



Talegent Approach to **Success Profiling**

TALEGENT.
CONSULTING SERVICES

What is **Success Profiling?**



Talegent Experts Identify The Key Requirements For Each Role

- Success Profiling helps organizations identify key competencies, behaviors, and characteristics for selecting and developing candidates who are best suited for long-term success.
- Structured processes (such as interviews, observations, and surveys) are used to define the key attributes required for success in a specific role.
- It helps align hiring, training, and performance management with business objectives.
- Success Profiling services are divided into three categories to suit different situations, depending on the needs and scope of the solution requirements.

Talegent Success Profiling Consulting Services:



Competency & Values Mapping

Talegent experts define role success through two stages of analysis: reviewing job requirements and industry data. Our Competency Mapping Report reveals essential competencies, guiding effective hiring decisions.



Confirmatory Success Profiling

Talegent defines role success through four stages: job requirements review, industry data analysis, staff questionnaires, and visionary interviews. Offers detailed insights into competency relevance for informed decision making.



Exploratory Success Profiling

Talegent defines role success through six stages: consultant observations, SME interviews, job requirement review, industry data analysis, staff questionnaire analysis, and visionary interviews. Our analysis details the relevance of each key competency, present and future.

**Job Requirement
Review**

Industry Data Analysis

**Job Requirement
Review**

Industry Data Analysis

Staff Questionnaires

Visionary Interviews

**Job Requirement
Review**

Industry Data Analysis

Staff Questionnaires

Visionary Interviews

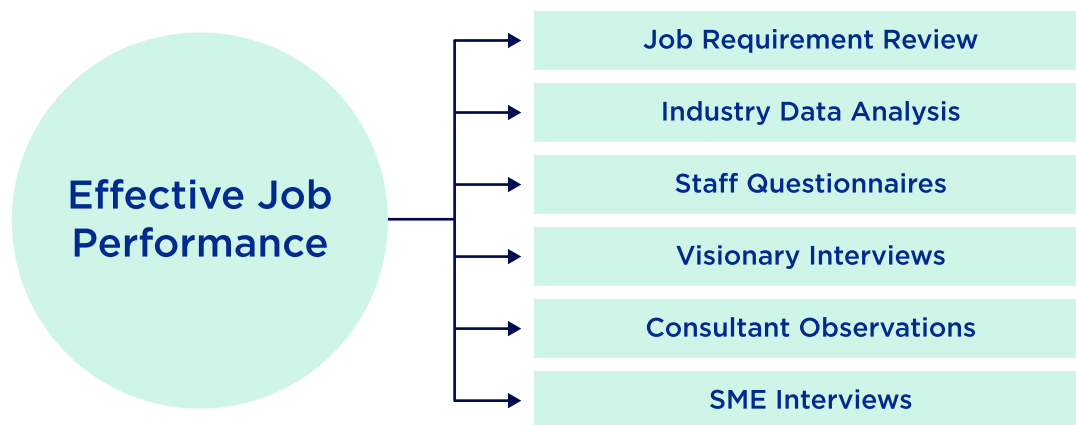
**Consultant
Observations**

SME Interviews

A Multi-Method Approach

At Talegent we favour a multi-method approach to Success Profiling consisting of between 3 and 6 techniques. This is to ensure a full, objective understanding of the competencies that drive performance. The techniques selected provide a mixture of qualitative and quantitative information about the knowledge, skills, abilities & attributes that are critical to success in a role.

Data Gathering Techniques



Job Description Review

The current position description of the role is analysed, providing key information about the task requirements, responsibilities and ideal employee characteristics.

Industry Data Analysis

Online industry resources such as O-net are used as an additional source of information. This analysis provides detailed information about roles, including frequently common tasks and required skills and abilities.

Staff Questionnaire

To collect valuable feedback from employees about their roles, tasks, and work environment, current staff are asked to complete a questionnaire. By gathering responses from a broad range of staff, common job responsibilities, skills, and challenges are identified. This technique helps to capture a wide variety of perspectives, providing a comprehensive understanding of the role's requirements, day-to-day activities, and potential areas for improvement.

Visionary Interviews

Senior staff are interviewed to understand, from their perspective, how the role is likely to be evolving and changing, and the likely future requirements of the role.

Consultant Observations

Current employees are observed in their work environment to gain a firsthand understanding of how they perform tasks in real-time. Specific activities, skills, and workflows associated with the role are captured allowing for identification of key job requirements that may not be apparent through other data collection methods. This offers valuable insights into the practical demands of the role, such as task execution, resource usage, and work dynamics.

