Talent Match Report
Selection

Regional Sales Manager (GC)
16 Dec 2016

Kenton Mphephanduku

This report provides a summary of the competency potential for this candidate when compared to the role of Regional Sales Manager (GC). The competency potential scores are based on the candidate's responses to the potential assessments described in this report.

When interpreting the information in this report, the focus should remain on the inherent competency requirements for the role mentioned above. This report only represents the competency potential of this candidate against this specific role. The talent match score should not be generalised to other roles.

For any critical decisions, such as selection decisions, these assessment results must not be used in isolation and should be integrated with other available and relevant recruitment and selection information.

The information contained within this report is likely to remain valid for 12 to 24 months, depending upon circumstances.
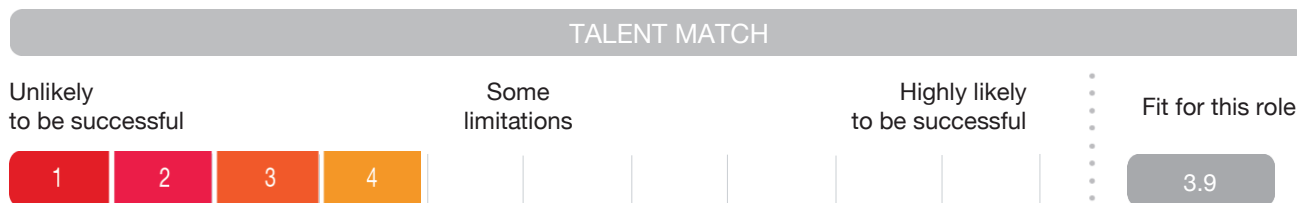
Confidential Information

INTRODUCTION

Effective performance in most roles is dependent on the extent to which an individual's likely behaviour is aligned with the behavioural requirements that lead to success in a particular role.

The aim of this report is to provide an indication of **Kenton Mphephanduku**'s potential fit with the most important requirements for the position of **Regional Sales Manager (GC)**.
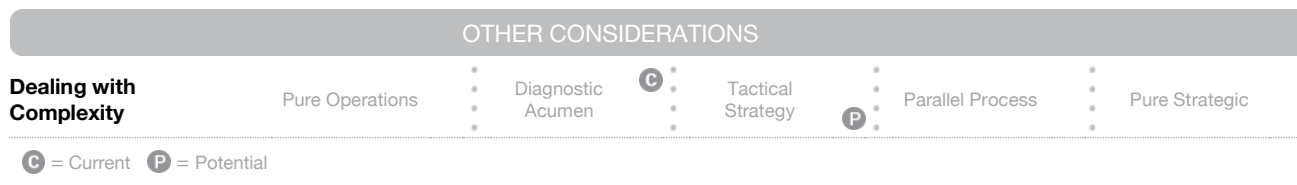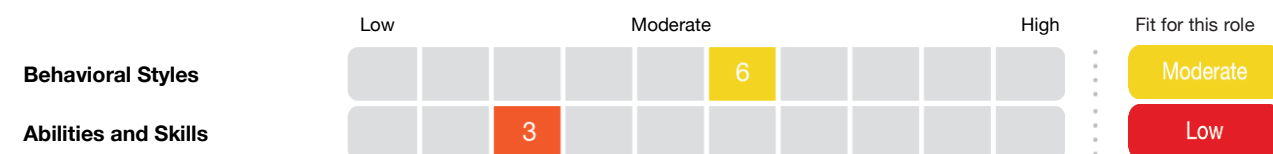
There are several factors that determine if an individual will be successful in a role. Some are backward looking such as qualification and experience, while others relate to the individual's current environment including their relationship with a manager and their team.

This report provides a forward looking perspective.

Summary Profile

TALENT MATCH

Unlikely to be successful				Some limitations			Highly likely to be successful		Fit for this role
1	2	3	4						3.9

Kenton Mphephanduku Is **fairly unlikely** to be successful in the following role/job: **Regional Sales Manager (GC).**

	Low				Moderate			High		Fit for this role
Behavioral Styles						6				Moderate
Abilities and Skills			3							Low

OTHER CONSIDERATIONS

Dealing with Complexity	Pure Operations	Diagnostic Acumen	Tactical Strategy	Parallel Process	Pure Strategic
		C		P	

C = Current **P** = Potential

Possible **risks** for this role	Key **strengths** for this role
Producing Output Generating Ideas Checking details Understanding numerical data	Seizing Opportunities

