

Indira Ghandi



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Introduction

TMA Talent Assessment measures your drives, talents, motivation and 53 competencies.

Drives and talents

Drives are the building blocks of a person's personality. They define one's personality, so to speak. Drives have a major influence on people's behavior and their (potential) development. Talents are the positively worded behaviors and explanations of high and low scores of the drives.

Motivation

Drives and deriving talents are important factors that may stimulate or restrain a person's behavior. Behavior is not only determined by what a person can do (competencies and cognitive capabilities) but also by what he wants to do (drives and talents). All of it takes place in a certain environment that stimulates or hinders. Tasks that are suited to personal drives and talents are usually seen as motivational.

Meaning of scores

The responses to the questions are compared to a norm group and converted to a 9 point standard scale with a mean of 5 and a standard deviation of 2 (stanine).

The underlying basis for obtaining a stanine (an abbreviation for Standard Nine) is that a normal distribution is divided into nine intervals. The mean lies approximately in the centre of the fifth interval and it has a standard deviation of two. Test scores are interpreted and scaled to stanine as shown in the table below.

Stanine	Class size	Description
1	4%	Very low
2	7%	Low
3	12%	Low
4	17%	Average
5	20%	Average
6	17%	Average
7	12%	High
8	7%	High
9	4%	Very high

Consistency

The questionnaire contains a number of questions that measure the consistency of the answers. This indicates whether a candidate produces random answers. Below you will find the candidate's consistency score on a 10 point scale:

Consistency score: 6

The candidate has answered the questionnaire somewhat consistently. The report is most likely to depict a more or less accurate image of the personality.

Description of personality

Summary

Description of the talents of Mrs Gandhi:

She has a lot of social empathy and tact. She can imagine what someone else has experienced very vividly and has the natural ability to put herself in the other person's shoes. This gives her the talent to hear what has not been said (clearly). She will be considered as a good listener with very subtle, diplomatic qualities. In performing tasks she is very practical and has excellent problem-solving skills. She is persistent. The results show that Mrs Gandhi is fairly keen to achieve her goals and strives to improve her achievements. This is clearly reflected in her level of ambition which is above average and indicates that she has no difficulty with competition or pressure to achieve in her job. She has a need for good contact with others and can be described as focused on human relations. She usually adopts an accommodating attitude and likes to help others.

She will readily conform to existing rules or culture. In her work, she is fairly goal-directed. She knows which path she wants to follow and usually seeks to lead the processes in that direction. She has a reasonably high self-esteem and self-respect. With regard to making mistakes she will have few emotional difficulties and dare to take certain risks when needed. Variety within her tasks and job is fairly important to her. She copes well with pressure and is usually resilient. She has to be careful at times to keep a healthy distance in order to retain her peace of mind. She has a functional need for order and structure.

In groups, she finds a balance between taking center stage and leaving room to others. Both in small and larger groups she is well able to establish herself. Depending on her interests she will be more prominently present or stay in the background in groups and social events. She combines independence with team spirit and uses others for feedback when necessary. People around her will probably regard her as a somewhat calm person with enough energy to get things done. She would rather not be in a leadership position unless the situation calls for it. In relationships with others she usually strives for equality and does not often try to rise above someone else. She is reasonably compliant. As a consequence, she may sometimes have difficulty convincing someone else in a dominant manner of her ideas, interests or vision. She hardly ever looks for other people's recognition of her achievements which means she depends very little on compliments and approval in order to stay motivated.

She will consider various points of view before making a decision and take time before doing so. She tends to follow her own lead and not to look up to anyone. She has no difficulties talking to superiors and is well able to see structures of hierarchy in perspective. Even in very difficult situations and with very demanding tasks she will rarely ask for support and help from others. She hardly has a need for support from her colleagues. She is also someone who makes a very calm impression and who will not grow angry easily. She will avoid conflicts and confrontations as much as possible.

Emotional balance

Balance of Mrs Gandhi:

Mrs Gandhi counts mostly on herself, hardly looks up to anyone. Dares to speak to superiors without any difficulty. Hierarchical structures are truly less important for her. She has very little need for support from her colleagues. She relies predominantly on herself and has no difficulty functioning without encouragement from others when experiencing a little adversity. The measure of self-esteem and self-respect is well-balanced in her case and she values herself to a healthy extent. She is a fairly optimistic personality.

