



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:



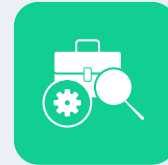
Competency & Values Mapping

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

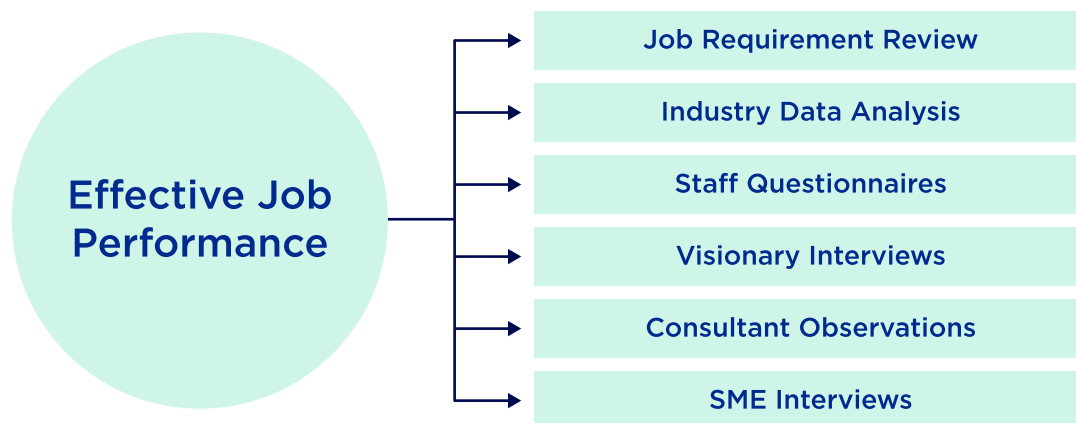
**Consultant
Observations**

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.

