KORN FERRY ™

| HayGroup

Talent Q
Dimensions

Dimensions Report

Name **Ali Example**

Date of Report: **29/06/2016**

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Who could use components of this report:

HR professionals

Line managers

What can components of this report be used for:
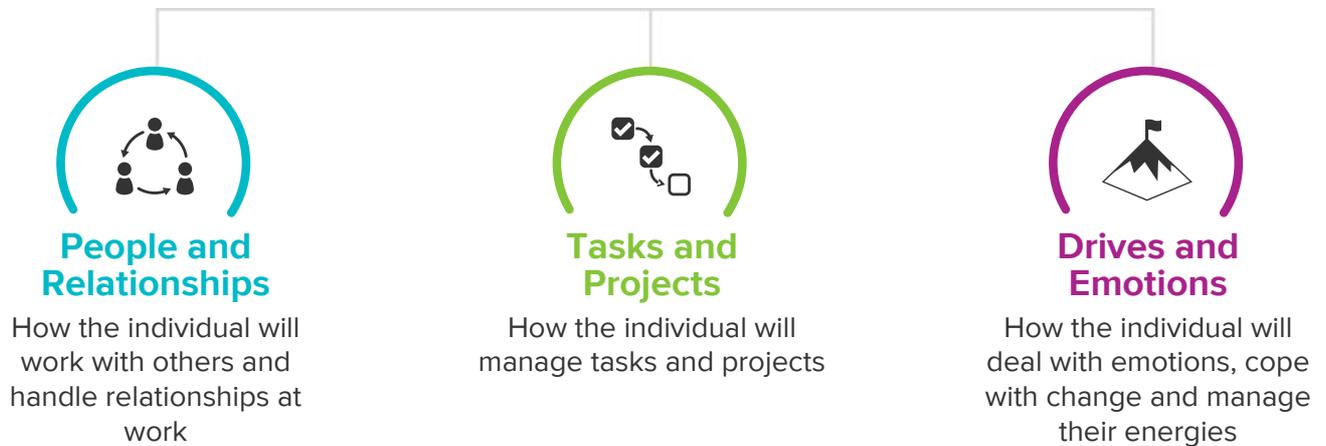
Internal resourcing

Recruitment

Assessment	Dimensions
Completed date	24/02/2016
Language	English (UK)

Introduction

Dimensions is an online personality questionnaire. It assesses and reports how individuals perceive their behaviours at work in relation to three key areas: people and relationships, tasks and projects, and drives and emotions.

Talent Q Dimensions Framework

People and Relationships

How the individual will work with others and handle relationships at work

Tasks and Projects

How the individual will manage tasks and projects

Drives and Emotions

How the individual will deal with emotions, cope with change and manage their energies

It combines valuable information, scientific rigour and ease of use for the line manager, HR professional, coach or trainer, and supports important talent decisions and development discussions. Inspired and developed by one of the pioneers in occupational testing – Roger Holdsworth – Dimensions draws on over five decades of experience in personality at work.

Personality drives performance

Personality influences the way people behave, which in turn impacts their performance and success in the role.

Cognitive Ability

Personality

Skills & Experience

Motivation

Behaviour —— **Performance**
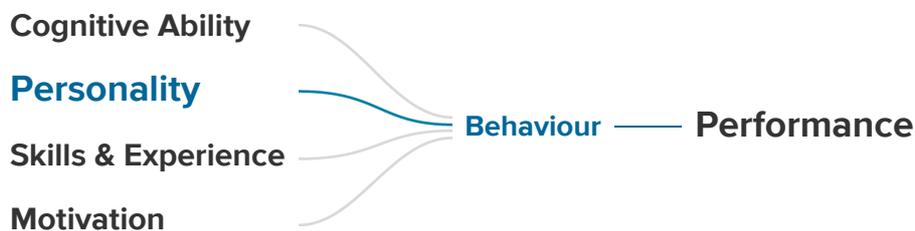
By using this report, you can gain scientific and objective insight into how an individual is likely to behave in the workplace. This insight helps organisations to:

- ✔ make better selection decisions
- ✔ develop individuals and teams
- ✔ identify high potential individuals
- ✔ improve performance and profitability.

