TalentLens

SOSIE ™
2ND GENERATION

INTERPRETATION AND FEEDBACK GUIDE
WITH COMPETENCY MAPPING

John Sample

10/07/2012

Time to complete: 8:53

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2ND GENERATION

Name	John Sample	Date of Testing	10/07/2012
Organisation	Pearson US QA Demo	Norm Group	Managers

This report provides a detailed interpretation of the SOSIE assessment. Its information will underpin coaching and development interviews, recruitment decisions and career guidance. It is written for trained users; non-trained colleagues and test-takers may misinterpret this detailed and sensitive information. The report offers a comprehensive approach to the interpretation of the multilayered SOSIE results and thus, facilitates the preparation and conduct of any feedback interview.

The Interpretation and Feedback Guide combines detailed information about the personality and values of the individual. It therefore provides an in-depth perspective on fundamental questions raised in a number of evaluation contexts. For example, what are the strengths and areas for further development of the person's behaviour at work? What impact will they have on different professional domains and in terms of personal development? What kind of organisational environment will enable this person to realise his or her full potential and to maximise their contribution?

The report is built around eight well known competencies which are important for a variety of jobs. In addition, the SOSIE Interpretation and Feedback Guide examines what kind of organisational environment will provide the most motivation for the individual. The report includes the following sections:

1. Self-Organisation	*4. Emotional Adjustment*	*7. Influence*
2. Adaptability	*5. Sociability and Communication*	*8. Decision Making and Autonomy*
3. Innovation	*6. Teamwork*	*9. Motivational Factor: Favourable Environment*

Each section provides:

- a definition

- the individual's scores on each of the basic SOSIE dimensions which contribute to the analysis

- narrative interpretations of these results, based on whether the individual scored low, medium or high on the relevant dimensions, and how these scores interact
- suggested questions for further investigation

The purpose of this document is not only to confirm the person's test results during the interview, but also to better understand them. The information provided by the test and by any interview is complementary and needs to be integrated in the feedback process, in a dynamic and interactive way.
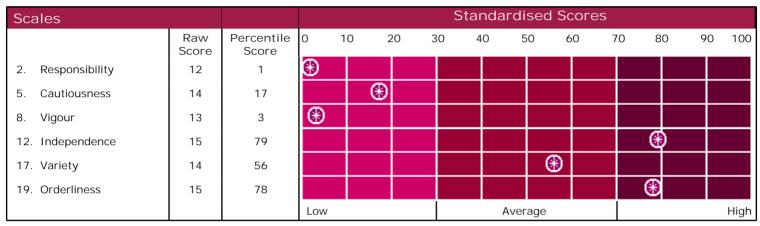
Caution: The profile should be treated with special care if the scores on Dominance, Responsibility, Stress Resistance, and Vigour are at the extreme low level (≤ 10 percentiles). There is a possibility that specific events or circumstances have affected the person's responses, which should be investigated further.

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SELF-ORGANISATION

The Self-Organisation competency reflects the dynamism and energy with which people go about work, and how they organise their time to meet key priorities and deadlines. An individual's style of self-organisation affects how they manage the risks involved in actions and decisions, the impact of organisational procedures on their work and their respect for the organisation's way of doing things. This combination of factors defines the extent to which they can be relied on to produce work that is delivered on time and to a certain level of quality, thus helping to meet organisational objectives.

Scales	Raw Score	Percentile Score	Standardised Scores
2. Responsibility	12	1	1
5. Cautiousness	14	17	17
8. Vigour	13	3	3
12. Independence	15	79	79
17. Variety	14	56	56
19. Orderliness	15	78	78

Standardised Scores axis: 0 10 20 30 40 50 60 70 80 90 100 — Low / Average / High

These scores suggest John may work slowly and may not value adherence to tight deadlines: such people will tend to work at their own pace and resist requests to speed up. John may give the impression of being tired more frequently than some colleagues and may seem lacking in energy. By contrast, John's responses suggest a tendency to take decisions or act on the spur of the moment without appropriately evaluating the risks involved.

This combination of a lack of vitality with a possible lack of caution is unusual. It may reflect particular circumstances, rather than an underlying attitude to work. These responses should be investigated further in any interview to try to identify a specific cause.