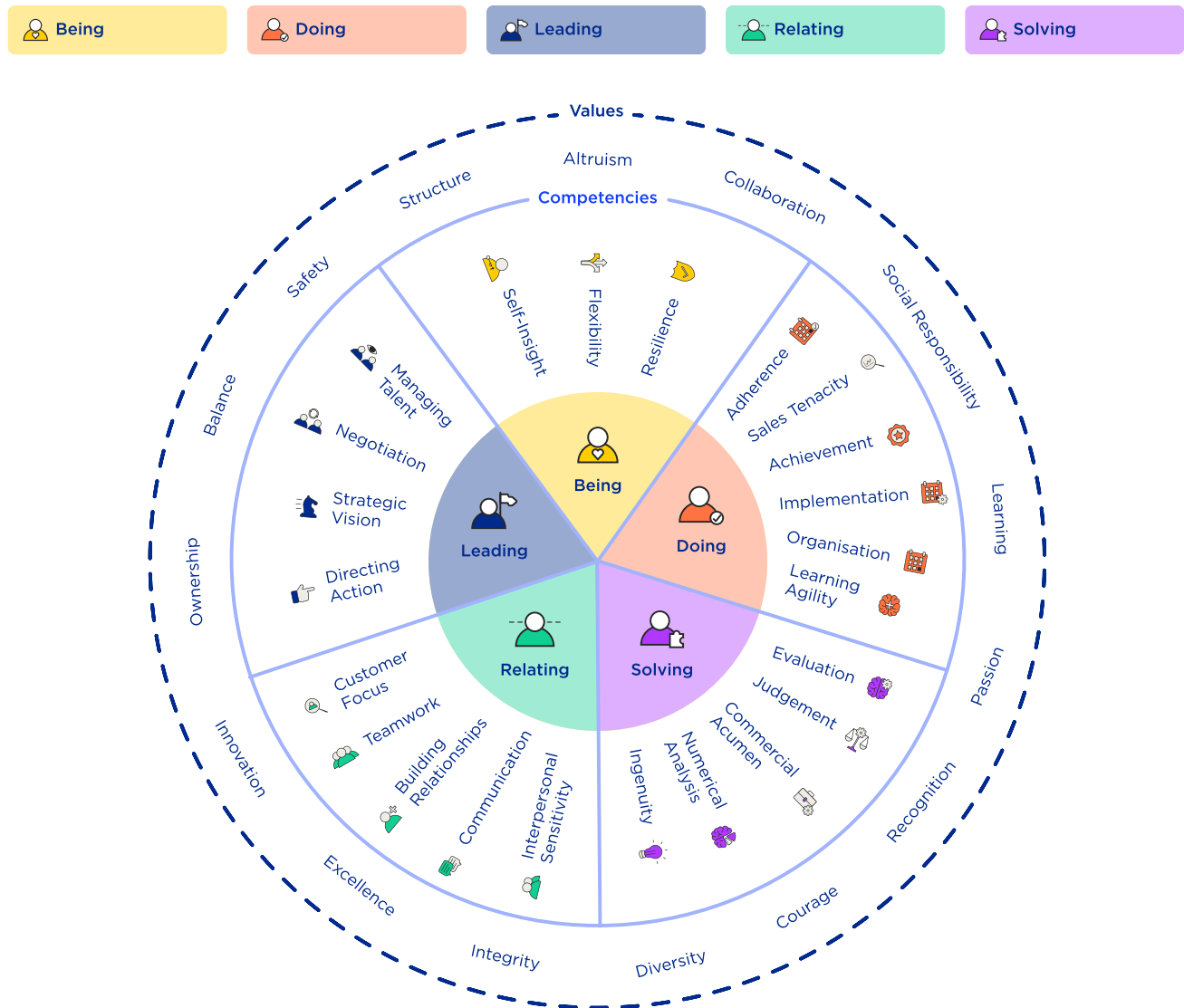
SME Interviews

SMEs are asked to relate incidents from their own experiences which were successful in fulfilling role objectives. These are then probed in-depth to provide a composite picture of job behaviours and the competencies necessary to fulfil task requirements and job objectives effectively.

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.