Best practice across the talent lifecycle

With just a single completion of the questionnaire, data is provided that can be interpreted for a wide range of applications: recruitment, selection, identification of high potential and individual, team and leadership development. It provides a number of user-friendly reports that can be combined as required; not all reports are appropriate for all applications. The reports contain practitioner guidance and are available in a number of languages, enabling consistent assessment across different geographic regions.

Competency Report

This competency report has been designed for **line managers and HR professionals** to support recruitment decisions and development activities.

The report is based on the Talent Q Dimensions Competency Framework which includes 20 competencies required for success in today's modern organisations. The competencies are grouped under three domains relevant to workplace behaviour: People and Relationships, Tasks and Projects, and Drives and Emotions.
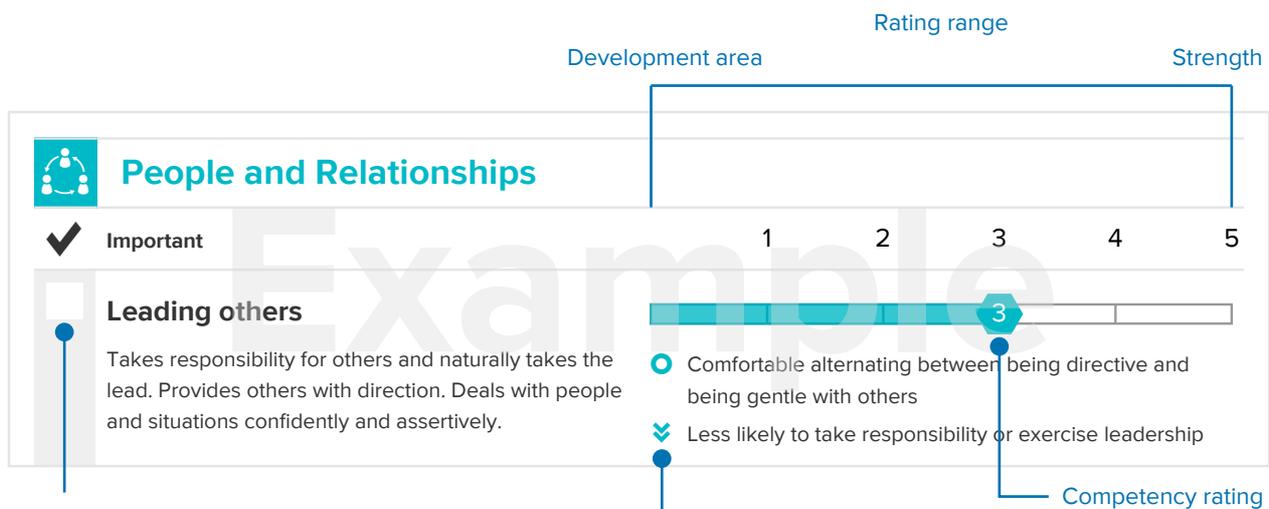
Likely behaviour at work

Based on the candidate's responses, this report provides an overview of the candidate's likely behaviour for each of the 20 competencies together with behavioural indicators which provide additional details about their potential behaviour at work.

How to select competencies

It is important to prioritise... Not all of these competencies will be required for the role you're focussing on. It's important to consider which of the 20 competencies are most relevant to successful performance in the job. Generally, it is advisable to select between 8-12 competencies for a particular role. Place a tick in the 'Important' column next to the competencies that are relevant to successful performance in the job, and focus on these competencies when making selection decisions or planning development activity.

Understanding how to use this report

Rating range

Development area

Strength

People and Relationships

✔ Important

| | 1 | 2 | 3 | 4 | 5 |

Leading others

Takes responsibility for others and naturally takes the lead. Provides others with direction. Deals with people and situations confidently and assertively.

3

O Comfortable alternating between being directive and being gentle with others

⌄⌄ Less likely to take responsibility or exercise leadership

Competency rating

Tick the most relevant competencies to the role, using the importance rating column (generally 8-12 for a particular role).

Descriptions of results:

⌃⌃ Key positive behaviour the candidate is likely to demonstrate

⌃ Positive behaviour the candidate is likely to demonstrate

O Neutral behaviour the candidate is likely to demonstrate

⌄ Negative behaviour the candidate is likely to demonstrate

⌄⌄ Key negative behaviour the candidate is likely to demonstrate

Competency Profile

People and Relationships

✔ Important	1	2	3	4	5

Leading others

Takes responsibility for others and naturally takes the lead. Provides others with direction. Deals with people and situations confidently and assertively.

