

TALENT FORENSICS® REPORT

EXAMINATION OF 12 MANAGER SUCCESS TRAITS

CANDIDATE:

DOUG SAMPLE

PREDICTABILITY INDEX: **60.50**

Presented by:

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TALENT FORENSICS® REPORT

HOW TO USE THIS REPORT

This Talent Forensics Manager report is a descriptive, behavioral profile. The interviewee was asked questions from a structured, scripted interview based upon a research study of outstanding managers. The responses of the interviewee were compared to the validated response guide to determine the interviewee's consistency with the Proficiencies of Outstanding Managers.

This Talent Forensics Manager report is confidential and not to be copied or shared with others in any format, including verbal. Any questions about this report must be directed to VisionSpark at 5990 Venture Dr, Suite D, Dublin, OH 43017 or by calling 614.389.3375.

It is strongly recommended that the recipient of this report consult with VisionSpark to discuss the findings and how to interpret, understand and apply the results.

The information contained in this report is designed to assist in making hiring and/or promotion decisions. In considering the information, the recipient is strongly advised not to make any hiring decisions solely on this report or any part of it. In comparing several candidates, the highest Predictability Index does not necessarily indicate the best choice for the given position. This report is designed to help the recipient discover the attitudes, values, and behaviors of the interviewee.

It is also strongly recommended that this report is used to prepare for additional interviews with the interviewee.

SCORING KEY FOR MANAGERS *

- 75 - 100 Excellent candidate, performing strongly in all areas.
- 65 - 74.9 Strong candidate, performing well in most areas.
- 50 - 64.9 Solid candidate with some areas to further explore.
- 35- 49.9 Candidate k]h `several `ufYUg`cZj i `bYfUV`]h]Yg. Training recommended.
- 1 bXYf`34.9` Possibly inexperienced or in wrong position. Little or no prior training. Further training is needed.

*Lower scores are to be expected for candidates in highly technical positions and industries (i.e. Engineering, Construction, etc.)

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ANALYSIS

TALENT FORENSICS MANAGER STUDY PREDICTABILITY

Based on Doug's responses to the questions asked from the Talent Forensics Manager Study, he is consistent with the criteria for a manager's position. As he scored a 60.50, he is a "solid candidate with some areas to further explore." In addition to the questions generated by the Achiever® Assessment, several interview questions have been included in this report to help ABC Company probe and learn more about Doug in specific areas.

AREAS OF EXPERTISE

Leader/Manager

Doug is effective and efficient when managing situations and events and when leading people. He has a thorough working knowledge of specific management values and behaviors. He has an understanding of budgets, the work-flow of projects and how to put teams together. He operates from a base of anticipation and prevention in order to minimize crisis and conflict.

Communicator

Doug is an open and honest communicator. He utilizes many forms of communicating; verbal, non-verbal, and written. One-to-one interaction is of great importance to him, as well as written follow-up. He is a good listener constantly seeking to gain insights to help employees and customers. Most likely, he is one whom others seek out so they can be heard. He typically will respond to inquiries in a logical way.

