



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.

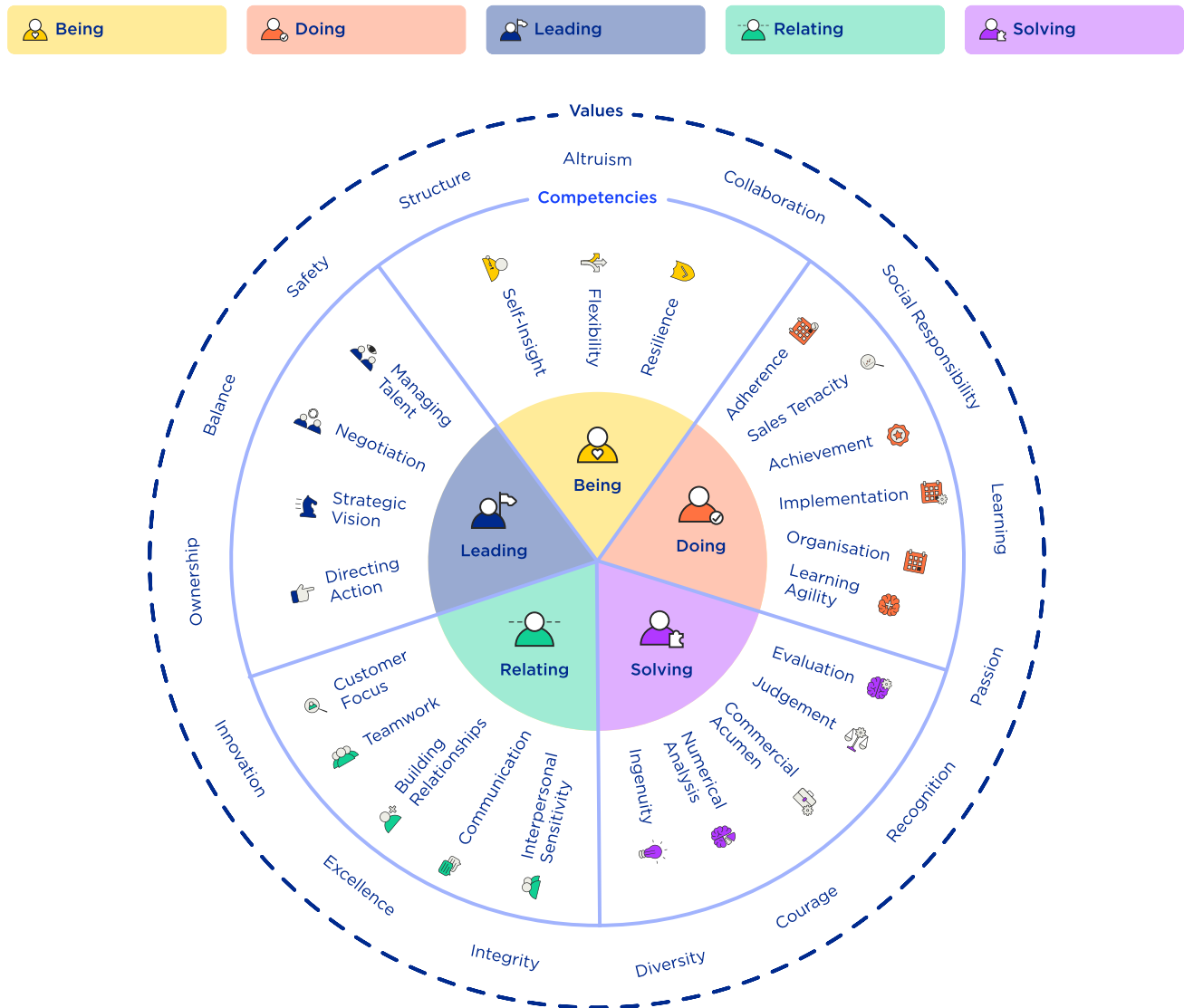
What's Included

	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.
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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.

