



THE CAREER GUIDE
SUCCESS THROUGH GUIDANCE

Report

CTPI-R

Mr. DESAI

Test taken on the 22nd of July 2018 in 22 min 10 sec

powered by
CENTRAL TEST

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1 - INDICATOR(S)

Indicators specific to the test

Social Desirability

Score
0

0

10

Definition

The score indicates the respondent's tendency to give responses in a manner that is perceived to be desirable and to present an unrealistically good image of self.

A score higher than 5 on this factor indicates that the results should be interpreted with caution as there is a high probability of faking (conscious or subconscious) on the part of the respondent.

Managerial Potential

Score
57

0

100

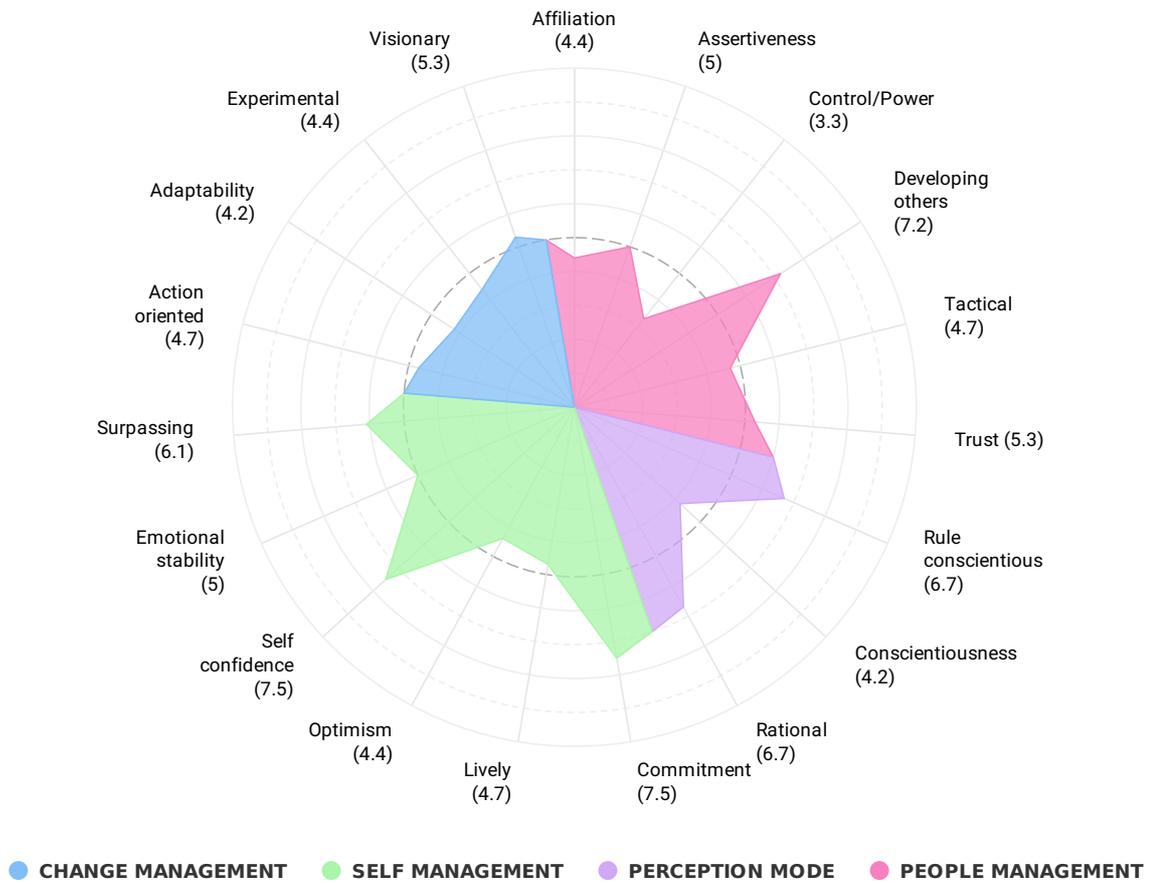
Definition

The Managerial Potential provides an indication of the participant's managerial skills. The score can range between 0 (very low managerial potential) and 100 (very high managerial potential). A high score implies that the participant has a predisposition to be a competent manager, capable of leading a team, handling responsibilities and making adequate decisions.

