



REPORT

Talent Scan

Confidential



Naam Demo kandidaat

Assessment date xx-xx-xxxx

Email Demo email

Name	Demo kandidaat
Email	Demo email
Organization	Demo bedrijf
Assessment date	xx-xx-xxxx

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Introduction

If you want to develop yourself, it is important to know what you are good and less good at.

This report contains the results of the questionnaires you have completed about:

- Your personal qualities (what type of behavior suits you)
- Your behavior in practice (what do you show in your work)

View the results. Do you recognize yourself in the results? Then use them, for example, when drawing up a personal development plan or when looking for suitable courses or training.

Perhaps you do not recognize yourself in all the results. Think about what you do not recognize and how this is possible. You can also discuss this with a career counselor or your manager.

Content and structure of the report

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• What can I? What behavior can you easily display?	8
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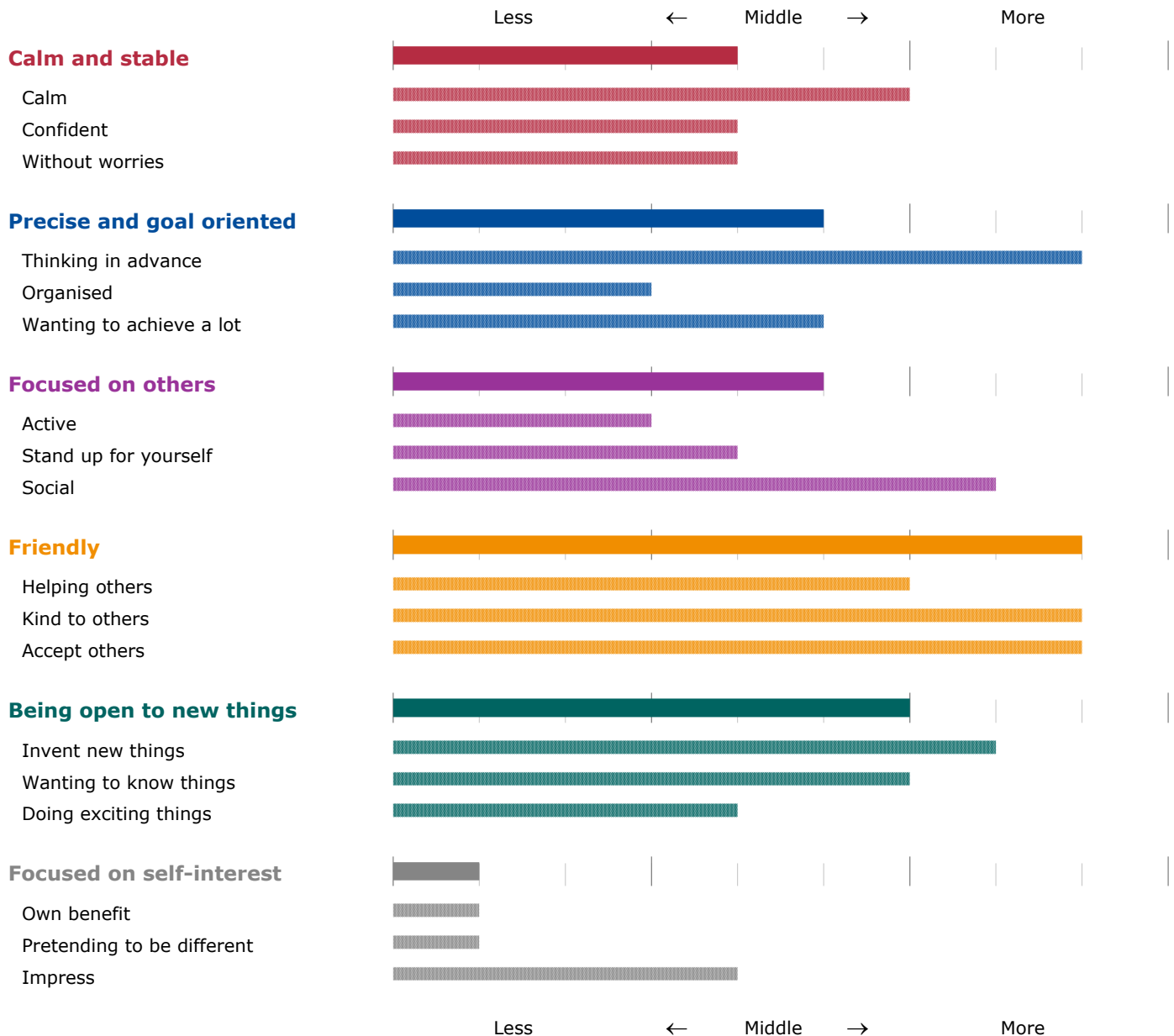
Who am I?

