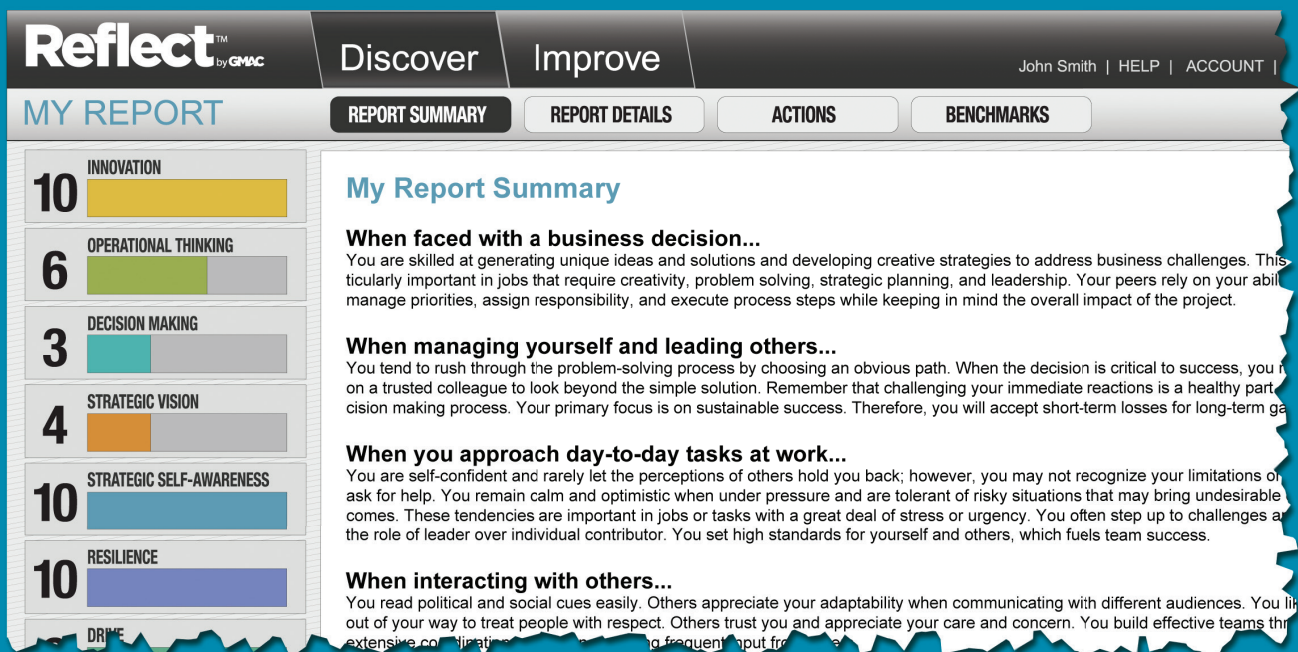


Reflect™ by GMAC

POWERED BY
HOGAN

A new soft-skills solution
brought to you by GMAC



YOU GIVE STUDENTS THE EDUCATION ADVANTAGE. NOW GIVE THEM THE REFLECT™ ADVANTAGE.

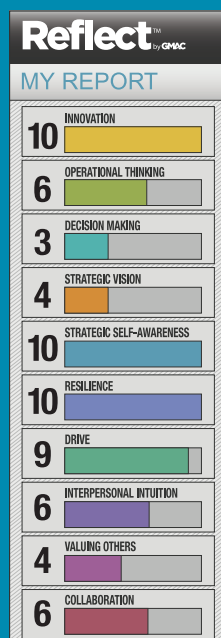
- Built by the Graduate Management Admission Council and powered by Hogan Assessments
- Based on 10 key competencies identified by 800 corporate recruiters as essential in the workplace
- Users have access to hundreds of resources that allow them to improve on their own
- The assessment provides users with a heightened personal awareness, making them more attractive to corporate recruiters
- Provides data beyond GPA or GMAT® score
- Users can benchmark performance against other students and graduate business professionals

The assessment measures 10 key competencies identified by 800 corporate recruiters and business schools.



