



EXPERT REPORT : LEADERSHIP SELECTION

ID: Sam Sample 2

23/04/2023

ABOUT THE CANDIDATE'S RESULTS

Personality can be defined as the pattern of thoughts, feelings and behaviours that distinguish one person from the next and remains relatively consistent over time.

To determine personality scores the Mosaic personality tool uses both:

1. the seven practical online tasks which measure personality based on taking thousands of measures of behaviours whilst completing the tasks.
2. a self-perception questionnaire which measures personality based on opinions of what the candidate thinks they are like.

The report will display personality results based on combining both these approaches. **Where the approaches give significantly different results, both the results will also be displayed so you can see these differences.** This should be of interest as everyone has blind spots. For more information on how Mosaic scoring works please visit www.mosaictasks.com/faq.

Here are some important points to note about the information in this report:

- ▶ Statements in this report are not definitive about behaviour, they are indicators of how the person might behave.
- ▶ The information relates to their style and preferences not their ability (apart from the Cognitive Ability measure).
- ▶ Although personality tends to remain consistent through our lives, it can change and the shelf-life on this information is typically 12 months.
- ▶ The results offer a comparative measure compared to the general working population who have also completed the set of Mosaic Personality Tasks.
- ▶ There is a space on each competency page to note down evidence from interviews or other selection procedures.

The graphs indicate where the person falls compared to the average of the working population*. Ten-point sten scores are used in this report. The scale indicates the level of preference displayed from 1 (Very Low) to 10 (Very High). Please pay attention to the score description for each scale as a lower score (E.g. 3) does not necessarily mean they have a really low preference for a personality trait. Only that they are lower compared to others.

** The General Working Population comparison group of 469 people is composed of 61% UK participants and 39% from other countries around the world, mainly North America and Europe. Sten differences between UK and non-UK participants were examined, and found to be within 0.5 stens of each other, so the two groups are broadly comparable.*

STRENGTHS

Below you will find the candidate's top 6 strengths which have been derived from their personality traits. Strengths are domains in which individuals may have a natural advantage or proficiency. They can be thought of as personal resources that the individual can draw upon to navigate challenges, solve problems, and achieve goals. These 6 strengths represent the most notable areas where this individual may excel, as well as find energy and fulfilment.

EMOTIONALLY SELF-AWARE

They have a very strong preference for understanding themselves and identifying their own feelings. They are highly likely to be aware of how their emotions help and hinder their performance at work, and how to best manage and make use of their reactions. They are very likely to be able to harness this understanding in order to make more informed decisions. (see AWARENESS OF OWN EMOTIONS)

COMPASSIONATE

They are adept at tuning into other people's concerns, problems, and emotional pain. They are probably known as someone who shows a high degree of compassion, sympathy and care towards others at work. (see SWAYED BY SYMPATHY)

EMBRACES CHANGE

They have a clear preference for change and novelty. They are likely to be curious, try new things and tend to enjoy the challenges that change brings. They are very likely to be someone who is less troubled than others by frequent organisational changes. (see VARIETY SEEKING)

FLEXIBLE WITH RULES

They are willing to play by the rules and prefer to do so but may on occasion seek to find a balance between adhering to guidelines and obligations on the one hand and being flexible on the other. They are not always likely to be bound by rules and obligations. (see BOUND BY DUTY)

EMPATHETIC

They have a preference for empathising with others – being aware of others' reactions, needs and issues. They are quite likely to be able to put themselves in others' 'shoes' and to understand their feelings, difficulties and motivations. They may well be seen as someone who has the ability to make people feel like they have been understood. (see AWARENESS OF OTHERS EMOTIONS)

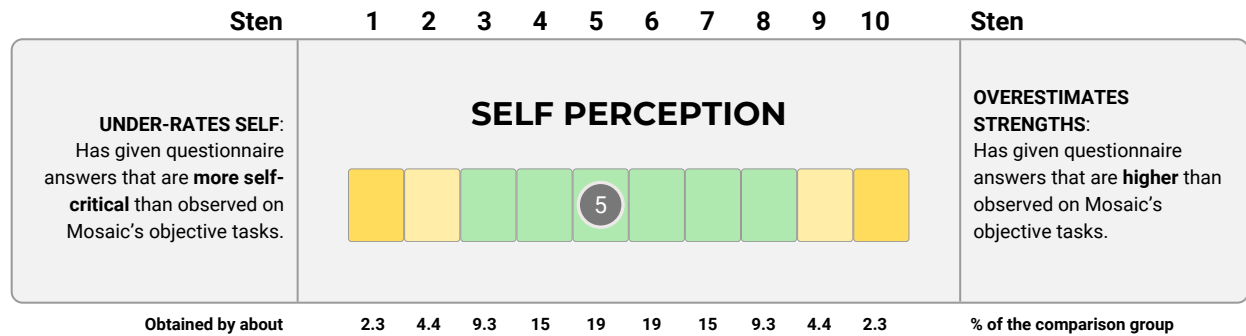
OPEN-MINDED

They tend to enjoy challenging traditional attitudes and approaches at work, and may occasionally prefer change. They may be a little more likely than others to appreciate both progressive and conventional views. (see BROAD-MINDED)

HOW HIGHLY DOES THE CANDIDATE RATE THEIR PERSONALITY?

Before you look through the candidate's personality profile, please consider how the candidate rated their own personality (on your questionnaire) compared to Mosaic's objective tasks measures. This will allow you to consider whether they may be over-rating or under-valuing their personality. In addition, this will also help you to identify potential candidate blind spots.

The score below is calculated by comparing the candidates completed Mosaic tasks against their self-perception questionnaire scores.



The candidate score suggests that there is not much of a difference in general between how they see themselves and how they subsequently behaved on Mosaic's objective personality tasks.