John may show little perseverance in completing work in the face of difficulties and distractions. People with this profile have a tendency not to see jobs through and feel little personal commitment to high quality work. In a management or supervisory position, they may delegate jobs more often than others, sometimes to people without the skills, knowledge and attitude to undertake them well. To really persevere at doing a lengthy routine job, John may need constant supervision and considerable encouragement. This profile indicates someone who is as interested in new tasks, thoughts, ideas and ways of doing things as most people.

John will therefore adapt to new ways of doing things reasonably easily but may find it difficult to balance this with completing tasks to the required standard. This issue should be investigated further in any discussion.

John reports needing and liking an organised environment with set procedures, methods and rules; where everything is planned and well organised. John will tend to develop a systematic approach to work and may have difficulties adapting to and working well in an unstructured environment. This may indicate a lack of flexibility. By contrast, John reports a preference for making decisions and acting independently, and may have difficulty accepting constraints imposed on them. People who have the same profile may resent any attempt at interference or supervision once their own ways of working are established.

This combination of quite a strong desire for order with a similarly strong commitment to independent working is unusual, and could manifest itself in stubbornness, lack of flexibility and a refusal to let outside influences change quite detailed systems. This issue needs further investigation in any interview.

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Suggested questions
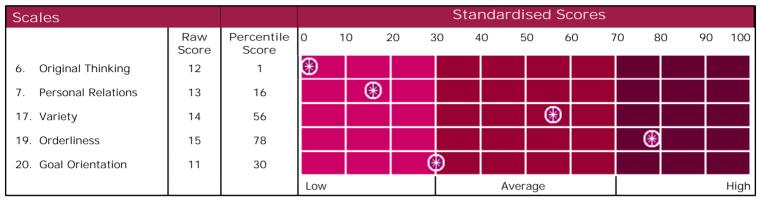
- Can you give examples of times when you made decisions or acted without thinking about the issues and then regretted it?
- Have you felt particularly tired lately? Can you think of any reasons for this?
- What happens when you're pressed to meet a very difficult deadline?
- Can you think of an example of a time when you have been asked to do a repetitive, rule-based task? How did you react? What was the outcome?
- How do you decide on priorities in your work?
- Can you describe what it means to you to do a job well? Can you give me some examples?
- How do you approach tasks in which you have very little interest?
- Have you ever been very closely managed in a job? How did you cope with the situation?
- Have you ever been told to approach a problem in a way you disagreed with? How did you approach the issue?
- Give me an example of a disorganised project you were involved in. How did you set about rectifying the situation?
- What do you do when you face a problem you can't solve yourself?

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ADAPTABILITY

The Adaptability competency describes how flexible an individual will be when presented with different situations, people, environments and ways of working. It suggests how far someone is open and able to work productively at times of personal, professional and organisational change. It also suggests how far they question or seek to improve and adapt their own working methods.

Scales	Raw Score	Percentile Score	Standardised Scores
6. Original Thinking	12	1	✴ (0)
7. Personal Relations	13	16	✴ (~10)
17. Variety	14	56	✴ (~55)
19. Orderliness	15	78	✴ (~80)
20. Goal Orientation	11	30	✴ (~30)

Standardised Scores axis: 0 10 20 30 40 50 60 70 80 90 100
Low — Average — High

People with such scores may prefer not to have clear, precise objectives. They may lose track of progress towards them if they are set, and may also be able to work on a number of tasks at the same time. By contrast, John's profile suggests a preference for organised environments with set procedures, methods and rules. John will tend to develop a systematic approach to work and may have difficulties adapting to and working well in an unstructured environment. People with such scores are often as interested as most other people in new tasks, thoughts, ideas and ways of doing things. John should therefore adapt to new ways of doing things quite easily and will tend to cope with a reasonable variety of activities.

John probably has a strong need for supervision and working in a structured, planned way while, on the other hand, likes to do several things at the same time, does not need clear goals or objectives and is at least as open to change as other people. This seems slightly contradictory and should be investigated during any interview.

John seems to have little interest in creative debates and discussions about new ideas and may be uninterested or uncomfortable when addressing complex problems and new ways of looking at things. Such people are often pragmatic, preferring not to complicate things but tending to focus on practical action without second thoughts. John will tend to use tried-and-tested approaches, getting things done but sometimes missing improvements to systems, new ideas and trends or genuinely creative ideas. John also reports being somewhat intolerant and critical of others as well as being oversensitive to criticism, taking it personally. This could affect team and project work and relations with external suppliers and customers. Trust is a key issue in organisations and this relative distrust of others may tend to reduce a person's effectiveness.

