SELECTION REPORT

ID: Sam Sample

ABOUT YOUR 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.
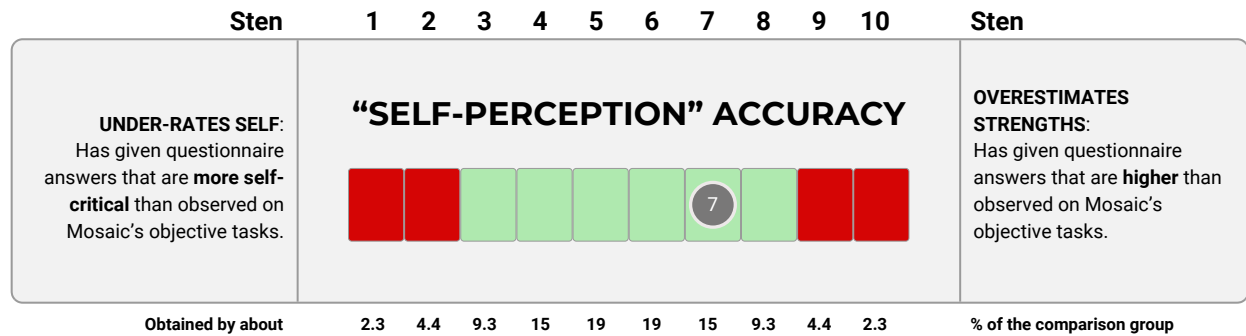
The graphs indicate where the person falls compared to the average of the working population*. Ten-point sten scores are used in this report. The scale indicates the level of preference displayed from 1 (Very Low) to 10 (Very High). Please pay attention to the score description for each scale as a lower 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.

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.

Sten	1	2	3	4	5	6	7	8	9	10	Sten
UNDER-RATES SELF: Has given questionnaire answers that are **more self-critical** than observed on Mosaic's objective tasks.			"SELF-PERCEPTION" ACCURACY				⑦				**OVERESTIMATES STRENGTHS**: Has given questionnaire answers that are **higher** than observed on Mosaic's objective tasks.
Obtained by about	2.3	4.4	9.3	15	19	19	15	9.3	4.4	2.3	% of the comparison group

They scored **6 to 8** on the scale, suggesting 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.
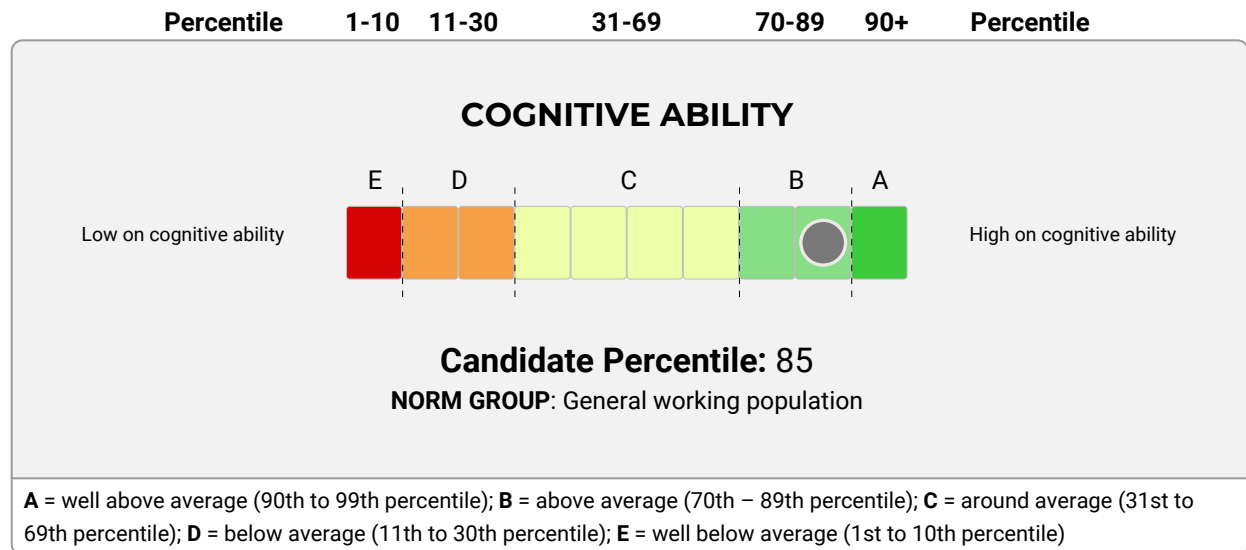
Implications of this score:

▶ They generally know themselves quite well
▶ They are perhaps slightly more inclined than many people to be positive about themselves and to overrate their personality traits.