Implications of this score:

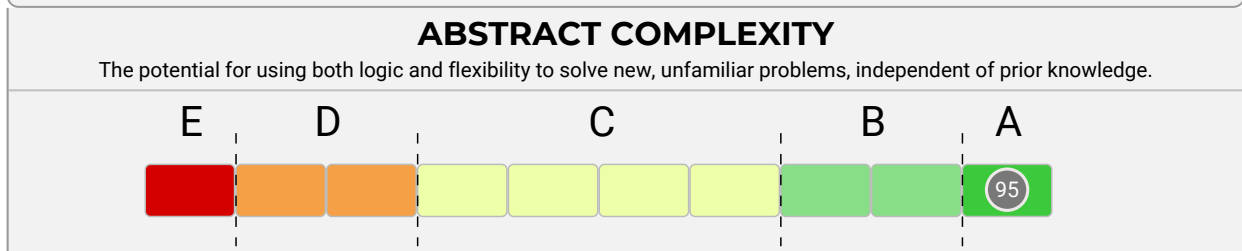
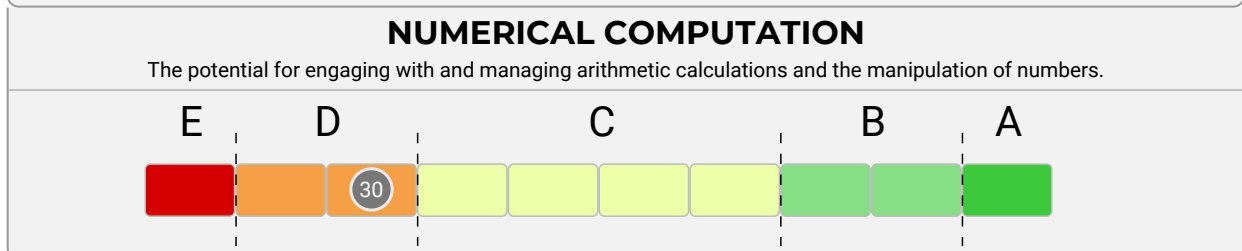
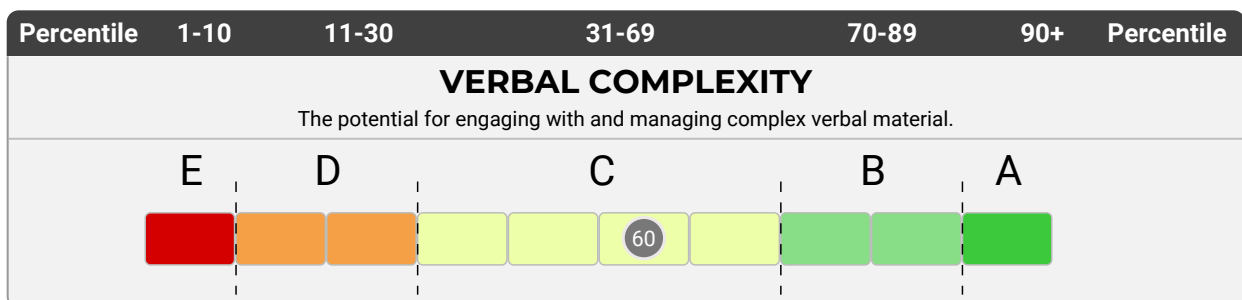
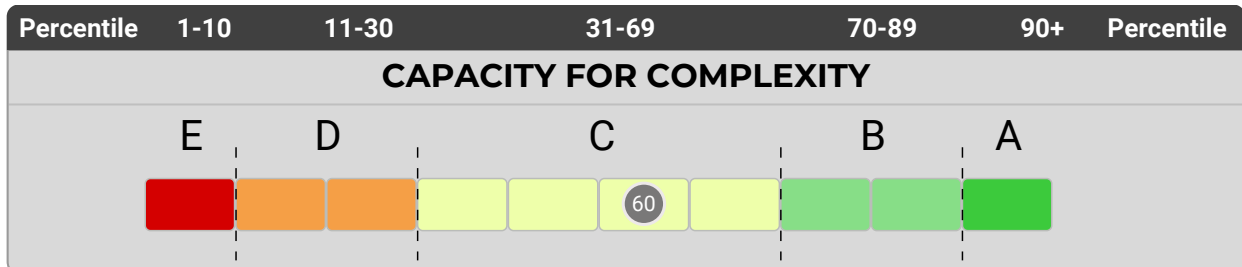
- ▶ They generally have a balanced view of themselves.
- ▶ They are perhaps slightly more inclined than many people to be self-critical and to undervalue their personality traits.

As you look through their report you may see that there may be some sometimes personality areas where their own views differ from the actual personality they displayed when completing Mosaic's objective personality tasks. Consider these questions:

1. These may represent "blind spots", areas where They lack some self-awareness, or where Their views are based on an out-dated perception of themselves.
2. Look carefully at any differences between their self-perception score and the objective tasks score in Their report – ask questions to understand which is more like the real person?
3. Differences can also very occasionally occur due to natural variability in either the self-report or the objective tasks relating to the assessment process.

CAPACITY FOR COMPLEXITY

The Capacity for Complexity scale measures an individual's potential for engaging with and managing a variety of different types of complex information. It is based on the Mosaic behavioural tasks only and is made up of three components: verbal complexity; numerical computation and abstract complexity. It should not be used as the sole basis for rejecting a job candidate but should be used alongside other information when making a selection decision.



A = well above average (90th to 99th percentile); **B** = above average (70th to 89th percentile); **C** = around average (31st to 69th percentile); **D** = below average (11th to 30th percentile); **E** = well below average (1st to 10th percentile)
NORM GROUP: General Working population

The Mosaic Tasks assessment also measures an individual's preferred speed of working, from 99 (fastest) to 1 (slowest) compared to the norm group.

SPEED OF WORKING (percentile)	85
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PERSONALITY PROFILE

NOTE: Any differences between the candidate's task score and their self-report scores often, but do not always, suggest a 'blind spot'.



Average Score: where only the average score is displayed it means that the Self Report and Task scores are matched.



Task Score: score on objective tasks



Self-Report: score on questionnaire

Sten	1	2	3	4	5	6	7	8	9	10	Sten
Less principled and dutiful. Favours a more relaxed and spontaneous approach to work	CONSCIENTIOUSNESS 										Prefers a principled, dutiful, focussed and cautious approach
More likely to seek privacy, quiet and to take less of a part in group settings; less inclined to seek excitement and variety	EXTRAVERSION 										Has a preference for excitement seeking, socialising with others, taking charge and seeking variety
Prefers practicality over complexity; less broad-minded or inclined to reflect on own shortcomings; tends to have lower levels of self-belief	OPENNESS TO EXPERIENCE 										Has a preference for complexity, radical change and reflecting on own shortcomings; tends to have higher levels of self-belief
Independent-minded and comfortable making impartial decisions; less likely to be sympathetic, helpful or to be concerned with own or others' emotions	AGREEABLENESS 										More inclined to be helpful, caring and sympathetic; more likely to be aware of own or others' emotions
More emotionally changeable and experiences more negative emotions.	EMOTIONAL STEADINESS 										More emotionally stable, composed and experiences less negative emotions

Obtained by about

2.3 4.4 9.3 15 19 19 15 9.3 4.4 2.3

% of the comparison group

CONSCIENTIOUSNESS



Average Score: where only the average score is displayed it means that the Self Report and Task scores are matched.



