

TALENTSCAN CONTRIBUTOR

Low Characteristics

- Content with routine assignments
- Little interest in advancing
- Reactive regarding career growth
- Accepts and lives with weaknesses
- Disregards constructive feedback
- Maintains the status quo
- Little opportunity to set own goals
- Has long-term, ongoing assignments
- Overly focused on process
- Puts own needs first
- May not prioritize organizational issues
- May leave quickly for other opportunities
- Shows little investment in work
- Less focused on organizational issues
- Focuses mainly on own area

- May not focus enough on output
- Leaves tasks unfinished
- Falls short of some expectations
- May work too quickly
- Overlooks deficiencies
- Neglects to check work
- Waits for direction before acting
- Refers problems to others for resolution
- Avoids taking on new assignments
- Prefers doing one task at a time
- Slow to change focus and adapt
- Rigid in how a job should be done
- Slow to get back to people
- Lacks understanding of people's needs
- Primarily focused on own work
- Wastes time and is inefficient
- Loses track of what needs to be done
- Overworks some tasks

INDIVIDUAL QUALITIES

Motivation

AMBITION

Wanting more responsibility and seeking advancement.

IMPROVEMENT

Developing skills and enhancing how things are done.

GOAL DRIVEN

Setting and achieving challenging goals.

LOYALTY

Being committed to and supporting the organization.

OWNERSHIP

Approaching work with the attitude of an owner.

Work Approach

RESULTS

Meeting commitments and being personally productive.

QUALITY

Paying attention to detail and working with accuracy.

PROACTIVE

Taking independent action to move things forward.

FLEXIBILITY

Adjusting to change and adapting to different circumstances.

RESPONSIVENESS

Attending to people's needs in a timely manner.

TIME MANAGEMENT

Prioritizing and making good use of time.

High Characteristics

- Seeks added job challenge
- Eager to be promoted
- Driven to have career growth
- Looks for learning opportunities
- Asks for performance feedback
- Initiates improvement efforts
- Works hard and uses time productively
- Focuses on short-term goals and timelines
- Achieves more than others expect
- Acts in the organization's best interest
- Makes sacrifices for the greater good
- Seeks long-term job stability
- Has a sense of ownership for work
- Does the little things that matter
- Assumes personal responsibility

- Works hard to be productive
- Prioritizes task completion
- Delivers more than is expected
- Produces work of the highest quality
- Immediately addresses any errors
- Consistently checks work for accuracy
- Takes steps to move projects forward
- Finds answers and overcomes obstacles
- Volunteers for extra responsibilities
- Juggles multiple priorities
- Handles new assignments easily
- Makes use of new methods
- Provides quick, quality service
- Anticipates people's needs
- Responds immediately to people's requests
- Makes efficient use of available time
- Remains organized to fulfill obligations
- Streamlines work to get results

Corporate Headquarters

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Low Characteristics

- Can be critical of people
- Complains and shows negativity
- Holds negative opinions of people
- Downplays importance of emotions
- Lacks insight into own reactions
- Emphasizes results over feelings
- Likely to show feelings openly
- Has difficulty controlling emotions
- Experiences frequent changes in mood
- Keeps some information from others
- Downplays problems or difficult issues
- Takes action with shared information
- Socializing is a low priority
- Doesn't spend time relating
- Takes some time to get to know people
- Uncomfortable with unfamiliar people
- Seldom adapts to others' styles
- Consistent with most people
- Close-minded to different cultures
- Discounts value of diversity
- Fails to learn from other cultures

- Pays little attention to people's feelings
- Fails to anticipate the needs of others
- Misses cues or signals people send
- Hard to relate to people's problems
- Offers little support or encouragement
- Modest concern for people's feelings
- Overly formal with people
- Doesn't prioritize being courteous
- Lacks warmth in approaching people
- Avoids working in groups
- Focuses on own needs and agenda
- Struggles to compromise on a team
- Shares information only when asked
- May not get points across
- People may feel uninformed

INTERACTIONS WITH PEOPLE

Building Relationships

ATTITUDE

Having a positive disposition toward people.

SELF AWARENESS

Being introspective and aware of own thoughts and feelings.

EVEN TEMPERED

Maintaining emotions and composure in all situations.

BUILDING TRUST

Inspiring trust and credibility with others.

