



BEING AT FULL
POTENTIAL



Employability Assessment Report of

task 18

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Assessment conducted by

BEING AT FULL POTENTIAL

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1. Introduction to the Employability Assessment

1. Objective of this Assessment:

The objective of the Employability Assessment report is to measure how employable a young professional is, and what are the levers to pull in order to raise the `employability` of the individual.

In particular, we shed light on the most critical behaviours and mindsets that make one employable in this rapidly changing world. This unique approach to assessing individuals and groups of employees brings the focus back to one fundamental pillar of employability: a person`s openness and willingness to learn (i.e. their mindset).

2. How is this report to be used:

The measures - along with all the other important measures - displayed in this report are best used as follows;

- Do not use the findings as a pass-fail verdict. Due to life experiences, some skills and attitudes are well-expressed and other attitudes are under-expressed. Find ways to better utilise the well-expressed qualities and develop the under-expressed ones.
- Do not use the findings as an exact science. Each human being is different. So, try to find unique solutions for each person.
- Use the findings as indicators of what the opportunity areas are where a young professional can develop in order to fulfil his/her promise.
- If you are an employer, use the frameworks shown in this report as a system for employee development.
- If you are a policy-maker, use this report as an objective basis for your policy-making. Many of the frameworks in this report can inform the future course of organizations and nations.
- Use this report as a common language between young professionals, employers and policy-makers. There is no one agreed language or standard that represents employability. This report could serve that purpose.

3. How to interpret the colour codes:

Throughout the report you will see four different colours (red, yellow, green and purple) to represent the scores. It is important that these codings are NOT interpreted as "good" or "bad". Red means "UNEXPRESSED" and yellow means "UNDER-EXPRESSED". A red or yellow score does NOT mean the individual does not have the inherent ability to thrive in those areas. It simply indicates that at the current point in time those qualities are not fully EXPRESSED. And, green means "WELL-EXPRESSED" and purple means "HIGHLY EXPRESSED". For example, a purple score does not mean there is no room to grow. It just means that for the current industry/job you have the right mindset. This can obviously change when your professional interests change.

4. What you will get out of this report:

We look at 'employability' as a function of technical or trade skills that we acquire through traditional education, and the deeper attitudes or mindsets that inform how we live our lives (see figure 1). The later are typically acquired through our life experiences and upbringing. Our overall Employability Index recognizes the importance of both.

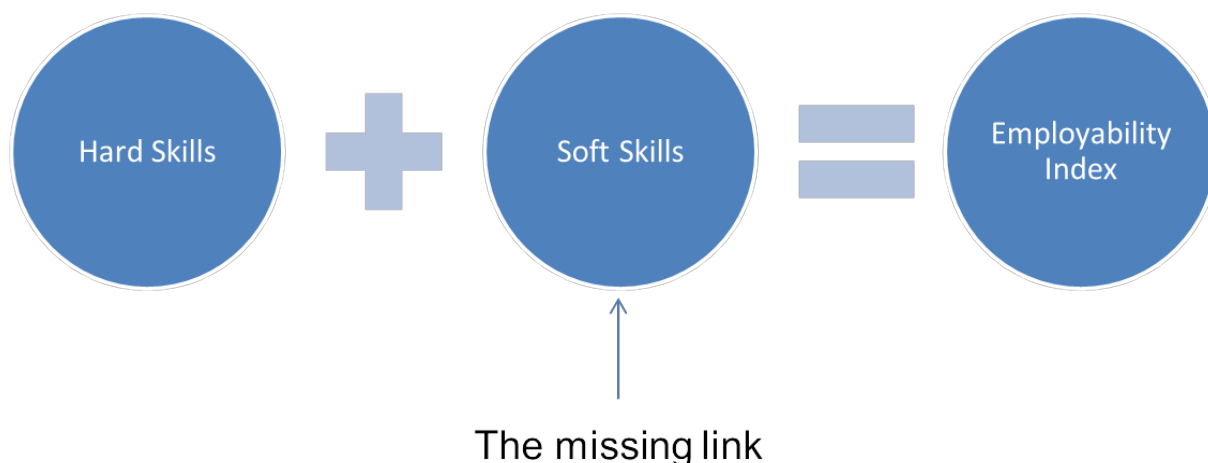


Figure 1: The Employability Equation

On mindset, we classify individuals in the following 4 ways:

- Unemployable: Person will likely perform below peers at same NSQF skill level
- Employable: Person will likely perform in line with peers at same NSQF skills level
- Groomable: Person can be developed to perform better than their peers at the same NSQF skill level
- Promotable: Person will naturally exceed expectations vs peers at same NSQF skill level

The X-axis of the diagram below (Figure 2: Skill - Mindset profile) shows the exact breakdown of the Mindsets needed to succeed & thrive for the 10 National Skills Qualifications Framework (NSQF) defined skill levels (Y-axis).

The NSQF is a competency-based framework developed by the Ministry of Skill Development and Entrepreneurship, India. The framework organizes your qualifications on a scale of one to ten regardless of whether they are obtained through formal, non-formal or informal learning (see Appendix 4 of this report for more details).

