



Talegent Approach to

Expert Written Reports

What are Expert Written Reports?



Where an Expert Reads the Results for You

- An Expert Written Report is a candidate's assessment interpreted by an organisational psychologist, who reads the results against the demands of your specific role and writes what they mean for this appointment.
- Every report covers personality and cognitive ability, covering verbal, numerical and logical reasoning, and reports each competency as narrative rather than a number alone.
- Core and Comprehensive reports include a verbal debrief with the candidate, so the psychologist's interpretation is tested against how the candidate accounts for their own results before anything is written.
- Every report closes with an overall recommendation and interview probes written for this candidate, so the next conversation targets what the assessment could not settle.
- Three levels are available, differing in depth and in whether the candidate and the hiring manager are debriefed.

Where Expertise Adds to the Data

Rather than just presenting competency results and requiring you to do your own interpretation, an Expert Written Report provides a full profile that connects the candidate to the role. Our experts connect the dots between role requirements and assessment data for you, in order to provide a key insight: do proceed, seek further information, or exercise caution with this candidate.

Talegent Expert Written Reports Consulting Services:



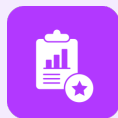
Essential Expert Written Report

A psychologist or consultant interprets the candidate's results against your role and writes the report. Includes the overall recommendation, fitness summary, competency and cognitive profiles, and interview probes.



Core Expert Written Report

Everything in Essential, plus a verbal debrief with the candidate. The psychologist tests their interpretation against how the candidate explains their own results, and the report carries that feedback.



Comprehensive Expert Written Report

Everything in Core, plus development tips, an onboarding guide and a debrief with the hiring manager. For senior and executive appointments where the decision carries the most weight.

