A Soft Skills Assessment and Development Resource for a Rewarding and Successful Career
Step Up and Stand Out with Self-Awareness

Effective leaders and successful business people share a unique advantage — an awareness of their strengths and a commitment to personal and professional growth. The Reflect™ tool can provide your clients that advantage, during the hiring process and throughout a business career.

Powered by Hogan Assessments — the global leader in soft skills assessments — and based on feedback from more than 900 corporate recruiters, the Reflect tool measures the core personality traits that impact leadership success.

From admissions to career services, Reflect provides information and resources that can be leveraged throughout the student lifecycle and beyond.

Why the Reflect Assessment?

Today’s professionals must be prepared with not only the technical knowledge, but also the soft skills and self-awareness that are often indicative of success in management roles. Soft skills, personal attributes that enhance an individual’s interactions, job performance, and career prospects are attributes that dictate how an individual conducts business and how individual and organizational success is achieved.

There’s a common misconception that you either have soft skills or you don’t. The fact is that they can be improved when given the right information, tools, and guidance.

Reflect is a self-administered online assessment and soft-skills development tool. Like a career coach, Reflect helps users better understand themselves and how others perceive them. In addition to providing them with insight on how they approach challenges, solve problems, and interact with others, Reflect provides a personalized development plan, including tips and learning resources, to help users enhance their emotional intelligence and reach their goals.
The Reflect Advantage

The personality and skills assessment market is a crowded one. To build a world-class product, GMAC turned to Hogan Assessments Systems, an international authority in personality assessment and consulting with more than 25 years of experience working with some of the largest, most successful companies in the world. Through research with more than 900 corporations and corporate recruiters, GMAC and Hogan defined and identified 10 soft skills, or competencies, that are critical for success, on the job and in a career. Reflect by GMAC is an assessment of those competencies with a tailored action plan to assist users in enhancing their strengths, and addressing their weaknesses, consequently making them more effective leaders.

Reflect is the only interactive platform that goes beyond results to provide a personalized action plan, resource library and career benchmarking data from 14 job functions.

Unlike Other Tools in the Marketplace, Reflect Starts with the Full Hogan Assessment That Includes Three Distinct Parts:

- **HPI** (Hogan Personality Inventory)
  - The Bright Side
  - 7 scales that measure how people behave in day to day life when they're at their best
- **HDS** (Hogan Development Survey)
  - The Dark Side
  - 11 scales that measure how people behave when they're under stress and pressure
- **MVPI** (MOTIVES, VALUES, PREFERENCES INVENTORY)
  - The Inside
  - 10 scales that measure core values, goals, and interests that determine career satisfaction

So, What Does All of This Mean?

It means that the Reflect tool is a thorough assessment of your student’s personality and clearly measures the skills necessary for their success.

The Reflect™ Tool:

- **Evaluates individuals on 10 competencies** and provides insight on how they make decisions, manage people and tasks, and interact with others.
- **Combines a prescriptive action plan** with 36 months of access to a wealth of learning resources.
- **Uses the language of business** rather than the language of psychology or psychometrics to make results easy to understand, and is completely self-directed.
- **Is completely self-directed** and does not require an executive coach for interpretation.
- **Provides benchmarking tools** for individuals to position themselves for where they want to go.
- **Gives users a business vocabulary** to discuss their strengths and weaknesses in a language that resonates with recruiters.

How Reflect Compares to Other Assessments

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<tr>
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<th>Reflect by GMAC</th>
<th>MBTI</th>
<th>DISC</th>
<th>StrengthsFinder 2.0</th>
<th>CareerLeader</th>
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Though soft skills have always been useful in workplace success, hiring experts say that companies have put new emphasis on them in the wake of the financial crisis. Companies are seeking recruits who have an ability to work with a team of colleagues, a moral compass to minimize risks of wrongdoing and leadership skills to motivate subordinates, as well as analytical prowess.

