



**THE
FUTURE
PROJECT**

**GUIDE FOR
INTERPRETATION**

Performance Indicator (TH-PI) report

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I. Introduction

This pdf-guide is designed for The Future Project, with the purpose to be used as support when interpreting the TH-PI report.

The TH-PI report offers a detailed description by means of 34 indicators of the behaviour, the functioning, the preferences and the motivation of the participant. Of these 34 indicators, 4 operate as Performance Clusters:

- ✧ Decision Pattern
- ✧ Team Orientation
- ✧ Working Method
- ✧ Interaction & Relationships

The Performance Clusters and the underlying functioning and behaviour indicators are documented in detail in the following pages. The scores that are attributed in the report to the indicators are the result of the answers provided in the Thalento® Questionnaire (TH-PQ).

The scores are expressed in a Sten model, with 1 being the lowest score and 10 the top score.

A low or high score cannot be read as a “good” or “bad” score. The scores need to be understood in relation to a specific situation or in function of the cluster to which they belong.

This guide contains detailed descriptions for both high and low scores. These descriptions provide information for understanding the scores and are expressed in both positive traits and attention points.

II. Interpretation of the scores from the ‘Performance Overview’

On page 3 of the TH-PI report, you can find an overview of the 4 Performance Clusters and their cumulated values. These values are a weighed mean of the underlying performance indicators. They are expressed in a number with one decimal. As a result, the variation in exact value between the clusters is often minimal.

It is, however, important to evaluate the relationship of the clusters to one another. The individual indicators are described in detail in the next pages.



III. Interpretation of the scores from the 'Decision Pattern' cluster

- ✧ The ability to take decisions timely and effectively considering potential consequences.
- ✧ The ability and interest in solving problems and making decisions.
- ✧ The extent to which one shows to be diligent and effective when reflecting or dealing with matters.
- ✧ The need for endorsement or clarity versus the tendency to act or decide quickly.

Lower Score	Indicator	Higher Score
<ul style="list-style-type: none"> ✧ Pragmatic with a hands-on orientation. ✧ Less reflective, but a tendency for action driven behaviour 	<p style="text-align: center;">Thinking</p> <p style="text-align: center;">Reflective disposition, interest in problem solving.</p>	<ul style="list-style-type: none"> ✧ Prefers intellectual challenges and solving complex problems. Long term orientation. ✧ Loses focus of the issue at hand. Slow to initiate action.
<ul style="list-style-type: none"> ✧ Rational and well reflected attitude. ✧ Lower attention to emotional intelligence. 	<p style="text-align: center;">Impulsiveness</p> <p style="text-align: center;">Tendency to act emotionally or quickly.</p>	<ul style="list-style-type: none"> ✧ Fast reactions, spontaneous and intuitive. ✧ More action-oriented than reflective. Potential emotional reactions.
<ul style="list-style-type: none"> ✧ Shows courage and presence. Composed even in unknown situations. ✧ Potential for recklessness or inconsiderate behaviour. 	<p style="text-align: center;">Risk Averse - Cautiousness</p> <p style="text-align: center;">Need for clarity and to be cautious in decisions.</p>	<ul style="list-style-type: none"> ✧ High importance on preparation. Prefers safety and security. ✧ Afraid to take risks. Action is slowed due to long reflection.
<ul style="list-style-type: none"> ✧ Not afraid to decide fast, prepared to make mistakes. ✧ Can act recklessly and carelessly. 	<p style="text-align: center;">Failure & Criticism Avoidance</p> <p style="text-align: center;">Need to avoid failure and criticism.</p>	<ul style="list-style-type: none"> ✧ Strives for perfection and decides with care. ✧ Can be controlling and dominant. Deals poorly with criticism.
<ul style="list-style-type: none"> ✧ Weighs decisions long and carefully. ✧ Expects problems to solve themselves. Rather passive. 	<p style="text-align: center;">Decisiveness</p> <p style="text-align: center;">Will to make decisions quickly.</p>	<ul style="list-style-type: none"> ✧ Dynamic and decisive. ✧ Tendency to jump to conclusions.
<ul style="list-style-type: none"> ✧ Generous and less concerned about efforts and costs. ✧ Low consideration of cost. Rather inefficient and disorganised. 	<p style="text-align: center;">Efficiency Orientation</p> <p style="text-align: center;">Desire to get maximum value out of efforts or investments.</p>	<ul style="list-style-type: none"> ✧ Careful with money and belongings. Takes no risks. ✧ Always looking to negotiate. Or fiddle about details.
<ul style="list-style-type: none"> ✧ Loyal and reliable. Needs a stable environment and clarity. ✧ Rather conservative attitude. Low adaptability. 	<p style="text-align: center;">Need for Change</p> <p style="text-align: center;">Need to meet new situations and have different experiences.</p>	<ul style="list-style-type: none"> ✧ Creative and innovative. Need for new experiences. ✧ Can be moody, impatient and restless.