Task Score: score on objective tasks



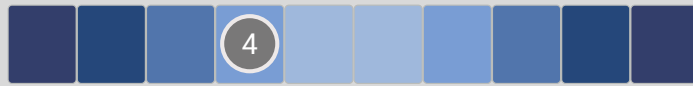
Self-Report: score on questionnaire

Sten 1 2 3 4 5 6 7 8 9 10

CONSCIENTIOUSNESS

This is about preferences for being principled, dutiful, focussed and cautious.

This level indicates a need to be conscientious most of the time. However, there is a willingness to be more flexible on aspects of conscientiousness.

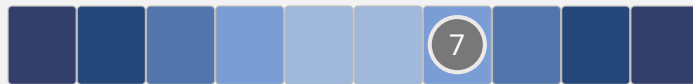


FACETS THAT CONTRIBUTE TO CONSCIENTIOUSNESS

FIXED PRINCIPLES

The rigidity with which principles are adhered to

Extremely principled and gives a high priority to the fair treatment of other people. Some may appreciate the high standards of behaviour set, while others may very occasionally perceive this rigidity as getting in the way.



BOUND BY DUTY

The dutifulness with which rules and obligations are followed
Differences often, but do not always, suggest a 'blind spot' (see p. 3)

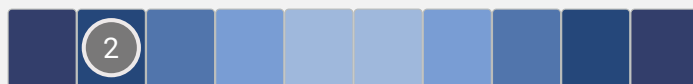
Occasionally chooses to avoid fulfilling personal obligations and responsibilities. Will not always feel compelled to follow rules and procedures. May dislike regulations and bureaucracy and will seek to avoid them at times.



RELENTLESS FOCUS

The relentlessness with which goals are pursued

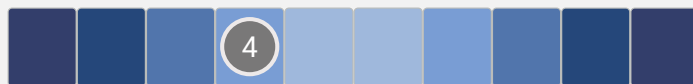
Has a more relaxed approach towards work than some people but can sometimes work quite hard. Likely to focus less on achieving high quality standards. Usually finds work/life balance fairly easy to achieve and is less likely than others to experience burnout.



CONSTRAINED BY CAUTION

The degree to which care is taken before acting

Enjoys acting spontaneously but can also be careful at times. Prefers a balance of spontaneous and rigorous decision making. Prefers on balance to avoid mistakes, where possible.



% of the comparison group that obtained each score 2.3 4.4 9.3 15 19 19 15 9.3 4.4 2.3

EXTRAVERSION



Average Score: where only the average score is displayed it means that the Self Report and Task scores are matched.



Task Score: score on objective tasks



Self-Report: score on questionnaire

Sten 1 2 3 4 5 6 7 8 9 10

EXTRAVERSION

This is about preferences for excitement seeking, socialising with others, taking charge and seeking variety.

This level indicates a comfort with being both introverted and extraverted. May have a slight preference for engaging with own inner world.



FACETS THAT CONTRIBUTE TO EXTRAVERSION

EXCITEMENT SEEKING

The preferred level of excitement and stimulation

Differences often, but do not always, suggest a 'blind spot' (see p. 3)

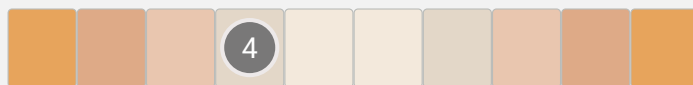
Quite likely to need some stimulation and excitement. Fairly comfortable with a degree of risk and may very occasionally seek out danger.



OUTGOING

The degree to which the company of others is sought and enjoyed

Sometimes prefers to be alone, is quite likely to be self-reliant and somewhat comfortable working alone for long periods. May at times find it a little challenging to quickly build rapport with others.



TAKING CHARGE

The preferred level of control and influence

Has a slight preference for letting others lead or take charge. Quite unlikely to be interested in engaging in power struggles, therefore reducing the potential for conflict. Occasionally dislikes influencing others and asserting themselves.



VARIETY SEEKING

The desired amount of variety and change

Differences often, but do not always, suggest a 'blind spot' (see p. 3)

Enjoys trying new activities, seeing new places or experiencing different things. Finds familiarity and routine boring and may have a little difficulty coping with it. Enjoys and may seek change.



% of the comparison group that obtained each score 2.3 4.4 9.3 15 19 19 15 9.3 4.4 2.3

OPENNESS TO EXPERIENCE



Average Score: where only the average score is displayed it means that the Self Report and Task scores are matched.



Task Score: score on objective tasks



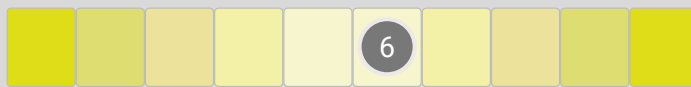
Self-Report: score on questionnaire

Sten 1 2 3 4 5 6 7 8 9 10

OPENNESS TO EXPERIENCE

This is about preferences for complexity, openness to change, reflecting on shortcomings and self-belief.

This level indicates a preference for dealing with complexity in a curious, interested and confident manner. Quite likely to be reflective and broad-minded.

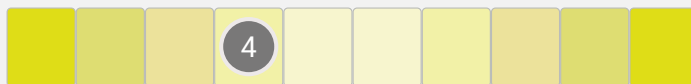


FACETS THAT CONTRIBUTE TO OPENNESS TO EXPERIENCE

FASCINATED BY COMPLEXITY

The amount of enjoyment when dealing with complexity

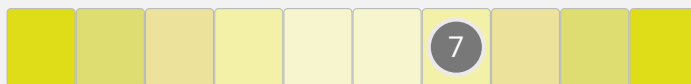
Somewhat comfortable dealing with aspects of complexity and challenging problems. May show some interest in theoretical, conceptual or abstract thinking, but also likes to keep things simple, and practical where possible.



BROAD-MINDED

The degree of openness to progression & change

Can be broad-minded in outlook and sometimes favours change which challenges established work views. May occasionally be perceived by others as a little too progressive and challenging for others who have more traditional work values.



REFLECTS ON SHORTCOMINGS

*The level of awareness and reflection on shortcomings
Differences often, but do not always, suggest a 'blind spot' (see p. 3)*

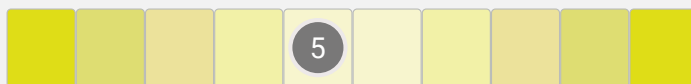
Inclined to evaluate personal abilities and to spend time reflecting on how to improve. Likely to consider any gaps in competence or skills before taking on new challenges or opportunities.



