



Talent Q Dimensions

Dimensions Report

Name: **Ali Example**

Date of Report: **19/05/2017**

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Who could use components of this report:

-  Coaches
-  HR professionals
-  Trained practitioners

What can components of this report be used for:

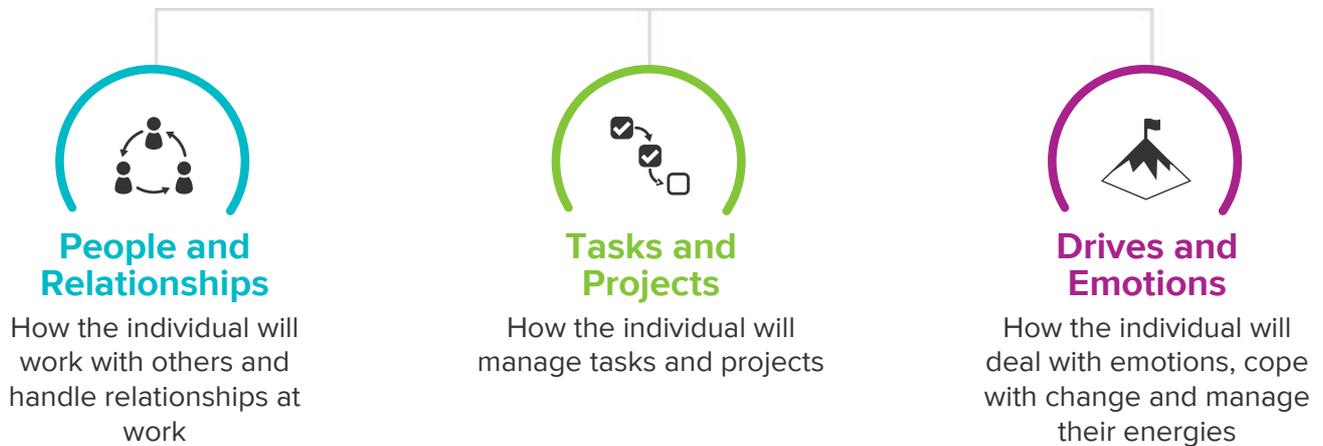
-  Individual development
-  Leadership development

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.

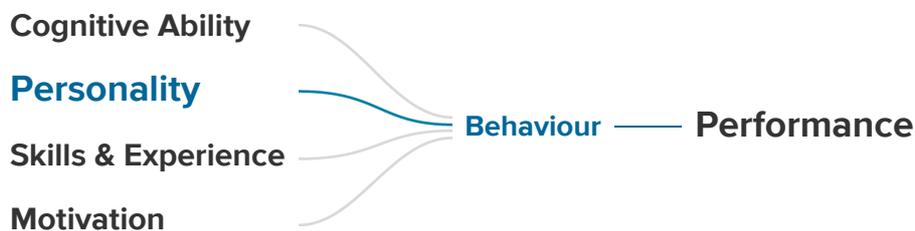
Talent Q Dimensions Framework



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.



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.

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.

Development Profile

Ali Example's responses have been classified under 45 indicators relating to her behaviour at work. Broadly, these cover three domains: Handling Relationships at Work, Thinking Style & Task Management, and Managing Energies & Emotions.

For each indicator the profile shows whether her responses are closest to the left hand description, the right hand description or in the middle.

This report is designed for use by experienced coaches and development experts.