As you look through their report you may notice that there are 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.
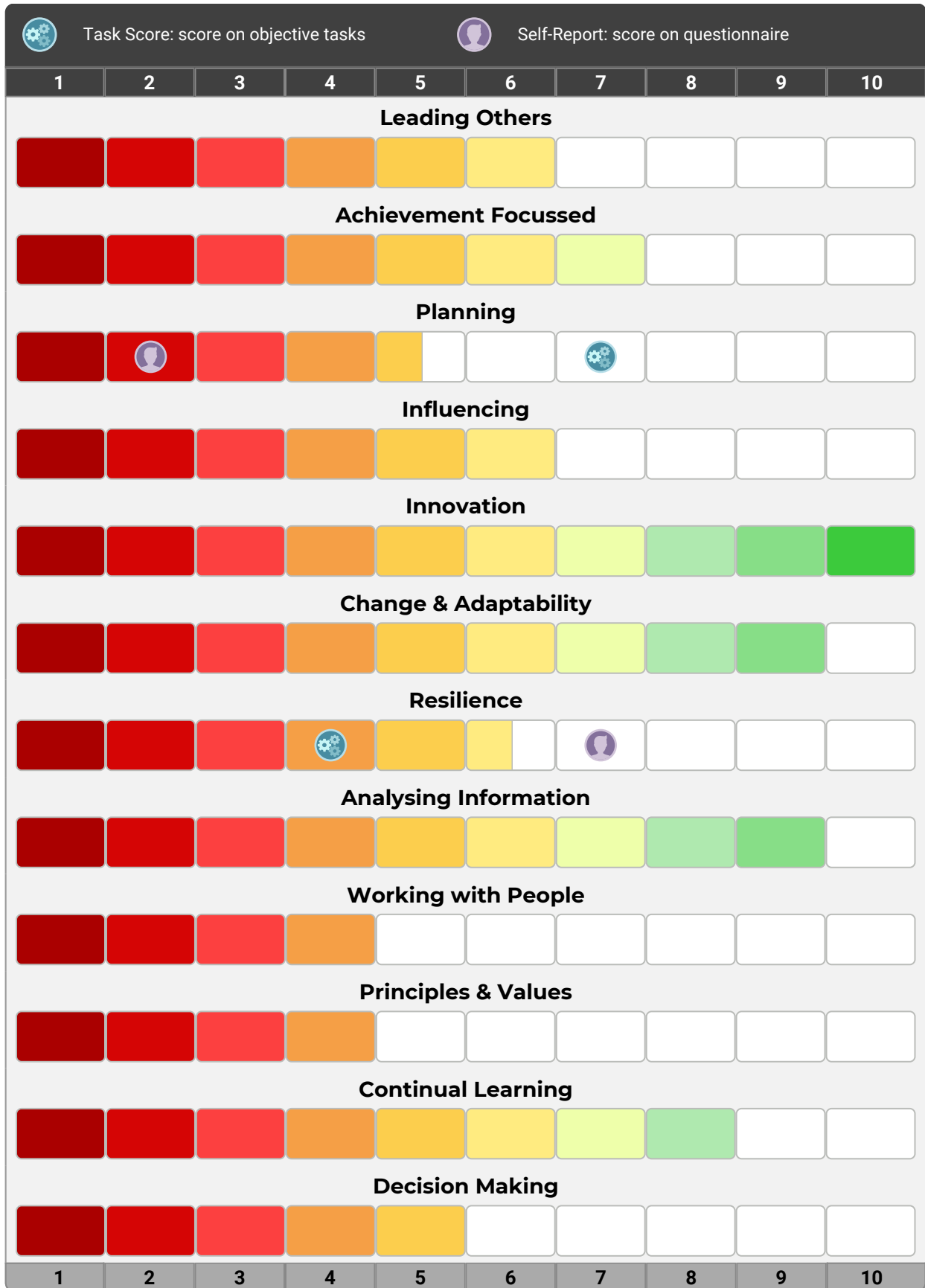
COGNITIVE ABILITY

Cognitive ability is the ability to reason and problem solve. It involves effectiveness with a wide range of material, including verbal, numerical, abstract, spatial, memory and speeded processing challenges.

Percentile	1-10	11-30	31-69	70-89	90+	Percentile

COGNITIVE ABILITY

E   D   C   B   A

Low on cognitive ability   High on cognitive ability

Candidate Percentile: 85

NORM GROUP: General working population

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

The Cognitive Ability scale is based on an individual's cognitive behaviour during the completion of Mosaic's behavioural tasks only. 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.