COMPETENCY	LOW (Scores 1-3)	MEDIUM (Scores 4-7)	HIGH (Scores 8-10)
INNOVATION Generates new / unique ideas	<ul style="list-style-type: none"> • More comfortable applying the ideas of others rather than creating their own • Are risk averse and unsure of using new methods that are not yet proven • May not look ahead to how new ideas can have a positive impact 	<ul style="list-style-type: none"> • Understand the trickle-down effect of decisions • Are interested in trying new methods, but cautious about fully committing to them • May identify new ways of doing things only when inspired by others' ideas 	<ul style="list-style-type: none"> • Generate lots of new ideas that emphasize creativity • Are eager to find new solutions to existing problems • May overlook the steps needed to implement the new idea
OPERATIONAL THINKING Works efficiently and effectively	<ul style="list-style-type: none"> • Find change invigorating • Prefer action and quick results over process and details • May lose momentum when processes are drawn out 	<ul style="list-style-type: none"> • Are tolerant of uncertainty • Uncover inefficient methods or processes that may slow down progress • May struggle with project planning, as they may not be interested in managing details 	<ul style="list-style-type: none"> • Can be described as comfortable with procedures, organized, and attentive to details • Implement and oversee project details without losing sight of overall success • May struggle with managing change
DECISION MAKING Selects best course of action	<ul style="list-style-type: none"> • Involve others in the decision making process • Tend to base decisions on a personal goal or agenda • May rely on obvious or proven courses of action 	<ul style="list-style-type: none"> • Recognize that a wide range of information affects decision outcomes • Are curious and interested in understanding the sources of issues • May be uncomfortable making decisions in critical situations 	<ul style="list-style-type: none"> • Project confidence to sell others on the advantages of his/her decisions • Make decisions quickly and thus avoid paralysis by analysis • May inadvertently dominate consensus-building meetings
STRATEGIC VISION Combines own ideas with others	<ul style="list-style-type: none"> • Tend to consider issues in terms of their immediate impact • May challenge the status quo only when the result is a sure thing • May be at risk of focusing only on current issues 	<ul style="list-style-type: none"> • Take advantage of opportunities to learn about broader, strategic issues • Seem knowledgeable about business and industry-related issues • May recognize business opportunities, but not act upon them 	<ul style="list-style-type: none"> • Project the confidence needed to start and contribute to conversations about strategy • Are not afraid to challenge existing processes • May be impatient when carrying out strategies
STRATEGIC SELF-AWARENESS Recognizes own strengths/weaknesses	<ul style="list-style-type: none"> • Do not think much about the motivations of others • Project self-confidence and may overestimate their own abilities • May seem disinterested in feedback and have difficulty admitting to faults and shortcomings 	<ul style="list-style-type: none"> • Recognize room for improvement and are usually self-confident • Have a realistic view of their own abilities • Neglect to ask for feedback 	<ul style="list-style-type: none"> • Seek out and act on feedback from others • Learn from mistakes and use them as opportunities for self-development • May, at times, be overly concerned with the opinion of others

The assessment measures 10 key competencies identified by 800 corporate recruiters and business schools.