John therefore seems more suited to roles where action and tight deadlines are important and team motivation less so.

Suggested questions

- How do you choose between different work priorities? Give me an example.
- How do you go about meeting precise goals and objectives?
- Tell me about a time when your objectives were changed urgently. How did it make you feel? How did you react to this change?
- Have you ever lost track of a task? Describe what happened.
- Can you remember ever missing an opportunity because you got too immersed in getting things done? Explain what happened.
- How do you react to people who constantly come up with new ideas?
- Who do you trust at work? Why do you trust these particular people?

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INNOVATION

The Innovation competency describes how open people are to new ideas, novelty and change; how far people question their own habits and experience and looks at their attitude to conventional ways of doing things, thinking and behaviour.

Scales		Raw Score	Percentile Score	Standardised Scores
6. Original Thinking		12	1	✸ (near 0)
10. Conformity		10	58	✸ (near 58)
17. Variety		14	56	✸ (near 56)
				Low — Average — High

John seems to have little interest in creative debates and discussions about new ideas and may be uninterested or uncomfortable when addressing complex problems and new ways of looking at things. People with this profile tend to be pragmatic, preferring not to complicate things and tend to focus on practical action. John will tend to use tried-and-tested approaches. John also seems to appreciate variety, novelty, change and originality as much as most people and should be able to adjust to changes and a diverse workload within reasonable time scales if they are explained. By contrast, John reports valuing and respecting the rules and social norms of environments as much as most people. People with this profile can usually be trusted to observe organisational rules and conventions, having a flexible attitude to observing and breaking them.

Suggested questions
- Can you remember a time when a project was held up by too much discussion? How would you try to overcome this?
- How do you react when someone keeps on coming up with new ideas?
- Do you ever get bored by repetitive tasks or become overwhelmed by change? Can you give me examples?
- Really good workers break social and organisational conventions all the time to get things done and ensure group communication. What do you think of this viewpoint?
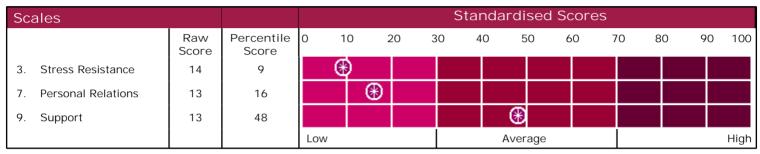
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EMOTIONAL ADJUSTMENT

This competency addresses emotional self-control and regulation and how these affect behaviour. It looks at how much individuals can control internal emotions and their expression, manage stress levels and regulate feelings of frustration when things do not go the way they want. The competency also looks at environmental issues which affect emotional adjustment, the extent to which individuals trust other people and how they deal with criticism and the amount of kindness, consideration and encouragement they require from others.

This section is based on the understanding that, while certain scores on the dimensions that contribute to this competency may, in some cases, give rise to behaviour which needs careful development, nonetheless different jobs will require different profiles and there is no 'right' or 'wrong' profile on this competency without detailed investigation of real life context. This is true of this report as a whole but it is particularly important when dealing with emotional adjustment.

Scales		Raw Score	Percentile Score	Standardised Scores
3.	Stress Resistance	14	9	✳ (≈10)
7.	Personal Relations	13	16	✳ (≈15)
9.	Support	13	48	✳ (≈48)
				Low — Average — High

John reports being less able to control their emotions and cope with frustration than most people. People with this profile may find it difficult to keep calm and stable and this may result in displays of anger, irritation or anxiety on occasion. Emotions may overwhelm John more than most people especially when facing difficult, stressful or frustrating situations. This high emotionality may cause John to worry more than most. John does not seem to value establishing good relationships with other people. People with such profiles will often show little interest in ideas, judgements and attitudes that are different from their own and may be somewhat intolerant and critical of others. John may be oversensitive to criticism, taking it personally. Within this context, people with such profiles may tend to place as much value on others' support as other people do, seeking approval, assistance, understanding and affection. John seems to have an average enjoyment of the social side of work and may occasionally be uncomfortable in extreme cases of conflict.