Below is an example of how you can utilise your Confirmatory Success Profiling report:

VERY IMPORTANT



Overall
Resilience
Managing Talent
Implementation
Building Relationships
Adherence
Communication
Commercial Acumen

Candidate										Recent Reports	
	Candidate 2492795	64 th	69 th	44 th	94 th	62 nd	82 nd	48 th	25 th	Cognitive & Competency	Hiring Manager
	Candidate 2526179	67 th	71 st	81 st	54 th	65 th	50 th	71 st	18 th	Cognitive & Competency	Interview Guide

WELL ABOVE AVERAGE

Implementation						Well above average 94th percentile
ABOVE AVERAGE						
Adherence						Above average 82nd percentile
AVERAGE						
Resilience						Average 69th percentile
Building Relationships						Average 62nd percentile
Communication						Average 48th percentile
Managing Talent						Average 44th percentile
BELOW AVERAGE						
Commercial Acumen						Below average 25th percentile



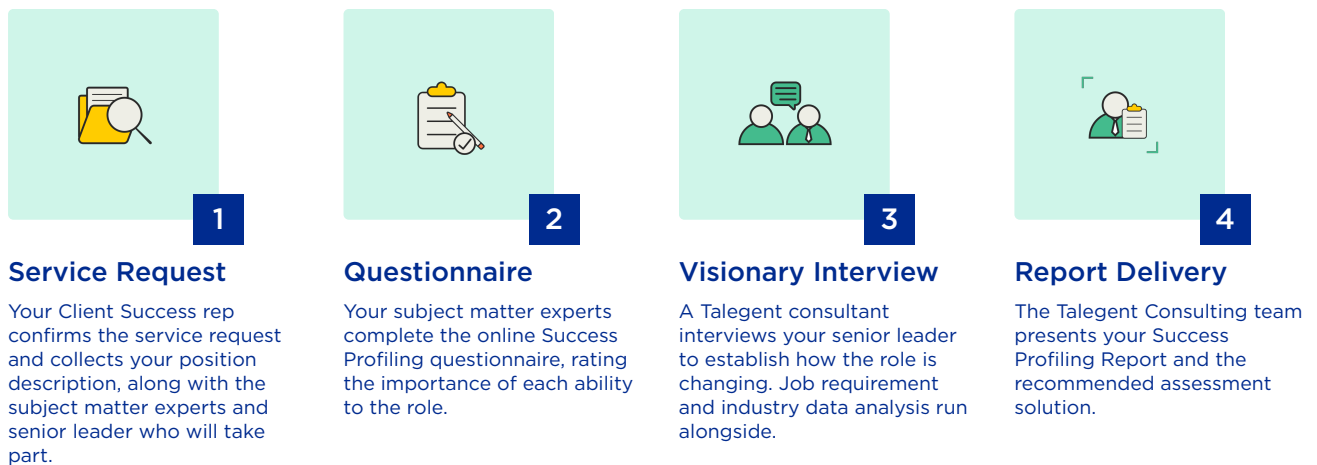
Talegent Confirmatory Success Profiling

A Confirmatory Success Profiling allows Talegent experts to identify the key requirements for success in a role via four analysis stages: a review of role requirements, industry data analysis, a Success Profiling questionnaire completed by your subject matter experts, and a visionary interview with a senior leader.

Because the competency profile is confirmed by the people who do and lead the role — not inferred from documentation alone — it carries the evidence of job-relatedness that defensible selection decisions rely on. Your report ranks every competency by importance, reports the level of agreement between your experts, and recommends an assessment solution matched to the profile.

Additionally, Talegent experts can take your company values and map them to our values model for targeted values testing. This adds a powerful and engaging stage to candidate screening.

PROCESS



PRICING

PRICED PER ENGAGEMENT

Talk to us

Confirmatory Success Profiling is scoped to the role and the number of subject matter experts involved. Your Client Success rep will prepare a quote.

TIMEFRAME

INDICATIVE TURNAROUND

3-4 weeks

Measured from receipt of your subject matter expert list. Because the profile depends on your experts completing the questionnaire and your senior leader being available for interview, actual timing varies with participant availability and response rates.

WHAT YOU RECEIVE

- A confirmed competency profile, ranked by importance
- Expert agreement statistics and rating distributions
- A recommended assessment solution, mapped to the profile
- A presentation of findings by the Talegent Consulting team
- The competencies configured in your Talegent platform



TALEAGENT CONSULTING SERVICES

Confirmatory Success Profiling

Call Centre Manager

Prepared for Globex



TALEAGENT.