The candidate's cognitive ability is above average in comparison with the general working population. They should find it easier than others to deal with workload requiring reasoning skills and problem solving. They will usually be able to tackle considerable complexity effectively, and to analyse difficult problems.

COMPETENCY POTENTIAL PROFILE

	Task Score: score on objective tasks			Self-Report: score on questionnaire					
1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**

Leading Others

1	2	3	4	5	6	7	8	9	10

Achievement Focussed

1	2	3	4	5	6	7	8	9	10

Planning

1	2	3	4	5	6	7	8	9	10
	👤					⚙			

Influencing

1	2	3	4	5	6	7	8	9	10

Innovation

1	2	3	4	5	6	7	8	9	10

Change & Adaptability

1	2	3	4	5	6	7	8	9	10

Resilience

1	2	3	4	5	6	7	8	9	10
			⚙			👤			

Analysing Information

1	2	3	4	5	6	7	8	9	10

Working with People

1	2	3	4	5	6	7	8	9	10

Principles & Values

1	2	3	4	5	6	7	8	9	10

Continual Learning

1	2	3	4	5	6	7	8	9	10

Decision Making

1	2	3	4	5	6	7	8	9	10

MOSAIC®
Personality Tasks

Leading Others

					6				

QUESTIONS

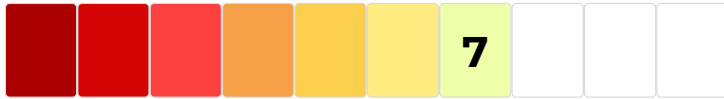No concerns, but here is a general question:

▶ How would others describe your approach to leadership? What aspects are you currently working on?

⚙ Task Score: score on objective tasks	👤 Self-Report: score on questionnaire

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
RELENTLESS FOCUS Hard working and driven. Has high quality standards and can be dissatisfied with own or others' efforts.							●			
BELIEF IN OWN ABILITY Quite confident in personal ability to accomplish challenging tasks successfully.				●						
AWARENESS OF OWN EMOTIONS Quite interested in analysing (and reflecting on) own behaviour and feelings.				⚙			●		👤	
AWARENESS OF OTHERS EMOTIONS On balance, tends to be aware of and concerned about the emotions, needs and issues of others.					●					
MOOD STABILITY Tends to experience slightly less periods of low mood than most people.						●				

Rating	Evidence

Achievement Focussed

						7			

QUESTIONS

No concerns, but here is a general question:

▶ Please give me an example of a time when you were highly determined to achieve a challenging goal. What challenges did you face?

⚙ Task Score: score on objective tasks		👤 Self-Report: score on questionnaire							

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
RELENTLESS FOCUS Hard working and driven. Has high quality standards and can be dissatisfied with own or others' efforts.							●			
BELIEF IN OWN ABILITY Quite confident in personal ability to accomplish challenging tasks successfully.				●						
RESTRAINED Has some control over any distractions or indulgent behaviour at work but may find this challenging at times.				●						
MOOD STABILITY Tends to experience slightly less periods of low mood than most people.					●					

Rating	Evidence

Planning

			4.5			⚙			

QUESTIONS

No concerns, but here is a general question:

▶ How would you describe your general approach to planning and organising your work? Please give me a specific example of how you have done this on a recent project.

⚙ Task Score: score on objective tasks				👤 Self-Report: score on questionnaire					
MAPPED SCALES	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
BOUND BY DUTY Willing to follow through on obligations and responsibilities.		👤		⬤		⚙				
RELENTLESS FOCUS Hard working and driven. Has high quality standards and can be dissatisfied with own or others' efforts.							⬤			
CONSTRAINED BY CAUTION Is quite careful and tends to think things through before acting.						⬤				
RESTRAINED Has some control over any distractions or indulgent behaviour at work but may find this challenging at times.				⬤						

Rating	Evidence

Influencing

					6				
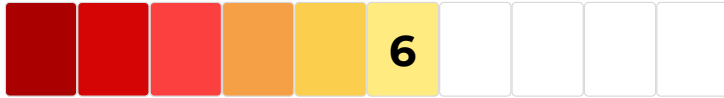
QUESTIONS

No concerns, but here is a general question:

▶ How would you describe your ability to influence and persuade others? Please give me a recent example of when you have demonstrated this.

Task Score: score on objective tasks				Self-Report: score on questionnaire					

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
OUTGOING Sometimes finds the company of others quite pleasant and rewarding.										
TAKING CHARGE Has a preference for leading others and taking charge of situations.										
BELIEF IN OWN ABILITY Quite confident in personal ability to accomplish challenging tasks successfully.										
AWARENESS OF OTHERS EMOTIONS On balance, tends to be aware of and concerned about the emotions, needs and issues of others.										
COMPOSED On balance likely to remain somewhat composed and clear-headed when under pressure.										