Relationships at work

Communicative

Being independent of other people, not needing to refer to others

Networking

Building a network and operating with a wide circle of relevant contacts



Being able to keep secrets, avoiding exposure of own feelings

Communicating openly

Interacting and communicating openly with others to maintain close relationships



Being able to work on one's own, even in isolation

Teamworking

Preferring to work with others, rather than on one's own



Influencing

Preferring following to leading

Leading

Being a natural leader, and enjoying having responsibility for others



Readily accepting orders and instructions from others

Forcefulness

Having a dominant and forceful character, able to take a strong position in an argument



Being reasonable and gentle in any negotiation

Selling and negotiating

Being able to sell products or ideas to others



Socially Confident

Behaving in a low-key and discreet manner

Social skill

Being socially confident, showing charm and charisma



Being wary of new acquaintances, avoiding mixing too much

Initiating contacts

Taking the initiative in making contacts, fitting in easily with a wide range of people



Avoiding being talkative or showing off

Public speaking and presenting

Enjoying formal situations, public speaking and making presentations



Supportive

Leaving other people to their own devices

Supporting and encouraging

Being supportive and encouraging towards other people



Being tough-minded, avoiding sentimentality

Service-mindedness

Enjoying providing help and meeting other people's needs



Avoiding getting involved with, or interfering in, other people's problems

Helping Others

Developing and encouraging others, devoting time to helping people in difficulties



Consultative

Being able to operate without having to seek the views of others

Listening

Being a good listener and consulting with others



Avoiding over-tolerance of difficult or inappropriate behaviour

Empathy and tolerance

Being interested in other people's motives, having empathy



Going one's own way, letting others know if one disagrees with them

Agreeableness

Being agreeable, accepting and respecting other people's opinion



Tasks and projects

Analytical

Thinking intuitively rather than analytically

Analytic thinking

Being an analytical problem-solver



Avoiding over-reliance on hard information, or too much analysis

Informed and thorough

Having relevant information at one's finger-tips, and being able to see pros and cons



Being sceptical about numbers and statistics

Statistical mindedness

Being good at working with numbers, competent at handling statistics



Conceptual

Preferring to operate at a tactical or operational, rather than a strategic level

Strategic thinking

Being able to contribute to the development of strategy



Concentrating on finding simple solutions, rather than looking at a range of perspectives

Vision and complexity

Being a "visionary", understanding different perspectives on complex issues



Avoiding emphasis or dependence on theories

Theoretical mindedness

Understanding the theoretical models relevant to one's work



Creative

Avoiding too much curiosity or inquisitiveness

Imagination and curiosity

Being imaginative and inquisitive, always seeking new ideas



Being content with a job that has little creative scope

Need for novelty

Preferring new methods, and needing creative scope



Preferring conventional rather than radical ideas

Radical attitudes

Tending to embrace radical ideas and approaches



Methodical

Taking things as they come without over-organising

Planning and organising

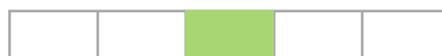
Planning and organising for the short and long-term



Being opposed to any form of bureaucracy

Efficiency

Operating in a methodical and procedural manner



Seeing the whole picture, rather than being overwhelmed by detail

Attention to detail

Giving due attention to accuracy at all levels



Conscientious

Being able to make small mistakes and get away with them

Ethical behaviour

Being focused on the maintenance of high ethical standards, and on the importance of values



Being able to "bend" rules and regulations which one finds limiting

Rule-following

Conscientiously following rules set down for one's work



Avoiding rigid adherence to deadlines

Adherence to commitments

Keeping any promises made, ensuring that any commitment is honoured





Drives and emotions

Relaxed

Understanding when fear or anxiety are appropriate

Stress-tolerance



Being able to cope with a high level of stress, having a calm and relaxed temperament

Being capable of showing frustration

Emotional control



Retaining one's composure, even in emotionally charged situations

Being sensitive to criticism, ready to take account of others' views of oneself

Ability to accept criticism



Being thick-skinned, and able to accept criticism

Resilient

Avoiding taking too rosy a view of the future, being more realistic than optimistic

