



## Takatuf Assessment Center Report

<b>Name of Candidate</b>	Ahmed (Example)
<b>Company</b>	Takatuf Oman
<b>Role</b>	HR Admin Manager
<b>Purpose</b>	Selection
<b>Assessment Date</b>	31-May-2015

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## Disclaimer

This is a strictly confidential assessment report on the candidate which is to be used under the guidance of a trained professional. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of him/ her.

The results must be interpreted in the light of corroborating evidence gained from feedback and in the context of the role in question taking into account available data such as performance appraisals, actual experience, personality preferences, motivation, interests, values and skills.

## Shelf Life of this Report

The shelf life of the information contained in this report is considered to be 18-24 months from the date of the assessment, depending on the candidate's work role and personal circumstances.

## Reference Group

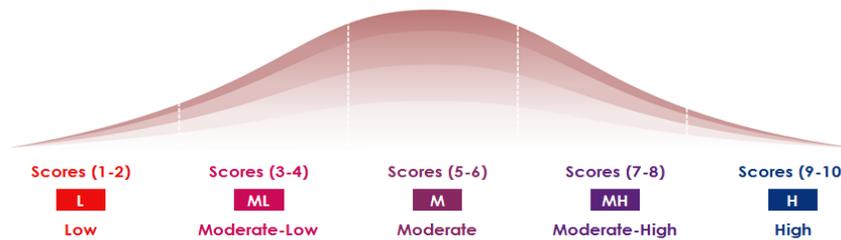
A reference group is used to evaluate the results and determine the tendency of the candidate to exhibit effective workplace behaviors compared to others. The following table provides details of the norm groups used for the assessment tools used in this report.

Test	Norm Group	Size
Personality Assessment	Omani	204
Ability Assessment (Verbal)	Omani	538
Ability Assessment (Numerical)	Omani	538
Ability Assessment (Abstract)	Omani	550
Management Scenarios Assessment	Middle East	1688

For selection reports, there is an appendix that contains a detailed description for the personality styles. For feedback reports, suggestions for improvement in competencies and management skills are added.

## Results Scale

The following chart represents a distribution of individuals on a particular scale, where high scores represent greater tendency to behave in a particular manner and low scores represent a reduced likelihood of behaving in a particular manner. An overall level ranging from a 'Low' to a 'High' tendency is provided to help highlight the reported tendencies.



## Section One: Personality Assessment

Personality Assessment is a self-report inventory designed to assess behavioral preferences and style. A measure of relative preference was obtained whereby the candidate was required to state which work-related behavioral statements were most and least true of him/her. The candidate's responses to the questionnaire were compared to the responses of a large number of managers and professionals.

### 1.1 Response Style

The 15FQ+ contains a number of measures that examine the way in which the respondent has approached the questionnaire.

#### The Candidate's Response Style

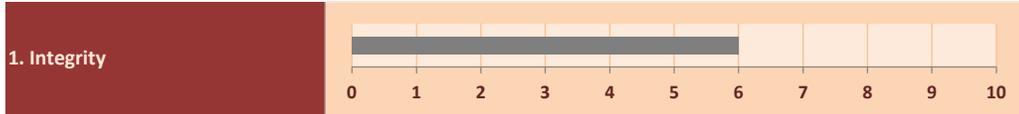
Open and Honest and Middle or Uncertain Answers

#### Explanation

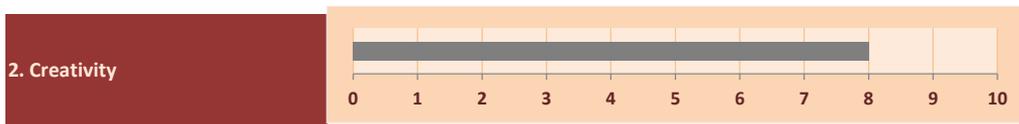
While the results indicate that the candidate has generally responded to the questionnaire in an open and honest manner, he/ she appears to have selected more middle or uncertain answers than is typical. This indication may be the result of his/ her desire to reveal little of his/ her true self, or may be a function of a genuinely moderate personality. Whilst this tendency is evident, the risk of distortion remains moderate.