This section is about what suits you best, what you have a talent for: which personal qualities suit you well and which ones do not, what are your most striking characteristics and which roles suit you well and which ones do not.

Personality

Your characteristics (personality) say something about who you are and how you do things. Which characteristics suit you? You are compared to the *General Normgroup*.

Your results





Your most striking features

Most present:

Kind to others	It is important to you that others like you. You take into account how other people feel.
Thinking in advance	You usually think for a long time before making a decision.
Accept others	You usually trust people and you accept that others can make mistakes.

Least present:

Own benefit	Being honest is very important to you, even if it means it can get you in trouble.
Pretending to be different	You clearly show what you are thinking and feeling, even if others would rather hear something else.
Organised	You find working neatly less important. You usually don't work according to a schedule.

In the attachment you will find a description of all your results.

Team behavior

As part of the assessment, your personality traits were used to make an analysis of the type of collaboration or team behaviour that suits you best.

Six different team roles were distinguished in this analysis: Thinker, Organizer-Entrepreneur, Monitor, Team-player, Conscience and Leader. You obtained a score for each role, which is based on the personality traits that are most suited to the role.

A high score indicates that this role suits you well. A low score indicates that this role does not suit your personality as well. This does not rule out that you could develop such a role. However, in general, this would require an additional investment of time and energy.

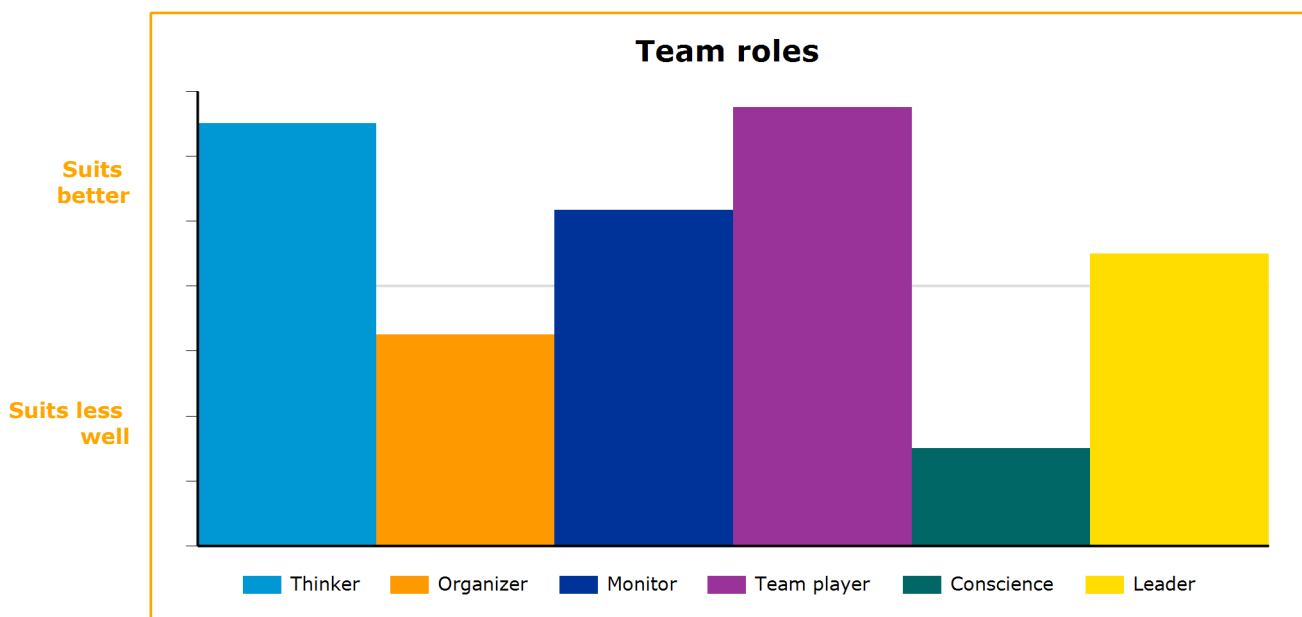
Your results are represented graphically below.

