talify

Because finding a job shouldn't be one.

TALIFY MISSOURI ASSESSMENT REVIEW

Kiosite's Talify Missouri platform provides an innovative suite of services enabling employers to source, screen, select and develop better, more productive personnel—faster and more economically. Through a unique relationship, Kiosite and Caliper—a firm with more than 50 years of experience delivering world-class assessment tools, services and systems—have partnered to provide you an experience that delivers remarkable insight and opportunity. Using a proprietary array of valid and reliable tools and solutions, we help companies integrate and evaluate the measurements of individual and organizational potential, behavior and results. With a track record of return on investment, companies achieve peak performance by sourcing the right job-seekers, by hiring the right people, managing individuals most effectively, and developing productive teams.

The Talify Key Competency Areas Assessment

What is the Talify Key Competency Areas Assessment? What does it measure and how does it work?

The Talify Key Competency Areas Assessment is a job interest matching tool delivered through the Talify Missouri platform. Based on decades of research, development, and hands-on experience understanding competencies required across a wide variety of roles and job types, the Talify Key Competency Areas Assessment measures consistency between a job-seeker's job interest, self-reported skill level, and experience against an employer selected search template. Ideal templates are established at a job-seeker search level, allowing you to assess each job-seeker against the very specifics of the role for which employers are searching. Though the template is initially established, it may be modified—rescoring and reranking job-seekers as new search criteria is defined.

Here's how it works:

1) Job-seekers complete the Talify Key Competency Areas Assessment by ranking the ten Key Competency Areas in their "ideal" job; this is accomplished through a forced order ranking—where #1 represents the job-seeker's area of highest interest and #10 represents his or her area of least interest. Job-seekers looking for more description behind Key Competency Areas may view a list of corresponding, representative behaviors.

2) Once the job-seeker completes the rank ordering of interest, he or she is asked to specify a self-reported level of skill—from "Unskilled" to "Expert"—as a means to understand where the job-seeker feels strongest against each of the Key Competency Areas. While self-reported and therefore subject to the job-seeker's bias, this section of the tool is designed to understand his or her perception in conjunction with interest and experience.

3) The final component of the Talify Key Competency Areas Assessment requires the job-seeker to specify how much paid experience he or she has in each of the ten Key Competency Areas—from "None" to "More than Five Years". In addition to using this as part of the job-seeker ranking and scoring methodology, employers may also use this information as a further validation against other job-seeker statements regarding employment experience and skills.

The Talify Key Competency Areas Assessment

How are the Talify Ranking search templates established?

Using a rank-ordering process, you identify a role-specific, competency-based interest pattern that you would like ideal job-seekers to exhibit. From a selection perspective, job-seekers whose interest patterns match the template interests will be rated higher and considered a better match for job satisfaction than those job-seekers whose interest patterns are markedly different from those areas deemed important.

Interest patterns are established from among the list of ten Key Competency Areas. The number of competencies selected can vary depending upon the nature and complexity of the role. However, for most roles, four to six are sufficient (a minimum of three are required) to identify differences in the job-seeker pool. It is often helpful to divide the Key Competency Areas into "must haves", "nice to haves", and "unnecessary" competencies. Of those selected, rank-ordering those in the "must have" and then "nice to have" categories provides an effective template.

Together, this selection and ranking provides a method for assessing the level of congruence between job-seeker interest, self-reported skill level, and experience, and provides a basis for

determining behavioral potential as measured by the Talify Personality Traits Assessment, discussed later.

In addition to providing a necessary template allowing for the Talify Missouri platform to function effectively, the ranking process often encourages conversation around roles and responsibilities in order to provide for a more effective definition and understanding by those involved both in the sourcing, screening and selection process, and day-to-day work with the employer.

Additional personality-based assessment tools are available through the Talify Missouri platform, bringing together information derived from the Talify Key Competency Areas Assessment, and additional items to form a broader picture. In its complete form, these tools can effectively be used to provide information and depth to the sourcing process, and data relevant to employee selection, onboarding, training and development, and coaching.

As discussed, each position has a series of Key Competency Areas with which it is associated, and chosen from the ten detailed below. Each Key Competency Area has three representative behaviors that further describe the trait within any work environment.