Development opportunities for this role	**Good** potential for this role
Interacting with People Taking Action Understanding written information	Conveying Self-confidence Directing People Articulating Information Convincing People Developing Expertise Pursuing Goals Developing Strategies Providing Insights

Detailed Profile

	Low				Moderate					High
Essential behaviours	1	2	3	4	5	6	7	8	9	10
Providing Insights							●			
Generating Ideas			●							
Exploring Possibilities					●					
Developing Strategies							●			
Producing Output			●							
Taking Action				●						
Seizing Opportunities								●		
Pursuing Goals							●			
Important behaviours	1	2	3	4	5	6	7	8	9	10
Examining Information					●					
Interpreting Data					●					
Developing Expertise								●		
Interacting with People			●							
Establishing Rapport					●					
Impressing People						●				
Convincing People								●		
Articulating Information							●			
Challenging Ideas					●					
Directing People							●			
Empowering Individuals					●					
Conveying Self-confidence							●			
Essential skills and aptitudes	1	2	3	4	5	6	7	8	9	10
Understanding written information				●						
Understanding numerical data		●								
Checking details				●						

Summary of information on strategic capability

The table below matches an individual's comfort in functioning with complexity to a specific type of work environment. These work environments are assessed by considering a person's preferences to problem solving styles and dealing with complexity.

The 'current' preferred work environment indicates the work environment the individual is likely to feel most comfortable working in at present. The 'potential' work environment indicates the potential of an individual to feel comfortable working within a further work environment, considering some adjustments to his/her preferred problem solving style(s).

CURRENT WORK ENVIRONMENT

He seems currently comfortable with an analytical / sequential approach, following clear, linear procedures to diagnose and solve problems that are not always obvious. He may do this by using his existing knowledge and experience together with theoretical knowledge to interpret information, and asking questions to help him decide how to solve a problem.

POTENTIAL WORK ENVIRONMENT

Given some changes in his preferred problem solving styles, he is likely to start feeling more comfortable with managing new and complex information within work environments that require him to work with whole operating systems or business units, – particularly with the interaction between these systems or units. He may tend to plan, structure, measure, control and pull information together in order to achieve a pre-specified goal and come up with short-term solutions that pave the way for longer term achievement.

PREFERRED PROBLEM SOLVING STYLES

Below are the most preferred problem solving styles displayed by the candidate:

◉ He may constantly investigate a problem and thoroughly explore different kinds and sources of information. He may tend to check information carefully and precisely, even repeatedly. He may explore without purpose when confronted with unfamiliar information.

◉ He may explore and consider information very carefully. He seems likely to constantly compare and link new elements into existing information structures. He may check own application of task instructions and have a very careful approach. He may work relatively slowly (although is capable of working at a greater pace) but tends to monitor pace.

◉ He may show performance anxiety, demotivation or rigidity. He may show a vague and unsystematic approach to problem-solving. He seems likely to prefer structured or familiar environments and may tend not to plan, analyse or look for logical evidence.

◉ He may view problems abstractly or symbolically. He seems likely to combine elements of information in new and unusual ways. He may formulate unusual ideas to accommodate unfamiliar or discrepant information. He seems likely to use both visual and verbal modes of thinking and may convey information and unify thoughts by using powerful metaphors.

PEOPLE
Optimising potential | IMPERIAL

How to use this
INTERVIEW GUIDE

This interview guide contains competency based questions to guide the interview process. Below is an illustration of the typical process/steps to follow when using this guide.

HOW TO ASK
GOOD INTERVIEWING QUESTIONS

- Ask open-ended questions (how?, why?, describe, tell me about).
- Ask for practical real-life examples.
- Always probe to discover more information and do not let the interview structure limit your probing.
- Avoid asking improper questions by focusing on the inherent job requirements.
- If the candidate strays off the subject, redirect as quickly as possible.
- Paraphrase the candidate's answer to show that you have listened.

POINTS TO **REMEMBER**

- Do not rush to a decision or judgement.
- Do not make binding contractual statements during the interview.
- Remain professional but open and welcoming.
- "Hire for fit, train for skills".