Report date 3 September 2026
Version 2.0
Prepared by Taleagent Consulting

Contents

What's in this report

This report identifies the competencies that predict success in the Call Centre Manager role at Globex, and recommends an assessment solution built around them.

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01 Overview

Purpose and method

Purpose

This report presents the results of a Confirmatory Success Profiling for the Call Centre Manager role within Globex. Its purpose is to identify, and confirm with the people who do and lead the role, which competencies predict success so that selection and development decisions measure the right things.

Method

A multi-method approach was taken to ensure a full and objective understanding of the characteristics that drive performance. Talegent consultants reviewed the position description and industry data, invited subject matter experts to complete a structured Success Profiling questionnaire, and conducted a visionary interview with a senior leader to establish how the role is expected to change.

Combining four sources matters: documentation describes the role as designed, incumbents describe it as performed, and the visionary interview describes it as it is becoming. A profile built on any one of these alone tends to over-fit to the present.

At a glance

Role profiled	Call Centre Manager
Organisation	Globex
Service	Confirmatory Success Profiling (four-stage)
Subject matter experts	21 questionnaire respondents · 4 visionary interview participants
Fieldwork	18–26 August 2026
Competencies confirmed	7 of 23 (4 very important, 3 important)

02 Evidence base

What we gathered

Four techniques, each answering a question the others cannot.



Job requirement review

The current position description was analysed for task requirements, responsibilities and the employee characteristics the role was designed around. Reviewed 18 August 2026.



Industry data analysis

Public occupational data was used to establish the tasks, skills and abilities typical of the role across the wider labour market, independent of any one employer. Analysed 18 August 2026.



Success Profiling questionnaire

21 incumbents and their supervisors rated the importance of 34 abilities to the role on a 1-5 scale. This is the quantitative core of the profile. Fielded 20 August 2026.



Visionary interview

Semi-structured interviews with four senior staff shaping the future of the role, to establish which requirements are becoming more and less relevant. Conducted 26 August 2026.

03 The competency profile

Effective job performance

Four methods converged on 7 of Talegent's 23 competencies as predictors of success in the Call Centre Manager role at Globex. Section 04 shows which methods supported each one.

VERY IMPORTANT



Resilience BEING

Remains calm and optimistic even in stressful situations. Demonstrates strong self-belief and perseveres in the face of setbacks, adjusting rather than giving up.



Managing Talent LEADING

Provides effective guidance, development opportunities and feedback to others. Proactively manages conflict within the team and motivates others to perform.



Implementation DOING

Is reliable, precise and follows through on plans to ensure they are carried out accordingly. Remains focused on work tasks and consistently meets deadlines.



Building Relationships RELATING

Warm, confident and approachable. Usually creates a good first impression and puts others at ease. Gets on well with people at all levels, and builds rapport both inside and outside the organisation.

IMPORTANT



Adherence DOING

Operates best within rules, guidelines and set procedures. Demonstrates strong compliance, delivers on promises, and produces error-free work.



Communication RELATING

Quickly understands communications, reads between the lines and applies the information astutely. Is clear, confident and articulate. Adapts their communication style to suit the audience and influences others to see things a given way.



Commercial Acumen SOLVING

Uses strong numerical reasoning skills and an interest in strategy to understand the wider commercial context. Looks to maximise business returns through forward planning, risk management and attention to market changes.

READING THE PROFILE AS A WHOLE

Four of the seven competencies — Resilience, Managing Talent, Building Relationships and Communication — describe a manager who absorbs pressure on behalf of a team rather than passing it on. The remaining three describe disciplined delivery within defined process. Taken together the profile points to a **steadying, procedural team leader** rather than a driving, entrepreneurial one, which is consistent with competitive drive rating lowest of all 34 abilities.

04 Convergence across methods

Where the evidence agrees

Confirmatory Success Profiling draws on four sources. A competency confirmed by all four rests on firmer ground than one supported by a single method.

The table below shows which of the four methods supported each confirmed competency.

Competency	Job requirement review	Industry data	Success Profiling questionnaire	Visionary interview
Resilience	•	•	•	•
Building Relationships	•	•	•	•
Managing Talent	•	•	•	–
Implementation	•	•	•	–
Adherence	•	–	•	•
Communication	•	•	•	–
Commercial Acumen	•	–	•	×



Supported by this method



Not addressed by this method



Counter-signal

WHAT THE DISAGREEMENT TELLS US

Resilience and Building Relationships were supported by all four methods. They are the safest competencies in the profile to weight heavily, and the least likely to shift as the role evolves.

