

TMA Talent Assessment  
Candidate report  
Validated by TMA expert: ( )  
8/20/2018

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# Anton Philips



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# Contents

1.	Introduction	3
2.	Meaning of the scores	3
3.	Description of personality	
3.1	Summary	6
3.2	Emotional balance	8
3.3	Motivation	9
3.4	Social talents	10
3.5	Influential talents	11
3.6	Leadership talents	12
3.7	Organizational talents	13
4.	Overview of strengths and pitfalls	
4.1	Strengths	14
4.2	Pitfalls	14
5.	Communication with the candidate	
5.1	Effective communication	15
5.2	Avoidable communication	16
6.	Ideal work circumstances and management preference	17
7.	Development	
7.1	Suggestions	18
7.2	Style of learning and development	19

Addendum 1: Overview TMA Dimensions and numeric table

# 1. Introduction

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

## Drives and talents

Drives are the building blocks of a one's personality. They define it, 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 on the drives.

## Motivation

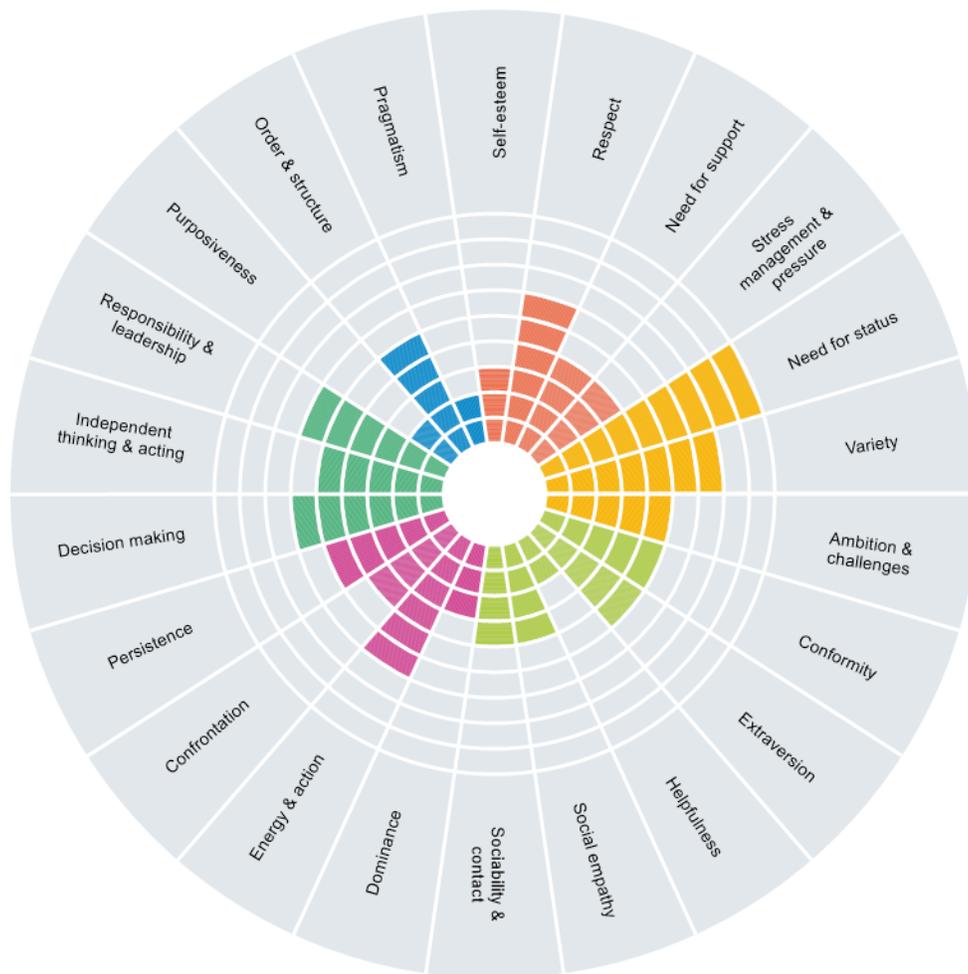
Drives and talents resulting from them are important factors that may stimulate or restrain a person's behavior. Behavior is not only determined by ability (competencies and cognitive capabilities) but also by desirability (drives and talents). All in a certain environment that stimulates or hinders. Tasks that suited to personal drives and talents are usually seen as motivational.