Optimism



Always seeing the positive aspects of a situation, optimistic about the future

Taking one's time about coming to terms with failures

Coping with difficulty



Coping with problems, bouncing back quickly from any setbacks or failures

Accepting blame when this is appropriate

Avoidance of blame



Seeing oneself positively, avoiding too much self-criticism or blaming oneself

Flexible

Behaving stably and conforming to a predictable pattern

Flexibility and adaptability



Being able to change one's behaviour to match new circumstances

Resisting change which is just for the sake of change

Enjoying new challenges



Enjoying adapting to change and new challenge or circumstance

Being happy with routine and a static environment

Thriving on change



Thriving on variety in ones own work and work environment

Decisive & Action-oriented

Preferring to work at a leisurely pace, avoiding a hectic or frenetic style

Mental energy



Focusing on getting things done, having a high level of energy and stamina

Considering all the likely consequences before taking decisions

Decision-making



Being able to make rapid decisions, even when short of information

Avoiding taking any unnecessary risks

Risk-taking



Enjoying risk, danger and a fast pace of work

Achievement-oriented

Being more concerned with quality than with quantitative targets

Goal-orientation



Being goal-orientated, highly motivated to achieve defined goals and targets

Preferring a good work-life balance, rather than being a workaholic

Ambition



Being ambitious, putting work and career before other aims in life

Avoiding behaving in a competitive manner

Competitiveness



Thriving in a competitive environment

Development Feedback Report

Ali Example has completed the Dimensions Questionnaire. This report aims to help her to reflect on the implications of her responses. Her responses have been classified under 45 indicators relating to her behaviour at work. Broadly, these cover three domains: Handling Relationships at Work, Thinking Style & Task Management, and Managing Energies & Emotions.

Report Structure

These 45 indicators have then been divided into 3 groups, according to the relative strength of her responses. Some indicators have been classified as more emphasised, some others as less emphasised, and still others as unclear (not emphasised).

For each indicator which has been regarded as more or less emphasised, written feedback is provided which suggests both the strength and the possible development need that could be implied by her responses.

Reviewing the feedback comments

Because the feedback is based very directly on her responses, she will probably agree with most of it, although perhaps not all. She may like to discuss the report, and the possible implications of it with someone else. This person could be a professional coach or mentor; or it could be her manager or a close colleague; or she may just prefer to reflect on the feedback on her own.

Development activities

If she agrees with the feedback, or most of it, the next step is considering the implications for development. One key area to consider is developing and capitalising on her most emphasised indicators. Those indicators identified as possible strengths are likely to be areas where she may find it easy to operate. Given these strengths may be areas that she tends to find come naturally to her, it is likely she may be fairly comfortable developing her capabilities in these areas.

There are also likely to be some areas where she may wish to develop her ability to adapt or flex her behaviour to improve how she performs at work. For instance, rather than always playing to strengths there are likely to be occasions where she may wish to behave in a way that is different from her typical way of operating due to the needs of the particular situation or task. In these cases, where there is an unclear emphasis on a particular indicator, she may find it somewhat easier to behave flexibly. Where she has a strong orientation on a particular indicator, she may conversely find it a greater challenge to operate counter to this and she may feel this is an important area to develop greater flexibility.

In addition to identifying how she can build on her strengths and further develop, the report may also give useful insights as to the type of roles, tasks and organisational settings in which she will thrive. Finding opportunities where she can play to her strengths is likely to optimise both her satisfaction from work and success as a result of this. Realistically she may also benefit from identifying where she could adapt his behaviour to deliver the elements of a role which are less suited to her profile.

Development questions and approach

In summary, when interpreting her report she may wish to view it from three perspectives. Firstly, what are her key strengths which she may be able to capitalise on? Secondly, in which areas would it be helpful for her to operate outside her comfort zone in order to meet the needs of her role or other goals? Thirdly, given her profile, how can she seek out appropriate opportunities to ensure a good fit between her behavioural style and the work she is engaged in?

Development Feedback Report

When considering opportunities for development, some of the actions she might want to take will be obvious enough, and the first step towards adjusting her behaviour is always to be aware and insightful about it. By responding to the questionnaire in the way that she did, she will already have started that process. It is always useful to think about practical examples of each indicator in her working life, or even outside it. How does she think she could have been more successful if she had behaved differently, and how could she have behaved to achieve that? If she agrees with a remark that might on the face of it appear critical, and is unsure what she could do about it, then this is where the contribution of a third party can be particularly beneficial.