KEY COMPETENCY AREAS AND REPRESENTATIVE BEHAVIORS	
Generating New Business	• Introducing Yourself to People You've Never Met • Convincing Others to Do Things in New Ways • Persuading People to Make a Commitment
Cultivating Existing Business	• Understanding Customers' Needs and Expectations • Recognizing Opportunities for Additional Sales • Asking for Additional Sales
Providing Services to Others	• Tuning in Carefully to Others, "Walking in their Shoes" • Helping People and Answering their Questions • Resolving Disagreements and Complaints
Working with Data	• Gathering, Comparing or Computing Information • Organizing or Manipulating Data • Synthesizing or Interpreting Data and Drawing Conclusions
Managing Others	• Giving Directions to Other People • Coaching Others to Help them Perform Better • Delegating the Tasks Needed to Complete a Project
Entrepreneurial Leadership	• Establishing a Vision of the Future • Making the Vision a Reality • Persuading Others to Help them Perform Better
Working on a Team	• Cooperating to Achieve Common Goals • Putting Personal Feelings Aside for the Common Good • Cultivating and Maintaining Working Relationships
Planning and Organizing Activities	• Identifying Goals and Setting Priorities • Planning Projects and Establishing Deadlines • Managing Time and Commitments
Working with Things	• Working with Materials, Machinery or Tools • Maintaining or Repairing Machinery • Installing, Checking or Troubleshooting Machinery
Solving Complex Problems	• Identifying and Researching Complex Strategic Issues • Analyzing and Organizing Root Causes and Trends • Defining and Deciding Upon Alternative Solutions

The Talify Personality Traits Assessment

What is the Talify Personality Traits Assessment? What does it measure and how does it work?

Following the Talify Key Competency Areas Assessment, a job-seeker will proceed to the Talify Personality Traits Assessment. This instrument measures both cognitive skills and job-related personality traits including: Assertiveness, Empathy, Confidence, Sociability, Helpfulness, Thoroughness, Problem-Solving, Cautiousness, Flexibility, Idea Orientation, and Persuasive-Drive. Each of the Talify Personality Traits Assessment measurements is then correlated against the Key Competency Area template, highlighting and automatically weighting those attributes impacting performance in the selected areas, and generating their individual Personality score within their Assessment score.
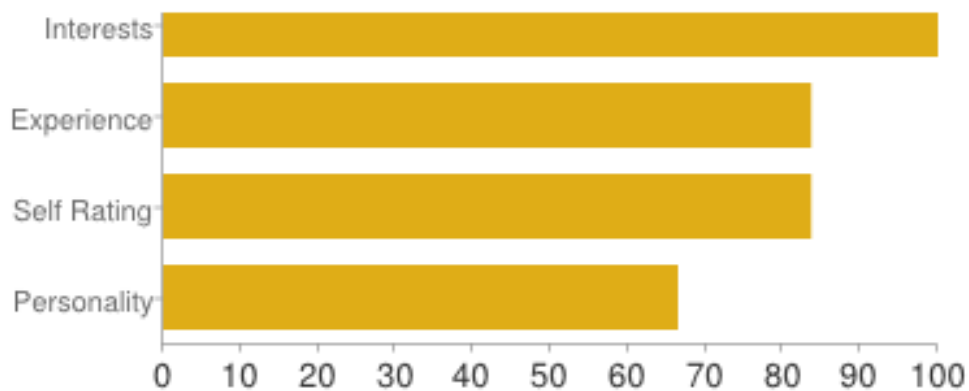
The Talify Assessment score is comprised of up to four weighted components: 1) job-seeker interest (labeled "Interests"), self-reported skill level (labeled "Self Rating"), experience (labeled "Experience"), and behavioral match (labeled "Personality"). Based on the particular role, each of these components is given a specific weight. For example, for a position in which personality strength and behavioral match is particularly important, an employer can place higher weight on the Personality by placing a value of 50% on this variable; where experience is less important— for example, with younger workers or summer associates you may place a value of 10%— adjustments may be made accordingly and to an employer's particular specifications. This weighting may be adjusted at any time; however, the total weight of the four areas must always equal 100%.