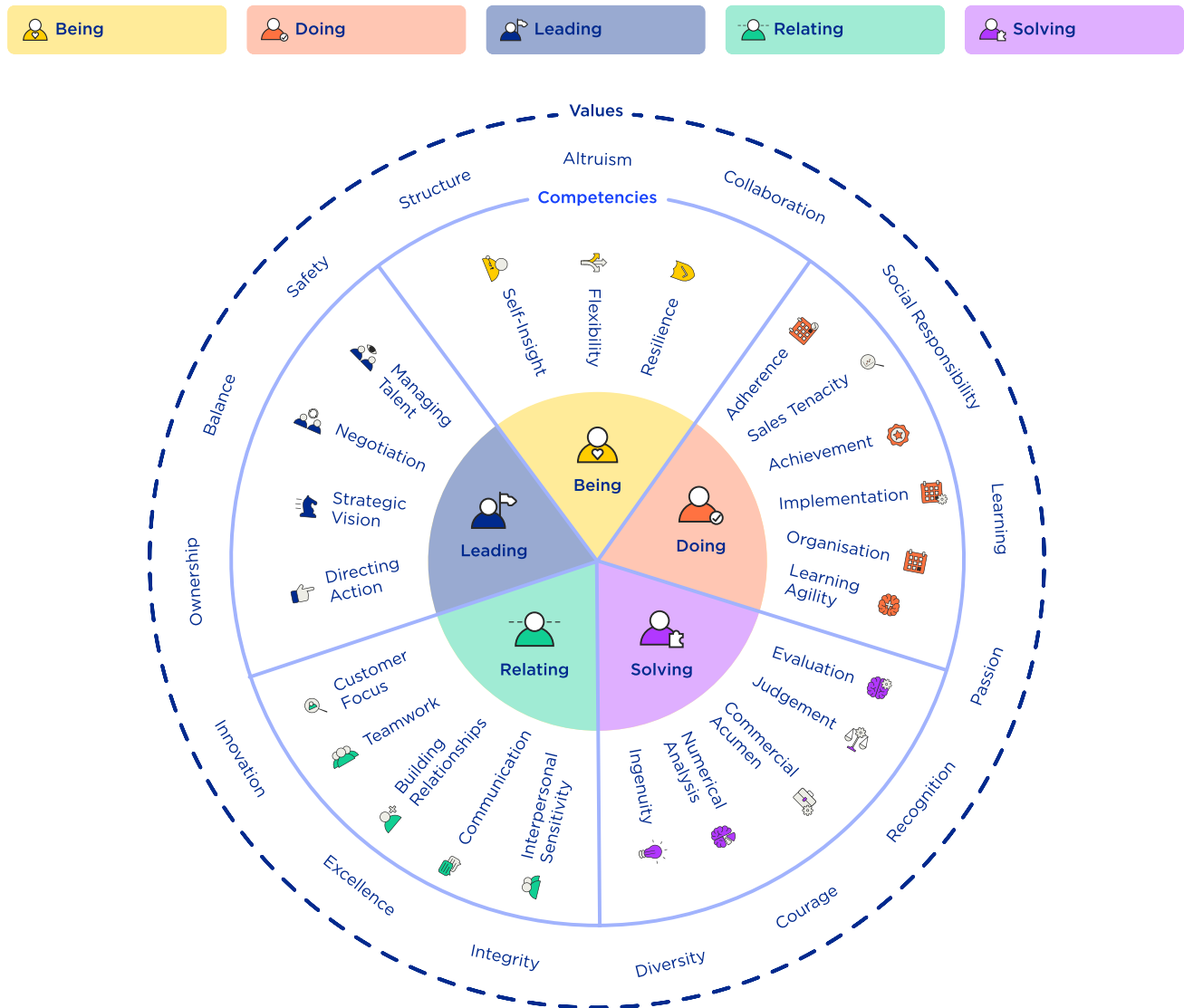
What's Included

	Essential \$450 per individual	Core \$1,150 per individual	Comprehensive \$1,800 per individual
Overall recommendation	✓	✓	✓
Fitness summary	✓	✓	✓
Core competency profile	✓	✓	✓
Cognitive skills profile	✓	✓	✓
Narrative by competency	✓	✓	✓
Interview probes	✓	✓	✓
Candidate debrief and feedback		✓	✓
Development tips			✓
Onboarding guide			✓
Hiring manager debrief			✓

Talegent Competency Model and Cards

The Talegent competency model underlies Talegent's Talent Assessments and comprises of a comprehensive set of 23 competencies, grouped into 5 key clusters. Competencies are selected for role-specific assessments to identify top talent across employment levels and industries. The model provides a logical, practical, and consistent approach to communicating and interpreting candidates' results.

Talegent's Competency Model contains 23 competencies across 5 clusters:



The **Talegent Competency Cards** are designed to help you identify the key competencies that are important for success in a particular role. Once selected, they can be used to build your psychometric assessment. These cards describe the key behavioral competencies employees need to do their job effectively.

TALEGENT.

Utilising your Expert Written Report

Our reports answer the hiring question directly, explain the reasoning behind the answer, and, where a debrief is included, record what the candidate said about their own results.

1 A recommendation, not just a score

Each report opens with one of five verdicts on the candidate's fit for the position, so the reader knows where the assessment landed before reading a word of detail.

Proceed	Assessment results demonstrate a high level of fit for this position.
Proceed	Assessment results demonstrate a good level of fit for this position.
Proceed	Assessment results demonstrate a sufficient level of fit for this position.
Further information	To reach a sufficient level of competence for this position, development may be required.
Caution	Assessment results demonstrate a poor level of fit for this position.

2 Strengths and areas to probe, written for your role

The fitness summary sets out what the candidate brings and what needs testing, each one tied to the demands of the position rather than described in general terms.

Relationship Building at Pace Marcus builds rapport quickly and sustains it, which suits a portfolio won on responsiveness and kept on trust. He is likely to become the client's first call, and to surface renewal risk earlier than a less connected account manager would.	Holding Firm on Commercial Terms His preference for keeping relationships harmonious may make him slow to raise a price increase or push back on an unreasonable request. Probe how he has protected margin on an account he was also working hard to keep.
--	---

3 What the candidate said

In Core and Comprehensive reports, the psychologist debriefs the candidate and records their response beside each result. A score tells you where someone sits; the debrief tells you how they account for it.

Marcus was pleased with this result and said it matched how colleagues describe him. He gave the example of inheriting a lapsed account and rebuilding it over eighteen months by being consistently available rather than by discounting, and noted that most of his renewals now come through without going to competitive tender.
--

Talegent Expert Written Reports

For senior and executive appointments, Talegent offers the most comprehensive suite of performance-predictive methodologies available, giving you objective, insightful information on a candidate's fitness for a high-level position.

Every report is built on the same foundation: a personality assessment and cognitive ability testing across verbal, numerical and logical reasoning, interpreted by an organisational psychologist against the specific role. Three levels differ in the depth of the written analysis and in whether the candidate and hiring manager are debriefed.

Process



1

Assessment Request

You send your Account Manager the candidate's details, the position description and your deadline.



2

Test Administration

Talegent invites the candidate, who completes the assessment online in their own time. 24/7 candidate helpdesk.



3

Candidate Debrief

A 20 to 40 minute verbal debrief with the psychologist. **Core and Comprehensive only.**



4

Report Written

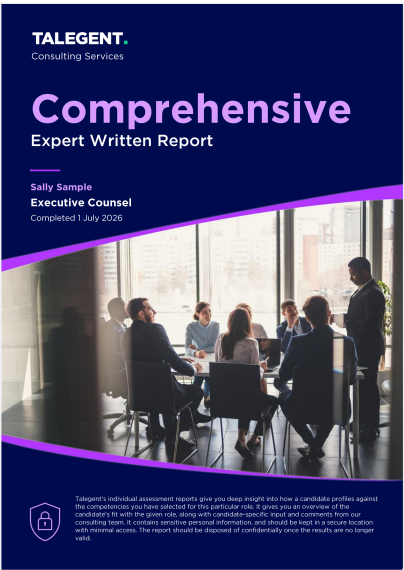
The psychologist writes the competency-based report against your position description.



