The Art of Understanding

Personality

HANDBOOK

The Right People in the Right Places

Personality Traits

This description showcases the foundational personality traits upon which the analysis of the Personality assessment is built, forming the subsequent framework for analytical insights.

1. It helps determine the employee's behavior potential.
2. It helps identify motivating factors.
3. It helps determine the potential suitability of an employee for a specific job role.

The Talentgreatness system includes 50 personal characteristics grouped into three clusters.

Behavior Behavior & Personality	Motivation/Values Relationships/Dynamics	Personality Skills Soft skills
14	8	25

By utilizing these competencies, organizations can evaluate an employee's aptitude for particular job roles, offer focused corporate training to enhance relevant skills and establish well-structured career development initiatives.

Cultivating the potential of teams enables the organization to attain optimal outcomes.

Behavior & Personality

Extraversion Socialization, interacting with others. Sociability. The need to constantly be in the spotlight.	**Introversion** Listens well to others. Self-sufficient. Prefers solitude. Analytical skills.
Steadfastness Firmness (Quality to stick to one's decision). Ability to make quick decisions (decisiveness). Strength of will.	**Compliance** Adaptability, consensus-building, Open-mindedness.
Honesty The ability to convince (through sincerity), the need for objectivity, and frankness.	**Manipulation** The ability to persuade (through manipulation) to influence.
Free-Thinking Formation of own standards. He/she does not like it when others impose their rules.	**Rule following** Compliance with standards, and respect for rules.
Structure Methodism, planning, systematization. Time management.	**Improvisation** Spontaneity, adaptability, flexibility. Feels comfortable in changing situations.
Emotionality Emotionally sensitive, expressive Many decisions can be made affected by emotions.	**Composure and Patience** Emotionally balanced, restrained, calm. These people are characterized by patience and composure. They are usually calm and make a decision only after studying all its possible consequences. As a result, they can keep a cool head and not make essential decisions driven by emotions. They can easily focus their thoughts and attention in a specific direction.
Intuition Trusting the inner voice. A philosophical approach to life.	**Focusing on the facts** Trusting only in obvious, tangible things that can be understood or calculated with the mind. Scientific approach.

Motivation/Values

Teamwork

Responsiveness, affiliation, team orientation. These people prefer working in a team over working in solitude.

Independence

Autonomy, preference to work independently. Dislikes when others give instructions. Prefers to work without close supervision and appreciates working alone.

Consideration

The need for reflection. Conceptualization, preference for long-term projects that require more strategy, patience, and thought.

Spontaneity

Dynamism, the immediacy of action, risk-taking. (Inclined to avoid delegating tasks).

Stability

Stability, caution. A desire for proven methods and values.
It is challenging to persuade to do something new or do actions requiring some effort.
Some resistance to change.

Ambitions / Novelty

Innovation. (initiating the implementation of ideas that contribute to the transformation and improvement of processes). Curiosity, creative and experimental approach, creativity.

Altruism

"Altruism" is the tendency to care about others and generously invest the time and resources to help others.

Individualism

"Individualism" means being practical and realistic and primarily focusing on personal goals.