2

- ○ Comfortable alternating between being directive and being gentle with others
- ⌄ Less likely to take responsibility or exercise leadership

Persuading and influencing

Influences others and negotiates to find successful outcomes. Looks for opportunities to win people over.

3

- ○ Reasonably comfortable influencing and persuading others
- ○ Enjoys some aspects of selling and negotiating in certain circumstances

Communicating with impact

Communicates with others confidently. Relates well to people across different situations. Delivers presentations with skill and confidence.

1

- ⌄ May find it difficult to easily relate to other people
- ⌄ Finds public speaking and formal engagements very challenging

Building networks

Takes the initiative in making new contacts. Maintains strong and productive relationships. Communicates frequently with their network of contacts.

1

- ⌄ Likely to have a somewhat limited network of contacts
- ⌄ Highly unlikely to create opportunities for meeting new people

Supporting teamwork

Prioritises the needs of the team. Supports and encourages people and seeks to work harmoniously with others. Creates opportunities for people to work together.

2

- ○ Takes a reasonably supportive and sensitive approach towards team members
- ○ At times, puts the team's priorities above own priorities
- ⌄ Often chooses to work alone and may avoid team environments
- ⌄ Often opts for uninterrupted working rather than open communication

Meeting customers' needs

Consults and listens to customers. Prioritises customer needs and ensures that they are met.

1

- ⌄ Tends to treat customer deadlines and promises as somewhat flexible
- ⌄ May form own views rather than asking what the client needs
- ⌄ Less likely to prioritise supporting and caring for customers

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Dimensions

People and Relationships

Important

| | 1 | 2 | 3 | 4 | 5 |

Developing others

Encourages and helps others to develop themselves. Listens to and empathises with others to understand their individual needs.

1

∨ Tends not to enjoy listening to others' motives and interests

∨ Shows very little interest in understanding how to get the best from people

∨ Invests very little time in supporting and developing others

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Tasks and Projects

Important	1	2	3	4	5

Applying numbers and statistics

Gathers relevant statistical and technical information. Uses data and statistics in problem-solving and decision-making. Recognises the usefulness of numerical data and analysis.

5

⌃⌃ Consistently applies statistics and numbers across many situations and problems

⌃⌃ Gathers and analyses relevant technical data across multiple situations

Problem-solving

Approaches problem solving analytically. Identifies and uses relevant information. Analyses problems from multiple perspectives.

5

⌃⌃ Approaches problems analytically, rather than intuitively

⌃⌃ Comfortable analysing the pros and cons of most problems

⌃ Fairly at ease dealing with complex, multi-faceted problems

Strategic orientation

Focuses on the big picture and strategic view of the organisation. Confidently handles complexity and applies relevant theoretical models to their work.

5

⌃⌃ A strategic thinker who is focused on the big picture

⌃ Reasonably comfortable working with complexity and the overall vision

⌃ Demonstrates strength when dealing with theories and concepts

Innovating and creating

Produces innovative approaches and ideas. Looks for radical and new techniques. Seeks to apply creativity in their role.

3

⌃ Probably quick to generate and apply radical ideas

⌄ Unlikely to be innovative, curious and imaginative

⌄ Tends to dislike roles requiring novelty and creativity

Planning and delivering

Plans for the short and long-term. Uses schedules and structures so that tasks will be completed on time and as specified.

3

○ A reasonably structured operator who follows plans to an extent

○ Gives priority to deadlines and promises as much as most

Creating efficiencies

Creates procedures that improve efficiency. Pays attention to detail and strives to be conscientious.

3

○ Likely to work methodically and efficiently to a certain extent

⌄ Unlikely to pay significant attention to detail in their work

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Dimensions

6

Drives and Emotions

✔ **Important**

	1	2	3	4	5

Coping with setbacks

Responds positively to stressful situations. Maintains an optimistic outlook and remains calm during difficult situations. Bounces back from setbacks quickly.