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INTERVIEW SCORE

① Applicant did not meet expectations
② Applicant requires additional competency
③ Applicant met expectations
④ Applicant exceeded expectations
⑤ Applicant is an excellent candidate for acceptance

1 PREPARE FOR THE INTERVIEW

2 SELECT QUESTIONS FROM THOSE PRESENTED IN EACH CATEGORY

3 CONDUCT THE INTERVIEW

4 RECORD THE RESULTS

5 SCORE AND EVALUATE THE DATA

- For each competency you can rate the candidate on a 5-point scale by using the interview rating scores presented in the next step.
- Ensure consistent interpretation of the rating scale.
- Openly debate with the panel to obtain final rating/decision.
- Always compare candidates to the critical job requirements and not to the other applicants to limit any subjectivity and bias.

7 SUMMARIZE SCORES

8 MAKE RECOMMENDATION

Interview Questions

Providing Insights

Is focused on continuously improving things; provides insights by identifying key issues; makes intuitive judgments.

Tell me about a time when you had to provide your insights in order to improve something at work.

- How did you approach the task?
- How successful was your approach?
- How did your organisation benefit from the changes?

Explain by means of an example, what your approach was to getting to the key issue of a problem at work.

- What was your approach to identifying the key issue(s)?
- How did you know that you had or had not identified the core issue?
- What if anything, would you do differently in the future?

Describe a time when it was necessary to rely on your intuition alone when deciding on certain actions at work.

- How often do you make decisions based on intuition alone?
- How satisfied were you with your decision?
- What changes, if any, would you make in a similar situation in the future?

	Well below expectations		Meets expectations		Well above expectations
Interview Rating	- 1 +	- 2 +	- 3 +	- 4 +	- 5 +

Generating Ideas

Is creative in producing ideas; assumes an original approach when generating ideas; adopts radical solutions.

Tell me about an original idea that you had come up with at work in the past.

- Where did your idea stem from?
- Why was it important for you to come up with an original idea?
- What approach did you use to consider other's ideas?

Give me an example where you had to brainstorm alternative solutions for a recent work related problem.

- What was your involvement with the generation of ideas?
- What was the outcome of the solution?
- What was the feedback you received on the implemented solution?

Tell me about a time when you have adopted a solution to a problem at work that may have been perceived by others as radical.

- What was the problem?
- What was the radical solution that you adopted?
- Why didn't you rather adopt a tried and tested method of solving this problem?

	Well below expectations		Meets expectations		Well above expectations
Interview Rating	- 1 +	- 2 +	- 3 +	- 4 +	- 5 +

Exploring Possibilities

Is conceptual when developing ideas; applies theories to problem solving; prefers to learn by thinking and identifying underlying principles.

Tell me about a time you had to develop a concept within your scope of work.

- What was the impact of the concept on the business?
- What feedback did you receive from your manager with regards to this concept?
- What would you do differently should you have to develop a similar concept in the future?

Discuss a situation whenyou had to apply a theory to solve a problem at work.

- How did you explore the various theories that you could apply?
- What theory did you choose and why?
- What concepts or theories influenced your thinking?

Give me an example of when you had to identify underlying principles or theories as part of a project at work.

- Why was it important to identify the underlying principles or theories?
- What process did you follow?
- What conclusions did you make?

Interview Rating	Well below expectations		Meets expectations		Well above expectations
	- 1 +	- 2 +	- 3 +	- 4 +	- 5 +

Developing Strategies

Is focused on developing strategies; thinks in the longer term and anticipates trends; envisages the future and adopts a visionary approach.

Give me an example of when you had to develop a new strategy at work.

- Why was it necessary to develop a new strategy?
- How did you go about forming the strategy?
- What was the outcome?

Explain to me a scenario where you successfully predicted the outcome of a strategy at work.

- How did you go about anticipating the outcome?
- What doubts, if any, did you have?
- Was your decision based on a strategy or merely a gut feeling? Briefly discuss.

Tell me about a situation where you had to adopt a visionary approach in order to reach a long-term goal at work.

- Why was a visionary approach necessary?
- What was your approach in planning the strategy?
- Did this approach aid you in anticipating future trends? Explain.
- What was the end result of your longer-term plans?

	Well below expectations		Meets expectations		Well above expectations
Interview Rating	- 1 +	- 2 +	- 3 +	- 4 +	- 5 +

Producing Output

Is focused on activity and works quickly; keeps busy and maintains productivity; is comfortable multi-tasking to produce output.

Describe a situation where it was required of you to work quickly in order to complete a task at a certain time.

- What did you do to meet the deadline?
- What did you do to maintain the high quality of work?
- What if anything, would you do differently in the future?

Tell me about a time when you remained productive even though you had very few projects/tasks to attend to.