5

Delivery and Debrief

Report delivered by email. Where required, the writer debriefs the hiring manager.



Pricing

PER INDIVIDUAL		
Essential	Core	Comprehensive
\$450	\$1,150	\$1,800

Timeframe

INDICATIVE TURNAROUND
2-5 business days

What you receive

- An overall recommendation on the candidate's fit
- Strengths and areas to probe, tied to your role
- Competency and cognitive profiles with narrative
- Interview probes written for this candidate
- Debriefs and onboarding guidance at Core and Comprehensive

TALEGENT.

Consulting Services

Comprehensive

Expert Written Report

Sally Sample

Executive Counsel

Completed 1 July 2026



Talegent's individual assessment reports give you deep insight into how a candidate profiles against the competencies you have selected for this particular role. It gives you an overview of the candidate's fit with the given role, along with candidate-specific input and comments from our consulting team. It contains sensitive personal information, and should be kept in a secure location with minimal access. The report should be disposed of confidentially once the results are no longer valid.

CONTENTS

How to guide	2
Summary.....	3
Fitness Summary.....	4
Cognitive	7
Verbal Reasoning	7
Logical Reasoning.....	8
Numerical Reasoning	9
Competencies	10
Negotiation	10
Communication	11
Commercial Acumen	12
Organisation.....	13
Judgement.....	14
Adherence	15
Resilience	16
Strategic Vision.....	17
Interview Questions	18
Onboarding Guide	19
Development Tips.....	20

How to guide

This report is to be used for recruitment and career development. The information is intended to give you good insight into a candidate's personality and competency results, forming relevant insights which you can explore further. The report should be used as part of a robust selection process. Results remain valid for approximately 12 months, and would not be valid for differing roles.

Candidate results are produced by comparing each individual's responses with those of a relevant comparison

group. The personality items form a self-report questionnaire, meaning that a candidate's results represent the way they see themselves and their behaviour, rather than necessarily how someone else might describe them. Nevertheless, research shows that self-report measures can be a powerful predictor of how a person will operate at work.

Our assessment of a candidate's expected performance is based on their responses to this assessment, their comments made during the candidate debrief (where

relevant), and interpretations made by our consulting team based on the results. The results contained in this report should therefore be further matched against the unique work environment and organisational culture that the candidate will be entering for optimum validity.

This information is part of Talegent's comprehensive suite of assessment and development reports. Please review our range to ensure that this report is the most appropriate for your current needs.

Summary

	Proceed	Assessment Results demonstrate a high level of fit for this position.
	Proceed	Assessment Results demonstrate a good level of fit for this position.
	Proceed	Assessment Results demonstrate a sufficient level of fit for this position.
	Further Information Required	Assessment Results demonstrate that in order to reach a sufficient level of competence for this position, development may be required.
	Caution	Assessment Results demonstrate a poor level of fit for this position.

Fitness Summary

Key Strengths

Analytical Rigour and Risk Identification

Sally's results suggest a strong ability to evaluate information below the surface, identifying discrepancies and sources of risk before they escalate. For a Counsel advising the Board on disclosure obligations and contractual liabilities, this analytical rigour is highly valuable. She is likely to scrutinise commercial agreements with care, surfacing flaws that protect the organisation and strengthen the quality of governance advice.

Persuasive and Authoritative Counsel

Sally appears confident in her ability to be persuasive and shaping the perspectives of others. Combined with a preference for taking charge of ambiguous situations, this positions her well to advise the CEO, Board and Leadership Team with conviction. She is likely to communicate legal risk clearly and influence commercial decisions during negotiations on deal structures and supply contracts, driving outcomes where firm counsel is required.

Logical Reasoning for Complex Governance

Strong logical reasoning ability indicates Sally can work through complex, multi-faceted problems efficiently and reach sound conclusions. This capacity supports advising on enterprise risk, corporate governance frameworks and regulatory compliance, where structured reasoning across interrelated issues is essential. She is likely to interpret law accurately, breaking ambiguous scenarios into manageable components and underpinning reliable, defensible legal advice in a fast-paced environment.

Verbal Comprehension for Document-Intensive Work

Above average verbal reasoning suggests Sally comprehends and interprets detailed written material with accuracy and speed. Given the volume of contracts, NDAs and corporate governance documentation this role demands, this ability is directly relevant. She is likely to digest dense legal and regulatory text efficiently, identifying nuances that affect compliance. This strength should support precise drafting and review, reducing the risk of oversight.