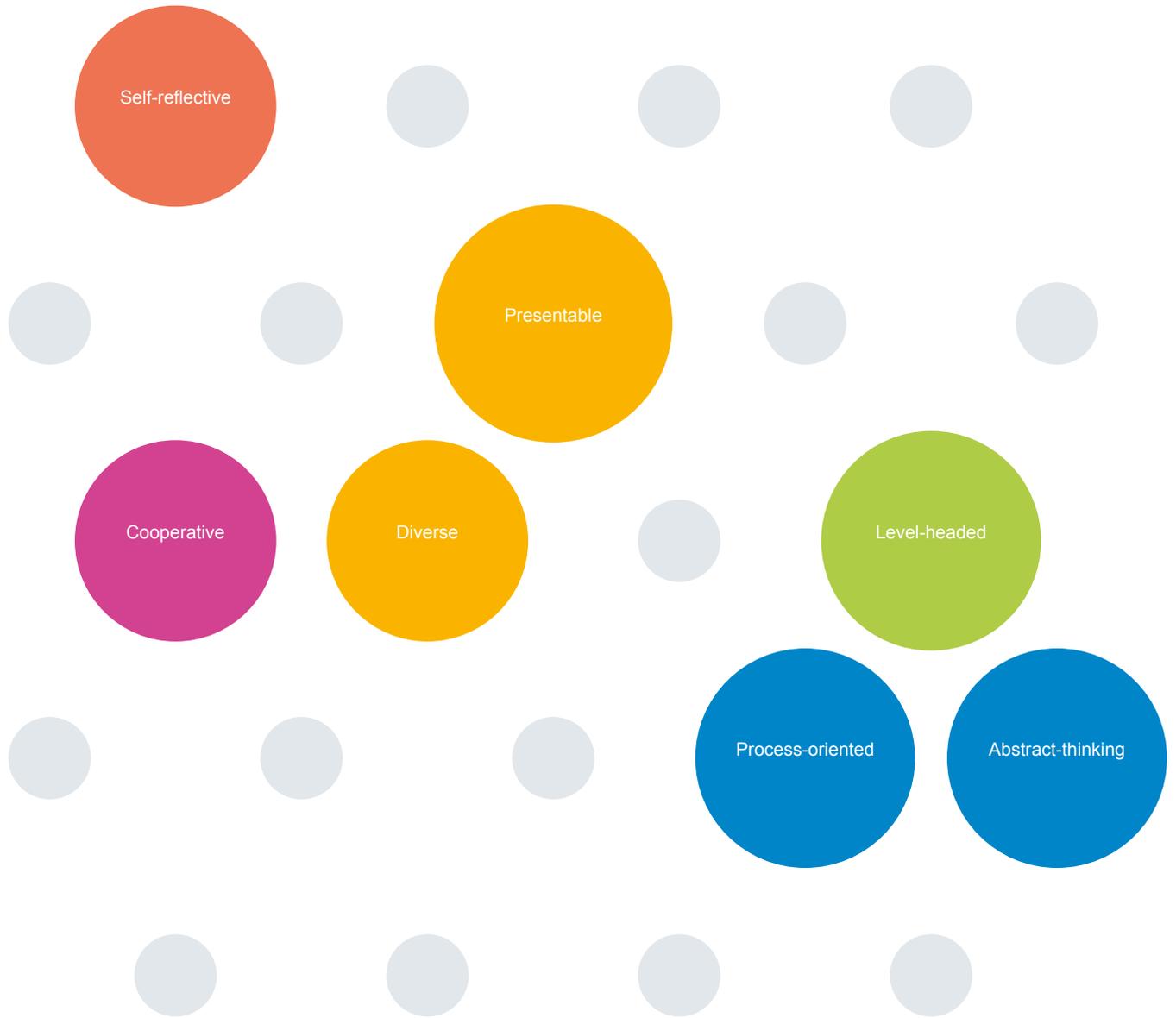
# 2. Meaning of the scores

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	Interval	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