## 1.2 Competency Profile

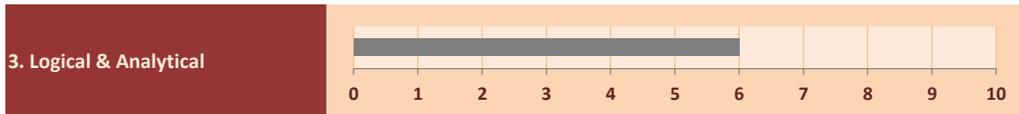
The overall competency potential score estimates the candidate's tendency to exhibit effective workplace behaviors. The score any given individual obtains on these scales depends not only upon that person's pattern of preferences across the behavioral dimensions, but also on the importance of each behavioral dimension in contributing to the particular competency.



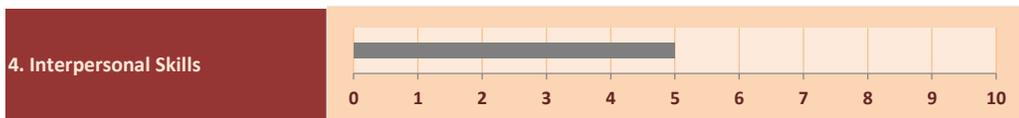
**Integrity-** the tendency to be reliable and honest. People who have a strong competency in this area can be trusted to work independently, with only minimal supervision. They tend to avoid taking inappropriate risks and take responsibility for their own mistakes and errors. They are likely to act with due diligence and have a strong sense of business ethics.



**Creativity** - is defined as the tendency to think in a creative and innovative manner. People who have a strong competency in this area are good at generating novel, innovative ideas. They tend to be adaptable and often come up with original solutions to problems. They are inclined to 'focus on the bigger picture' and to approach problems strategically.

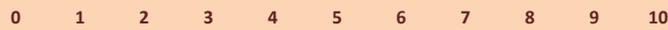


**Logical & Analytical** - the tendency to approach problems in a rational, intellectual manner. People who have a strong competency in this area like to base their decisions on a logical analysis of the available evidence. Their decisions are typically well-considered and thought through. They would be expected to have a well-tuned critical faculty.



**Interpersonal Skills** - the tendency to build positive working relationships with others. People who have a strong competency in this area have a high level of interpersonal sensitivity and empathy. They tend to be good at building rapport, and promoting and maintaining harmonious relationships. They would be expected to be effective at resolving interpersonal conflicts and are likely to be viewed as being supportive.

## 5. Resilience



Resilience- the tendency to cope well with pressure. People who have a strong competency in this area tend to be calm and keep control of their emotions. They are unlikely to get flustered or lose their temper in emotionally charged situations. They would be expected to accept criticism in a constructive manner and not to be disheartened by setbacks

## 6. Persuasiveness



Persuasiveness- the tendency to communicate in a persuasive, confident manner. People who have a strong competency in this area tend to enjoy public speaking and are effective communicators. They are likely to enjoy socialising and to have a strong social presence. They would be expected to be charismatic and good at breaking down barriers and bringing people around to their point of view.

## 7. Planning & Organising



Planning & Organising - is defined as the tendency to organise one's own and others' work and to plan for all contingencies. People who have a strong competency in this area are likely to be tidy and well-organised. They would be expected to plan their work so it can be completed within agreed timeframes and to be happy to delegate work appropriately.

## 8. Quality Orientation



Quality Orientation - the tendency to attend to detail and produce work that is accurate and of a high standard. People with this competency are inclined to set themselves high standards, to be detail conscious systematic and orderly in their work. They would be expected to be motivated to see tasks through to the end.

## 9. Energy & Drive



Energy & Drive - the tendency to have high levels of drive, energy and enthusiasm. People with this competency are likely to be lively and energetic and to display passion and pride in their work. They would be expected to be enthusiastic about their work, take the initiative and be self-motivated and committed.

