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## TALENT BASED SELECTION

TALENT IDENTIFICATION IN THE SELECTION PROCESS

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07

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Organization

Series - RECRUITMENT / ADAPTATION / HR RESERVE / TALENT SELECTION / ROTATION

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## INTRODUCTION. Instructions for Reading DISC Graphs

### NATURAL AND ADAPTED BEHAVIOR

This individual report is based on the interpretation of Graphs of Natural (II) and Adapted (I) behavior.

### GRAPH I

Graph I represents our "Professional mask" or the behavioural style that we wish or consider appropriate to show to other people. Adapted behaviour is less intuitive and may be either in the line of or Natural behavior or be quite close to it.

Graph I measures an ability of an individual to adapt his behaviour consciously to particular situations. If you ask a candidate to fill questionnaire keeping in mind not his work, but his family life, where he (she) is performing the role of a father (mother), Graph I will reflect his (her) behavior which he (she) considers to be adequate to be successful in this role. Graph I can change much more easily and quickly than Graph II. To a certain extent, we all adapt our behaviour to the environment, work situations included.

### GRAPH II

Graph II describes less conscious instinctive behaviour of an individual. This Graph is more informative and reflects our true image that is what he (she) really is when he (she) does not try to control himself (herself). In normal conditions, Graph II changes very little in time. However, some event or accident, which can give rise to strong emotions in a person, may change the shape of Graph II, e.g. a serious surgical operation, a car crash, changes in a family life, the loss of a job, etc. The price we pay for the adaptation of our behaviour is our energy. The following should be kept in mind:

- Long term behavioural adaptation may exhaust one's energy.
- If a person is seriously motivated to adapt his (her) behaviour, he is able to conduct himself in accordance with the demands of the environment.
- To restore the energy supply a person has to turn back to his Natural style of behaviour.

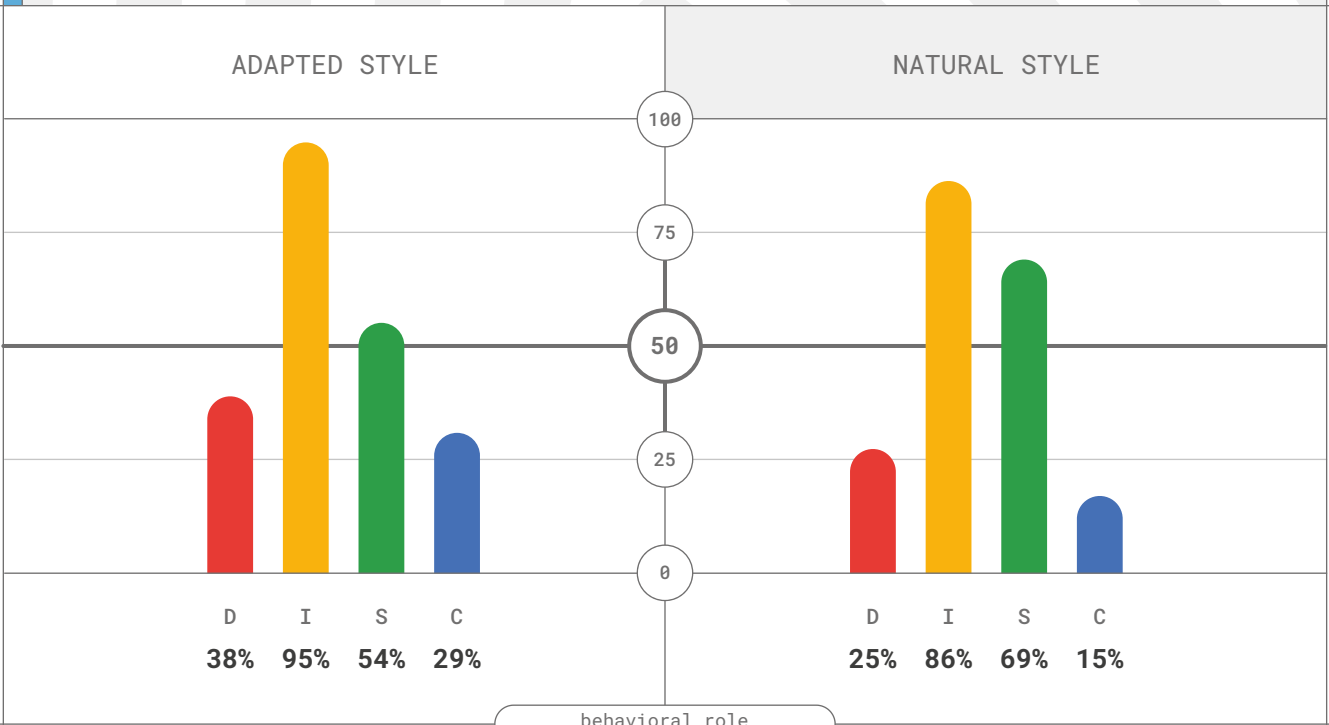
Comparing Graph I and II you can judge of the difference between the person's self-perception and what his natural performance. When the gap between the Graphs is minimal, a person feels more energetic and dynamic and can fulfill different tasks for a long time, being under minimal or without stress at all.