In addition to the Employability Index, you will also get deeper insight into the "Employability Software" (i.e.: the mindsets and behaviours that determine success in a job). Section 4 of the report introduces 5 Personal Performance measures, 10 behaviour Skills and 8 Being Attitudes, all of which are important predictors of a persons ability to effectively adapt and create value in a rapidly changing context.



<div>SOFT SKILLS →</div> <div>HARD SKILLS ↓</div>	UNEXPRESSED	UNDER EXPRESSED	WELL EXPRESSED	FULLY EXPRESSED
LEVEL 1	UNEMPLOYABLE	BARELY EMPLOYABLE	GROOMABLE	PROMOTABLE
LEVEL 2	UNEMPLOYABLE	BARELY EMPLOYABLE	GROOMABLE	PROMOTABLE
LEVEL 3	UNEMPLOYABLE	BARELY EMPLOYABLE	GROOMABLE	PROMOTABLE
LEVEL 4	UNEMPLOYABLE	BARELY EMPLOYABLE	GROOMABLE	PROMOTABLE
LEVEL 5	UNEMPLOYABLE	BARELY EMPLOYABLE	GROOMABLE	PROMOTABLE
LEVEL 6	UNEMPLOYABLE	BARELY EMPLOYABLE	GROOMABLE	PROMOTABLE
LEVEL 7	UNEMPLOYABLE	BARELY EMPLOYABLE	GROOMABLE	PROMOTABLE
LEVEL 8	UNEMPLOYABLE	BARELY EMPLOYABLE	GROOMABLE	PROMOTABLE
LEVEL 9	UNEMPLOYABLE	BARELY EMPLOYABLE	GROOMABLE	PROMOTABLE
LEVEL 10	UNEMPLOYABLE	BARELY EMPLOYABLE	GROOMABLE	PROMOTABLE

Figure 2: Skill-Mindset-Profile

5. Disclaimer

Whether an employer employs you depends on their discretion. The measures and scores exposed in this report is not a guarantee that you will be employed or unemployed. It just gives a measure of how likely you are to succeed in the respective job.



2. Executive summary

Hard Skills

Hard Skills are job-specific skills and knowledge we acquire through traditional education as described in the NSQF framework¹. The following table gives you the description of what your level means

Your Hard Skills level according to the NSQF skills indicator is LEVEL 5¹.

Level	Professional expectations	Professional knowledge	Professional skill	Core skill	Responsibility
Level 5	Job requires well developed skills, with clear choice of procedures in familiar context	Knowledge of facts, principles, processes and general concepts, in a field of work or study	A range of cognitive and practical skills required to accomplish tasks and solve problems by selecting and applying basic methods, tools, materials and information	Desired mathematical skills, understanding of social, political environment, and some skill of collecting and organising information; communication skills	Responsibility for own work and learning, and some responsibility for other's work and learning



Soft Skills

Soft skills are personal qualities we acquire through our life experiences and upbringing. They indicate how effective we are socially and professionally.

Your Soft Skills score is broken down into 2 groups: Behavioral Skills and Mindsets.

1. Your overall Behavioural Skills score is 73.3, which is WELL EXPRESSED for your level².
2. Based on your answers, your overall Employability Mindset score is 72.3, which is WELL EXPRESSED within your level.



Employability Index

Employability index is a comprehensive measure of somebody's readiness for employment and predictor of professional success. It takes into account both the hard skills acquired through the formal education system AND the soft skills acquired through one's upbringing and life experiences.

Your **EMPLOYABILITY INDEX** is: 73. This means, for level 5 you are GROOMABLE.

Soft Skill--> Hard Skill	UNEXPRESSED	UNDER EXPRESSED	WELL EXPRESSED	FULLY EXPRESSED
LEVEL1	UNEMPLOYABLE	BARELY EMPLOYABLE	GROOMABLE	PROMOTABLE
LEVEL2	UNEMPLOYABLE	BARELY EMPLOYABLE	GROOMABLE	PROMOTABLE
LEVEL3	UNEMPLOYABLE	BARELY EMPLOYABLE	GROOMABLE	PROMOTABLE
LEVEL4	UNEMPLOYABLE	BARELY EMPLOYABLE	GROOMABLE	PROMOTABLE
LEVEL5	UNEMPLOYABLE	BARELY EMPLOYABLE	GROOMABLE	PROMOTABLE
LEVEL6	UNEMPLOYABLE	BARELY EMPLOYABLE	GROOMABLE	PROMOTABLE
LEVEL7	UNEMPLOYABLE	BARELY EMPLOYABLE	GROOMABLE	PROMOTABLE
LEVEL8	UNEMPLOYABLE	BARELY EMPLOYABLE	GROOMABLE	PROMOTABLE
LEVEL9	UNEMPLOYABLE	BARELY EMPLOYABLE	GROOMABLE	PROMOTABLE
LEVEL10	UNEMPLOYABLE	BARELY EMPLOYABLE	GROOMABLE	PROMOTABLE

¹ Please see Appendix 4

² Please see Introduction for definitions



Your next step in professional development is to fully demonstrate the impact you are able to have at skill level 5 and start thinking about moving to skill level 6.

