

CLIENT

Integrated Global Services

PARTICIPANT

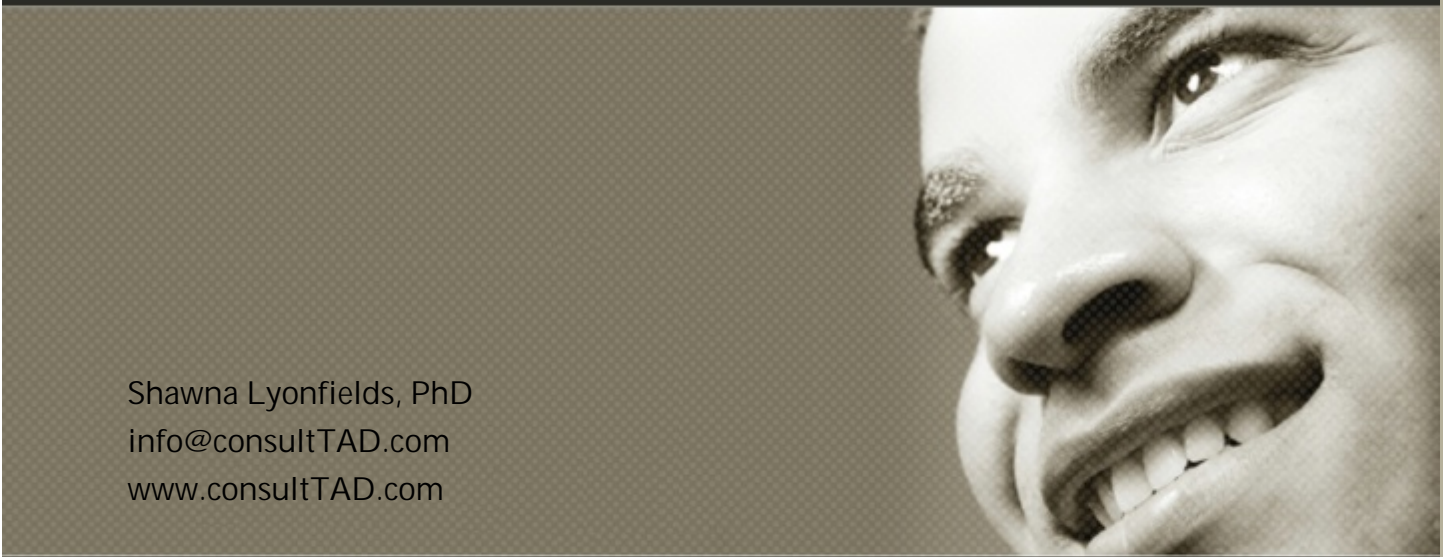
Brad Sebastian

HIRING FOR

Marketing & Communication Manager

DATE

10/26/2016



Shawna Lyonfields, PhD
info@consultTAD.com
www.consultTAD.com

CONFIDENTIAL

Using TAD Reports

Sources of Data for this Report

Watson Glaser Critical Thinking Appraisal (Pearson-Harcourt)

California Psychological Inventory (CPP Inc.)

Motivation Questionnaire (SHL Inc.)

Leadership Effectiveness Analysis (MRG Inc.)

Interpreting Results

The above data are organized by competency. The narrative under each competency heading is the interpretation of the above data by a licensed Psychologist. The narrative description is the interpretation of the data for that competency.

To aid in debriefing leaders and participants in the assessment process, descriptive graphs based on the questionnaires are included in this report. Graphs must be reviewed with caution. The reader should avoid drawing conclusions that are not supported by the narrative interpretation, as the subtleties associated with the scales make them more complex than they appear.

The scales from each of the questionnaires are color-coded to aid in understanding the results.

Blue scales represent motivators. Some people's motivators can be very consistent over time. However, motivators can also be impacted by the environment and/or the person's stage-of-life. For example, significant stress or burn-out can decrease overall motivation.

Red scales represent innate characteristics that can be more difficult to change. It often requires significant effort and time to change these. Ideally, people learn to play to their natural strengths and anticipate potential problem areas so they can enlist others to aid them in compensating.