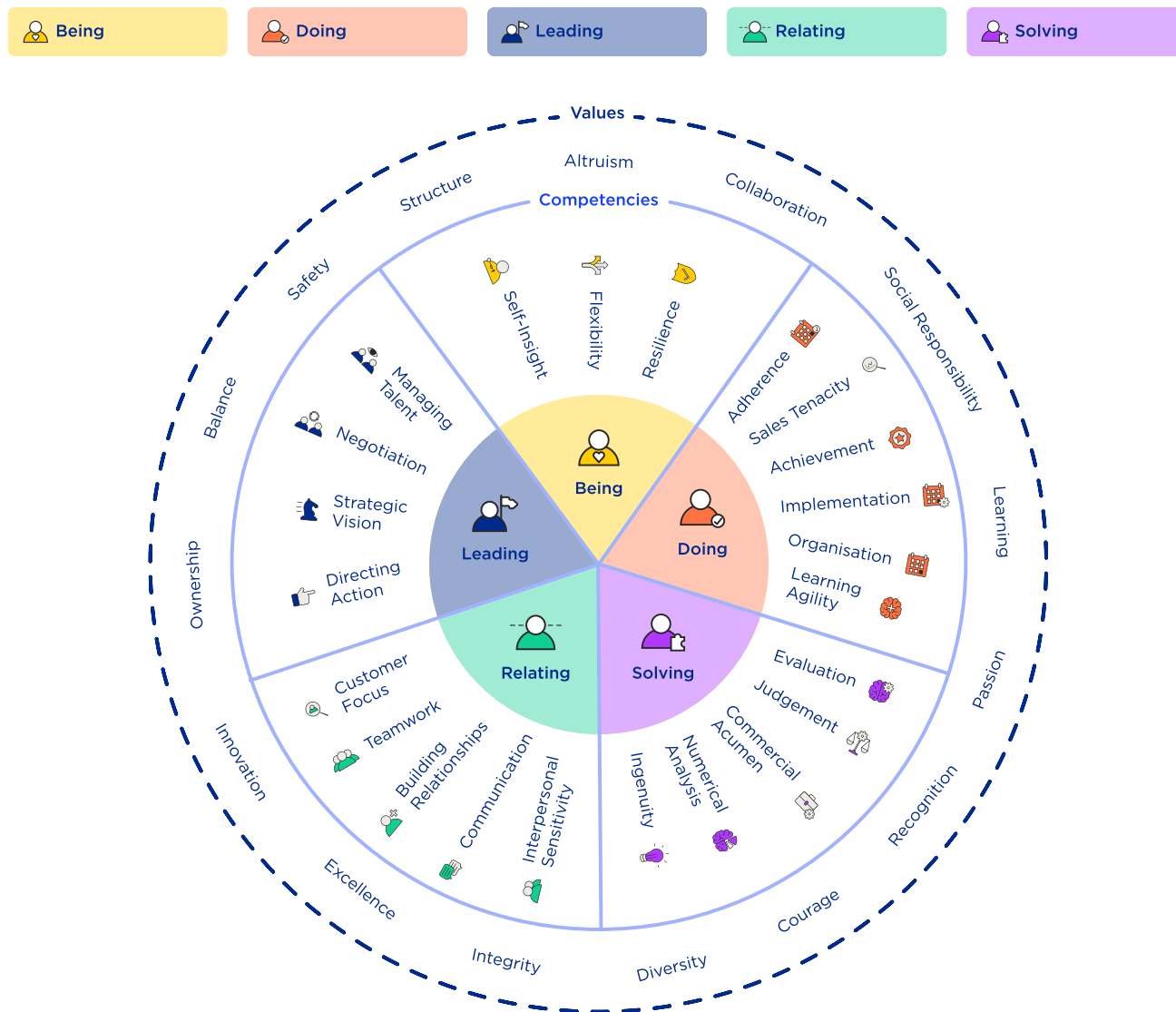
SME Interviews

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 Exploratory Success Profiling report:

VERY IMPORTANT

Managing Talent

Interpersonal Sensitivity

Adherence

IMPORTANT

Communication

Flexibility

👉 Directing Action

Overall
Resilience
Managing Talent
Interpersonal Sensitivity
Adherence
Communication
Flexibility
Directing Action

Candidate										Recent Reports	
	Candidate 2492795	61 st	78 th	66 th	91 st	52 nd	58 th	41 st	22 nd	Cognitive & Competency	Hiring Manager
	Candidate 2526179	73 rd	64 th	80 th	69 th	77 th	72 nd	63 rd	55 th	Cognitive & Competency	Interview Guide

WELL ABOVE AVERAGE

 Interpersonal Sensitivity Well above average
91st percentile

Above average
78th percentile

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Above average
78th percentile

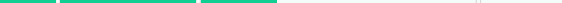
 Managing Talent

A horizontal bar chart comparing the 'Managing Talent' score to a benchmark. The bar for 'Managing Talent' is green and extends to the 66% mark on the scale. The benchmark bar is light blue and also extends to the 66% mark. The scale ranges from 0% to 100% in 10% increments.

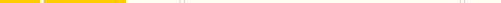
Category	Score (%)
Managing Talent	66%
Average	66th percentile

Communication  Average 58th percentile

Adherence  Average 52nd percentile

Flexibility  Average 41st percentile

Below average
22nd percentile

Directing Action  Below average
22nd percentile



Talegent Exploratory Success Profiling

An Exploratory Success Profiling allows Talegent experts to identify the key requirements for success in a role via six analysis stages: a review of role requirements, industry data analysis, a Success Profiling questionnaire, consultant observations, subject matter expert interviews, and visionary interviews with your senior leaders.

The two techniques unique to this service describe the role as it actually runs rather than as it is reported. Observation captures demands that incumbents no longer notice themselves meeting; expert interviews surface the behaviours that separated success from failure in incidents that really happened. Your report sets out what strong performance looks like in observable behaviour, and shows how each competency is expected to change.

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



Job requirement review and industry data analysis are carried out by our consultants alongside these stages.



PRICING

PRICED PER ENGAGEMENT

Talk to us

Exploratory Success Profiling is scoped to the role, the number of sites observed and the number of experts involved. Your Client Success rep will prepare a quote.

TIMEFRAME

INDICATIVE TURNAROUND

5-6 weeks

Measured from receipt of your subject matter expert list. Because the profile depends on site access for observation, expert availability for interview and questionnaire response rates, actual timing varies with scheduling.

WHAT YOU RECEIVE

- A competency profile with a trajectory for each competency
- Behavioural indicators of strong performance, from expert interviews
- Convergence analysis across all six methods
- Expert agreement statistics and rating distributions
- A recommended assessment solution, mapped to the profile
- Findings presented by the Talegent Consulting team



TALENT CONSULTING SERVICES

Exploratory Success Profiling

Call Centre Team Leader

Prepared for Globex



TALENT.