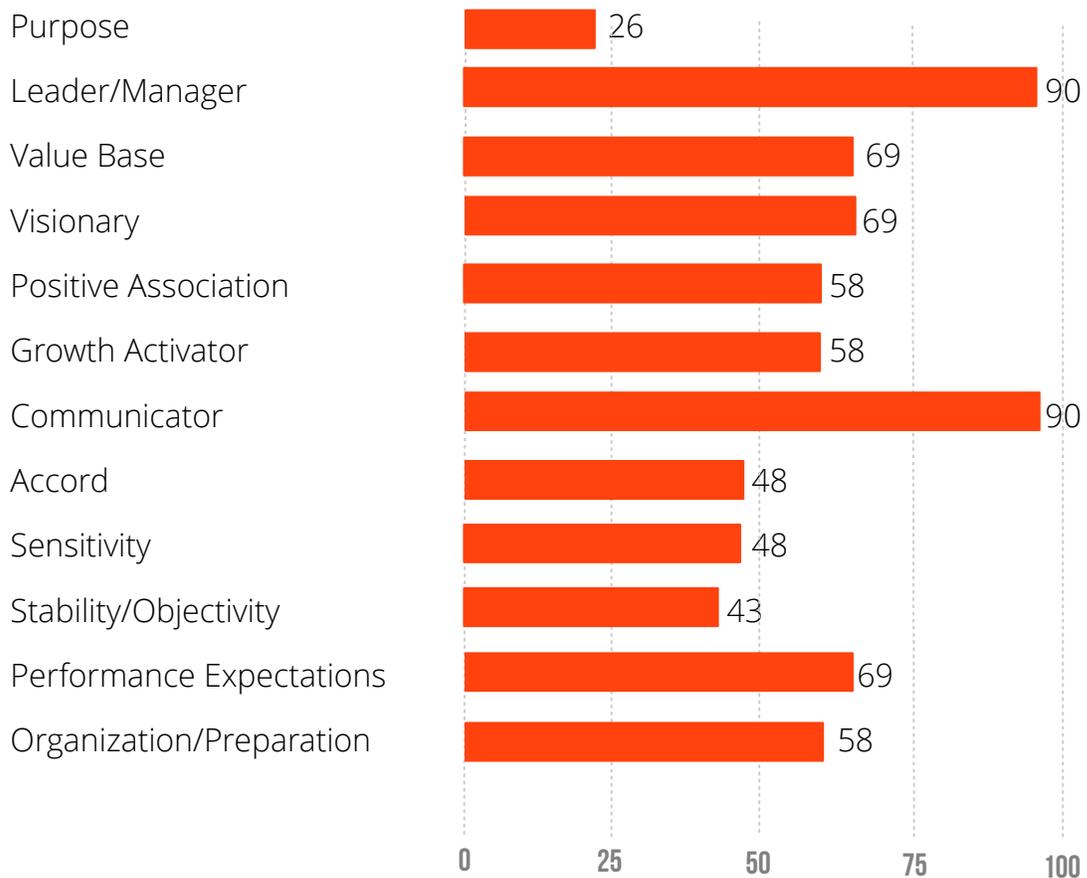
AREAS OF FURTHER EXPLORATION

Purpose

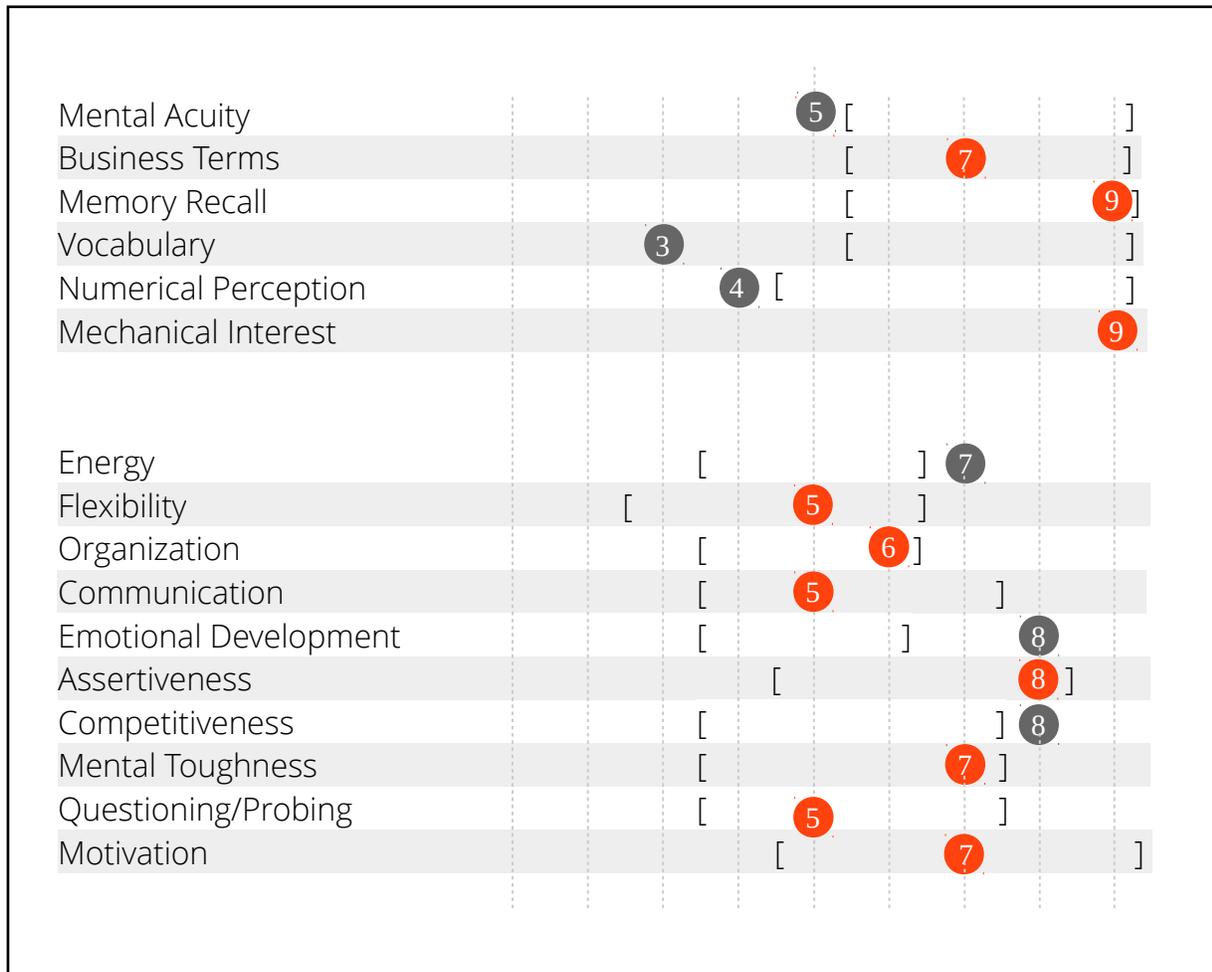
Doug likes to see projects and people be successful. However, whether he would uncover the actual needs of a client and what specific strategies he would use, should be further explored. He may not strive or know how to make a long-lasting, positive impact on the organization and its employees. While he has an appreciation for the significance of the role, he may not use the influence of the position to promote employee growth, customer satisfaction, and organizational direction. Therefore, he may not spend time and energy on improving the working environment, customer satisfaction, and overall credibility of the organization.

EXAMINE SUMMARY: DOUG SAMPLE

12 MANAGER SUCCESS TRAITS



ACHIEVER SUMMARY: DOUG SAMPLE



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12 SUCCESS TRAITS OF A MANAGER

PURPOSE | 26 |

This manager strives to make a long-lasting, positive impact on the organization and its people. This person has an appreciation for the significance of the role and a realistic view of the influence of the position for promoting employee growth, customer satisfaction, and organizational direction. Believing others want to do their very best is characteristic of this person. This manager's greatest satisfaction comes from the growth of employees and improving the "bottom line."

Considerable time and energy is devoted to improving the working environment, customer satisfaction, and the overall credibility of the organization.

LEADER/MANAGER | 90 |

This manager is effective and efficient when managing situations and events and when leading people. This person has a thorough working knowledge of specific management values and behaviors. This manager operates from a base of anticipation and prevention in order to minimize crisis and conflict. This manager has an understanding of the financial practices and procedures of the organization. Establishing long and short range goals relating to personnel, facilities, equipment, and finances is typical of this manager. This manager is prevention-oriented; therefore, is highly supportive of ongoing preventive maintenance programs. This manager can best be described as having an excellent balance of leadership style and management behavior.

VALUE BASE | 69 |

This manager has a strong value system and performs in ways that are consistent with stated beliefs. The strength in the value base comes from the emphasis placed on the worth and dignity of others. This manager sees the positive in most situations and people and helps others to do the same. This person is cognizant of the significance of the manager's role; therefore, she/he exercises care to represent the position accordingly. This manager has a strong desire to bring high credibility to leadership positions in business and industry.

