



Talegent Approach to

Solution Verification

What is Solution Verification?



Where Talegent Confirms that your Campaign is Effective

- Solution Verification examines an assessment already in use, and establishes whether it measures the right things and how strongly those things relate to performance in the role.
- Talegent correlates assessment scores against manager ratings of job performance. This is the evidence that separates an assessment that looks sensible from one demonstrated to work.
- Every study also examines fairness, testing for differences in how groups score and for differences in how accurately the assessment predicts performance across them.
- Findings translate directly into action: competencies to add or remove, weightings to adjust, and a defensible record of why your selection process measures what it measures.
- Solution Verification services are divided into three categories to suit the data, budget and time available.

Where Data Confirms the Decision

Choosing an assessment is a judgement. Verifying it is a measurement. A Solution Verification study tests the assessment you already run against how people actually perform, and reports the relationship as a number with a confidence interval, not an opinion about whether the competencies look right. Which of the three studies fits depends on the data you can reach.

Talegent Solution Verification Consulting Services:



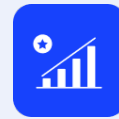
Expert Review

Talegent experts conduct a thorough qualitative review of your campaign to evaluate its effectiveness and relevance. Our verification report includes key competencies and actionable recommendations for improvement.



Concurrent Solution Verification

Talegent experts quantitatively review your campaign's solution to assess its effectiveness and alignment with the role. Our verification report includes key competencies, statistical analyses, and actionable suggestions to optimize your recruitment process.



Predictive Solution Verification

Talegent experts conduct a thorough quantitative study of your campaign to evaluate its validity, effectiveness and relevance. Our verification report includes key competencies, deep statistical analyses, and actionable recommendations for improvement.