RELATING TO OTHERS

Building and maintaining positive relationships.

VERSATILITY

Understanding and adapting to different people's styles.

VALUING DIVERSITY

Embracing and valuing people with different backgrounds.

Supporting Others

INTERPERSONAL

AWARENESS

Being observant and perceiving needs and feelings of others.

EMPATHY

Identifying with and responding to emotions in others.

COURTESY

Being considerate and treating people respectfully.

TEAMWORK

Being cooperative and working closely with others.

COMMUNICATIVE

Sharing information regularly and in a clear manner.

High Characteristics

- Looks for the best in people
- Generally supportive of others
- Views people and situations positively
- Understands how situations affect them
- Monitors own moods and reactions
- Demonstrates good self-insight
- Thick-skinned and resilient
- Behaves consistently day to day
- Remains calm under pressure
- Candid and truthful with people
- Viewed as credible by others
- Calls attention to issues or discrepancies
- Outgoing and sociable
- At ease with all types of people
- Builds relationships quickly
- Fits in with most people
- Adjusts personal style easily
- Behaves differently with different people
- Accepts people from various backgrounds
- Relates easily to different cultural groups
- Values diversity as key to success

- Picks up on cues in people's behavior
- Anticipates what people may think or do
- Good at observing other people
- Approachable and willing to listen
- Gives emotional support to others
- Considerate of people's feelings
- Pleasant toward people in general
- Respectful and impartial
- Makes others feel comfortable
- Enjoys collaborating with others
- Contributes to the team's efforts
- Viewed as a good team player
- Keeps people informed and current
- Consistently conveys a clear message
- Explains reasoning to people

Low Characteristics

- Frequently interrupts when others speak
- May overvalue own viewpoint
- Misses what people have to say
- Has difficulty being heard
- Rarely makes suggestions
- Hesitates to share ideas
- Shows little excitement or emotion
- Has difficulty getting people enthused
- Low-keyed, reserved style

- Acts at odds with group norms at times
- Experiences friction with others
- Disregards protocol or political issues
- Allows feelings to bias judgment
- Reacts negatively to criticism
- Emotions influence some choices
- Questions ability to be successful
- Shies away from challenges or risks
- Asks others for help with problems
- Evasive when asked questions
- Covers up mistakes or problems
- May not be transparent
- Content with level of knowledge
- Struggles to assimilate new information
- Shies away from learning new things
- Gives up in difficult situations
- Defers problems to others
- Relies on others for solutions
- May analyze situations too quickly
- Makes impractical choices
- Generates poor solutions to problems

Influencing People

LISTENING

Paying attention and really hearing what people say.

ASSERTIVE

Speaking up and sharing opinions with others.

INSPIRING OTHERS

Demonstrating a lively and enthusiastic style.

DECISION MAKING

Quality of Decisions

ORGANIZATIONAL

AWARENESS

Identifying interpersonal and cultural dynamics.

OBJECTIVITY

Evaluating situations from a logical, realistic viewpoint.

CONFIDENCE

Believing one can master life's challenges.

INTEGRITY

Being forthright, honest and demonstrating ethical standards.

LEARNING AGILITY

Acquiring and understanding new information quickly.

RESOURCEFUL

Finding solutions and new ways to handle problems.

JUDGMENT

Analyzing situations effectively and making sound decisions.

High Characteristics

- Listens attentively to what others say
- Regarded as a good listener by others
- Ensures understanding of a message
- Gets people's attention
- Forthright with opinions and ideas
- Presents ideas with conviction
- Outwardly enthusiastic and exciting
- Encourages people to reach their goals
- Shares positive emotions with others
- Readily fits into different group cultures
- Develops alliances for support
- Effectively navigates the organization
- Keeps personal feelings out of decisions
- Openly accepts constructive criticism
- Makes decisions based on facts
- Seizes opportunities and expects success
- Comfortable facing risks and challenges
- Self-sufficient in handling problems
- Provides direct answers to others
- Admits and corrects mistakes
- Forthright about difficult issues
- Driven to develop knowledge
- Grasps new concepts quickly
- Thrives in a learning environment
- Reasons through problems logically
- Serves as a resource to others
- Comes up with novel solutions
- Evaluates situations thoroughly
- Thinks in practical terms
- Makes good, reasoned decisions