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VISIONARY | 69 |

This manager lives in the reality of today, but sees its impact on tomorrow. Innovative, creative, and imaginative describe this person. She/he recognizes the importance of proven practices, as well as the necessity of change. This person knows the organization will grow if the “right” people are employed. This manager sees future success being directly related to personnel selection and development. This person strives to match employee strengths to customer needs. The ability to identify and develop talented people is characteristic of this manager. This person remains abreast of new trends and practices in business and industry.

POSITIVE ASSOCIATION | 58 |

This manager's human relation skills are outstanding. She/he values relationships with all audiences. Using many and varied strategies to develop and maintain relationships is characteristic of this manager. This person sees the positive and good in situations and freely communicates these insights. In addition to being positive, this person believes that knowing people well and interacting on a one-to-one basis is the key to favorable relationships. This manager likes people and wants to be liked by them. This person is valued by customers.

GROWTH ACTIVATOR | 58 |

This manager is a catalyst in a growth environment. This person facilitates growth opportunities for others; arranging, directing, implementing, and or instructing. This manager uses the talents of master instructors to help others. This person encourages all employees to be involved in growth activities. This manager is aware of the behaviors and attitudes of successful employees and uses this knowledge when selecting new employees. This person is a good delegator. Delegating to an employee's strengths and interests in order to help them accomplish and grow beyond their assigned job responsibilities, is a typical management behavior of this person.

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COMMUNICATOR | 90 |

This manager is an open and honest communicator. She/he uses many and varied ways of communicating; verbal, non-verbal, and written. One-to-one interaction is of great importance to this manager. She/he is a skilled presenter and discussion leader. This person is a good listener, constantly seeking to gain insights to help employees and customers. This manager relates the good and the positive to others. This person is one whom others seek out so they can be heard. Responding to inquiries in an adult logical way is typical of this manager.

ACCORD | 48 |

This manager works to establish open, honest working partnerships with the various employee groups. Involving others in decision-making, planning, and implementation is characteristic of this person. Many activities and strategies are used by this manager to give others ownership for successes in the organization. This manager constantly “fine-tunes” the organizational practices and procedures to maintain harmony between and among employee groups and with customers.

SENSITIVITY | 48 |

This manager is sensitive to the thoughts and feelings of employees and customers. She/he will focus quickly on the person and their needs; without losing sight of the task to be accomplished. This manager is visible, approachable, and shows a genuine interest in others. This manager is caring, concerned, and very believable. Due to a mission of helping others to grow, this person automatically moves to assess employee, customer, and organizational needs.

STABILITY/OBJECTIVITY | 43 |

This manager is calm and patient. Thorough data collection and input from parties affected by decisions helps this person to make good decisions. This person is seldom caught off-guard or taken by surprise due to their commitment to anticipating and preventing. She/he does not overreact or use poor judgment in conflict or crisis situations. A logical approach, patient in behavior, and confidence of direction, are characteristic of this manager.

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PERFORMANCE EXPECTATIONS | 69 |

This manager has high expectations of themselves and others. This person has a clear understanding of the relationship between employee performance evaluation and employee growth. This manager expects each job to be described with clearly stated responsibilities. This manager wants a specific system of evaluation with clearly spelled-out assessment criteria. She/he wants to be held accountable for performance and will hold others accountable. This manager has an appreciation for the balance between the performer and performance. She/he clearly defines areas for growth and expects others to do the same. This manager is continuously focusing on product perfection and customer satisfaction.

ORGANIZATION/PREPARATION | 58 |

This manager is highly organized and prepared and expects the same of others. Working from specific goals and priorities is standard practice for this person. She/he maintains a well-defined order and structure to both personal and professional activities. This manager spends considerable time planning and anticipating in order to prevent. Preparation is seen by this person as the key to reducing conflict and crisis. A commitment to high level organization and preparation for the benefit of others is typical of this manager. This person has a keen awareness of what's being communicated by others in the work environment.

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INTERVIEW QUESTIONS FOR DOUG SAMPLE

1. Please take 2 or 3 minutes and tell me what you would most like me to know about you.

2. Letting people know how they are doing is a key responsibility of a manager in our company. Please tell me about a time when you discussed a team member's performance with him/her.

How did the team member respond?

Did you notice any changes in performance?

Did you provide on-going support, i.e. coaching?