Green scales represent current behaviors. Behaviors are easier to change than innate characteristics. A person's behaviors may be impacted by the person's innate capabilities, the culture of the current work environment, the demands of the current role, the person's level of experience, and/or the person's attempt to compensate for natural style. The person's ability to change is a function of the same factors. For example, learning a behavior that is consistent with innate traits is easier than changing behavior that is inconsistent with one's natural style. Similarly, learning a new behavior when it is consistent with the culture of the organization is easier than learning one that is at odds with the culture.

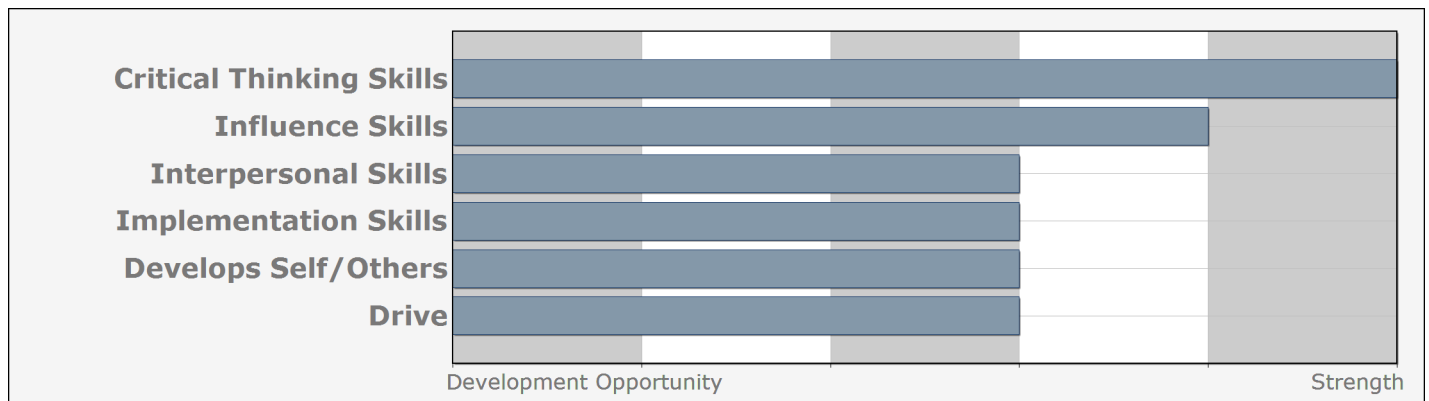
Executive Summary

Participant: Brad Sebastian
Hiring For: Marketing & Communication Manager
Requested By: Margie Cain
Date: 10/26/2016

Summary

Brad appears to be a solid fit for this position. As with all professionals, he also has a few opportunities for continued professional development. His motivational profile suggests he is willing to dedicate a great deal of time and energy to his career. He enjoys change and opportunities to continue to learn and develop as a professional. He sets high personal standards. He is at risk for assuming that others strive to meet the same goals he does and will need mentoring in this regard. He is highly competitive and wants to be the best at whatever activity in which he engages. He is comfortable both receiving and delivering constructive criticism. He would do well to balance this by providing more validation to those with whom he works. He handles stress well and has strong implementation skills. He is personally organized and multitasks well. When working through others, he communicates his expectations and then assumes others will know how to achieve these results. In the future, he may need to provide more structure in terms of processes and procedures to guide the work efforts of others. He is comfortable in this area. He tends to rely on himself more so than others to achieve tasks. He is interpersonally pleasant one-on-one and has a good attitude. He embraces rules, policies and procedures. In his current situation, he tends to focus on his own area. Perhaps for this reason he does not spend a great deal of time proactively soliciting ideas and input from others. Once again, he is coachable in this area. He has exceptional influencing skills. He is assertive and comfortable speaking his mind. There may be instances where he could demonstrate more humility and be more accepting of input from others. He is a persuasive individual who can justify his position using data and logic. He reads people well and intuitively understands his impact on the others. He is highly intelligent and deals well with complexity. He thinks long term and can anticipate the long-term impact of his actions and decisions on others.

