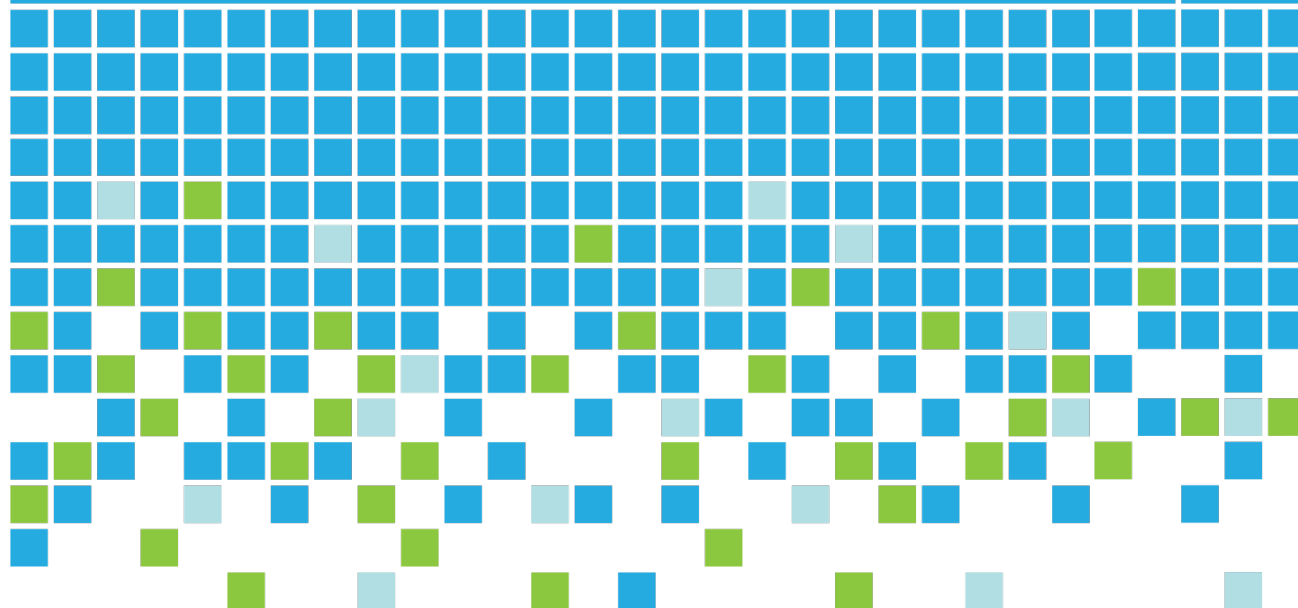




Personality

Detail Report

Name: Simon Sample
Company: Talegent
Date: 14 April 2018

This report is confidential and its contents are intended to assist in the prediction of a candidate's work behaviour. If you would like more information about this interpretive report or other products that Talegent offers please contact your account representative.

Report Content

Confidential

The contents of this report contain sensitive personal information. You are advised to keep it in a secure location with minimum access.

Purpose

The report is for use for recruitment and career development. The reason this report was requested influences the information given and the conclusions drawn. The information is intended to enable you to draw on hypotheses for further exploration in the decision process. The PATH Personality Questionnaire is designed to measure motivation, work style and preferences and likely workplace behaviour.

Format

The candidate's results are discussed in the context of the twenty-eight scales and two response style indicators on the Talegent PATH Personality Questionnaire. These are presented in 5 sections: Interpersonal, Temperament, Thinking, Execution, and Drive.

Please Note

A candidate's results on this questionnaire come about through a comparison of their scores with a relevant comparison group. Please bear in mind that this is a self-report questionnaire. This means that a candidate's results should represent the way that they see themselves and their behaviour, rather than how someone else might describe them. Nevertheless, research suggests that self-report can be a powerful predictor of how they will operate at work.