Stakeholder Relationship Building

Sally presents as warm, sociable and able to build rapport readily, which should help her form effective relationships with external legal firms, distributors, suppliers and internal stakeholders. The role relies on strong partnerships with appointed primary and IP firms, alongside collaboration with the Company Secretary. Her engaging interpersonal style is likely to ease coordination of M&A activity and material transactions.

Balanced Commercial Risk Orientation

A comfort with measured risk-taking, paired with a positive outlook, suggests Sally is willing to weigh potential benefits rather than defaulting to excessive caution. In a dynamic consumer goods environment that embraces calculated risk, this orientation suits a commercial counsel role. She is likely to remain open to a wider range of options when advising on deal structures, supporting pragmatic, business-enabling legal advice.

Areas To Probe

Numerical Reasoning in Quantitative Matters

Below average numerical reasoning may affect the speed with which Sally interprets quantitative information, such as financial terms in agreements, capital raising figures or grant data. This role involves material transactions and ASX disclosures with numerical content, so providing access to financial analysts, structured verification of figures, and/or additional time for data-heavy review should help mitigate this risk.

Risk Appetite and the Protective Function

While Sally's comfort with calculated risk is a likely strength noted above, the potential other implications of this trait for this role warrant probing. A General Counsel often needs to act as the organisation's brake on exposure, advising caution on disclosure and liability. A higher risk appetite could risk softening that protective function. Probing how she calibrates risk advice against governance obligations is recommended.

Openness to Feedback

Sally's results indicate she may be slightly less receptive to feedback than others, potentially viewing it as criticism rather than useful input. In a senior counsel role advising the Board and CEO, openness to challenge and differing views is important for sound governance. She may benefit from structured feedback channels and a trusted mentor relationship. Framing developmental input around shared organisational goals is likely to improve her engagement.

Results Summary

Cognitive Scores

ABOVE AVERAGE



Verbal Reasoning



ABOVE AVERAGE
74th Percentile



Logical Reasoning

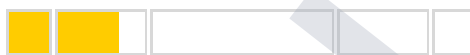


ABOVE AVERAGE
73rd Percentile

BELOW AVERAGE



Numerical Reasoning



BELOW AVERAGE
24th Percentile

Competency Scores

WELL ABOVE AVERAGE



Negotiation



WELL ABOVE AVERAGE
96th Percentile

ABOVE AVERAGE



Communication



ABOVE AVERAGE
85th Percentile



Commercial Acumen



ABOVE AVERAGE
71st Percentile

AVERAGE



Organisation



AVERAGE
70th Percentile



Judgement



AVERAGE
68th Percentile



Adherence



AVERAGE
57th Percentile



Resilience



AVERAGE
55th Percentile



Strategic Vision



AVERAGE
38th Percentile

Cognitive Skills Analysis

Cognitive

Verbal Reasoning

The ability to understand and apply written or verbal information to make decisions.

High Scorers are likely to

- Understand the majority of written information.
- Make well-reasoned decisions based on written arguments.
- Be adept at evaluating competing concepts.
- Adapt the level of their communication to suit their audience.
- Be skilled at communicating complex ideas.



ABOVE AVERAGE
74th Percentile

About Sally's score

Sally's performance in the verbal reasoning assessment was stronger than most of her peers.

At work, Sally should be skilled at understanding the majority of verbal and written information she encounters. She should be quick

at drawing well-informed conclusions and producing accurate reports.

Her ability to communicate is likely to be better developed than peers, and she should be more capable than most at articulating even complex concepts.

Debriefing notes

Sally was happy to hear this result and she agreed with the interpretation that she can deal with complex text accurately. She mentioned that she will slow down if she needs to, but that she tends to absorb information really well, and will often surprise people around her.



Logical Reasoning

The ability to understand and apply abstract information or concepts to solve problems.

High Scorers are likely to

- Be skilled at thinking logically to solve problems.
- Be adept at recognizing the relationship between concepts.
- Readily grasp abstract ideas and concepts.
- Be skilled at learning new information and applying this to a task.



ABOVE AVERAGE
73rd Percentile

About Sally's score

Sally performed stronger than peers in the logical reasoning assessment.

At work, Sally should be skilled at identifying patterns in abstract information, and is likely to pick up on the underlying concepts and rules

behind these at a faster rate than most others.

Her ability to think logically and solve problems is likely to be better developed than peers, and she should learn and apply new knowledge to her work with ease.

Debriefing notes

Sally was very happy to hear it and she was unsure what the result would be. She said that she got better and more comfortable as the assessment went on.

She agreed with the interpretation that it indicates that she can process complex and abstract information well and use it for problem solving.