—The Wall Street Journal
What the Reflect Tool Measures

Reflect measures 10 competencies identified by more than 900 corporations and corporate recruiters as essential for success in the workplace.

Competency Definition

- **INNOVATION:** Generates new and unique ideas; makes connections among previously unrelated notions; adds value to situations requiring original thinking.
- **OPERATIONAL THINKING:** Takes into account project priorities and available resources to reach goals in the most efficient, timely, and cost effective way possible.
- **DECISION MAKING:** Recognizes and understands issues, problems, and opportunities; develops potential alternatives or courses of action; selects a course of action based on the likelihood of success.
- **STRATEGIC VISION:** Combines one’s own ideas with those of others to envision the possibilities and map out a road to a better future.
- **STRATEGIC SELF-AWARENESS:** Recognizes own strengths and weaknesses and uses that information to guide personal growth and development.
- **RESILIENCE:** Performs well under pressure or challenges (e.g. time, ambiguity, etc.); rebounds quickly from a setback.
- **DRIVE:** Establishes high performance standards for self and others; assumes personal ownership and accountability for achieving goals.
- **INTERPERSONAL INTUITION:** Communicates persuasively in individual and group situations; adjusts approach, tone, language and non-verbal cues to the characteristics and needs of the audience.
- **VALUING OTHERS:** Builds trust-based relationships with people by treating them with dignity, respect, and fairness, while valuing their diversity in background and views.
- **COLLABORATION:** Develops positive working relationships that emphasize team accomplishment in conjunction with individual contribution.

How Reflect Tool Works

There are three steps to the Reflect™ Assessment and Development Tool:

1. **ASSESS**
   - Users complete a set of over 500 online questions at their own pace. Within seconds of submitting the assessment, they can access their results.
   - The Hogan assessment that powers the Reflect tool is translated in 22 different languages, making Reflect a global assessment. We recommend that users take the assessment in their native language as the assessment is not only translated but also culturally appropriate for every user. The Reflect report, however, is only available in English.

2. **DISCOVER**
   - Individuals receive a personalized report that provides an evaluation of their skills in 10 competencies deemed critical by corporate recruiters.
   - The personalized report includes specific ways to immediately enhance strengths and address potential areas of challenge. Users can access career benchmark data to understand which competencies drive success in 14 job families.

3. **IMPROVE**
   - With the guidance of tips, videos, and articles chosen based on assessment results, individuals will uncover ways to better handle challenges, solve problems, and interact with peers, and future colleagues. They can build a library of resources, keep track of their progress, and learn from recognized experts in key disciplines.
Summary of What is Included:

- A personalized report that evaluates users on 10 competencies.
- A list of 12 behaviors to “Start, Stop, and Keep” doing along with actionable tips to help them implement those behaviors.
- A virtual library of more than 1,000 learning resources including articles, book summaries, and videos, chosen for the individual based on their assessment results. The library is continually updated to include the most relevant and effective resources.
- Career benchmarking data that explains which competencies are most important for performance in 14 job families.
- A self-designed work plan of learning resources, actions, and tips and the ability to track their progress along the way.
- Access for three years to the Reflect report and associated tools.

Self-awareness is critical for the successful applicant, and Reflect creates a rare opportunity for someone to do some of that discovery in a management-education focused tool.
How Results Are Displayed

Results are displayed on a “personality spectrum” with two ends, left and right. The round dot indicates where users scored in relation to the center of the spectrum. Each side has its own unique strengths and weaknesses.

Interpreting Results

Let’s look at a sample competency result for Innovation to get a better understanding of how to interpret the spectrum.

<table>
<thead>
<tr>
<th>LEFT SIDE OF THE SPECTRUM</th>
<th>RIGHT SIDE OF THE SPECTRUM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your practical approach allows you to objectively evaluate a situation and make the best decision for your department.</td>
<td>Although it may be challenging, you need to focus when performing repetitive tasks. If you don’t, your work may be perceived as sloppy by colleagues and clients.</td>
</tr>
<tr>
<td>You may identify new ways of doing things only when inspired by others’ ideas.</td>
<td>You understand the trickle-down effect of decisions.</td>
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Leveraging Reflect

The Reflect Self-Assessment and Development Tool lets an individual demonstrate their commitment to their personal, professional, and leadership development.