Mindfulness directly affects the quality of decisions made!  
Be successful!

Always with you, INSUNRISE Psychometrix Inc.

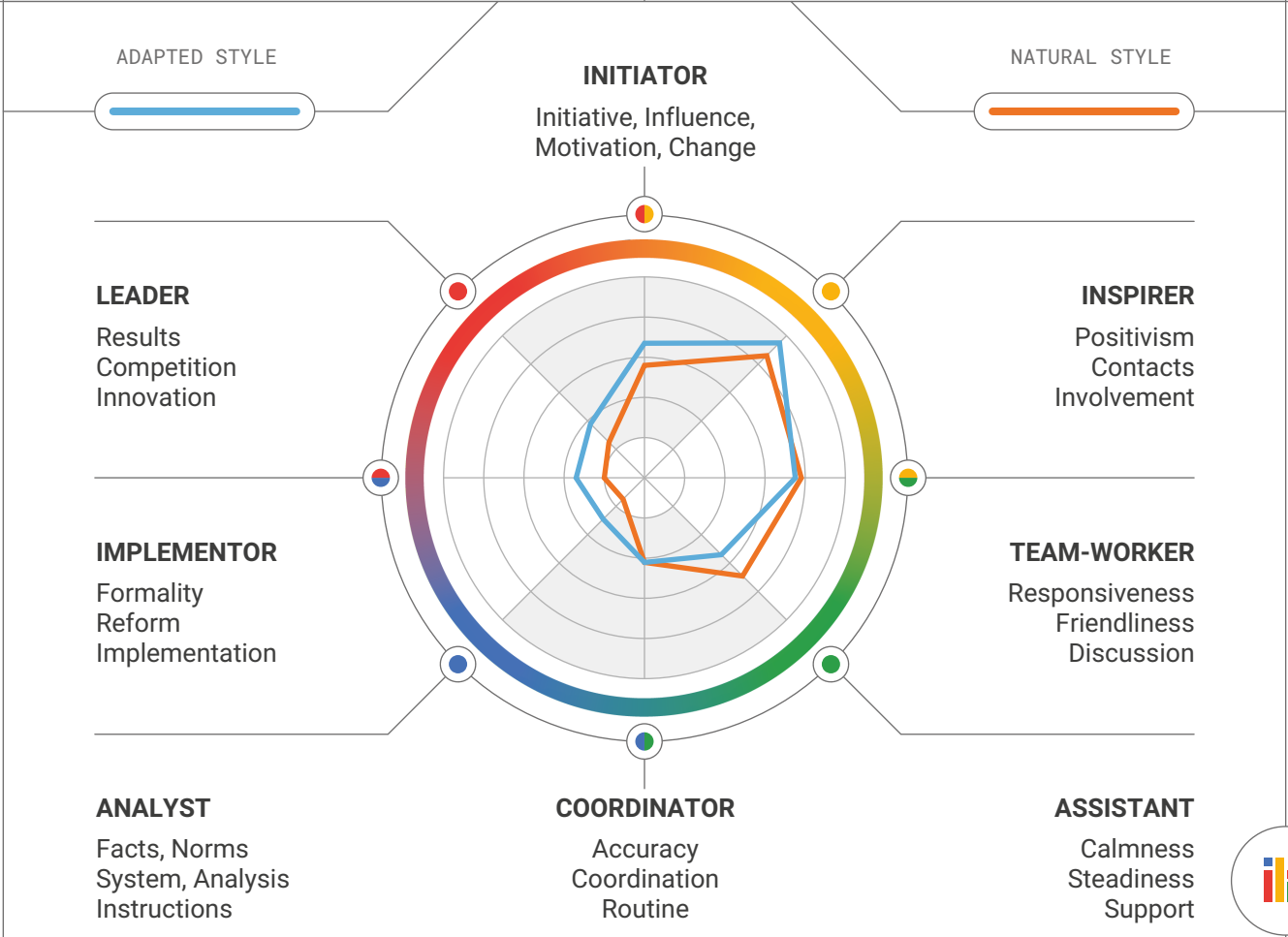


# John's Behaviour Style - DISC Graphs



behavioral role

**INSPIRING-TEAM-WORKER**                      **INSPIRING-TEAM-WORKER**



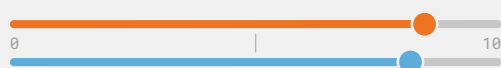


## Professional predisposition. Personnel reserve

This chapter examines the predisposition of Peter / Elena to work in positions with higher or lower indicators on the analyzed scales. It should be remembered that the names of the scales are arbitrary, since each of them implies a wide range of differences in different companies. Nevertheless, the chapter will help you navigate in terms of better self-realization.

● Natural Style

● Adapted Style



8.6  
8.3 **Communicator**



7.9  
7.1 **Account Manager**



7.2  
5.8 **Service Manager / Support**



5.7  
6.3 **Entrepreneur**



5.7  
6.3 **Innovator / Start-Up Manager**



5.2  
5.8 **Expert sales**



4.8  
4.2 **Lead Manager / Executive Director**



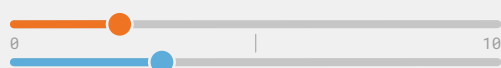
4.4  
5.0 **Specialist - Expert**



4.3  
3.8 **Coordinator - Contractor**



4.2  
4.8 **Driver / Problem Solver**



2.1  
3.0 **Implementor / Run and debug projects**



1.5  
1.7 **Analyst**





## A Brief Description of Behavioral Style

This chapter of the report deals with the main tendencies of John's behavior. These are the traits that he is most likely to show in his natural environment, when John is not under stress or influence of other factors and is not trying to fit a situation.

- Sympathetic, friendly, cooperative, attentive to people, eloquent, witty, optimistic, inventive, enthusiastic, independent, cautious, convincing, non authoritative, facilitates establishing contacts, individualist, methodical in certain situations, doubtful, seeks stability, avoids conflict, sensible, calculating, seeks changes and stability at the same time, trusting, socially active, predictable, undemanding, peaceful, agreeable, relaxed, willful, inattentive to details, inspirational.
- John is a sociable and socially active person. He has an optimistic view of his ability to persuade other people and make them take his side.
- John tends to act only if he has the support of his team. He likes his achievements to be recognized publicly.
- He tries to trust people and wants others to trust him in return. However, in certain situations he can be cautious and even indecisive preferring not to risk without reason.
- He is not inclined to dictate his conditions to others. He does not like to take charge and will try to avoid competition and confrontation.
- When solving conflicts, John will not risk losing good relationships with people, because he considers them a priority.
- John tries to earn everyone's affection and recognition for his willingness to help others.
- Often process is more important for John than achieving results. He can be so engrossed in a conversation that he can lose track of time.
- He tries to be patient and understanding with people.
- Usually, John attempts to assess the situation objectively and from different angles. However, sometimes his emotionality prevents him from being unbiased.