Competencies and Ratings



Assessor: Shawna Lyonfields, PhD, License: #2003005719

This report provides information about job and career related characteristics. The information is based, completely or partially, upon the individual's responses to statistically normed questionnaires. Decisions about hiring, development or promotion should not be based solely on the results. Integrated Global Services owns the data, but should not release the report without the individual's permission. Since people grow and change, the results will be less applicable over time.

Critical Thinking Skills

Assimilating and analyzing information, gathering input, objectivity, innovative, conservative, strategic thinking skills.

Does Well:

Brad demonstrated very strong problem-solving skills on a test evaluating his abilities in this area. Specifically, his score placed him at the 99th percentile as compared to those who have completed high school and at the 95th compared to college graduates. He is able to pick up new information relatively quickly. He feels he needs to maintain a high level of technical knowledge. His analytical skills are strong. He understands general ideas and concepts well. He can also systematically break down general goals into tactical actions. He can recognize the assumptions people are making when they present their points of view and, if necessary, identify those that may be ill-founded. He consistently demonstrates sound judgment. He has a tendency to critically evaluate new ideas. He is strategic and, as such, tends to analyze the future impact a decision made today is likely to have.

Potential Areas for Development:

None

Influence Skills

Assertiveness, confidence, comfort with ambiguity, professionalism, reading people/culture, engaging/inspiring.

Does Well:

Brad has a number of strong leadership attributes. He has the capacity to be dominant and forceful when it is required of him. He has the capacity to interact effectively with individuals in high status roles and is comfortable in the presence of authority figures. He is confident and self-assured. He exhibits an obvious, but not extreme, independence of thought and action. He is undoubtedly extroverted and appreciates regular people interactions. He is open, genuine and willing to share his ideas, opinions and experiences with others. He comes across well and presents his ideas effectively in a group setting. He uses a variety of techniques to obtain buy-in and commitment from others. He can influence people by outlining the logic behind his ideas or by actively displaying a sense of urgency to achieve goals. He also recognizes the importance of developing and maintaining key relationships and, as such, actively networks. He is intuitive and typically understands people on both an emotional and psychological level. He is more comfortable than most taking the lead in areas that are not as familiar to him and can lead in the face of uncertainty.

Potential Areas for Development:

There are times when he comes on more strongly than he realizes. When this happens he could benefit from immediate and direct feedback from people at IGS.. He is much more confident in his abilities than the typical person. He needs to take care that this is not misperceived by others as arrogance. He is at risk for talking too much and, at times, dominating conversations. He needs to make a concerted effort to engage in active listening skills. He is a compassionate, empathetic individual who can over-identify with people who are dealing with emotionally charged issues. His level of assertiveness also suggests he may be overly expressive when voicing his view of the situation.

Interpersonal Skills

Integrity, open-minded, stress-management, service orientation, optimistic, and communicative

Does Well:

Brad is inclined to embrace the organization's customs, policies, and procedures. He attempts to consistently live up to his commitments. His desire to please others is strong, and he works industriously to meet the expectations of those with whom he works. He generally trusts others and is willing to give people the benefit of the doubt. He is tough minded and emotionally independent. He is accepting of the consequences of his behavior and decisions. Even though there may be times when he is overly assertive in stating his opinions, he is able to consistently maintain his composure. He recognizes the need to keep people up to date and informed in the workplace and, as a result, spends sufficient time communicating with people. He is a highly extroverted individual who enjoys working around people. He is typically seen as comfortable with himself and his current situation and he displays minimal worries. As a result, he contributes to a positive work environment.

Potential Areas for Development:

Brad is less likely than most professionals to actively seek out the ideas and opinions of others on a regular basis, but this could be situational. As mentioned earlier, he can be somewhat assertive at times. This can, on occasion, result in some people being reluctant to share their opinions with him. He will need to actively demonstrate a desire to hear the ideas of others. While at work he currently tends to stay focused on his own priorities. If he needs to work cross functionally, it will be important to communicate this to him at IGS.