Essential characteristics of work personality

Candidate profile according to different recommended work personality types

Personality Skills (Soft Skills)	CHARACTERISTICS OF BEHAVIOR
Sociality - Networking	Social people are naturally outgoing. They enjoy networking and can easily and quickly establish good professional and personal relationships with others for potential opportunities. They are comfortable with approaching and talking to new, unfamiliar people.
Collaboration	A tendency towards agreement characterizes these people. They need to find common ground during discussions and work towards finding solutions to disagreements, understanding the needs of the people they work with. They are altruistic and enjoy helping others, sometimes leading them to neglect their needs.
Dynamism	These people are characterized by great dynamism at work. They are energetic and work with great dedication, constantly on the move. They like to work for quick results and therefore seem more practical in realizing immediate goals.
Devoted	These individuals genuinely love what they do. They would be willing to fulfill their purpose without any reward if there were another independent source of income. Their personal potential is usually tied to their work and the organization's mission. They follow their life purpose. **Note.** This percentage may be lower than the actual one if someone is close to burnout.
Perseverance	Determination. These people are focused on achieving their goals. They are not swayed by the opinions of others who try to hinder their progress. They are willing to overcome obstacles to reach their desired outcome.
Responsibility	**Atbildības uzņemšanās par projektiem un panākumu vai neveiksmju seku pieņemšana. Nemeklē vainīgos. Spēja patstāvīgi pieņemt sarežģītus lēmumus un būt atbildīgam (-i) par rezultātu.**
Self-support	Takes responsibility. Self-organized. Ability to delegate. Constant personal growth. Ability to find a solution to any problem if necessary.
Composure and Patience	These people are characterized by patience and composure. They are usually calm and make a decision only after studying all its possible consequences. As a result, they can keep a cool head and not make essential decisions driven by emotions. They can easily focus their thoughts and attention in a specific direction.

Employee Potential

Characteristics of an Employee with higher potential

PERSONĪBAS PRASMES *(Soft Skills)*	UZVEDĪBAS ĪPAŠĪBAS
Leadership	Leaders direct a team or an individual to achieve specific goals. Leaders make difficult decisions, create and articulate a clear vision, set goals for achievement, and provide followers with the knowledge and tools necessary to achieve the goal. They inspire and motivate others to take the steps needed to achieve success.
Learning agility	These people quickly absorb new knowledge and skills. They usually take constructive criticism well, which contributes to their personal growth. They are curious and have a great interest in new things.
Adaptation to Change	Adaptability. The ability to adjust one's behavior or attitude in response to changes in the environment or the people around them. Lack of prejudice. Open-mindedness. Willingness to consider new ideas without bias.
Conflict resolution	Maintaining agreement and harmony in the team, constantly solving various conflicts.
Strategic planning	Creation of action plans to predict future events.
Time management	Pragmatic prioritization to meet deadlines. Punctuality. Respect for one's own time and the time of others. Focus. Good organization of personal space to avoid distractions and stay focused. Ability to say "No" when necessary.
Highly organized	Planning each project action, breaking it down into parts to follow a systematic approach.
Independence from the opinions of others	Self-confidence. Strong determination to achieve goals, regardless of judgments and criticism from others. Criticism has little to no emotional impact.
Team cohesion	These people enjoy getting involved in inspiring events that promote teamwork and productivity. They are typically individuals who care more about the overall well-being of people rather than just their individuality.

Stress tolerance	The ability to calmly cope with the impact of stressors without harmful emotional outbursts that affect one's performance and those around them, allowing them to remain effective even under high pressure.
Diligence	Patience, persistence, perseverance, diligence, meticulousness, attention to detail, discipline. Ability to focus. Can work for hours to complete a specific task that requires a lot of patience, perseverance, and careful attention.
Self-motivation	These individuals are goal-oriented and passionate about their work. They don't need extrinsic motivators to complete tasks. Self-motivation drives them to keep working even in the face of failure, to seize opportunities, and to be resolute in achieving what they want. They are well-organized, focused, and know precisely what they want and how to achieve it.
Tolerance of setbacks	The ability to adapt and not give up due to adverse conditions or various failures.
Logical thinking	Logical thinking, analytical mindset. The ability to think disciplined and base one's thoughts on facts and evidence.
Mentoring	The ability to communicate and teach others, even when it involves dealing with completely new and unfamiliar people.
Critical thinking	The ability to analyze or evaluate information obtained through observations, experiences, reflections, arguments, or communication for further action in resolving a crisis or problem. • The ability to analyze situations without being influenced by external factors such as criticism from others or imposed opinions, or stereotypes. • The ability to analyze how relevant and accurate the source of information is to make a proper decision based on researched facts rather than assumptions. • The ability to combine different sources of information and extract the most objective information. • Non-dichotomous thinking. The ability to see not only black and white but also to look at the situation from different perspectives.
Entrepreneurship	The ability to seize opportunities as a driving force for moving forward. The ability to use judgment to make decisions and take action without being told what to do. The ability to act without fear of consequences or conclusions from others.