- What was your approach in maintaining productivity?
- Why was it important for you to remain productive?
- To what extent do you like being busy at work?

Tell me about a time when you had to manage multiple tasks for different projects that needed to be implemented simultaneously.

- What did you struggle with or found easy during this time?
- How did you manage multiple tasks at the same time?
- What was the end result?
- What feedback did you receive from various stakeholders?

	Well below expectations		Meets expectations		Well above expectations
Interview Rating	- 1 +	- 2 +	- 3 +	- 4 +	- 5 +

Taking Action

Takes action to make things happen; uses initiative to start things up; shows drive and invests personal energy.

Discuss a time when you had to take action and make things happen at work.

- What was your role?
- Why was it important for you to take action?
- How did you go about taking action?
- What did you learn about yourself?

Describe an initiative you took at work without being instructed to do so.

- What was the initiative?
- What prompted you to take the initiative?
- What did you do?
- What was the outcome?

Give me an example of a project that you led that needed quick action and implementation at work.

- What was your role in taking the action?
- What was the outcome of the project?
- What if anything, would you do differently should you face a similar situation in the future?

	Well below expectations		Meets expectations		Well above expectations
Interview Rating	- 1 +	- 2 +	- 3 +	- 4 +	- 5 +

Seizing Opportunities

Identifies business opportunities; creates additional sales for future growth; wants to win and outperform competitors.

Tell me about a time when you used industry knowledge to identify a business opportunity.

- How did you obtain the required industry knowledge?
- What did you do to convert what you knew into a business opportunity?
- How successful were you in this endeavour?

Describe a time when you identified additional business opportunities for work.

- What did you do to take full advantage of the opportunity?
- What challenges and triumphs did you experience?
- What was the outcome?

Tell me about an opportunity you seized that resulted in you outperforming your competitors.

- How did you find the opportunity?
- What did you do to win the deal/opportunity?
- What benefits did your organisation gain from the opportunity you seized?

	Well below expectations		Meets expectations		Well above expectations
Interview Rating	- 1 +	- 2 +	- 3 +	- 4 +	- 5 +

Pursuing Goals

Strives to achieve outstanding results; is ambitious and acts with determination; persists through difficulties to achieve results.

Give me an example of a task or goal situation where you felt driven to achieve an outstanding result at work.

- What were you trying to achieve?
- Why was it important for you to achieve an outstanding result?
- What actions did you take in order to achieve your result?
- How did you gauge the extent to which you had achieved an outstanding result?

Explain a situation where you needed to use determination to reach a goal at work.

- Why did you need to act in that manner?
- What motivated you to persevere?
- What was the outcome of the situation?
- What did you learn from this experience?

Tell me about a time when you had to persist through difficulties in the pursuit of a goal at work.

- What was the situation?
- Why was it challenging?
- How did you deal with the difficulties in order to achieve results?

	Well below expectations		Meets expectations		Well above expectations
Interview Rating	- 1 +	- 2 +	- 3 +	- 4 +	- 5 +

Technical Expertise

Develops and applies specialist and detailed technical or professional expertise; quick to acquire new knowledge and skills.

How do you make sure that you keep your specialist or technical knowledge up-to-date?

- How do you decide which are the most useful sources of information to refer to?
- How do your efforts compare with those of your colleagues?
- How do you ensure that you have adequate time to keep your knowledge current?

Use the space below to record specific questions and responses about the candidate's technical or specialist knowledge

	Well below expectations		Meets expectations		Well above expectations
Interview Rating	- 1 +	- 2 +	- 3 +	- 4 +	- 5 +

Interview Ratings Summary

Details

Interviewer Name:	
Interview date:	
Role applied for:	
Signed:	

		Below		Meet Expectations		Exceed
Summary of interview scores		1	2	3	4	5
Providing Insights						
Generating Ideas						
Exploring Possibilities						
Developing Strategies						
Producing Output						
Taking Action						
Seizing Opportunities						
Pursuing Goals						
Technical Expertise						

Commentary

Key concerns about the candidate	Key strengths of this candidate

Recommendation

Final selection recommendation	Not recommended	Recommended with reservation	Recommended

ABOUT

Using this summary and additional reports
This Talent Match Report provides an overview of the key results attained from the assessment and compares this with critical behavioural requirements for a specific role. This report should be read with the detailed reports from each of the assessment methods. The summary report is not intended to be comprehensive and should not be used as the single source of information in the making of any final talent decisions.

