
Complete Report

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Introduction

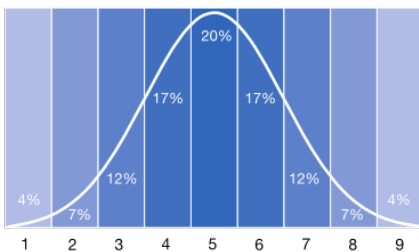
You have completed one or more questionnaires in the Online Talent Manager system. This report explains the results of these questionnaires. All Online Talent Manager tests were developed by highly experienced psychologists and are based on years of research. Having said that, these results are based on your responses, your openness and honesty play a large role in the accuracy of this report.

Norm Group

There is no universal, absolute scale of personality. We calculate your results by referencing a 'norm group'. The numerical score given for each trait is a representation of how your results compare to those of the norm group. Your score may vary depending on the norm group(s) used to generate this report.

Stanine scores

Your scores on all traits will be represented as a single number ranging from 1 to 9. This graphic displays the shape of a normal distribution of respondents. As you can see, the 1 and 9 scores are quite extreme, with each of them only occurring 4% of the time and that fully 20% of all respondents will have a 5 score on any particular trait. These scores are NOT a representation of 'good' or 'bad' results, they are only a representation of how you scored compared to others in the norm group.



The Competing Values Framework (aka: Quinn Model)

The Quinn Model is a way of looking at behavior in the workplace. This model is an effective way of relating personality information to real-world behavior, styles, and competencies. The graphic we use to display this information is called a 'circumplex'. This means that traits that are near each other have a high correlation and traits that are far away (or opposite) have a negative correlation with each other. Thus, if you have high scores in the 'red' quadrant, your scores will tend to be low in the opposite 'purple' quadrant. In general, these graphs are a handy shortcut for relating different personality test results together into a single framework for easier understanding.

Career Values

Values are deeply-held and stable personal preferences anchored in individuality and aims that we are not even fully aware of. Values give direction to our views and our behaviour. They lie at the basis of important decisions and form an important part of who we are. Values indicate what we find important and what we need to realise in our surroundings to be fulfilled and function effectively. The Career Values test, developed by Tjoa and Goos, measure 17 separate values and indicates which values are most important in your career and work life. Comparison of career values in teams makes additive, strengthening, and shared goals visible, but also illuminates the cause of conflicts and ineffective behaviour. The results of this test indicate the order of the most important career values. Though the actual scores shown can be telling, the most important information is the order of these responses. Pay extra attention to the top 4 to 5 values, these values are the most important to the candidate.

Your scores have been compared to a group of respondents with the following characteristics: (B234)

- Education level: Associate's degree, Bachelor's degree, Graduate degree
- Test situation - development

Technical and Functional Specialisation

Mastering a specific, clearly defined competency area. Developing in specialized area of expertise. Deriving one's identity from being a specialist. Being recognized as an expert. Seeing the content and depth of the work as an important if not the most important challenge and source of satisfaction.

1 2 3 4 5 **6** 7 8 9

Your score for the career anchor of Technical and Functional Specialisation is above average. You derive your identity to an above-average degree from being a specialist. You have an above-average interest in mastering a specific, clearly defined competency area to perfection. You like to grasp opportunities to develop in your specialised area of expertise. You gain a lot of satisfaction from being recognised as an expert. You regard the content and depth of your work as an important challenge and source of satisfaction.

Lifestyle Integration

A balance between the working environment, career development and personal situation. A good balance between work and private life. Prepared to compromise on career opportunities in return for more free time and greater fulfillment outside work.

1 2 3 4 5 **6** 7 8 9

Your score for the career anchor of Lifestyle Integration is above average. You actively strive to achieve a balance between your working environment, career development and personal situation. You attach an above-average degree of importance to achieving a good balance between your work and private life. You are prepared to compromise on career opportunities in return for more free time and greater fulfillment outside your work.

Authenticity

A career reflecting your deepest values. A career based on what essentially appeals to you rather than on what other people think. Being yourself in your work and career, irrespective of what other people expect or demand of you. Not behaving differently in your work than otherwise. Following your calling.