She has a certain confidence which makes it quite easy for her to accept her mistakes. She is also someone who makes a very calm impression and who will not grow angry easily. She will avoid conflicts and confrontations as much as possible. She copes well with pressure and is usually resilient. She has to be careful at times to keep a healthy distance in order to retain her peace of mind.

Summary of emotional balance of Mrs Gandhi:

- Hardly looks up to others at all.
- Has hardly any need for support. Relies predominantly on herself.
- Has a reasonable measure of selfrespect and value.
- Is reasonably selfassured and does not find it very difficult to accept her mistakes.
- Avoids conflicts and confrontations as much as possible.
- Copes well with pressure and is usually resilient.

Emotional balance scores



Motives

What drives Mrs Ghandi and what she wants to achieve:

Mrs Ghandi has a reasonably high level of ambition. She is passionate and motivated to develop her talents. In order to achieve, she can be motivated by profit or competition. She has an average need for variety within her job and counts variety as important. She has a slight preference for diversity in tasks and assignments. She is persistent when facing problems or challenges. She likes to sink her teeth into something and will not leave tasks unfinished or unresolved. As a consequence, she may sometimes continue for too long on a certain assignment. People around her will probably regard her as a somewhat calm person with enough energy to get things done. She hardly ever looks for other people's recognition of her achievements which means she depends very little on compliments and approval in order to stay motivated.

Summary of motives of Mrs Ghandi:

- Has a reasonably high level of ambition, tries to improve her achievements.
- Is fairly strongly driven by competition.
- Finds variety important.
- Is more a generalist than a specialist.
- Is very persistent.
- Comes across as calm rather than energetic.
- Hardly depends on compliments and recognition in order to stay motivated.

Motives scores

Need for status

Humble 3

Variety

6

Ambition & challenges

7

Focus on achievements

Social talents

How Mrs Ghandi is with regard to others:

She finds a balance between allowing room to others in a group and taking center stage. Social relationships, friendship and contact with others are reasonably important to Mrs Ghandi. This means that she has a fairly strong need for friendships and close relationships with colleagues.

She has a very strong social empathy for the experiences and problems of others and is most compassionate towards other people ' which increases her functional empathy. She is tactful and will be regarded as a warm personality. In other words, she is a good listener who can really understand what bothers or motivates someone else. She has a genuine intrinsic interest in other people and their motives. When experiencing adversity, she will hardly ever ask for other people's help. She is likely to act without consulting others first. She has virtually no need to consult with others.

She is service-oriented and helpful towards others and likes to do people a favor. As a consequence, she can be un-businesslike. She will easily conform and adapt to her surroundings.

Summary of social talents of Mrs Ghandi:

- Know how to find a balance in groups between presenting herself and leaving room to others.
- Has a fairly strong need for social contact.
- Has a very strong intrinsic interest in people's problems and analyzing people's behavior.
- Has virtually no need for support.
- Is reasonably service-oriented and helpful.
- Conforms easily.

Social talents scores



Influential talents

How and to what extent Mrs Ghandi achieves her goals:

In relation to others, Mrs Ghandi is not usually dominant; she prefers to convince people in a more subtle fashion. She is hardly ever hindered by someone else's lack of cooperation or when confronted with adversity or resistance. She does not give up before reaching a target.

Compared to others, she may have less energy to get things done. This implies that she will not make more than a moderate effort to influence others or to reach more challenging goals. When trying to convince other people she tends to be very tolerant and avoids polarization. Whenever the atmosphere becomes tense she prefers to avoid confrontations and tries hard to calm people down and reconcile all parties involved. Because of her lack of assertiveness her interests are not always served. Since she adapts fairly easily to other people's rules and parameters she has little difficulty speaking the 'language' of a different 'culture'. Because of this, other people understand and accept her more easily which has a positive consequence for her power to convince others. On the other hand, she runs a risk of giving up her own views too easily when adapting to other people's views and trying to meet their expectations.

Summary of influential talents of Mrs Ghandi:

- Likes a subtle approach in order to convince.
- Will consistently persist even when experiencing adversity. Is relentless in her efforts.
- Is slightly less energetic.
- Hardly ever polarizes and is very tolerant.
- Will conform fairly readily but might abandon her own views too soon.

