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Career Report

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Online Assessment



## 1. Introduction

This report summarizes the results of your Online Self Assessment and outlines your strengths and development needs in relation to professional competencies and competency areas. It also shows your results in the two Business Reasoning tests you completed. These tests measure how capable you are in grasping and analyzing business-related verbal and numerical data. The report focuses on the most significant results. Your answers have been compared to a large group of persons with a similar professional background. From this, a benchmark profile emerges indicating which strengths you can build on in comparison to other people, and which competencies you need to take care of to ensure long-term professional success.

Of course your individual development needs depend on your professional ambitions. Build upon your strengths, but pay attention to factors that may lead to serious problems and barriers to success in the long run. When reading this report, please keep in mind that the results are entirely based upon your own answers. A more differentiated or balanced picture may emerge when you collect feedback from the people around you in your professional life, e.g. your manager, your colleagues or your team members.

## 2. Summary of Key Findings

Competency area	Results				
interactive				●	
operational			●		
intellectual			●		
emotional			●		
Business Reasoning Tests	Results				
Numerical Critical Reasoning		●			
Verbal Critical Reasoning				●	
	critical	moderate	average	good	strong

Norm group: General adult population

## Executive Summary

### Key Strengths

interactive	builds a useful network of contacts and relationships and utilises it to achieve objectives
interactive	develops people through delegation, empowerment and coaching; promotes career and self development
interactive	co-operates well with others; shares knowledge, experience and information; supports others in the pursuit of team goals
operational	focuses on bottom-line results, identifies potential risks and monitors the financial impact of own activities
intellectual	understands the organisation's informal rules and structures and utilises political processes effectively to get things done

### Key opportunities for development

operational	identifies and seizes commercial opportunities; has a strong positive impact on business growth and profitability
intellectual	demonstrates specialist knowledge and expertise in own area; participates in continuous professional development

### Key risks emerging from Self Assessment

You are extremely considerate and sensitive when dealing with others. It is important to you that others feel comfortable in your presence. You try to avoid conflicts and quickly find compromises. Certain others may see this as a weakness, however. You may find that a more assertive approach when dealing with others helps you manage tasks more clearly and effectively. You like to go your own way. You find that the bureaucratic barriers and complex rules and structures of larger companies can be frustrating, and you like to challenge them. This can sometimes lead to success, but it can also cause problems when you do not think-through all the effects of your activities within the wider structure.

## Key motivators

You are motivated by being able to influence people and propel processes. You find it very satisfying to successfully master urgent operational challenges. By contrast, dealing with concepts, ideas and strategies is not quite your thing. Being able to identify with your goals and tasks to a large extent and perceiving your work as purposeful is important for you. Seeing your performance and contributions appreciated and acknowledged does not matter as much to you.

## Best ideas for development

### Development activities

#### Try this:

Collect information about your customers, your market and your competitors. Such as newspaper cuttings, market research data, sales figures, company information and annual reports etc. The better you know the business of your customers and the activities of your competitors, the easier it will be for you to discover new entrepreneurial opportunities and approaches.

Consider your position from the perspective of the whole company. What is the contribution of your work to the profitability and the growth of the business? Can you quantify this contribution? What would happen if your position did not exist? Can you increase your contribution still further?

Write down over a period of a week how you deal with your employees. Scrutinize your notes critically in order to see whether you are really guiding and controlling their work or only reacting to problems. Ask for feedback and suggestions from your most important colleagues on how you can design it more effectively.

## 4. Detailed Results per Competency

Competency area	Your results				
<p><b>interactive</b></p>	<p>This you can build upon:</p> <p>You tend to argue in a persuasive manner and usually gain the agreement and support of others for your ideas and plans. In negotiations and confrontations, you are likely to remain stable and consistent. You recognise the importance of reaching clear agreements.</p> <p>You have a very broad network of contacts which you can use selectively for your purposes. You tend to adjust flexibly to different people and situations, and are not at all afraid of maintaining contact with competitors or opponents.</p> <p>You actively prompt others to contribute during planning and decision making. Where possible, you create learning and development opportunities for others. You tend to consult with others, and in doing so you are likely to help them to deploy their skills and knowledge effectively in the team.</p> <p>For the most part, you communicate clearly, precisely and with a structure. You appear to others as credible, and are able to present the main points of a topic or an argument convincingly. You can adjust your way of communicating flexibly for most listeners. If needed, you are also able to speak to an audience and appear confident.</p> <p>You are exceedingly happy to work with other people and can quickly integrate into a team. You are willing to share information and findings with others and contribute constructively to the success of a team. You support others to develop their own ideas and provide a positive working atmosphere.</p>				
	<p>This you need to be aware of:</p> <p>If the situation requires it, you will usually seize the leadership in a team and co-ordinate the team's tasks. When leading, you tend to ensure that each person knows their tasks and focuses on them. When it comes to getting other people enthusiastic for a project or navigating the team through difficult times, however, you may feel less competent and confident.</p> <p>You are extremely considerate and sensitive when dealing with others. It is important to you that others feel comfortable in your presence. You try to avoid conflicts and quickly find compromises. Certain others may see this as a weakness, however. You may find that a more assertive approach when dealing with others helps you manage tasks more clearly and effectively.</p>				
Your benchmark score					
	critical	moderate	ok	good	outstanding