## Important note to consider when reading the competency profile:

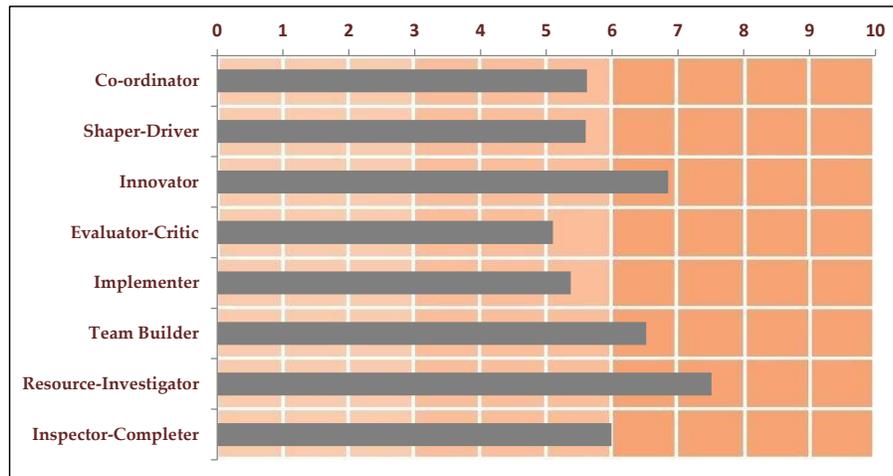
It is not possible nor desirable to be high on all the competency scales. Behavioural competencies tend to be complementary; for example high creativity preferences are often associated with lower competency in planning and organizing. This is neither good nor bad as the strength of ratings are only relevant in the context of the candidates work. One could argue for example that high Logical and Analytical is desirable for Finance Manager but less helpful for a Graphic Designer. Low interpersonal skills will tend to correlate with low persuasiveness, but not always. The point is that we would expect to see a range of competency ratings in a normal profile and it is the work application of the profile that is significant for the ratings.

### 1.3 Derived Dimensions

These scales show operating preferences on each of the different style sets, Team, Leadership, Subordinate and Influencing. Low or high is not good or bad. The highlighted preferences reflect the preferred but not the only style for the candidate; a low rated preference does not mean the candidate cannot use that style. It just means that they are less likely to adopt that style in preference for the higher rated style.

#### 1.3.1 Team Roles

The Team Roles describe how the candidate is likely to interact with his/ her colleagues in a team situation. The specific ways in which he/she will express his/ her preferred team style may, however, vary according to the situation. In addition, this behavioural style takes no account of his/ her intellectual approach to problems and the quality of his/ her decisions. The scores below indicate the candidate's general propensity for a particular team role orientation. It must be noted that different styles may be adopted according to the demands of the situation and consequently a description of his/her predominant and secondary team styles is provided.



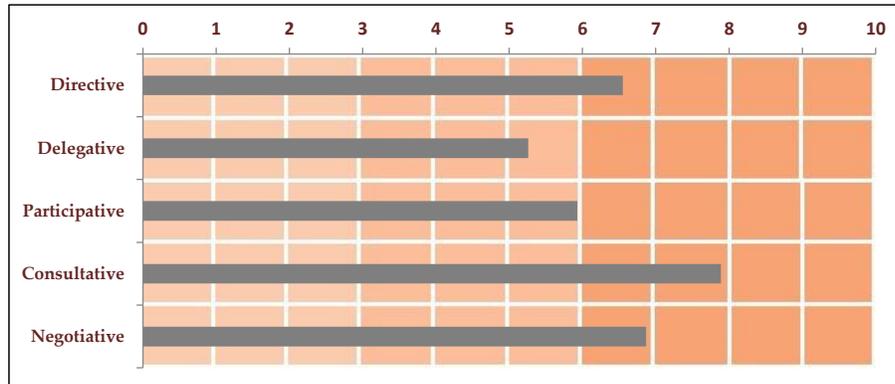
### 1.3.2 Team Role Combination:

### Team Builder/Resource Investigator

Faras Al Lawati is an outgoing, enthusiastic person who likes to be with people and draw the best out of them. He will enjoy talking about ideas and should prove to be a good listener and responder to others. Hence, he is likely to make people feel he is very interested in their contribution to a project and supportive of their efforts. In turn, he will be motivated to solicit others' support and approval of what he is doing. As a team member, his main talents may lie in stimulating others and building a cohesive work team with high morale. However, problems could occur if he lets his concern for people's feelings interfere with making unpopular decisions or pushing people to perform to get needed results. At times, his interests in ideas and people may mean that he gets excited talking about a project but he may not always follow through with action. Since he is much more oriented to working directly with people than on technical aspects of a project, he would be best suited for jobs that make use of his ability to build a network of contacts inside and outside an organisation. He could play a valuable role by bringing in fresh ideas to the group he works with, motivating colleagues with his enthusiasm, and by building goodwill with outside clients.

### 1.4 Leadership Styles

The Leadership Styles describe which of a range of styles the candidate is most likely to adopt. This may be of relevance to a variety of situations where there is a requirement to manage others. As with most personality characteristics, the profile only describes the candidate's most likely styles and not performance. Effective performance will depend on many factors including the organisational culture in which the individual is operating.



#### Primary Leadership Style: Consultative Leader

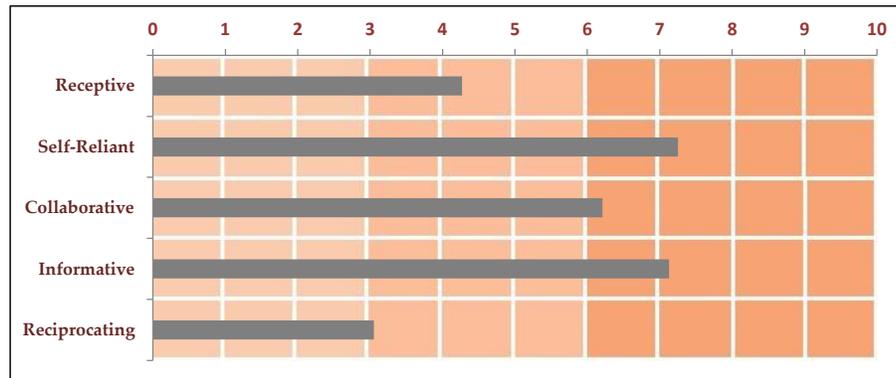
Consultative leaders value group discussion and tend to encourage contributions from the separate members of the team. However, although group discussions will be largely democratic in nature, consultative leaders typically make the final decision as to which of the varying proposals should be accepted.

#### Secondary Leadership Style: Negotiative Leader

Negotiative leaders motivate subordinates by encouraging them, through incentives etc., to work towards common objectives. Negotiative leaders tend to rely on their skills of persuasion to achieve their stated goals.

## 1.5 Subordinate Styles

The Subordinate Styles describe which of a range of styles the candidate is most likely to adopt. This may be of relevance to a variety of situations where a particular management style is in place. As with most personality characteristics, the profile only describes the style of management to which the candidate is most likely to respond and not effectiveness. Effective performance will depend on many factors including the organisational culture in which the individual is operating.