Report date 8 October 2026

Version 1.0

Prepared by Talent Consulting

Contents

What's in this report

This report identifies the competencies that predict success in the Call Centre Team Leader role at Globex, how each is expected to change, and what strong performance looks like in practice.

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WHAT EXPLORATORY ADDS

Six techniques were used rather than four. The two additional methods — **consultant observations** and **SME interviews** — describe the role as it is actually performed rather than as it is reported. Section 06 is built entirely from what they produced, and has no equivalent in a four-stage profile.

01 Overview

Purpose and method

Purpose

This report presents the results of an Exploratory Success Profiling for the Call Centre Team Leader role within Globex. Its purpose is to identify which competencies predict success in the role today, how those requirements are expected to shift, and what strong performance looks like in observable behaviour.

Method

Six techniques were used. Talegent consultants reviewed the position description and industry data, observed team leaders at work across three sites, interviewed subject matter experts about specific incidents from their own experience, invited incumbents and supervisors to complete a structured Success Profiling questionnaire, and conducted visionary interviews with the senior staff shaping the future of the role.

The breadth matters because self-report has limits. A questionnaire captures what people believe the role requires; observation captures what the role actually demands minute to minute; and critical-incident interviews surface the behaviours that separated success from failure in situations that really happened.

At a glance

Role profiled	Call Centre Team Leader
Organisation	Globex
Service	Exploratory Success Profiling (six-stage)
Subject matter experts	34 questionnaire respondents · 8 SME interviews · 5 visionary interview participants
Observation	6 team leaders across 3 sites · 18 hours
Fieldwork	14 September – 2 October 2026
Competencies confirmed	7 of 23 (4 very important, 3 important)

02 Evidence base

What we gathered

Six techniques, each answering a question the others cannot.



Job requirement review

The position description and Globex's own performance framework were analysed for task requirements, responsibilities and the employee characteristics the role was designed around. 2 documents, reviewed 14 September 2026.



Industry data analysis

Public occupational data was used to establish the tasks, skills and abilities typical of front-line supervisory roles across the wider labour market, independent of any one employer. Analysed 14 September 2026.



Success Profiling questionnaire

34 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 18 September 2026.



Consultant observations

Six team leaders were observed in their work environment across three sites, totalling 18 hours. Activities, skills and workflows were captured in real time, identifying demands that are not apparent from documentation or self-report. Conducted 22-24 September 2026.



SME interviews

Eight subject matter experts related incidents from their own experience that were decisive in fulfilling role objectives. Each was probed in depth to build a composite picture of the behaviours behind effective performance. 50 incidents collected, 29 September – 2 October 2026.



Visionary interviews

Semi-structured interviews with five senior staff shaping the future of the role, to establish which requirements are becoming more and less relevant. Conducted 30 September 2026.

03 The competency profile

Effective job performance

Six methods converged on 7 of Talegent's 23 competencies. Each carries a trajectory showing whether it is becoming more or less relevant, drawn from the visionary interviews and tested against what was observed on the floor.

VERY IMPORTANT



Resilience BEING ▲ RISING

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 ▲ RISING

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



Interpersonal Sensitivity RELATING ▲ RISING

Sensitive to the needs and emotions of others. Responds with empathy, reads how people are reacting, and adjusts their approach accordingly.



Adherence DOING — STABLE

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

IMPORTANT



Communication RELATING — STABLE

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.



Flexibility BEING ▲ RISING

Highly open and adaptable to new things. Responds to change and feedback in an enthusiastic manner, adjusting quickly and calmly with minimal fuss.



Directing Action LEADING ▼ DECLINING

Leads, gives direction and drives progress through engagement and delegation. Takes charge of situations and asserts a clear position.

READING THE PROFILE AS A WHOLE

Six of the seven competencies describe a team leader who steadies and develops people under pressure rather than one who directs traffic. The single competency on a declining trajectory — **Directing Action** — is the one most associated with traditional floor supervision, and it is the one your senior leaders expect to matter least in three years.

