

Anton Philips



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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 Mr Philips:

He virtually always shows respect to other people, and stands in awe for those he regards as a role model. He is very sensitive to structures of hierarchy and finds it difficult to approach superiors or other figures of authority. He has a very strong need for order and structure. As soon as tasks or situations become somewhat difficult he will readily ask for help or support from others. Especially in difficult situations he likes to check his solutions to problems with others and strongly needs other people's support. He will conform to existing rules or culture without any difficulty. He is someone who will respond quickly and quick-wittedly and does not shy away from conflicts. He is assertive, can stand up for himself and will regularly seek a confrontation. It seems fair to say he has a strong need for other people's recognition of his achievements. This means he has a strong need to receive compliments and approval in order to stay motivated.

He has social empathy and tact. He can vividly imagine what someone else has experienced and has the 'not necessarily functional' ability to put himself in other person's shoes. He is reasonably persistent when experiencing adversity or challenges. In his work he tends to direct towards a goal rather than focus on the process even though he will take the process into account. When the situation calls for it, he is willing to help others. Depending on the situation, he will respond in a businesslike or accommodating fashion. He will presume other people will take their own responsibility if he thinks they can handle it. He is slightly more focused on the team than on his own individual approach. His need for feedback or for consultation in general is also above average. The results show that Mr Philips can put his work into perspective but is not always inspired by competition or (external or internal) pressure to achieve in his job. This is reflected in his level of ambition which indicates that he will usually make an effort to achieve his personal goals and perform well. It is likely that other factors in his job, such as work environment, are of greater importance to him personally.

He will feel at ease when focusing on a limited number of tasks since he would rather concentrate on a few tasks in order to perform them well than on several with a poorer result. He will consider various points of view before making a decision and take some time before doing so. He is at his best in small circles and in one on one situations. In groups, he may come across as serious and tends to stay in the background; he leaves room for others and usually prefers to let them do the talking. This sometimes results in him being somewhat overlooked by others. He is strongly selective in his contact with others. He is very modest. He will probably have serious difficulty accepting his mistakes and will do whatever it takes to avoid this. In performing tasks he is usually focused on the bigger picture and his approach is often more abstract or theoretical than practical in nature.

He tends to regard requests and assignments as urgent and important as soon as he experiences a certain amount of pressure. He has to be careful not to attach too much importance to such things in order to retain his peace of mind. His relationships are usually based on equality. It is not consistent with his personality to impose his views and opinion on others. He is rather compliant. As a consequence, he may have difficulty convincing someone else in a dominant manner of his ideas, interests or vision. He does not always have the energy to get things done. People around him will probably regard him as a very calm person who likes to take a break. He prefers not to be in a leadership position at all.

# Emotional balance

## Balance of Mr Philips:

Mr Philips almost always shows respect for others, especially for those who are his role models. He may even be in awe of them. He respects hierarchical relationships very much. May be less willing to approach superiors or people with high status. He has a very strong need for support from his colleagues. He will particularly appreciate people offering encouragement in times of adversity. He has a modest self-image which indicates that he may have a tendency to undervalue himself. He doubts himself sometimes.

He dislikes making mistakes and will try to avoid making them as much as possible. He is someone who will respond quickly and quick-wittedly and does not shy away from conflicts. He is assertive, can stand up for himself and will regularly seek a confrontation. He tends to regard requests and assignments as urgent and important as soon as he experiences a certain amount of pressure. He has to be careful not to attach too much importance on such instances in order to retain his peace of mind.

## Summary of emotional balance of Mr Philips:

- Consistently shows a lot of respect and awe for others.
- Has a very strong need for support and confirmation.
- Is a modest person.
- Dislikes making mistakes and acts accordingly.
- Will not readily shy away from a conflict and will regularly seek a confrontation.
- Takes an issue easily seriously when feeling under pressure.