The Talify Personality Traits Assessment is a valid and reliable subset of the full Caliper Profile and has been specifically designed as a valuable tool to be used in concert with the sourcing, screening and selection process. The Talify Personality Traits Assessment is generally used in situations where a job-seeker pool must be narrowed down to those likely to be strong matches for a specific role, and well suited to move to the next stage of the process. The Talify Personality Traits Assessment is taken through Talify Missouri and can be further benchmarked, validated and scored at a position level, though many companies rely on Caliper's extensive database and prior industry-based research as a basis for getting started.

The Talify Personality Traits Assessment generally takes between 20 and 35 minutes to complete. The instrument is divided into three sections that evaluate personality traits, problem-solving skills and behavioral tendencies. Problem-solving skill questions have right and wrong answers while items that measure personality traits and behavioral tendencies are based purely upon the job-seeker's personal preferences. For these items, there are no correct or incorrect answers.

Assessing both cognitive skills and job-related personality traits, the Talify Personality Traits Assessment provides a Personality score within the Assessment score based upon the degree to which a particular scoring pattern correlates with job performance within the selected Key Competency Areas. Results are reported in both graphic and text formats. Based on the Talify Personality Traits Assessment, an interview guide is generated to help hiring managers formulate questions to ask of potential job-seekers. The guide uses behaviorally based question formats tied directly to the job-seeker's strengths and weaknesses as measured by the Talify Personality Traits Assessment results. Talify Missouri will also provide the job-seeker with interview help in the form of feedback on their three highest and three lowest behavioral traits. Job-seekers can be better prepared for employer questions and showcase their great assets.

The Talify Personality Traits Assessment

How is the Talify Personality Traits Assessment scored? What specifically is measured?

Each item in the instrument is keyed to a particular scale and the job-seeker's responses to each item are summed to derive a raw scale score. Raw scale scores are then converted to percentile scores based upon Caliper's normative database of more than two million respondents. The Caliper norm group reflects the characteristics of the work-force in terms of age, race, gender, and industry. Scores are generated automatically and made available to both the job-seeker and employers as soon as the job-seeker completes the assessment.

The percentile score that a job-seeker receives for each scale represents how that person scored in relationship to the norm group. For example, a score of 50 would indicate that 50% of the norm population scored lower than the job-seeker on that particular trait. Likewise, a score of 20 would indicate that 80% of the norm population scored higher than the job-seeker and a score of 90 would indicate that the job-seeker scored higher than 90% of the norm population. The higher the score, the greater the job-seeker's tendency to exhibit the trait in relationship to the rest of the population. Therefore, job-seekers who score at the 90th percentile on Assertiveness will likely exhibit a significantly higher tendency to express themselves forcefully, for instance, than job-seekers who score at the 10th percentile.

How should high and low scores on the Talify Personality Traits Assessment be interpreted?

First, it is important to remember that the precise value of the score is less important than the relative value of the score. A small difference between one score and another is not meaningful from a behavioral perspective. That is, an observer would not likely notice the difference between someone who scored at the 20th percentile and someone who scored at the 30th percentile on the sociability scale. It's best to think of scores as being high, in the mid-range, or low. Scores that are in the mid-range (around the 50th percentile) indicate that the person is about average. Scores above 70 indicate that the person is above the average and scores below 30 indicate that the person is somewhat below average in how they responded to the items on the instrument. **It is particularly important to interpret scores as a pattern, in relationship to each other, rather than as single, identifying traits.**

The Talify Personality Traits Assessment

How should the Talify Personality Traits Assessment results be interpreted?