RECOMMENDATIONS

Given your Employability Index you are considered GROOMABLE and almost ready to move to the next level and take on greater responsibilities.

In order to do so, we recommend that you work with your manager or supervisor to practice expressing the following 2 Employability Attitudes in your work context: FIERCE AUTHENTICITY & RELENTLESS EXPERIMENTATION AND PLAY.

As you develop yourself at the attitude & mindset level, you will start to notice positive changes at the behavior and performance level as well. The arrow in the following diagram depicts where you are today in terms of the impact you can expect to have in your work. It also gives a sense of what your effectiveness would look like when the arrow shifts further to the right, as a result of building your soft skills.

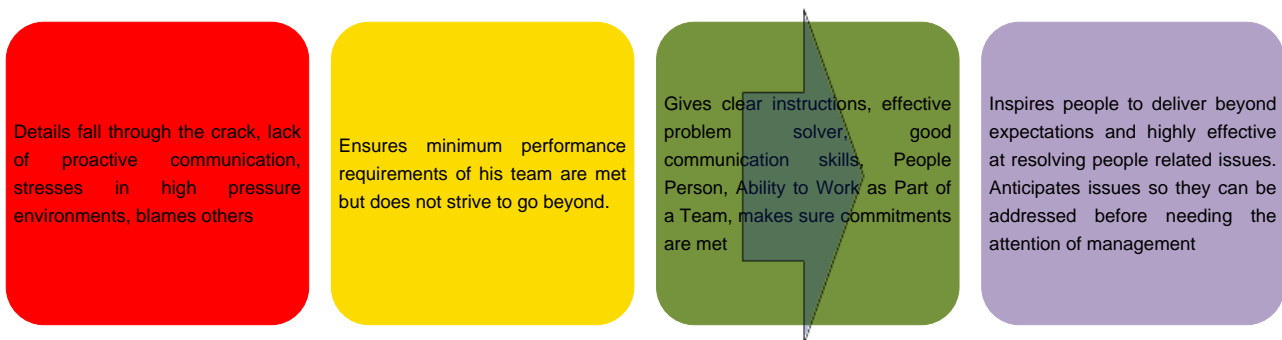


Figure 3: Overall Employability level

¹ See section 4.3 for definitions

3. Your Employability Profile

1. EMPLOYABILITY INDEX

Employability index is a comprehensive measure of somebody's readiness for employment and predictor of professional success. It takes into account both the hard skills acquired through the formal education system AND the soft skills acquired through one's upbringing and life experiences. The index is adjusted to the professional aspirations of the candidate since the soft skills needed will not be the same for a level 4 educated person as they would be for a level 8 educated person.



Figure 4: Employability Index

Your EMPLOYABILITY INDEX is 73. This means that for an NSQF skill LEVEL 5 job, you are GROOMABLE.

The meter discloses your employability mindset score. Your score can fall into one of four levels; red, yellow, green and purple.

An index of less than 54.5 implies that the person is currently unemployable. This means that the person does not meet the personal qualities necessary to fulfil the demands of a NSQF level 5 job. In the meter, this is represented as Red.

An index between 54.5 and 67 implies that the person is employable. This means that the individual meets the minimum requirements needed to fulfil the demands of the job. In the meter, this is represented as Yellow.

An index between 67 and 82 implies that the person is Groomable. This means that the individual exceeds the minimum requirements needed to fulfil the demands of the job, and has the personal qualities to grow into an NSQF level 5 job or higher. In the meter, this is represented as Green.

An index greater than 82 implies that the person is Promotable. This means that the individual has the personal qualities to excel in an NSQF level 5 job, and possesses definitive personal qualities to grow into an NSQF level 6 job or higher. In the meter, this is represented as Purple.



4. Your Overall Employability Score

Based on your answers to the questionnaire, your behavioural skills / mindset is well-expressed. That means, you possess the personal qualities needed to exceed the demands of an NSQF Level 5 job.

Figure 5 below gives you the overview of all your `software` that is measured in this assessment. This includes;

- 5 Personal Performance measures (outer circle)
- 10 Behavioural Skills (middle section)
- 8 Employability Attitudes (inner core)

The colours in each field show your score on each skill and mindset. These colours help you identify the areas which are well-expressed (Green and Purple) and the areas that need more attention (Red and Yellow). If you wish to grow on one of the performance measures of the outer circle, you will also need to look within the wheel to identify the behavioural AND Mindset levers that will enable this growth. The full list of definitions for each one of these measures can be found in Appendix 1 - 3.