About the success profile
The success profile for this role was developed using a well-researched framework of behaviour. The most critical behaviours for this role were selected from this framework by subject matter experts. The success profiles are presented in two sections as described below.

About the assessment methods
The use of the assessment methods contained in this report is limited to those people who have received specialist training in its use and interpretation. Questionnaires were completed online and without supervision. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data.
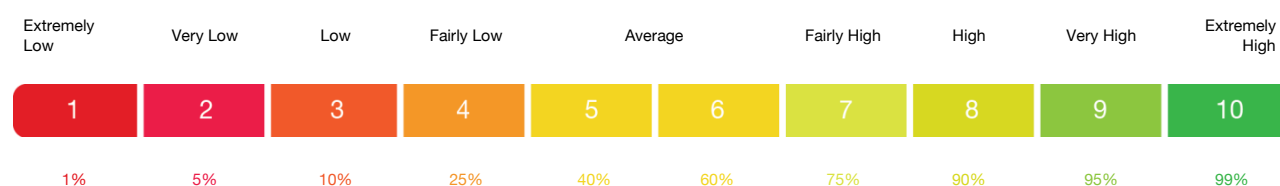
About the scores
The **overall fit score** is a weighted score based on the individual's fit against the essential and important behaviours, as well as the essential skills and capabilities for this role. The results are based on a 1 to 10 scale where 1 is unlikely to be successful and 10 is highly likely to be successful in the particular role.

The **summary profile** includes a summary of behaviours and capabilities that are seen as key strengths, good potential, development opportunities or possible risks for the role and are defined below.

Possible **risks** for this role	Key **strengths** for this role
Behaviours or capabilities in this block are essential or important for success in the role, but the individual has extremely low or very low potential in these areas. Sustained performance in these areas is unlikely and presents significant risks for future success.	Behaviours or capabilities in this block are essential or important for success in the role, and the individual has extremely high or very high potential in these areas. Sustained performance in these areas is very likely and presents significant strengths that should lead to future success.
Development opportunities for this role	**Good** potential for this role
Behaviours or capabilities in this block are essential or important for success in the role, but the individual has low or fairly low potential in these areas. Where possible, these areas should be developed to ensure sustained performance in this role.	Behaviours or capabilities in this block are essential or important for success in the role, and the individual has high or fairly high potential in these areas. These areas could be used to ensure sustained performance in this role.

The individual **profile scores** from the assessments have been compared with other individuals who have previously completed the assessment (more about this in the technical information section at the back of the report). Results are based on a 1 to 10 scale as shown below.

Extremely Low	Very Low	Low	Fairly Low	Average		Fairly High	High	Very High	Extremely High
1	2	3	4	5	6	7	8	9	10
1%	5%	10%	25%	40%	60%	75%	90%	95%	99%

*Percentage better than comparison group

About this report
This report is based on assessments that explore an individual's motives, preferences, needs and talents in critical work areas. This report may also explore an individual's leadership challenges and/or strategic capability.

Since some of the questionnaires used in this report are self-report measures, the results reflect the individual's self-perceptions. Nevertheless, extensive research has shown these questionnaires to be a valid measure of how people will operate in the workplace.

It should be remembered that the information contained in this report is potentially sensitive and every effort should be made to ensure that it is stored in a secure place. This report has been generated electronically. TTS-Top Talent Solutions, or its suppliers cannot guarantee that it has not been changed or edited. We accept no liability for the consequences of the use of this report, howsoever arising.

TECHNICAL INFORMATION

JOB/ROLE DATA	DATE
Job or role involved	Regional Sales Manager (GC)	
Job Analysis	tts-define	13 Dec 2016

ASSESSMENT METHODS

TEST	DETAILS	DATE
Focus Styles (IA)	Norm: Professionals & Managers (INT, IA, 2009) Completed by: Kenton Mphephanduku	16 Dec 2016
Swift Comprehension Aptitude-R (IA)	Norm: Mixed Occupational Group (ZA; IA; 2013) Completed by: Kenton Mphephanduku	16 Dec 2016
Demographics	Norm: No Norm Applicable Completed by: Kenton Mphephanduku	15 Dec 2016
Result Entry - CPP	Norm: No Norm Applicable Completed by: Ciska van Aswegen	13 Dec 2016

INPUT DATA

P=21.19

TMR = 3.9

RA = 5 | CNS = 7 | Gender (Demographics) = male | Gender (Hand entry) = M |

TMR version 13.6 | December 2016