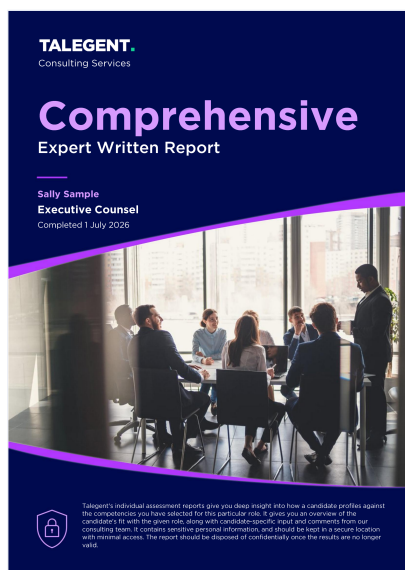
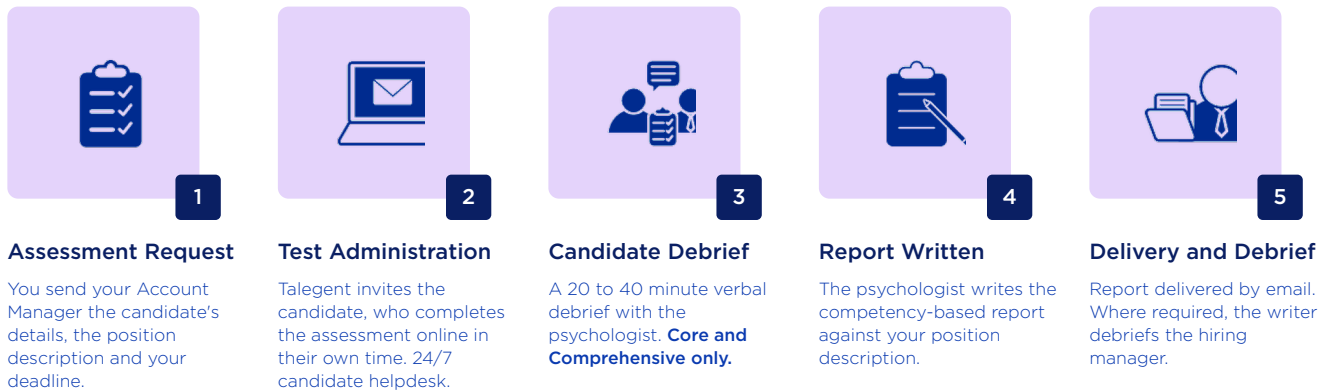
Marcus was pleased with this result and said it matched how colleagues describe him. He gave the example of inheriting a lapsed account and rebuilding it over eighteen months by being consistently available rather than by discounting, and noted that most of his renewals now come through without going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



Pricing

PER INDIVIDUAL

Essential
\$450

Core
\$1,150

Comprehensive
\$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

Core

Expert Written Report

Sally Sample

Business Development Manager

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.

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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 Decision Making

Sally is likely to favour objective data over instinct when solving problems, supporting accuracy in feasibility work and financial assumptions. She is likely to perform above most peers in numerical and verbal reasoning, suggesting she may draw well-supported conclusions for budgets, EOLs, and proposals. In situations with conflicting data, she is likely to prioritise verification over assumption.

Conscientious Execution and Process Discipline

Sally shows a strong tendency to work in a focused, detail-oriented manner, supporting consistent, high-quality, error-free output. She is likely to follow established procedures closely, reducing risk of compliance or governance gaps. This should help maintain accuracy in feasibility modelling, where assumptions are expected within tight tolerances.

Customer and Stakeholder Engagement

Sally appears comfortable building rapport and creating positive first impressions across a broad range of people. She is likely to engage tolerantly with stakeholders holding different perspectives, supporting relationship-building with tenants, advisors and agents. While not naturally assertive, she should maintain positive working relationships over time.

Composure and Team Orientation

Sally is likely to remain calm under typical workplace pressure, supporting consistent performance during demanding periods. She appears comfortable balancing independent work with collaboration, adjusting her approach to the situation. Her reliability and even temperament should provide a stabilising presence for the team.