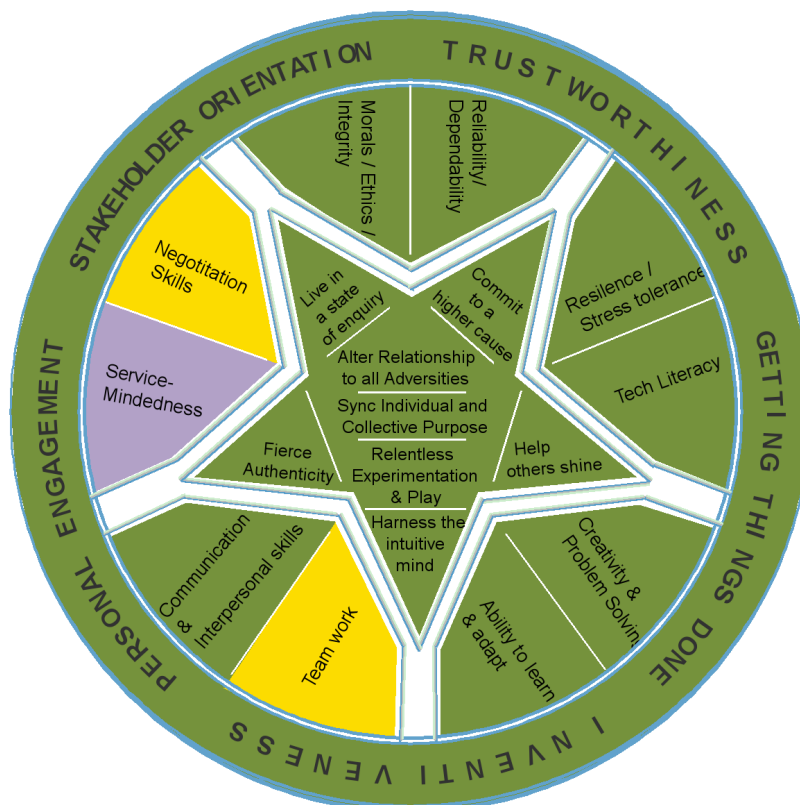


Figure 5: The Employability Mindset Wheel

² These findings refer to the EMPLOYABILITY MINDSET shown in Figure 1: The Employability Equation



4.1. PROFESSIONAL PERFORMANCE MEASURES

The five Professional Performance Measures shown in the outer ring of the Employability Wheel give you insights into how an employee is likely to perform along five key priorities for employers (PPMs): Trustworthiness, Getting Things Done, Inventiveness, Personal Engagement and Stakeholder Orientation.

Each of these performance measures is further broken down into the corresponding behavioural skills in section 4.2 to give more insights on how you are performing along these measures today.

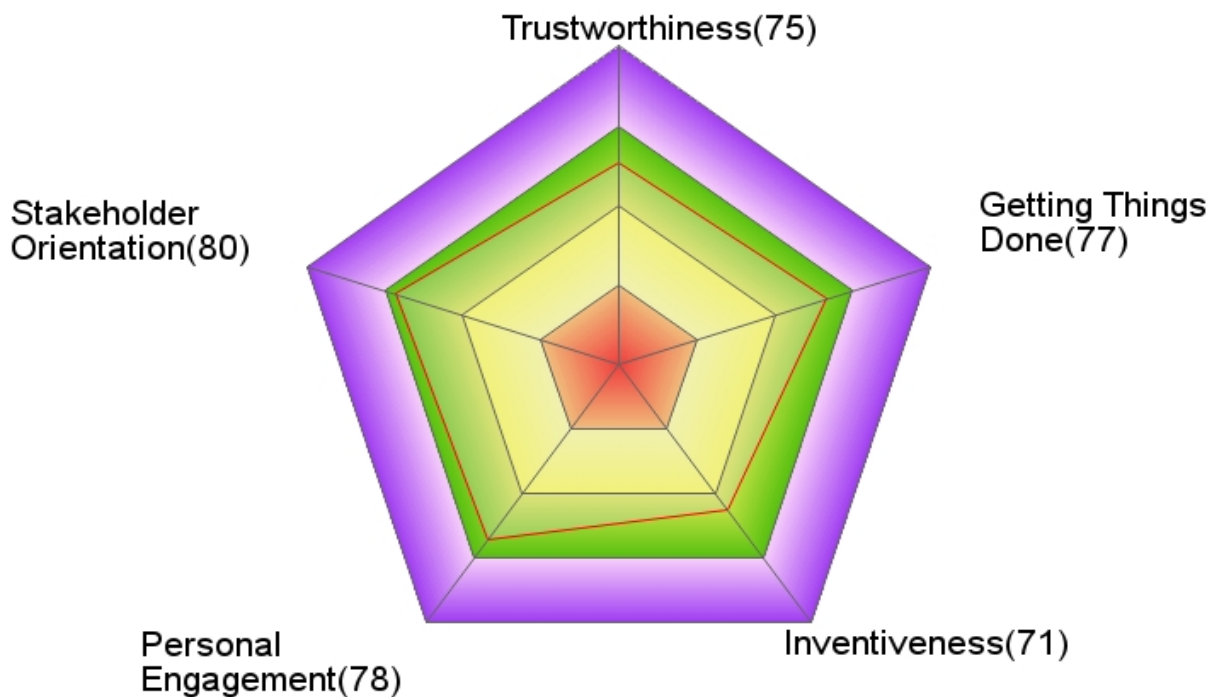
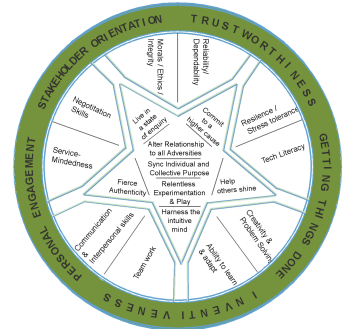


Figure 6: Professional Performance Measure

4.2. OVERVIEW OF YOUR TEN BEHAVIOURAL SKILLS

Figure 7 below gives you the score of your behavioural skills. These ten skills have been known to be the most crucial 'soft skills' needed for any young professional to thrive in his/her job.

