Talent Match Report
Selection

Financial Manager (GC)

19 Dec 2016

Pushpaganthi Pillay

This report provides a summary of the competency potential for this candidate when compared to the role of Financial 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.
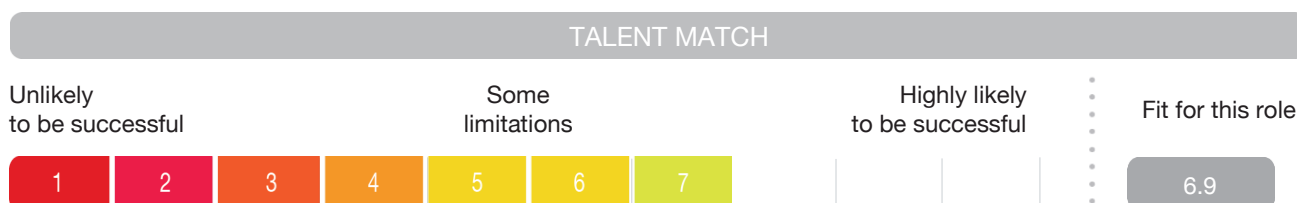
Confidential Information

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 **Pushpaganthi Pillay's** potential fit with the most important requirements for the position of **Financial Manager (GC)**.
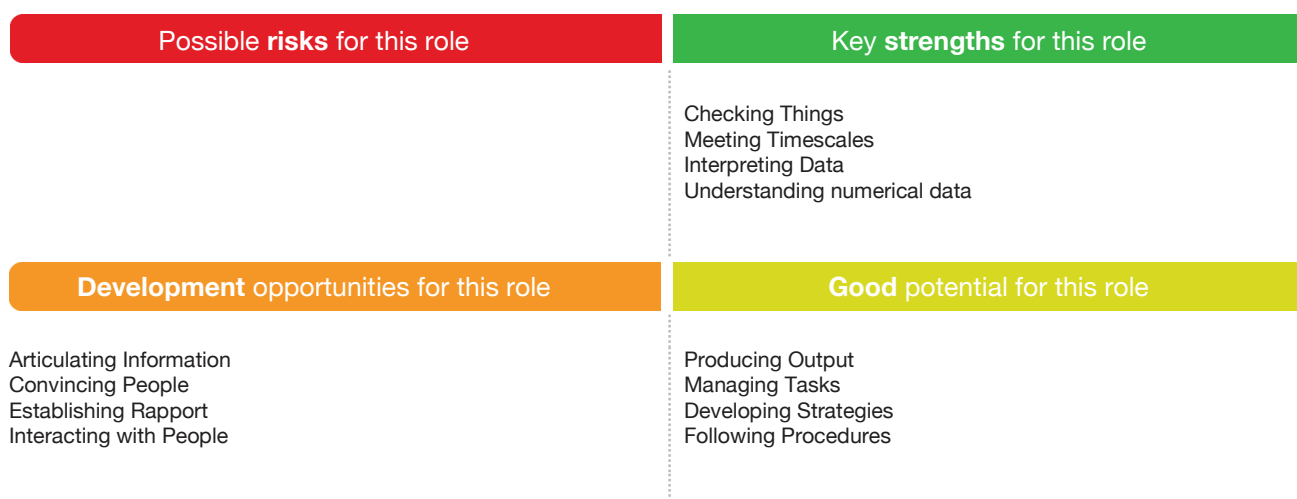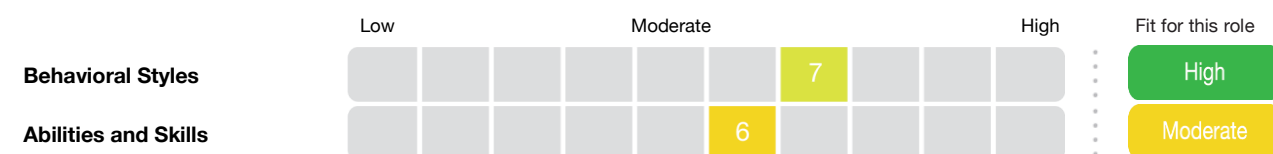
There are several factors that determine if an individual will be successful in a role. Some are backward looking such as qualification and experience, while others relate to the individual's current environment including their relationship with a manager and their team.

