION:	Profit Center Management

The validity scales within the assessment reflect a tendency on your part to create a favorable impression. You tended to downplay your weaknesses and emphasize your strengths.

Skills Potential Summary

All scores shown are percentile scores, which range from 1 to 99. These scores indicate how an individual compares to a large sample of professionals who completed the assessment.

CRITICAL SUCCESS SKILLS	PERCENTILE
INNOVATION	25
PROFIT CONSCIOUSNESS	55
TAKES INITIATIVE	40
LEARNING AGILITY	23
ENTREPRENEURIAL SPIRIT	63
BUSINESS ACUMEN	31
PEOPLE MANAGEMENT	17
PRACTICAL INTELLIGENCE	97
ANALYTIC ABILITY	36

In-Depth Evaluation of Critical Potential for Profit Center Management

INNOVATION



Focus on innovative or creative solutions to continuing business needs; see improvement goals as a project or series of projects, each with distinctive beginning and ending points; demonstrate interest in growth or a turnaround situation over ongoing maintenance or process refinement; concentrate on the planning and design of an idea or project, leaving the execution, refinement, and details to others while moving on to new challenges; work to secure agreement and buy-in from colleagues impacted by an immediate or impending project so that the near-term implementation is accepted and effective; committed to minimizing others' discomfort or allaying concerns created by an evolving design plan

Skill/Capability Level: When working on long-term assignments, you may take a too structured approach or be unclear about the best ways to achieve overall project goals. You might put too much emphasis on established ways to solve problems rather than be more innovative or creative in your search for solutions. You may rely on your authority to implement projects rather than asking for input and including others in the design and planning phases.

Coaching Suggestions: With key projects, you are going to need to know who your work allies are and which decision-makers you really need to convince of the merits of your department. Don't be shy about looking for inside information. Ask your superior for the best ways to influence line managers. Make sure to observe other managers whose style is more inclusive and open to sharing information. Ask them for a critique of your approach and options for integrating their strengths into your methods.

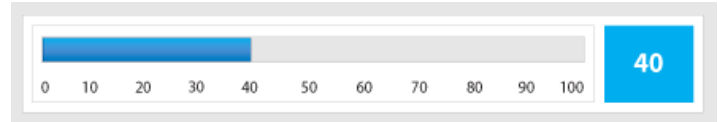
PROFIT CONSCIOUSNESS



Manage the allocated resources to produce optimum bottom-line results; work to understand and control the key factors that influence profit production; balance your own and others' priorities and skills to generate profitable results; won't become distracted by issues that don't influence the bottom-line; protect the interests of investors, employees, customers, and others who depend upon the success and survival of the company as a result of its ability to generate profits

Skill/Capability Level: For the most part, you have an entrepreneur's attitude, and you work to understand those factors critical to ensuring bottom-line profitability. You generally try to monitor key financial and customer data that could potentially impact the organization's ability to generate profits. As a rule, you place all other business concerns as secondary to profit generation, and weigh your options and approaches by their overall contribution to profitability. In this way, you usually don't allow yourself to be distracted by issues that have little or no impact on the organization's bottom-line.

TAKES INITIATIVE

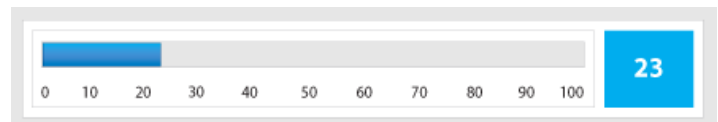


Demonstrate a willingness to take action on problems or opportunities without prompting; possess the intrinsic desire and willingness to push toward achieving a desired goal or end-state without suggestion from others; prepare alternatives so the outcome is not jeopardized by unexpected barriers; exhibit the desire to blaze new trails as a means to an end

Skill/Capability Level: You may not get involved in developing a solution until you are asked to champion the design and implementation. You might follow and conform to established rules and principles that may be inadequate, rather than implementing necessary change.

Coaching Suggestions: Remember that the biggest losses in life are from chances not taken, and that some of the biggest gains have been made from calculated risks - pushing beyond boundaries but maintaining a back-up plan in case things do not work out as anticipated. Leaving a problematic situation to rectify itself often makes the situation worse and can lead to further problems down the road. The best recourse in the face of obstacles is to be proactive and confront the situation head-on.