The five Professional Performance Measures under section 4.1. are composed of these behavioural skills identified here. Figure 5 establishes those connections. For detailed definitions of all the behavioural skills, refer to Appendix 2.

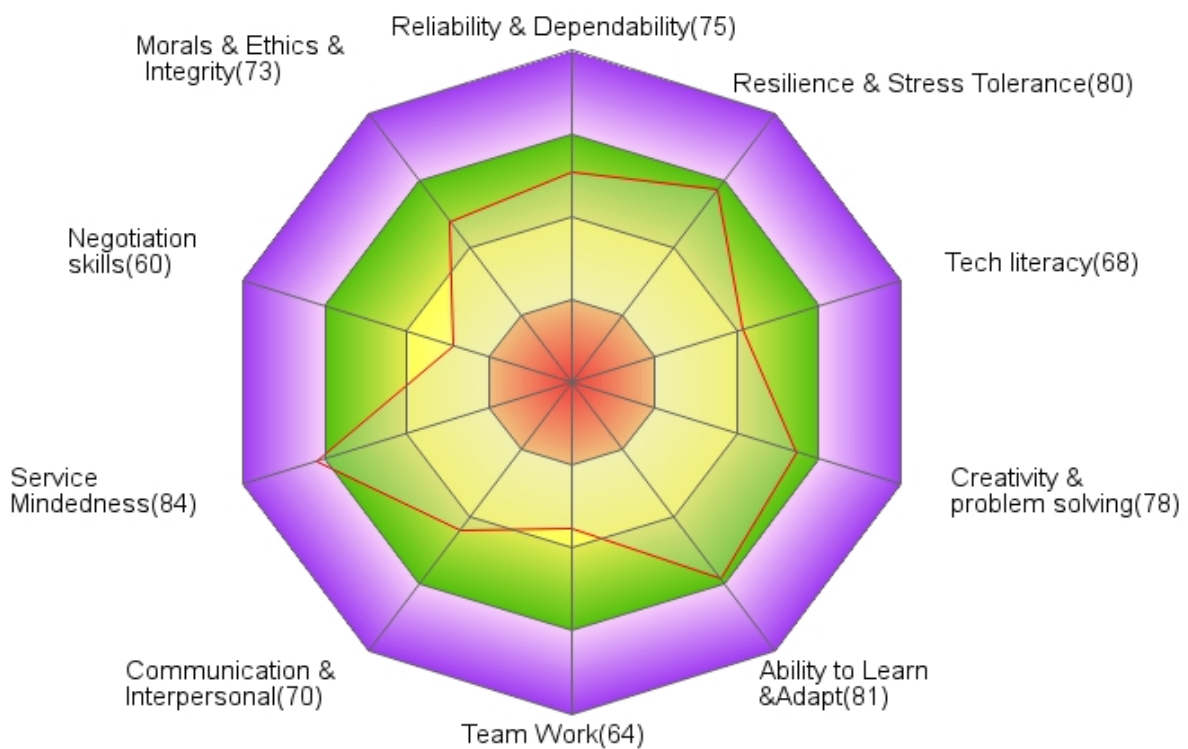
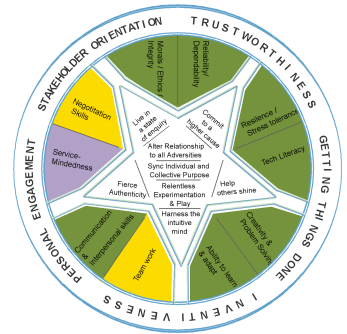
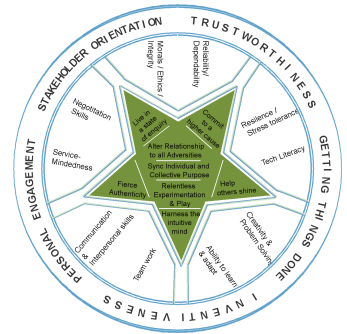


Figure 7: Behavioural Skills



4.3. EMPLOYABILITY ATTITUDE MEASURES

In this section, you will find the eight Employability Attitudes that are mostly likely to make an employee succeed in the short-term and the long-term. The right mindset is considered crucial in successfully performing jobs in the workplace today. Developing Employability Attitudes is also an enabler of reskilling.



In the spider graph below, we show you how expressed you are on the eight Employability Attitudes. On a 4-point scale varying from Red (unexpressed) to Yellow (under-expressed) to Green (well-expressed) to Purple (highly-expressed), you will see where you stand on each of the eight attitudes. CAUTION: Red or yellow on a certain attitude does not mean a permanent `lack` of the right mindset. It should be interpreted as being under-expressed given your current circumstances in life.

Through the right training, all the eight attitudes shown here can be (re)developed.