Influential

STEN

Doubts ability to persuade others



Confident in powers of persuasion

- Simon is expected to be about as good as most others at influencing the thoughts and feelings of other people.
- Simon is likely to attempt to change other people's opinions in areas that he/she is most passionate about.
- He/she is expected to generally be effective at persuading other people to see things from his/her point of view.
- He/she may be capable of getting other people to do what he/she wants them to do some of the time.
- Simon may be effective at negotiating with others concerning things which he/she cares considerably about.

Directing

STEN

Prefers to follow the lead of others



Prefers to take charge and lead

- Simon's responses suggest that he/she is likely to enjoy directing others or leading a team to a similar degree to most of his/her peers.
- He/she is likely to be comfortable leading others when he/she feels that he/she is the best person to do so.
- Simon is expected to work well in either a leadership position or following the guidance of other people, depending on the situation.
- He/she may put himself/herself in a leadership position when he/she is especially interested in a given outcome or when he/she feels that it is an area of his/her expertise.

Motivating

STEN

Less effective at inspiring others



Confident in ability to motivate others

- Simon has indicated that he/she believes himself/herself to be about as good as most people at motivating other people.
- On occasion, he/she is likely to attempt to inspire colleagues or subordinates in the workplace.
- At other times, Simon may prefer to let other people drive their own performance.
- He/she is expected to be similar to most in terms of the importance that he/she places on inspiring others.

Amiable

STEN

Requires more time to form bonds



Easily connects with others

- Simon profiles as being similar to most of his/her peers in terms of his/her interest in creating a strong first impression.
- He/she is expected to dedicate some time and effort into ensuring that other people feel at ease around them, such as by making appropriate eye contact during social interactions.
- Demonstrating a tendency to engage in some of the behaviours that encourage the formation of bonds with other people, Simon is likely to take a similar amount of time as most people to build relationships in the workplace.

Empathetic

STEN

Uncomfortable with others' feelings



Deep concern with how others feel

- Simon profiles as being similar to most in terms of how interested he/she is in the thoughts and feelings of other people.
- He/she should generally feel comfortable when others discuss their feelings with them, although he/she may not actively seek out conversations about feelings with other people.
- Simon should dedicate an appropriate amount of time to considering how his/her decisions might impact upon other people.

Collaborative

STEN

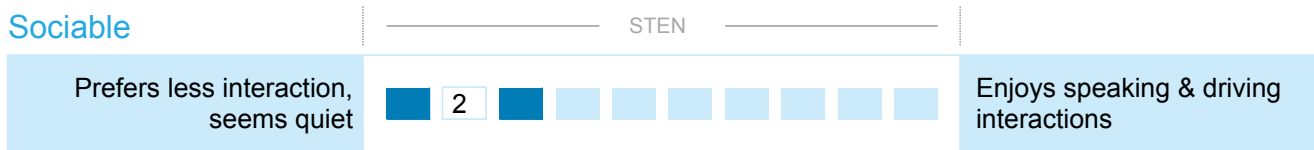
Prefers to work independently



Enjoys working closely with others

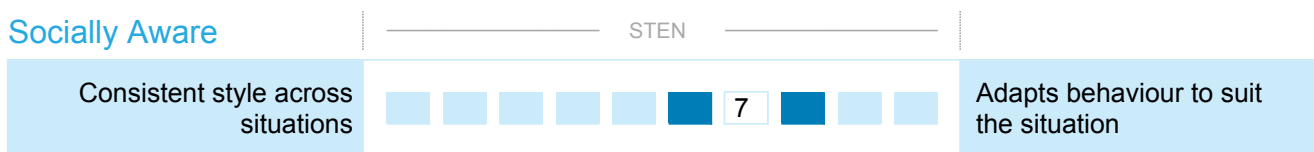
- Simon is expected to work as well as most others in team situations.
- Similar to most others, he/she should generally be capable of prioritising the needs of the team over his/her own objectives.
- He/she is likely to come across as being cooperative and fairly flexible in most team situations.
- Simon is expected to be comfortable working either in a team situation or independently, depending on what is required of them.
- He/she is likely to enjoy working with a team some of the time.