Competency area	Your results				
operational	<p>This you can build upon:</p> <p>You work in a manner which is highly target-driven and keep in mind the relationship between costs and benefits. You concentrate your energy on reaching goals. You evaluate the financial results of your activities, and prevent possible risks in a timely way.</p> <p>It is important to you to always finish plans and projects. In doing so, you demand a relatively high level of achievement from yourself and others. You usually make clear decisions, even if they cause unpleasantness for you personally. Wherever possible, you keep to the rules and regulations of the organisation.</p> <p>You usually approach tasks in a well planned out and systematic manner. You take possible complications and hindrances into consideration as far in advance as possible, even if you do not always realistically estimate the time needed for planned activities. You make an effort to successfully cope with the necessary financial, technological and operative resources in order to successfully complete a plan.</p>				
	<p>This you need to be aware of:</p> <p>Although you are generally interested in economic and business matters, you may not always keep yourself in the loop about market trends, current customer needs or the activities of competitors. You enjoy exerting influence on the business, obtaining commitment from others for your ideas, however, commercial and operational considerations may not always be at the forefront of these ideas, and you may not therefore always find it easy to recognise new business opportunities with a direct impact on growth.</p> <p>You like to go your own way. You find that the bureaucratic barriers and complex rules and structures of larger companies can be frustrating, and you like to challenge them. This can sometimes leads to success, but it can also cause problems when you do not think-through all the effects of your activities within the wider structure.</p>				
Your benchmark score	critical	moderate	ok	good	outstanding

Competency area	Your results				
intellectual	<p>This you can build upon:</p> <p>You like to see your work in the context of a bigger strategic picture, though at times you may lose sight of this during your everyday work. You try to pursue ambitious plans and goals for your area of responsibility and you usually take into consideration a broad range of factors when forming these plans and goals.</p> <p>You have a well-developed sensitivity for changes in an organisation and can use informal rules and structures for your own purposes. You tend to understand the perspectives of other departments and accurately assess the effects of your own actions on other people.</p> <p>You analyse information and data very efficiently, and usually quickly recognise the core of a problem. Only with very complex contents, you do need some time in order to reach accurate conclusions. In general, you develop a very comprehensive overview of a topic and judge things in a reasonable, well-balanced and realistic manner.</p> <p>You like to question traditional approaches and prefer to creatively and flexibly tackle problems and tasks. You are open to new things, and occasionally contribute innovative ideas and suggestions yourself.</p>				
	<p>This you need to be aware of:</p> <p>You consider yourself essentially to be experienced in your professional area and strive to be up-to-date. However, you could use your professional knowledge more effectively to solve problems and achieve objectives.</p>				
Your benchmark score					
	critical	moderate	ok	good	outstanding

Competency area	Your results				
emotional	<p>This you can build upon:</p> <p>You are happy to seize the initiative and act decisively within agreed limits. You express your opinions with the necessary regard for the sensitivities of others and you are happy to ask for opinions before making important decisions. You are more likely than most to settle for performance that is good, rather than excellent, and you could challenge yourself more to achieve ambitious levels of performance.</p> <p>You observe the reactions of your co-workers with real precision so that you have a lot of ideas how you can individually support them and effectively encourage them. You represent your interests factually and competently even in difficult times, which means you impart security and trust to your team. Although you remain calm and controlled in normal situations, you may lose energy or appear nervous in particularly stressful situations.</p> <p>You are conscious of your strengths and limitations and likely to use the feedback of others to select and change your behaviour. You enjoy change and seeking out new challenges. You could put more emphasis on the speed of your professional progression because you may lose sight of the bigger picture of your own career when focusing on your tasks.</p>				
	<p>This you need to be aware of:</p> <p>Pertaining to the management of stress and demands, you have not shown any important weaknesses when processing shapes. Here you clearly see an area of strength!</p>				
	Your benchmark score				
	critical	moderate	ok	good	outstanding