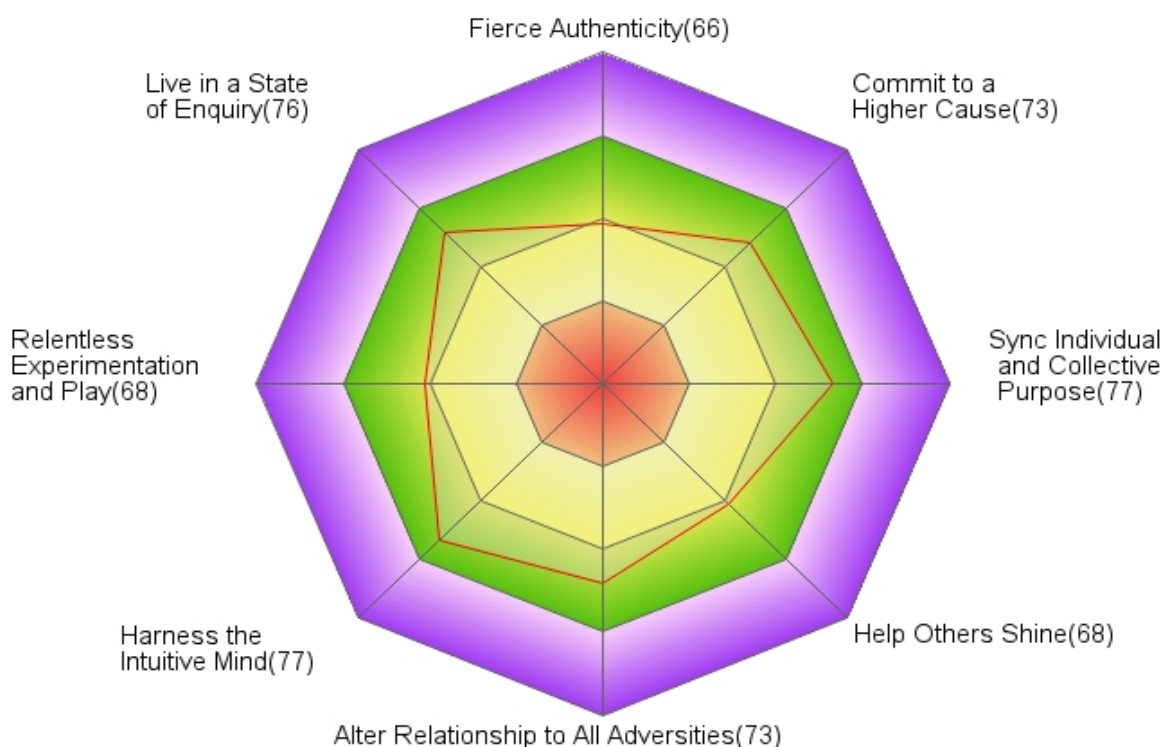


Figure 8: Employability Attitudes



EMPLOYABILITY ATTITUDES RANKED ACCORDING TO YOUR SCORES:

The following ranking helps identify the attitudes that are already present in you as well as those that can be further developed. Putting in place the conditions for you to experiment and `try on` these new practices will very quickly start to impact the overall working experience of the people around you. As these scores improve, your level of engagement will increase and eventually the results will follow.

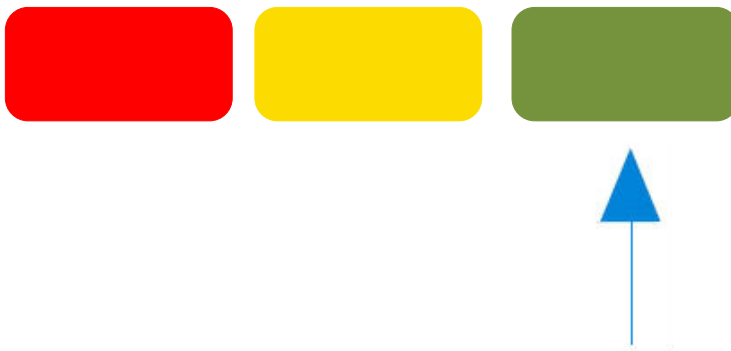
BEING Attitude / Mindset	Score
Sync Individual and Collective Purpose	77
Harness the intuitive mind	77
Live in a state of enquiry	76
Alter Relationship to all Adversities	73
Commit to a higher cause	73
Relentless Experimentation and Play	68
Help others shine	68
Fierce Authenticity	66



5. Additional Findings

Finding 3: Intensity

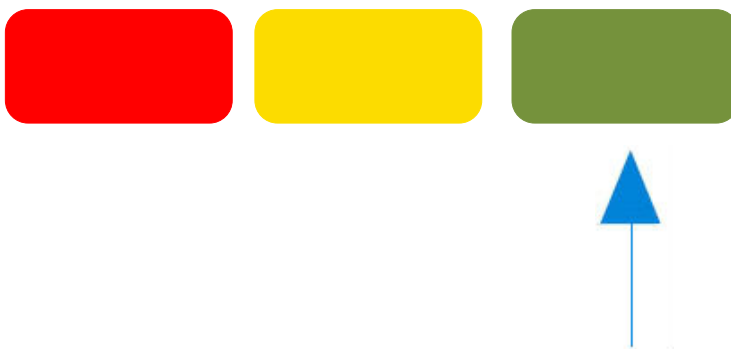
The Intensity score measures your aliveness, or intensity with which you engage life. Being "full on" is a sign that you are contributing in meaningful and deeply fulfilling ways. This vibrant energy is contagious and acts as a powerful magnet to attract the right people and opportunities into your life.