Job suitability

Personality characteristics serve to create a job suitability analysis matrix.

Each personality trait is linked to a specific job position in the system.

There are currently 27 different positions in the Talentgreatness system.

You can adapt the matrix to your own tailored competency framework and job roles.

Job role suitability is judged by the percentage range of a given position
from 0 - 100%.

For instance:
Personality trait "Steadfastness"
Sales specialist 75 - 100%
HR specialist 40 - 65%

The existing percentage range is created based on the necessity of each
personal characteristic and the degree of importance for a specific work role,
using accepted methodologies developed by the HR industry standards and
personal experience of more than two decades in business.

Customized Matrix of Job compatibility

You can create your matrix of personality traits required for a specific job
position in your company and get tailored results that fit your organization's
needs.

Personality test analysis

Explanation: Scores ranging from 0 to 78% indicate how much people's behavior tends toward a certain personality trait, and 79% - 100% show a strong trait within that percentage range. The 50/50 results show that the person has some tendency towards both personality traits.

Steadfastness				**Compliance**
Firmness (Quality to stick to your decision). Ability to make quick decisions (decisiveness). Strength of will.	56	44		Adaptability, consensus-building, Open-mindedness.
Honesty				**Manipulation**
The ability to convince (through sincerity), the need for objectivity, frankness.	65	35		The ability to persuade (through manipulation), to influence.
Free thinking				**Rule following**
Formation of own standards. He/she does not like it when others impose their rules.	71	29		Compliance with standards, respect for rules.
Structure				**Improvisation**
Methodical, planning, systematization.	50	50		Adaptability, comfort in conditions of uncertainty
Teamwork				**Independence**
Responsiveness, affiliation, team orientation. These people prefer working in a team over working in solitude.	64	36		Autonomy, preference to work independently. Dislikes when others give instructions. Prefers to work without close supervision and appreciates working alone.
Consideration				**Spontaneity**
The need for reflection. Conceptualization, preference for long-term projects that require more strategy, patience, and thought.	29	71		Dynamism, immediacy of action, risk taking. (Increased desire to do work for someone).
Stability				**Ambitions / Novelty**
Stability, caution. A desire for proven methods and values. It is challenging to persuade to do something new or do actions requiring some effort. Some resistance to change.	14	86		Innovation. (initiating the implementation of ideas that contribute to the transformation and improvement of processes). Curiosity, creative and experimental approach, creativity.

37	63
56	44
65	35
71	29
50	50
64	36
29	71
14	86
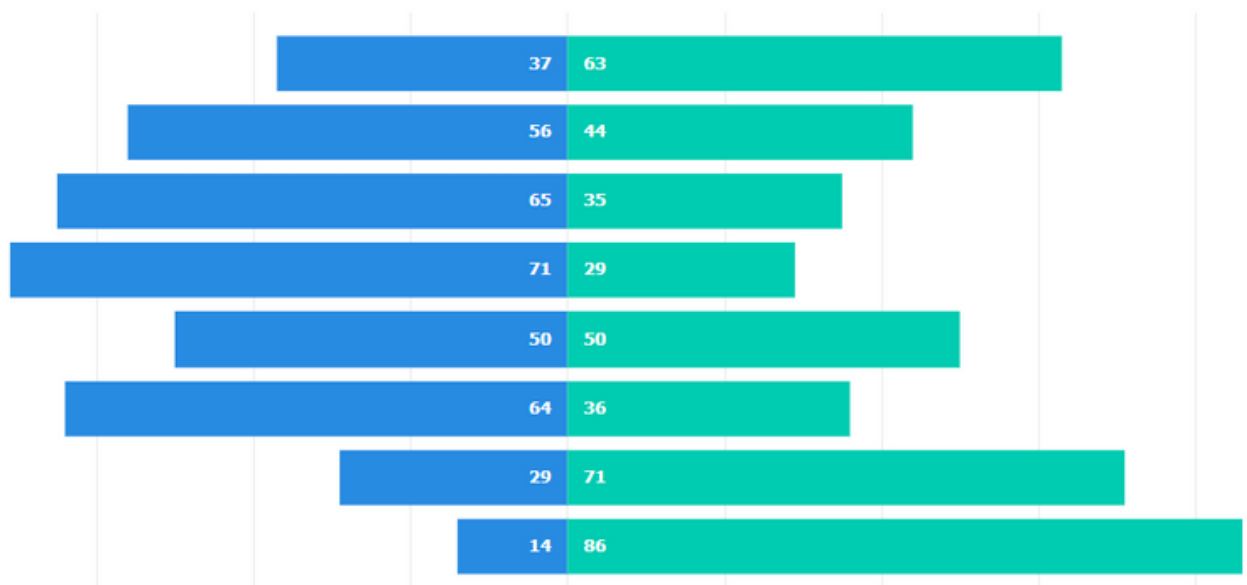
The test results clearly analyze which areas the employee has the highest potential.