LEARNING AGILITY

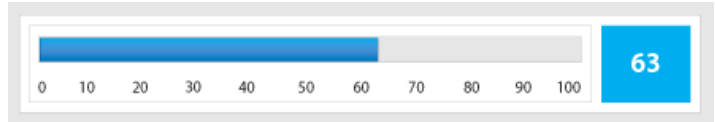


Seek to stay abreast of new developments in your core competencies and to learn enough about related fields to apply knowledge effectively in the business; enjoy learning and are intellectually curious; have a strong desire to continuously improve knowledge, skills, and abilities; see learning and knowledge as the keys to building the skills and abilities essential to job and career success

Skill/Capability Level: You could be satisfied with your existing body of knowledge and may not see the need to continually expand it. You may not understand the benefits to be gained by keeping abreast of technical developments and, as a result, may feel that reviewing sources of current information is a waste of time. You might rely on past knowledge rather than more recent developments when planning for projects and new initiatives. Consequently, your ability to apply new principles that could increase productivity could be hindered.

Coaching Suggestions: Subscribe to a few relevant newsletters which condense news and highlight recent technical developments. Check your company's bulletin board or internal newsletter for information, and discipline yourself to stay updated on the information that pertains not only to your position but also to your company's processes. Ask co-workers for useful tools and ideas they have developed to meet their job challenges. Try to find the best way any new technical information can help you in your goal achievement. Make sure to capitalize on your favored method for learning, be it through formal classes or the observation of others.

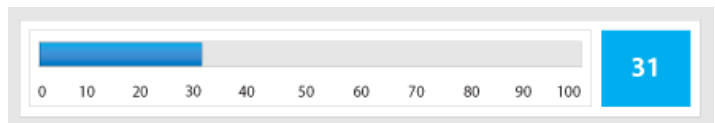
ENTREPRENEURIAL SPIRIT



Commit to taking personal responsibility for results, even when those results are achieved indirectly through others; are vigilant in soliciting feedback on progress and detecting possible problems before they can derail the process; maintain control and ultimate accountability but do not step in to take over ownership of others' tasks and responsibilities; typically have some expertise in subordinates' tasks, and provide assistance to ensure the outcome rather than allow them to struggle and miss the mark on the end result; stay focused on the result and when shortfalls occur, admit to the problem and take action to rectify the situation without becoming defensive or shifting the blame to associates

Skill/Capability Level: For the most part, you avoid excuses and accept the accountability for outcomes, even if all elements are not under your direct control. You commit to taking personal responsibility for achieving results that depend upon the cooperation and effort of others. Usually, you can patiently develop your subordinates so they become increasingly effective. You possess the knowledge to complete the task in order to salvage the result, but resist the temptation to step in and take over unless it is absolutely necessary to ensure the desired outcome. More often than not, you try to maintain a regular follow-up routine that allows you to track progress as well as to identify and correct impending problems before they wreak havoc on the process. You monitor key areas of concern regarding the project and subordinates' responsibilities and take action when needed.

BUSINESS ACUMEN



Demonstrate knowledge of current and possible future policies, practices, trends, and information that is critical to your business or organization; understand the financial impact of developments on the industry and company; know the competition; identify issues, secure relevant information, and identify relationships to develop sound conclusions for adding value/business results; become relatively expert in critical areas when the luxury of multiple players with multiple areas of expertise is not afforded; set up controls and monitors to provide feedback in these areas for effective, ongoing management

Skill/Capability Level: You may not build your expertise in all areas that could impact your business, but instead focus only on select issues that may not allow you to fully meet your business objectives. You may not focus on those elements that you do not understand or appreciate and, as a result, be unable to create and implement appropriate solutions. You might be too willing to rely on others for a superficial understanding of the aspects of the business with which you have limited familiarity. You might prefer to focus on your area of personal expertise and, consequently, be unable to set up formal tracking mechanisms of all critical areas.

Coaching Suggestions: Try to find a co-worker who can act as mentor and ask them to teach you how to identify critical success factors. Work closely with this person so you can see firsthand what criteria they use to sift through issues and focus only on what is relevant to the organization or industry. Once you understand the process, try working alone but let your mentor monitor your progress. Commit to learning a new discipline or aspect of the business each week or month. Check the thoroughness of your research by writing a report and then submitting it to a superior who will challenge you with questions. After you have obtained a good grasp of the issue at hand, devise a way to monitor that aspect of the business and then move on to the next.