The different team roles are described below. The characteristic behaviours and pitfalls are given for each team role.

In terms of personality traits, the role for which you obtained the highest score suits you best. However, this does not mean that you usually assume this role in situations that require collaboration.

You may obtain high scores for several team roles. Combined, these team roles result in a specific form of collaboration behaviour. For instance, a Leader-Organizer will function well in teams that require structure, while a Leader-Team-player is ideally suited for teams made up of a large number of independently working professionals.

Finally, it is important to remember that the task of a group, the project phase in which the team operates and the composition of the team also have a significant effect on a group's conduct and effectiveness.



Team role	Contribution to the team	Pitfall
Thinker	Solves difficult problems. Sees a complex issue as a challenge. Comes up with original ideas. This role is especially important in the start-up phase of a project.	Keeps coming up with new ideas. Does not make decisions. Makes interesting plans but does not implement them.
Organizer	Translates plans into concrete activities. Doer and entrepreneur. Implements and organizes, good at tasks with the emphasis on responsibility. This role is especially important in the implementation phase of a project.	Wants to set to work too quickly, too impulsively. Pushes through.
Monitor	Good at weighing the pros and cons. Keeps the team from making wrong decisions. Cautious. Makes an objective analysis. Critical. This role is especially important in the assessment phase of a project.	Is too critical. Sees problems everywhere. Places undue emphasis on details.
Team player	Sees to it that there is a pleasant atmosphere. Able to listen. Is cooperative. Strives for unity and team spirit.	Is easily influenced. Avoids conflicts.
Conscience	Guards norms and values. Has a great sense of justice. Shows himself/herself to be morally upright.	May uphold his/her values too rigidly.
Leader	Is assertive and decisive. Is self-assured and persuasive. Wants to achieve good results.	Has a high work pace, as a result of which decisions are made too quickly and without sufficient support. Is too dominant. Does not listen sufficiently.

What can I?

This section is about what you can do: which behavior, which competencies, do you often or less often show in your work; which are already well or less well developed.

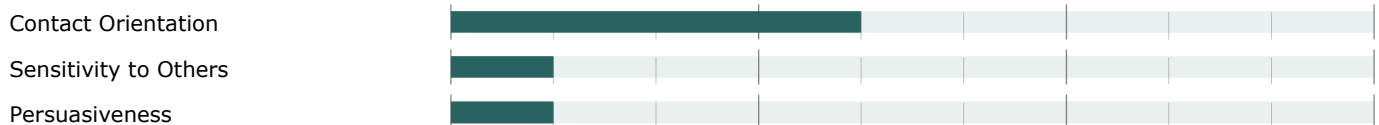
Competences

This part is about your competencies. A competence is a combination of knowledge, attitude and skills. A competency helps to perform certain tasks. What are you good at?

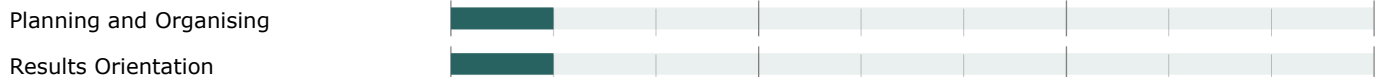
Below an overview of your results, you are compared with the General norm group.