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 5 6 7			6.9

Pushpaganthi Pillay Is **fairly likely** to be successful in the following role/job: **Financial Manager (GC).**

	Low	Moderate	High	Fit for this role
Behavioral Styles		7		High
Abilities and Skills		6		Moderate

OTHER CONSIDERATIONS

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

C = Current   **P** = Potential

Possible **risks** for this role	Key **strengths** for this role
	Checking Things
	Meeting Timescales
	Interpreting Data
	Understanding numerical data

Development opportunities for this role	**Good** potential for this role
Articulating Information	Producing Output
Convincing People	Managing Tasks
Establishing Rapport	Developing Strategies
Interacting with People	Following Procedures

Detailed Profile

	Low				Moderate				High	
Essential behaviours	1	2	3	4	5	6	7	8	9	10
Examining Information						●				
Documenting Facts						●				
Interpreting Data								●		
Providing Insights						●				
Exploring Possibilities					●					
Meeting Timescales									●	
Checking Things									●	
Following Procedures							●			
Important behaviours	1	2	3	4	5	6	7	8	9	10
Adopting Practical Approaches						●				
Developing Strategies							●			
Interacting with People				●						
Establishing Rapport			●							
Convincing People				●						
Articulating Information				●						
Making Decisions						●				
Embracing Change						●				
Managing Tasks							●			
Upholding Standards						●				
Producing Output								●		
Taking Action						●				
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

She seems currently comfortable with managing new and complex information within work environments that require her to work with whole operating systems, business units / divisions / departments – particularly with the interaction between these systems, units / divisions / departments. She may tend to plan, structure, measure, control and pull information together in order to achieve a pre-specified goal. She may tend to evaluate systems and practices, make practical decisions about the best way to get things working efficiently, and plan how resources can best be deployed. She may come up with short-term solutions that pave the way for longer term achievement.

POTENTIAL WORK ENVIRONMENT

Given some changes in her preferred problem solving styles, she is likely to start feeling more comfortable with working both within, and across, relatively complex systems and will tend to focus on both broad strategy as well as the operational implications of the strategic direction taken.

PREFERRED PROBLEM SOLVING STYLES

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

◉ She may show well-developed skills in retaining and recalling information. She may tend to automate rules and integrate information as she goes along. She may rely on past experiences and knowledge base, perhaps specialist or technical. She may use memory strategies such as external reminders, visualisations and associations. She may be careful, have a fear of failure and at times have a need to achieve.

◉ She seems to be driven by a quest for meaning and to create a coherent whole. She may tend to place emphasis on combining, synthesising and structuring information to make sense. She may formulate and continuously adapt hypotheses, may follow links through and converge arguments. She may use a memory approach and formulate coherent conceptualisations due to a need for understanding and learning.

◉ She seems to have the tendency to look for logical evidence to verify arguments; follow reasoning processes through a self-aware and logical way; and manage a high level of complexity by applying a "process" approach to problem solving.

◉ She may explore information thoroughly and seems likely to make good use of memory functions. She may be self-aware and likely to take account of any feedback that is given. Her problem-solving skills tend to improve as learning goes on. She seems likely to be adaptable and flexible and may be able to learn new ways of thinking. She seems likely to be motivated and to have good concentration. She may need challenge and stimulation, and may get bored with repetitive routines. Is likely to enjoy fast-changing work environments.

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".

6 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

Examining Information

Analyses and processes information; asks probing questions; strives to find solutions to problems.

Tell me about a time when you had to process a large amount of information or data at work.

- What process did you follow?
- What technology did you use?
- What could you have done differently?

Describe a time when you had to ask specific questions in order to examine information at work effectively.

- What information did you have to examine?
- What questions did you have to ask?
- How did you ensure that quality information was gathered?

Describe a situation where you had to provide a solution to a certain problem.

- What was the problem?
- What process did you go through in order to find a solution to this particular problem?
- What did you find challenging about finding a solution?
- How effective was your solution?

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

Documenting Facts

Writes fluently when documenting facts; understands arguments logically; focuses on finding facts.

Describe an occasion when you had to document information for work and it was extremely important that it was done without errors.

- What process did you follow to document the information?
- How did you ensure that the document/report was free from errors?
- How satisfied were you with the quality of your document/report?

Tell me about a time when you had to process and integrate information from multiple sources into a single coherently written document at work.

- What was the document about? Who were the recipients?
- What was your approach?
- How did your approach aid you with any challenges encountered?
- How well did the document/report turn out and if anything what would you do differently?

Describe a situation at work where careful examination of facts prior to a decision was critical.