IV. Interpretation of the scores from the 'Work Method' cluster

- ✧ The ability to undertake course of action in an (self)-organized and focused manner.
- ✧ The degree of readiness and the desire to perform demanding assignments and tasks.
- ✧ Stamina and thoroughness in taking actions.
- ✧ The need to receive goals and instructions versus the ability to define goals and plan activities effectively.

Lower Score	Indicator	Higher Score
<ul style="list-style-type: none"> ✧ Rather focused on the big picture. ✧ Loses interest fast. Doesn't finish things. Impatient. 	<p style="text-align: center;">Routine Good stamina in repetitive tasks.</p>	<ul style="list-style-type: none"> ✧ Honours commitments. Ability to work with focus. ✧ Needs systems, processes and predictability.
<ul style="list-style-type: none"> ✧ Flexible attitude, prepared to adapt. ✧ Less energy and perseverance. Tendency to give in or quit. 	<p style="text-align: center;">Persistency The extent to which one is willing to put much effort into completing demanding tasks.</p>	<ul style="list-style-type: none"> ✧ Does not quit engagements or tasks. ✧ Doesn't deviate from the path. Pushes forward. Stubborn.
<ul style="list-style-type: none"> ✧ Pragmatic. Able to reflect and reconsider things. ✧ Avoids difficulties. Low standards. Quickly satisfied. 	<p style="text-align: center;">Need for Challenge Desire to meet and exceed high demands .</p>	<ul style="list-style-type: none"> ✧ Sets high standards. Professional attitude, strives for perfection. ✧ Potentially too demanding. Tendency to complicate things.
<ul style="list-style-type: none"> ✧ Creative and flexible. Open to new ideas and influences. ✧ Less organised, rather chaotic. 	<p style="text-align: center;">Structure Orientation Preference for a well structured environment.</p>	<ul style="list-style-type: none"> ✧ Able to proceed in a planned and systematic manner. ✧ Low on creativity, rather inflexible and bureaucratic.
<ul style="list-style-type: none"> ✧ Less goals and structure. Takes things as they come. ✧ Lacks a clear plan. Changes views and direction quite often. 	<p style="text-align: center;">Goal Orientation Need to have well-defined goals.</p>	<ul style="list-style-type: none"> ✧ Focused on priorities and clear goals. Conscious of goals and ambition. ✧ Rigid attitude, impossible to change direction or opinion.
<ul style="list-style-type: none"> ✧ Relaxed and in control. ✧ Passive attitude, less productive. 	<p style="text-align: center;">Energy & Effectiveness Level of energy and efficiency in activities.</p>	<ul style="list-style-type: none"> ✧ Energetic, puts a lot of efforts into things, high output. ✧ Restless nature, impetuous, uncontrolled drive.



V. Interpretation of the scores from the 'Team Orientation' cluster

- ✦ The ability to perform and to contribute to actions in collaboration with others
- ✦ The ability or need to work in team together versus independently.
- ✦ The need for supportive relations versus the ability and desire to influence and to direct a team and/or their actions.
- ✦ The extent to which people prefer to act independently versus their openness to other people and their way of thinking.

Lower Score	Indicator	Higher Score
<ul style="list-style-type: none"> ✦ Preference to be independent and autonomous. ✦ Less considerate of others. Prefers the solo approach. 	<p style="text-align: center;">Need for Appreciation and Support Need for positive and supportive relations.</p>	<ul style="list-style-type: none"> ✦ Team oriented. Preference for consulting others. Prepared to adapt or adjust. ✦ Rather depending on others, less independent.
<ul style="list-style-type: none"> ✦ Consensus oriented. ✦ Little convincing powers. Does not stand up for his/her opinion. 	<p style="text-align: center;">Influence Desire to affect other's opinions and actions.</p>	<ul style="list-style-type: none"> ✦ Likes to share knowledge. Ample convincing skills. ✦ Likes to engage in discussions. Can be perceived as pedantic.
<ul style="list-style-type: none"> ✦ Rather compliant and humble. ✦ Does not like to take charge. Avoids taking responsibility. 	<p style="text-align: center;">Dominance Desire to have a powerful position.</p>	<ul style="list-style-type: none"> ✦ Visible leadership. Likes to control things. Clearly ambitious. ✦ Dominant attitude and prominently present.
<ul style="list-style-type: none"> ✦ Loyal, adjust easily. Prefers clear rules and structures. ✦ Shows little initiative, prefers performing as expected. 	<p style="text-align: center;">Need for Autonomy Need to be independent and free from rules.</p>	<ul style="list-style-type: none"> ✦ Very high independence. Strong will to determine things, creative urge. ✦ Difficult to control. Does not like restrictions or fixed structures.
<ul style="list-style-type: none"> ✦ High social and collegial orientation. Good team/group acceptance. ✦ Preferably avoids all types of competition. 	<p style="text-align: center;">Competitiveness Desire to win and be more successful than others.</p>	<ul style="list-style-type: none"> ✦ Winner. Hard worker. Always looking to deliver. ✦ Extremely ambitious, always pushing onwards. Continuously looking for challenges or to compete.
<ul style="list-style-type: none"> ✦ Efficient. No needless efforts, investments. ✦ Easily distracted. Prefers the road with the less resistance. 	<p style="text-align: center;">Resilience Will to put more effort when setbacks are encountered.</p>	<ul style="list-style-type: none"> ✦ Does not easily give in. Continues also when things get tough. ✦ Too determined. Fights on, against better judgement.
<ul style="list-style-type: none"> ✦ Rather task and goal-oriented, does not allow himself to be distracted. ✦ Indifferent. No genuine interest in others. Self-centered. 	<p style="text-align: center;">Empathic Ability Involvement in other people's way of thinking.</p>	<ul style="list-style-type: none"> ✦ Open to others. Listens well and pays attention to their needs. ✦ Considers others and their sentiments too much.
<ul style="list-style-type: none"> ✦ Recognizes the impact of one's behavior on others. ✦ Action-oriented. Can easily act decisively. 	<p style="text-align: center;">Self Awareness <i>Being aware of one's ideas and emotions and their influence on actions and decisions.</i></p>	<ul style="list-style-type: none"> ✦ Assertive. Aware of the implications of one's strengths and limitations. ✦ Can be perceived as overbearing or overly calculated.