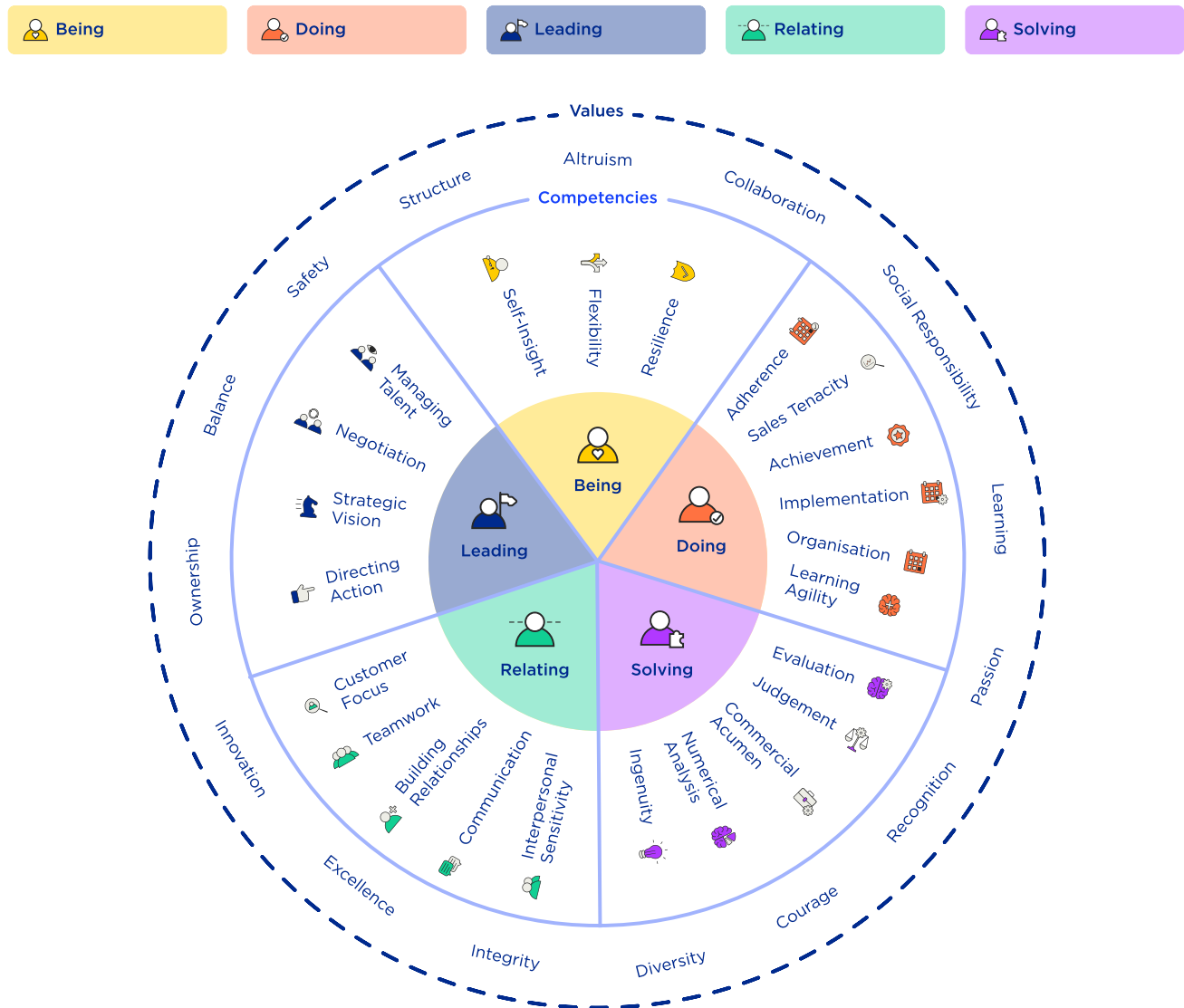
Choosing the Right Study

	Expert Review	Concurrent	Predictive
What you need	A live campaign and access to incumbents and managers for interview.	Current employees who can complete the assessment, and their managers to rate them.	Assessment data already held on people hired into the role, and their managers to rate them.
When you can run it	Any time. No performance data required.	Any time you have a settled population in the role.	Once enough hires assessed at application have been in the role three months or more.
What it establishes	Relevance. Whether the assessment measures what the role demands.	Concurrent validity. Whether scores relate to performance among people doing the job now.	Predictive validity. Whether scores at application predict later performance.
Indicative timeframe	3–4 weeks	6–8 weeks	6–8 weeks once the data is in place

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 Solution Verification Report

A Solution Verification report tells you which parts of your assessment relate to performance, how strongly, and what to change.

1 What the study found

The value of a verification study is seeing your own assessment data line up against how managers actually rate people in the role. Each competency is tested against the manager's rating of that same competency, so you can see which parts of the assessment are separating strong performers from the rest, and by how much. Competencies that do the most work can then be weighted accordingly; those that do none can be reduced or removed.



2 Recommendations

Findings become specific changes to your campaign, which Talegent can configure in the platform.

Reweight what predicts most

Most solutions weight every competency equally. The study shows they do not contribute equally, and recommends weightings in proportion to what each predicts, raising the value of the score without adding candidate time.

Add or remove competencies

Where a competency shows no relationship with performance it is reduced or removed; where the role demands something not currently measured, it is added.

Act on the fairness findings

Group differences and predictive bias are reported with a recommendation on what to monitor and how often, as volume accumulates.

Know when to revisit

Validity evidence describes the role as it was during the study. The report sets out when to revalidate, and what would trigger doing so sooner.

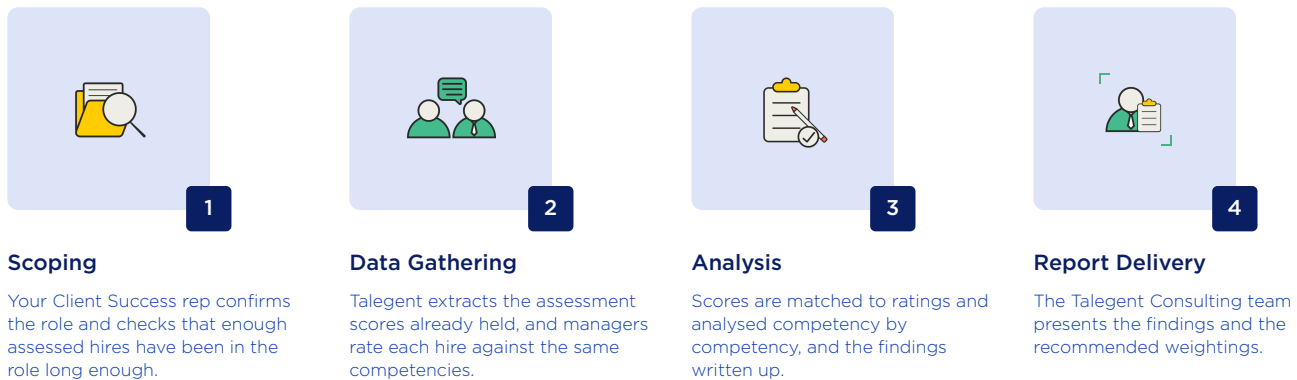
Figures shown are from a sample Predictive Solution Verification report. An Expert Review reports relevance rather than correlation, and does not produce the chart above.