Numerical Reasoning

The ability to understand and apply numerical information to make decisions.

High Scorers are likely to

- Understand the majority of numerical information encountered on the job.
- Be adept at making decisions based on numbers, tables and figures.
- Readily identify trends and patterns within data.
- Be skilled at performing complex numerical calculations.
- Work both quickly and accurately with numerical information.



BELOW AVERAGE
24th Percentile

About Sally's score

Sally found the numerical reasoning assessment more challenging than her peers.

tables, and graphs to ensure that she has understood the information.

At work, Sally may take longer than others to read or comprehend numerical information. She may benefit from extra support when working with numbers,

Her ability to solve numerical problems may be less developed than others, and she may be slower to pick up on data trends and make appropriate decisions.

Debriefing notes

Sally was disappointed with this result and explained that, while she is not naturally a maths person, she is absolutely comfortable with the level of numerical processing required in her work.

She said that a previous manager has described her as being "miles ahead of other lawyers" with maths so she is confident that she can meet role requirements.

Competency Skills Analysis

Competencies



Negotiation

Influences, persuades, and negotiates effectively using a range of styles.

High Scorers are likely to

- Effectively influence the opinions and actions of others
- Feel comfortable initiating interactions with stakeholders
- Come across as being confident during negotiations
- Read interpersonal cues, and adjust their approach



**WELL ABOVE
AVERAGE**
96th Percentile

About Sally's score

Indicating that she is effective at speaking up and at influencing other people's opinions, Sally is expected to be something of a thought leader. She should also be comfortable negotiating to gain commitment from stakeholders.

Reporting to be sociable and outgoing, Sally is likely to feel comfortable engaging in discussions with multiple stakeholders, even if she has had limited contact with them.

Profiling as feeling

as confident as most, Sally should generally appear self-assured during her negotiations with others. However, when operating outside her areas of expertise, Sally may require more support or practice.

Sally indicates a tendency to interact with others in a fairly consistent manner. While she is unlikely to be offended by others' body language or tone, she may miss important information about others' feelings.

Debriefing notes

Sally strongly agreed with this result and quickly said that it confirms that she's "in the right job". She discussed that, while the high outgoing element has always been part of her personality, the other elements here are things that she's developed over time. She said that being a practicing lawyer for two decades means plenty of practice successfully influencing other people and being confident in her communications.

Communication

Shares information in a confident and articulate way, that suits the audience.

High Scorers are likely to

- Grasp the point behind communications quickly and accurately
- Persuade others to align with their opinion or argument
- Pick up on body language and non-verbal cues
- Communicate confidently and fluently on a range of topics



ABOVE AVERAGE
85th Percentile

About Sally's score

Rating herself as more influential than most, Sally is expected to feel comfortable offering her opinion and persuading people, even in areas where she has little experience.

Performing strongly in the verbal reasoning assessment, Sally is likely to understand exactly what is and is not being said more quickly than others. This is also likely to make her more

articulate, even when discussing complex or novel topics.

As self-assured as most, Sally may appear most confident when communicating within her areas of expertise.

Sally profiles as being more consistent during her communications. Rather than adapting to suit others, Sally may not be overly concerned with reading and adjusting to interpersonal cues.

Debriefing notes

Sally was not surprised to hear that Communication is a high strength for her. She described herself as direct, polite and courteous, and explained that clarity is key in her role and you're not always telling people what they want to hear. So, overall this is an area that she's developed over time.



Commercial Acumen

Understands context and makes strategically sound commercial decisions.

High Scorers are likely to

- Critically evaluate information to maximise returns
- Anticipate future hurdles and opportunities for the business
- Understand the importance of taking measured risks
- Adapt well to changes in the commercial environment
- Use numerical data effectively to solve business problems



ABOVE AVERAGE
71st Percentile

About Sally's score

Reporting to adopt a more critical thinking style than others, Sally is likely to break things down into separate components when tackling commercial problems. This should result in her uncovering the different underlying variables that are impacting the business.

Sally has indicated that she is at ease taking risks when it leads to a possible benefit. This suggests she should understand the need to take risks in commercial planning and decision making in order to achieve business success.

Sally has indicated that she is fairly adaptable

and enjoys some variety and trying new things. When given enough time, she should be able to adjust her plans or actions to accommodate changes to the commercial environment.

Scoring in the below average range on the numerical reasoning assessment, Sally may need additional guidance to understand and apply numerical data during commercial decision making.

Sally is expected to focus on the 'here-and-now' rather than thinking strategically to anticipate future obstacles and opportunities that might impact commercial outcomes.

Debriefing notes

Sally was happy to hear this result and brought up how she has been more commercially minded in her work over the years.

