



# Talent Q Dimensions

## Dimensions Report

Name: **Person Sample**

Date of Report: **04/08/2017**

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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

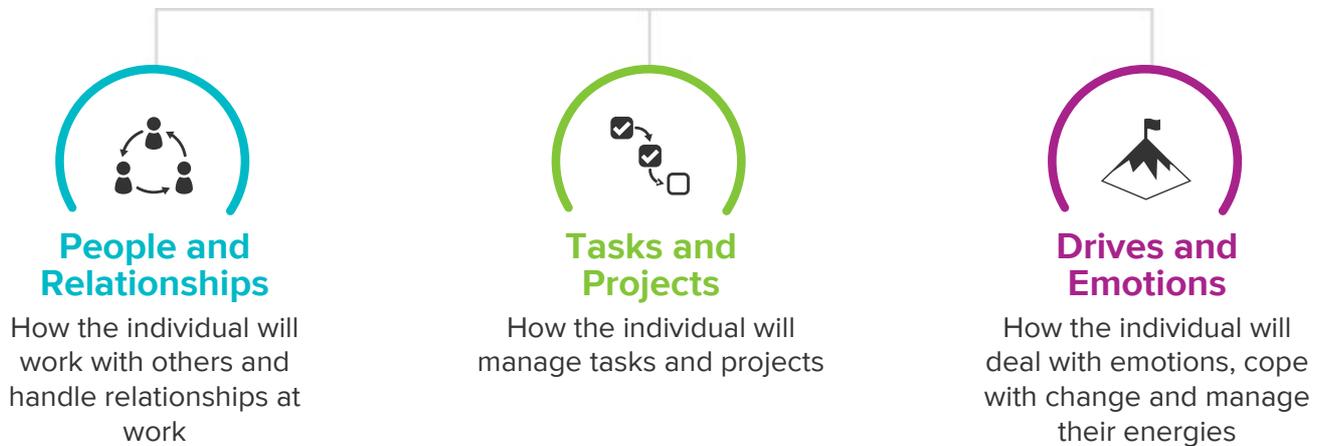
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Assessment	Dimensions
Completed date	19/03/2010
Language	English (UK)

## 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

Person Sample'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

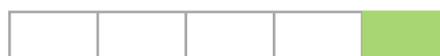
Being focused on the maintenance of high ethical standards, and on the importance of values



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

Person Sample 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 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 comes across probably as fairly gentle and easy to work with, and avoids attempting to dominate other people.

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

She is socially skilled, showing charm and charisma, knows what to say and how to behave.

She devotes time to helping people in difficulties, and is sensitive to their feelings.

She is fascinated by other people's motives and behaviour, and is 'psychologically-minded'.

#### Somewhat less emphasised indicators:

##### Some of her strengths might be:

She is a helpful and supportive person, encouraging and gentle in her approach.

She is a good listener and benefits from consulting with others.

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

#### Unclear indicators:

She can take the lead at times, but can also take a subordinate role.

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

She is reasonably at ease in formal situations, and can speak in public without too much discomfort.

She has an average interest in serving others and helping them.

##### 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 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 may lack influencing skills and be too gentle in her style of managing people.

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

She could at times fail to know when to stay in the background and avoid the limelight.

She could appear paternalistic or interfering, even intrusive as regards other people's problems.

Her interest in the behaviour and motives of others could appear overly inquisitive at times.

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

She may at times appear too sentimental or soft-hearted.

She may lack a strong enough opinion of her own, and might have too much need of advice from others.

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

## Development Feedback Report

### Tasks and Projects

#### Most emphasised indicators:

##### Some of her strengths might be:

She may be good at cutting through complexity to achieve simple solutions.

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 shows a good deal of respect for traditional values and ways of seeing things.

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

She has high ethical standards, understanding the importance of values and of behaving correctly.

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

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

She may tend to over-simplify some problems which are best viewed from many angles.

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

She seems to be rather lacking in imagination and curiosity.

She may tend to take a conservative approach, and risks being too old-fashioned in her thinking.

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

Her emphasis on correctness could occasionally be counter-productive, or risk making her seem a little pedantic.

She may interpret rules and regulations too literally at times.

#### Somewhat less emphasised indicators:

##### Some of her strengths might be:

She avoids over-analysing a problem, and may be more successful following her own intuitions.

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

She structures and organises her work rigorously, believing in the value of short- and long-term planning.

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

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

She may jump too quickly to facile conclusions, or be too subjective in her judgments.

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

She could at times be too organised, or unwilling to deflect from an established plan.

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

#### Unclear indicators:

She probably collects the essential information relevant to a problem, and is moderately critical in her analysis of it.

She is reasonably at home with numbers and statistics, but without relying too much on them.

She is moderately strategic in her approach, but can also operate at a more tactical level.

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

## Development Feedback Report



### Drives and Emotions

#### Most emphasised indicators:

##### Some of her strengths might be:

She shows resilience and avoids blaming herself when it is not her fault that things go wrong.

She likes a fast pace of work, and to take decisions as quickly as possible.

She is more concerned with quality than with quantitative targets, and is able to take a rest between challenges.

Quality of life is important to her, and she will not let work interfere too much with the rest of her life.

She avoids behaving in a competitive manner, and can accept being on the losing side in a struggle.

#### Somewhat less emphasised indicators:

##### Some of her strengths might be:

She is able to show her feelings openly, and 'let off steam' at times.

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

She takes due time about coming to terms with failures, not being in too much of a hurry to gloss over difficulties or failures.

She has a flexible outlook, and is able to change her mind or adapt her behaviour to meet a new set of circumstances.

She enjoys new challenges, and adapts to them quickly in order to match the new requirements.

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

She needs to learn to take the blame for a failure when this is relevant and appropriate, or accept that things will not always go her way.

She needs to make sure that she considers all likely consequences before making a decision, and takes things at her own pace at times.

Perhaps she does not rise to challenges sufficiently, or may avoid situations where her performance can be measured quantitatively.

She needs to think about where she wants to get to, and be prepared to make some necessary sacrifices to achieve this.

She may lack a competitive urge and shirk competitive situations, even if this results in her losing out.

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

She may lose her temper too often, and show her emotions too openly.

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.

A failure may set her back for an unnecessarily long time, and could even make her less able to cope for a while.

Her flexibility could at times be a disadvantage, if it brings with it unpredictability or even instability.

She may need to learn to accept the 'status quo' at times, and not be in too much of a hurry for change to take place.

## Development Feedback Report

### Unclear indicators:

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She probably has enough tension to respond to stress, without appearing overly anxious.

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

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She can generally cope with either routine or a variable work pattern, and similarly a static environment or one that is in evolution.

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Her level of energy and stamina seems to be around the average, so that she can generally keep up with other people, but without tiring them out.

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She is reasonably action-oriented, and is capable of taking reasonably judged risks.



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