This indicator is derived from the answers to items showing most significant differences among individuals according to their level of experience in management.

2 - THE GRAPH

Results on main factors (Score out of 10)



3 - PERSONALISED ANALYSIS

Personality traits that are specific to the profile

In this section you will find the traits that stand out the most in the profile of Mr. DESAI.

A few precautions in interpreting the results:

- Certain personality traits may contradict each other, this is true for human behaviour.
- We recommend looking at '**The Comments**' section of this report for a more personalised description of the profile.

Distinctive personality traits

Commitment

Work occupies an essential part of Mr. DESAI's life. He rarely counts his working hours and likes being part of those who ensure the company's success and who protect its interests and values. Nonetheless, when he questions the propriety of what he is asked to do, he becomes less involved and motivated.

Self confidence

Mr. DESAI is self-confident and fully believes in his own abilities. He does not seek reassurance from others, unless faced with major difficulties. Although he is sure of himself, Mr. DESAI would also benefit from questioning himself.

Developing others

Mr. DESAI believes in the potential in everyone and likes to help people make the most of their potential. He values being able to assist his co-workers regularly, as often as possible, in order to encourage them and make them more productive. Mr. DESAI should be careful to manage his time appropriately when helping others.

Rational

Mr. DESAI tends to analyse situations objectively and rationally. Although he pays attention to his experience and intuition, he favours logic and facts for decision-making. Mr. DESAI would benefit from relying on his feelings in order to be more sensitive in his judgements.

Control/Power

Mr. DESAI intervenes in other people's business only occasionally. He does not seek to dominate nor to be informed of everything. He prefers to give people the freedom to act as they wish in order to reach their objectives. Mr. DESAI could be more directive to ensure that projects evolve smoothly.

4 - THE DETAILED TABLE

A tabular representation of the results on the main and opposing factors

The following table summarises the candidate's results from the questionnaire. The column on the right describes the main factor. The column on the left describes the opposing factor. The "✓" represents where the candidate stands in relation to the dimension. Therefore the closer the "✓" is to the right, stronger the candidate's tendency for the main factor. The closer the "✓" is to the left, stronger the candidate's tendency for the opposing factor.

Opposing factor	A	B	C	D	E	F	G	H	I	J	K	Main factor
PEOPLE MANAGEMENT												
Affiliation (-) Distant, Solitary, Detached					✓							Affiliation Warm, Amicable, Pleasant
Assertiveness (-) Accommodating, Conciliatory, Easy to influence						✓						Assertiveness Firm, Categorical, Defending his/her point of view
Control/Power (-) Indulgent, Laissez-faire, Non- intrusive				✓								Control/Power Intrusive, Controlling, Authoritative
Developing others (-) Prefers autonomy and Self- learning										✓		Developing others Provides support, Encouragement, Assistance
Tactical (-) Spontaneous, Authentic, Ingenuous					✓							Tactical Tactful, Strategic, Attentive
Vigilance Alert, Skeptical, Suspicious							✓					Trust Trusts others easily
PERCEPTION MODE												
Rule conscientious (-) Permissive									✓			Rule conscientious Ethical, Respecting values, Lawful
Conscientiousness (-) Distracted, Sometimes imprudent					✓							Conscientiousness Meticulous, Organised, Thorough
Sensitive Sensitive, Pays attention to one's own feelings									✓			Rational Objective, Does not succumb to one's own feelings
SELF MANAGEMENT												
Commitment (-) Separates private and professional lives										✓		Commitment Involved, Devoted, Workaholic
Lively (-) Reserved, Calm, Composed					✓							Lively Energetic, Enthusiastic, Light-hearted
Optimism (-) Pessimistic, Realistic, Easily discouraged					✓							Optimism Hopeful, Positive, Recovers easily from failures
Self confidence (-) Lacks confidence, Self-doubting										✓		Self confidence Confident, Self-assured, Audacious
Emotional stability (-) Emotional, Impulsive, Passionate						✓						Emotional stability Stable, Imperturbable, Self-controlled
Surpassing (-) Satisfied with current situation										✓		Surpassing Ambitious, Competitive, Desire for success