PEOPLE MANAGEMENT

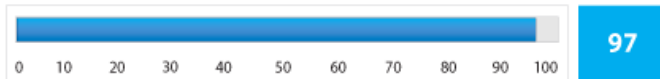


Possess a span of control that allows direct access to all of the key staff people in the group or organization; practice a hands-on, face-to-face coaching style and seek personal involvement in day-to-day tasks; utilize a walk-around style to follow up and ensure that delegated tasks are effectively completed

Skill/Capability Level: You may set an unrealistic time frame for a task because you do not factor individual weaknesses and strengths or the need for constant reinforcement into the equation. You might take a more laissez faire approach to dealing with others on whom you are dependent to meet objectives, leaving them to their own devices and potentially different priorities.

Coaching Suggestions: Ensuring a desired result is often a matter of communicating relevant facts clearly, simply, and frequently so that the message sticks. Remember that people initially retain only 20% of an idea; if you want 80% retention and focus, you'll have to repeat it at least 40 times. Remember that you have knowledge and experience that others may find useful. Share tips and advice about tasks and procedures. By developing your subordinates' skills, you broaden your own span of control.

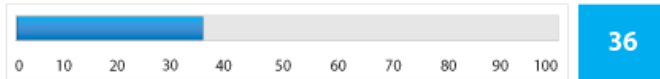
PRACTICAL INTELLIGENCE



Absorb new information quickly and are comfortable dealing with abstract concepts and relationships; relate new information to previously acquired knowledge to expand and refine your frame of reference; enjoy learning and expanding the breadth and depth of your understanding on a variety of subjects

Skill/Capability Level: You have an extremely quick and insightful understanding of both academic and applied knowledge. You have little, if any, difficulty understanding abstract concepts and may find it so easy that you cannot see why others have difficulty with the process.

ANALYTIC ABILITY



Systematically apply a combination of inductive and deductive reasoning to arrive at a well-founded, logical conclusion; remain objective in analyzing information and data so as not to make false assumptions or reach judgments without full knowledge and information; recognize and neutralize personal biases that can influence your thought process; effectively weigh the accuracy of different types of information in order to define a problem and reach a valid conclusion

Skill/Capability Level: When you are expected to assess an issue, you may rush through the process and not take the necessary time to gather information and plan an effective approach because of a penchant for action versus analysis. This type of quick approach can lead to inaccurate conclusions.

Coaching Suggestions: Since you have a more intuitive approach to problem-solving, you will need extra help making some business decisions. Pair up with a strong researcher who is comfortable with analyzing soft data. Seek assistance from your supervisor in situations where you have no prior experience on which to base your decisions.

Key Motivational Characteristics

The motivational characteristics described below measure your preferences, wants, or desires. However, they DO NOT necessarily indicate that you currently have developed the habits or skills to satisfy them entirely on your own. You may wish to note these specific motivational needs and utilize the suggested tips to enhance your potential.