You are always full on, bringing the best of yourself to every situation. Your energy is contagious which makes it easy for you to engage and energize others. You are focussed and purpose-driven, and meaning is driving your actions. Remain connected to your energy level, manage it appropriately so that you can present yourself fully in all situations that matter most to you. Take enough downtime to recharge yourself and reappear in full intensity.

Finding 4: Inner Strength

The Inner Strength score gives you a sense of how rooted you are in your core values and how courageous you are in staying true to them.



Great! You possess great inner strength and resilience. You have great clarity of your values and principles and have built a life anchored around them. You are aligned with your inner voice and are not distracted by the demands of your worldly circumstances. You take time to reflect and act carefully which helps you stay centered and see opportunities where others might only see challenges.



6. Next Steps

The Employability Assessment and this report is an important first step in your professional journey. It helps you understand in an objective and scientific way how employable you are and how to further grow your employability.

Based on your results, here are some next steps;

1. PPMs level recommendations:

- **Stakeholder Orientation** and **Personal Engagement** are highly developed in you. Find ways to leverage them in your job, or find jobs where these qualities can be put to use.
- **Inventiveness** and **Self Leadership** are your least expressed measures. It might help you to find trainings or other interventions that can boost these measures.

2. Behavioural level recommendations:

- **Service Mindedness** and **Ability To Learn & Adapt** are your most developed behavioural skills. Find ways to use those abilities to a good extent.
- **Negotiation Skills** and **Team Work** are your least developed skills. These are qualities that can easily be acquired through trainings. Hence, recommended.

3. Employability Attitudes recommendations:

- **Harness The Intuitive Mind** and **Sync Individual And Collective Purpose** are your most expressed Employability Attitudes. Look for ways or roles where these attitudes can be best expressed.
- **Fierce Authenticity** and **Help Others Shine** are your least expressed Employability Attitudes. Using available resources - like a coach - to enable self-enquiry is recommended.

We look forward to supporting you in this process.

Thank you

Your BEING at Full Potential Team



Appendix 1: Professional Performance Measures

DEFINITIONS

Trustworthiness: Measures the extent to which you are deserving of the trust/confidence you receive from those around you

Getting Things Done: Measures your ability to execute and deliver concrete results

Inventiveness: Measures your ability to create and produce radically new ideas, products, services, etc. (that may or may not have direct market application)

Personal Engagement: Measures your level of dedication and commitment exhibited in the day-to-day activities relevant to you

Stakeholder Orientation: Measures how well you listen and respond to the explicit AND implicit desires of those around you

Appendix 2: The Ten Behavioural Skills

Personal Success Measures	Related behavioural Skills (10 total)	Definition
TRUSTWORTHINESS	Ethics / Morals / Integrity	Adheres to standards & procedures, maintains confidentiality and stands against inappropriate behaviour
	Reliability / dependability	Seen as someone who can be counted on or relied upon, sets clear expectations and does everything that you say you will, is punctual in nature
STAKEHOLDER ORIENTATION	Negotiating & Persuading	Able to influence and convince others, able to discuss professionally and reach win-win agreements
	Service-mindedness	Mentality to generally help people, attentiveness to the needs of the person you are serving, have good manners while serving, and enjoy doing so
INVENTIVENESS	Ability to learn and adapt	Enthusiastic about your work, identifies ways to learn from your mistakes, and adapt successfully to changing situations & environments
	Creativity & Problem-solving	The ability to understand a problem and identify the key issues, and generate & apply new ideas & solutions to challenging situations
PERSONAL ENGAGEMENT	Communication & interpersonal skills	The ability to explain what you mean in a clear and concise way through written and spoken means, listen and relate to other people, and to act upon key information/instructions
	Teamwork	Working well with other people from different disciplines, backgrounds, and expertise to accomplish a task or goal
GETTING THINGS DONE	Resilience/Stress Tolerance	Handles well the stress that comes with deadlines, maintains composure under pressure, and ensures effective performance
	Tech literacy	The ability to use productivity enhancing tools (like Word, Excel) and technology (using computers, internet) proficiently



Appendix 3: The Eight Employability Attitudes

DEFINITIONS

Fierce Authenticity: Measures how truthfully and openly you reveal yourself to those around you

Live in a State of Enquiry: Measures your willingness to honestly reflect on your own thinking and assumptions when challenges arise

Relentless Experimentation & Play: Measures the extent to which you embrace uncertainty and genuinely encourages playful experimentation

Harness the Intuitive Mind: Measures your ability to access your deeper knowing in order to navigate through complex situations and develop concrete actions

Help Others Shine: Measures the extent to which you believe in the potential of people around you AND empower them with responsibility and ownership

Alter Relationship to Adversities: Measures your willingness to accept and open-heartedly engage with any challenge that come your way

Commit to a Higher Cause: Measures the extent to which you are able to align ALL of your activities behind an inspiring long-term vision

Sync Individual and Collective Purpose: Measures your ability to leverage the passions and talents of people around you in order to meet and exceed your collective goals



Appendix 4: NSQF Skill Levels

The tables below show the ten levels of skills classifications according to the National Skills Development Corporation, India. They also show the education levels that correspond to each level, and the level of professional competence expected from each level.