Your results

Communication



Realising



Managing



Personal Competencies



Less ← Middle → More

What are your characteristic competences?

Well developed competences:

- Initiative You score above average on Initiative. This shows that you take action on your own initiative to discuss things or to initiate new things.

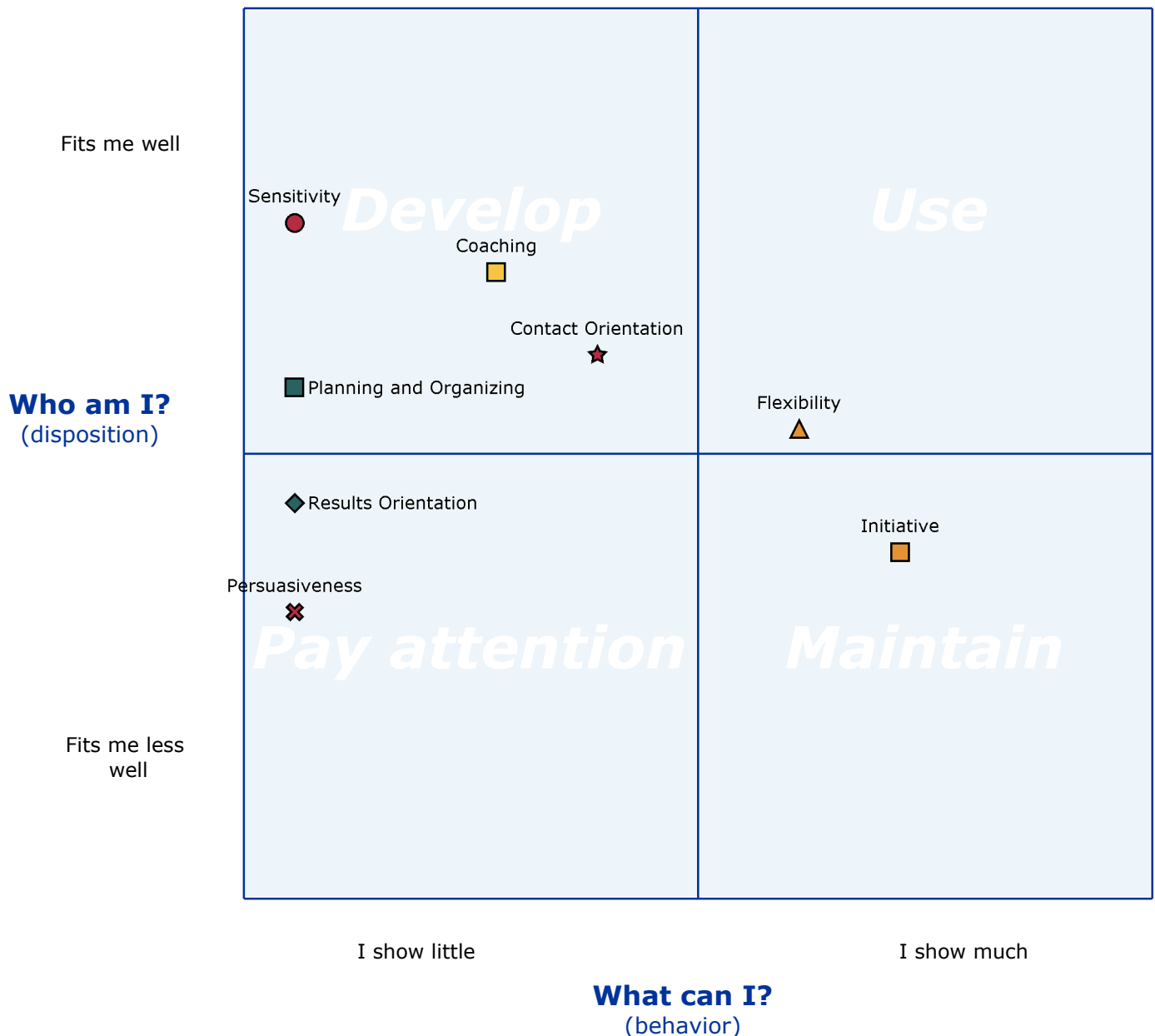
Less developed competences:

- Persuasiveness You score very low on Persuasiveness. You usually have trouble convincing others.
- Sensitivity to Others Your score on Sensitivity to Others is very low. This shows that you have trouble listening closely to others and to properly assess their needs and requirements.
- Planning and Organising You score very low on Planning and Organizing. This could mean that you find it difficult to plan and achieve goals.

Development advice

A competence can develop, for example, by experience or training. But how easily you can develop a competency also depends on your personality. If a person's personality is very introvert he or she will not easily be a successful salesperson.

The table below shows the extent to which your personality supports different competencies.



There are four different combinations possible:

Use: You can often and easily display the behavior that belongs to the competence. It suits you well; you have a talent for it. Use this, this is your strength.

Develop: You do not (yet) often display the behavior that belongs to the competence, but it does suit you well. You will be able to develop yourself in this competence quite easily. Use the development tips!

Maintain: You can display the behavior that belongs to the competence. It just does not suit you well; you have learned the behavior. It can cost you more effort and energy to continue displaying the behavior. See which development tips you can apply in your work to be able to maintain the behavior.

Pay attention: You do not often display the behavior that belongs to the competence and it does not suit you well either. Developing this competence can also cost you a lot of effort. If this competence is important, see which development tips can help you find support for this competence. If 'Pay Attention' applies to multiple competencies, then this type of work will be less suitable for you.

Your competencies are described below and if a competency is less present, development tips are given.

Communication

Contact Orientation

You score a (low) average on the Contact Orientation competency when compared with the norm group. You don't usually find it difficult to strike up a conversation with others, even if you don't know them. You talk fairly easily to others and you have contact with different people.

Development tips

- Spend time on and pay attention to the social contacts you have at work.
- Observe how others interact and adopt the behaviour that suit you.
- Make it a habit to greet others, wherever you are.
- Approach colleagues and talk to them.
- Ask questions and summarize in your own words what the other person says.
- Ask yourself what beliefs prevent you from making contact and write them down accurately (e.g. "People don't like to be spoken to", or "I've got nothing to say"). Look at them after an hour and try to think of counter-arguments.

Sensitivity to Others

You score very low on the Sensitivity to Others competency when compared with the norm group. You don't show others that you are listening to them and that you understand them. You are not sensitive to the needs and requirements of others.

Development tips

- Try to listen with patience when someone is telling you something, instead of responding immediately.
- Let the person you are speaking finish talking, ask questions and summarize what's been said.
- Ask yourself how you would like to be treated and bear this in mind when you react to others.
- Consider the effect of your behaviour on others.
- Be alert and respond to non-verbal signs: Does the person you're speaking to find your story interesting? Does (s)he understand it?
- Don't let yourself be distracted, but listen carefully while another member of the team is talking.
- Pay attention to the actual content of what is said and how the communication process with the other person is going.
- Take account of the personal circumstances of others. Empathize by putting their feelings into words.

Persuasiveness

You score very low on the Persuasiveness competency when compared with the norm group. You don't easily reach agreement with others in situations where there is a difference of opinion or where multiple interests are represented. You cannot easily convince others. You don't show that you are able to convince others by arguments. One or other of you will usually not be satisfied with the solution that is found.

Development tips

- Think in advance of arguments that support your views.
- Don't give all your arguments at once, but measure them (and your views) out at decisive moments.
- Try to think of arguments that support the opposite view. You will then be better prepared for counter-arguments.
- If you want to convince others, try to identify mutual benefits of your proposal. Stay calm and polite throughout your interactions with the other person.
- Make proposals enthusiastically and avoid less resolute statements, such as "I believe" and "That's what I think".
- Don't talk too much, but say what you have to say in a forceful manner (clearly audible, using short sentences).
- Learn how make a "solid" impression by observing others and asking them to give feedback on your behaviour.
- Make sure that you know what you're talking about.