Rating	Evidence

Innovation

10
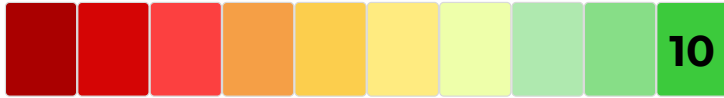
QUESTIONS

No concerns, but here is a general question:

▶ How would you describe your capacity to apply innovation in your work? Please give me an example.

	Task Score: score on objective tasks	Self-Report: score on questionnaire

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
RELENTLESS FOCUS Hard working and driven. Has high quality standards and can be dissatisfied with own or others' efforts.							●			
VARIETY SEEKING Enjoys trying new activities, seeing new places and / or experiencing different things.					⚙			●		👤
FASCINATED BY COMPLEXITY Loves and needs to work with complexity and challenging problems.										●
BROAD-MINDED Can be broad-minded in outlook and sometimes favours change in order to challenge traditional work views.							●			
BELIEF IN OWN ABILITY Quite confident in personal ability to accomplish challenging tasks successfully.				●						

Rating	Evidence

MOSAIC
Personality Tasks

Change & Adaptability

								9	
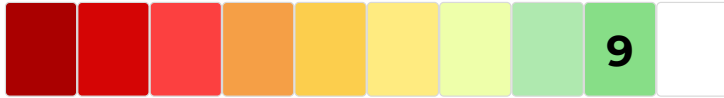
QUESTIONS

No concerns, but here is a general question:

▶ When have you taken a proactive role in a change process? Why did you get involved? What did you do? How did you adapt to the challenges?

⚙ Task Score: score on objective tasks		👤 Self-Report: score on questionnaire

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
VARIETY SEEKING Enjoys trying new activities, seeing new places and / or experiencing different things.					⚙			●		👤
BROAD-MINDED Can be broad-minded in outlook and sometimes favours change in order to challenge traditional work views.							●			
REFLECTS ON SHORTCOMINGS Aware of personal weaknesses and spends slightly more time than others reflecting on how to improve.							●			
MOOD STABILITY Tends to experience slightly less periods of low mood than most people.						●				
COMPOSED On balance likely to remain somewhat composed and clear-headed when under pressure.				●						

Rating	Evidence

MOSAIC®
Personality Tasks

Resilience

5.5

QUESTIONS

No concerns, but here is a general question:

▶ Please tell me about a significant crisis or setback you have had. How did you handle it? What was your learning?

Task Score: score on objective tasks						Self-Report: score on questionnaire				
MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
REFLECTS ON SHORTCOMINGS Aware of personal weaknesses and spends slightly more time than others reflecting on how to improve.							●			
POSITIVE ABOUT SELF At times tends to be a little discontented and slightly less at ease with self.					●					
MOOD STABILITY Tends to experience slightly less periods of low mood than most people.						●				
COMPOSED On balance likely to remain somewhat composed and clear-headed when under pressure.					●					

Rating	Evidence

MOSAIC® Personality Tasks

Analysing Information

							9		

QUESTIONS

No concerns, but here is a general question:

▶ How do you go about analysing work-related information? What do you enjoy about analysing information? What do you see to be your development areas here?

🔧 Task Score: score on objective tasks					👤 Self-Report: score on questionnaire				

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
CONSTRAINED BY CAUTION Is quite careful and tends to think things through before acting.						●				
VARIETY SEEKING Enjoys trying new activities, seeing new places and / or experiencing different things.					🔧			●		👤
FASCINATED BY COMPLEXITY Loves and needs to work with complexity and challenging problems.										●

Rating	Evidence

MOSAIC®
Personality Tasks

Working with People

			4						

QUESTIONS

▶ How do you support others at work? Please give me an example of this. (**Selflessly Helpful**)

	Task Score: score on objective tasks	Self-Report: score on questionnaire									

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
FIXED PRINCIPLES gives priority to the fair treatment of other people.					●					
SWAYED BY SYMPATHY Quite often caring and compassionate towards others.					●					
SELFLESSLY HELPFUL Sometimes helpful and willing to assist others when asked to or if the need is obvious.			●							
AWARENESS OF OTHERS EMOTIONS On balance, tends to be aware of and concerned about the emotions, needs and issues of others.					●					

Rating	Evidence

Principles & Values

			4						

QUESTIONS

▶ When would you compromise working on your own goals to help others? (**Selflessly Helpful**)