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## 3. Description of personality

### 3.1 Summary

Description of the talents of Mr. Philips:

He copes fairly well with a certain amount of pressure but has to be careful at times to keep a healthy distance in order to retain his peace of mind. He is fairly modest. He will probably find it difficult to accept his mistakes and will try hard to avoid this and take very few risks. In difficult situations he will only ask for help and support from others when really needed. He does not have a very strong need for support from his colleagues. He has a healthy respect for other people without selling himself short. When it matters to him, he is comfortable talking to superiors.

It seems fair to say he has a very strong need for other people's recognition of his achievements. This means he has a very strong need to receive compliments and approval in order to stay motivated. Variety within his tasks and job is an important requirement for him. He has no difficulty performing several tasks at once. The results show that Mr. Anton Philips can put his work sufficiently into perspective. This is reflected in his level of ambition which is average and indicates that he will make an effort to achieve his personal goals and perform well. When needed, he can manage competition or pressure to achieve in his job but sometimes other factors, such as work environment, are of greater importance to him personally.

He will functionally conform to existing rules or culture. He adopts a businesslike attitude and is rarely tempted to help others spontaneously. He strongly presumes other people will take their own responsibility. His score on social empathy is not so high; he does not always have an interest in personal problems and analyzing other people's behavior. It is likely that he can functionally imagine himself in some situations. He is somewhat selective in his contact with others. In groups, he finds a balance between taking center stage and leaving room for others. Both in small and larger groups he is well able to establish himself. Depending on his interests he will be more prominently present or stay in the background in groups and social events.

He is also someone who makes a calm impression and who would rather avoid conflicts and confrontations than engage in them. People around him will probably regard him as a fairly energetic person who knows, however, when to take a step back. When experiencing adversity or difficult challenges he will continue making an effort as long as it matters. In relationships with others he usually strives for equality and does not often try to rise above someone else. He is reasonably compliant. As a consequence, he may sometimes have difficulty convincing someone else in a dominant manner of his ideas, interests or vision.

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He is usually swift in making decisions but he will take other people's points of view into account when needed. He does not shy away from taking a leadership position or responsibility. He combines independence with team spirit and uses others for feedback when necessary.

In his work, he is focused on the process rather than on a set goal. 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 has a functional need for order and structure.

## 3.2 Emotional balance

Balance of Mr. Philips:

He has an average need for support from his colleagues. He likes to solve his own problems where possible. His self-image is modest and there is a tendency to doubt his potential. He does not like to make mistakes and will try to avoid making them whenever possible. He is also someone who makes a calm impression and who would rather avoid conflicts and confrontations than engage in them. He copes fairly well with a certain amount of pressure but has to be careful at times to keep a healthy distance in order to retain his peace of mind.

Summary of emotional balance of Mr. Philips:

- Shows a reasonable amount of respect and awe for others.
- Has no great need for support.
- Is a fairly modest person.
- Dislikes making mistakes.
- Only engages in conflicts and confrontations when really necessary.
- Copes fairly well with a certain amount of pressure.

Emotional balance

Respect

6

Need for support

4

Self-esteem

Self-reflective 3

Stress management & pressure

4

### 3.3 Motives

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

Anton Philips has an average level of ambition and shows enthusiasm for assignments if they appeal to him. In order to achieve, he is moderately motivated by profit or competition. Although these are not required for him to achieve, he is willing to set them as goals for himself. He has a need for variety within his job and counts variety as important. He likes to spread his attention over several assignments and projects at the same time. He also finds it important to find new tasks in his path regularly. He is more a generalist than a specialist. He finds a healthy balance between persisting and focusing on other matters when necessary. People around him will probably regard him as a fairly energetic person who knows, however, when to take a step back. It seems fair to say he has a very strong need for other people's recognition of his achievements. This means he has a very strong need to receive compliments and approval in order to stay motivated.