Selecting for the profile as it stands today would still be defensible. Selecting for it as it is trending means weighting **Resilience, Managing Talent, Interpersonal Sensitivity and Flexibility** more heavily than their current bands alone would suggest.

04 Convergence across methods

Where the evidence agrees

Six independent sources give a far stronger test than four. A competency supported by all six is about as well evidenced as job analysis gets; one supported by two is a finding to treat carefully.

Competency	Job requirement review	Industry data	Success Profiling questionnaire	Consultant observations	SME interviews	Visionary interviews	Sources
Resilience	•	•	•	•	•	•	6 / 6
Managing Talent	•	•	•	•	•	•	6 / 6
Interpersonal Sensitivity	–	•	•	•	•	•	5 / 6
Adherence	•	•	•	•	–	•	5 / 6
Communication	•	•	•	•	•	–	5 / 6
Flexibility	–	–	•	•	•	•	4 / 6
Directing Action	•	•	•	•	–	×	4 / 6

• Supported by this method

– Not addressed by this method

× Counter-signal

WHAT THE DISAGREEMENT TELLS US

Resilience and Managing Talent were supported by every method. Weight them heavily and revisit them rarely.

Flexibility reached only four sources, but the four are the ones closest to the work as performed — questionnaire, observation, SME interviews and the visionary view. The two that missed it are the documentary sources, which describe the role as designed rather than as it runs. We read that as the job description lagging the job.

Directing Action is the one genuine conflict. Four methods support it and the visionary interviews contradict it. It is retained at Important rather than promoted, and carries a declining trajectory.

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
Verbal Reasoning Adaptive	20 min
Situational Judgement — Contact Centre	20 min

Approximately 70 minutes

Solution Two — speed over depth

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

Approximately 35 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, rated against the indicators in section 06; Development identifies first-year support needs.

WEIGHTING FOR TRAJECTORY

Where a competency is rising, weighting it above its current band buys durability in the profile — a team leader hired against today's requirements will be working under tomorrow's within the year. We recommend a modest uplift on **Resilience, Managing Talent, Interpersonal Sensitivity and Flexibility**, and no uplift on Directing Action.

06 What good looks like

Behaviour, not adjectives

Fifty incidents were collected from eight subject matter experts and probed for the behaviour behind the outcome. The indicators below are what separated effective from ineffective performance in situations that actually happened. Use them to structure interviews and to calibrate rating panels.



Resilience

10 INCIDENTS · OBSERVED

- Absorbs an escalated customer from an agent without visibly transferring the stress back to the floor.
- Returns to normal tone and pace within minutes of a difficult call ending, rather than carrying it into the next interaction.
- Names a bad day openly to the team without letting it set the team's mood.

Observed: a team leader took over a complaint call mid-shift, closed it, then spent ninety seconds with the agent before returning to the queue. Neither the agent's next call nor the team's handling time showed any effect.



Managing Talent

12 INCIDENTS · OBSERVED

- Coaches immediately after the event rather than saving feedback for a scheduled one-to-one.
- Describes the specific behaviour and its effect, rather than rating the agent's performance in general terms.
- Adjusts the coaching approach to the individual — direct with some, exploratory with others.
- Follows up on a previous coaching point unprompted, so the agent sees it was tracked.

Reported: an underperforming agent was moved from a general queue to retentions after the team leader identified that the difficulty was pace, not capability. The agent's quality scores recovered within a month.



Interpersonal Sensitivity

8 INCIDENTS · OBSERVED

- Notices an agent is struggling before the agent raises it, usually from tone or posture rather than metrics.
- Checks in privately rather than across the floor.
- Distinguishes an agent having a hard day from an agent with a developing performance problem, and responds differently.



Adherence

5 INCIDENTS · OBSERVED

- Applies the escalation path as written even when a shortcut would resolve the call faster.
- Records the outcome fully at the time rather than reconstructing it at the end of shift.
- Challenges a procedure through the proper channel rather than quietly working around it.

06 What good looks like · continued



Communication

6 INCIDENTS

- Translates a change in policy into what it means for this team's calls, rather than forwarding the announcement.
- Confirms understanding by asking the agent to describe the change back.
- Keeps briefings short enough to hold attention during a live shift.