VI. Interpretation of the scores from the 'Interaction & Relationships' cluster

- ✧ The ability and tendency to make contact and affiliate with others.
- ✧ The need for having people around and ability to initiate contacts.
- ✧ The attitude towards sharing with others and to be respected by others.
- ✧ The attitude and composure in dealing/interacting with others.
- ✧ The need for support and sharing with others versus the desire to be respected or admired.

Lower Score	Indicator	Higher Score
<ul style="list-style-type: none"> ✧ Can function isolated and independently. ✧ Tends to be introvert and individualistic. 	<p>Social Need The need for having other people around.</p>	<ul style="list-style-type: none"> ✧ Likes to belong to a group and informal contacts. ✧ To an important degree sensitive or dependant on the surroundings.
<ul style="list-style-type: none"> ✧ Keeps to oneself. ✧ Communication is a challenge, not forthcoming to initiate contacts. 	<p>Social Ability The ability to establish contact with others.</p>	<ul style="list-style-type: none"> ✧ Fluent communication skills, finds it easy to initiate and develop contacts. ✧ More clearly present.
<ul style="list-style-type: none"> ✧ Open and unprejudiced demeanour. ✧ Rather gullible, less critical of things. 	<p>Distrust - Skepticism The extent to which one doubts the motives and capabilities of others.</p>	<ul style="list-style-type: none"> ✧ Adapts a reserved critical attitude. Waits things out. ✧ Little trust in others. Suspicious. Hard to let go of things.
<ul style="list-style-type: none"> ✧ Reserved or distant, does not open easily. ✧ Cautious, little trust in others. 	<p>Trust - Openness Level of openness towards other people.</p>	<ul style="list-style-type: none"> ✧ Team player, finds it easy to cooperate in team. ✧ Naïve, too much trust in others.
<ul style="list-style-type: none"> ✧ Business oriented. Rather factual and functional. ✧ Can be cynical. Focuses on oneself. 	<p>Altruism Desire to help and share with others.</p>	<ul style="list-style-type: none"> ✧ Generous. Prepared to help others. ✧ Finds it hard to say no, too indulgent.
<ul style="list-style-type: none"> ✧ Appearances are not a priority. ✧ Indifferent. Prone to be blunt. 	<p>Status and Respect Desire to be respected and highly thought of.</p>	<ul style="list-style-type: none"> ✧ Easy to motivate. Diplomatic. ✧ Image and perception are important. Handles criticism poorly.
<ul style="list-style-type: none"> ✧ High commitment. Rather emotional. ✧ Jumpy, unpredictable. Low irritation threshold. 	<p>Composure The tendency to keep calm even under stress - Self-control.</p>	<ul style="list-style-type: none"> ✧ Rational and stress resistant. Shows little or no emotions. ✧ Can be distant and reserved, hard to read.
<ul style="list-style-type: none"> ✧ Compliant. Harsh on oneself. ✧ Insecure. Not convinced of one potential or capabilities. 	<p>Self-confidence Belief and faith in one's own capabilities.</p>	<ul style="list-style-type: none"> ✧ Self-assured leader. Does not unsettle easily. ✧ Potentially arrogant and pedantic. Listening is not a forte. Needs convincing.
<ul style="list-style-type: none"> ✧ Restrained and detached in interaction. ✧ Cautious and discrete in dealing with others. 	<p>Openness <i>Sincerity and frankness in dealing with others.</i></p>	<ul style="list-style-type: none"> ✧ Sincere and at ease in expressing one's feelings and thoughts. ✧ Outspoken and blunt in communication.