**Primary Subordinate Style: Self-Reliant Subordinate**

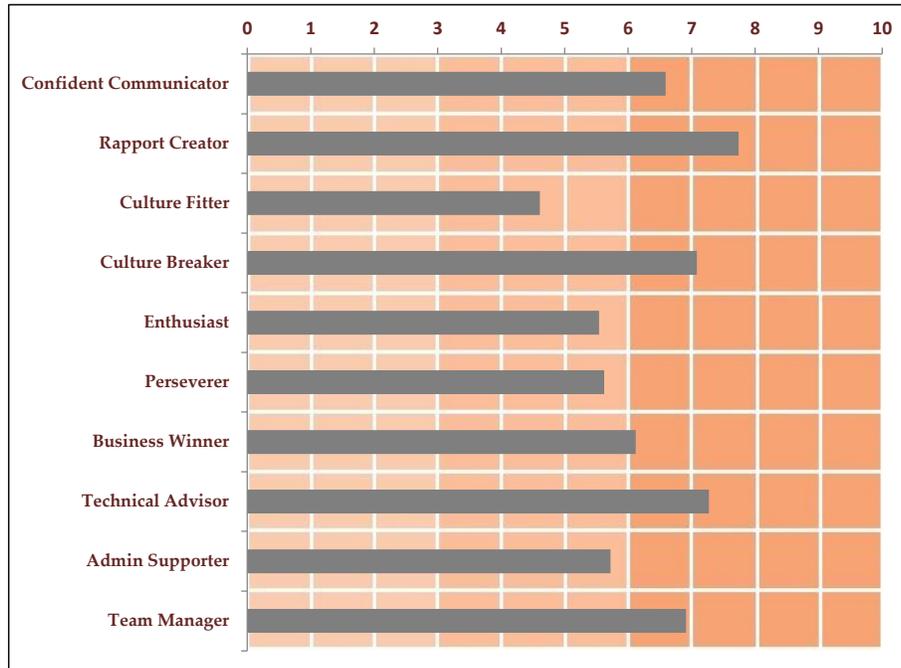
Self-Reliant Subordinates tend to be most effective when working in an environment that allows them freedom to express their own ideas. They are generally innovative individuals who are also concerned with achieving results; thus, their ideas will typically be imaginative but tailored to solving the particular problem in question. However, problems may occur if such individuals are required to work in environments that require strict adherence to existing procedures and methods. In such situations Self-Reliant Subordinates tend to feel that their individuality is being stifled thus causing them to become discontented and irritable.

**Secondary Subordinate Style: Receptive Subordinate**

Receptive Subordinates are typically accommodating individuals who are eager to complete the work that is assigned to them in accordance with pre-specified procedures. In this case, the candidate's colleagues will see a more traditional and conventional side to his/ her nature. Quite possibly this means that he/ she will leave the generation of innovative ideas to other members of their team.

### 1.6 Influencing Styles

The Influencing Styles describe which of a range of styles the candidate is most likely to adopt. This may be of interest in relevance to a variety of situations where there is a requirement to influence others or sell a product, service or idea. As with most personality characteristics, the profile only describes the candidate's most likely styles and not performance. Effective performance will depend on many factors including the type of product, the customer, the specific situation and the organizational culture in which the individual is operating. Equally, different styles may be adopted according to the demands of the situation and consequently a description of the candidate's predominant and Secondary Influencing Style is provided.



**Primary Influencing Style: Rapport Creator**

Rapport Creators are usually capable of building warm, friendly relationships with people in order to promote their ideas, services and products. They tend to be outgoing individuals who are genuinely concerned about addressing their clients' specific needs and requirements.

**Secondary Influencing Style: Technician**

The Technical Advisor usually has talents or expertise in one or more specific area. As such, they can often be found working with ideas, goods and services that are 'hi-tech' in nature. The Technical Advisor derives significant satisfaction by using their knowledge of their area to help clients define their needs.

## Section Two: Ability Assessment

The Ability Assessment measures the ability to reason using words, numbers and abstract concepts. In particular, the test assesses the candidate's capacity to perceive logical patterns and relationships in new material the candidate has not previously encountered, and deduce the logical consequences of these. This incorporates the ability to: learn and understand complex new material; use logic to develop arguments that are rational and well-reasoned; deduce the logical consequences of a given set of rules, assumptions or relationships. Reasoning tests have consistently been found to be the best single predictor of job performance and trainability in roles that require a high level of general mental ability.