1 2 3 4 **5** 6 7 8 9

Your score for the career anchor of Authenticity is average. It is of average importance to you for your career to reflect your deepest values. The extent to which you opt for a career based on what really appeals to you is average. Spontaneity and being yourself in your work and career are of a certain degree of importance. To a certain degree you sometimes dislike having to behave differently from your real self. You are willing to a certain extent to compromise on what you may regard as your calling. An average score may also mean that whether you attach a lot or little importance to Authenticity as a career anchor depends on the situation and circumstances.

Service and Commitment

Making yourself available for a good cause. Committed to a social cause and the people involved. Fulfillment through providing help and service that is of benefit to society as a whole.

1 2 3 4 **5** 6 7 8 9

Your score for the career anchor of Service and Commitment is average. You feel an average degree of calling to make yourself available for a good cause. You feel an average degree of interest in committing yourself to a social cause and the people involved. You gain some fulfilment through providing help and service that is of benefit to society as a whole. An average score may also mean that whether you attach a lot or little importance to Service and Commitment as a career anchor depends on the situation and circumstances.

Security

Having guarantees of continuity and economic certainty. Being able to be confident about the future that an employer can offer. Having guarantees of job security.

1 2 3 4 **5** 6 7 8 9

Your score for the career anchor of Security is average. You attach an average degree of importance to security. You have an average need for clear guarantees of continuity and economic certainty. You consider it reasonably important to be able to have confidence in the future that an employer can offer. An average score may also mean that whether you attach a lot or little importance to Security as a career anchor depends on the situation and circumstances.

Relationship with Management

Attaching importance to having a boss who pays attention to your personal development and a coach who senses what you need. Having someone you can confide in and who holds up a mirror to you at the right moments. Having a boss with whom you can discuss things.

1 2 3 4 **5** 6 7 8 9

Your score for the career anchor of Relationship with Management is average. Your enjoyment of your work is influenced to a certain extent by whether you have a boss with whom you can discuss things. You attach average importance in your individual jobs and career to having a boss who pays attention to your personal development and a coach who senses what you need. Having a strong personal relationship with someone in whom you can confide, who holds up a mirror to you at the right moments, who encourages you and who makes suggestions determines to a certain extent whether you do well at work. An average score may also mean that whether you attach a lot or little importance to Relationship with Management as a career anchor depends on the situation and circumstances.

Management

Influencing situations and guiding, leading and monitoring people. Enjoying the challenge of complex organisational problems. Motivated to resolve wide-ranging crises in an organisation.

1 2 3 **4** 5 6 7 8 9

Your score for the career anchor of Management is below average. Your interest in seeking to influence situations and in guiding, leading and monitoring people is below average. It is fairly rare for you to take charge of situations and you do not particularly enjoy being at the controls. You do not really enjoy exercising power and manipulation. You do not really enjoy dealing with complex organisational problems or see them as a challenge. You do not really feel it is up to you to resolve crises in an organisation and do not feel particularly motivated to do so.

Collegiality Attaching importance to and striving for good relationships with colleagues at work. Providing support to colleagues. Contributing to a good team spirit. A working environment that feels like one big, happy family, with colleagues who have time for and interest in each other.

1 2 3 **4** 5 6 7 8 9

Your score for the career anchor of Collegiality is below average. You attach less value to good relationships with colleagues and do little to promote collegiality. You provide little support to colleagues and contribute little to a good team spirit. You do not attach much value to or feel comfortable in a working environment that feels like one big, happy family, with colleagues who have a lot of time for and interest in each other.

Autonomy As much scope and freedom as possible to determine the way of working, the approach to problems and the speed and timing of work. Preference for working relationships and working environments with little obligation or requirement to account for performance.

1 2 **3** 4 5 6 7 8 9

Your score for the career anchor of Autonomy is below average. You do not attach much importance to having the scope and freedom to determine how you work and how you deal with problems. You consider it less important to be able to decide the speed and timing of your work yourself or to be able to set many of your own priorities. You do not mind working relationships and working environments in which there is a certain obligation or requirement to account for performance.