Realising

Planning and Organising

You score very low on the Planning and Organizing competency when compared with the norm group. You don't spend much time preparing a timetable and setting priorities before you start on something. You don't work very purposefully, as a result of which there is a fairly high chance that you don't achieve your goal (in time).

Development tips

- Make an assessment of the amount of time and resources required to complete a project.
- Note deadlines and indicate which members of your team will perform which tasks in a time schedule.
- In the interim, check with the other team members if the problem is progressing according to schedule.
- Go over the things you wish to do at the start of the day. Make a list of all activities and set priorities.
- Cross out (in your agenda) an activity the moment it has been carried out. Put the activities that have yet to be carried out on the to do list for the next day.
- Schedule fixed times for returning activities such as checking your mail. Also note the activities that have already been scheduled: meetings, evaluation moments
- Allow for contingencies in your schedule.
- Help to organize a company activity. Make sure that you are put in charge of drawing up the schedule.

Results Orientation

You score very low on the Results Orientation competency when compared with the norm group. You have shown that you are not concerned about achieving results. You think it is more important to do your best than to achieve good results. Your goals are often not clear and concrete.

Development tips

- Discuss the goals you wish to achieve with your manager and put this down in writing.
- Make sure that the goals you have set are specific, measurable, acceptable, realistic and time-bound (SMART).
- Also set concrete and attainable interim objectives.
- Find out what or who you need to actually complete a project.
- Monitor the progress of a project and make adjustments when necessary.
- Make sure that you persevere at it until the result has been achieved. Commit yourself, for example, by advising colleagues as to when they can expect to receive your share of the work and what it will consist of.
- Discuss your results and experiences with colleagues.
- Confront others if they fail to stick to the agreements of the team as far as their results are concerned.

Managing

Coaching

You score below average on the Coaching competency when compared with the norm group. You don't assist others very much in their development. You don't always give feedback to others.

Development tips

- Share with colleagues your thoughts about their approach to problems and opportunities for self-development.
- Give concrete and constructive feedback on achievements.
- Ask many questions and restrict yourself to making suggestions for solutions.
- Ask stimulating questions that incite others to think about their own conduct.
- Encourage a colleague to say what (s)he thinks of something.
- Encourage a colleague to achieve his/her goal.
- Take it upon yourself to show a new employee around at the organization. Discuss your experiences with a manager and ask for feedback.

Personal Competencies

Initiative

You score above average on the Initiative competency when compared with the norm group. You adopt a proactive attitude and you undertake things on your own initiative. Others usually don't have to tell you what to do. You often make suggestions.

Flexibility

You score a (high) average on the Flexibility competency when compared with the norm group. When the situation changes, you adapt your behaviour to a reasonable extent. You sometimes try to achieve your goals in different ways. You tailor your approach to the situation.

Next steps

The results of the Talent Scan allow you to analyse what (career) development is desirable and feasible.

- Analyze preferably with someone else, e.g. a career counselor or your manager - how to fulfill your needs and preferences as well as possible in your current position. But also consider whether other positions can provide better opportunities.
- Think about how your personality and skills match the requirements of your current position and consider how you can develop specific competencies.
- Make a personal strength / weakness analysis - what am I good at and what am I less good at? Identify opportunities and threats when it comes to development opportunities not only within your current job or organization.
- Make concrete and measurable plans for the development of certain skills or competencies and discuss them with your supervisor.
- Consider courses and / or educational programmes that can support you.
- Be aware how well you can develop a specific competence also depends on your personality. If a person's personality is very introvert he will not easily become a successful sales person.
- Remember that many people are not very concerned about their own development and that they therefore miss many opportunities!

Good luck with your future development!

Personality - all results

Calm and stable

Less



Middle



More



Calm

Are you usually calm?

You usually stay calm when something goes wrong. Sometimes you can get emotional.