Talify Personality Traits Assessment percentile scores are expressed as multi-colored vertical bars. Each of the traits measured is depicted by one of the bars. The higher the bar, the greater the job-seeker's percentile score and the more likely the person is to exhibit the trait. Scores can range from approximately 1 to 99. The graphic representation of the percentile scores permits an easy to interpret method of comparing one score to another.
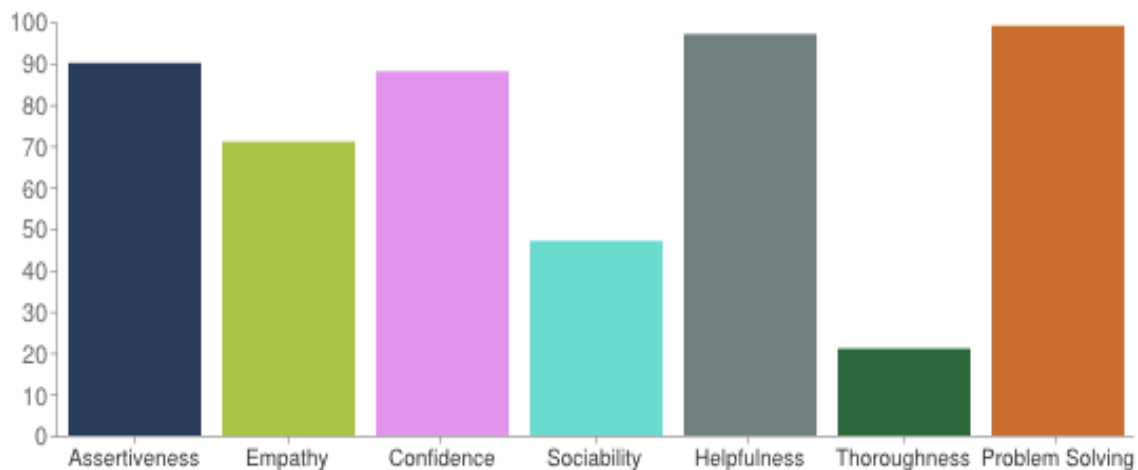
Behind each of the job-seeker attributes measured, the Talify Personality Traits Assessment provides you with a written explanation of how the score is likely to impact job-related performance. With a strong understanding of the meaning behind each of the areas, the tool becomes remarkably useful when sourcing, screening, selecting, and even developing personnel once hired—allowing you to coach and mentor effectively.

On the following pages, we've outlined the specific attributes and how scores are likely to impact a job-seeker's personality and tendencies:

Assertiveness: *The ability to express one's thoughts forcefully and consistently without having to rely on anger or unnecessary emotion.*

- High: will generally be direct and straight-forward in expressing thoughts and ideas or defending a point of view even when addressing an "unreceptive audience".

- Moderate: may be inconsistent expressing opinions or ideas; is likely to be more comfortable when prepared or familiar with the topic, or where the audience is perceived as cooperative.

- Low: may not be comfortable or proactive in communicating or defending ideas or expressing opinions in a direct manner; may back down when faced with even mild opposition.

Empathy: *The ability to accurately sense the needs, emotions and reactions of others and to objectively identify their feelings without necessarily agreeing with them. The ability to appropriately adjust one's own emotions and behaviors to effectively work with other people.*

- High: is sensitive to and able to objectively identify the needs, feelings and reactions of others, and has the capacity to adjust his or her behavior to correspond to the emotional needs of the situation; such job-seekers are generally open-minded and flexible in their ability to interact with other people.

- Moderate: may be inconsistent in the ability to accurately identify the emotions and feelings that others present; while open and sensitive in many situations, job-seekers with moderate scores may occasionally exhibit a closed-minded approach toward some and have difficulty adjusting their behavior accordingly.

- Low: job-seekers scoring low on empathy may not display the sensitivity, openness and flexibility to remain in tune with others and thus understand their needs, feelings and inner motivations; as a result, they may be seen as being stubborn with regard to their own points of view and insensitive to the feelings that others present.

Confidence: *The courage, self-worth and personal comfort one brings to social, problem-solving and business situations. The ability to handle rejection and accept criticism in a manner both positive and growth oriented.*

- High: is likely to perform well in situations of stress and uncertainty and to persevere in the face of ambiguity, negative feedback or a failed attempt to accomplish a goal.

- Moderate: will generally function confidently and with resilience when outcomes can be predicted or when skills, knowledge and experience are sufficient to meet the needs of the situation; may feel uncomfortable when faced with strong negative feedback or situations where outcomes cannot be addressed by existing or future levels of skill or experience.

- Low: will generally be most comfortable in situations where outcomes are clearly predictable and where current levels of skill, knowledge and experience are sufficient; may have difficulty dealing with adversity, ambiguity or situations that require taking risks.

Sociability: *The tendency to be outgoing and sociable and to seek out the company and camaraderie of other people.*

- High: will generally look for and enjoy interacting with other people; tends to prefer being with others to being alone and will engage both in group and one-on-one relationships.

- Moderate: will balance a need to be with and around other people with a need for independent activities; is generally comfortable in situations that call for social interaction but may prefer to be with job-seekers and groups who are familiar.