Flexibility

4 INCIDENTS · OBSERVED

- Reallocates the team mid-shift when queue volumes move, without waiting for instruction.
- Adopts a new system or script without visible resistance, and does not undermine it in front of the team.
- Holds the plan loosely — abandons a planned coaching session when the floor needs cover, and reschedules it.

Observed: during an unplanned outage, one team leader had the team on manual logging within four minutes while another waited for confirmation from the operations manager. Handling volumes diverged sharply for the rest of the shift.



Directing Action

5 INCIDENTS · OBSERVED

- Gives a clear instruction when the situation needs one, without lengthy consultation.
- Takes the decision on an escalation rather than passing it upward by default.

HOW TO USE THIS SECTION

These indicators are behavioural, so they can be probed at interview and rated against directly. They also give your rating panels a shared reference point — the most common cause of unreliable interview scoring is that two interviewers hold different pictures of what "good" means for the same competency.

Talegent's **Interview Guide** report generates questions against each confirmed competency; these indicators are what the answers should be rated against.

07 Questionnaire findings

Most and least important abilities

34 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
Motivating	Motivate others, and believe in one's ability to do so through understanding how to influence and drive performance.	4.9
Empathetic	Be comfortable with emotions and showing empathy; consider the feelings and thoughts of others.	4.8
Composed	Remain calm and composed when dealing with stressful situations or negative events.	4.8
Accepting	Appreciate other people's personal views, beliefs and lifestyles, even when they differ from one's own.	4.7
Reliable	Follow through with agreed actions; be reliable and dependable.	4.7
Compliant	Follow rules and guidelines.	4.7
Receptive	Seek and be open to the feedback of others.	4.6
Optimistic	Express positive statements and experience events positively.	4.6

Least important abilities

Ability	Ability or tendency to...	Rating
Risk Tolerant	Be comfortable with taking calculated risks.	3.1
Theoretical	Enjoy working with abstract theoretical concepts over more practical and concrete issues.	2.9
Intuitive	Employ one's intuition and instinct when making decisions.	2.7
Competitive	Enjoy competing with others and striving to outperform peers.	2.4

A WIDER SPREAD THAN USUAL

Ratings ran from 4.88 down to 2.44 — a broader range than is typical, and broader than the same instrument produced for the Call Centre Manager role at Globex. Your experts were unusually clear about what this role does **not** require, which makes the profile more decisive at both ends.

08 Supporting evidence

The remaining sources

Consultant observations

Six team leaders were observed across three sites over 18 hours, covering peak and off-peak periods and one unplanned system outage. Observation captures what the role demands moment to moment, including demands that incumbents no longer notice themselves doing.

Three findings did not emerge from any other source. First, the role is far more **interruption-driven** than the position description implies — the longest uninterrupted stretch recorded was eleven minutes. Second, most coaching happens in **90-second exchanges at the desk**, not in scheduled sessions, which is why the ability to give specific feedback quickly matters more than formal review skill. Third, team leaders spend a material share of the shift **absorbing escalations personally** rather than routing them.

SME interviews

Eight subject matter experts were asked to relate incidents from their own experience which were decisive in fulfilling role objectives — both successes and failures. Each incident was probed in depth to establish what the person actually did, rather than what they believe the role requires in general.

50 incidents were collected, each coded to the competency it primarily illustrated. The distribution is itself a finding: **Managing Talent** and **Resilience** between them account for 22 of the 50, while **Directing Action** appears in five, three of which describe a team leader over-directing and undermining an agent's confidence.

WHY THIS CHANGED THE PROFILE

On questionnaire ratings alone, Directing (4.19) sits comfortably in the important range and would have been carried into the profile without qualification. The incident data shows the behaviour is as often unhelpful as helpful in this role. That is the kind of correction only critical-incident interviewing produces, and it is the main reason Directing Action is held at Important with a declining trajectory rather than promoted.

08 Supporting evidence · continued

Visionary interviews

Semi-structured interviews were conducted with five senior staff most likely to shape the future of the role. Their expectations are the source of the trajectories shown in section 03.

BECOMING MORE RELEVANT

- **Resilience** — automated handling is absorbing routine contacts, so the calls that reach a person are increasingly the difficult ones.
- **Interpersonal Sensitivity** — as contact becomes more emotionally loaded, reading the agent matters as much as reading the customer.
- **Managing Talent** — a more complex caseload raises the coaching burden per agent.
- **Flexibility** — tooling and process are changing more often than the role was designed for.