This self-reported profile should be investigated further in any discussions. It combines low emotional control linked with a lack of interest in human relationships and a need for average levels of support. There is a danger that this person might be seen as requiring other people's support yet failing to work on relationships: offering criticism but reacting badly to receiving it.
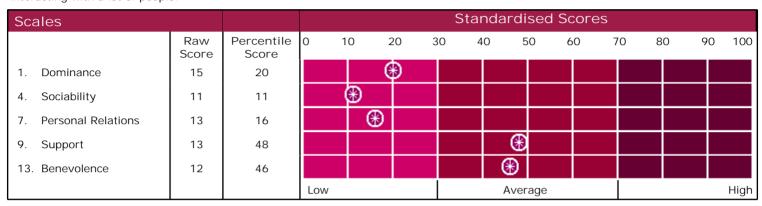
Suggested questions
- Have there been occasions or projects where you felt especially stressed or lost control of your emotions? What do you think caused this?
- Give me an example of how you react to a conflict when it arises at work.
- How does it make you feel to apologise or admit you've acted badly?
- How do you feel when you ask for help or comments on your work and people show no understanding of what you're facing?
- Can you give me an idea of your different emotions during an average day at work?

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SOCIABILITY AND COMMUNICATION

The Sociability and Communication competency addresses how people interact, how far they enjoy working with other people and feel at ease in busy social and work situations. It suggests how assertive people are and how strongly they will make their presence felt in groups. It also reflects people's open-mindedness, interest in supporting others and reaction to conflict. The precise pattern of responses an individual makes suggests the sort of role they will be most comfortable in—whether an individually-based one or one which involves interacting with a lot of people.

Scales	Raw Score	Percentile Score	Standardised Scores
1. Dominance	15	20	⊛ at 20
4. Sociability	11	11	⊛ at 11
7. Personal Relations	13	16	⊛ at 16
9. Support	13	48	⊛ at 48
13. Benevolence	12	46	⊛ at 46

Scale axis: 0 10 20 30 40 50 60 70 80 90 100 — Low / Average / High

This profile suggests John may be someone who is not necessarily an easy communicator and doesn't seem to appreciate meeting new people. John reports being uncomfortable in groups, and may avoid formal social situations, tending to have a small number of long-term relationships. John may not feel comfortable being the centre of attention, preferring to take a passive role in group activities. People with this profile may network in an informal way rather than in a more formal environment such as a presentation. John could tend not to defend interests, enter debates, attempt to convince others of a viewpoint or take control.

John's responses suggest someone who is not a natural communicator, who may not enter the spotlight or proactively attempt to influence and dominate groups, feeling more comfortable in a background role.

John reports being somewhat intolerant and critical of others but may be oversensitive to criticism, taking it personally. John's relative distrust of others may tend to reduce effectiveness when delegation is needed. People with this profile tend to dismiss the ideas, judgements and attitudes of others and may not accept what other people are saying without checking or questioning. John reports that being able to display generosity, solidarity and sensitivity towards others, in terms of their difficulties, worries and interests, are as motivating for John as they are for other people. People with this profile will tend to be helpful, share with little complaint and think about others. Within this context, John places as much value on others' support as other people do, seeking approval, assistance, understanding and affection. People with this profile may have an average enjoyment of the social side of work and may occasionally be uncomfortable in extreme cases of conflict. John may, at times, put off addressing problems in case they interfere with established relationships, but no more than most people.

John's reported profile seems, at first glance, to be contradictory. John seems to be critical, distrustful, and not very tolerant but is quite dependent on other people's support and help, while showing a concern for others' difficulties and interests in certain situations. The reasons for this should be investigated in any discussion as they may be very specific and contextual and could affect team and management working.
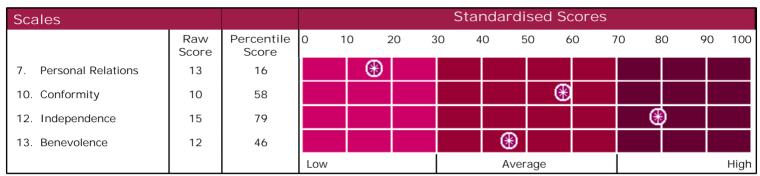
Suggested questions

- Give me some examples of how you feel when you're with a lot of people.
- What does it feel like when the spotlight is on you?
- Tell me how you try to put your ideas and views across in groups.
- Describe how you have gone about challenging people when they underperformed.
- How do you approach conflicts at work?
- Have you ever felt you didn't understand why other people worked the way they do? Can you give me an example?
- Who do you trust? Why?