[2]

○ Generally optimistic but less so in challenging times

○ May lack composure in particularly trying situations

⌄ May find it difficult to bounce back from setbacks

⌄ Less relaxed and less able to cope with stress than many

Accepting criticism

Responds positively to feedback. Moves on easily when criticised by others. Resilient when faced with criticism.

[1]

○ Tends not to automatically blame self when things go wrong but may do on occasion

⌄⌄ Responds badly to criticism from others

Acting reliably and ethically

Upholds ethics, and follows rules laid down for their work. Operates in line with convention and delivers on their promises.

[3]

∧ Likely to be diligent in observing rules and regulations

⌄ May struggle to balance ethical expectations with conflicting priorities

⌄ May have difficulty honouring commitments and deadlines

Adapting to change

Adapts to change positively and accepts new procedures and ideas. Seeks opportunities for variety and change in their day to day work.

[2]

○ Responds as well as most to new ideas and unexpected challenges

⌄ Somewhat inflexible, finding it hard to adapt to change

⌄ Likely to thrive on routine, stability and predictability

Making decisions

Makes prompt decisions and takes decisive action even when faced with risk. Acts quickly and decisively.

[2]

⌄ Often takes time making and committing to decisions

⌄ Not particularly at ease making decisions that have associated risks

Commercial focus

Identifies and sells new business opportunities for the organisation. Handles commercial risk and negotiations with confidence.

[1]

○ Demonstrates some strengths when selling and negotiating certain deals

⌄⌄ Avoids taking risks even when the business requires it

Achieving goals

Sets ambitious career targets for self. Places career progression above other priorities. Strives to achieve challenging goals.

[4]

∧ Likely to thrive on completion and winning

○ Regularly strives to achieve targets and goals

⌄ Demonstrates only limited desire for career advancement

Talent Q
Dimensions

Talent Q Dimensions Competency Interview Guide

The Competency Interview Guide has been designed for **line managers and HR Professionals** to support with recruitment interviews.

The report is based on the Talent Q Dimensions Competency Framework which includes 20 competencies required for success in today's modern organisations. The competencies are grouped under three domains relevant to workplace behaviour: People and Relationships, Tasks and Projects, and Drives and Emotions.

How to select competencies

It is important to prioritise… Not all 20 competencies will be required for any single role, so it's important to identify the relevant competencies for the role you're recruiting for and ask interview questions based on these competencies only. This Interview Guide has been designed to be used in combination with the Talent Q Dimensions Competency Report. The Competency Report explains how to select the competencies that are important for the role; use this information to locate the relevant competencies in this Interview Guide.

Quick tip: We recommend you focus on only the most relevant competencies for the role, asking interview questions on no more than 6-8 competencies given the time constraints of an interview.

People and Relationships
Leading others
Persuading and influencing
Communicating with impact
Building networks
Supporting teamwork
Meeting customers' needs
Developing others

Drives and Emotions
Coping with setbacks
Accepting criticism
Acting reliably and ethically
Adapting to change
Making decisions
Commercial focus
Achieving goals

Tasks and Projects
Applying numbers and statistics
Problem-solving
Strategic orientation
Innovating and creating
Planning and delivering
Creating efficiencies

Five steps for conducting your competency based interviews

Competency based interviews provide valuable insight into how someone is likely to behave in future situations allowing you to make informed hiring decisions. Here are five steps for conducting your competency based interview:

1. Before the interview think about the role you are recruiting for. What competencies are important for success? These should form the focus of the competency based interview, rather than an individual's technical skills or qualifications.

2. Use the Interview questions to assess each competency. You may not need to ask all questions provided for each competency. Probe questions are provided should you need further information from the candidate.

3. For each answer a candidate provides, check that they have provided a STAR answer. STAR is an interview technique that you can use to ensure you have all of the information you need to evaluate what the candidate did. It works like this:

Situation: Has the candidate provided the background or context?

Task: Has the candidate explained the task or challenge they were faced with?

Action: Are you clear what action the candidate took? Make sure you understand specifically what the candidate did, rather than what others did, or the wider team. Keep asking: what was the candidate's role? What did they do?

Results: Has the candidate told you the outcome or results? What reflections do they have about it?

4. Take time to write notes as you go. It's likely you won't remember details after the interview, so use the section provided to record notes.