Sociable



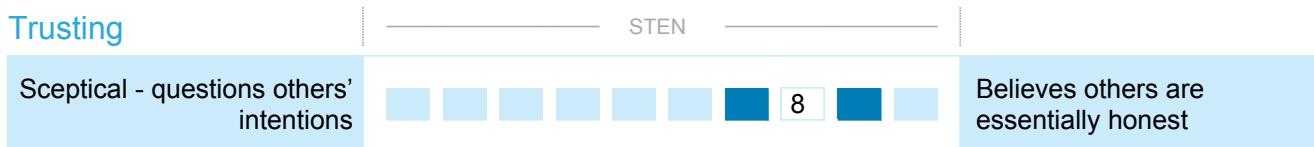
- Simon has indicated that he/she prefers less social interaction than most of his/her peers.
- In the workplace, he/she is likely to interact with other people in a professional, rather than friendly, manner, and he/she is likely to rely on others to drive interactions.
- Simon may be less effective than many others at networking with other people.
- He/she may experience social fatigue when he/she spends a great deal of time interacting with others.

Socially Aware



- Simon has indicated that he/she is highly interested in understanding the behaviour of others.
- When interacting with others, he/she is expected to readily change his/her behaviour on the basis of the situation and who he/she is interacting with.
- He/she is expected to consistently pick up on social cues such as people's body language or tone of voice and respond to these appropriately.
- He/she is expected to be very confident in his/her ability to understand why people behave in the ways that they do.

Trusting



- Simon's responses suggest that he/she is likely to be more trusting than most other people.
- He/she is likely to put his/her trust in other people more quickly than most other people do.
- Simon is likely to believe that most people are inherently good and that they aren't attempting to deceive them.
- As a result of his/her highly trusting nature, Simon may be at risk of being deceived or taken advantage of by other people.

Accepting

STEN

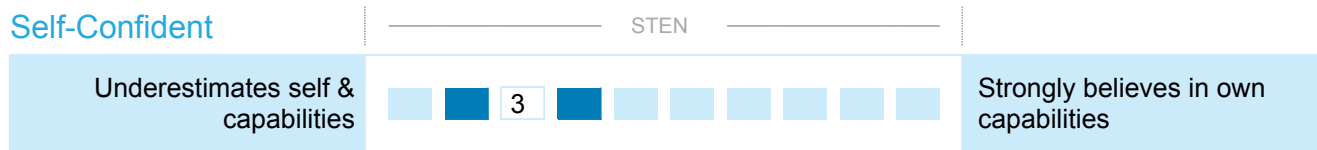
Prefers people similar to self



Appreciates & embraces diversity

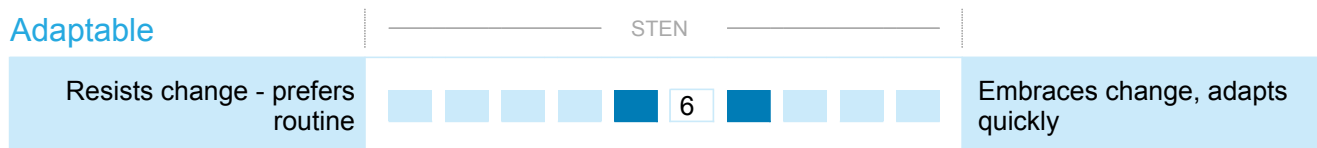
- Simon is likely to be similar to most other people in terms of how open he/she is to the views, beliefs, and lifestyles of other people.
- Although Simon is expected to get along best with those that are quite similar to himself/herself, he/she is likely to generally enjoy interacting with people with different ideas and perspectives.
- He/she is likely to be capable of establishing common ground with people who differ from them.
- Simon is likely to hold on to certain personal beliefs reasonably strongly but be open to considering a number of different beliefs and ideas.