Strong Written Communication

Sally's verbal reasoning result indicates she is likely to understand written information quickly and communicate clearly. This should support the preparation of high-quality reports and development proposals. She is likely to draw well-informed conclusions from written material and adapt her communication style to suit different audiences.

Areas To Probe

Strategic and Long-Term Thinking

Sally may prioritise immediate, tangible tasks over longer-term strategy, which could affect her contribution to pipeline development and growth planning. The role requires anticipating market trends and future commercial risk. She may need active encouragement to look beyond the task in front of her.

Innovative Problem-Solving

Sally profiles a strong preference for tried-and-tested approaches over generating novel solutions. The role calls for creative thinking in shaping development proposals, which may not come naturally to her. She may need clear evidence an existing approach isn't working before considering an alternative.

Negotiation and Commercial Influence

Sally may be less confident persuading others or asserting an opposing view, which could affect negotiating contracts of sale. She may prefer to follow consensus rather than push back. Coaching on negotiation technique, alongside structured practice and mentoring, may help build her confidence and effectiveness in this space.

Sales Tenacity and Resilience

Sally may lack confidence in her ability to persuade prospects, and could feel uncomfortable when her performance is compared against peers, given the role's emphasis on securing pre-committed development. She may need extra support staying motivated after setbacks or rejections. Shadowing an experienced originator and setting incremental targets may help build tenacity.

Leadership Readiness

Sally reports being more comfortable following others' lead than directing situations herself, and may take longer to commit to a decision under ambiguity. While the role has no direct reports, it requires confidently driving outcomes across architects, consultants and councils. Clear guidance on when to decide versus escalate may help build her confidence.

Results Summary

Cognitive Scores

ABOVE AVERAGE



Verbal Reasoning



ABOVE AVERAGE
76th Percentile

AVERAGE



Numerical Reasoning



AVERAGE
70th Percentile



Logical Reasoning



AVERAGE
39th Percentile

Competency Scores

AVERAGE



Building Relationships



AVERAGE
65th Percentile



Evaluation



AVERAGE
60th Percentile



Organisation



AVERAGE
51st Percentile



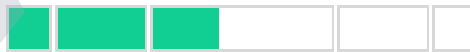
Resilience



AVERAGE
49th Percentile



Communication



AVERAGE
45th Percentile

BELOW AVERAGE



Commercial Acumen



BELOW AVERAGE
21st Percentile



Negotiation



BELOW AVERAGE
19th Percentile

WELL BELOW AVERAGE



Strategic Vision



WELL BELOW AVERAGE
5th 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
76th 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

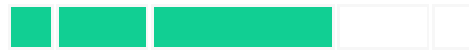
Sally agreed with this result and explained that she has always felt this is one of her strengths. She believes she is good at understanding information and communicating it clearly and was pleased to see this reflected in the results.

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.



AVERAGE
70th Percentile

About Sally's score

Sally's performance in the numerical reasoning assessment was similar to the majority of her peers.

At work, Sally should be able to understand the majority of numerical information that

she encounters, and use this to draw accurate conclusions.

She is likely to identify trends in data sets, solve numerical-based problems, and make appropriate decisions as quickly as peers.

Debriefing notes

Sally was not surprised by this result. She explained that she likes to be careful when working with numbers and places importance on accuracy. She said she prefers to take her time and double-check calculations to minimise errors.



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.



AVERAGE
39th Percentile

About Sally's score

Sally's performance in the logical reasoning assessment was similar to the majority of her peers.

At work, Sally should be able to identify most of the underlying concepts, patterns, and rules she

encounters, unless under significant time pressure.

Her ability to analyse data in a conceptual manner is likely to be as strong as peers, and she should learn new information at a similar rate to most.

Debriefing notes

Sally agreed with this result and noted that she is comfortable seeking input from others when faced with unfamiliar problems. She explained that she sees collaboration and asking questions as strengths, and values drawing on the knowledge and experience of others.

Competency Skills Analysis

Competencies



Building Relationships

Initiates and maintains relationships with others, connects widely.