Whether she is working on her development on her own, or with someone else as her formal or informal coach, she may find it useful to be aware of the “GROW” model for coaching. GROW stands for Goal-Reality-Options-Will, involving the four key steps outlined below:

- 1. GOAL** Identify what her development activity should have as its Goal. What result or outcome does she seek? What challenge does she wish to solve? How will she know if she has been successful?

- 2. REALITY** Try to describe the current Reality which is her starting point. What are examples of the situation which she wants to change? When does this type of behaviour on her part show up as a difficulty? What are the effects of this behaviour?

- 3. OPTIONS** Explore the possible Options for improving her performance or solving the problem. How else could she behave in this respect? What might be the advantages and disadvantages of each option? How can she evaluate the options?

- 4. WILL** Establish the Will to change her behaviour as far as this is necessary or desirable. Even if she understands the goal, the reality and the options, she will not succeed without the right motivation. What does she really plan to do? What could stop her succeeding? How can she get feedback on her progress? How will she celebrate her success?

It may be cumbersome and lack focus to go through this process 45 times with every indicator, so it can be a good idea to group some of the indicators she wants to work on, or just concentrate on a few that she sees as the most important in helping her perform better in her role or meeting her career goals.

Development Feedback Report



People and Relationships

Most emphasised indicators:

Some of her strengths might be:

She is independent of other people, and does not need their contact in order to operate.

She is happy to take the lead from others, to be a follower rather than a leader, or to take a subordinate role.

She behaves in a low-key and discreet manner.

She avoids trying to analyse other people's motives or to put herself in their position.

She is tolerant and respectful of a wide range of different perspectives and opinions, and avoids acting in a way that disregards others.

Somewhat less emphasised indicators:

Some of her strengths might be:

She can keep secrets, and knows how to avoid exposing her own feelings.

She can work on her own, without the presence or help of others.

She is ready to accept ideas, orders or instructions from others; and she is a gentle negotiator.

She avoids being talkative or showing off, and is more at ease in informal settings.

She lets others get on with their own business, concentrating herself on other things.

She can operate without having to seek the views of others.

Unclear indicators:

Her style is balanced between influence and gentleness.

She is reasonably comfortable with new acquaintances, and she sometimes take the initiative in making contacts.

She is reasonably supportive and helpful towards other people.

She is moderately sensitive to other people's problems, and sometimes devotes time to helping those in difficulties.

On the other hand, she might like to consider that:

She may be too isolated or may lack an adequate circle of contacts.

She may be uncomfortable with having responsibility for others, or avoid taking the lead when she should do this.

She may be shy, often 'tongue-tied' or lost for words, perhaps lacking in charm or charisma.

She may sometimes misjudge other people's motives or fail to understand their behaviour.

Perhaps she is too keen to be conciliatory, even to the extent of tolerating what is basically unacceptable to her true norms.

On the other hand, she might like to consider that:

She may not communicate enough, and could seem too remote from other people.

She may be uncomfortable about having to work in a team, or about being dependent on other people.

She probably avoids having to sell ideas or products, and may be a weak negotiator.

She may not be confident about speaking in public, and may avoid getting involved in formal social settings.

She could seem rather cold, uninterested in giving service or helping others.

She is probably a poor listener, and may fail to take advice when she could benefit from this.

Development Feedback Report

Tasks and Projects

Most emphasised indicators:

Some of her strengths might be:

She has an analytical and objective approach to solving problems, and does not let emotion cloud her judgement.

She seeks to have relevant information at her finger-tips, views the data critically and is able to see the pros and cons of a proposal.

She enjoys working with numbers, likely to be confident about handling statistics, and sees no problem in terms of numbers and data.

She enjoys being involved in strategic work, and can contribute to the development of a 'vision'.

Somewhat less emphasised indicators:

Some of her strengths might be:

She can handle complexity confidently, and can deal with many-faceted issues.

She understands most theoretical models relevant to her work, and can cope with abstract ideas.