Logical thinking

Logical thinking, analytical mindset. The ability to think disciplined and base one's thoughts on facts and evidence.

69 %

Mentoring

The ability to communicate and teach others, even when it involves dealing with completely new and unfamiliar people.

83 %

Critical thinking

The ability to analyze or evaluate information obtained through observations, experiences, reflections, arguments, or communication for further action in resolving a crisis or problem.

74 %

- The ability to analyze situations without being influenced by external factors such as criticism from others or imposed opinions, stereotypes.

- The ability to analyze how relevant and accurate the source of information is in order to make an accurate decision based on analyzed facts rather than assumptions.

- The ability to combine different sources of information and extract the most objective information.

- Non-dichotomous thinking. The ability to see not only black and white but also to look at the situation from different perspectives.

Entrepreneurship

The ability to seize opportunities as a driving force for moving forward. The ability to use judgment to make decisions and take action without being told what to do. The ability to act without fear of consequences or conclusions from others.

80 %

Responsibility

Taking responsibility for projects and accepting the consequences of their success or failure. He/she doesn't look for someone to blame—the ability to make difficult decisions and be responsible for the result independently.

76 %

Self-support

Takes responsibility. Self-organized. Ability to delegate. Constant personal growth. Ability to find a solution to any problem if necessary.

78 %

Job suitability analysis provides an opportunity to evaluate better the suitability of new candidates, as well as the study of existing employees for a specific position, considering each person's strengths and potential. Through the utilization of this tool, it becomes feasible to identify the areas where investing in the development of an employee's potential is crucial for the company to attain great results.

Davis Williams

Job title: **Marketing Manager**

Compatibility   67%

The marketing manager is responsible for promoting products and services, developing and reviewing commercial proposals, creating sales tools, and monitoring competition. He/she possesses a critical mind, a high level of curiosity, and good communication skills. The marketing manager should be able to show initiative and propose new ideas.

Recommended traits for this role

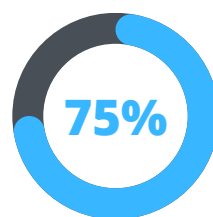| Trait	Range	Score
Adaptation of Change	35 - 100	100
Autonomy	50 - 80	57
Cope with stress	50 - 80	32
Critical thinking	60 - 80	12
Determined	70 - 100	61
Devoted	60 - 100	100
Diligent	50 - 80	60
Extraversion	50 - 80	15
Free-Thinking	50 - 80	100
Improvisation	40 - 70	44
Independence of the opinions	60 - 90	10
Initiative	60 - 100	50
Intuition	40 - 100	33
Leadership	70 - 100	54
Learning agility	60 - 100	78
Logical thinking	60 - 100	68
Mentoring	40 - 100	54
Need for Action	0 - 40	29

In the personality potential score reports, specific traits of employees with the highest potential are emphasized, providing a clear visual representation of the characteristics that surpass 68 percent.
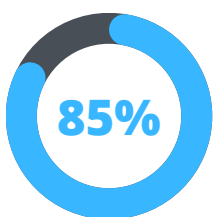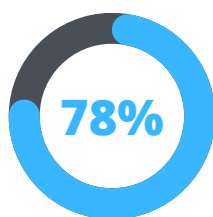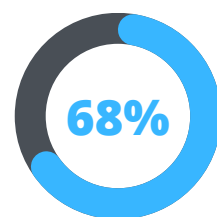
85%	78%	75%	68%
Self-motivation	Creativity	Critical thinking	Networking

Personality Potential

Description

He is an Ambivert but with more qualities of an Extrovert. He will feel more comfortable in a familiar environment. He prefers speaking more and gladly participates in business or team events, but it is quite possible that he will only stay for a certain period of time, after which he will need to be alone.