On leaning slightly tactical the tactical/strategic element, she said that she's more of a macro thinker overall but that most roles have leaned towards focusing on the day-to-day needs.



Organisation

Transforms objectives into actionable steps through detailed planning to ensure delivery.

High Scorers are likely to

- Set clear objectives, and strive to complete goals
- Analyse projects and tasks to help plan effectively
- Focus on the details, specifying milestones clearly
- Keep to commitments and deadlines
- Account for future events that may impact delivery



AVERAGE
70th Percentile

About Sally's score

Reporting a very analytical thinking style, Sally is likely to critically evaluate projects. She should effectively break tasks down into discrete steps, and allow for contingencies when planning.

Sally is expected to balance a broader perspective with attending to the finer details of tasks. She should pay greater attention to critical milestones.

Sally profiles as fairly committed to meeting deadlines. As such,

she is likely to be as effective as peers at prioritising work to ensure timelines are met.

As driven as most others, Sally is expected to set reasonably clear objectives when planning. When deadlines are tight, she may need to raise her game to deliver on time.

More focused on the here-and-now than the future, Sally should devote more time to immediate gains, and less to the strategic implications of plans.

Debriefing notes

Sally was happy that this result is a reflection of herself. On her analytical thinking style, she said that it enjoyable to break down problems to unpack them and distil them down to their key parts.

She agreed with the balanced view of details and also being as effective as most with her deadline-orientation. She added that, regarding the balanced commitment to deadlines, taking a high-level view is important because so much time is spent on day-to-day things that it's important at the exec level to have flexibility with the big things.



Judgement

Uses logic and experience to make sound, confident decisions, despite ambiguity.

High Scorers are likely to

- Interpret abstract information to connect facts and outcomes
- Draw on facts and figures during decision making
- Form confident opinions, even when under pressure
- Value instinct and experience when making judgements
- Be at ease working with managed risk



AVERAGE
68th Percentile

About Sally's score

Reporting to feel comfortable taking calculated risks, Sally is expected to be at ease making judgment calls within uncertain situations.

Performing strongly on the logical reasoning assessment, Sally is expected to be more efficient than others at interpreting and analysing conflicting information to reach a logical conclusion.

Sally's responses suggest that she is as likely as others to consider the facts and figures when making a judgment

call. She may be more inclined to do so when other inputs are making a final decision unclear.

Sally reports that she is able to balance her instincts and relevant personal experience with other information when making a judgement.

Reporting to be about as decisive as most people, Sally may take longer to make tough judgement calls. She may appreciate support from others to commit to a final decision when she is feeling less confident.

Debriefing notes

On risk taking, she explained that, as a lawyer, risk assessments and advice is part of a lawyer's job, and she needs to provide information for the business so that it makes an educated decision. She explained that she loves in-house for this reason. She can advise and support decision making. She's comfortable with it but aware that as in-house she's on the hook and responsible given that the impact can be on her colleagues and employer potentially.

On using her instinct with decision making, she said that good processes are important but also if you have a gut feeling then don't ignore it, investigate it. She said that it's good to be balanced here. She added that generally she is a decisive person, and the role requires her to be able to commit to her decisiveness. E.g., bringing options to the table and being confident in the information she presents.



Adherence

Prefers to follow rules, guidelines, and processes consistently.

High Scorers are likely to

- View processes as helpful rather than a hindrance
- Follow rules and guidelines closely
- Keep commitments made to others
- Pay close attention to procedures



AVERAGE
57th Percentile

About Sally's score

Sally is expected to pay attention to the details of guidelines and procedures most of the time, increasing this focus for more critical tasks.

As compliant as most, Sally is expected to view most processes and rules as helpful. However, she may challenge

any guidelines if she feels they are inefficient or outdated.

Sally profiles as being fairly reliable, and should prioritise most work effectively. As such, she should generally meet deadlines and commitments, but may have to let others down occasionally.

Debriefing notes

Sally simply described herself as highly reliable and is confident in this from comparing herself to others.

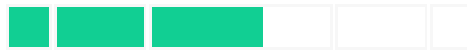


Resilience

Is confident and persistent, remains calm and optimistic even under pressure.

High Scorers are likely to

- Persevere in the face of setbacks
- Believe in their ability to succeed
- Keep calm and composed during stressful times
- Focus on opportunities rather than problems
- React well to change, variety, and new situations



AVERAGE
55th Percentile

About Sally's score

Profiling as an optimist, Sally is expected to focus on the opportunities rather than problems within difficult situations. She should be a constructive influence on others when faced with setbacks.

Reporting to be as driven as others, Sally should exhibit some drive to complete her goals. However, like most, she may need guidance when faced with difficult situations.

Reporting a reasonable level of self-belief, Sally is expected

to be fairly confident in familiar environments, but may require additional support when acting outside her "comfort zone".