BELIEF IN OWN ABILITY

The amount of belief in own ability

Relatively confident in personal ability to accomplish challenging tasks successfully. Only very occasionally experiences a little self-doubt. Quite often feels able to understand and contribute.



% of the comparison group that obtained each score 2.3 4.4 9.3 15 19 19 15 9.3 4.4 2.3

AGREEABLENESS



Average Score: where only the average score is displayed it means that the Self Report and Task scores are matched.



Task Score: score on objective tasks



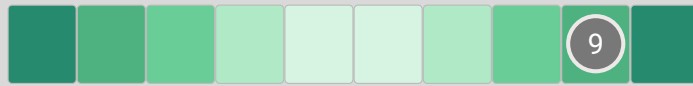
Self-Report: score on questionnaire

Sten 1 2 3 4 5 6 7 8 9 10

AGREEABLENESS

This is about preferences for sympathy, helpfulness and your awareness of own and others emotions.

This level indicates a very strong preference for taking an agreeable and considerate approach with others.

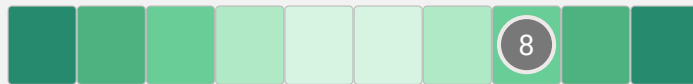


FACETS THAT CONTRIBUTE TO AGREEABLENESS

SWAYED BY SYMPATHY

The level of care and feeling for the suffering of others

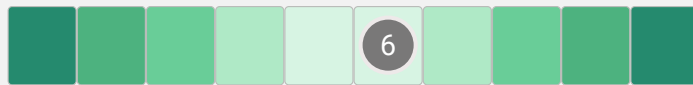
Nearly always very caring and compassionate towards others. Strongly feels the emotional pain of others. Quite likely that feelings of sympathy will make it harder to take objective decisions about people.



SELFLESSLY HELPFUL

The degree to which helping others is personally rewarding

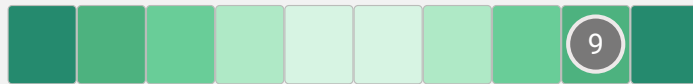
Usually helpful and willing to assist others when asked or if there is a need, but not typically at the expense of taking on too much of others' responsibilities. Finds helping others somewhat rewarding and if required, is willing to sacrifice own needs and personal wellbeing to help others.



AWARENESS OF OWN EMOTIONS

The level of awareness of own emotions

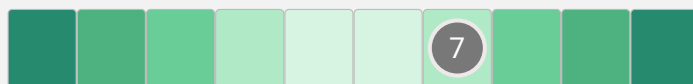
Very interested in analysing (and reflecting on) personal behaviour and feelings. Is keenly aware of how personal emotions influence thoughts, behaviour and decisions. Likely to over analyse their feelings and reactions about everyday situations.



AWARENESS OF OTHERS EMOTIONS

The level of awareness of others emotions

Often aware of and concerned about the emotions, needs and issues of others. May sometimes give too much weight to others' reactions when making decisions.



% of the comparison group that obtained each score 2.3 4.4 9.3 15 19 19 15 9.3 4.4 2.3

EMOTIONAL STEADINESS



Average Score: where only the average score is displayed it means that the Self Report and Task scores are matched.



Task Score: score on objective tasks



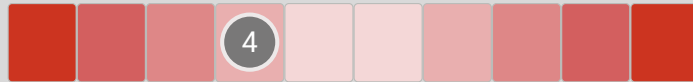
Self-Report: score on questionnaire

Sten	1	2	3	4	5	6	7	8	9	10
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EMOTIONAL STEADINESS

This is about levels of restraint, social ease, mood stability and composure.

This level indicates a slightly more emotionally changeable temperament than some people.

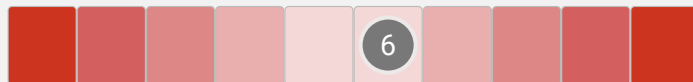


FACETS THAT CONTRIBUTE TO EMOTIONAL STEADINESS

RESTRAINED

The level of self-control and restraint

Usually has control over any distractions or indulgent behaviour at work but may very occasionally over indulge in activity that brings instant rewards or pleasure.



SOCIALLY UNINHIBITED

The degree of freedom from self-consciousness

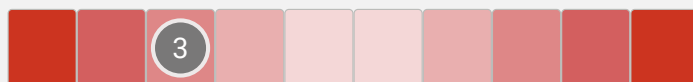
Can sometimes feel self-aware or uncomfortable during social interactions. However, may come across to others as quite modest and respectful of personal boundaries. Tends to avoid being in the limelight and usually prefers to let others become the centre of attention.



MOOD STABILITY

The degree of contentment and stability

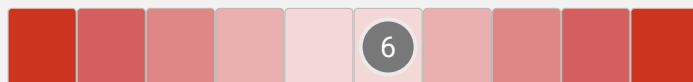
Tends to experience a wide range of emotions and feel "low" a bit more frequently than other people. Likely to have a valuable lived understanding of how others feel, but may find maintaining relationships and work a little more difficult during "low" periods.



COMPOSED

The level of composure when under pressure

Quite likely to remain composed and clear-headed when under pressure. Can control or manage worries and anxieties but on the rare occasion may become stressed.



% of the comparison group that obtained each score	2.3	4.4	9.3	15	19	19	15	9.3	4.4	2.3
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THE CANDIDATE’S PREFERRED LEADERSHIP STYLE

The candidate’s preferred or natural leadership style is based on two dimensions: task leadership and people (relationship) leadership. Their score on each dimension (based on their Mosaic personality assessment) determines their likely preferred leadership style.

No style is right or wrong. Some styles are better suited to certain situations and circumstances than others. Effective leaders know their preferred style and learn how to flex to other styles when needed.

The table below displays a high-level overview of the leadership styles in 4 quadrants.

	LOW Relationships Focus	HIGH Relationships Focus
HIGH Task Control Focus	DIRECTIVE style (I discuss, I decide)	CONSULTATIVE style (we discuss, I decide)
LOW Task Control Focus	DELEGATIVE style (you discuss, you decide)	PARTICIPATIVE style (we discuss, you decide)

We have developed 25 leadership styles based on this model. On the following page you will see the candidate’s preferred personal leadership style.