Implementation Skills

Conscientiousness, attention to detail, organization, comfort with change, and managing tasks, projects, and/or people.

Does Well:

Brad is fairly comfortable with changes that occur in the work environment. However, he feels better about these changes if he feels they are well thought out and planned. He is supportive of the organization's initiatives. Others likely see him as disciplined and stable. He thinks through what needs to be accomplished and approaches his work in a planful way. He is driven to achieve. In fact, his drive to achieve is strong enough that he likely persists in most situations. He is capable of working either independently or as a member of a team to accomplish goals. Multitasking comes naturally to him. In fact, he is particularly good at setting priorities and working efficiently. He is orderly and conscientious. He works hard to communicate in such a way that everyone feels adequately informed as to what is expected during the course of a project. He enjoys working alongside his team to produce concrete, practical solutions to daily problems. He has exceptional follow up skills and consistently checks back in with others to ensure they are completing tasks in the appropriate manner.

Potential Areas for Development:

Brad is not inclined to create much structure to guide the efforts of other people. Although some high performers may appreciate this freedom, there are likely to be some who require more processes and procedure to keep them organized and on task. He may underestimate the importance of delegating to develop and optimally utilize talent.

Develops Self/Others

Providing and accepting feedback, drive to learn, standards.

Does Well:

Appropriate advancement is generally important to him. He wants to accept an increasing level of responsibility as his career progresses. He wants to develop as a professional and appreciates learning opportunities. He is not inclined to over react to negative feedback. He enjoys achieving. He sets high standards for both himself and other people. Brad understands the importance of providing feedback to the people he works with. As a result he takes the time to let his people know how he perceives their performance.

Potential Areas for Development:

As mentioned earlier, his expectations of others are high. In fact, his standards are so high that there may be times when reasonable employees at IGS have difficulty consistently meeting them. He could also dedicate more time to validating and encouraging reports.

Drive

Aspects of the work environment that lead to increases or decreases in motivation or drive

Key Motivators:

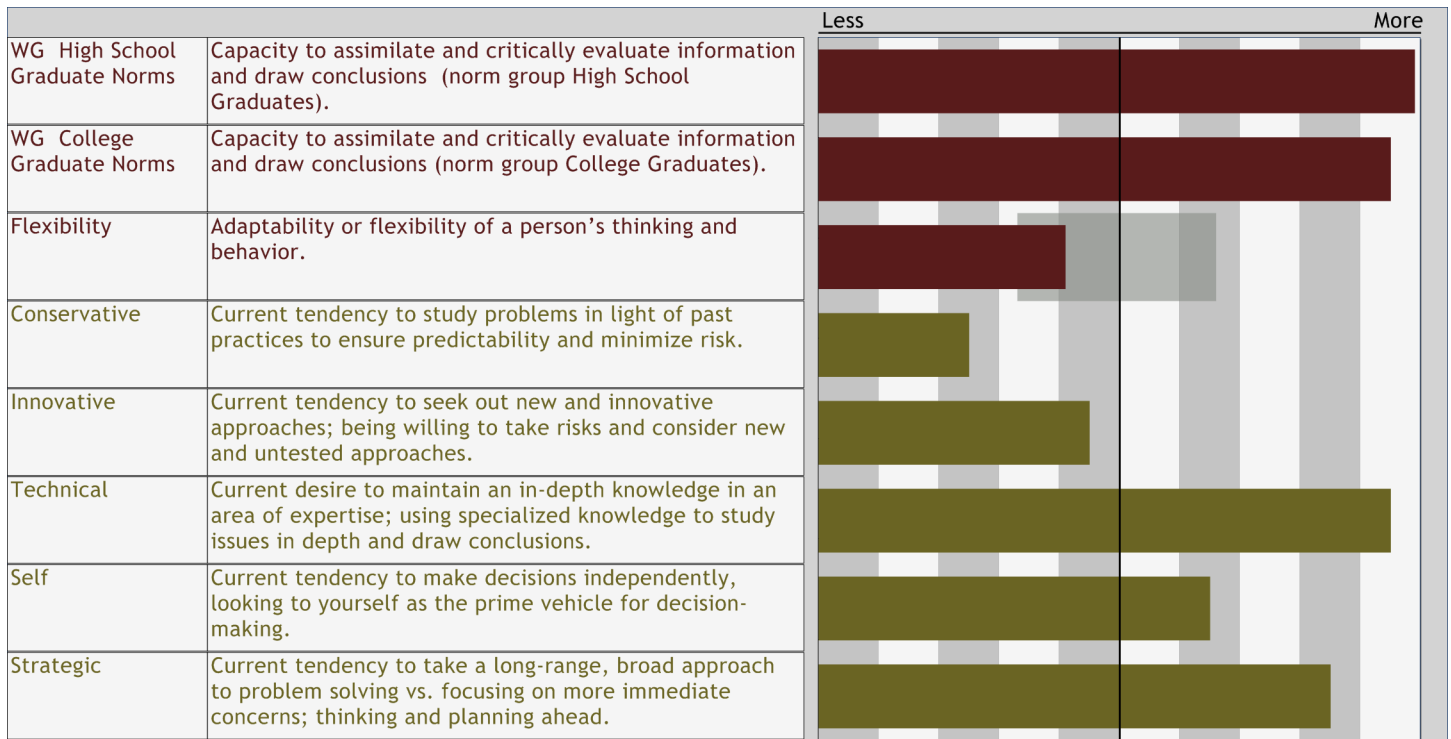
There are a few key factors that motivate and energize Brad. He may feel a slight increase in his level of motivation when he feels he must go above and beyond the call of duty to achieve a goal. He values work environments that are challenging and that stretch his capacity. He feels spurred on when there is an element of competition or comparison with others. He has a strong desire to meet expectations. If he believes he may fall short of expectations, he works harder rather than give up or blame others. He is very commercially or profits oriented and is energized by opportunities to impact the bottom line. His level of motivation is not greatly impacted by the presence or absence of structure in the organization. He has a strong desire for autonomy in his position. He finds empowerment more appealing than most.