She avoids being too inquisitive or innovating just for the sake of it.

She respects and prefers "tried-and-tested" ways, gaining benefit from traditional methods.

She is able to entertain very radical views and values.

She has a healthy scepticism of bureaucracy, trying to see the whole picture and avoiding undue focus on detail.

She is not hidebound by conventional ideas of correctness, or by narrow concepts of ethics or morality.

She is very diligent in following rules that are set down for her work.

She avoids rigid adherence to deadlines, and knows when a commitment that she has given is no longer realistic.

Unclear indicators:

She believes to some extent in planning and organisation, but not to the exclusion of spontaneous action.

She is moderately methodical in her approach, but not unduly procedural, achieving an average level of efficiency.

On the other hand, she might like to consider that:

She could be too analytic in her approach to a problem, underestimating emotional aspects, and sometimes failing to use her intuition.

She may require more information than necessary to reach an opinion, or be too easily convinced by apparently incontrovertible facts.

She may rely too much on numbers and statistics, or ignore what cannot be calculated exactly.

She may not be as strong at tactical and operational matters as she is in formulating strategy.

On the other hand, she might like to consider that:

She may tend to over-complicate some simple issues.

Her thinking can sometimes be too abstract or theoretical, and not practical enough.

She seems to be rather lacking in imagination and curiosity.

She is probably reluctant to try out new techniques or methods, and may miss out in this way.

She may lack respect for traditional values or ways of seeing things.

She may be inaccurate or inattentive to the importance of detail.

She could seem to lack a defined ethical code, or a set of principles for her behaviour.

She may interpret rules and regulations too literally at times.

She may sometimes be careless about meeting deadlines, or fulfilling what appear to be commitments she has made.

Development Feedback Report

Drives and Emotions

Most emphasised indicators:

Some of her strengths might be:

She may be perceptive and sensitive to what others think of her, allowing her behaviour to be affected by this.

On the other hand, she might like to consider that:

It is likely that she is over-sensitive to criticism, and could feel concerned or hurt if other people do not respond positively to her.

Somewhat less emphasised indicators:

Some of her strengths might be:

She understands when fear or anxiety are appropriate, and avoids appearing inappropriately relaxed in tense situations.

On the other hand, she might like to consider that:

She is probably rather a tense and nervous person, could appear too easily afraid or anxious, and may have difficulty in coping with stress.

She can accept blame when this is appropriate, or when failure is due to her.

She could blame herself too readily for anything that goes wrong, and fail to recognise the impact of factors outside of her control.

She behaves stably and conforms to a predictable pattern.

Her behaviour may often be inflexible, and her attitudes may be rigid or overly predictable.

She is happy with routine and a static environment, and is content for her work not to vary from day to day.

She may not be able to cope with a great deal of variety of work, or of the environment in which it takes place.

She prefers to work in a leisurely manner, and she avoids a hectic or frenetic pace of work.

She may tire easily, or lack stamina, and sometimes find it challenging to keep up with others in her team.

She will usually consider all likely consequences before making a decision, and her pace of work will be appropriately measured.

She may have difficulty in making decisions or acting quickly, or without all the information she might like to have as a basis for them.

She likes to reflect carefully before taking action, and avoids taking any unnecessary risks.

She is likely to avoid risks, even to the extent of being unable to take necessary and timely action.

She is goal-oriented, and is highly motivated to achieve clear targets and goals.

She may at times be overly focused on quantitative targets, and should make sure that she always respects the need for quality.

She thrives in a competitive environment, and tends to end up on the winning side.

She needs to make sure that her competitiveness is not too narrow or aggressive, and that it does not lead to poor quality actions.

Unclear indicators:

She sometimes shows her feelings, but generally keeps them sufficiently under control.

She is generally realistic in her expectations, neither overly optimistic nor a pessimist.

She has good coping strategies, although she does not rush to move on after a setback or failure.

She adapts reasonably well to new situations or challenges, but does not require constant change.

She probably manages to combine interest in furthering her career with other aspects of the quality of her life.



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