### 2.1 Verbal Reasoning

Verbal Reasoning assesses a person's ability to use words in a logical way. It measures the ability to perceive and understand concepts and ideas expressed verbally or/and in written communication.

<b>The candidate's score in the Verbal Reasoning is</b>		
<b>Below Average</b>		

<b>What does this score mean?</b>		
A below average level of verbal ability indicates that the verbal reasoning is likely to be quite weak. This means a fairly low level of understanding verbal concepts and perceiving relationships between them. In addition, the ability of the candidate to formulate logical and well-structured arguments will be less than most of the staff. The candidate will benefit from development programmes if they are skills focused and well structured.		
Percentage Items Correct	Percentage Items Attempted	Percentage Accuracy
29%	53%	56%

### 2.2 Numerical Reasoning

Numerical Reasoning assesses a person's ability to use numbers in a logical and rational way.

<b>The candidate's score in the Numerical Reasoning is</b>		
	<b>Average</b>	

<b>What does this score mean?</b>		
An average range of numerical ability means that the candidate will be as able as many staff to understand logical patterns and perceive the relationships between numbers. Once the candidate is familiar with the concepts, he/she should have no problem carrying out the tasks with undue difficulty. The candidate will benefit from further development programmes, but might have some difficulty fully understanding more complex numerical ideas.		
Percentage Items Correct	Percentage Items Attempted	Percentage Accuracy
59%	71%	83%

## 2.3 Abstract Reasoning

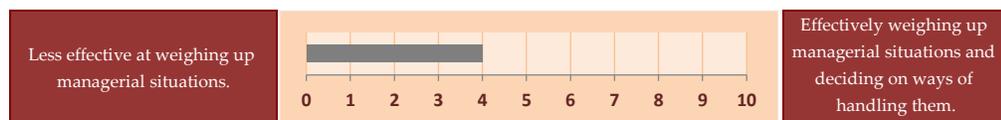
Abstract Reasoning assesses the ability to understand complex concepts and assimilate new information outside of previous experience.

<b>The candidate's score in the Abstract Reasoning is</b>		
		<b>Above Average</b>
<b>What does this score mean?</b>		
An above average level of natural (untutored) ability suggests that the candidate's fluid reasoning ability will exceed that of many staff. The candidate will therefore be able to understand the relationship between logical patterns and deduce the consequences of them using pure logic. In addition, the candidate should not have a problem learning new concepts that are outside the realm of previous experience and can learn reasonably complicated material. The candidate should benefit from further training and development.		
Percentage Items Correct	Percentage Items Attempted	Percentage Accuracy
35%	82%	43%

## Section Three: Management Scenario Assessment

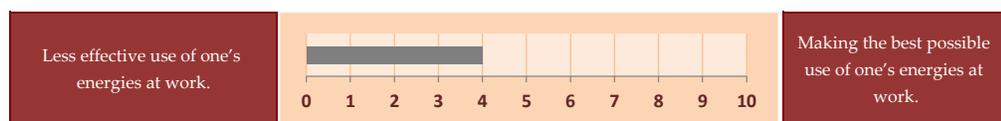
An assessment of Managerial Judgment or an individual's ability to decide on effective ways of handling typical management situations.

### 3.1 Managerial Judgement



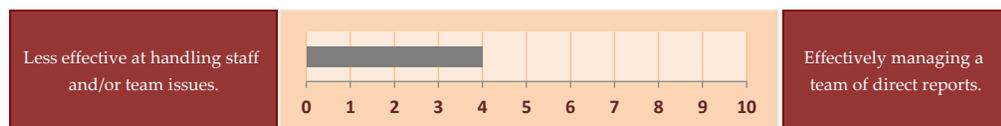
The overall Managerial Judgement scale provides an assessment of the candidate's current level of judgement. Individuals who score strongly on the scale are demonstrating practical managerial skills, and are therefore more likely to cope well with the demands of a real life managerial role.