# Basic Competences Analysis

This chapter make an overview of the main John`s behavioral competences. These are the qualities that John will demonstrate in the situation most comfortable for him, when he is not under stress and is not making an effort to conform to a situation.

● Natural Style                      ● Adapted Style

	<p><b>8.6</b> 8.3</p> <p><b>A focus on broad communication and networking</b></p>
	<p><b>8.1</b> 7.3</p> <p><b>Optimism and trustfulness</b></p>
	<p><b>7.9</b> 7.1</p> <p><b>Cooperation and teamwork</b></p>
	<p><b>7.1</b> 6.9</p> <p><b>Ability to negotiate, find common ground</b></p>
	<p><b>5.7</b> 6.3</p> <p><b>Creativity</b></p>
	<p><b>5.7</b> 4.4</p> <p><b>Stress tolerance. Poise</b></p>
	<p><b>4.3</b> 3.8</p> <p><b>Loyalty. Commitment to ideas, people, norms, the Status Quo</b></p>
	<p><b>4.3</b> 3.8</p> <p><b>Traditionalism. Orientation towards previous experiences</b></p>
	<p><b>4.3</b> 5.6</p> <p><b>Orientation towards novelty and a high pace of action</b></p>
	<p><b>4.2</b> 4.8</p> <p><b>Independent decision making</b></p>
	<p><b>3.4</b> 4.2</p> <p><b>Adaptability to the requirements of others</b></p>
	<p><b>2.8</b> 4.2</p> <p><b>Result orientation</b></p>
	<p><b>2.1</b> 3.0</p> <p><b>Self organization</b></p>
	<p><b>1.5</b> 1.7</p> <p><b>Gathering and organising information</b></p>





## Talents & Value to the organization

This part of the report lists specific skills, experiences and other attributes that John could import into his company. Based on John's strengths, the management could locate him within the company's team in an optimal way.

- John is verbally active.
- Is a good communicator, i.e. has the ability to talk and to listen.
- Concentrated on communication and relations improvement.
- Is a team-player.
- Is able to work not only for the leader but also for the good of the project itself.
- Makes an effort to maintain good relations with senior managers and colleagues.
- Brings along positive environment.
- Is able to give support first of all by means of motivating other people.
- Is not a conflict person. Plays the role of a mediator in settling arguments.
- Accomodating.
- In spite of the fact that John has a certain tendency towards methodical work, he is able to implement several projects at once when necessary.
- Has the ability to maintai good relations with already existing clients.
- Is searching for creative solutions which nevertheless suit the majority.
- Tries to be tolerant towards various aspects of human personality.
- Has a disposition to learning and exchanging experience.
- Has an outstanding ability to give feed-back.
- Has the ability to reflect upon difficult situations from different angles.
- Expresses optimism based on crytical evaluation of a situation.







## John's Inefficient Behavior

This chapter is dedicated to the review of the main limitations in John's behavior. Point out the most typical ones. Develop measures to liquidate or weaken them. In order to achieve this, use the instrument "Personal Development Plan" provided in this report.

- John has difficulty prioritizing.
- He does not always pay adequate attention to details.
- He lets others take advantage of his willingness to help and listen to other people.
- John tends to forget about the end result of his efforts.
- Sometimes he spends too much time discussing different suggestions instead of acting on them.
- He tends to promise more than he can deliver.
- John is full of good intentions; however, he does not always have time to keep his promises.
- When it comes to competition, John tends to give in or refuse to fight outright.
- He may praise others too much in order to improve their moods.
- Sometimes John overestimates his ability to motivate others and influence their behavior.
- Sometimes he may express enthusiasm bordering on superficiality.
- John may be too informal with people that do not accept familiarities.
- Dependence on other people's opinion and attention is a factor that may influence John's emotional state.