Task Score: Leadership style based on objective tasks



Self-Report: Leadership style based on questionnaire

		PEOPLE LEADERSHIP				
		Very Low	Low	Typical	High	Very High
TASK LEADERSHIP	Very High	<p>Autocratic</p> <p>Great style in crises situations or with inexperienced teams. Finds it difficult to relinquish control. Makes decisions without consulting others.</p>	<p>Controlling</p> <p>Great style for time pressured situations and with inexperienced teams. Involves others to a limited degree but has to have the final say on decisions.</p>	<p>Parental</p> <p>Good style with relatively inexperienced teams. Team members are listened to, but this leader will always make the final decision.</p>	<p>Ubiquitous</p> <p>High-energy style that may be difficult to sustain. Over-active as a leader; gets involved in a lot of consultation and takes too many decisions personally.</p>	<p>Ever Present</p> <p>Very high-energy style that will be difficult to sustain. Extensively involves everyone but also wants to make all the final decisions.</p>
	High	<p>Directive</p> <p>Good style in crises situations and with inexperienced teams. Initiates little consultation and usually makes decisions for others.</p>	<p>Task-Orientated</p> <p>Good style for time pressured situations and with inexperienced teams. Engages in some limited consultation before usually then making the final decision.</p>	<p>Opinion-Seeking</p> <p>Good style for non-time pressured situations and less experienced teams. Quite often involves others but usually makes the final decision themselves.</p>	<p>Consultative</p> <p>Great style for non-time pressured situations and less experienced teams. Involves others but usually makes the final decision themselves.</p>	<p>Engaging</p> <p>High-energy style that may be difficult to sustain. Good for engaging everybody but may be time-consuming. Usually then makes final decisions.</p>
	Typical	<p>Advising</p> <p>Great style for expert advisory roles rather than people leadership roles. Has some interest in influencing decisions but does not involve or consult others.</p>	<p>Guiding</p> <p>Good style for expert advisory roles. Likes to guide others towards a decision which often reflects their own views. May fail to get buy-in from others.</p>	<p>Adaptable</p> <p>Has a flexible and adaptable leadership style. Tends to involve others, taking some decisions themselves and leaving others to the team.</p>	<p>Discussing</p> <p>Good style with teams who will benefit from "process" leadership. Has a slight preference for discussing issues with others rather than taking decisions.</p>	<p>Debating</p> <p>Good style for controversial issues. Ensures full debate and involvement and tends to prioritise this over personally making decisions.</p>
	Low	<p>Peripheral</p> <p>May prefer to avoid leadership roles. Is a reluctant leader who has only limited interest in influencing decisions, but does not involve or consult others.</p>	<p>Delegative</p> <p>Great style with experienced teams. Likely to be an effective delegator who prefers limited consultation with others and limited say over final decisions.</p>	<p>Supportive</p> <p>Good style for leading experienced teams who will still benefit from "process" leadership. Tends to let others take the final decision.</p>	<p>Participative</p> <p>Great style for leading experienced teams who will still benefit from "process" leadership. Focuses on ensuring everyone is involved.</p>	<p>Overly-Democratic</p> <p>Clearly prioritises the involvement of others and keeping people happy over personally influencing decisions. May give too much control to others.</p>
	Very Low	<p>Avoidant</p> <p>Dislikes leadership roles. Avoids responsibility for leading people or decisions. Strongly prefers not having to accommodate others.</p>	<p>Passive</p> <p>Dislikes leadership roles and often allows decision-making responsibilities to pass them by. Prefers to operate as part of a team rather than lead.</p>	<p>Co-Worker</p> <p>Dislikes leadership roles and prefers to operate as a cooperative team member rather than a leader who influences decisions and events.</p>	<p>Tolerant</p> <p>Dislikes leadership roles. Focuses on tolerating the team, accommodating their needs and on keeping morale high rather than influencing decisions.</p>	<p>Crowd Pleasing</p> <p>Very strongly prioritises keeping everyone happy over any real influence on decisions. Risks not having any leadership impact over final decisions.</p>

THE “PARTICIPATIVE” LEADERSHIP STYLE

The green box in the diagram on the previous page shows the candidate’s natural leadership style. This is based on both their personality tasks scores and their questionnaire responses. *They will find the leadership styles in adjacent boxes to this are also quite comfortable for them.*

Natural strengths of this leadership style

- ▶ They are quite likely to avoid taking close personal control of issues or prescribing exactly how their staff achieve targets and goals. This frees them up to focus on strategic issues and forward planning.
- ▶ They are quite comfortable offering support to the team, and operating more as a collaborative team member than a “boss”.
- ▶ Their instincts are often to consult and involve others, ensuring that team members feel included and empowered to make their own decisions.
- ▶ As a leader their style will be particularly effective with teams who are experienced but who will still benefit from some “process” leadership e.g. managing discussions, ensuring they work effectively together and are motivated.

Things to watch out for with this leadership style

- ▶ They like to focus on involving and consulting everybody and achieving buy-in. In some leadership situations this is not possible because time is too short or there are too many different views. In these circumstances a final decision needs to be taken by them, and whilst they will be willing to do so, this may make them feel rushed or quite uncomfortable.
- ▶ They often like to be seen as a popular and easy-to-work for leader and to avoid placing too many demands on others. This style of leadership is not always possible or even appropriate. Sometimes others may take advantage of their good nature.
- ▶ As a leader they are less naturally inclined to provide the close, prescriptive leadership required by inexperienced teams, new starters and trainees. These types of leadership roles will be of less interest to them.

Questionnaire versus Objective Behaviour

When they completed the assessment, there was good agreement between their personality questionnaire results and their objective personality tasks scores when it comes to leadership style. It is likely that they know their leadership preferences well.