De-Motivators:

Although admirable that he enjoys dedicating time and energy to his role, it is also important he recognize few are able to maintain that level of dedication to their career. As such, he needs to avoid assuming others will consistently work in the same manner he does. He is a highly competitive person. He will need to ensure his competitiveness does not undermine his internal relationships within the company.

Critical Thinking Skills - Related Data

Assimilating and analyzing information, gathering input, objectivity, innovative, conservative, strategic thinking skills.



Red - innate characteristics Green - current behaviors Blue - drivers.

* Scores in the shaded range make it easier to demonstrate a balance between creativity and conservative thinking.

Influence Skills - Related Data

Assertiveness, confidence, comfort with ambiguity, professionalism, reading people/culture, engaging/inspiring.

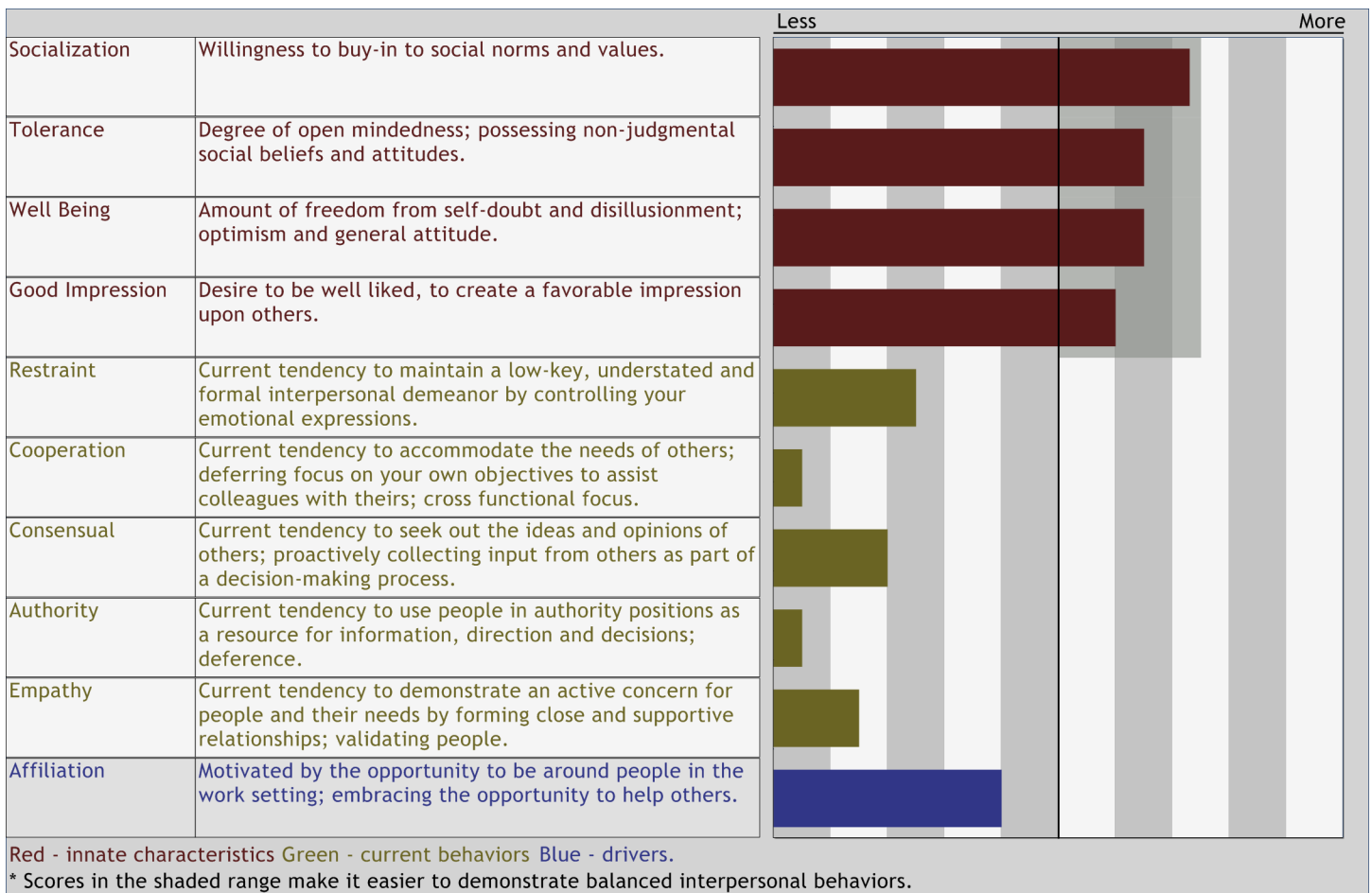
		Less	More
Dominance	Ability to be assertive, forceful and aggressive.		
Capacity For Status	One's comfort with high status people: identification with authority figures.		
Sociability	Degree to which one is naturally outgoing and sociable; participative temperament.		
Social Presence	Degree of poise when spontaneity is required; ability to think on one's feet in personal and social interactions.		
Self Assurance	Degree to which one feels a sense of personal worth, self-acceptance.		
Independence	Degree to which a person is independent, confident, and personally resourceful.		
Empathy	Capacity to think intuitively about people and to understand their feelings, attitudes and reactions to events.		
Psychological Mindedness	Interest in, and responsiveness to, the inner needs, motives and experiences of others; ability to read people and situations.		
Persuasive	Current tendency to build commitment by convincing others using data and logic; winning people over by explaining the rationale behind ideas.		
Outgoing	Current tendency to act in a friendly manner; capacity to establish and leverage interpersonal relationships to influence outcomes.		
Excitement	Current tendency to influence by expressing a good deal of energy and intensity; actively keeping others enthusiastic and involved.		
Restraint	Current tendency to maintain a low-key, understated and formal interpersonal demeanor by controlling your emotional expressions.		
Power	Motivated to be in charge and in a position of authority.		

Red - innate characteristics Green - current behaviors Blue - drivers.

* Scores in the shaded range make it easier to demonstrate influencing behaviors.