Talegent Predictive Solution Verification

A Predictive Solution Verification establishes whether the assessment used to screen your applicants predicts how those people went on to perform. It is the strongest evidence a selection process can produce, because the assessment was completed before anyone knew how the candidate would turn out.

In practice a predictive study is not a matter of waiting. Most clients are already sitting on the data: applicants assessed at the screening stage who were hired and have since been in the role for months or years. Where that history exists, Talegent works from your existing assessment records and collects only the performance ratings, so the study runs in weeks rather than the year it would take to build a cohort from scratch.

Process



Pricing

PRICED PER ENGAGEMENT

Talk to us

Timeframe

INDICATIVE TURNAROUND

6-8 weeks

What you receive

- Validity results for every competency, with confidence intervals
- Fairness analysis across the groups your data supports
- Recommended weightings, configured in your platform
- A defensible record against professional standards
- Findings presented by the Talegent Consulting team

TALEGENT CONSULTING SERVICES

Predictive Solution Verification

Account Manager

Prepared for Globex



TALEGENT.

Report date 12 November 2026
Version 1.0
Prepared by Talegent Consulting

Contents

What's in this report

This report tests whether the Talegent assessment used to screen Account Manager applicants at Globex predicts how those people went on to perform in the role.

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THE HEADLINE

Six of the seven competencies predicted the manager's later rating of that same competency. The strongest, **Achievement**, correlated **.26** ($p < .001$). Because only hired applicants could be followed into the role, these are conservative estimates.

01 Overview

Purpose and method

Purpose

This report presents the results of a Predictive Solution Verification for the Account Manager role within Globex. Its purpose is to establish whether the Talegent assessment used at the screening stage predicts subsequent job performance, and to identify where the solution can be strengthened.

Method

Validity is the degree to which an assessment measures what it claims to measure, and — for selection — the degree to which its scores relate to later performance on the job.

This was a **predictive** design, the strongest available for selection research. Applicants completed the Talegent assessment at the screening stage. Hiring decisions were made without reference to the research. After at least three months in the role, each person's manager completed a structured questionnaire rating them against the same competencies the assessment measures. Each competency score was then compared with the manager's rating of that same competency.

Because the assessment was administered before hire and the ratings collected after, the design avoids the contamination that affects concurrent studies, where incumbents know their scores are being compared with their reputation.

One limitation is built into the design. Performance data can only be collected for people who were hired, so the range of assessment scores in the sample is narrower than in the applicant pool as a whole. A correlation calculated across part of a range is smaller than the same relationship measured across all of it, which means every figure in this report is a conservative estimate. Appendix B quantifies the effect.

At a glance

Role studied	Account Manager
Organisation	Globex
Service	Predictive Solution Verification
Design	Predictive · assessment at application, criterion at 3+ months
Analysis sample	158 hires with complete assessment and rating data
Fieldwork	March 2025 – September 2026
Result	6 of 7 competencies predicted their matching manager rating

02 The study

Sample, design and criterion

ASSESSED

173

Applicants who completed the assessment and were subsequently hired

ANALYSED

158

Complete assessment and manager rating data — 91% of those hired

MANAGERS

31

Provided ratings, a median of 4 direct reports each

Sample composition

Of the 158 people in the analysis, 90 were women and 68 men, aged from under 20 to over 61 (median band 31–35). New Zealand was the most commonly stated country of origin (62%), followed by South Africa (6%), the United Kingdom (6%), other countries combined (21%) and not stated (5%). English was the primary language for 82%.

Fifteen hires were excluded: 11 had left before the three-month point and 4 had no manager rating returned. Excluded cases did not differ significantly from the analysis sample on assessment score ($t = 0.74$, $p = .46$), so attrition is unlikely to have biased the result.