## Emotional balance scores



# Motives

## What drives Mr Philips and what he wants to achieve:

Mr Philips is someone who is fairly easily satisfied with his work and does not feel a great need for new challenges. He is not much taken aback by a lack of challenge in his job and is not likely to be hampered by this in performing his tasks. In order to achieve, he is more motivated by encouragement from his environment, colleagues or supervisor than by sheer profit or competition. He has a fairly strong need for focus in order to direct his energy at a limited number of tasks. He prefers to focus on a few tasks in order to perform them better. He is more of a specialist than of a generalist. He is reasonably persistent and can sink his teeth into something. He has, on the other hand, little difficulty letting go when necessary, although he will not just leave a task unfinished or unresolved. He does not always have the energy to get things done. People around him will probably regard him as a very calm person who likes to take a break. It seems fair to say he has a strong need for other people's recognition of his achievements. This means he has a strong need to receive compliments and approval in order to stay motivated.

## Summary of motives of Mr Philips:

- Is able to put things into perspective.
- Has no great need for challenges.
- Is motivated by focus and concentration, likes to set clear priorities.
- Is far more a specialist than a generalist.
- Is fairly persistent.
- Comes across as very calm.
- Likes to be complimented.

## Motives scores



# Social talents

## How Mr Philips is with regard to others:

He flourishes in a small company; tends to avoid confrontation in a group of people. Social relationships, friendships and contact with others are fairly unimportant to Mr Philips. This means that he has little need for friendships and close relationships with colleagues.

He is a socially empathic person. He has a reasonably good understanding and empathy for other people`s experiences and problems which increases his functional empathy. He is compassionate towards other people. When experiencing adversity, he will ask for other people's help and support very easily. He will usually compare his own ideas to those of others and consult before making a decision.

When the situation calls for it, he will lend a helping hand. He will either adopt a businesslike or a helpful attitude, depending on the situation. He will expect people to take responsibility for themselves when he thinks they can assume it. He will conform and adapt to his surroundings without any difficulty.

## Summary of social talents of Mr Philips:

- Is the strongest in small circles. Treats other people in a group with real respect
- Has very little need for social contact.
- Has a fairly strong intrinsic interest in people's problems and analyzing people's behavior.
- Has a very strong need for support.
- Is situationally businesslike or helpful.
- Conforms without any difficulty.

## Social talents scores



# Influential talents

## How and to what extent Mr Philips achieves his goals:

In relation to others, Mr Philips tends to be very rarely dominant; he prefers to convince people in a more subtle fashion. He is not easily hindered by someone else's lack of cooperation or when confronted with adversity or resistance. He does not just give up.

Compared to others, he has little energy to get things done. This implies that he will have great difficulty (and little interest in) influencing others or reaching more challenging goals. When trying to convince other people he tends to quickly get assertive and confrontational which can lead to certain tensions and resistance. He is combative when it comes to defending his interests. Since he adapts very easily to other people's rules and parameters he has virtually no difficulty speaking the 'language' of a different 'culture'. Because of this, other people readily understand and accept him which has a positive consequence for his power to convince others. On the other hand, he runs a serious risk of giving up his own views too easily when adapting to other people's views and trying to meet their expectations.

## Summary of influential talents of Mr Philips:

- Strongly prefers a subtle approach in order to convince.
- Will usually persist when experiencing adversity and does not just give up.
- Does not always have energy.
- Tends to be rather assertive and confrontational; is combative when defending interests.
- Conforms very readily but risks abandoning his own views too soon.

## Influential talents scores





# Leadership talents

## What ambitions Mr Philips has and what kind of leadership style he adopts:

Mr Philips is moderately focused on teamwork and will usually decide the direction in which to go after conferring with the team. He will want to consult with others regularly but will follow his own lead and work independently when necessary. He also has little need for friendships or social contact with his direct colleagues. His leadership style is very likely to be formal. Since he has little difficulty putting himself in someone else's shoes he can adapt his leadership style to the situation.

In terms of position, he has very few or no aspirations to lead or to assume responsibility over others. He will consider various points of view before making a decision and will take his time in doing so. In his leadership style he is fairly purposeful; he knows which line to follow and will usually pursue this line.

## Summary of leadership talents of Mr Philips:

- Is a bit more focused on colleagues and his team than on himself.
- Adopts a very formal leadership style.
- Has virtually no ambition to lead.
- Looks for approval in making decisions.
- Is more goaloriented than process-oriented in his directions.