# Teamwork Skills

Skills measured in this chapter give a clear idea of John's teamwork skills, commitment to common goals and values, and how he impacts on their team's results.

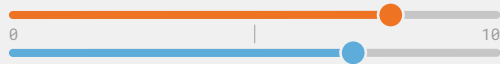
● Natural Style      ● Adapted Style



**8.6** Builds up positive, open relations with colleagues  
**8.3**



**7.9** Is able to find compromise in disputable situations  
**7.1**



**7.9** An active team-member who takes on process maintenance duties  
**7.1**



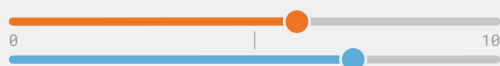
**7.7** Promotes the stabilization of team climate  
**6.3**



**7.2** Ability to pass calmness onto the team under stressful circumstances  
**5.8**



**6.5** Exercise of innovativeness within a team  
**6.8**



**5.9** Engageability  
**7.1**



**5.7** A professional who knows how to show the positive sides of matters  
**6.3**



**5.5** Reveals leadership qualities in a team  
**5.5**



**4.8** Is able to gain prestige among colleagues  
**4.2**



**4.3** Perceives him/herself as a part of the team with no leadership claims  
**3.8**



**4.3** Reliability and conscientiousness  
**3.8**



**2.8** Sets a high pace of work  
**4.2**



**2.1** Competes with others at the quality of work done  
**3.0**





# Working on a Project Style

Skills reflected in this chapter characterize John’s abilities to reform and change existing systems while working on projects, and give a complete picture of his project interaction skills.

● Natural Style                      ● Adapted Style



**8.6** Positive thinking in respect  
**8.3** of the final result



**7.9** Teamwork and discussion of project decisions  
**7.1**



**7.2** Supports other projects participants  
**5.8** with no leadership claims



**5.9** Ability to improvise, act ad hoc  
**7.1**



**5.7** Experiments and motivates project's  
**6.3** participants to start acting



**5.7** Initiation and promotion of new projects  
**6.3** both within a team and outside it



**5.5** Quick grasp of a situation  
**5.5** with the minimum of lead-in data



**5.2** Ability to work thoroughly  
**5.8** on several projects at once



**4.8** Global vision of one's mission within  
**4.2** the framework of the collective one



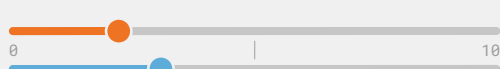
**4.3** Narrowly specialized tasks requiring  
**3.8** duty performance and organized nature



**4.2** Work on repeating tasks requiring  
**3.0** detailed elaboration



**2.3** Consideration and preventive measures  
**3.8** against risks and mistakes



**2.1** Optimization of existing systems  
**3.0**



**2.1** Introduction of innovations  
**3.0**



## Interview Supporting Questions

This section gives the list of questions that can be used during the interview. The order of questions can stay the same or can be changed to suit the style and the goals of the interviewer. We recommend to combine the following questions with those professionally oriented.

This interview process was specially designed with the objective to define John's selfassessment level and his personal achievements.

### SUPPORTING QUESTIONS

1. Describe what you would like to achieve in your personal career?
2. How do you plan to achieve your goals?
3. What are the main obstacles that can be in your way to success?
4. What do you expect of your direct supervisor?
5. What other people qualities can prevent you from communicating with them?
6. What is your main principle of setting priorities?
7. What do you think are your most significant (considerable, important) achievements?
8. How do you usually deal with the people you do not like?
9. How do you get people listen to your opinion?
10. What is more important for you - to get the job done at any price or to consider someone's interests first?
11. What do you think are the main difficulties you can come across if you get the position you claim?

Use only professional tools!

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# DISC Role Preference Rose