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TEAMWORK

The Teamwork competency addresses individuals' team behaviour: how far they collaborate; are open; share knowledge, resources and skills; and how far they accept consensus views within their team. It also looks at the extent to which they will follow conventions and behavioural rules within the team.

Scales	Raw Score	Percentile Score	Standardised Scores
7. Personal Relations	13	16	⊛ at ~16
10. Conformity	10	58	⊛ at ~58
12. Independence	15	79	⊛ at ~79
13. Benevolence	12	46	⊛ at ~46

Standardised Scores axis: 0 10 20 30 40 50 60 70 80 90 100 — Low / Average / High

John reports a preference for making decisions and acting independently. People with this profile may resent any attempt at interference or supervision once their own ways of working are established and may find it difficult to contribute to collective decision-making and action. However, John seems to value and respect social rules and norms as much as most people, having a flexible attitude to observing and breaking them. John will tend to express independence in ways which are more acceptable to the team and to accept consensus views and ways of working.

John reports being somewhat intolerant and critical of others but may be oversensitive to criticism, taking it personally. John's relative distrust of others may tend to reduce effectiveness when delegation is needed. People with this profile tend to dismiss the ideas, judgements and attitudes of others and may not accept what other people are saying without checking or questioning. John reports that being able to display generosity, solidarity and sensitivity towards others, in terms of their difficulties, worries and interests, are as motivating for John as they are for other people. Such people will tend to be helpful, share with little complaint and think about others.

There may be a slight degree of contradiction between John's high distrust of others and a high value placed on generosity, suggesting John may trust only a few people, but be generous towards them. This should be investigated further in any discussion.
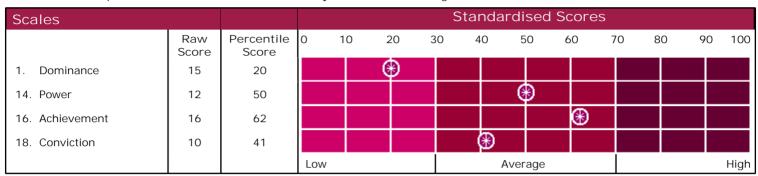
Suggested questions
- How do you react when someone tries to impose a rule or convention on you?
- What do you do when your team makes a decision you disagree with?
- What role do you think you take up in your team? How does this express itself?
- Can you give me an example of a time you got into trouble for 'breaking the rules your team imposes'? What happened?
- Do you like to work in a small or large team or on your own? Why do you prefer your way?
- What do you do if there's a bad atmosphere in the team?
- Can you describe a really satisfying work relationship? What makes it work?
- How do you react if asked to work with new people in a team? Can you give me an example?

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INFLUENCE

This competency reflects the extent to which an individual is active in gaining influence over others. It looks at how assertive they feel they are, as expressed through their: impact on others; commitment to their job; readiness to defend their own views; persuasive abilities; taste for power and their attitude to tasks and objectives which challenge them.

Scales	Raw Score	Percentile Score	Standardised Scores
1. Dominance	15	20	
14. Power	12	50	
16. Achievement	16	62	
18. Conviction	10	41	

Standardised Scores axis: 0 10 20 30 40 50 60 70 80 90 100
Low — Average — High

People with this profile will tend to work without drawing attention to themselves, taking a more receptive role in group activities. John may feel uncomfortable in the spotlight, as in a very formal presentation, preferring to network in an informal way rather than attempting to dominate debates, to convince others of a viewpoint or to take control. John's responses suggest as high a valuation of power as most people. John may be motivated by the possession of power and the exercise of authority over others to some extent. Such people are sometimes competitive in securing influence over people and functions, though not in every situation. Such responses might also indicate someone who balances speed and consideration when making decisions, and will probably look at relevant evidence and take account of their own personal convictions as the situation requires. This suggests flexibility in decision-making, which enables John to react to particular situations. John sets reasonable personal standards for success and may sometimes be motivated by challenges, difficulties and stretching targets, though there needs to be a balance between these and simpler, less ambitious goals and objectives. John may achieve a lot and help achievement among subordinates.