## Leadership talents scores



# Organizational talents

## How Mr Philips organizes his work:

Mr Philips has a very strong need for structure in terms of discipline, management or rules in his working environment. He places importance on values and morals and tends to be formal in his relations. His style of organization is very structured, methodical and regulated. He likes to focus on his tasks. He has little practical inclination but is more abstract and theoretical. He takes time to form his judgements and to make decisions. He will usually involve other people in his decision making process. He attaches a little more importance to working towards a goal than to the process. But he does not lose sight of the process either. Can improvise when needed.

## Summary of organizational talents of Mr Philips:

- Has a strong need for an environment providing a clear structure, rules and regulations.
- Is very methodical, structured, organized and meticulous.
- Needs focus.
- Is much more theoretically than practically inclined.
- Takes time for making judgements and decisions.
- Organizes work more in a goal-oriented than process-oriented manner. Can improvise if necessary.

## Organizational talents scores



# Qualities and pitfalls overview

## Qualities of Mr Philips:

- Is very respectful towards superiors. Readily admires other people's achievements.
- Keeps appointments and meets deadlines. Strives to minimize chaos. Is structured and methodical.
- Is not afraid to ask for help, especially in difficult situations.
- Is very assertive, defines clear limits.
- Readily conforms to existing structures. Likes to meet other people's expectations.
- Very much appreciates being complimented. Values a professional appearance.
- Leaves room for others, shows respect for other people.
- Prefers quality over quantity in social contacts.
- Will not readily push other people aside.
- Is self-critical and unlikely to overestimate himself.
- Is patient, quiet and reactive rather than proactive.
- Has little difficulty releasing responsibilities.
- Focuses on process and theory; does not always have utility in mind.

## Pitfalls of Mr Philips:

- Placing others on a pedestal too readily. Steering away from powerful people.
- Clinging onto existing structures at times.
- Being dependent on other people's support.
- Possibly coming across as too confrontational.
- Risking over-sensitivity to compliments.
- Avoiding being the center of attention.
- Possibly coming across as reserved.
- Not wanting to decide for other people which way to go.
- Possibly underestimating himself.
- Not having enough energy to achieve goals.
- Possibly being reactive.
- Being too theoretical; not thinking in terms of utility and solutions.
- Having difficulty dealing with pressure.

# Communication

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 Mr Philips:

- Discuss the 'here and now'. Reduce challenges by breaking them up into smaller targets over a relatively short (and thus manageable) period of time.
- Create an overview; give him a sense that tasks are feasible and there is room to make mistakes. Avoid emphasizing 'difficulties'.
- Adopt a structured and organized approach. Put different possibilities or options on paper together or give the initial impetus to this. 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.
- Provide sufficient room for his approach and views before suggesting your own practical solution.
- Create a calm atmosphere and make him feel at ease. Adopt a formal but not threatening, friendly communicative style. Ask open questions.
- Approach him respectfully and express your appreciation; give examples of situations and tasks you approve of and indicate why you approve of them. Show real interest
- Be friendly and warm in your communication. Engage in a structured conversation in which you really listen and pay attention. Ask for his views, perception and feedback. Summarize what he has said during the conversation and afterwards. Schedule several evaluation sessions whenever possible and not only when things go wrong.
- Be organized and well-prepared, possibly with supporting material. Give structure to the conversation. Adopt a formal style. Be accurate and realistic and provide room for him to be so as well. Be clear about the follow-up of your conversation and other matters.
- Show interest and be enthusiastic. Listen closely and be attentive. In conversation with him keep your purpose, the information you want, the facts in mind and be prepared to take certain statements with a pinch of salt.

## Avoidable behavior

### Communicative behavior that is best avoided with Mr Philips

- Emphasizing profit and achievements and putting a lot of pressure on him.
- Forcing decisions.
- Dominating the conversation.
- Turning amicable easily. When he is introverted: filling in what he is thinking or feeling. It is better in that case to ask open questions and to check your interpretation.
- Rejecting his ideas, opinions or views too quickly or giving too little room for them. At least express your appreciation for his contribution and efforts when you do not share his views.
- Leaving him to fend for himself. Simply cutting off conversations. Being cool or abrupt. Not structuring your conversation and running the risk of being swept away and wasting time unnecessarily.
- Lacking structure in your communication.
- Lacking interest. Confronting him continuously with facts or content. Or on the contrary being swept away, snowed under, losing perspective! Trying to outwit him.
- Creating a fuss over minor things