Commercial Acumen is the exception. The questionnaire and job requirement review support it, but industry data did not surface it and your senior leaders expect the numerical side of the role to become less relevant. It is retained at moderate weight rather than dropped — the role is likely moving from producing analysis to interpreting analysis produced elsewhere. Probe it at interview rather than screening on it.

05 Recommended solution

Measuring the profile

Two Talegent assessment solutions cover the confirmed competencies. Both are defensible; they trade depth against candidate time.

Solution One — depth over speed

RECOMMENDED

Ipsative PATH Personality Questionnaire	30 min
Numerical Reasoning Adaptive	20 min
Verbal Reasoning Adaptive	20 min

Approximately 70 minutes

Solution Two — speed over depth

Normative PATH Personality Questionnaire	20 min
Numerical Reasoning Adaptive Express	15 min
Verbal Reasoning Adaptive Express	15 min

Approximately 50 minutes

Reports

For screening. The Cognitive & Competency report ranks candidates against the seven confirmed competencies; Hiring Manager presents the same result without psychometric detail.

For interview and onboarding. Interview Guide generates probing questions against each competency; Development identifies first-year support needs.

06 Questionnaire findings

Most and least important abilities

21 incumbents and supervisors rated 34 abilities for importance to the role. Ratings of 4.0 and above indicate an ability that is very important if not critical; 3.0 and above, at least somewhat important.

Most important abilities

Ability	Ability or tendency to...	Rating
Compliant	Follow rules and guidelines.	4.8
Reliable	Follow through with agreed actions; be reliable and dependable.	4.8
Accepting	Appreciate other people's personal views, beliefs and lifestyles, even when they differ from one's own.	4.8
Motivating	Motivate others, and believe in one's ability to do so through understanding how to influence and drive performance.	4.7
Building Relationships	Make a good impression on others and build rapport easily.	4.7
Empathetic	Be comfortable with emotions and showing empathy; consider the feelings and thoughts of others.	4.7
Adaptable	Be receptive to changes in routine, environment or process.	4.7
Optimistic	Express positive statements and experience events positively.	4.6

Least important abilities

Ability	Ability or tendency to...	Rating
Theoretical	Enjoy working with abstract theoretical concepts over more practical and concrete issues.	3.9
Energetic	Feel energetic and enjoy a fast-paced work environment.	3.8
Intuitive	Employ one's intuition and instinct when making decisions.	2.7
Competitive	Enjoy competing with others and striving to outperform peers.	2.7

07 Supporting evidence

Additional sources

Visionary interview

It is important to understand how the requirements for success in the Call Centre Manager role will change over time. Semi-structured interviews were conducted with the senior staff most likely to shape the future of the role.

BECOMING MORE RELEVANT

- **Flexibility** — adapts to change and feedback enthusiastically, with minimal fuss.
- **Adherence** — operates within rules and set procedures; produces error-free work.
- **Resilience** — stays calm and optimistic under pressure; adjusts rather than gives up.
- **Building Relationships** — warm and approachable; builds rapport at all levels.

BECOMING LESS RELEVANT

- **Numerical Analysis** — interprets numerical information to aid problem solving; prefers numbers and hard data when making decisions.

A TENSION TO RESOLVE

Your senior leaders expect Numerical Analysis to become **less** relevant, while the questionnaire confirmed Commercial Acumen — which draws on numerical reasoning — as important today. Both can be true: the role is likely moving from producing analysis to interpreting analysis produced elsewhere. We have retained Commercial Acumen in the profile at moderate weight rather than dropping it.

Job requirement review

Talegent consultants reviewed the position description provided by Globex and identified the key role requirements for the Call Centre Manager. The existing position description establishes the task requirements, responsibilities and ideal employee characteristics the role was designed around — the role as specified, rather than as currently performed.

Industry data analysis

Publicly available occupational data was used to establish generic information about the role, including frequently completed tasks and the skills and abilities typically required. Data was obtained from O*NET (onetonline.org), the United States' primary source of occupational information, developed under the sponsorship of the US Department of Labor.