Opposing factor	A	B	C	D	E	F	G	H	I	J	K	Main factor
CHANGE MANAGEMENT												
Action oriented (-) Reacts to change with reflection					✓							Action oriented Reacts to change with action
Adaptability (-) Inflexible, Resists change					✓							Adaptability Flexible, Adapts well to change
Experimental (-) Traditional, Follows established methods					✓							Experimental Explorer, Tests new methods
Visionary (-) Factual, Pragmatic, Focused on the present							✓					Visionary Anticipative, Turned towards the future

5 - THE COMMENTS

An interpretation of scores on each factor

PEOPLE MANAGEMENT

Affiliation

Score
4.4

0



10

Depending on the situation, Mr. DESAI can be either formal or friendly in his interactions. However, he prefers to keep people at a certain distance to avoid appearing overly casual. Building more informal and friendly ties with his co-workers could be beneficial for the team.

Definition

This dimension refers to the tendency to be kind, affectionate and open towards others at work. Individuals with a high score on this dimension seek to create genuine bonds with their environment (colleagues, business partners, etc.), to listen to others and to express their feelings easily. Individuals with a low score have a tendency to be rather distant and formal, and to share their views and impressions to a lesser extent.

Assertiveness

Score
5

0



10

Mr. DESAI knows how to express his opinions and defend his interests on subjects that he considers important. However, Mr. DESAI asserts himself in moderation and prefers avoiding unnecessary conflicts.

Definition

This dimension refers to the tendency to express and defend one's opinions and rights in an open, yet correct manner. People with a high score on this dimension do not hesitate to speak up and do not fear conflicts. They can make unpopular decisions when their assignments require them to. People with a low score have a tendency to be compliant and to avoid conflicts. They may feel remorse for not doing a favour or for defending their choices when this goes against the interests of others.

Control/Power

Score
3.3

0



10

Mr. DESAI intervenes in other people's business only occasionally. He does not seek to dominate nor to be informed of everything. He prefers to give people the freedom to act as they wish in order to reach their objectives.

Mr. DESAI could be more directive to ensure that projects evolve smoothly.

Definition

This dimension refers to the tendency to seek control over the course of events, to have one's own way of doing things accepted, and to gain power. People with a high score on this dimension like managing others and having high-status positions so they can intervene effectively and with authority. People with a low score tend to leave others to act as they wish, thus being rather indulgent or seemingly indifferent.

Developing others

Score
7.2



Mr. DESAI believes in every individual's potential and likes to help each person make the most of it. He cares about assisting his co-workers regularly, as much as he can, in order to encourage them and make them more productive. Mr. DESAI should be careful about managing his time appropriately when helping others.

Definition

This dimension refers to the tendency and desire to support, mentor and encourage others in order to help them reach their potential and become more efficient. People with a high score on this dimension like spending time helping everyone develop their individual abilities for the benefit of the team. They firmly believe in the potential in everyone, with no exceptions. On the other hand, individuals with a low score believe that everyone is capable of self-management and that offering too much support can lead to inefficiency. They prefer to spend more time with people whom they consider to be more talented than the others.

Tactical

Score
4.7



Mr. DESAI likes to have sincere discussions and proves to be rather direct and spontaneous. However, he can make an effort to be more strategic and persuasive if the situation demands it. During negotiations, Mr. DESAI should strive to find a balance between being tactical and honest.

Definition

This dimension refers to the tendency to be tactical and diplomatic when dealing with others. People with a high score on this dimension tend to adapt their speech to the person they are talking to, in order to cajole them and win them over. They also tend to hide their real thoughts to prevent divulging personal information about themselves. People with a low score tend to act spontaneously and to be straightforward, honest and candid, and this may work against them.

Trust

Score
5.3



Mr. DESAI is divided between the desire to trust others and a certain scepticism. He trusts people by principle at first and wants to believe in their good intentions and in what they have to say. However, he remains cautious and seeks to understand situations that appear unclear. Depending on the risk level, Mr. DESAI should strive to remain vigilant.