Influential talents scores



Leadership talents

What ambitions Mrs Gandhi has and what kind of leadership style she adopts:

Mrs Gandhi finds a balance between independence and self-reliance on the one hand and focus on her team on the other. She will want to consult when she deems it fit and useful. She also has a fairly strong need for friendships and social contact with her direct colleagues. She will prefer a friendly, informal leadership style. Since she has no difficulty putting herself in someone else's shoes she is very well able to adapt her leadership style to the situation.

In terms of position, she has fairly moderate aspirations to lead and to assume responsibility over others. She will consider various points of view before making a decision. She will take time for her and not stand by at any cost decisions once made. In her leadership style she is reasonably purposeful; she knows which line to follow and will pursue it.

Summary of leadership talents of Mrs Gandhi:

- Finds a balance between independence and focus on others.
- Adopts an informal, friendly leadership style.
- Has no great ambition to lead.
- Looks for consensus in making decisions.
- Gives direction in a fairly goal-oriented manner.

Leadership talents scores



Organizational talents

How Mrs Ghandi organizes her work:

Mrs Ghandi has a moderate need for structure in terms of discipline, management or rules in her working environment. She places a balanced importance on order and works well with both informal and hierarchical management. Her style of organization is functionally methodical and structured. Flexibility and regulation are balanced. She functions well both in a more structured and in a hectic environment. Some variety in her job is important to her. In performing her job she is practically inclined and focused on direct action. She will put far more emphasis on 'acting' than on 'reflecting' and consistently look for solutions that are feasible. She takes ample time to form her judgments and to make decisions. She will mostly involve other people on her decision making process. She is fairly goal-oriented; She knows which path she wants to follow and usually tries to stick to it. Prefers to work on concrete tasks.

Summary of organizational talents of Mrs Ghandi:

- Has a moderate need for structure, rules and regulations.
- Finds a balance between flexibility and regulation.
- Values variation in her job.
- Is very practically inclined and focuses on direct action, is far less theoretical.
- Takes sufficient time for making judgements and decisions.
- Organizes work in a fairly goal-oriented and precise manner.

Organizational talents scores

Purposiveness

7 Goal-oriented

Order & structure

5

Pragmatism

9 Practical

Qualities and pitfalls overview

Qualities of Mrs Gandhi:

- Is strongly empathetic and interested in other people's behavior and concerns. Is sensitive, understands other people's needs.
- Likes to work long hours on end. Does not quit before something is finished.
- Is strongly focused on practical application and implementation.
- Does not easily look up to others. Is comfortable addressing superiors.
- Can solve problems independently. Is unlikely to burden others with her own problems.
- Is very tolerant, does not get upset easily.
- Will consider various points of view before making a decision.

Pitfalls of Mrs Gandhi:

- Empathizing too much with other people's problems; losing sight of her own interests.
- Not knowing when to stop; risking to continue needlessly.
- Sometimes thinking too much in terms of utility and solutions.
- Not appreciating hierarchy.
- Not knowing when to ask for help; proceeding independently for too long.
- Having difficulty guarding her own boundaries.
- Sometimes finding it hard to make decisions on her own.

Communication with the candidate

In this chapter we discuss which communicative behavior may have a positive effect on the candidate and which behavior is best avoided. Suggestions are given as to what sort of approach may have a positive and what may have an adverse effect. This information can be especially useful for anyone who wants to communicate with this candidate.

Effective behavior

Suggestions for effective communication with Mrs Gandhi:

- Adopt a structured and organized approach. Put different possibilities or options on paper together or give the initial impetus to her. Provide, whenever possible, time to consider and opportunities to form an opinion or to make decisions.
- Establish a free and relaxed atmosphere. Try to break the ice and ask open questions.
- Arrive well prepared and organized; demonstrate that you take her seriously. Clarify what results are desired (for her personally as well). Explain the use or goal of that attempt.
- Draw attention to possibilities and achievements. Emphasize the positive significance or importance of an enterprise, appealing to the affirmative impact of an achievement. Ask for previous achievements in order to praise them.
- Be effective and efficient in your conversations with her; clarify the goal of your conversation and its scope. Be concrete. Describe the use or purpose of tasks or situations. Aim clearly for a conclusion. Make sure she knows what to expect, be clear.
- Appeal, where possible, to her sense of helpfulness or express your appreciation for it.
- Identify the purpose of your conversation. Be realistic in your communication and suggest feasible solutions. Explain the use or goal of an enterprise. Adopt a practical approach.
- Show personal interest, try to find a common ground. Be attentive. Try to create a sympathetic atmosphere.