High Scorers are likely to

- Be outgoing and enjoy talking to new people
- Tune into social cues, and adapt their behaviour to suit
- Get along well with different people
- Make people feel at ease right away during interactions
- Trust easily, and believe that most people are honest



AVERAGE
65th Percentile

About Sally's score

Reporting to be more effective at making a positive first impression than most, Sally is likely to dedicate a great deal of effort to making sure other people feel at ease during interactions.

Highly tolerant of individual differences, Sally should interact comfortably with people who have different backgrounds or perspectives to her own.

Like most people, Sally is expected to pick up on some social cues such as body language or tone

of voice, and should respond appropriately the majority of the time.

Sally's responses suggest that she is about as sociable and outgoing as most others. She is expected to be capable of initiating relationships in order to support her work outcomes.

As trusting as most, Sally is expected to start relationships with a reasonable degree of openness. However, her mindfulness of others' intentions should minimise the risk of deception.

Debriefing notes

Sally agreed with this result and emphasised the importance she places on relationships in the workplace. She explained that strong internal working relationships are critical to success and that she values the different strengths individuals bring to a team.

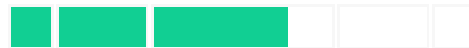


Evaluation

Makes astute decisions on the basis of thorough analysis, logic, and data.

High Scorers are likely to

- Determine causal relationships quickly and accurately
- Analyse information to get to the root cause of a problem
- Use facts and data to develop well-supported decisions
- Draw on theoretical knowledge and concepts



AVERAGE
60th Percentile

About Sally's score

Sally is likely to prioritise incorporating data and facts during problem solving. She is expected to spend time validating initial thoughts with data, expert advice, or empirical information, and this is likely to lead to more defensible decisions.

Sally is as likely to accept information at face value as most people. This suggests she will be less analytical when pressed for time or the information seems familiar. However, given a novel problem and sufficient resources, Sally may dedicate more energy into investigating issues and underlying factors.

Performing similar to peers in the logical reasoning

assessment, Sally is expected to be competent at interpreting and analysing novel or conceptual information. She may be quite savvy at determining underlying themes and causality between issues and outcomes to solve issues. Given her score, this is less likely to occur when faced with problems outside her usual realm of experience.

A reasonably deep thinker who has a moderate interest in exploring concepts, Sally may take a more superficial approach when pushed for time or the situation is familiar. She should, however, seek to understand the root cause when the situation is novel or outside her comfort zone.

Debriefing notes

Sally agreed with this result and explained that she prefers to support her views with evidence and data. She noted that she has developed this approach over time and considers attention to detail to be one of her strengths.

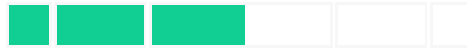


Organisation

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
51st Percentile

About Sally's score

Sally is expected to take a meticulous approach to organising. She is likely to diligently specify and check project details, even if this slows initial progress.

As analytical as others, Sally should demonstrate some critical analysis of projects. When planning discrete tasks, Sally may want to probe more to ensure the information she has is comprehensive.

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 agreed with this finding and described herself as someone who takes the time to complete tasks thoroughly. She explained that she is committed to meeting deadlines while also appreciating flexibility and adapting to changing priorities when required.

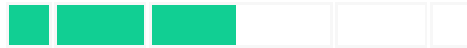


Resilience

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
49th Percentile

About Sally's score

Profiling as a fairly positive person, Sally is expected to remain quite upbeat on most occasions. When times are particularly tough, she may adopt a more pessimistic view of the situation.

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.

While she may be affected by some pressure, Sally

should usually maintain composure. Like most, she may be somewhat vocal during particularly stressful times.

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".

Reporting to prefer stability in the workplace, Sally may be more resistant than responsive to unforeseen obstacles.

Debriefing notes

Sally agreed with aspects of this result and explained that she is comfortable adapting to change in the workplace. She noted that she values having structure and enjoys observing how organisations respond to different situations and challenges.

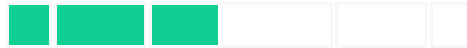


Communication

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



AVERAGE
45th Percentile

About Sally's score

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.