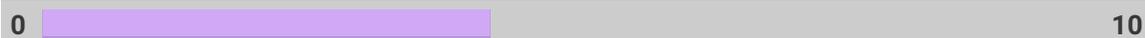
Definition

This dimension refers to the tendency to be trusting towards others. People with a high score on this dimension tend to believe that human beings are naturally good. They trust others as long as nothing conspicuous arises, and can lack vigilance. On the contrary, people with a low score tend to be constantly on the watch. Naturally suspicious, they often question the information they receive, and the motivations behind people's actions.

PERCEPTION MODE

Conscientiousness

Score
4.2



Mr. DESAI can conscientiously verify how projects are moving forward, as long as this does not hinder productivity. In order to efficiently make progress, he tends to put aside minor tasks.

Mr. DESAI should take quality and details into consideration, all the while staying productive.

Definition

This dimension refers to the tendency to carry out tasks in a thorough, meticulous and organised way. People with a high score on this dimension need to produce very precise work and aim for perfection, which can reduce their productivity. People with a low score do not take the time to review everything in detail and they have a tendency to be carefree, spontaneous and sometimes inaccurate, but can work more quickly.

Rational

Score
6.7



Mr. DESAI tends to analyse situations objectively and rationally. He appreciates logic and even if he values experience and intuition, he favours factual information when making decisions.

Mr. DESAI would benefit from relying on his feelings to a greater extent in order to be more sensitive in his judgements.

Definition

This dimension refers to the way information is perceived and judgments made. People with high rationality make judgments based on actions and tend to make decisions considering concrete facts and results. On the other hand, people with a low score on this dimension tend to base their decisions on their intuition and experience and to consider the underlying human side of every situation.

Rule conscientious

Score
6.7



Mr. DESAI is committed to his principles and generally follows the norms and procedures. Although he sometimes question rules that hinder productivity, he finds it difficult to break them.

Mr. DESAI should balance being effective with following rules.

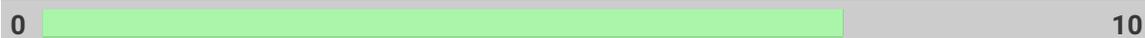
Definition

This dimension refers to the tendency to strictly follow the rules and moral standards established by society. People with a high score on this dimension have a need for reference points and tend to follow established regulations. They may sometimes be rigid and too focused on procedure. In contrast, people with a low score have a tendency to disregard certain rules when they hinder the successful completion of a project, thus thinking of the company's interests.

SELF MANAGEMENT

Commitment

Score
7.5



Work occupies an essential part of Mr. DESAI's life. He rarely counts his working hours and likes being part of those who ensure the company's success and who protect its interests and values. Nonetheless, when he questions the propriety of what he is asked to do, he becomes less involved and motivated.

Definition

This dimension refers to the tendency to draw satisfaction from being dedicated to one's job. People with a high score on this dimension have the need to be completely devoted and committed to their company, to the point of developing a personal identity with it. In contrast, people with a low score have the tendency to maintain a certain distance and try to keep their professional and private lives separate.

Optimism

Score
4.4



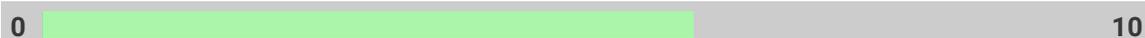
Even if Mr. DESAI is optimistic when everything goes well, he is far from being euphoric. Due to a fear of failure, he tends to become more negative when facing difficulties. Mr. DESAI should stay confident when facing obstacles.

Definition

This dimension refers to the tendency to hold positive expectations and to easily recover from failures. People with a high score on this dimension are optimistic by nature and tend to take responsibility for their own failures and accomplishments. On the other hand, people with a low score are more critical and prefer to hold negative expectations in order to avoid being disappointed.

Surpassing

Score
6.1



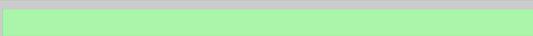
Mr. DESAI sets high objectives for himself, but he makes sure that they are reachable. He likes competition and seizes opportunities when they present themselves. However, he does not seek challenges at all costs. Mr. DESAI should not hesitate to bring about opportunities instead of waiting for them.

Definition

This dimension refers to the tendency to be ambitious, driven and competitive. People with a high score on this dimension like challenges and tend to set high goals for themselves. Moreover, they will do anything to reach and even surpass their goals. On the other hand, people with a low score tend to feel satisfied with their current situation and do not seek to surpass their objectives once they have reached them or to constantly set new goals for themselves.