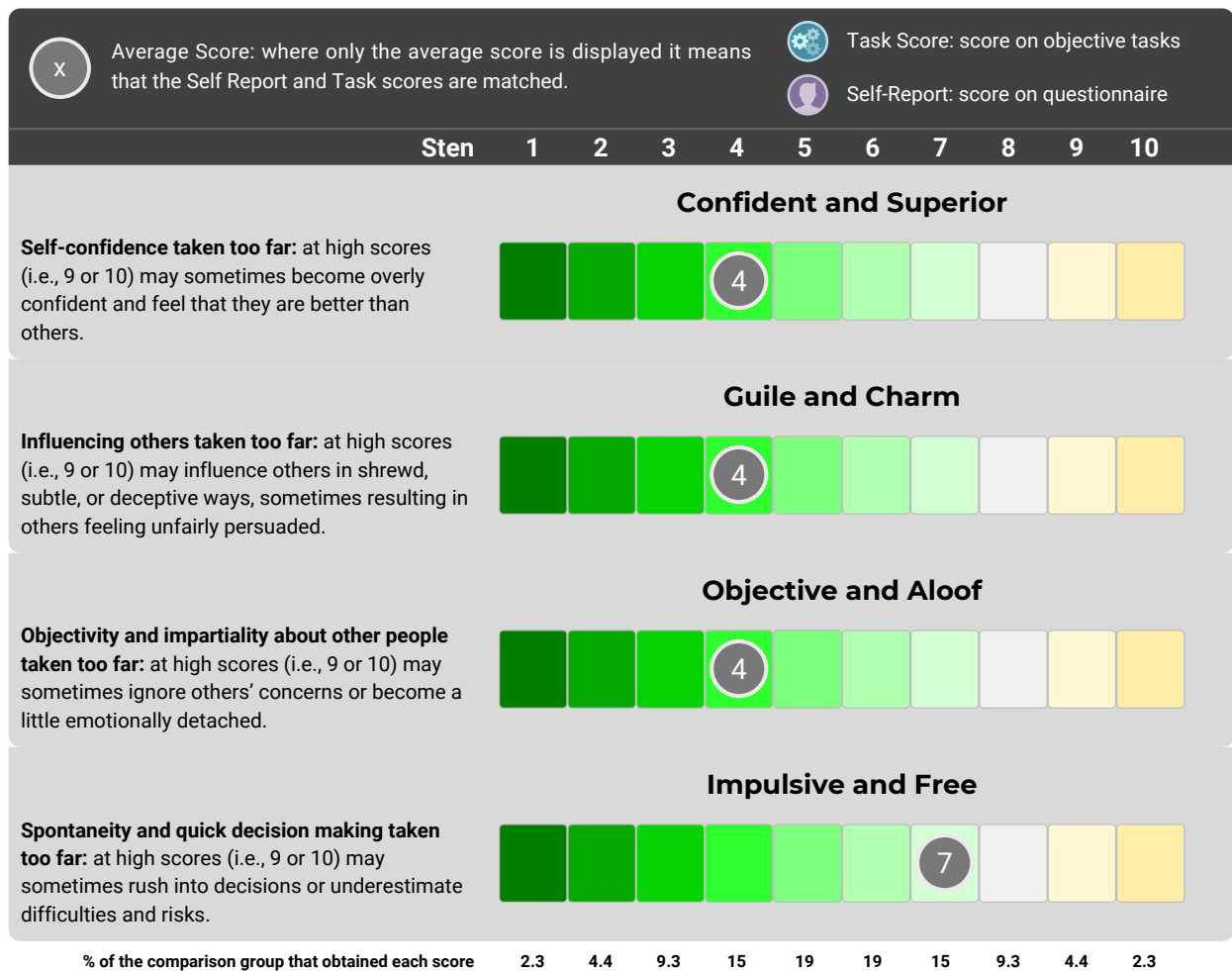
LEADERSHIP DERAILERS

Mosaic measures common leadership derailers (based on the work of Paulhus and Williams, 2002), each of which at extreme levels has the potential to “derail” a leadership career.

Each derailer represents a collection of aversive but nevertheless normal personality traits. Only high scores of 9 and 10 on a derailer are noteworthy. High scores suggest that related counterproductive traits and behaviours may surface from time to time to cause interpersonal issues at work, particularly for those in leadership roles. This will make it more difficult to build and lead a team effectively.

We can think of high scores as overplayed strengths – perfectly fine in moderation, but a very high score of 10 suggests behaviour taken to an extreme.

The candidate’s scores on each of the 4 derailers is shown below.



The candidate has no potential leadership derailers.







COMPETENCY DEFINITIONS

The table below describes the 12 key Mosaic competencies for succeeding in the workplace.



<p>Leading Others</p>	<p>Leads and manages others effectively People scoring high on this competency are potentially highly effective at motivating and leading others. They are likely to be highly focused on what the team needs to achieve. They have the potential to provide positive support and clear direction for others relating to business objectives. They are likely to gain the respect of the team by remaining patient and calm in difficult circumstances.</p>
<p>Achievement Focus</p>	<p>Commitment and drive to deliver results People scoring high on this competency are likely to be highly achievement oriented. They have the potential to be energetic and focused on delivering results. They will probably have a strong sense of purpose and belief in their own abilities. They have the potential to effectively tackle challenges and to be able to remain calm under pressure.</p>
<p>Planning</p>	<p>Planning and organising work to achieve goals People scoring high on this competency have the potential to be highly organised and skilled at planning. They are likely to identify priorities, organise and plan activities, and monitor progress and timescales in order to achieve goals.</p>
<p>Influencing</p>	<p>Capacity to effectively persuade and influence others People scoring high on this competency have the potential to be effective influencers. They are likely to be able to sell and negotiate successfully. They have the potential to be effective at winning people’s hearts and minds and will get others on board. They are likely to have confidence in their own abilities and to be able to build working relationships quite easily.</p>
<p>Innovation</p>	<p>Applies creativity and innovation within their role People scoring high on this competency have the potential to be effective at providing innovative ideas to work-related issues. They are likely to enjoy variety, to provide fresh approaches and to explore options and possibilities. They have the potential to challenge traditional assumptions effectively and to persevere in the pursuit of improvement.</p>
<p>Change & Adaptability</p>	<p>Sees the need for change and personally adapts People scoring high on this competency have the potential to quickly recognise the need for change. They are likely to adapt emotionally and proactively to change. They have the potential to drive significant continuous improvement within the organisation.</p>
<p>Resilience</p>	<p>Resilient to setbacks and challenges People scoring high on this competency have the potential to maintain effective performance in the face of setbacks and work pressure. They are likely to remain stable, calm, level-headed and in control. They have the potential to remain positive and to learn from challenges and setbacks.</p>