## 5. Motives and Perspectives

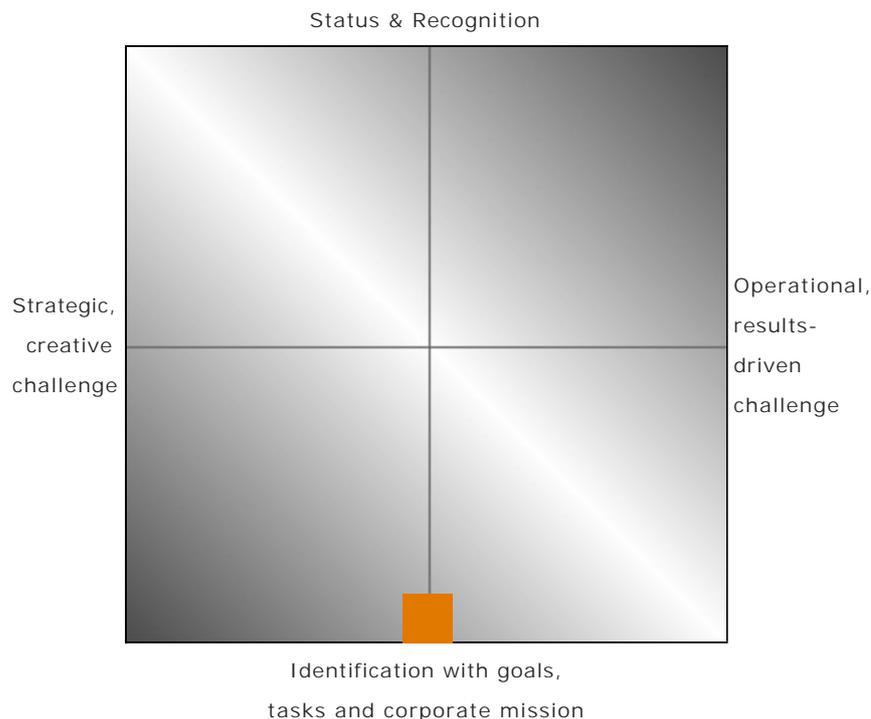
This part of the report looks at the activities and subjects you prefer to work with and the key motives that make you strive for success, according to your answers in the Self Assessment. The table at the end of this page displays how well your preferences and ambitions match the respective career path. In theory, the match scores for all 4 career paths can sum up to more than 100%, but in practice you will see values significantly lower than that and differentiated across the four paths.

### Preferred activities

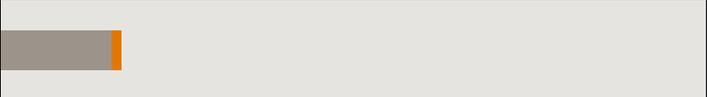
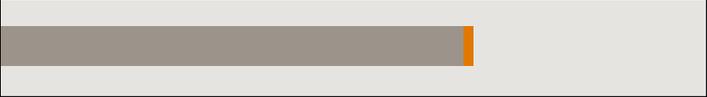
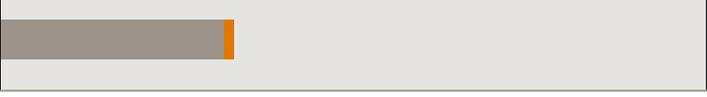
While at work, your preferred activities are:	Activities you feel less attracted to are:
<ul style="list-style-type: none"> <li>■ Producing a lot of new ideas</li> <li>■ Supporting new plans and initiatives</li> <li>■ Identifying the advantages and disadvantages of a plan</li> <li>■ Estimating realistically how much time planned activities will require</li> </ul>	<ul style="list-style-type: none"> <li>■ Making sure to meet deadlines</li> <li>■ Cooperating well with others</li> <li>■ Comparing myself with others</li> <li>■ Quickly grasping complex issues and problems</li> </ul>

### Key motives

The grid below displays four key motives for striving for success at work. The square shows where your own motivation is situated in this grid:



Recommended career path

People Management		17%
Client Management		67%
Project Management		50%
Specialist		33%