MOTIVATIONAL CHARACTERISTICS	TIPS
<p>You have an enthusiastic, upbeat attitude. You view your life and work as a self-fulfilling prophecy. You believe that so long as you remain positive and optimistic, things will work out in your favor, and therefore, may not take the trouble to devise contingency plans or alternate approaches. As a result, you may be surprised when obstacles thwart your path to your goals.</p>	<p>Although a positive outlook can yield a self-fulfilling prophecy, a proactive approach to problems ensures it. Remember that certain situations require you to do more than just work harder, they require you to work smarter by varying your approach so that the original goal is still attained. Those who are successful are, indeed, optimistic, but they rely upon carefully planned contingencies in addition to good luck.</p>
<p>You are comfortable expressing and then acting upon your beliefs. You realize that others may have different opinions, but do not feel compelled to alter your decisions to accommodate their needs unless doing so will enhance the end result. You are most satisfied in an environment that prizes performance above tolerance and will shy away from positions that require consistent compromise.</p>	<p>Make sure that you do not stereotype or discount the opinions of others without first listening to their ideas. Naturally, any ideas that will not enhance the end result should be thrown out, but there is danger that, in your expertise, you may not give others' opinions the consideration they deserve, and thus, could miss out on an opportunity to improve the process. Document the opinions and ideas of others and then review them with a superior to be sure that you are being objective.</p>
<p>You prefer to have a specific activity in mind when interacting with people, rather than socializing for the sake of meeting new and interesting people. If required to interact with new people simply for the sake of interacting, you could become frustrated and act in an abrupt manner.</p>	<p>Focus on expanding your professional relationships, even if there is no immediate benefit in your finding common ground with a new acquaintance. Conversation can create a rapport which will stand you in good stead on your next visit. It also helps develop your network and widen your range of professional contacts. In short, rather than making the visit a means to an end, make the visit an end in itself.</p>
<p>You prefer to approach people assertively, suggesting a desire to dominate situations. You prefer to let people know where you stand and will not let others ignore you. As a result, you could be seen as immovable or inflexible to the opinions of others.</p>	<p>Since you prefer to persist in your demands until you are satisfied that your efforts have had the desired result, you may be seen as too assertive. Remember not to jeopardize your message with a too-assertive manner, and keep in mind that overpowering a situation can result in a Pyrrhic victory, winning your point but losing support. Role play with a co-worker or superior so that you can practice expressing your ideas in a way that still leaves room for the opinions of others. Learn how to gain others' support rather than forcing your ideas upon them.</p>
<p>You want to be where the action is, to be included in what's happening, and to be seen as important or worthwhile. It does not particularly matter to you why you should be included, it just pleases you that you are not excluded. If assigned a task that is somewhat on the fringe of the key activity, you will become frustrated and concerned that you are missing out on first-hand information.</p>	<p>Your willingness to be involved in conflict situations directly can be valuable. Remember to represent your own interests and those of the company. Monitor your participation to ensure that the situations and conflicts in which you involve yourself are important to the organization and your group.</p>

MOTIVATIONAL CHARACTERISTICS**TIPS**

You have a strong desire to complete all the tasks you have set for yourself. Achieving tangible results will motivate you and provide you with a feeling of accomplishment. Your preference is to stay busy, and you could become bored and irritated if put in a position that requires you to plan tasks rather than actually doing them.

Having clear and quantifiable targets or goals in advance is important to you so that you can track and measure your progress. You enjoy working towards specific goals so be sure to compose detailed task lists where you can cross off items as they are completed. If your tasks are a bit more cerebral than physical, then be sure to set alternate milestones and occasionally reward yourself opportunities for you to still feel as though you are accomplishing goals.

Your desire to project self-confidence is above average. You accept challenges with a high level of certainty of success and, as a result, may not feel any strong motivation to look for ways to improve your personal abilities with more speed or focus than your current process.

Hold debriefing sessions after projects are complete, and analyze what you could have improved upon and what lessons you learned. If your focus is external, probe for a more personal analysis. The purpose of this analysis is not to gain the approval of others' but to ensure that goal achievement is not jeopardized by your weaknesses or shortcomings. Strive to make improvements and commit to listening to constructive criticism.

You have a need for recognition, but are hindered by strong rules against overtly seeking praise or credit. You prefer to keep a lower profile and feel that recognition doesn't really count if you have to ask for it, therefore you will feel uncomfortable in a position which requires you to command attention or seek what you consider negative prestige.

You need a fair amount of recognition, even though you may not admit it. It is not out of line to call attention to your accomplishments so that your efforts will be rewarded. Suggest that the company start a newsletter outlining all stellar employees for each month. By sharing the limelight with your co-workers, you may not feel the embarrassment you would experience if singled out of a crowd. Likewise, the recognition would boost company morale.

You prefer to remain in the established zone of familiar procedures, seeking to reduce unnecessary risks. Because you would rather use a well-tested approach, you rarely will create or suggest an entirely new method without strong evidence of a high likelihood of success. If required to devise a solution from scratch, you could become irritated and frustrated.

You may respond with unusual, and perhaps riskier, solutions if you are convinced there is a need for change and you have some strong evidence that the possibility for success is good. When making decisions of less importance, try to be less bound by rigid guidelines so that you can have some experience with risk on a small scale. Gradually expand this process to larger decisions, until you can more comfortably decide when new solutions and pathways must be found.

We hope this report has given you a satisfactory explanation of your profile results, and we wish you luck in your future endeavors.



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