While she reports to enjoy a degree of predictability at work, Sally is likely to adapt to unforeseen obstacles when required.

More susceptible to stress than others, Sally may find it difficult to maintain composure during trying times. Thus, her stress may be quite obvious to those around her.

Debriefing notes

On the potential high susceptibility to stress, she explained that she has always worked in intense environments, so this result was a surprise. She wondered if this result is, in part, a reaction or reflection of this.

Lastly, she agreed about the result of high optimism and she related it to trust. I.e., trust in your colleagues and the team that goals are achievable together.

Strategic Vision

Understands big-picture, long-term view of the company; considers risk.

High Scorers are likely to

- Focus on achieving strategic, long-term objectives
- Excel at integrating complex concepts
- Take a broad perspective, rather than focus on the details
- Evaluate risk in light of the potential benefits
- Create and propose new strategies or ideas



AVERAGE
38th Percentile

About Sally's score

Sally's responses suggest that she will be comfortable managing risk and uncertainty when considering strategic opportunities. She may come across as more risk aggressive than her peers.

Performing strongly in the logical reasoning assessment, Sally is expected to be good at integrating complex information during strategic planning. She should be faster than most in her evaluation of strategic options.

Reporting to strike a balance between being meticulous and considering the bigger picture, Sally

is expected to take a broad view of issues. At the same time, she should be reasonably aware of the information at a finer level.

Sally profiles as tending to take a short-term perspective. She may devote more time and energy to achieving immediate gains, rather than long-term, more strategic goals.

Reporting to be less creative than most, Sally may opt for tried-and-true strategies rather than attempting something new. She may need encouragement to think outside of the box when strategizing.

Debriefing notes

Sally spoke about the results that she may be less creative than most others and related it to law. She discussed how all decision making and interpretation in law starts with knowing how things have been done previously and that this is a cornerstone of succeeding as a lawyer. Since the "tried and true" factor is crucial for law she wasn't surprised by this result, though added that she sees herself as creative in her more general problem solving.

Interview Questions

Key Strengths

Take me through a difficult negotiation that you managed. What were the factors that made it so difficult? What techniques did you use? How did you ensure a good outcome for yourself or the business?

Can you tell me about a situation in which robust analysis was required to get to the bottom of an issue? How did you ensure you understood the issue? What information did you consider? What was the outcome?

Take me through a situation where you were able to change someone's opinion on an issue through good communication. Why was your communication so persuasive? How successful did you expect to be? What were the consequences?

Areas To Probe

Tell me about a time you had to make a decision or recommendation that relied on financial or numerical data you weren't fully confident interpreting. How did you check your understanding before acting? Who, if anyone, did you involve, and how did you decide that was necessary? Looking back, what would you do differently?

Walk me through a decision where you had to weigh a clear potential upside against a significant downside risk. How did you approach it? What factors did you weigh, and how did you decide where the balance lay? With hindsight, did you get the balance right?

Describe a time someone challenged your judgement or advice on something you felt strongly about. How did you handle the disagreement? How do you generally distinguish feedback worth acting on from feedback you'd set aside? How do you actively invite challenge from others?

Onboarding Guide

Potentially more savvy or confident in her ability to negotiate successfully, Sally may benefit from reflecting after negotiations to identify how successfully she performed. Encourage her to think about the extent to which she asked questions, listened to other perspectives, interpreted the social cues of her audience, and kept the negotiation focused.

Reporting to be highly articulate in her communications, Sally may be a capable mentor or coach to people less skilled in this area. She may also benefit from checking that others have accurately understood her communications, particularly on more complex issues. Her ability to interpret the social and behavioural cues of her audience should help her here.

Profiling as likely to be quite risk tolerant and strategic, Sally may be more commercially aware than her peers. She can be expected to grasp external factors that impact the business quickly, and should need little guidance to connect the dots between her work and strategic business objectives. She may prove to be a good coach or mentor for others less skilled in this area.

Highly structured, Sally should develop detailed plans with good long-term focus. She should require little guidance around planning her workload to meet deliverables. Due to this, she may not appreciate last minute requests or reprioritisations that affect her plans. Advise Sally to resist doing large re-plans every time new ideas are considered, waiting until changes are confirmed.

On most occasions, Sally should comply with rules and guidelines. When deviations occur, investigate why by speaking to her. Did she identify a better way of doing something? Did she not understand the details of the process, or fail to see its value? These conversations should demonstrate whether Sally can accurately identify fixed versus flexible rules.

Comfortable taking calculated risks and inclined towards a positive outlook, Sally may benefit from early conversations that clarify the organisation's risk tolerance and where caution is expected of her. Establishing a shared understanding of how risk advice should be framed and escalated would help her calibrate her natural appetite to the demands of the role. Useful development activities could focus on consciously weighing downside scenarios alongside potential benefits when forming recommendations.