COMPETENCY	LOW (Scores 1-3)	MEDIUM (Scores 4-7)	HIGH (Scores 8-10)
RESILIENCE Performs well under pressure	<ul style="list-style-type: none"> Have a strong sense of urgency Tend to get things done and do not procrastinate May worry or overestimate the severity of problems 	<ul style="list-style-type: none"> Remain moderately stable under pressure Exhibit a sense of urgency only when necessary Avoid risk-taking as they are concerned about possible negative outcomes 	<ul style="list-style-type: none"> Remain upbeat and flexible despite challenging circumstances Do not give up when plans go awry Have a positive outlook that could be misinterpreted as nonchalance or lack of urgency
DRIVE Holds high standards for self and others	<ul style="list-style-type: none"> Prefer to follow others rather than lead Are more likely to attribute success to the team rather than themselves Avoid opportunities to be in charge and are quick to leave projects that aren't going well 	<ul style="list-style-type: none"> Enjoy taking the lead but comfortable contributing as a team player Seem eager to make an impact but are more focused on teamwork rather than their own personal glory May not step up to challenges unless prompted or viewed as an "easy win" 	<ul style="list-style-type: none"> Take initiative and challenge themselves with lofty goals Actively seek high impact and high visibility projects May take on too many challenges and fail to let others lead when appropriate
INTERPERSONAL INTUITION Adjusts communications to audience	<ul style="list-style-type: none"> Can deliver tough messages to colleagues when necessary May not pick up on verbal and non-verbal cues May communicate so directly that they unintentionally hurt others feelings 	<ul style="list-style-type: none"> Are aware of others' moods and communicate appropriately most of the time May be described as independent Do not always consider how their messages are perceived 	<ul style="list-style-type: none"> Use communication as a means to influence others Adjust their communication style to suit the audience May over think how messages are perceived
VALUING OTHERS Builds trust-based relationships	<ul style="list-style-type: none"> Tend to place more emphasis on business matters rather than getting along with others May be described as having their "nose to the grindstone" Can be skeptical of others' views if different from their own 	<ul style="list-style-type: none"> Tend to be open-minded and sensitive to others Take a balanced approach between focusing on the end result and their colleagues' feelings and opinions May not recognize the need for a work/life balance 	<ul style="list-style-type: none"> Value and solicit others' opinions Treat others from different backgrounds and culture with respect May, at times, be focused on "people issues" rather than business
COLLABORATION Promotes team accomplishments	<ul style="list-style-type: none"> Would rather solve problems on their own instead of with others Prefer environments where individual contribution is valued May not be approachable or supportive in team settings 	<ul style="list-style-type: none"> Enjoy working as part of a team most of the time Works well on individual assignments May not launch team projects 	<ul style="list-style-type: none"> Help team members work together effectively Encourage teamwork May be too focused on involving others in all processes

FREQUENTLY ASKED QUESTIONS

What is the Reflect™ advantage?

The Reflect™ self-assessment and development tool evaluates personal and professional qualities deemed imperative in today's workplace by 800 corporate recruiters. The Reflect tool provides concrete action items to help individuals learn more about themselves, improve their strengths, and address their weaknesses. The Reflect tool is the only interactive platform that goes beyond results to provide a personalized action plan, library, and benchmarking data from 14 job functions.

What are the benefits of the Reflect™ software to individuals?

- Gain a personal awareness of their strengths and weaknesses and be better prepared to present themselves in interviews.
- Learn the characteristics of low, moderate, and high performing behaviors.
- Software creates a customized action plan and a virtual executive coach to improve performance.
- Develop ways to enhance strengths and mitigate weaknesses.
- Use benchmark data to understand drivers of success in potential career paths.
- Discover areas for development based on career goals.

What are the benefits to my organization?

- Provides user access to a virtual executive coach, thereby taking pressure off of your office to interpret the results.
- Free online facilitator training to understand how to help your students interpret individual results.
- Access to aggregate data for individuals in your organization.
- Allows you to craft your cohorts based on more than background, GPA or GMAT® score.
- Benchmark against graduate business programs or the business world so you can develop leadership training programs that fit your needs.

What does the Reflect™ software measure?

The Hogan assessments that power the Reflect software measure personality. Because personality is stable, results won't change in the short term, but behavior can change as a result of active development. For example, certain personalities naturally prefer to work alone, but through active development, he or she can change behaviors to embrace teamwork, though their preference to work alone may remain.

How much does the Reflect™ software cost?

The retail price is \$99.99 and bulk pricing is available. To learn more, contact reflect@gmac.com.

What does a user get with a Reflect account?

Access to the Hogan assessment, Reflect™ Report results, and learning resources for 36 months.

How do I purchase the Reflect software?

You can purchase the Reflect software by visiting gmac.com/Reflect and using a credit card, a PO or an invoice as payment.



For more information about Reflect, contact reflect@gmac.com.