There may be a possible tension between John's desires to work behind the scenes and to gain some power. However, this may simply reflect a particular style for working without being in the spotlight. John reports having a reasonably committed approach to decision-making and a focus on achievement as much as others'. There is a risk that such people are occasionally diverted from organisational issues in a struggle for power and influence, in which their actions may not be as noticeable as those displayed by more outwardly assertive people.

Suggested questions
- Do you think people in senior positions always deserve their status? Can you explain your views?
- Can you think of a time when people disagreed with a decision of yours, you made it anyway and they proved to be right? How could you avoid this in the future?
- How do you go about setting yourself performance targets?
- How do you react if an area of authority or responsibility is taken away from you?
- What happens if you're asked to take a leading, visible role in a situation involving a lot of people?
- How do you go about making a decision to a very tight timescale?

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DECISION-MAKING AND AUTONOMY

This competency looks at how people go about decision-making and the extent to which their decisions are influenced by others or made independently. It concerns the type and quantity of evidence people gather to make decisions, what they base decisions on, how quickly they make them and how much they like facing decisions.

Scales	Raw Score	Percentile Score	Standardised Scores
12. Independence	15	79	79
18. Conviction	10	41	41
19. Orderliness	15	78	78

Standardised Scores scale: 0 10 20 30 40 50 60 70 80 90 100 — Low / Average / High

John's responses indicate someone who prefers to balance speed and consideration when making decisions. Such people will probably look at relevant evidence and take account of their own personal convictions as the situation requires. They'll therefore usually be flexible in their decision-making, rather than reacting immediately or taking too long to come to a conclusion. John also reports a preference for making decisions independently and may have difficulty accepting constraints imposed by a team's or other team members' views. By contrast, John will tend to prefer working in an environment with careful organisation, set procedures and methods. This suggests someone who follows rules when making decisions. Such people tend to like structured environments where everything is planned and well organised, and reflect this in their systematic approach to work. John might have difficulties working in an unstructured environment and may lack flexibility.

John is flexible in decision-making but there seems to be a contradiction between a preference for independent working with a strong reliance on organised procedures and methods. This could be investigated in any further discussion.
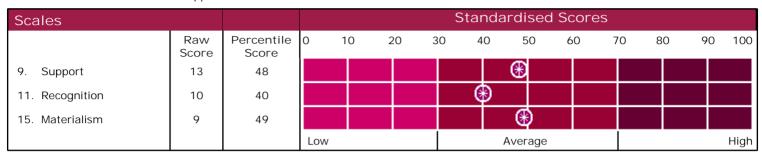
Suggested questions

- How do you go about making decisions? Have you ever taken a critical decision too quickly, ignoring important information? Explain what happened.
- Give me an example of an occasion when you wanted to do things 'your' way but other people disagreed. How did you solve the problem?
- Do rules and procedures help you make decisions? Give me an example. What happened?
- Give me an example of an occasion when you were left to your own devices without any guidance? How did you approach your work?

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FAVOURABLE ENVIRONMENT

Rather than describe how people report their own personalities and values and how these map onto personal competencies, this section of the report suggests the sort of organisational environment in which the individual will feel most at ease and will perform at their best. It looks at this optimum environment in terms of the rewards they receive, how far their achievements are recognised, its culture and how far the environment offers support to individuals.

Scales	Raw Score	Percentile Score	Standardised Scores
9. Support	13	48	
11. Recognition	10	40	
15. Materialism	9	49	

Standardised Scores axis: 0 10 20 30 40 50 60 70 80 90 100 — Low / Average / High

As much as most people, John values an environment in which there are concrete rewards, such as money and possessions, for effort and achievements. This will motivate John on occasions. Equally John will tend to value the esteem and recognition others offer as much as most people. People with this profile may care about their status and image. They will tend to value other people's support, encouragement, kindness and help, but they can also, as the situation demands, work without this support.

Frequent interpersonal conflict may be off-putting but John can work in a number of different environments with this flexible profile.

Suggested questions
- Give an example of a time when you achieved something important but no-one commented. How did you feel?
- What motivates you at work? And what demotivates you?
- Describe the way the best manager you've ever had treated you.