Because Sally is someone who may find quantitative analysis more demanding than some, she may benefit from having clear access to finance colleagues and analytical support established early in her induction. Identifying which decisions carry meaningful numerical content, and agreeing where figures will be independently verified, would give her confidence working across data-heavy matters. Useful development activities could focus on structured checking routines and allowing additional time when interpreting financial information.

As inclined towards strategic vision and long-term thinking as most, Sally may benefit from having strategy sessions incorporated into her induction process. This is to ensure that she is aware of the big picture and organisational objectives, and can align these with her tactical plans. Useful development activities could focus on the way in which she evaluates risk or incorporates innovation when planning.

Development Tips

On balance, your responses suggest that you will be an effective negotiator. Still, there is always scope to improve on personal strengths. Seek feedback from others on your negotiation style. Ask them for two things they think you do well, and one area that they think you could improve upon. Review some situations where the negotiation has gone well and identify any themes. Are you balancing advocacy and investigation? Check you are as good at understanding the other party's needs as you are at convincing them. Offer to be a mentor. If there are others within the business who are less skilled negotiators than yourself, make yourself available to mentor them. Observe them in action or carry out a role play to help them identify areas in which they could improve.

Your responses indicate that your communication skills are likely a strength for you to leverage. Still, run through the list below to help you achieve the best level you can. Remember, communications should be two-way exchanges. Wherever possible, encourage discussion and participation from your audience. It is easier to influence people when you are both clear on their interests and objectives. Anticipate their questions before you present a new idea and address these openly rather than simply telling. Don't go overboard. Keep things simple and to the point. Don't make issues overly complex. Ensure that you use different formats to communicate such as visual aids or diagrams to help translate technical information clearly.

Commercial acumen comes across as a likely strength of yours. While you should leverage this strength, remember that others in the company may not have your commercial understanding. Your comfort with numbers should assist you in going deeper on company reports and balance sheets. Take the time to share this knowledge and insights with others. Go slowly, and connect the dots for others as needed. Be risk aware, not just risk aggressive. A long-term commercial focus is important, however don't overlook the short-term priorities and immediate practicalities. There will likely be boxes you'll need to tick before you can progress an idea through the business.

Overall your responses suggest you should be practiced at breaking down goals into manageable steps to meet long-term, strategic objectives. Don't let changes or unplanned events get to you. Take a deep breath. Adjust your plan and make a note of what came up and why - is it something you can anticipate next time? Use your contingencies. Delegate project work effectively. Assigning people tasks that are meaningful, achievable and that leverage their strengths is a great way to inspire people to help you achieve your goals. Give people clear direction, but provide them with enough autonomy and authority to make them feel empowered, and to take some of the load off you.

While you are likely to comply with rules most of the time, there may be occasions where you could demonstrate greater adherence. Consider the situations in which you deviate from set procedures or rules. Is it because you feel the rule is restrictive? Ensure you understand why it is in place. Is there scope for you to suggest improvements, or is that process set in stone? Try to distinguish between these two situations. Take things a little slower when you are beginning a new job to ensure you fully understand the guidelines. Though rules and processes can feel overly bureaucratic at times, they are created to enable rather than hinder your work.

While your responses suggest that you should be capable of making sound judgments, there is still scope for you to improve. Explore alternatives. Play scenarios out in your head, including the anticipated consequences, and then decide. If you are the only person following a train of thought, you will probably need some data or hard facts to support your decisions. Intuition isn't necessarily wrong, but understand where it comes from. If you look to others to sign-off your decisions, take them a summary of the situation. Include the evidence, factors considered, possible consequences, and your final recommendation. Giving them something to work with shows the thought process behind your judgment.

Your responses indicate that you show some strength in stress resilience, but could still benefit from guidance around managing stress. Identify your stress triggers. Write down instances in the past where you have lost your composure or felt overwhelmed. Identify any repeating themes, then rehearse a more composed response for future events. Persevere. If resistance from others makes you feel disheartened, remind yourself that it's not personal. Ask yourself why others are resisting. Can you take a different approach that resonates more with them? Do they need more information or time? Focus on your goal and calmly push ahead.

Your responses indicate that you may be adept in the area of strategic vision. That said, there may be ways that you can better anticipate and manage the long-term implications of strategies. Being strategic is about having a clear vision to guide your thinking and decision making. Delegate more of the detailed implementation to enable time for you to consider the wider picture. However, ensure you still consider which milestones you need to achieve along the way to make your strategy a reality. Be mindful of the potential risks and hurdles to achieving your goals. Get clear on the company's long-term objectives, and how these relate to your team. What innovations have you implemented in the past to improve the strategy? Which can you use or build on going forward?