### 3.2 Managerial Objectives



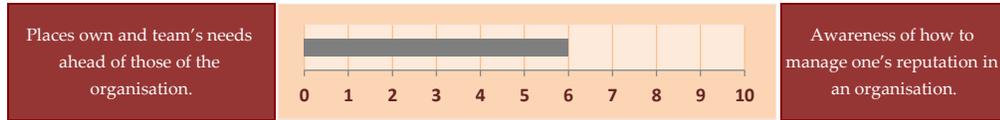
The Managing Objectives subscale measures an individual's ability to make the best possible use of their energies at work. It assesses the extent to which the candidate can, on a day-to-day basis, sort out the important from the trivial, and hence decide where best to place his/her efforts.

### 3.3 People Management



The People Management subscale measures the candidate's ability to effectively manage a team of direct reports. Scenarios assesses the extent to which he/she is able to deal with a range of team and individual problems whilst maintaining motivation and performance.

3.4 Reputation Management



The Reputation Management subscale measures a balance of skills which allow an individual to manage their reputation within an organisation, whilst also serving the long-term interests of that organisation. As such, the subscale measures an awareness of the politics that characterise much of organisational life.

Section Four: Interview

<b>Influence</b>			<b>Good</b>	
<ul style="list-style-type: none"> <li>• Involvement of the staff from the early stages of the project.</li> <li>• Delegate responsibility with time frame.</li> <li>• Clear communication. ☺</li> </ul>				
<b>Result Orientation</b>			<b>Good</b>	
<ul style="list-style-type: none"> <li>• Consolidate knowledge gaps and create alliances.</li> <li>• Clear understanding of what it is expected of him as an HRM.</li> </ul>				
<b>Strategic Perspective</b>			<b>Good</b>	
<ul style="list-style-type: none"> <li>• His role now exposes him to meeting with clients to establish long-term relationships. He has also been working on succession planning for his current employer.</li> </ul>				
<b>Leading &amp; Developing others</b>			<b>Good</b>	
<ul style="list-style-type: none"> <li>• Encouraging, frank and open.</li> <li>• Identifies good potential for development. An example was provided.</li> </ul>				
<b>Stakeholder Relationship</b>			<b>Good</b>	
<ul style="list-style-type: none"> <li>• Involvement varies at different levels (personal and professional).</li> <li>• Attempt to understand and analyze the relationship.</li> </ul>				

<b>Decision Making</b>			<b>Good</b>	
<ul style="list-style-type: none"> <li>Ahmed (Example) is very thorough and methodical in decision making.</li> </ul>				

<b>Driving Execution</b>			<b>Good</b>	
<ul style="list-style-type: none"> <li>The example provided did not reflect meeting objectives and how things are executed through others.</li> </ul>				

<b>Business Acumen</b>			<b>Good</b>	
<ul style="list-style-type: none"> <li>Worked on negotiation of contracts (commercial requirements).</li> <li>Good experience with managing budgets.</li> </ul>				

<b>Innovation</b>			<b>Good</b>	
<ul style="list-style-type: none"> <li>Boosting confidence of team members.</li> <li>Reducing power distance.</li> </ul>				

<b>Change Orientation</b>			<b>Good</b>	
<ul style="list-style-type: none"> <li>Good understanding on how to implement change in a working environment.</li> </ul>				

<b>Managing Risk</b>		<b>Adequate</b>		
<ul style="list-style-type: none"> <li>Ahmed's current responsibility entails managing risk in many aspects.</li> </ul>				

<b>Resilience</b>		<b>Adequate</b>		
<ul style="list-style-type: none"> <li>Did an MBA while having to travel to four countries.</li> <li>Share responsibility.</li> <li>Separate work from family.</li> </ul>				

<b>Interview Score</b>	81%			
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### Section Five: Summary

- Sound Execution skills.
- Sound technical knowledge.
- Has the ability to engage others.
- Below average verbal.
- Above average abstract ability scores.

## Section Six: Recommendation

	Recommended with Reservations	
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End of Report