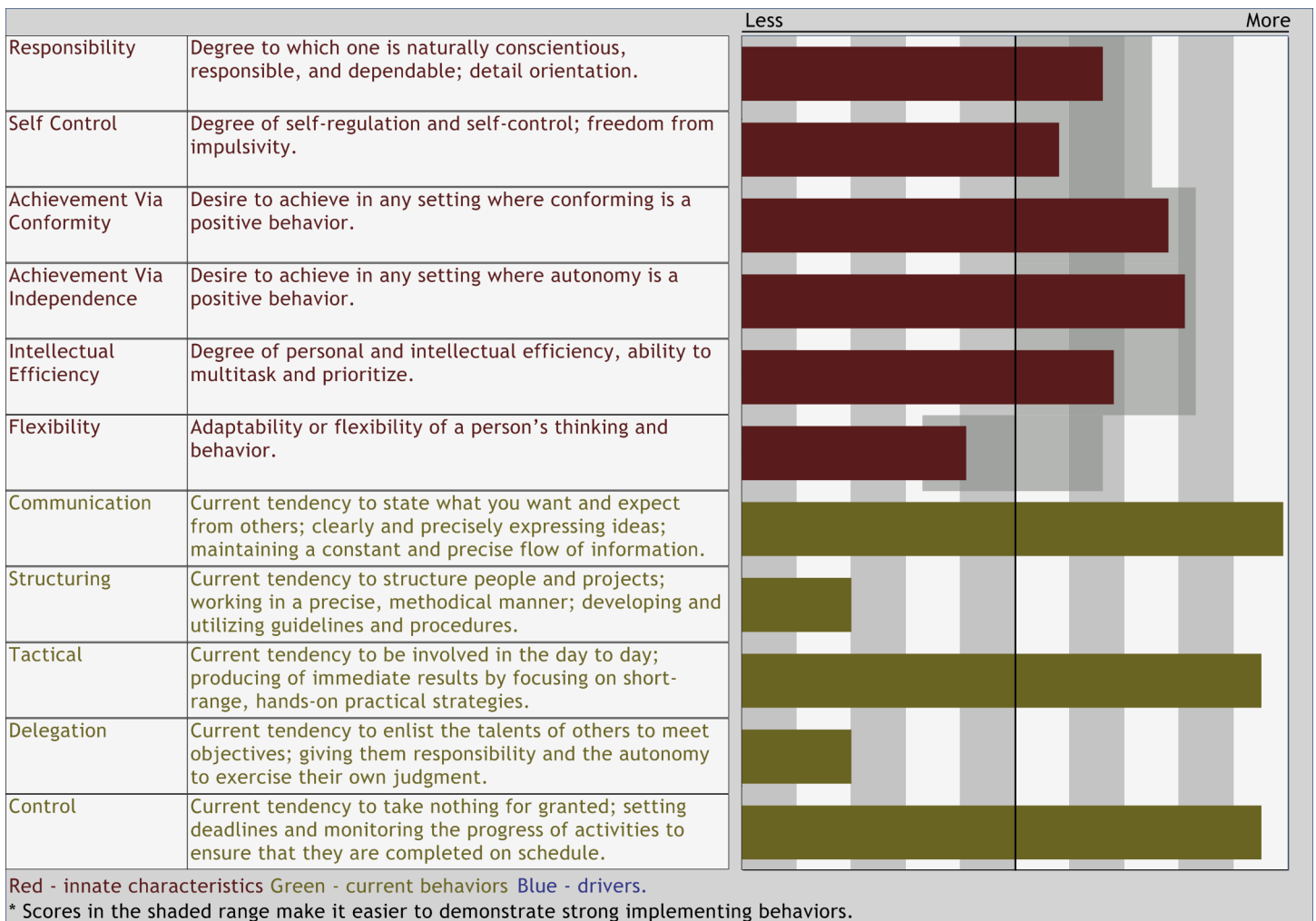
Interpersonal Skills - Related Data

Integrity, open-minded, stress-management, service orientation, optimistic, and communicative