BECOMING LESS RELEVANT

- **Directing Action** — as agents handle more complex work with greater autonomy, real-time direction from the team leader is expected to decline.

Job requirement review

Talegent consultants reviewed the position description and Globex's performance framework for the Call Centre Team Leader. These establish the task requirements, responsibilities and ideal employee characteristics the role was designed around — the role as specified, rather than as currently performed.

Neither document referenced adaptability or change tolerance, which is why Flexibility shows no support from this source in section 04 despite strong support elsewhere. We would suggest the position description is due a refresh.

Industry data analysis

Publicly available occupational data was used to establish generic information about front-line supervisory roles, 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
Motivating	Motivate others, and believe in one's ability to do so through understanding how to influence and drive performance.	4.88
Empathetic	Be comfortable with emotions and showing empathy; consider the feelings and thoughts of others.	4.81
Composed	Remain calm and composed when dealing with stressful situations or negative events.	4.79
Accepting	Appreciate other people's personal views, beliefs and lifestyles, even when they differ from one's own.	4.74
Reliable	Follow through with agreed actions; be reliable and dependable.	4.71
Compliant	Follow rules and guidelines.	4.68
Receptive	Seek and be open to the feedback of others.	4.63
Optimistic	Express positive statements and experience events positively.	4.58
Sociable	Have the social confidence to initiate interactions and build rapport with others.	4.52
Adaptable	Be receptive to changes in routine, environment or process.	4.47
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.	4.44
Building Relationships	Make a good impression on others and build rapport easily.	4.39
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.	4.33
Work Focused	Be engaged with work, focus on work tasks, and not be distracted from work.	4.28
Learning Focused	Be motivated by learning new things.	4.22
Directing	Take charge of situations and assert one's perspective.	4.19
Self Confident	Have self-belief in one's ability to succeed when faced with new challenges.	4.14
Influential	Exert influence over the thoughts and actions of others.	4.08
Trusting	Believe that others will be honest, and trust the intentions of other people.	4.03

Continued overleaf.

Appendix A · continued

Full results and inter-rater agreement

Full table of results

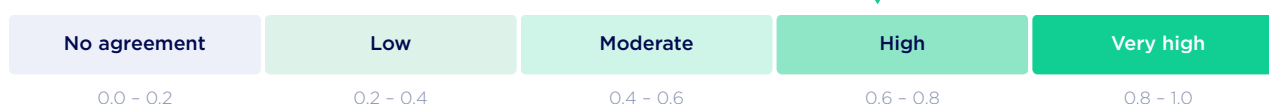
Ability	Ability or tendency to...	Rating
Energetic	Feel energetic and enjoy a fast-paced work environment.	3.96
Decisive	Make decisions quickly and with conviction.	3.91
Driven	Strive to achieve goals and persist in the face of obstacles.	3.84
Meticulous	Be interested in the details of problems and tasks; enjoy focusing on minute details and be meticulous.	3.77
Verbal Reasoning	Disseminate, interpret and reason with verbal and written information.	3.69
Analytical	Critically evaluate information or decisions to assess both the strengths and limitations of arguments or decisions.	3.58
Data Driven	Employ empirical analysis when making decisions, and look to numerical data and figures to inform the best option.	3.52
Numerical Reasoning	Reason with numbers and make decisions based on tables and figures.	3.41
Abstract Reasoning	Understand complex systems, problem solve, learn new processes, and assimilate new information into an existing knowledge base.	3.34
Strategic	Be focused on the long-term outcome of decisions.	3.26
Innovative	Enjoy generating new and innovative approaches to solving problems.	3.18
Risk Tolerant	Be comfortable with taking calculated risks.	3.05
Theoretical	Enjoy working with abstract theoretical concepts over more practical and concrete issues.	2.87
Intuitive	Employ one's intuition and instinct when making decisions.	2.71
Competitive	Enjoy competing with others and striving to outperform peers.	2.44

Inter-rater agreement

Agreement between the 34 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 **high (ICC = 0.68)**.

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

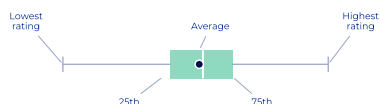
This engagement 0.68



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.