Emotional stability

Score
5

0  10

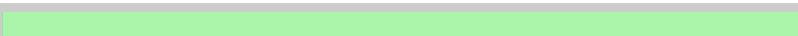
Mr. DESAI is quite emotionally stable. He faces situations with a certain calm, but is not for that matter insensitive to external events. Mr. DESAI should strive to remain calm in critical situations.

Definition

This dimension refers to the ability to recognise one's own emotions and to control emotional reactions. People with a high score on this dimension often have a stable mood and are not easily affected by external factors such as stress and pressure. In extreme situations, that could be seen as indifference. People with a low score have less emotional control as portrayed by impulsive acts and passionate reactions.

Self-confidence

Score
7.5

0  10

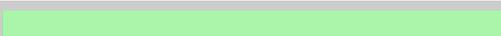
Mr. DESAI is self-confident and fully believes in his own abilities. He does not seek reassurance from others, unless faced with major difficulties. While Mr. DESAI is sure of himself, he should also know how to question himself.

Definition

This dimension refers to the tendency to have self-confidence, to believe in one's potential. People with high scores rarely question themselves, sometimes as a result of being overly confident. They lack concern for what others think of them. On the other hand, people with low scores have self-doubt and are easily affected by criticism. They have a greater need for recognition.

Lively

Score
4.7

0  10

Even if Mr. DESAI is quite calm by nature, he will appear cheerful and energetic with people he knows well or when in familiar situations. He maintains a certain balance between vivacity and reflection. Mr. DESAI should not hesitate to be more enthusiastic in order to boost his team.

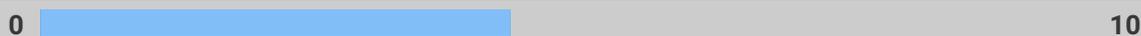
Definition

This dimension refers to the tendency to be energetic, outgoing and full of life. People with a high score on this dimension have a tendency to handle situations in an active and vivid manner, and may even appear to be too lively in the eyes of certain people. On the other hand, people with a low score are reserved, calm, serious, and think things through.

CHANGE MANAGEMENT

Experimental

Score
4.4



In order to ensure productivity, Mr. DESAI does not seek to question existing methods as long as they are efficient. However, when there are fewer constraints, he enjoys rethinking the system and experimenting with new methods.
If his position allows it, Mr. DESAI should not hesitate to innovate while remaining productive.

Definition

This dimension refers to the desire to explore and innovate, sometimes to the detriment of existent solutions. People with high scores often try to test new methods and technology, to make day-to-day tasks easier, to find original solutions. People with low scores tend to be conventional and prefer to use proven methods. They value reliability when moving forward with projects.

Adaptability

Score
4.2



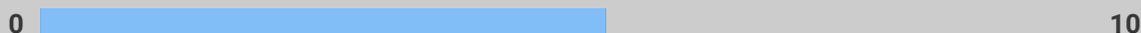
Mr. DESAI likes to work in a stable and familiar environment, although he does appreciate a certain amount of novelty. He is likely to accept change when he believes the conditions are favourable. Mr. DESAI should not hesitate to take risks and seize new opportunities.

Definition

This dimension refers to the ability to adapt to change and novelty. People with a high score on this dimension are flexible and are able to modify their behaviour according to the context, without being attached to a particular routine or habit. People with a low score tend to resist change and have difficulty changing their habits.

Visionary

Score
5.3



Mr. DESAI is rather turned towards the future. He likes anticipating trends and thinking about strategies. However, he also needs short-term and medium-term objectives in order to move forward efficiently.

Definition

This dimension refers to the tendency to be “visionary”, to understand trends and patterns and to anticipate future events, by taking into account all aspects of a project. People with a high score have the need to make projections about future events, and to anticipate possible outcomes. On the other hand, people with a low score on this dimension have a tendency to enjoy living in the present and are hesitant, even sceptical, about wanting to make predictions too much.

Action oriented



Mr. DESAI is divided between reflection and action. He prefers to wait for clear instructions and evaluates the risks before jumping into an activity. However, he knows how to react and make decisions in situations that require quick action.