Avoidable behavior

Communicative behavior that is best avoided with Mrs Gandhi

- Complaining (not even about trivial matters such as the weather) or demanding sympathy or an emphatic response. This may provoke annoyance. It is better to be brisk and clear.
- Forcing decisions.
- Dominating the conversation.
- Leaving matters undiscussed and out in the open. Talking about irrelevant topics. Offering no perspective.
- Focusing strongly on obstacles and impossibilities. Trivializing achievements.
- Confronting her with irrelevancies or theoretical explanations. Leaving her in the dark. Being unclear.
- Not accepting her help when offered.
- Being unclear, nonspecific or vague. Not getting straight to the core of the subject.
- Being reserved and offhand.

Ideal working environment and preferences in management

Mrs Gandhi prefers:

- An organization with a low power distance, where participation and initiatives are encouraged and appreciated.
- An environment with career or development opportunities.
- A motivating, result-oriented environment in which targets are set and she is sufficiently challenged.
- An organization where it is clear which values and codes of conduct rule.
- A no-nonsense environment where mutual expectations are clear. An organization with sufficient means to attain results.
- A result-oriented environment with a practical, no-nonsense approach. An organization where communication is clear and decisions are made.
- An organization where people matter, where collegial harmony and a friendly, mostly informal atmosphere are valued.