5. For each competency, provide a 1 to 5 rating. This will allow you to compare different candidates across competencies and make final decisions.

Competency Based Interview rating guide

1	**Not at all developed**	Significant development needed to meet the required level of competency for the role.	Strong evidence of negative behaviours.
2	**Underdeveloped**	Some development needed to meet the required level of competency for the role.	More negative behaviours than positive behaviours.
3	**Competent**	Meets the required level of competency for the role.	Mix of positive and negative behaviours.
4	**Very strong**	Exceeds the required level of competency for the role.	More positive than negative behaviours.
5	**Outstanding**	Outstanding level of competency in relation to the required level for the role.	Strong evidence of positive behaviours.
No Evidence	**No evidence**	No evidence provided to support this competency. This should only be used in exceptional situations.	No evidence of positive or negative behaviours.

Interview questions for: Ali Example

People and Relationships

Leading others

Takes responsibility for others and naturally takes the lead. Provides others with direction. Deals with people and situations confidently and assertively.

Tell me about a time when you have had to lead or coordinate the work of others to achieve a goal or project.

What did you do to provide others with direction?

How did you measure progress?

What was the outcome?

What did you learn from this personally?

Notes:

Give me an example of a time when you delegated an important piece of work to someone within your team.

What approach did you take to delegating the work?

How did you select the right individual for the job?

How did you support the individual to deliver?

What was the outcome?

Notes:

Leading others competency rating

Interview questions for: Ali Example

People and Relationships

Persuading and influencing

Influences others and negotiates to find successful outcomes. Looks for opportunities to win people over.

Tell me about a time when you successfully persuaded someone/others outside of your remit to buy into an idea/approach.

> What approach did you take?

> What resistance did you experience?

> How did you respond?

> How did you know you had won them over?

Notes:

Think about a recent situation in which you were unsuccessful in getting your point across.

> How did you approach it?

> What challenges did you experience?

> What could you have done differently?

> What have you learnt from this situation?

Notes:

Persuading and influencing competency rating

Interview questions for: Ali Example

People and Relationships

Communicating with impact

Communicates with others confidently. Relates well to people across different situations. Delivers presentations with skill and confidence.

Give me an example of a formal work event at which you have needed to make an impact.

What was the purpose of the event?

What approach did you take to get the most out of it?

How did you seek to engage others at the event?

How did this benefit you and those you engaged with?

Notes:

Tell me about your most successful presentation.

What was it that made it so successful?

How did you prepare?

Who was it delivered to?

What feedback did you get?

What did you learn from that experience?

Notes:

Communicating with impact competency rating

Interview questions for: Ali Example

People and Relationships

Building networks

Takes the initiative in making new contacts. Maintains strong and productive relationships. Communicates frequently with their network of contacts.

Tell me about a time when you have successfully made use of a contact/network of contacts to help you achieve something (e.g. introduce a change/idea).

How did you identify who to contact?

How did you approach them to help you?

What impact did their support have?

How have you maintained the relationship?

Notes:

Tell me about a time when you have found it hard to establish a relationship or engage a key 'contact'.

Why was it important to engage them?

What approach did you take to engage with them?

What was their response and how did you deal with it?

What would you have done differently?

Notes:

Building networks competency rating

Interview questions for: Ali Example

People and Relationships

Supporting teamwork

Prioritises the needs of the team. Supports and encourages people and seeks to work harmoniously with others. Creates opportunities for people to work together.

Give me an example of a situation where you've worked successfully as part of a team to achieve a goal.

What was your role?

What did you personally contribute to the success of the team?

What challenges did you encounter?

What was the outcome?

Notes:

Give me an example of a situation where you needed to work as part of a team under difficult circumstances.

What was your role?

What made it difficult?

How did you respond to this?

What was the outcome?

Notes:

Supporting teamwork competency rating

Interview questions for: Ali Example

People and Relationships

Meeting customers' needs

Consults and listens to customers. Prioritises customer needs and ensures that they are met.

Tell me about a recent time when you provided excellent service to a customer.

How did you seek to understand their needs?

What approach did you take to meet these?

What made this 'excellent' customer service?

What feedback did you receive from the customer?

Notes:

Tell me about a time when you have had to deal with a challenging customer.