Self-Confident



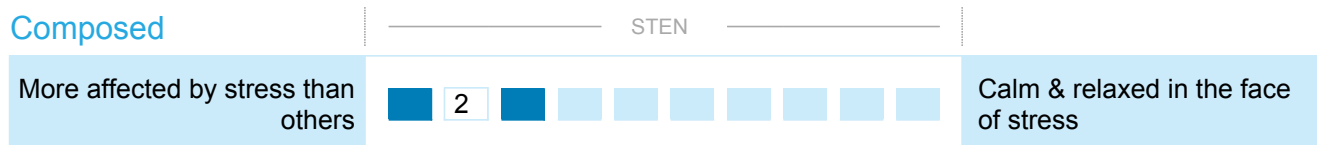
- Simon may be quick to highlight his/her weaknesses when evaluating challenges.
- He/she is likely to prefer not to attempt new things without clear guidance or direction from others. He/she may prefer a few practises before being required to try something on his/her own.
- Simon may require substantial encouragement to step outside his/her “comfort zone”.
- Simon's responses also suggest that he/she may not be particularly confident in his/her judgement most of the time.

Adaptable



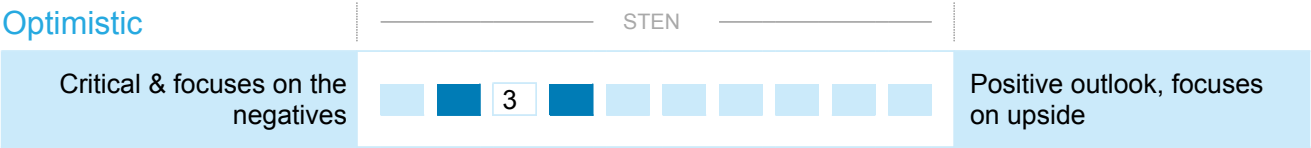
- Simon has indicated that he/she is open to changes in his/her work activities and routine, but may prefer that these are well justified.
- Simon is expected to accept imposed changes in his/her work environment.
- He/she is as likely as his/her peers to see the potential problems with change but should be able to see past these and not impede improvements.
- On occasion, Simon may initiate change in the workplace.

Composed



- Simon has indicated that he/she finds it more difficult to maintain composure during difficult situations than his/her peers.
- Simon is expected to openly demonstrate an emotional response to situations.
- He/she is more likely than his/her peers to be affected by the stressors in his/her life.
- Simon is likely to be reluctant to persevere through stressful situations.

Optimistic



- Simon profiles as being less optimistic than most of his/her peers.
- Simon may have a tendency to be cautious about the future.
- He/she is expected to be excellent at identifying the potential risks in situations, but be less effective at pointing out the potential benefits.
- Simon may be less inclined to express a positive outlook than most other people.

Data Driven

STEN

Dislikes numbers & statistics



Solves problems using metrics

- Simon's responses suggest that he/she is likely to be similar to most other people in terms of how much he/she enjoys examining numbers and figures when making decisions.
- Simon is expected to generally be comfortable dealing with empirical data in the workplace.
- He/she is not expected to avoid situations where he/she would be expected to work with facts and figures.
- Simon is not expected to be concerned if required to solve problems using numerical information as part of his/her role.

Intuitive

STEN

Needs facts & data to be convinced



Trusts gut instinct & experience

- Simon has indicated that he/she is less inclined than most other people to use personal intuition and experience when making decisions.
- Simon is not expected to trust in his/her "gut feelings", preferring to instead rely on data and facts.
- He/she is likely to work through problems in a careful, systematic manner.
- He/she may have a tendency to hold subjective information in low esteem when decision making.

Analytical

STEN

Accepts data at face value



Evaluates information critically

- Simon profiles as being less interested than most others in evaluating information critically.
- Simon may have a tendency to accept data at face value rather than questioning the underlying factors.
- He/she may tend to rely on intuition rather than utilising critical analysis when making decisions.
- As Simon is not expected to spend much time analysing data, he/she is unlikely to hold up the decision-making process.

Strategic

STEN

Short-term, immediate focus



Focus on big picture, long-term impact

- Simon's responses suggest that he/she tends to take a shorter-term perspective than most other people.
- He/she is likely to be most interested in maximising short-term outcomes rather than long-term outcomes.
- Simon is likely to be less concerned than most others with planning for future events.
- Simon may have a tendency to relinquish or ignore long-term outcomes in order to maximise the immediate pay-offs.