Summary of motives of Mr. Philips:

- Has an average level of ambition, is enthused when something really appeals.
- Is moderately driven by competition.
- Is motivated by variety.
- Is far more a generalist than a specialist.
- Finds a healthy balance between persisting and letting go.
- Is usually an energetic personality.
- Likes to be complimented a lot.

#### Motives

Ambition & challenges

Variety

Need for status



### 3.4 Social talents

How Mr. Philips is with regard to others:

Social relationships, friendships and contact with others are not especially important to Mr. Anton Philips. This means that he has a modest need for friendships and close relationships with colleagues. When experiencing adversity, he will rarely ask for other people's help and only ask for support when he really needs it depending either on the situation or the result. He will usually adopt a businesslike attitude and is not very likely to support others or to provide a service without this being reciprocated. He expects people to take responsibility for themselves. He finds a balance between conforming to his surroundings on the one hand and following his own lead on the other.

#### Summary of social talents of Mr. Philips:

- Has no great need for social contact.
- Has a fairly moderate intrinsic interest in people's problems.
- Has no great need for support.
- Is fairly compliant.
- Adopts a businesslike attitude.
- Finds a balance between conforming and following his own lead.

#### Social talents

Extraversion

5

Sociability & contact

4

Social empathy

4

Helpfulness

Level-headed 2

Conformity

5

### 3.5 Influential talents

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

In relation to others, Anton Philips is not usually 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 has a fair amount of energy to get things done. This implies that he will make a decent effort to influence others or to reach a goal. When trying to convince other people he usually avoids polarization but he will seek confrontation when his interests are at stake. Whenever the atmosphere becomes tense he will try and calm people down. He can adapt fairly well to other people`s rules and parameters and communicate adequately and effectively in a different `culture`. Because of this, other people understand and accept him more easily which has a positive consequence for his power to convince others.

#### Summary of influential talents of Mr. Philips:

- Likes a subtle approach in order to convince.
- Does not just give up but will not persist unnecessarily either.
- Is fairly energetic.
- Does not usually polarize but can be confrontational when needed.
- Will conform when necessary.

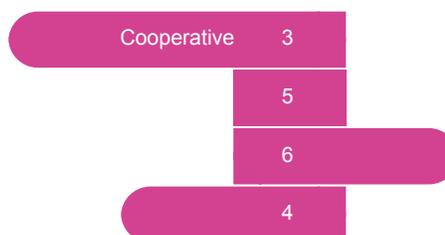
#### Influential talents

Dominance

Persistence

Energy & action

Confrontation



## 3.6 Leadership talents

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

Anton Philips finds a balance between independence and self-reliance on the one hand and focus on his team on the other. He will want to consult when he deems it fit and useful. He also has a fairly modest need for friendships or social contact with his direct colleagues. He will have a slight preference for a formal leadership style but he will adopt an informal style if the situation calls for it. Since he does not always show an intrinsic interest in people's problems he may sometimes come across as a little harsh in his leadership style. In terms of position, he has aspirations to lead and to assume responsibility over others. He will consider points of view in his decision making when necessary. He can make a quick decision when the situation calls for one. Under his direction purposiveness is of very marginal importance; he places a strong emphasis on maintaining a good relationship with colleagues.

### Summary of leadership talents of Mr. Philips:

- Finds a balance between independence and focus on others.
- Adopts a more formal than informal leadership style.
- Has ambition to lead.
- Is fairly decisive.
- Gives direction in a process-oriented manner.

#### Leadership talents

Independent thinking & acting

5

Responsibility & leadership

6

Decision making

6

### 3.7 Organizational talents

How Mr. Philips organizes his work:

Anton Philips has a moderate need for structure in terms of discipline, management or rules in his working environment. He places a balanced importance on order and works well with both informal and hierarchical management. His style of organization is functionally methodical and structured. Flexibility and regulation are balanced. He functions well both in a more structured and in a hectic environment. Regular variety in his job is an important requirement for him. He has little practical inclination but is more abstract and theoretical. He needs relatively little time to form his judgements or to make his decisions. When making decisions, he does not have a strong need for other people's views but he will consider them after consultation.