Who was it and what made the situation challenging?

How did you approach the situation?

How did you maintain a professional attitude in your dealings with the customer?

What was the final outcome?

Notes:

Meeting customers' needs competency rating

Interview questions for: Ali Example

People and Relationships

Developing others

Encourages and helps others to develop themselves. Listens to and empathises with others to understand their individual needs.

Tell me about a time when you successfully supported someone to develop an area of knowledge or skill.

What was the situation?

What support did you give them?

How did they respond?

What was the outcome?

What does this say about your coaching style?

Notes:

What has been the most challenging feedback you have had to give someone?

What made it challenging?

How did you approach it?

What happened/changed as a result of this feedback?

What did you learn from this situation?

Notes:

Developing others competency rating

Interview questions for: Ali Example

Tasks and Projects

Applying numbers and statistics

Gathers relevant statistical and technical information. Uses data and statistics in problem-solving and decision-making. Recognises the usefulness of numerical data and analysis.

Tell me about a time when it was necessary to analyse complex data from different sources in order to solve a problem.

How did you determine the best way to select the data?

What approach did you take to analysing the data?

How did you draw your findings together?

What was the end result?

Notes:

Tell me about a time where you have had to work with incomplete/incorrect data.

What were you trying to analyse?

How did you identify you had incorrect/incomplete data?

What did you do?

What was the outcome?

Notes:

Applying numbers and statistics competency rating

Interview questions for: Ali Example

Tasks and Projects

Problem-solving

Approaches problem solving analytically. Identifies and uses relevant information. Analyses problems from multiple perspectives.

What are the typical problems you have to solve in your role? Give me an example of a particularly complex problem you have had to address.

> How did you analyse the problem?

> What solutions did you consider?

> How did you determine the best way to approach it?

> What does this say about your typical approach to problem-solving?

Notes:

Tell me about a problem you had to address which had an impact on a number of different stakeholder groups.

> How did you determine which stakeholders it affected?

> How did you identify the cause of the problem?

> How did you determine the best solution?

> How did you measure the effectiveness of the solution across the different groups?

Notes:

Problem-solving competency rating

Interview questions for: Ali Example

Tasks and Projects

Strategic orientation

Focuses on the big picture and strategic view of the organisation. Confidently handles complexity and applies relevant theoretical models to their work.

Give an example of a strategically important task/project you worked on.

What was your role?

What did you do?

What factors did you consider?

How did you make sure it fitted into the bigger picture?

How did the outcome benefit the organisation?

Notes:

Tell me about a time when the strategic goals of the organisation have conflicted with your vision or goals for your team?

What was the situation?

How did you go about aligning these?

What did you do?

What was the outcome?

What did you learn from this?

Notes:

Strategic orientation competency rating

Interview questions for: Ali Example

Tasks and Projects

Innovating and creating

Produces innovative approaches and ideas. Looks for radical and new techniques. Seeks to apply creativity in their role.

Tell me about an innovative approach you identified to address a business problem.

What was the problem you were trying to address?

How did you develop the solution?

How innovative was your solution?

How did you ensure it was workable?

What were the results?

How do you typically generate ideas in the workplace?

Notes:

Tell me about the most innovative idea you've had.

Where did your idea come from?

How did you get buy-in to it?

How did you implement it?

How effective was it?

Notes:

Innovating and creating competency rating

Interview questions for: Ali Example

Tasks and Projects

Planning and delivering

Plans for the short and long-term. Uses schedules and structures so that tasks will be completed on time and as specified.

Tell me about a time you had to plan a project or task.

    What important points did you have to consider?

    What did you include in your plan?

    How did you ensure you delivered on time?

    How successful was the plan?

Notes:

Describe a recent time where you/your team had to deliver work to a very tight deadline.

    What approach did you adopt to meet this deadline?

    What were the challenges, or contraints?

    How did you ensure quality/standards were maintained?

    How successful were you?

Notes:

Planning and delivering competency rating

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Interview questions for: Ali Example

Tasks and Projects

Creating efficiencies

Creates procedures that improve efficiency. Pays attention to detail and strives to be conscientious.

In what situations is it important for you to be close to the detail? Tell me about a time this was critical.

Why was this important?

What did you do to ensure accuracy?