# Ideal working environment and preferences in management

## Mr Philips prefers:

- An environment with opportunities for personal development and support (e.g. a training program) or a mentor. An organization where a respectful attitude is the norm.
- An environment in which appreciation is expressed for efforts and achievements.
- An organization in which openness is valued and regarded as a sign of courage and strength. An environment where people dare to be vulnerable, where personal interest is shown, and where personal goals matter at least as much as business goals.
- An organization where it is clear which values and codes of conduct rule.
- An environment where people know their place and have a clearly defined position or task. An organization where progress and performance are discussed and where achievements are not overlooked.
- A structured organization where clear communication, procedures, management and rules are the norm.
- A well-tended and attractive environment in which a decent, professional presentation matters and is valued.

# Development

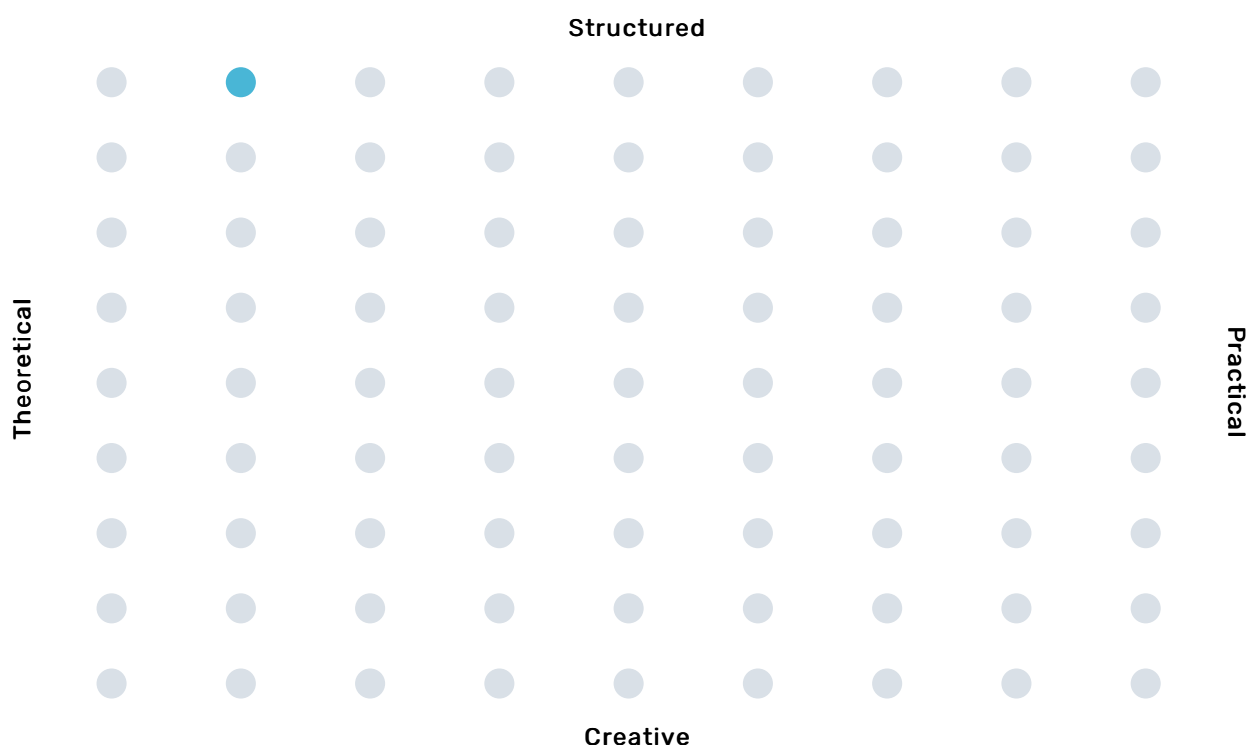
## Suggestions

- Choose a promising plan involving a certain risk over a mediocre plan offering certainty.
- Define personal goals in order to stay active.
- Make a list of pros and cons when he is in doubt and set a date or time for himself to make a final decision in order to stop procrastinating.
- Ask for 'time' to think about an answer or decision when he cannot provide one straight away.
- View himself in a more 'businesslike' manner.
- Avoid taking things personally.
- Look for activities or possibilities to improve his self-confidence.
- Adopt a more methodical approach to work and define a concrete, realistic plan.
- Not lose sight of the practical side of the matter.
- Give sufficient attention to the atmosphere in his work environment and the relationship with his coworkers.
- Build sufficient breaks in his work.
- Guard his own boundaries and say 'no' to new tasks when necessary.
- Make problems or causes of stress a subject for discussion.
- Indicate in time when a job cannot be finished punctually or is too taxing.
- Not to be carried away by other people's needs, wishes and expectations.
- Be modest at times.
- Attempt more flexibility at times towards 'chaos', disorder or change.

# Learning and development style

## Preferences in learning and development of Mr Philips:

- He is a modest person and prefers to contribute staying out of the limelight. He finds it harder to experiment with learning material in the presence of others. It is important, however, that he could try in practice everything he has learned in practice. Therefore, look for learning situations and practice partners that make him comfortable.
- It is less fun for him to work and learn in large groups. He prefers when his learning activities take place on an individual basis or in collaboration with a small group of people he trusts.