Reflect gives individuals appropriate terminology to describe themselves in a more structured manner and illustrate how their strengths and experiences are an asset.

Reflect helps users actively develop their leadership skills, thus increasing performance of themselves, team, and the organization as a whole.

Reflect helps users develop the skills prospective employers seek. It also provides them with a vocabulary to discuss who they are and what they bring in a language that resonates with recruiters.
Reflect Benefits Summary

Employers have long sought a way to gauge and develop employee’s soft skills, as they recognize these are the skills that make the difference on teams, during the hiring process, and throughout an individual’s career.

Reflect Benefits Your Organization and Program as it:

• Provides users with access to a virtual executive coach, thereby maximizing your resources.
• Offers organizations and executives critical information to assist in the leadership development process.
• Includes free online facilitator training to assist you in helping your employees interpret their results.
• Gives you aggregate data about your employees so you can compare them over time.
• Allows you to benchmark against the business world so you can develop leadership training programs that fit your needs.

Reflect Benefits Your Employees as They:

• Gain a heightened awareness of their strengths and weaknesses and are better prepared to present themselves in interviews.
• Learn what each of their competency results mean.
• Receive a customized action plan and a virtual executive coach to improve performance.
• Discover ways to enhance strengths and mitigate weaknesses.
• Access benchmark data to understand drivers of success in potential career paths, and discover areas for development based on career goals.

It’s not only what you know and what degree you have, but what kind of personality you have and how you fit into the culture.
Talent management remains one of the most compelling strategic priorities facing global organizations that are trying to maintain a competitive advantage and retain a passionate, highly engaged workforce.
What Purchasers Receive

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<tr>
<th>PRE-PURCHASE</th>
<th>AT PURCHASE</th>
<th>POST-PURCHASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free personalized product demo</td>
<td>Free facilitator training and resources</td>
<td>Reporting about your user’s performance and usage of the Reflect tool</td>
</tr>
</tbody>
</table>

• Access to Reflect codes sent via email for all those in your program who will use Reflect.

• Training for you and your team on how to discuss Reflect results with your users. We provide a Reflect facilitator website, rich with ideas, activities and training resources that can be leveraged as you incorporate Reflect into your program. The facilitator website provides instant access to a wealth of resources to assist with framing and interpreting individual scores:

  » Language and vocabulary to use for various results on the spectrum.
  » Resources to use for individual and group coaching.
  » Learning activities for different audiences that can be used in their entirety or in parts. The learning activities are a great way for facilitators to spark their imagination and take advantage of the full power of Reflect.
  » Videos that guide users through the pre- and post-assessment process.
  » A PowerPoint deck that can be used to present information to your company.

• Data including access to the individual scores of your users, as well as aggregate data so you can compare them with other cohorts over time. You can also use your data to benchmark against the business world.

• Support from a team of individuals at GMAC committed to your successful implementation of the Reflect tool.

For more information, to inquire about pricing, or receive a free product demo, contact reflect@gmac.com.

Reflect™ by GMAC

The Reflect™ tool was developed by the Graduate Management Admission Council®, the global leader in research, professional development, and talent evaluation in graduate management education, and Hogan Assessments, the international authority on personality assessment.

GMAC
Graduate Management Admission Council

Connecting Talent and aspiration with opportunity

The Graduate Management Admission Council® is the not-for-profit association of the world’s leading business schools and publisher of the GMAT® exam, the most widely used and respected admissions exam for graduate business and management programs around the world.

Hogan
The science of personality

As an international authority in personality assessment and consulting, Hogan has more than 30 years of experience helping businesses dramatically reduce turnover and increase productivity by hiring the right people, developing key talent, and evaluating leadership potential.
Connecting talent and aspiration with opportunity.