Mr. DESAI should not hesitate to move forward when in uncertain situations.

Definition

This dimension refers to the tendency to take initiative, risks and choose action over reflection in order to make progress even if there is uncertainty. People with a high score on this dimension do not hesitate to act and to take risks in order to reach their goals quickly and move forward. People with a low score have a tendency to progress slowly and with caution, to allow time for reflection.

6 - GENERAL PROFILE

Suitability of the profile in relation to management, thinking and working styles

This section analyses the extent to which the candidate's profile matches the management, thinking and working styles.

A perfect match corresponds to 100%.

Click on '**Details**' (only in HTML version of the report) to view the graph superimposed on the ideal graph for that particular style.

Management Style

This section offers a comparison of the candidate's profile in relation to seven management styles.

These management styles were developed through a series of surveys and interviews with HR professionals, managers, scholars, teachers and coaches. Each of these styles reflect a distinctive approach to leading and managing a team.

1	Project Managers		65%
2	Motivators		63%
3	Protectors		59%
4	Chief Leaders		59%
5	Strategic Managers		58%
6	Entrepreneurs		57%
7	Administrators		56%

Project Managers 65%

Focused on achieving results, "Project Managers" like to lead innovative projects that can increase productivity. They know how to delegate tasks according to people's abilities while still assuming responsibility for the team as well as for the project. In order to ensure that objectives are met in a timely manner, they closely follow the work and the progress of each member of their team.

Project Managers generally focus on:

- Systematic implementation of ideas
- Prioritising
- Task allocation

Motivators 63%

Dynamic, "Motivators" are actively interested in the lives of their co-workers and strive to understand what motivates each one. Such managers tend to be well-liked because they take the time to involve their employees in decision-making and help them develop their potential by providing constructive feedback on a regular basis. They believe that encouraging others to do their best and respecting them is essential for team performance.

Motivators generally focus on:

- Coaching and team building
- Planning incentives and promotions
- Increase productivity through people development

Protectors 59%

"Protectors" like having responsibilities, making decisions and imposing them on others, although they also like asking for everyone's opinion beforehand. Their caring and directive behaviour provides employees with a certain sense of security. According to them, providing guidance and direction is of utmost importance. In return, they tend to expect respect and loyalty and will not hesitate to control others' activities if necessary.

Protectors generally focus on:

- Decision making
- Protection
- Respect and authority

Chief Leaders 59%

Focused on their company's main objectives, "Chief Leaders" like to determine the general rules to be followed. Endowed with a strong sense of responsibility and confidence, they only trust themselves to handle important projects. They are also comfortable managing difficult situations. Primarily concentrated on productivity, they tend to impose their decisions on others in order to be more efficient. They therefore value autonomy and will take the time to explain their choices only when asked.

Chief Leaders generally focus on:

- Crisis management
- Projects and roles of utmost importance

Strategic Managers 58%

Visionary, "Strategic Managers" like to challenge existing work methods and invest a large amount of time thinking about and developing new perspectives and new ways of doing things. They are more interested in designing and conceptualising projects than in launching them or following up with them. For Strategic Managers, generating novel and creative ideas propels growth.

Strategic Managers generally focus on:

- Developing strategies
- Planning business expansions
- Change management

Entrepreneurs 57%

Highly energetic, "Entrepreneurs" promote the hands-on implementation of innovative ideas for the benefit of their company. Confident, these managers set high performance standards and are demanding of themselves and of others. They are skilled at motivating their team to follow them and to take well-informed risks. Diplomatic, they adapt to their audience and instead of imposing their decisions on others, they know how to tactfully get them across.

Entrepreneurs generally focus on:

- Managing the overall business
- Handling multiple projects and roles
- Promoting growth through creative leadership

Administrators 56%

Highly organised, "Administrators" know how to analyse situations carefully, execute action plans and make efficient decisions. They prefer working with concrete facts and detailed plans and feel most at ease working in structured environments. They tend to supervise projects closely while keeping organisational growth in mind and paying attention to minor details.

Administrators generally focus on:

- Planning and execution
- Pragmatic decision-making
- Supervision

Thinking Style

This section offers a comparison of the candidate's profile in relation to four thinking styles.