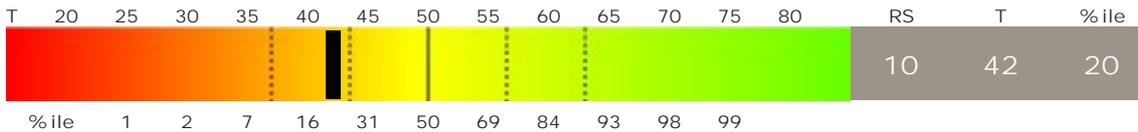
Please bear in mind that the results above reflect the way you currently see your preferences and aspirations. This may change over the years due to experiences you make and changes in your personal and professional life. It is important to reflect regularly whether your career, your position and your working environment enable you to make the best use of your potential.

## 6. Results of Business Reasoning Tests

### 6.1. Numerical Critical Reasoning

What does this test measure?

In this test the task is to draw logical conclusions from complex numerical information. In addition, this test measures the ability to retrieve relevant information when confronted with different types of questions. The skill of analysing complex information under time pressure, distinguishing relevant and irrelevant information, is a vitally important one in a range of jobs.



Questions in the test: 37

Number of completed questions (speed): 37

Number of questions correctly answered (accuracy): 19

How to interpret your result

Your performance score has been calculated out of your correct and incorrect answers. Please consider that this is only a snapshot of your performance which can be influenced by various factors. Your performance in the test can be described as follows:

Compared to other participants, it is harder for you to handle the tasks in this test successfully.

What is your processing style like?

In addition to the performance score your processing style is measured. It indicates how many questions you completed in the default time (speed) and how many of those questions you answered correctly (accuracy). These two scores are compared with the scores of other participants as well. The optimal processing style is to complete as many questions as possible, as accurately as possible.

Your processing style can be characterised as follows:

Your completion of the test was extremely fast, this means that you completed more tasks in the default time than most other participants. However you tended to be inaccurate which means that, compared to other participants, you made more mistakes.

How can my skills in this area be improved?

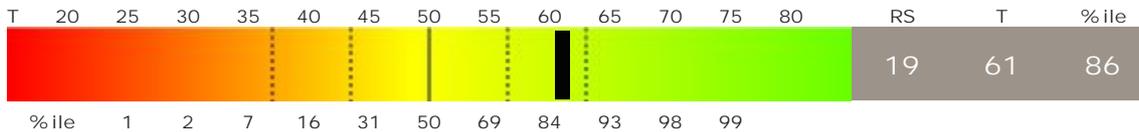
Improving your skills in working with complex numerical information is not easy and requires commitment over a long period of time. Here are some tips to help you to improve your skills in this area:

- Study the annual report of a large company. Consider the tables and charts closely and try to analyse the patterns and trends, e.g. How has the situation of the company changed in the last financial year in comparison to the year before? What is the company's greatest source of revenue? What are the company's costs? In addition, try to derive further useful facts and figures from the information, e.g. the percentage change between two years, sums etc.
- Keep an account of your daily expenses (shopping, meals etc.) in a spreadsheet. Do this for one month and then make an analysis of the figures. Put your expenses into different categories and analyse the impact of the different categories on the overall spend. Look at any trends over time, e.g. do your spending patterns change week-by-week, or are they consistent over time? Make some diagrams or charts to show your findings.
- Find articles about studies or surveys in a topic that interests you. Analyse the diagrams and tables presented and try to make your own interpretation of the key findings. Read the text of the article to compare your interpretation to that of the authors. Look for any extra information to help you further develop your interpretation of the data - this could be in the article itself or in other articles.

## 6.2. Verbal Critical Reasoning

What does this test measure?

In this test the task is to draw logical conclusions from complex verbal information. In addition, this test measures the ability to retrieve relevant information to answer various different questions. The skill of evaluating complex verbal information quickly and efficiently under time pressure, distinguishing relevant and irrelevant information, is a vitally important one in a range of jobs.



Questions in the test: 49

Number of completed questions (speed): 43

Number of questions correctly answered (accuracy): 27

How to interpret your result

Your performance score has been calculated out of your correct and incorrect answers. Please consider that this is only a snapshot of your performance which can be influenced by various factors. Your performance in the test can be described as follows:

Compared to other participants, it is easier for you to handle the tasks in this test successfully.

What is your processing style like?