Theoretical

STEN

Prefers dealing with tangible issues



Enjoys applying abstract concepts

- Simon has indicated that he/she really enjoys working with abstract and theoretical concepts.
- Simon is expected to be motivated by opportunities where he/she would be expected to learn about the underlying principles and theories in a given subject area.
- He/she is likely to be intellectually curious.
- Simon is expected to really enjoy generating and applying theories to explain phenomena or building on others' theories.

Innovative

STEN

Prefers existing, proven solutions



Seeks new & creative solutions

- Simon has indicated that he/she views himself/herself as being less creative than most other people.
- Simon is likely to generally prefer to stick with tried-and-tested ways of doing things rather than generating new methods.
- He/she is not expected to come up with many new or innovative ideas in the workplace.
- Simon may require more evidence of a misfit between existing solutions and requirements before he/she considers a new approach.

Learning Focused

STEN

Satisfied with current knowledge



Driven to develop skills & knowledge

- Simon has indicated that he/she is about as motivated as most of his/her peers to learn new information and/or skills.
- He/she is likely to enjoy learning new things in the workplace, particularly relating to areas that he/she is most interested in.
- Although Simon is not expected to regularly seek out new information to add to his/her knowledge, he/she is likely to be open to learning new information some of the time.
- He/she may dedicate some of his/her free time to learning in areas that he/she finds interesting.

Compliant

STEN

Challenges rules, poses
alternativesFollows rules, guidelines &
consensus

- Simon is expected to follow rules and guidelines to a similar degree to most of his/her peers.
- While he/she is expected to generally be accepting of most rules, he/she may sometimes challenge the value and importance of regulations that seem to be unnecessarily restrictive or unintuitive.
- He/she is likely to consistently follow the rules that he/she considers to be the most important.
- Simon is not expected to be concerned with working to guidelines.

Risk Tolerant

STEN

Cautious - seeks safety &
certaintyTakes risks - at ease with
uncertainty

- Simon has indicated that he/she is about as comfortable as most other people with taking calculated risks in the workplace.
- He/she is likely to weigh up the potential advantages and disadvantages of his/her decisions.
- Simon is expected to be willing to take small to moderate risks when he/she expects the benefits to outweigh the potential costs.
- Simon is expected to be moderately comfortable with some uncertainty in his/her decisions.

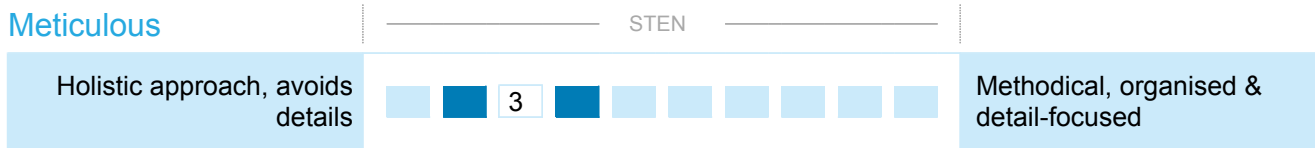
Work Focused

STEN

Doesn't get engrossed in
work tasksHighly engaged in work
tasks

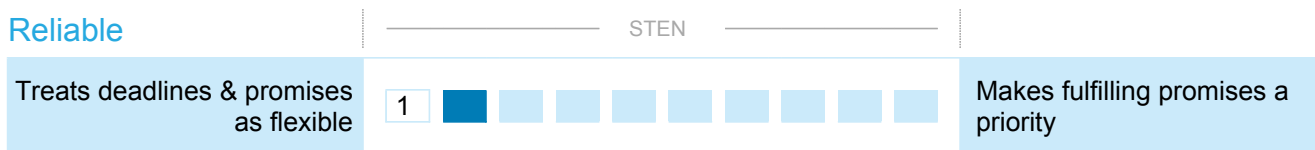
- Simon's responses suggest that he/she may be less focused on his/her work than many other people.
- Simon may have a tendency to get distracted from work tasks, potentially spending more time on non-work tasks than most others.
- He/she may work best when his/her performance is being monitored.
- Simon is expected to become less engrossed in his/her work than most others.