The criterion

Managers completed a structured questionnaire rating each person against behavioural statements drawn from Taleagent's work performance model, on a five-point scale. Items combine into a rating for each of the competencies the assessment measures.

Internal consistency across the competency scales was **Cronbach's alpha = .91**. Where two managers rated the same person ($n = 24$), inter-rater agreement was **ICC = .61** — typical for supervisory ratings.

HOW THE COMPARISON WORKS

Each competency is tested against itself. The score a candidate achieved on **Achievement** at application is compared with the manager's rating of that person's **Achievement** months later. The same is done for each of the seven competencies in the solution.

This is a like-for-like test rather than a general one, and it is the more demanding version: it asks whether the assessment predicts the specific thing it claims to measure, not merely whether high scorers are generally well thought of.

03 Findings summary

The assessment predicts performance

Six of the seven competencies predicted the manager's later rating of that same competency. For a predictive study against supervisory ratings, that is a strong result.



Effective job performance for Account Managers within Globex



Shaded competencies predicted their matching manager rating at $p < .05$. Full results are in Appendix A.

Commercial Acumen did not reach significance

At $r = .12$ its confidence interval crosses zero, so on this evidence it cannot be claimed to predict performance in this role. Either the effect is genuinely small, or the manager questionnaire does not capture the commercial judgement the competency describes. At $N = 158$ this study had 71% power to detect a correlation of .20, so a real but small effect could have been missed. We recommend retaining the competency at reduced weight rather than removing it.

What this means in hiring terms

A candidate scoring in the top third on Achievement is **2.1 times** as likely to be rated highly on Achievement by their manager as one scoring in the bottom third. The same pattern holds for five of the remaining six competencies.

READING A VALIDITY COEFFICIENT

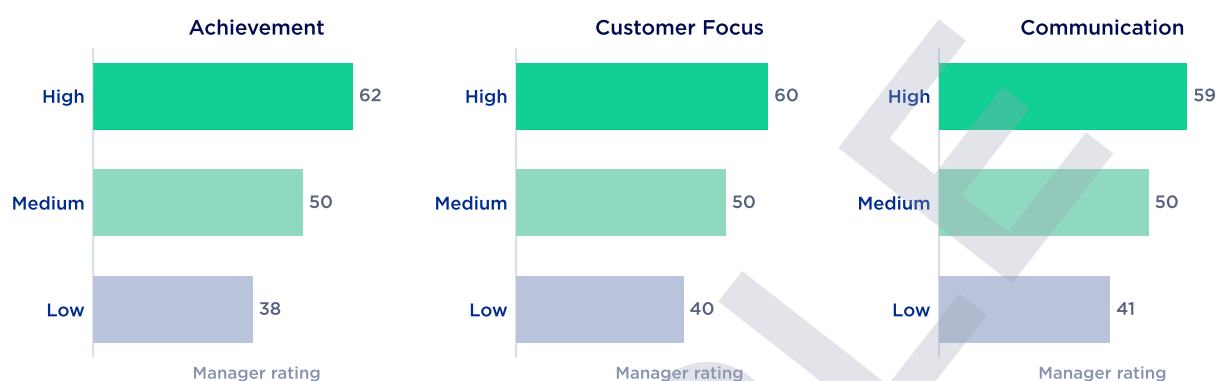
Selection research does not produce correlations near 1. Meta-analytic work puts well-constructed assessments in the .20 to .35 range against supervisory ratings before any correction, so the figures in this report sit where a sound assessment should.

These figures are also conservative, because only hired applicants could be studied. A coefficient reported above about .50 against an independently collected supervisory criterion should be treated with suspicion rather than satisfaction — it usually indicates the predictor and criterion share a source.

04 What the scores predict

Performance by score band

Correlations describe the strength of a relationship but not its shape. The panels below show the mean assessment percentile of people whose managers rated them in bottom, middle and top third on that same competency.



Achievement

Has high energy combined with a drive to achieve goals. Is motivated by work, tasks and the opportunity to compete with others.

The strongest predictor in the solution. People rated in the top third for Achievement scored, on average, 24 percentile points higher on the Achievement assessment than those rated in the bottom third.