Creativity Enjoying thinking up and developing new ideas. Enjoying being involved in new developments. Contributing to the development of new products and services. Pushing back the boundaries in a certain area. Trying out new things.

1 2 **3** 4 5 6 7 8 9

Your score for the career anchor of Creativity is below average. You are less focused on thinking up and developing new ideas. You are not particularly interested in being at the forefront of new developments. You have a limited interest in contributing to the development of new products and services. You do not feel any great need to push back boundaries in a certain area. You have only a limited interest in trying out new things.

Entrepreneurship Being your own boss. Starting and building up your own business. As an entrepreneur, taking on risks that can generate tangible benefits. Creating something of your own. Reaping a substantial share of the benefits of your efforts and creativity yourself.

1 2 **3** 4 5 6 7 8 9

Your score for the career anchor of Entrepreneurship is below average. The idea of being your own boss and starting and building up your own business is of less appeal to you. You are fairly hesitant about taking on risks as an entrepreneur to generate tangible benefits. The extent of your need to create something that is wholly of your own is below average and you do not feel any great need to reap a substantial share of the benefits of your efforts and creativity yourself.

Growth Keeness to develop skills and competencies. Desire to apply knowledge gained. Further developing competencies in breadth and depth.

1 2 **3** 4 5 6 7 8 9

Your score for the career anchor of Growth is below average. You do not regard being able to continue developing your skills and competencies in your job as particularly important. Your motivation is not dependent to any great extent on opportunities to apply and improve your knowledge. You are less focused on developing your competencies in breadth or depth.

Motivation to Perform Making high demands on yourself. Continually focusing on raising the level of performance. Continually wanting to improve your own performance.

1 2 **3** 4 5 6 7 8 9

Your score for the career anchor of Motivation to Perform is below average. Performance is a less important motive in your career. You do not make high demands on yourself. You are not focused on or involved to any great degree in raising the level of performance. Your feeling of need to keep on improving your own performance is below average.

Competition Wanting to be the best. Beating or outperforming other people. Being on the winner's rostrum. Preferring and looking for situations to compete with other people.

1 2 **3** 4 5 6 7 8 9

Your score for the career anchor of Competition is below average. You feel less need to be the best. You are not very focused on winning and on outperforming other people. You are fairly indifferent about being able to be on the winner's rostrum. You are not keen on a competitive atmosphere. You do not feel in your element in situations in which you can compete with other people and you do not voluntarily look for such situations.

Financial Motivation Sensitivity to financial incentives in career. Wanting to earn lots of money. Wanting to be rich.

1 **2** 3 4 5 6 7 8 9

Your score for the career anchor of Financial Motivation is low. You have little interest in financial incentives in your career. You rarely if ever think in terms of money. You are not interested in money and earning large amounts of it is certainly not a goal for you. You are indifferent to and may even dislike the idea of becoming rich.

Prestige Striving for social esteem through the work you do or the position you hold. Wanting to do work that makes people respect you. Liking being part of a prestigious organisation.

1 **2** 3 4 5 6 7 8 9

Your score for the career anchor of Prestige is low. You do not strive for social esteem in the work you do or the position you hold. You do not choose your work on the basis of the respect you will gain or the prestige it will give you in other people's eyes. You do not consider it important to be part of a prestigious organisation, and this is certainly not a reason for choosing a specific organisation.

Variation Focus on having high levels of variation in your work, with every day being different and your not knowing beforehand what you will be doing on any particular day. Preference for a working environment with little monotony.

1 2 3 4 5 6 7 8 9

Your score for the career anchor of Variation is low. You do not consider variation in your work to be important. You do not consider it important for every day to be different and not to know beforehand what you will be doing on any particular day. It is not important for you to have a dynamic working environment with little monotony. You do not consider it important and may even actively dislike moving around in your work. You do not like having a range of different tasks and responsibilities to deal with at the same time and you may even seek to avoid such situations.