What was the outcome?

Notes:

Tell me about a time where you had to create a procedure or new process.

How did you identify what was needed?

How did you go about setting this up?

What was the impact?

What would you have done differently?

Notes:

Creating efficiencies competency rating

Interview questions for: Ali Example

Drives and Emotions

Coping with setbacks

Responds positively to stressful situations. Maintains an optimistic outlook and remains calm during difficult situations. Bounces back from setbacks quickly.

Which recent project or situation has caused you the most stress?

What aspects of the situation were stressful for you?

What impact did this have on you?

How did you deal with it?

How effective was your approach?

Notes:

Tell me about a time when you had to keep yourself (or your team) going despite a significant rise in pressure?

What led to the increase in pressure?

What was your response to the situation?

What techniques did you find particularly helpful in managing this pressure?

What was the outcome?

Notes:

Coping with setbacks competency rating

Interview questions for: Ali Example

⛏ Drives and Emotions

Accepting criticism

Responds positively to feedback. Moves on easily when criticised by others. Resilient when faced with criticism.

Tell me about a time when you received negative or challenging feedback?

   What was said and by whom?

   What was your reaction?

   What action, if any, did you take as a result?

   What approaches or strategies would you share with others to help them be more open to feedback?

Notes:

When do you feel yourself becoming defensive in response to feedback? Give me an example.

   What was said, by whom?

   How did you respond?

   How could you have responded more positively?

   What did you learn from this?

Notes:

Accepting criticism competency rating

Interview questions for: Ali Example

Drives and Emotions

Acting reliably and ethically

Upholds ethics, and follows rules laid down for their work. Operates in line with convention and delivers on their promises.

Tell me about a time where adherence to rules/or a policy were critical for you/your team.

What was the situation?

Why was this so important?

What challenges did this present?

How did you ensure compliance?

What was the end result?

Notes:

Tell me about a time when you made a mistake in your job.

What caused you to make it?

What was the impact on yourself and others?

What action did you take to rectify it?

What did you learn from the situation?

Notes:

Acting reliably and ethically competency rating

Interview questions for: Ali Example

Drives and Emotions

Adapting to change

Adapts to change positively and accepts new procedures and ideas. Seeks opportunities for variety and change in their day to day work.

Describe an occasion when change has benefited you.

How did you identify the positive aspects of the proposed change?

How did you adapt your approach?

What challenges did you face?

How did it benefit you in the end?

Notes:

Describe an occasion when you found change challenging or uncomfortable.

What was the impact of the change and how did it affect you?

What aspects were uncomfortable for you?

How did you respond?

What does this say about your response to change?

How would you respond differently in the future?

Notes:

Adapting to change competency rating

Interview questions for: Ali Example

⛰ Drives and Emotions

Making decisions

Makes prompt decisions and takes decisive action even when faced with risk. Acts quickly and decisively.

Give me an example of a decision you had to make in the absence of all the information.

What was information missing?

How did you make your decision in the time available?

What impact did it have?

Would you do anything differently next time?

Notes:

Tell me about a time you had to make a quick decision.

What was the urgency?

How did you feel?

How did you make the decision?

How confident were you that you had made the correct decision?

Notes:

Making decisions competency rating

Interview questions for: Ali Example

Drives and Emotions

Commercial focus

Identifies and sells new business opportunities for the organisation. Handles commercial risk and negotiations with confidence.

Give me an example of a project or initiative where you had to show commercial awareness.

> What was your role?
>
> How did you address the economic/commercial aspects of the project?
>
> What was the outcome?
>
> What feedback did you receive?
>
> What does this event tell me about your level of commercial acumen?

Notes:

Tell me about a time you have been responsible for growing the sales or profitability of a venture.

> What was the venture and your role in it?
>
> How did you balance sales growth and profitability?
>
> What were the measures of your success?
>
> What did you learn from this experience that you have applied elsewhere?

Notes:

Commercial focus competency rating

Interview questions for: Ali Example

🏔 Drives and Emotions

Achieving goals

Sets ambitious career targets for self. Places career progression above other priorities. Strives to achieve challenging goals.

Tell me about a recent career goal you have set yourself.

Why was this important to you?

How have you set out to achieve this?

What challenges have you encountered?