Customer Focus

Fulfils obligations to internal and external customers. Understands customers' perspectives and responds to social cues appropriately.

Predicted the manager's rating of Customer Focus and, more specifically, of building rapport with new people and maintaining relationships over time — the behaviours that distinguish account retention from account acquisition.

Communication

Quickly understands communications, reads between the lines and applies the information astutely. Adapts communication style to suit the audience. Predicted the manager's rating of Communication, and of adapting style to the audience in particular.

05 Fairness

Group differences and predictive bias

A valid assessment can still produce unfair outcomes. Two separate questions have to be answered: do groups score differently, and does the assessment predict performance equally well for each group?

Do groups score differently?

Differences are expressed as Cohen's d , the gap between two group means in standard deviation units. By convention, d below 0.20 is negligible, 0.50 is moderate and 0.80 is large.

Comparison	n	d	Interpretation
Women vs men	90 / 68	0.08	Negligible NO MATERIAL DIFFERENCE
Under 40 vs 40 and over	104 / 54	0.14	Negligible NO MATERIAL DIFFERENCE

Differences are calculated on assessment scores among the 158 people in the study. Both fall well inside the range conventionally treated as negligible.

Does it predict equally well?

Score differences and predictive bias are not the same thing. A group can score lower on average and still have its performance predicted just as accurately — in which case the assessment is doing its job.

Differential prediction was tested by regressing each manager rating on the matching assessment score, group membership, and their interaction. Neither the slope difference nor the intercept difference was significant for either comparison. A given score therefore carries the same performance expectation regardless of group.

WHAT THIS ANALYSIS CAN AND CANNOT TELL YOU

These figures describe people who were **hired**. Applicants who were screened out are not in the study, so this is not an analysis of how the assessment affects who gets through — that requires applicant-level data across the full pool, which Talegent can run separately against your campaign records.

Group sizes here are also modest. Both comparisons should be treated as a baseline to monitor as volume accumulates, rather than a settled finding. Where sample sizes permit, the same analysis can be extended to ethnicity and other characteristics.

06 Recommendations

What to change, and when

The competencies chosen for this solution were the right ones. The main opportunity now is to stop treating them as equally important.

Keep the solution in place

The evidence supports continued use of the assessment for Account Manager screening. Six of the seven competencies and the cognitive measure each predicted performance on their own, at levels at the upper end of what selection research achieves against manager ratings. No competency needs removing.

Introduce weighting

The seven competencies currently contribute equally to the overall score. This study now shows they do not contribute equally to performance, so weighting them in proportion to how strongly each relates to its matching manager rating would raise the predictive power of the score without adding a minute to candidate time.

Competency	r	Suggested change
Achievement	.26	Increase weight
Sales Tenacity	.24	Increase weight
Customer Focus	.22	Hold at current weight
Communication	.20	Hold at current weight
Resilience	.19	Hold at current weight
Building Relationships	.17	Reduce slightly
Commercial Acumen	.12	Reduce, but retain

Talegent can configure these weightings in the platform. We would recommend modest adjustments rather than dramatic ones, because weights estimated from a single sample carry their own error.

Retain Commercial Acumen at reduced weight

It did not reach significance here, but the study was underpowered for an effect of that size and dropping a competency on one non-significant result risks removing something that matters. Reducing its contribution captures most of the benefit at none of the risk.

Revalidate in 24 months

Validity evidence describes the role as it was during the study window. A repeat study in two years, or sooner if the role changes materially, will confirm the weightings and track the group differences reported in section 05.

Appendix A

Validation results

Each competency score at application, correlated with the manager's rating of that same competency at least three months later. N = 158 for all analyses.



Table A1. Criterion-related validity of each competency scale against its matching manager rating.

Competency	r	95% CI	p
Achievement	.26	.11 to .40	< .001
Sales Tenacity	.24	.09 to .38	.002
Customer Focus	.22	.07 to .36	.005
Communication	.20	.05 to .35	.012
Resilience	.19	.03 to .34	.017
Building Relationships	.17	.01 to .32	.033
Commercial Acumen NS	.12	-.04 to .27	.133

Correlations are reported exactly as observed, with no statistical corrections applied. Appendix B explains why this understates the relationship, and by roughly how much.