Development

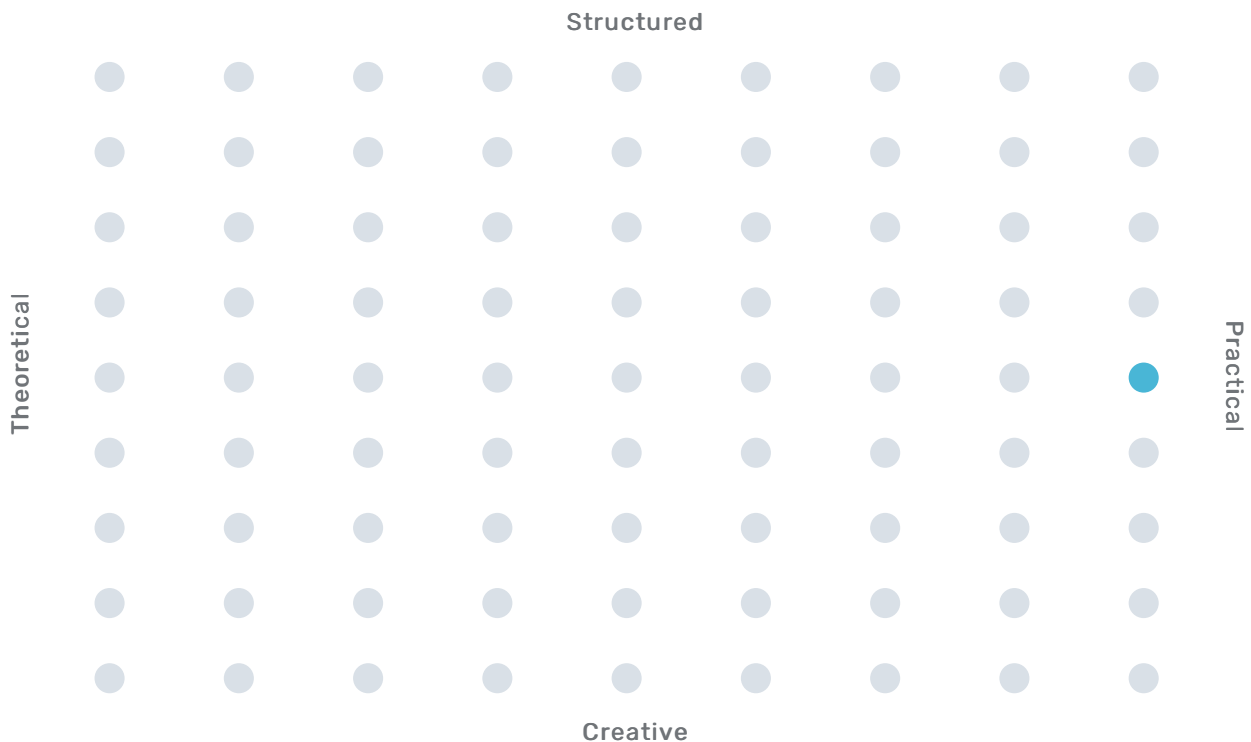
Suggestions

- Make a list of pros and cons when she is in doubt and set a date or time for herself to make a final decision in order to stop procrastinating.
- Ask for 'time' to think about an answer or decision when she cannot provide one straight away.
- Be consistently aware of the fact that presentation is a criterion for judgment as well.
- Not to be carried away by other people's needs, wishes and expectations.
- Have an eye for matters that are not distinctly practical and may not serve a direct purpose but can be important for the processes and the bigger picture.
- Take sufficient breaks and take a step back once in a while. Leave matters to others occasionally and unwind regularly.

Learning and development style

Preferences in learning and development of Mrs Ghandi:

- She strongly believes in the equality between people and does not readily look up to people who have higher positions. She is therefore not so afraid to apply what she has learned at her work in the presence of superiors. Let her experiment with the study material in practice as much as possible and allow her (based on equality) to approach other people to learn something from them.
- She is naturally an independent person who can learn well without help and guidance. Make sure that she can learn independently to a sufficient extent without depending on others too much. Be careful that she does not exaggerate! Learning is also about sharing knowledge and experiences.
- She is more dutiful by nature and really likes to work within the agreed frameworks and rules. Make sure that during training activities she makes good arrangements about 'what, when and how' because good arrangements strengthen her good grip.
- He likes to help and support other people. This is an important starting point for his learning activities. It is preferable to know in advance what the added value of the learning activities is for his environment. If that is clear, her motivation rises.
- She likes studying in a group of people. Make sure that she has sufficient contact with others during her studies, for example in a classroom. It is also important for her motivation to be able to apply the learning material in collaboration with others. In this case she will learn things faster and more effectively.
- She has a preference for short training sessions, workshops and courses with practical training materials. She would like to apply the study material directly in practice. For her it is also important that she knows in advance what use a learning program is going to bring in. If the usefulness and practical results are clear to her, her motivation will increase.
- She is goal-oriented by nature. She prefers to make practical learning arrangements that precisely tell what to do and what the end result is going to be. If she has a clear goal in mind, she works towards it with much focus and energy. If the learning arrangements are too vague, she quickly becomes inefficient and it reduces pleasure from learning.
- She is ambitious and likes to achieve results. Ensure that learning activities provide enough challenges. Without challenge, she becomes inefficient and directs her attention to things that satisfy her need to perform. For better learning results, it will be also helpful if she talks to people who are already working on a higher level. She can pull himself up to these people and learn faster.
- She is a go-getter by nature who likes to have things done. If she makes good development agreements, she quickly takes on learning activities and does what has been agreed upon. Make sure that perseverance in itself does not become an end goal for her. Sometimes she can also give herself a break and rest to let the study material settle down.



DNA of TMA Talents

Emotional balance



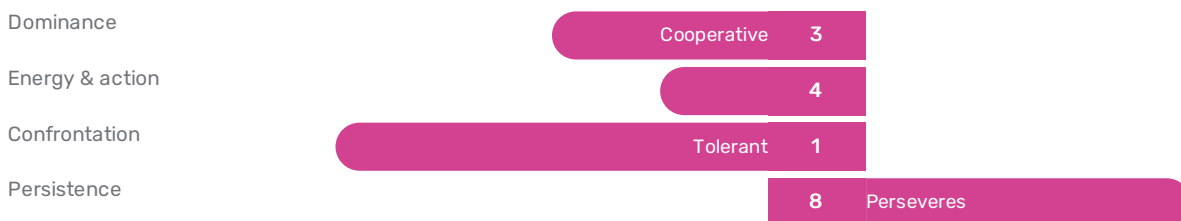
Motivation



Social talents



Influential talents



Leadership talents



Organizational talents



DNA of TMA Talents



- Emotional balance
- Motivation
- Influential talents
- Leadership talents
- Organizational talents
- Social talents

Conclusion