The following four thinking styles have been derived from the 19 personality factors assessed by the CTPI-R. These thinking styles have been inspired from Ned Herrmann's Brain Dominance model (1970s) and they influence the way an individual perceives, learns, solves problems and makes decisions.

1	Analytic		57%
2	Emotional		52%
3	Pragmatic		51%
4	Imaginative		48%

Analytic 57%

"Analytic" people have a preference for factual information and enjoy using their logic to critically analyse situations. Given their comfort with data and objectivity, they are best suited to work in highly technical and specialised roles that require research.

In order to be more balanced, analytic people could attempt to:

- Incorporate critical and fact-based thinking within a broad strategic vision
- Increase collaborative decision-making

Emotional 52%

"Emotional" people have a preference for relying on their feelings and intuition in order to make decisions. Communicative by nature and very comfortable in groups, these people are more suited to work in roles that emphasise motivation and development.

In order to be more balanced, emotional people could attempt to:

- Consider the logical aspects of a situation, along with its emotional aspects
- Monitor details in projects, while being open to ideas and suggestions

Pragmatic 51%

"Pragmatic" people have a preference for details and enjoy using their organisational skills to efficiently plan and implement processes. Given their comfort with deadlines and structure, they are best suited to work with systems and procedures that offer a high level of predictability.

In order to be more balanced, pragmatic people could attempt to:

- Visualise the big picture, while focussing on the necessary details
- Consider the emotions and feelings of others, while getting the task done

Imaginative 48%

"Imaginative" people prefer to focus on innovative ideas and enjoy thinking out-of-the-box. With a futuristic orientation, these people embrace change and are more suited for strategic roles that involve freedom and flexibility.

In order to be more balanced, imaginative people could attempt to:

- Have a more focused and detailed plan in order to achieve their visionary goals
- Evaluate their novel ideas in a practical manner, by taking facts and intuition into consideration

Working Style

This section offers a comparison of the candidate's profile in relation to four working styles.

The following four working styles have been derived from the 19 personality factors assessed by the CTPI-R. These working styles have been inspired from William Moulton Marston's model (1928). According to Marston, individuals behave differently depending on how they perceive their environment and the amount of control they feel they have in it.

1	Steadiness		61%
2	Compliance		58%
3	Dominance		55%
4	Influence		48%

Steadiness 61%

Reliable, people high on "Steadiness" are composed individuals, who prefer to express their emotions subtly. Their high level of focus and keen observation allows them to devote their attention to meaningful tasks. Good listeners, such individuals enjoy warm relationships and are generally concerned about others. Known for their patience, these people work well at a relaxed pace and enjoy being appreciated.

In a team, these people would rather:

- + Instil calmness in the team
- + Prefer stable (tried and tested) approaches
- + Advisory functions in the team
- + Propagates team commitment

However they:

- May find it difficult to handle changes within the team
- May get overlooked
- May hesitate to propose new ideas

Compliance 58%

Well-organised and neat, people high on "Compliance" have the tendency to thoroughly follow through their tasks, within the existing framework of rules and regulations. Such people handle interactions with prudence and are attentive to their surroundings. They prefer to have a stable work environment and enjoy structured tasks. Their ability to work alone contributes to high standards of accuracy and quality.

In a team, these individuals would rather:

- + Carefully organise tasks within the team
- + Plan minute details
- + Manage events
- + Ensure / check that rules are followed

However they:

- May tend to be rigid
- May find it difficult to adapt to novelty
- May stress too much on perfection in a team
- May be uncomfortable working in an unstructured team

Dominance 55%

Challenge driven, people high on "Dominance" can be rather impatient and are generally comfortable taking risks. Such people are likely to take initiatives, work at a quick pace and enjoy competition. Self-made, it is important for these individuals to be in charge, and their interactions with others are mainly need-based. Their drive to excel enables them to handle large workloads and they function at ease in a dynamic environment.

In a team, these people would rather:

- + Take up leading roles
- + Govern the team's functioning
- + Handle crisis
- + Initiate and implement new ideas

However they:

- May be dissatisfied with minor roles
- May prefer to work alone
- May not delegate enough

Influence 48%

Interested in people, individuals high on "Influence" are interactive and comfortable receiving attention. These people tend to be positive, trust others and take decisions in consensus. Generally liked, these individuals spend a lot of time networking and are able to persuade others with ease. As they are skilful in creating the right impression, being in influential roles bring out their best.