READING THE TABLE

The confidence interval is the range within which the true relationship most likely sits. Where that range excludes zero, as it does for six of the seven competencies, the relationship can be relied on. Commercial Acumen's interval crosses zero, so on this evidence its relationship with performance is not established.

Appendix A · continued

Cognitive assessment

Cognitive assessment and work performance

The relationship between Logical Reasoning and the work performance criterion was analysed by Pearson correlation. Significant positive relationships were found with understanding technical information, solving complex problems, and a composite critical thinking score.

Table A1. Correlations between work performance criterion and Logical Reasoning. N = 158.

Work performance criterion — ability to...	r	p
Understand technical information	.23	.004
Think critically (domain score)	.19	.017
Build on others' ideas to develop new approaches	.18	.024
Solve complex problems	.17	.033
Acknowledge when they have made a mistake	.16	.045
Achieve results (domain score)	.16	.045
Learn new processes and procedures NS	.11	.169

Appendix A · continued

Competency detail

Competency scores and work performance

Correlations between each competency and the specific manager-rated behaviours most closely associated with it. Reported to two decimal places; p values two-tailed.

Table A2. Criterion-related validity of the competency scales. N = 158.

Competency	Work performance criterion — ability to...	r	p
Achievement	Set challenging goals	.28	< .001
Achievement	Work consistently hard	.25	.002
Achievement	Overcome obstacles to reach goals	.22	.006
Sales Tenacity	Achieve difficult objectives	.26	.001
Sales Tenacity	Persist after setbacks	.21	.008
Customer Focus	Build rapport with new people	.24	.002
Customer Focus	Maintain relationships over time	.20	.012
Communication	Adapt style to suit the audience	.23	.004
Communication	Speak in a logical, well organised manner	.19	.017
Resilience	Remain composed under pressure	.22	.006
Resilience	Recover quickly from difficult interactions	.18	.024
Building Relationships	Build rapport across backgrounds	.19	.017
Building Relationships	Be socially confident with senior customers	.16	.045
Commercial Acumen	Make commercially sound decisions NS	.13	.104
Commercial Acumen	Identify growth opportunities in an account NS	.11	.169

Appendix B

Method, standards and limitations

Professional standards

This study was designed and reported in accordance with the **SIOP Principles for the Validation and Use of Personnel Selection Procedures** and the **Standards for Educational and Psychological Testing** (AERA, APA and NCME).

Analysis

Relationships were tested by Pearson product-moment correlation, two-tailed, with significance set at .05. Confidence intervals were derived by Fisher z transformation. All correlations in the body of this report are reported **exactly as observed**, with no statistical corrections applied.

Why the observed figures are conservative

Two features of any predictive study push observed correlations below the true relationship.

The first is **restricted range**. Only hired applicants can be followed into the role, and hired applicants scored better than the pool they came from. Measuring a relationship across part of a range always produces a smaller number than measuring it across all of it. For this sample the standard deviation of assessment scores among hires was 82% of that among all applicants in the period.

The second is **criterion unreliability**. Manager ratings are the practical measure of performance, but two managers rating the same person agree only moderately — here an inter-rater ICC of .61. No predictor can correlate with a criterion more strongly than that criterion agrees with itself.

Applying the standard corrections for both, the strongest competency rises from .26 to **.40** and the weakest significant one from .17 to .26. These corrected figures are the ones most comparable with published validity research. We report the uncorrected values in the body of this report because they describe what was actually measured in this organisation.

Limitations

- **Statistical power.** At $N = 158$ the study had 89% power to detect $r = .25$, 71% for .20 and 47% for .15. Small true effects may not have reached significance.
- **Single-source criterion.** Performance data came from one manager per person in most cases. Ratings carry known leniency and halo effects.
- **Subgroup sizes.** The fairness comparisons rest on modest group sizes and should be monitored rather than treated as settled.
- **Restricted range.** Only hired applicants could be studied, so all figures understate the relationship across the full applicant pool.
- **Local evidence.** Findings describe the Account Manager role at Globex during the study window and should not be transported to other roles without a job comparison.

ON THE SIZE OF THE NUMBERS

Readers comparing this report with others should note that every correlation in the body is **observed and uncorrected**. Many published studies and vendor reports quote corrected coefficients without saying so, and will therefore appear to show stronger results from the same underlying evidence. The corrected figures for this study are given above for that comparison.