In most cases, he can quickly determine and make necessary decisions. He is not inclined to easily compromise in disputes, even if the conversation leads to a minor confrontation. It is more likely that he will stand his ground during conflicts.

However, he can listen to the other side or even take the other side's position if he sees solid and weighty arguments.

He is pretty sincere and usually speaks candidly and truthfully "without beating around the bush."

Overall, he does not strive to persuade or manipulate others constantly, but in certain situations, he may still conceal facts to achieve the desired outcome.

He is a person who needs a certain freedom of action, and he does not support situations when he is confined to specific frameworks. He acknowledges that a set of rules is necessary for the effective functioning of any organization; however, he may deviate from following them if he feels that they seriously hinder business or personal development.

Personality Potential

He has a higher potential for work in roles that involve:

- Establishing new contacts, making presentations, and giving public speeches.
- Brainstorming - the spontaneous expression of ideas.
- There is a need for a fairly determined employee who is capable of steadfastly defending work positions at different levels of negotiations but who can also compromise to take into account the reasoned views of others.
- In a corporate culture where values such as honesty, sincerity, openness, and the need for objectivity are the foundation. The desired outcome is achieved by inspiring and motivating others rather than manipulating them.
- The focus is on achieving results, but employees are allowed to express their ideas or develop their own plans of action to achieve the desired outcome. That is a job that requires a creative approach.
- Companies with a micromanagement style do not suit him very well, as it would emotionally drain and demotivate him.
- Powerful dynamics in actions are required.

Strengths.

- He is energetic and sociable, with an excellent ability to make new contacts. He is a suitable person to invite to brainstorming sessions.
- Capable of making firm decisions in complex discussions.
- He is truthful and sincere. Colleagues are more likely to rely on him and his opinion because they believe in his honesty and that everything he says is fair and objective.
- Creative approach. He will consider all pros and cons before making a decision and following the rules.
- He produces results quickly, preferring immediate action over constant contemplation. He is more willing to take risks to test out new ideas.

Communication Tips

These are communication tips for colleagues to enhance team spirit

▷ He possesses a sociable nature, indicating that he is likely to share his ideas during conversations. It would be beneficial to initiate contact with him more regularly.

▷ When interacting with him, you can anticipate receiving sincere and truthful answers. He tends to be direct and transparent in his communication. It is important to note that he also expects others to demonstrate the same level of honesty and openness.

▷ To effectively communicate with him, it is advisable to schedule appointments beforehand. It means that a chaotic workplace may hinder effective communication.

▷ He holds strong convictions, so it is important to exercise patience and present well-founded and constructive arguments to persuade or dissuade him. While engaging in dialogue with him is feasible, it is worth noting that on certain topics, he may instinctively defend his stance, which could potentially shift a constructive conversation into a debate.

▷ He values his freedom of action and dislikes being confined to specific constraints. When aiming to achieve a desired outcome, it is crucial to frame the conversation in a way that does not sound like an order or pose a threat to his freedom of choice.

▷ He is a dynamic performer therefore avoid overwhelming him with lengthy meetings. Instead, involve colleagues who excel in planning to develop potential action plan scenarios collaboratively. This approach will allow him to agile execution of tasks, keeping him highly motivated by enabling quick progress.

Frequently asked question

1. How reliable are the test results?

On average, the test demonstrates a reliability rate of 93%, which is determined through surveys where individuals are asked to rate the suitability of the test for their personality on a scale from 1 to 100%. Additionally, the company's management conducts observations of its employees and compares the results with the test outcomes to further analyze its effectiveness.