Meticulous



- Simon is expected to generally take a 'big-picture' approach rather than being interested in considering the finer details of a task.
- He/she may be more likely than other people to overlook details and may miss errors in his/her work.
- Simon may not be engaged by tasks that require them to focus on minute or exact details.
- Simon may prefer to delegate detail-focused tasks.

Reliable



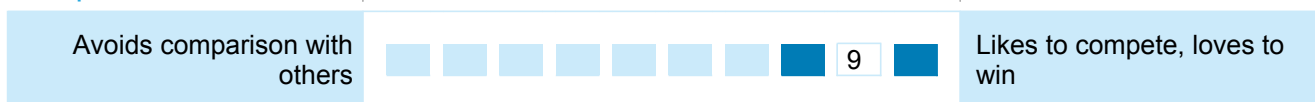
- Simon has indicated that he/she views himself/herself as being less reliable than most of his/her peers.
- Simon may be more relaxed than many other people about following through on agreed actions and may tend to view promises and deadlines as being flexible.
- Simon may sometimes find it difficult to fulfil all of his/her commitments.
- He/she may require a higher degree of accountability in order to ensure that he/she delivers on his/her commitments.

Energetic



- Simon's responses suggest that he/she is likely to be about as energetic as most other people.
- Simon is expected to be comfortable working at most paces of work, and is likely to adjust the amount of energy he/she expends on the basis of what is required of them.
- He/she is likely to be okay with working on high pressure tasks some of the time, but is likely to be most content working at a moderate pace.
- Simon is expected to complete tasks with a reasonable degree of energy.

Competitive



- Simon's responses suggest that he/she is significantly more competitive than most other people.
- He/she is likely to really enjoy competing against other people and find competitions highly exciting.
- Simon is expected to consistently compare his/her performance against the performance of others.
- Similarly, he/she is likely to attempt to outperform other people in the workplace.

Driven



- Simon has indicated that he/she is about as driven as most other people.
- Simon is expected to set reasonably challenging goals for himself/herself, and to persist despite occasional setbacks and obstacles.
- Although he/she is expected to push himself/herself reasonably hard in the workplace, he/she may still benefit from encouragement to really challenge himself/herself some of the time.
- Simon should be capable of facing most workplace obstacles without requiring additional support.

Decisive

STEN

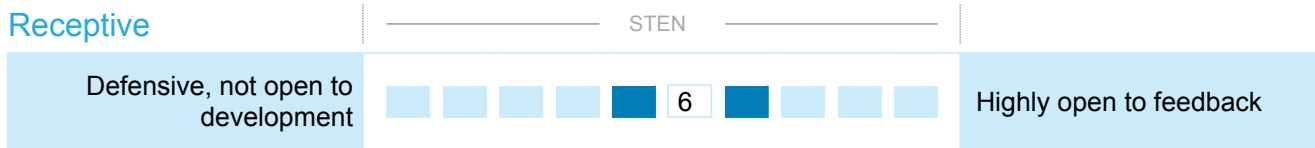
Uncertain decisions, seeks
guidance

1

Makes decisions quickly
with confidence

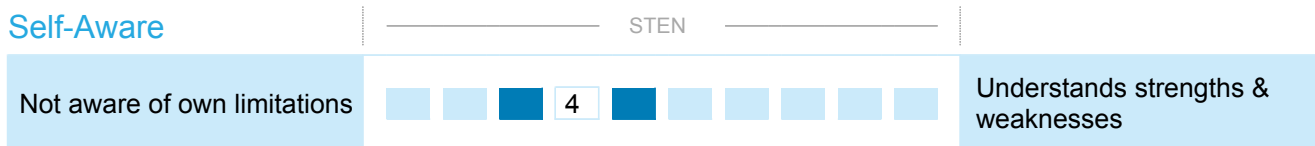
- Simon's responses suggest that he/she is likely to take longer than many other people to make decisions.
- He/she may prefer to leave important decisions to other people.
- Simon may have less confidence than most in his/her ability to make good decisions.
- Simon is likely to take longer than most people to form opinions and the opinions that he/she holds are likely to be fairly malleable.