Shows feelings
Becomes emotional quickly

Stays calm
Seems insensitive

Confident

How confident are you about yourself and how do you deal with criticism?

You sometimes feel insecure. Most of the time you don't doubt your own abilities.



Reflects on own behavior
Is often insecure

Has self-confidence
Thinks being able to do anything

Without worries

How do you deal with stress and problems?

Sometimes you worry. You are usually quite relaxed.



Takes problems seriously
Worries easily

Is relaxed, without worries
Can deny problems

Precise and goal oriented

Less



Middle



More



Thinking in advance

How do you make decisions?

You usually think for a long time before making a decision.



Decides spontaneously and quickly
Decides based on feelings, without thinking it through

Thinks carefully
Hesitates a long time before making a decision

Organised

How precise and organised are you?

You find working neatly less important. You usually don't work according to a schedule.



Is open to a different way of working
Is often sloppy

Is neat and organised
Has difficulty adapting their own way of working

Wanting to achieve a lot

Do you want to achieve?

You usually commit to delivering good performance.



Is satisfied with their own performance
Could achieve more

Works hard to get ahead
Sets too high standards for themselves

Focused on others

Less



Middle



More



Active

Do you often show initiative and do you like to be active?

You can be somewhat passive. You don't often show initiative.



Is calm
Waits and sees

Has a lot of energy, takes initiative
Is restless, busy

Stand up for yourself

Do you stand up for yourself and do you say what you think?

You usually express your own opinion. Sometimes you find that difficult when others disagree with you.



Is flexible, goes along with what others
want
Can let others decide too much

Gives their own opinion and takes the lead
Controls too much, does not listen to others

Social

How do you interact with others?

You make contact with people quickly. You talk with ease, even with people in a group.



Can be alone well
Does not make contact quickly

Makes contact easily
Finds it difficult to be alone

Friendly

Less



Middle



More



Helping others

Are you someone who likes to help and support others?

You usually want to help others, but sometimes you also leave people to solve their problems themselves.



Does not forget their own interests
Is only focused on themselves

Is always willing to help others
Thinks too little about themselves

Kind to others

Do you take other people's feelings into account?

It is important to you that others like you. You take into account how other people feel.



Dares to be strict with others
Can hurt others

Is kind, prevents conflicts
Is cautious, finds it difficult to be strict

Accept others

Do you trust others and how much do you accept from others?

You usually trust people and you accept that others can make mistakes.



Does not believe and accept everything
Distrust people quickly

Trusts others and forgives mistakes
Trusts people too quickly

Being open to new things

Less



Middle



More



Invent new things

How easy is it for you to come up with new solutions?

You are creative and your solutions are often innovative.



Chooses solutions that have already been used
Finds it difficult to come up with new solutions

Has creative and original ideas
Has ideas that do not always work in practice

Wanting to know things

How curious are you and do you like to learn new things?

You want to learn and understand new things, but you don't always actively look for it.



Uses information that is already available
Does not find learning new things important

Wants to understand things and keep learning
Searches for new information for too long

Doing exciting things

Do you look for variety and new experiences?

Sometimes you like change and surprises, but you usually don't seek out unknown situations.



Is satisfied with how things are going
Does not like changes

Wants to do and discover new things
Gets bored quickly

Focused on self-interest

Less



Middle



More



Own benefit

How far do you go to benefit yourself?

Being honest is very important to you, even if it means it can get you in trouble.



Is honest and considers what is important for others
Sticks to the rules

Pays close attention to their own advantage
Is not always honest

Pretending to be different

What do you do and say in different situations?

You clearly show what you are thinking and feeling, even if others would rather hear something else.



Is always themselves and reliable
Has difficulty adapting behavior, even if it is more convenient

Can show different behavior to get things done
Often shows different behavior, can come across as unreliable

Impress

How important is it for you to receive attention and appreciation?

You like money, nice things, status and having others admire you for it, but those are not the most important things to you.



Is modest
Shows too little of themselves

Presents themselves positively
Demands a lot of attention from others