The test has been developed using scientifically validated methodologies.

The Talentgreatness test is a product of incorporating the most effective methodology advancements along with 25 years of personal experience working with individuals.

The initial validation of the personality potential test was conducted by inviting individuals close to the developers and company employees who had no personal interest in distorting the test answers.

A total of 170 individuals participated in the preliminary validation of the test. We are continuously enhancing the test questions and gathering feedback through surveys to improve the accuracy of the test results.

2. What reports are available from the Talentgreatness personality assessment?

- Personality potential of employees
- Customized matrix and analytics of job compatibility
- Tips for enhancing team cohesion through effective communication.
- HR project management based on employees' soft skills
- Productivity rate - Alignment of job criteria and employee's potential
- Engagement rate
- Burnout rate
- Emotional Intelligence (EQ)

3. Can employees cheat the test for their benefit?

Job candidates often believe that providing answers aligned with the employer's expectations will increase their chances of a successful job interview. Similarly, many tests available on the market allow individuals to manipulate their responses in order to present more convincing test results.

When using our personality assessment, adopting such a strategy of providing false or manipulated answers will not benefit the employee and may potentially have negative consequences. The assessment is designed to provide accurate insights into an individual's personality traits and suitability for specific roles or environments considering a person's potential.

The fundamental principle of the TalentGreatness test is based on the principles of a polygraph (lie detector), focusing on accessing an individual's subconscious rather than relying solely on conscious thought. The test questions are designed with the intention of eliciting responses that provide insights into the deeper aspects of a person's personality.

Questions do not always have a direct meaning; they are more based on behavioral potential. In addition, to get a rating for a particular personality trait, you have to answer 16 questions of similar importance throughout the entire test, which excludes the possibility that some questions could affect the overall test result.

It is crucial to emphasize that there are no specific right or wrong answers in this test. All responses are considered correct as they shed light on individuals' behavioral potential and strengths. The purpose of the test is not to categorize people as good or bad. Instead, it aims to identify and highlight the promising aspects of individuals' potential. Every individual possesses a significant potential that should be acknowledged and recognized.

Therefore, before taking the test, people should be encouraged to be as honest as possible.
By attempting to deceive and answer questions that may appear more appealing to the employer, candidates or employees run the risk of masking their true qualities, which could potentially be the decisive factor the employer is seeking. Being truthful and authentic in their responses allows the test to accurately assess their genuine strengths and potential, leading to a better match between their qualities and the employer's requirements.

The answer to the question, "Can employees cheat when completing the test for their benefit?" - NO, they can't.

4. How to correctly perceive the results of this personality potential test?

Many tests are indeed created with a pass/fail format, similar to exams. As a result, people often approach testing with caution or even skepticism.

When taking the Talentgreatness test, we try to inspire people that the primary objective is to identify their strengths and unlock their human potential.

The test results primarily focus on identifying each person's energy source. This means that if individuals consistently operate outside their energy potential, they are more likely to experience emotional burnout over time.

For instance, if an employee's energy potential in terms of being structured is determined to be 75%, consistently placing them in a chaotic environment will eventually lead to emotional burnout and a decline in motivation to work. Even individuals who are highly productive and creative have their limits, and operating outside their energy potential for prolonged periods can have detrimental effects.

Additionally, the test results reflect the potential of human behavior, which aids employers and colleagues in better understanding how to communicate with one another, reducing the likelihood of misunderstandings. By recognizing and appreciating each individual's strengths and tendencies, effective communication can be fostered, promoting a harmonious work environment.

Let us take care of the engagement and motivation of your employees.

We specialize in assisting companies in transforming employee potential into tangible business results.

As an HR cooperation partner, we provide independent analysis of your employees' potential, ensuring they never reach the point of emotional burnout. We aim to keep them consistently inspired and motivated to achieve the highest goals of your company.

ANALYSIS OF PERSONALITY POTENTIAL

Our business customers have rated the solution's reliability at an impressive 93%.

93%