

Introduction: What is this and how can I use it?

Let's face it – just about every one of us has been in the 'wrong job' at one point or another in our working life, and can describe in detail what it was that just didn't work – it could have been a rocky relationship with a manager, or that the work itself didn't allow us to play at our best, or that co-workers or customers kept getting under our skin.

These are realities just about everyone faces at work, sooner or later. They cause friction and stress – not just for the individual, but for those around them also, at work and at home. And that same friction also causes huge inefficiencies for the organization.

Our entire focus is on giving people and the organizations where they work, better information so they can make better choices. The TalentSorter questionnaire you completed is one of a kind... it's a world-class tool based on the most up-to-date research in behavioral science, and it's designed specifically to help you and the organization you're applying to evaluate whether this is likely to be the 'right next thing', for each of you.

Research bears out that the most successful people are those who are self-aware, who understand their unique strengths and interests (as well as their non-strengths and the things that don't interest them)... and who use that information to steer their career in the direction of roles where they can play to their strengths more of the time, doing work that they enjoy and that interests them, with people who give them energy and encourage them to always bring their 'A game'.

The same principles apply, whether it's a first job out of school, or in mid-career: ***when the fit's right, work feels less like work, and a whole lot more gets done. Easier, faster, and better.***

This report is written specifically about Sally Sample – not Sally in relation to a specific job, but Sally as an individual.

We've taken what Sally told us when they completed the TalentSorter questionnaire and compiled a report that is as unique as a fingerprint, describing Sally's attitudes, tendencies and preferences.

In some roles, these will be strengths; in other roles, they could be a recipe for disaster. The key is to understand clearly the essential nature of the individual as well as the requirements of the role and the reality of the environment... and decide whether, on balance, they are compatible.

Beyond simply reading the attached report, there is one really good way to put this information to work. We suggest that Sally sit down with a copy of this, with two different color pens or highlighters handy. Ask Sally to:

1. Read the report once, all the way through.
2. After taking a moment to digest the comments, start again at the beginning.
3. In one color, highlight the comments that describe attributes that Sally sees as strengths in their current or most recent role... and the jot down specific examples to discuss.
4. In the other color, highlight statements that describe attributes that have been non-strengths, or that may even have caused problems on the job. Again, jot down specific examples. The highlighted comments will be useful discussion points in your next conversation.

Sally, if you are doing this exercise on your own, it should give you some interesting insights into what to look for in jobs that help you play to your strengths more of the time. This information will also be valuable as you plan your own professional development and personal growth.

Remember, finding the *right fit* benefits both you and your employer.

Critical Thinking and Reasoning

This section is best described as 'how you think'. You were presented with a series of math and word problems and asked to choose the answer you felt was correct. Based on your responses, it appears that:

- You are generally able to analyze large amounts of data with ease.
- You typically prefer an environment that allows you to solve complex problems on your own.
- Your strong numeric and verbal abilities typically result in sound decisions based on the analysis of data.
- You usually prefer to approach verbal and numerical data on your own and without the assistance of others.

Core Behavioral Traits

This section is all about 'who you are' – how you typically behave, what lights you up and what shuts you down, and how you likely respond in different situations. We have looked at a total of up to 25 different characteristics:

First, your Signature Traits – these are the characteristics that are usually more pronounced and that make you stand out from the general population.

As it relates to these Signature Traits, we help you understand the trait better by making reference to how you rank in that trait compared to the general population; in some cases, you will have more of a given trait than most people, while in others you will display it in a more subtle way than most people would. They are laid out for you in declining order, beginning with your most pronounced traits.

It is important to stress that neither is good or bad – having more or less of a given characteristic is what makes you, 'you'.

Conscientiousness

Tendency to strive for perfection, sometimes at all costs.

You display your Conscientiousness differently than most people.

- You usually prefer to work in an unstructured work environment that welcomes spontaneity.
- You often prefer to go with the flow and tend not to plan your actions too far in advance.
- Your work style is typically unstructured and may seem disorganized to others.
- You often jump into a task without an established plan.

Decisiveness

Reflects how confident someone is in accepting the risk of making a decision in a timely fashion using what information is available at the time.

You rank higher than most people in Decisiveness.

- You generally make decisions in a timely manner even if you lack information.
- You are typically not afraid to take risks and make quick decisions when you have adequate information.
- You generally feel sure of your ability to make a decision, even if you lack some information.
- Because of your certainty in your decision-making skills, you are generally able to make decisions in emergency situations.

Resolve

Willingness to work for the intrinsic benefit of work and its ability to enhance character.

You display your Resolve differently than most people.

- You typically believe your work is just an aspect of life, and it doesn't define you.
- The rewards associated with the work you do are generally more important to you than the sense of personal success.
- You are not driven by a need to be successful but rather by the compensation associated with your job.
- You generally are not passionate about your work and usually do not get a lot of enjoyment or pleasure out of it.

Now, your other traits and attributes:

Stability

Degree to which one reacts positively to negative or stressful situations.

- Your point of view and feelings may sometimes be misinterpreted by others.
- Although you naturally act on instinct in stressful situations, you are capable of logically considering the situation on occasion.
- You sometimes have difficulty containing your emotions during stressful situations.
- Although your approach to problem solving is usually reactive, you are capable of assessing your options before acting in low stress situations.

Control

Tendency to take charge of people and situations. Leads more than follows. It is often associated with expressing confidence.

- You are typically comfortable making challenging decisions in a group.
- You are usually motivated to take charge in most situations.
- You often enjoy leading a group at challenging tasks.
- You are generally confident taking a leadership role in most situations.

Gregariousness

Tendency to be outgoing and people-oriented.

- Although you generally enjoy working with others on projects, you do appreciate the chance to work alone on occasion.
- You typically enjoy attending social functions and interacting with others on occasion.
- Although you can easily initiate conversations with others, you are sometimes shy at large social functions.
- While you often have a moderate network of friends, you usually don't need social interaction on a daily basis.

Agreeableness

Tendency to be friendly, approachable, and easy to get along with.

- You often prefer to work towards your own goals rather than the goals of the group.
- You sometimes find it challenging to work with others and come to a consensus on a common goal.
- Your tendency to challenge rules may sometimes get you in trouble.
- You often have difficulty yielding to group consensus when working toward a collective goal.