- Low: may be more comfortable when not expected to interface with a wide variety of people, particularly those with whom there is no personal relationship; is likely to prefer independent activity rather than those requiring a high degree of social interaction.

Helpfulness: *An orientation toward being helpful, charitable, service-minded and accommodating to the needs of other people.*

- High: having a strong need to be liked, is likely to be very accommodating, charitable and helpful to other people-even at their own expense; tends to have a strong service motivation and are willing to "put themselves out there" to meet a need based upon request for assistance.

- Moderate: is likely to be balanced in the need to be helpful and the management of own self-interests; while providing assistance and accommodating the needs of others when possible, will generally make certain that such requests are reasonable within the context of individual agendas, time-frame and capability to deliver.

- Low: not having a strong need for approval, generally highly independent and tends to separate from the group and other people's problems; while accommodating if the needs of the other person or the group correspond to their own needs, these job-seekers are likely to be more focused upon their own agenda then the needs of others.

Thoroughness: *The orientation toward details, thoroughness and a need to make sure that, projects, tasks, products, outcomes and results are complete and done correctly.*

- High: having a strong orientation toward details and completeness, these job-seekers are not likely to be satisfied if work is not done up to their level of expectation; these job-seekers are likely to be careful in their approach to assignments and will generally do what is necessary to make sure that a job is done properly.

- Moderate: is likely to focus on details, thoroughness and completeness when necessary but may avoid details in situations that are less critical.

- Low: may focus more on the conceptual aspects of tasks and problems than on a rigorous approach to managing details; may not always exhibit a high level of thoroughness or discipline in projects, tasks or their approach to problem-solving.

Problem-Solving: *The ability to solve abstract problems by recognizing underlying patterns, potential solutions and making correct solutions based upon limited data.*

- High: likely to be capable of handling highly complex, intangible or multi-dimensional abstract problem-solving tasks.

- Moderate: will generally be capable of most routine problem-solving tasks requiring an ability to organize data and solve problems of a general nature.

- Low: is likely to be more effective solving problems of a concrete or practical nature then those requiring a high degree of abstraction; will generally be comfortable in working with routine problem solving tasks, straight-forward and where solutions are readily accessible.

Cautiousness: *The degree to which a person is hesitant and careful in making decisions. Confidence relates to the care with which one evaluates situations or materials and takes action.*

- High: is likely to be exceptionally careful and deliberative; will generally research and evaluate deeply, leading to confidence in decision-making, although some opportunities may be missed because it takes too long to arrive at a decision.

- Moderate: will generally be capable of deliberating and thinking through on important decisions; however, will understand and recognize when not to let decision-making processes slow one down.

- Low: is likely to be impulsive and quick in decision-making; will generally spend less time considering risks and outcomes, resulting sometimes in poorly-thought through decisions.

Flexibility: *The ability to modify approaches and adapt to changing situations; openness to utilization of feedback.*

- High: likely to be open-minded and have the ability to consider alternative ideas from a variety of positions. Can move agenda forward with ease, although may give into the wishes of others.

- Moderate: will generally strike a balance between adapting to the wishes of others and standing strong on principles.

- Low: is likely to be inflexible regarding positions; will have a harder time listening to the needs of others, and may come across as stubborn or abrasive, however strong principles will provide a standard for others to emulate.

Idea Orientation: *The ability to come up with "out of the box" solutions; measures creativity and originality.*

- High: likely to be most comfortable thinking in abstractions; highly imaginative, theoretical, and innovative, leading to a desire to use new solutions to problems rather than same old methodologies.

- Moderate: will generally strike a balance between creative and practical thinking; appreciates innovation, but prefers to focus on feasibility when considering solutions.

- Low: prefers practicality to abstract thinking; will focus on utilizing what has worked before and is efficient and cost-effective.

Persuasive-Drive: *The need to persuade others as a means of gaining personal gratification; the joy one receives from persuading or influencing another person.*

- High: likely to exhibit a strong inner motivation to persuade; ill receive motivation from bringing others over from their positions.

- Moderate: will generally be goal-oriented and see persuasion as a positive when used as a tool to complete important goals.

- Low: is likely to be more willing to rely on the consensus of the group rather than focusing on persuasion; more oriented towards presenting positions in a matter-of-fact manner.