⚙ Task Score: score on objective tasks					👤 Self-Report: score on questionnaire				

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
FIXED PRINCIPLES gives priority to the fair treatment of other people.					●					
BOUND BY DUTY Willing to follow through on obligations and responsibilities.		👤		●		⚙				
SWAYED BY SYMPATHY Quite often caring and compassionate towards others.					●					
SELFLESSLY HELPFUL Sometimes helpful and willing to assist others when asked to or if the need is obvious.			●							
AWARENESS OF OTHERS EMOTIONS On balance, tends to be aware of and concerned about the emotions, needs and issues of others.				●						

Rating	Evidence

Continual Learning

| | | | | | | | | 8 | | |
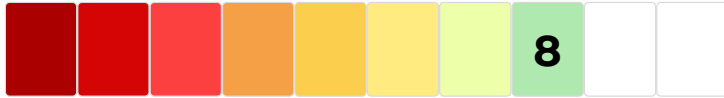
QUESTIONS

▶ Please give an example of how you have encouraged others to learn and develop. What have you found works and doesn't work? (**Selflessly Helpful**)

⚙ Task Score: score on objective tasks	👤 Self-Report: score on questionnaire

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
RELENTLESS FOCUS Hard working and driven. Has high quality standards and can be dissatisfied with own or others' efforts.							●			
FASCINATED BY COMPLEXITY Loves and needs to work with complexity and challenging problems.										●
REFLECTS ON SHORTCOMINGS Aware of personal weaknesses and spends slightly more time than others reflecting on how to improve.							●			
SELFLESSLY HELPFUL Sometimes helpful and willing to assist others when asked to or if the need is obvious.			●							
AWARENESS OF OWN EMOTIONS Quite interested in analysing (and reflecting on) own behaviour and feelings.				⚙		●			👤	

Rating	Evidence

Decision Making

				5					

QUESTIONS

No concerns, but here is a general question:

▶ Tell me about a recent time you had to make an important decision. How did you go about that?

⚙ Task Score: score on objective tasks		👤 Self-Report: score on questionnaire							

MAPPED SCALES	1	2	3	4	5	6	7	8	9	10
TAKING CHARGE Has a preference for leading others and taking charge of situations.							●			
FASCINATED BY COMPLEXITY Loves and needs to work with complexity and challenging problems.										●
BELIEF IN OWN ABILITY Quite confident in personal ability to accomplish challenging tasks successfully.					●					
AWARENESS OF OTHERS EMOTIONS On balance, tends to be aware of and concerned about the emotions, needs and issues of others.					●					
COMPOSED On balance likely to remain somewhat composed and clear-headed when under pressure.					●					

Rating	Evidence

COMPETENCY POTENTIAL

The table below describes the 12 key Mosaic competencies for succeeding in the workplace. Following these descriptions, you will find your own competency potential profile. The scores you see do not show your actual skill in each competency, but reflect your likely potential in each case based on your personality preferences. It is possible to improve in these competencies and in the Development Areas section you will find some tips for development.

Leading Others	**Leads and manages others effectively** People scoring high on this competence 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.
Achievement Focus	**Commitment and drive to deliver results** People scoring high on this competence 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.
Planning	**Planning and organising work to achieve goals** People scoring high on this competence 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.
Influencing	**Capacity to effectively persuade and influence others** People scoring high on this competence 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.
Innovation	**Applies creativity and innovation within their role** People scoring high on this competence 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.
Change & Adaptability	**Sees the need for change and personally adapts** People scoring high on this competence 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.
Resilience	**Resilient to setbacks and challenges** People scoring high on this competence 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.

Analysing Information	**Assimilates and effectively utilises business information** People scoring high on this competence 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.
Working with People	**The ability to work effectively with others** People scoring high on this competence 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.
Principles and Values	**Demonstrates sound principles and values** People scoring high on this competence are likely to live by sound principles and values. They have the potential to demonstrate respect to others and practice what they preach. They are likely to be open and honest with their communications. They have the potential to win respect from others through their conduct and their behaviours.
Continual Learning	**Invests in personal development for self and others** People scoring high on this competence have the potential to be highly effective at focusing on investing in their own and others' development. They are likely to value the concept of 'investment in people' i.e. growing and improving people's capability. They are likely to give time to support others' development and they will enjoy acting as a coach for others.
Decision Making	**Making decisions to get the best result** People scoring high on this competence have the potential to be effective at assimilating information, weighing up the issues, and making an informed decision in a timely manner. They are likely to be skilled at exploring options and are not afraid to take calculated risks. They have the potential to know when and how to seek advice and to work effectively with others to achieve sound decisions.

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