- It is easier for him to learn from theoretical sources (for example: books, blogs, colleges, videos) and he really likes to grasp what he is learning. Therefore, make sure learning activities provide sufficient theoretical basis. Not to get stuck in theory, it is useful for him to consult with colleagues about the aspect of practical application of what he has learned.
- His need for big challenges is not so strong and he is quickly satisfied with the current situation. So you should be careful when drawing up too ambitious learning plan. Moving forward in small steps is good for him and it is quite enough.
- He has talent for focus and concentration and has less need for diversity. During the learning process make sure that studying materials do not contain too many topics at the same time. It is also helpful to finish his learning tasks one by one.
- Pay attention to how he distributes his energy during the learning process. Make sure he does not overestimate himself and/or is not overloaded. Let him determine in advance what amount of time and energy he is ready to devote to learning activities learning activities and arrange everything accordingly.
- He is self-critical and has the ability to avoid mistakes. These personal qualities may work against him during the learning process. It will be useful for him to talk about his experiences with a person he trusts and who can help him cope with his self-critical attitude.
- He is naturally concerned about things and has the ability to see the urgency of trouble. These personal qualities may cause the situation when learning activities will have an excessive impact on his (work) life. It is therefore convenient if he makes arrangements in advance about an acceptable amount of learning activities and decides what he will do if these activities bring too much stress.
- He is more dutiful by nature and really likes to work within the agreed frameworks and rules. Make sure that during training activities he makes good arrangements about 'what, when and how' because good arrangements strengthen his good grip.
- He would prefer to have a good learning plan with structured steps, where the principle of sticking to the initial agreements rules. Development works best when there is a professional learning setting with good teaching materials, a clear program and certification through testing.
- He likes to learn from people who inspire him or whose expertise he appreciates. During the learning process, it is useful for him to look for such people, to give respect for their expertise and to seek advice.
- He appreciates the interest of others in his learning situation and usually finds help from others nice. During the learning process, it will be wise if he regularly talks about his experiences with someone he trusts. When necessary, it is useful for him to just ask other people for support and help.