In a team, these people would rather:

- + Energise the team
- + Instil team spirit
- + Handle issues diplomatically
- + Influence and persuade the team

However they:

- May be too trusting
- May be too sensitive to others' opinions
- May find it difficult to work alone

7 - WORKPLACE COMPETENCIES

Suitability of the candidate's personality in relation to the competencies

This section analyses the candidate's position with regard to key competencies. The suitability (on a scale from 0 to 100%) is derived from the personality traits. They are based on statistical studies and theoretical models.

A perfect match corresponds to 100%.

Click on '**Details**' (only in HTML version of the report) to view the graph superimposed on the ideal graph for that particular competency.

Workplace Competencies

1	Reliability		75%
2	Authenticity		72%
3	Mentoring others		68%
4	Challenge orientation		68%
5	Quality orientation		64%
6	Conflict resolution		64%
7	Strategic planning		60%
8	Stress tolerance		59%
9	Team building		59%
10	Resilience		58%
11	Decision making		57%
12	Supervision		57%
13	Caution		57%
14	Networking		56%
15	Business acumen		56%
16	Initiative		55%
17	Innovation		55%
18	Understanding others		54%
19	Conducting change		54%
20	Influence and Communication		53%
21	Flexibility		48%

Reliability 75%

Reliability refers to the tendency to be engaged and to remain loyal to one's company in a long term perspective.

Authenticity 72%

Authenticity refers to the tendency to be committed to society and respectful of the rules. Ethical people tend to be honest and to trust others.

Mentoring others 68%

Mentoring others refers to the tendency to believe in everyone's potential and to help them develop it, within the team and on the basis of encouragement and trust.

Challenge orientation 68%

Challenge orientation refers to the desire to seek excellence and to exceed expectations, while showing confidence, optimism and commitment.

Quality orientation 64%

Quality orientation refers to the tendency to aim for perfection and discipline in order to ensure the best quality of production and in this way, enhance the company's image.

Conflict resolution 64%

Conflict resolution refers to the ability to resolve conflicts with confidence and diplomacy in order to maintain harmony within a team.

Strategic planning 60%

Strategic Planning is the ability to visualise the future and elaborate detailed plans or integral procedures in order to meet long-term objectives.

Stress tolerance 59%

Stress tolerance refers to the ability to manage one's own emotions and to remain calm and efficient in front of adversity or unexpected situations.

Team building 59%

Team building refers to the ability to unite a team in a positive work climate of commitment and trust, where no-one is set aside.

Resilience 58%

Resilience refers to the ability to recover and bounce back after a setback or a failure. Resilient people do not get discouraged easily, believe in their own potential, and do not dwell on negative thoughts.

Decision making 57%

Decision making refers to the ability to efficiently analyse situations, in order to make decisions in a pragmatic and determined way.

Supervision 57%

Supervision refers to the tendency to ensure with confidence and authority, that rules are respected, deadlines are met, and that everyone is fulfilling their role efficiently.

Caution 57%

Caution refers to the tendency to address situations with vigilance and to want to verify everything with factual proof.

Networking 56%

Networking is defined as the ability to establish contacts and build web-like connections based on trust with relevant people, which can generate business opportunities.

Business acumen 56%

Business acumen refers to the ability to detect business opportunities and take the appropriate actions, with tact and strategy.

Initiative 55%

Initiative includes the tendency to take action with energy and enthusiasm in order to advance on things and avoid procrastination.

Innovation 55%

Innovation includes the ability to anticipate, to adapt and to "think outside the box", in order to come up with new approaches.

Understanding others 54%

This competency, which is close to empathy, refers to the tendency to be interested in others and understand them intuitively, in order to provide better support.

Conducting change 54%

Conducting change refers to the tendency to promote change and experimentation within a team and to manage those who resist change.

Influence and Communication 53%

Influence and communication refers to the tendency to communicate with others in an enthusiastic, tactical and diplomatic way in order to promote ideas.

Flexibility 48%

Flexibility refers to the ability to adapt to new situations easily and without feeling unsettled. Flexible people may even profit from change by experimenting with new methods.