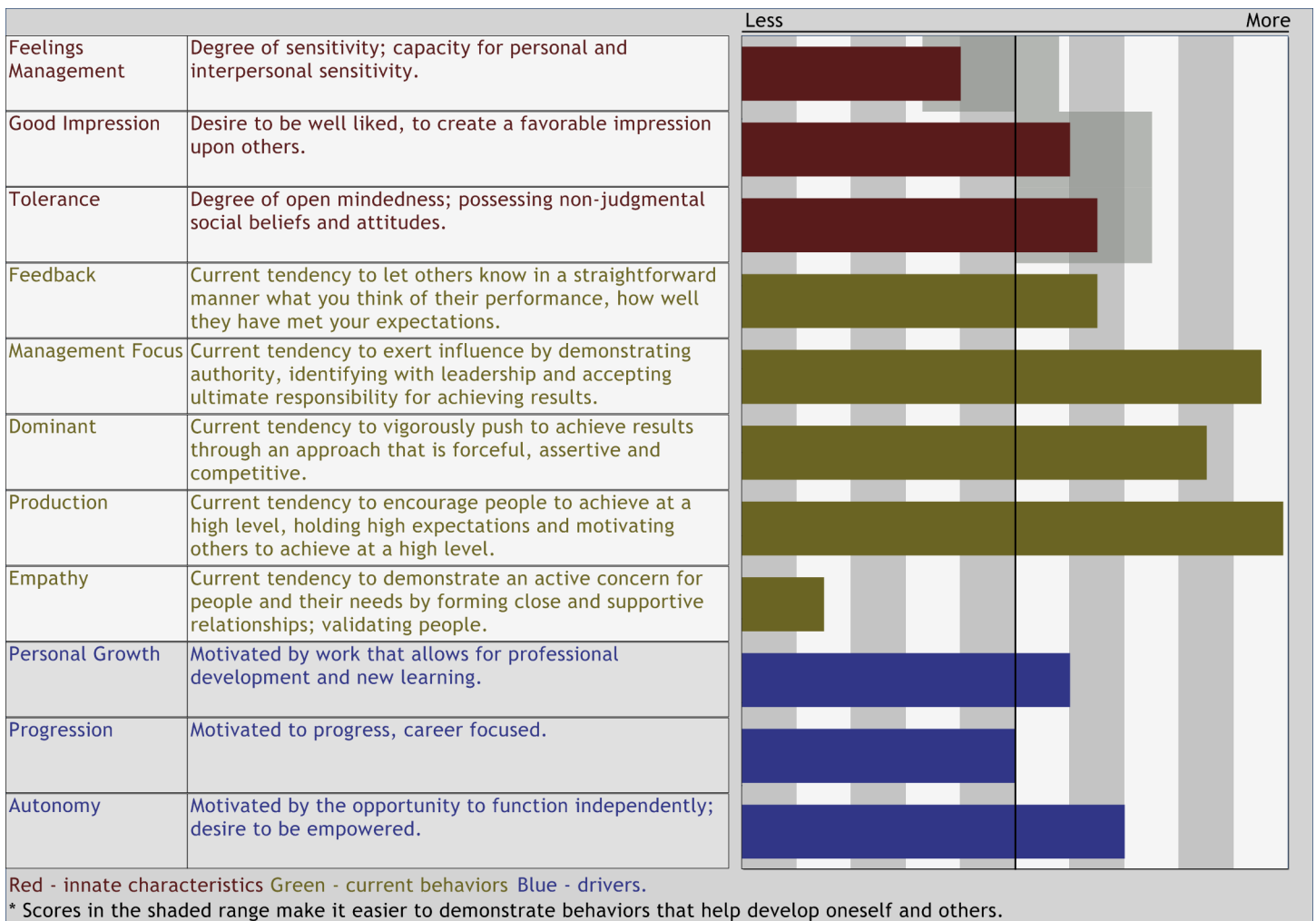
Implementation Skills - Related Data

Conscientiousness, attention to detail, organization, comfort with change, and managing tasks, projects, and/or people.



Develops Self/Others - Related Data

Providing and accepting feedback, drive to learn, standards.



Drive - Related Data

Aspects of the work environment that lead to increases or decreases in motivation or drive