# DNA of TMA Talents

## Emotional balance



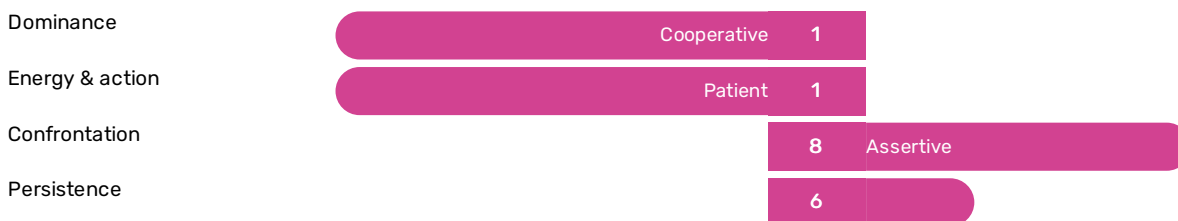
## Motivation



## Social talents



## Influential talents



## Leadership talents

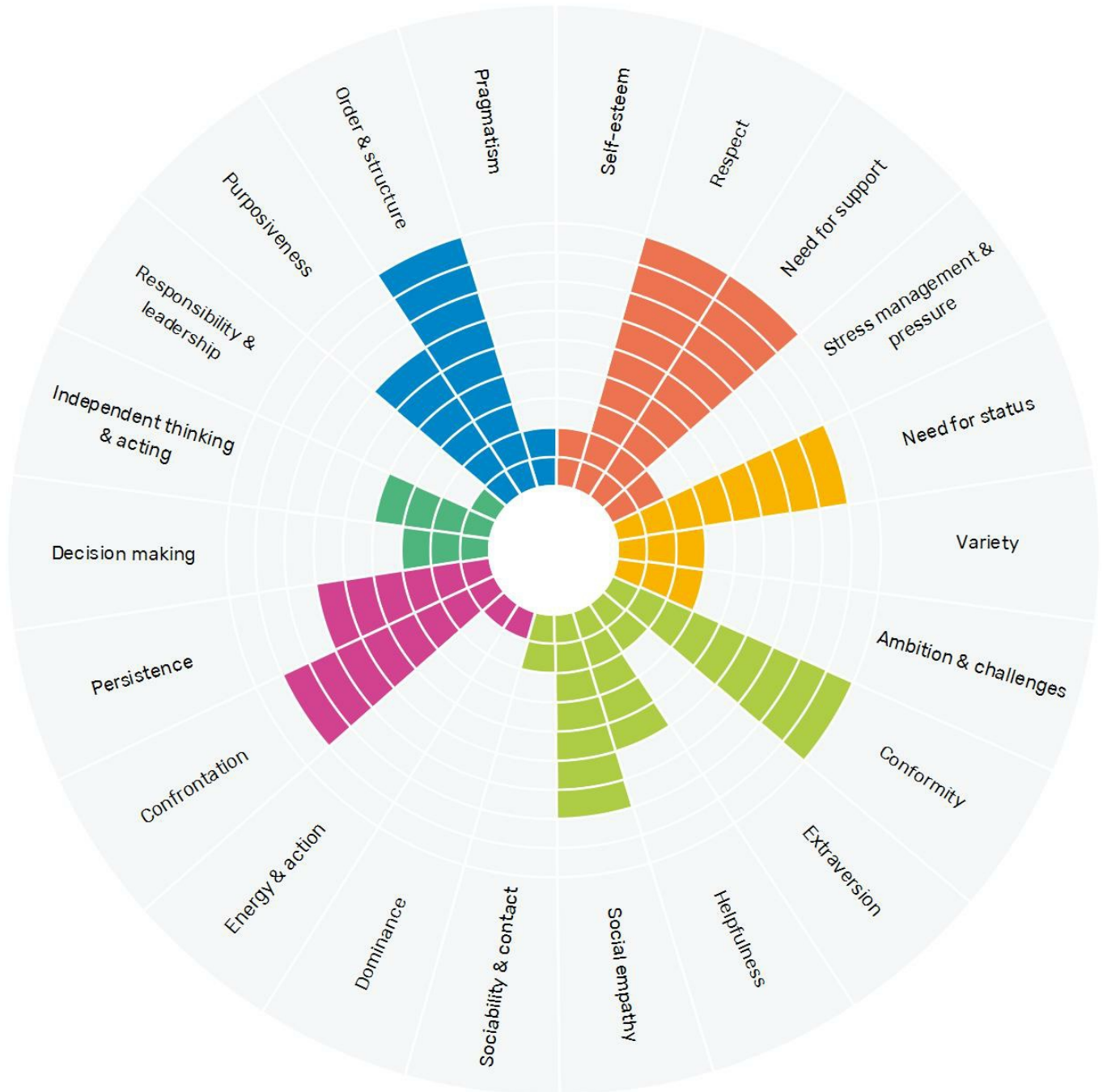


## Organizational talents





# DNA of TMA Talents



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

# Conclusion