Analysing Information	<p>Assimilates and effectively utilises business information People scoring high on this competency have high potential for being effective at analysing issues using the most appropriate method given the situation. They are likely to assimilate relevant information effectively and progress this to making sound decisions. They have the potential to be skilled at determining what is important for the situation and the appropriate amount of effort required.</p>
Working with People	<p>The ability to work effectively with others People scoring high on this competency have the potential to have a strong understanding of people’s behaviours and also are likely to be highly considerate and respectful of others. They have the potential to appreciate that everyone is unique and are likely to be able to skilfully adapt to them to achieve good working relationships.</p>
Objectivity and Candour	<p>Demonstrates objective thinking and forthright communication. People scoring high on this competency have the potential to present information, make decisions and express opinions in an unbiased and dispassionate way. They may be less concerned about the reactions of others or the impact their decisions have on their popularity. They much prefer to remain objective rather than being influenced by the need to accommodate, sympathise with or help others.</p>
Instinctive and Spontaneous	<p>Uses instinct and flexibility to take opportunities. People scoring high on this competency have the potential to be flexible, spontaneous, and intuitive. They are likely to thrive in fast-moving, changeable, or unpredictable work settings. They prefer to bend the rules, give things a go, take a risk and are generally less cautious. They have the potential to spot and quickly seize upon opportunities.</p>
Implementing and Delivering	<p>Stays focussed on delivering an agreed plan People scoring high on this competency have the potential to excel at implementing a set plan, strategy or project. They provide the action, energy, diligence, and practicality needed to turn ideas into tangible results. They are likely to thrive in an environment where there is routine and predictability. They have the potential to take care of the detail and deliver work effectively and efficiently.</p>

COMPETENCY PREFERENCES

 Task Score: score on objective tasks		 Self-Report: score on questionnaire							
1	2	3	4	5	6	7	8	9	10
Leading Others									
█	█	█	█						
Achievement Focused									
█	█	█	█						
Planning									
█	█								
Influencing									
█	█	█	█	█	█				
Innovation									
█	█	█	█	█					
Change & Adaptability									
█	█	█	█	█	█	█	█		
Resilience									
█	█		█	█					
Analysing Information									
█	█	█	█						
Working with People									
█	█	█	█	█	█	█			
Objectivity and Candour									
█	█	█	█	█					
Instinctive and Spontaneous									
█	█	█	█		█	█			
Implementing and Delivering									
█	█								
1	2	3	4	5	6	7	8	9	10

COMPETENCY MAPPED SCALES

 Task Score
  Self-Report Score

Leading Others (4)

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
RELENTLESS FOCUS										
SOCIALLY UNINHIBITED										
AWARENESS OF OTHERS EMOTIONS										
MOOD STABILITY										
TAKING CHARGE										

Achievement Focused (4)

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
RELENTLESS FOCUS										
BELIEF IN OWN ABILITY										
RESTRAINED										
MOOD STABILITY										

Planning (2)

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
BOUND BY DUTY										
RELENTLESS FOCUS										
CONSTRAINED BY CAUTION										
RESTRAINED										
EXCITEMENT SEEKING *										
VARIETY SEEKING *										

*BLOCKERS: The personality scale in pink impacts this competency score negatively if it is an extreme score.

Influencing (6)

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
OUTGOING										
TAKING CHARGE										
BELIEF IN OWN ABILITY										
AWARENESS OF OTHERS EMOTIONS										
COMPOSED										
SOCIALLY UNINHIBITED *										

Innovation (5)

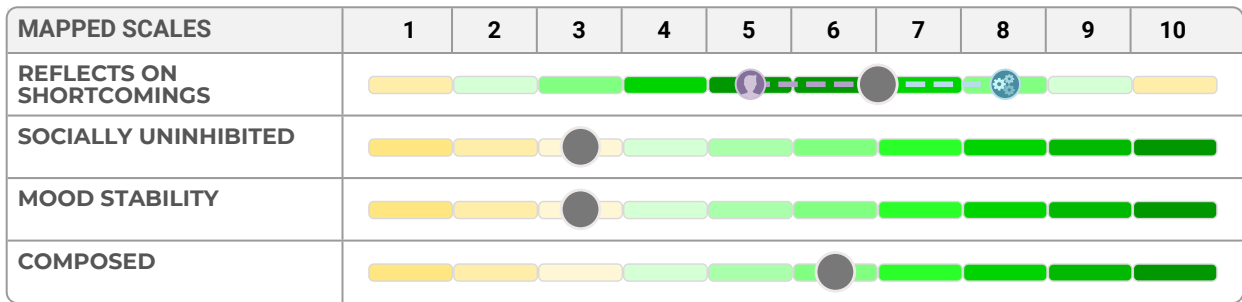
MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
RELENTLESS FOCUS										
VARIETY SEEKING										
FASCINATED BY COMPLEXITY										
BROAD-MINDED										
BELIEF IN OWN ABILITY										

Change & Adaptability (8)

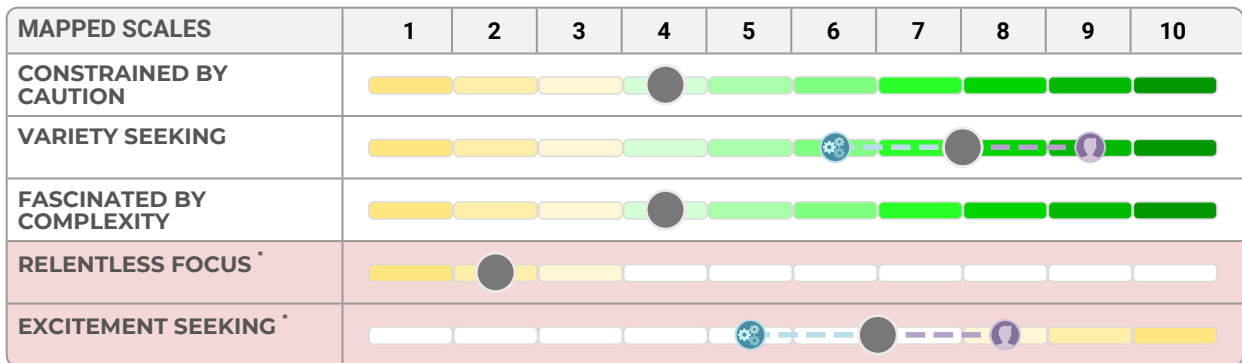
MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
VARIETY SEEKING										
BROAD-MINDED										
REFLECTS ON SHORTCOMINGS										
MOOD STABILITY										
COMPOSED										

***BLOCKERS:** The personality scale in pink impacts this competency score negatively if it is an extreme score.

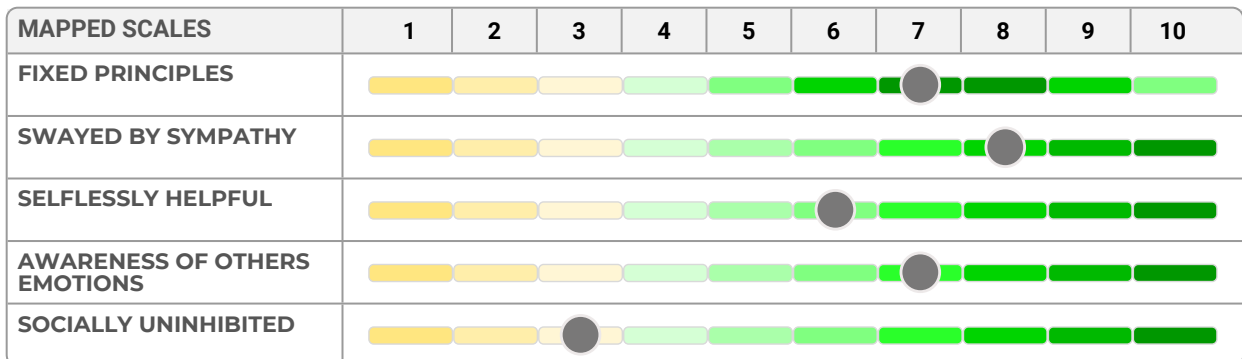
Resilience (4.5)