What progress have you made?

Notes:

Tell me about a time where you failed to achieve a goal that was important to you.

What did you do to achieve it?

What caused you to fail?

What did you learn from this?

Why was it important?

Notes:

Achieving goals competency rating

Interview Guide summary

People and Relationships

✔ Important

Leading others

Takes responsibility for others and naturally takes the lead. Provides others with direction. Deals with people and situations confidently and assertively.

Summary notes:

Competency rating (1-5)

Persuading and influencing

Influences others and negotiates to find successful outcomes. Looks for opportunities to win people over.

Summary notes:

Competency rating (1-5)

Communicating with impact

Communicates with others confidently. Relates well to people across different situations. Delivers presentations with skill and confidence.

Summary notes:

Competency rating (1-5)

Building networks

Takes the initiative in making new contacts. Maintains strong and productive relationships. Communicates frequently with their network of contacts.

Summary notes:

Competency rating (1-5)

Interview Guide summary

People and Relationships

✔ Important

Supporting teamwork

Prioritises the needs of the team. Supports and encourages people and seeks to work harmoniously with others. Creates opportunities for people to work together.

Summary notes:

Competency rating (1-5)

Meeting customers' needs

Consults and listens to customers. Prioritises customer needs and ensures that they are met.

Summary notes:

Competency rating (1-5)

Developing others

Encourages and helps others to develop themselves. Listens to and empathises with others to understand their individual needs.

Summary notes:

Competency rating (1-5)

Interview Guide summary

Tasks and Projects

✔ Important

Applying numbers and statistics

Gathers relevant statistical and technical information. Uses data and statistics in problem-solving and decision-making. Recognises the usefulness of numerical data and analysis.

Summary notes:

Competency rating (1-5)

Problem-solving

Approaches problem solving analytically. Identifies and uses relevant information. Analyses problems from multiple perspectives.

Summary notes:

Competency rating (1-5)

Strategic orientation

Focuses on the big picture and strategic view of the organisation. Confidently handles complexity and applies relevant theoretical models to their work.

Summary notes:

Competency rating (1-5)

Innovating and creating

Produces innovative approaches and ideas. Looks for radical and new techniques. Seeks to apply creativity in their role.

Summary notes:

Competency rating (1-5)

Interview Guide summary

Tasks and Projects

✔ Important

Planning and delivering

Plans for the short and long-term. Uses schedules and structures so that tasks will be completed on time and as specified.

Summary notes:

Competency rating (1-5)

Creating efficiencies

Creates procedures that improve efficiency. Pays attention to detail and strives to be conscientious.

Summary notes:

Competency rating (1-5)

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Interview Guide summary

Drives and Emotions

✔ Important

Coping with setbacks

Responds positively to stressful situations. Maintains an optimistic outlook and remains calm during difficult situations. Bounces back from setbacks quickly.

Summary notes:

Competency rating (1-5)

Accepting criticism

Responds positively to feedback. Moves on easily when criticised by others. Resilient when faced with criticism.

Summary notes:

Competency rating (1-5)

Acting reliably and ethically

Upholds ethics, and follows rules laid down for their work. Operates in line with convention and delivers on their promises.

Summary notes:

Competency rating (1-5)

Adapting to change

Adapts to change positively and accepts new procedures and ideas. Seeks opportunities for variety and change in their day to day work.

Summary notes:

Competency rating (1-5)

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Interview Guide summary

Drives and Emotions

✔ Important

Making decisions

Makes prompt decisions and takes decisive action even when faced with risk. Acts quickly and decisively.

Summary notes:

Competency rating (1-5)

Commercial focus

Identifies and sells new business opportunities for the organisation. Handles commercial risk and negotiations with confidence.

Summary notes:

Competency rating (1-5)

Achieving goals

Sets ambitious career targets for self. Places career progression above other priorities. Strives to achieve challenging goals.

Summary notes:

Competency rating (1-5)

Recommendations

Overall summary:

About Korn Ferry

Korn Ferry is the preeminent global people and organizational advisory firm. We help leaders, organizations and societies succeed by releasing the full power and potential of people. Our nearly 7,000 colleagues deliver services through our Korn Ferry and our Hay Group and Futurestep divisions. Visit kornferry.com for more information

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