Level	Certificate	Case I Equivalence	Case II Equivalence	Certifying Body
10	NCC 8	Degree	Doctorate	University & SSC
9	NCC 7	PG Diploma	Masters Degree	University & SSC
8	NCC 6			University & SSC
7	NCC 5	Advanced Diploma		Board of Technical
6	NCC 4			Education/University & SSC
5	NCC 3	Diploma	Bachelors Degree	Board of Technical
4	NCC 2		Class 12	
3	NCC 1		Class 11	
2	NCWP 2	Class 10	Class 10	School Board & SSC
1	NCWP 1	Class 9	Class 9	School Board & SSC
RPL	RPL 1	Class 8	Class 8	NIOS/State Open Schools & SSC
	RPL 2	Class 5	Class 5	NIOS/State Open Schools & SSC

* NSQF Levels (MHRD 2012, cited in UNESCO 2013)

RPL: Recognition of Prior Learning

NCWP: National Certificate for Work Preparation

NCC: National Competency Certificate



NSQF LEVEL DESCRIPTORS

LEVEL	Process required	Professional knowledge	Professional skill	Core skill	Responsibility
Level 1	Prepares a person to carry out processes that are repetitive on a regular basis. Requires no previous practice	Familiar with common trade terminology and instructional words, meaning and understanding	Routine and repetitive, takes safety and security measures.	Reading and writing, addition, subtraction, personal financing, familiarity with social and religious diversity, hygiene and environment	No responsibilities. Always works under continuous instruction and close supervision.
Level 2	Prepares a person to carry out processes that are repetitive on a regular basis with little application of understanding, more of practice	Material tools and application in a limited context, understands context of work and quality	Limited service skills used in limited context, select and apply tools, assist in professional works with no variables, differentiates good and bad quality	Receive and transmit written and oral messages, basic arithmetic, personal financing, understanding of social, political and religious diversity, hygiene and environment	No responsibilities. Works under instruction and close supervision.
Level 3	Person may carry out a job which may require limited range of activities, routine and predictable	Basic facts, process and principle applied in trade of employment	Recall and demonstrate practical skills, routine and repetitive in narrow range of applications	Communication, written and oral, with minimum required clarity, skills of basic arithmetic and algebraic principles, personal banking, basic understanding of social and natural environment	Under close supervision. Some responsibility for own work within defined limits
Level 4	Work in familiar, predictable, routine, situation of clear choice	Factual knowledge of field of knowledge or study	Recall and demonstrate practical skills, routine and repetitive in narrow range of application, using appropriate rules and tools, using quality concepts	Language to communicate written or oral, with required clarity, skill of basic arithmetic and algebraic principles, basic understanding of social political and natural environment	Responsibility for own work and learning



Level 5	Job that requires well developed skills, with clear choice of procedures in familiar context	Knowledge of facts, principles, processes and general concepts, in a field of work or study	A range of cognitive and practical skills required to accomplish tasks and solve problems by selecting and applying basic methods, tools, materials and information	Desired mathematical skills, understanding of social, political environment, and some skill of collecting and organising information; communication skills	Responsibility for own work and learning, and some responsibility for others work and learning
Level 6	Demands wide range of specialised technical skills, clarity of knowledge and practice in broad range of activities involving standard, non-standard practices	Factual and theoretical knowledge in broad contexts within a field of work or study	A range of cognitive and practical skills required to generate solutions to specific problems in a field of work or study	Reasonably good in mathematical calculations, understanding of social, political and, reasonably good in data-collection, organising information, and logical communication	Responsibility for own work, and learning and full responsibility for others works and learning
Level 7	Requires a command of wide-ranging specialised theoretical and practical skills, involving variable routine and non-routine context	Wide ranging, factual and theoretical knowledge in broad contexts within a field of work or study	Wide range of cognitive and practical skills required to generate solutions to specific problems in a field of work or study	Good logical and mathematical skills, understanding of social, political and natural environment, good at collecting and organising information, communication and presentation skills	Full responsibility for output of group and development
Level 8	Comprehensive, cognitive, theoretical knowledge and practical skills to develop creative solutions to abstract problem. Undertakes self-study, demonstrates intellectual independence, analytical rigour and good communication			Exercise management and supervision in the context of work/study having unpredictable changes, responsible for development of self and others	
Level 9	Advanced Knowledge and skill, critical understanding of the subject, demonstrating mastery and innovation, completion of substantial research and dissertation			Responsible for decision-making in complex technical activities, involving unpredictable study/work situations	
Level 10	Highly specialised knowledge and problem-solving skills to provide original contribution to knowledge through research and scholarship			Responsible for strategic decisions in unpredictable complex situations of work/study	