Analysing Information (4)

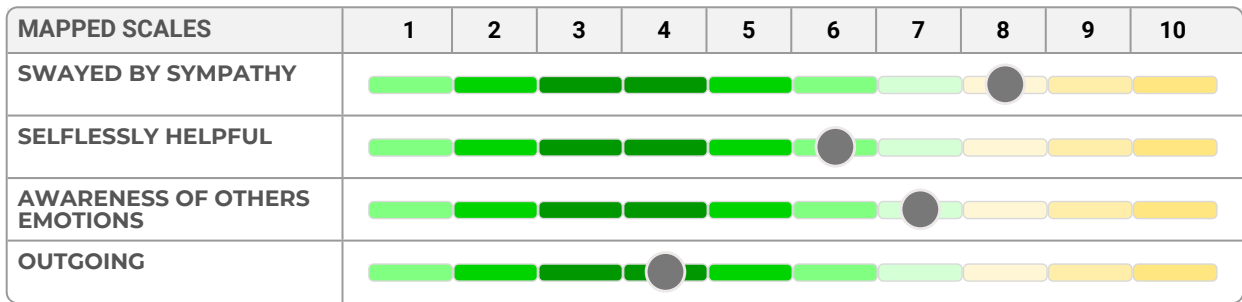


Working with People (7)

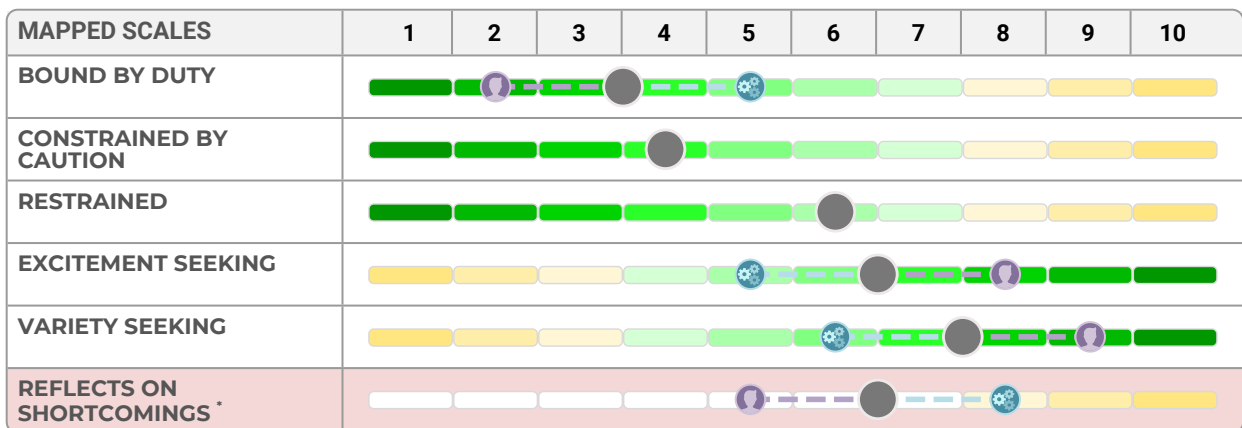


***BLOCKERS:** The personality scale in pink impacts this competency score negatively if it is an extreme score.

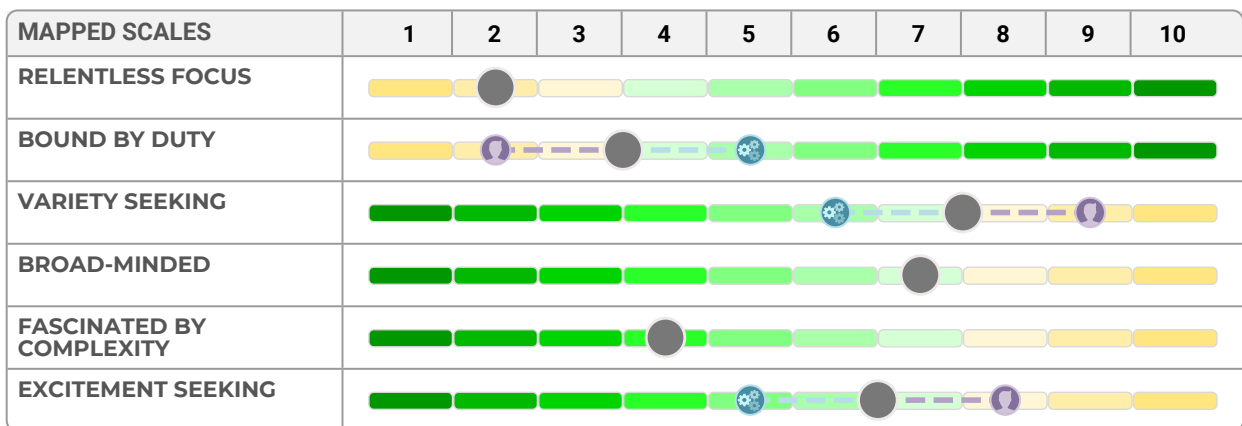
Objectivity and Candour (5)



Instinctive and Spontaneous (7)



Implementing and Delivering (2)



***BLOCKERS:** The personality scale in pink impacts this competency score negatively if it is an extreme score.

APPENDIX: TECHNICAL INFORMATION

In addition to our grade and percentile scores, additional T-Scores are provided below for our 'Capacity for Complexity' scales. These are provided for trained users, to allow them to add up different test scores and calculate a total score. This cannot be done with percentiles. T-scores are a way of communicating the score in a standardised way, they have a mean of 50 and a Standard Deviation of 10.

	Grade	Percentile	T-score
Capacity for Complexity	C	60	51.85
Verbal Complexity	C	60	51.67
Numerical Computation	D	30	40.6
Abstract Complexity	A	95	61.43



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