Sally profiles as being reasonably aware of others' behaviour, and may make some effort to tailor

her communications to resonate most with her audience.

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

Rating herself as being more of a follower of views than a thought leader, Sally is expected to be influenced by others rather than doing the influencing herself.

Debriefing notes

Sally explained that communication is an area she has consciously worked on and believes she has become more confident over time. She noted that she still sees this as a developing capability and feels there is more to learn as she progresses in her career.



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



BELOW AVERAGE
21st Percentile

About Sally's score

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.

Sally has indicated that she prefers routine, and may therefore need ample forewarning of, or guidance through, changes to the commercial environment. Furthermore, she may require additional time to adjust her commercial plans accordingly.

Sally has indicated that while she may not be comfortable taking commercial risks, she should be prepared to manage or mitigate

these risks in order to achieve business success.

Reporting to have a similarly analytical thinking style to others, Sally is most likely to think critically about commercial problems when they appear important, complex or unfamiliar. She may have some success at uncovering and assessing the different variables that impact the business.

Performing in the average range on the numerical reasoning assessment, Sally is likely to be capable of understanding, evaluating and applying numerical information within a business context.

Debriefing notes

Sally acknowledged that commercial decision-making is an area she is continuing to develop. She explained that large commercial decisions are generally outside the scope of her current role, and that she has had limited exposure to broader business considerations. She expressed an interest in building greater capability in this area.



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



BELOW AVERAGE
19th Percentile

About Sally's score

Sally has indicated that she is not comfortable influencing others, and may keep any controversial opinions to herself. She should prefer to follow consensus rather than assert an opposing view.

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.

Reporting to be as sociable and outgoing as most, Sally is likely to feel reasonably comfortable engaging stakeholders. While she may enjoy interacting with new people, she should be most comfortable with those whom she knows well.

Sally reports that she is as attuned as her peers to interpersonal cues such as body language and tone. This should help her to negotiate more astutely in most settings.

Debriefing notes

Sally acknowledged that negotiation is an area she would like to continue developing. She explained that her current career experiences have provided limited exposure to situations requiring formal negotiation, which may have contributed to this result. She noted that she feels comfortable having difficult conversations when necessary and expressed a strong interest in gaining more experience and building her capability in this area over time.

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



**WELL BELOW
AVERAGE**
5th Percentile

About Sally's score

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.

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.

Profiling as a meticulous, detail-focused worker, Sally may fixate on the finer details and slow strategic problem solving. She could benefit from taking a broader,

more long-term approach during strategic planning.

Sally's responses suggest that she will be attentive to some risks during strategic decision making. Generally speaking, she should be comfortable accepting a degree of calculated risk if it weighs up against the potential gains.

Performing as well as peers in the logical reasoning assessment, Sally is expected to be capable at integrating strategic information. Consequently, she should be able to evaluate the merits of different strategic options as quickly as her peers.

Debriefing notes

Sally explained that she naturally focuses on understanding the details of her work and ensuring projects are completed accurately. At the same time, she noted that understanding the broader vision of an organisation is important to her, as it helps align her own work with longer-term objectives. She acknowledged that she has had limited opportunities to develop this capability in her career so far and expressed an interest in strengthening this area.

Interview Questions

Key Strengths

When and how have you initiated an interaction with someone to try and build a relationship? How did you manage your first impression? What interpersonal signals did you look for to know if it was working?

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?

Please talk me through a challenging goal you achieved. How did you establish milestones? What did you do to track your progress towards these? How did you manage any obstacles that arose?

Areas To Probe

Talk to me about a time when you actively broadened your knowledge to gain better insight into your business and what drives it. How did you set about this? How did it benefit your business?

Talk me through a situation where you anticipated the future risks of a strategy and took steps to manage these factors. What were the risks? What were the associated payoffs? What was the result?

Tell me about a time when you had to push an unpopular idea through the business to achieve something you believed in. What resistance did you meet? Was it anticipated? How did you overcome it?