#### Summary of organizational talents of Mr. Philips:

- Has a moderate need for structure, rules and regulations.
- Finds a balance between flexibility and regulation.
- Finds variation in his job fairly important.
- Is much more theoretically than practically inclined.
- Prefers to make his own decisions, consults when necessary.

#### Organizational talents

Order & structure

5

Pragmatism

Abstract-thinking

2

Purposiveness

Process-oriented

2

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## 4. Strengths and pitfalls

### **Qualities of Mr. Philips:**

- Expects people to take responsibility for themselves; gives them a chance to solve problems by themselves.
- Very much appreciates being complimented. Values a professional appearance.
- Focuses on process and theory; does not always have utility in mind.
- Deals well with vaguely determined objectives.

### **Pitfalls of Mr. Philips:**

- Possibly coming across as distant. Relying too strongly on others taking responsibility.
- Risking over-sensitivity to compliments.
- Being too theoretical; not thinking in terms of utility and solutions.
- Adopting a less goal-oriented attitude.

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## 5. 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.

### 5.1 Effective behavior

#### **Suggestions for effective communication with Mr. Philips:**

- Establish a free and relaxed atmosphere. Try to break the ice and 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
- Provide sufficient room for his approach and views before suggesting your own practical solution.

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## 5.2 Avoidable behavior

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

- Dominating the conversation.
- Expecting him to see when you need support.
- 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.
- Emphasizing the end goal; his interest is process-oriented as well. Setting very long-term targets.

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## 6. Ideal working environment and preferences in management

### **Mr. Philips prefers:**

- Dynamics in the job by means of variation in work and planning in which adaptability, improvisation skills and organizational talent are employed. Diversity in contacts, tasks and surroundings.
- 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.

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## 7. Development

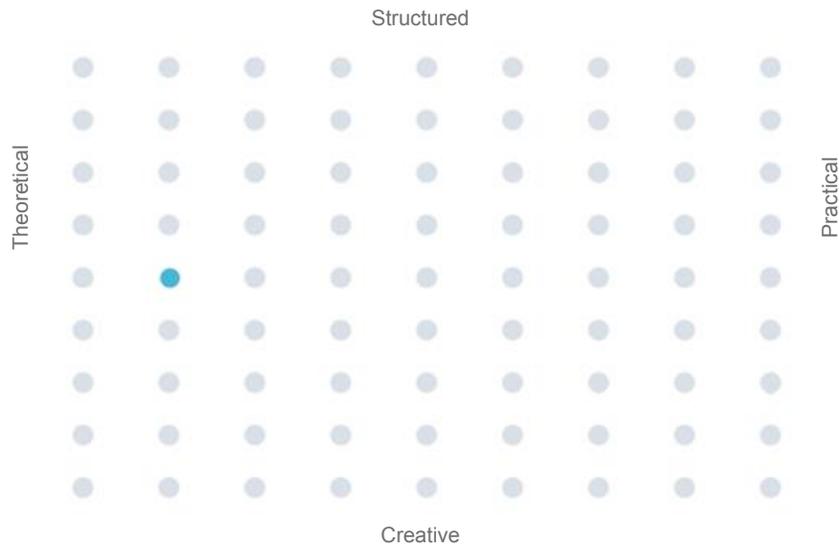
### 7.1 Suggestions

**Mr. Philips is advised to:**

- Develop more of an eye for and attention to detail and adopt a less impatient or impulsive attitude.
- View himself in a more 'businesslike' manner.
- Define goals that are concrete, feasible and measurable.
- Adopt a more methodical approach to work and define a concrete, realistic plan.

## 7.2 Style of learning and development

Preferences in learning and development of Mr. Philips:



### Learning and development style

- He has a strong need for diversity and can learn a lot through his curiosity and open mind. Make him look at what other people (in his learning area) do and say every day. Pay attention to learning activities that require a lot of focus and concentration. It is useful to divide such kind of things into smaller parts.
- 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.

## Addendum 1: Overview TMA Dimensions and numeric table

### Emotional balance



### Motives



### Social talents



### Influential talents



### Leadership talents



### Organizational talents



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## Conclusion