In addition to the performance score your processing style is measured. It indicates how many questions you completed in the default time (speed) and how many of those questions you answered correctly (accuracy). These two scores are compared with the scores of other participants as well. The optimal processing style is to complete as many questions as possible, as accurately as possible.

Your processing style can be characterised as follows:

Your completion of the test was extremely fast, this means that you completed more tasks in the default time than most other participants. At the same time you were quite accurate which means that you answered approximately as many tasks correct as most other participants.

How can my skills in this area be improved?

Improving your skills in working with complex verbal information is not easy and requires commitment over a long period of time. Here are some tips to help you to improve your skills in this area:

- Read complex articles from quality news websites/newspapers and try to summarize them in three to five lines. What is the essential information from each article? What can be left out?
- Listen to audiobooks. After every five minutes, try to summarize what you've heard. What information was important? What information was unimportant?
- When preparing written correspondence, write a first draft and then review it. How can you make it more concise? What key points are you trying to get across? Re-draft your message until it expresses your key points in a concise and meaningful way.

## 7. Hints for Development Activities

The strengths and limitations outlined above emerge on the one hand from your individual disposition, e.g. basic personality traits, beliefs and abilities. On the other hand, they reflect your individual learning history and your personal development.

Research shows that you will hardly ever face a fundamental change of personality. An introverted person will generally not transform into an extrovert. Nevertheless, this person can learn to act self-assured and convincing in public, to present effectively and negotiate skilfully by working on their own behavior. When you ask successful managers about what contributed most to their own professional and personal development, almost all will mention significant challenges and hardships in their career. You tend to learn most intensively when you are forced to do so by unusual circumstances, when you are urged to leave your comfort zone and try new behaviors and approaches.

A successful development process consists of two essential components. The first component is to understand the steps and measures that need to be taken to change one's own behaviour. The second component is the actual training process, i.e. learning new behaviors or attitudes in different situations and settings. Only the combination of both components will lead to successful and permanent change.

On the next page you will find a number of proposals for your individual development. These are based upon your individual results in the Online Assessment and provide you with very concrete advice and ideas for developmental activities that require you to trial new approaches. The system selected those activities that suit your competency profile and your individual learning style best.

Please bear in mind that it is important to set yourself realistic, achievable and measurable development objectives. It is far more efficient to move forward step by step than to aim at overly ambitious targets and fail to achieve them. It is strongly recommended to discuss this part with your line manager and draw a joint conclusion which findings should be addressed in your Personal Development Plan.

Please make sure that you involve other's feedback at certain moments during your development plan. This will help you to monitor your progress and enable you to ensure that you reach your target.

Development activities		will do (yes/no)
Try this:		
<ul style="list-style-type: none"> <li>Collect information about your customers, your market and your competitors. Such as newspaper cuttings, market research data, sales figures, company information and annual reports etc. The better you know the business of your customers and the activities of your competitors, the easier it will be for you to discover new entrepreneurial opportunities and approaches.</li> </ul>		
<ul style="list-style-type: none"> <li>Consider your position from the perspective of the whole company. What is the contribution of your work to the profitability and the growth of the business? Can you quantify this contribution? What would happen if your position did not exist? Can you increase your contribution still further?</li> </ul>		
<ul style="list-style-type: none"> <li>Write down over a period of a week how you deal with your employees. Scrutinize your notes critically in order to see whether you are really guiding and controlling their work or only reacting to problems. Ask for feedback and suggestions from your most important colleagues on how you can design it more effectively.</li> </ul>		
<ul style="list-style-type: none"> <li>List the differences between self-confident, insecure and aggressive behavior patterns. How do you mainly behave? Take note of examples of self-confident behavior patterns from television, work or during family discussions.</li> </ul>		
<ul style="list-style-type: none"> <li>Find someone who looks really self-confident to you. Observe him/her at appropriate opportunities. Fathom out how he/she deals with opposition. Analyze the reasons for his/her success and consider what you could adopt for your own behavior patterns.</li> </ul>		
<ul style="list-style-type: none"> <li>Collect feedback from your superiors, colleagues and employees. Where do these people see your strengths and weaknesses? What recommendations do they give you? Are there differences from your own point of view? Why? Create your own personal, tangible development plan with your manager. Look in a targeted way for situations and challenges through which you can grow and learn.</li> </ul>		
<ul style="list-style-type: none"> <li>Have a discussion with a colleague or a friend about a topic on which you have different opinions and ask him/her later how well you presented your side of the argument.</li> </ul>		

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