Appendix A

Success Profiling questionnaire

Full table of results

Ability	Ability or tendency to...	Rating
Compliant	Follow rules and guidelines.	4.85
Reliable	Follow through with agreed actions; be reliable and dependable.	4.79
Accepting	Appreciate other people's personal views, beliefs and lifestyles, even when they differ from one's own.	4.79
Motivating	Motivate others, and believe in one's ability to do so through understanding how to influence and drive performance.	4.72
Building Relationships	Make a good impression on others and build rapport easily.	4.70
Empathetic	Be comfortable with emotions and showing empathy; consider the feelings and thoughts of others.	4.69
Adaptable	Be receptive to changes in routine, environment or process.	4.67
Optimistic	Express positive statements and experience events positively.	4.61
Learning Focused	Be motivated by learning new things.	4.48
Strategic	Be focused on the long-term outcome of decisions.	4.45
Composed	Remain calm and composed when dealing with stressful situations or negative events.	4.43
Analytical	Critically evaluate information or decisions to assess both the strengths and limitations of arguments or decisions.	4.41
Sociable	Have the social confidence to initiate interactions and build rapport with others.	4.35
Receptive	Seek and be open to the feedback of others.	4.33
Socially Aware	Be interested in understanding the behaviour of others, and have confidence in one's ability to adapt one's actions to suit the situation or others.	4.32
Self-Aware	Be aware of one's own strengths and limitations, and consider the influence of one's own values, perspectives and motivations on one's actions.	4.32
Data Driven	Employ empirical analysis when making decisions, and look to numerical data and figures to inform the best option.	4.30
Self Confident	Have self-belief in one's ability to succeed when faced with new challenges.	4.27
Work Focused	Be engaged with work, focus on work tasks, and not be distracted from work.	4.25
Trusting	Believe that others will be honest, and trust the intentions of other people.	4.20

Continued overleaf.

Appendix A · continued

Full results and inter-rater agreement

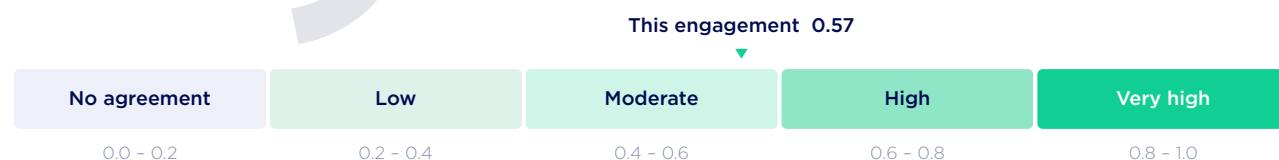
Full table of results

Ability	Ability or tendency to...	Rating
Abstract Reasoning	Understand complex systems, problem solve, learn new processes, and assimilate new information into an existing knowledge base.	4.14
Driven	Strive to achieve goals and persist in the face of obstacles.	4.14
Risk Tolerant	Be comfortable with taking calculated risks.	4.07
Innovative	Enjoy generating new and innovative approaches to solving problems.	3.98
Directing	Take charge of situations and assert one's perspective.	3.98
Decisive	Make decisions quickly and with conviction.	3.95
Meticulous	Be interested in the details of problems and tasks; enjoy focusing on minute details and be meticulous.	3.90
Numerical Reasoning	Reason with numbers and make decisions based on tables and figures.	3.88
Influential	Exert influence over the thoughts and actions of others.	3.87
Verbal Reasoning	Disseminate, interpret and reason with verbal and written information.	3.87
Theoretical	Enjoy working with abstract theoretical concepts over more practical and concrete issues.	3.86
Energetic	Feel energetic and enjoy a fast-paced work environment.	3.84
Intuitive	Employ one's intuition and instinct when making decisions.	2.74
Competitive	Enjoy competing with others and striving to outperform peers.	2.73

Inter-rater agreement

Agreement between the 21 respondents was assessed using the Intraclass Correlation Coefficient (ICC), which expresses how consistently raters ordered the abilities relative to one another. Agreement at the competency level was **moderate (ICC = 0.57)**.

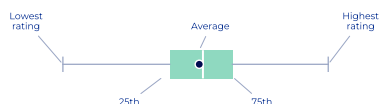
This level of agreement confirms that the mean ratings above can be meaningfully interpreted as indications of central tendency, because the raters largely agreed on the importance of the abilities. It does not imply unanimity: see Appendix B for the spread of ratings behind each mean.



Appendix B

Rating distributions

The mean tells you where your experts landed. The spread tells you how much they agreed — which is what determines how much weight a mean can carry.



Focus on the average marker. A tight box means your experts largely agreed on that ability's importance. A box that extends far to the left and right means they did not, and the mean should be treated with more caution.

The dashed line marks 4.0 — the threshold above which an ability is treated as very important if not critical.