Receptive



- Simon's responses suggest that his/her attitude towards feedback and criticism is similar to most others.
- He/she may sometimes encourage others to offer constructive criticism regarding his/her approaches to dealing with situations and people.
- He/she will likely respond positively towards feedback on his/her performance, provided it is presented in a constructive way.
- Given Simon's responses, he/she is likely to often recognise the developmental value of feedback, particularly when it pertains to aspects of his/her performance which he/she is interested in improving.

Self-Aware



- Simon's responses suggest that he/she may be less aware of his/her strengths and limitations than most people.
- He/she is unlikely to have a clear understanding of his/her values, motivations and perspectives.
- Due in part to this lack of understanding, Simon is unlikely to regularly consider how his/her values, motivations and perspectives might influence his/her actions and choices.
- He/she may have a tendency to try to hide his/her weaknesses or areas for development from others.

Personality Profile



Candidate - Simon Sample

Comparison Group - Managers

Interpersonal

		STEN	
Influential	Doubts ability to persuade others	4	Confident in powers of persuasion
Directing	Prefers to follow the lead of others	6	Prefers to take charge and lead
Motivating	Less effective at inspiring others	7	Confident in ability to motivate others
Amiable	Requires more time to form bonds	6	Easily connects with others
Empathetic	Uncomfortable with others' feelings	7	Deep concern with how others feel
Collaborative	Prefers to work independently	8	Enjoys working closely with others
Sociable	Prefers less interaction, seems quiet	3	Enjoys speaking & driving interactions
Socially Aware	Consistent style across situations	7	Adapts behaviour to suit the situation
Trusting	Sceptical - questions others' intentions	7	Believes others are essentially honest
Accepting	Prefers people similar to self	6	Appreciates & embraces diversity

Temperament

Self-Confident	Underestimates self & capabilities	4	Strongly believes in own capabilities
Adaptable	Resists change - prefers routine	7	Embraces change, adapts quickly
Composed	More affected by stress than others	5	Calm & relaxed in the face of stress
Optimistic	Critical & focuses on the negatives	6	Positive outlook, focuses on upside

Thinking

Data Driven	Dislikes numbers & statistics	8	Solves problems using metrics
Intuitive	Needs facts & data to be convinced	6	Trusts gut instinct & experience
Analytical	Accepts data at face value	7	Evaluates information critically
Strategic	Short-term, immediate focus	8	Focus on big picture, long-term impact
Theoretical	Prefers dealing with tangible issues	9	Enjoys applying abstract concepts
Innovative	Prefers existing, proven solutions	4	Seeks new & creative solutions
Learning Focused	Satisfied with current knowledge	5	Driven to develop skills & knowledge

Execution

Compliant	Challenges rules, poses alternatives	7	Follows rules, guidelines & consensus
Risk Tolerant	Cautious - seeks safety & certainty	7	Takes risks - at ease with uncertainty
Work Focused	Doesn't get engrossed in work tasks	7	Highly engaged in work tasks
Meticulous	Holistic approach, avoids details	6	Methodical, organised & detail-focused
Reliable	Treats deadlines & promises as flexible	1	Makes fulfilling promises a priority

Drive

Energetic	Prefers a relaxed, unpressured pace	5	Thrives on fast pace & full workload
Competitive	Avoids comparison with others	7	Likes to compete, loves to win
Driven	Sets modest goals for self	5	Highly motivated to achieve
Decisive	Uncertain decisions, seeks guidance	1	Makes decisions quickly with confidence

Self Presentation

Receptive	Defensive, not open to development	7	Highly open to feedback
Self-Aware	Not aware of own limitations	7	Understands strengths & weaknesses