- Why was it important for you to establish the facts?
- What criteria did you use to establish the facts?
- How did you document the facts?
- What was the outcome?

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

Interpreting Data

Interprets data rationally by quantifying issues; applies technology as a means to evaluating data; evaluates information objectively.

Describe an occasion where you were required to analyse a large set of data at work.

- What process and technology were used?
- How did you distinguish between relevant and irrelevant information?
- What practical insights did you gain?

Tell me about a time where you had to make use of technology to interpret data at work.

- Which technological program(s) did you use?
- How beneficial was the use of technology?
- What did you learn from this experience?

Outline a particularly challenging situation at work where you had to take an objective view while evaluating information.

- What kind of information was involved?
- Why was it important to take an objective approach?
- How did you know your process was objective?
- How satisfied were you with the result?

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

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 +

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 when you 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 +

Meeting Timescales

Is target focused and meets deadlines; is punctual and keeps to schedule; is reliable in finishing tasks.

Tell me about a time when it was critical for you to complete a task within a certain timeframe at work.

- What was the task?
- What exactly were the deadlines?
- What was the end result?

Outline a situation where it was critical for you to keep to a schedule in order to meet all the deadlines for a certain project at work.

- What was the project about?
- How did you ensure that you did not fall behind schedule?
- What was the end result?
- If anything, what would you have done differently?

Explain a time when you had to persevere through difficulties in order to finish a task at work.

- What was your approach?
- What did you find challenging?
- What was the outcome?

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

Checking Things

Is meticulous in finding errors; ensures accuracy by being thorough and checking details; produces high quality work by being detailed.

Describe a situation where it was critical to check for any errors in a document at work.

- Why was the accuracy of the document so important?
- How did you ensure quality?
- How much time did you spend on the task?

Tell me about a time where attention to detail and error checking were critical to ensuring successful completion of a task at work.

- Why was it critical to ensure the details were correct?
- What did you do to ensure that all the boxes were checked?
- How effective was your approach?

Tell me of a time when you received praise for work completed to company standards.

- What was the situation?
- How did you ensure that you achieved this goal?
- How did you ensure that the work was of a high standard?

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

Following Procedures

Conforms and adheres to rules; closely follows instructions and procedures; minimises risks by sticking to processes.

Give an example of a time when you went against company policy.

- What was the situation?
- Why did you not adhere to the company rules?
- What was the outcome of the situation?
- If faced with a similar situation again, would you follow the same or different approach and why?

Tell me about an instance where you were required to follow stringent instructions or rules at work.

- What did you do meet the requirements?
- Why was it important?
- What impact did this have on you?

Tell me about a time when you identified or implemented procedures to minimise risks at work.

- How did you go about identifying the processes needed to minimise risk?
- Why was it necessary to minimise risk in this particular area?
- What feedback did you get on the outcome?

	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:	

Summary of interview scores	Below 1	2	Meet Expectations 3	4	Exceed 5
Examining Information					
Documenting Facts					
Interpreting Data					
Providing Insights					
Exploring Possibilities					
Meeting Timescales					
Checking Things					
Following Procedures					
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.
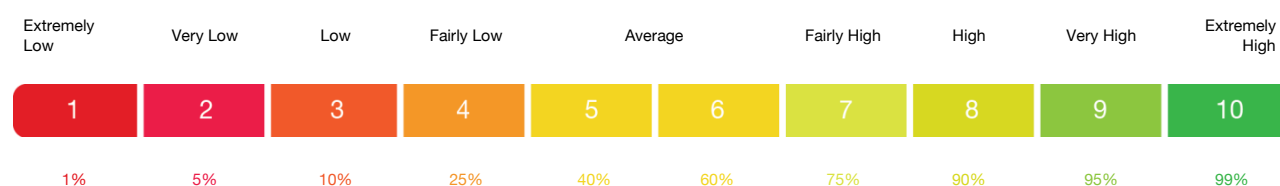
About the scores
The **overall fit score** is a weighted score based on the individual's fit against the essential and important behaviours, as well as the essential skills and capabilities for this role. The results are based on a 1 to 10 scale where 1 is unlikely to be successful and 10 is highly likely 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	Financial Manager (GC)	
Job Analysis	tts-define	23 Nov 2016

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

INPUT DATA

P=75.8

TMR = 6.9

RA = 8 | CNS = 6 | Gender (Demographics) = female | Gender (Hand entry) = F |

TMR version 13.6 | December 2016