

# Diane SMITH

## Ability Report

***Assessed for:***      **HR Business Partner**

***Organisation:***      **ClearWater A&D**

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The success of a business and the performance individuals is a reflection of the quality of decisions people make. The quality of decision making is dependent on the ability to solve problems. The **Intellecto** © evaluates peoples' ability to solve different business related problems, and these solutions then drive decision making.

It is important to note that factors other than problem solving ability influence decision making. For example, experienced people typically make better decisions than newcomers. Moreover, technology aids decision making in many jobs (e.g., airline pilots). Finally, peoples' ability to learn from experience will determine the long term quality of their decision making.

Scores on the **Intellecto** © do not reflect a person's interest in problem solving, they reflect a person's potential problem solving ability and decision making style.

The report is based on information gathered from **Intellecto** © on-line instrument.

The **Intellecto** © enables respondents to chose items they are comfortable handling and deselect items they struggle with. It includes benchmarked questions, and the respondents have to complete questions of their choice. The respondents performance is assessed through a combination of:

- The number of correct answers
- The questions that were selected
- The time it took to complete the questions

**Intellecto** © is an exceptionally sophisticated instrument that:

- Differentiates between 'Strategic Thinking Capacity' and 'Operational Thinking Capacity'
- Explores preferences for and capacity to handle verbal, numerical, and visual data

The results are matched against of the broad norm group of 'Educated Workforce', as well as against more specific eight populations: (a) Executive Board Directors; (b) Senior Managers; (c) Middle Managers; (d) Scientifically trained professionals; (e) Skilled professionals; (f) Supervisors; (g) Office workers; (h) Shop-floor workers

As such, the test provides an indication of potential to perform at higher-level roles.

The **Intellecto** © evaluates two kinds of problem solving, called Strategic Reasoning and Tactical Reasoning. Strategic Reasoning concerns identifying problems that need to be solved. Tactical Reasoning concerns solving problems once they have been identified. Combining Strategic and Tactical Reasoning yields an index of Critical Thinking—the ability to contextualise problems and identify bogus assumptions and partisan agendas.

The **Intellecto** © evaluates Strategic and Tactical Reasoning using three categories of business data: (1) verbal information based on conversations, e-mails, and written reports; (2) quantitative information that comes from tables, data in financial reports and statistical analyses; and (3) graphic information that comes from pictures, charts, graphs, and figures.



# Ability Profile

The ability profile includes three sets of scores. First, an overall ability score (Critical Reasoning); Second, reasoning type (Tactical versus Strategic); and third, mode of information – Verbal, numerical, or Visual.

**Critical Reasoning:** Concerns being able to define and solve complex problems. High scorers can balance short and long term goals, can link innovation with implementation, are able to recognise assumptions, understand agendas, and evaluate arguments. The Critical Thinking score is composed of the Tactical and Strategic Reasoning scales. Critical Thinking predicts overall performance across many jobs.

**Tactical Reasoning:** Concerns being able to reach sound, defensible conclusions using the data and information that are available. High scorers focus on short term issues, solving them one at a time. They excel at anticipating the consequences of decisions and the obstacles to their implementation. They bring discipline to the decision making process and seem steady, precise, detail-oriented, and professional.

**Strategic Reasoning:** Concerns being able to evaluate current business perspective, and understand how recent trends and technological innovations may impact future business development. High scorers focus on long term issues, and find solutions that integrate the needs of different business units. They quickly recognise novel problems and seem innovative, curious, tolerant of ambiguity, and interested in feedback.

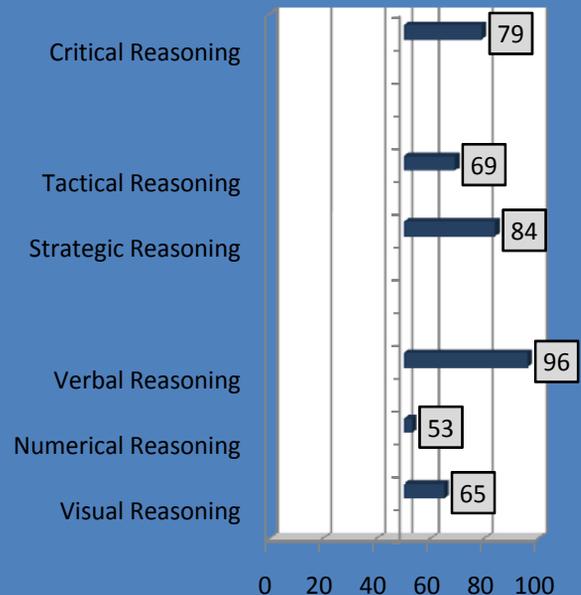
The questions used different modes of data:

- Verbal – verbal information based on conversations, e-mails, and written reports
- Numerical – quantitative information that comes from tables, data in financial reports and statistical analyses
- Visual – graphic information that comes from pictures, charts, graphs, and figures

The responses were assessed in terms of:

- (a) The ability to handle each of these mode of information
- (b) The preference to deal with each of these modes of information

## Ability Profile



Diane's overall critical reasoning scores were high (above 79% of the norm group of the educated workforce), suggesting that she has good analytical skills and sharp intellect. She has the ability to manage complexity, and handle abstract work and concepts. Although she has good common sense, she relies on methodical and detached objective analysis of details.

Her scores on the Tactical versus Strategic reasoning suggested a better performance when it comes to Strategic reasoning (above 69% and 84% respectively). She has strong ability to deal with broad thinking, handle ambiguity, and manage several sets of information at the same time, and seems slightly more comfortable doing that than analyse data logically, and working in a structured, organised, linear, and methodical fashion. Nevertheless, she does have strong analytical skills, only that they are not as strong as the broad thinking skills.

The scores for the three modes of data (verbal, numerical, and visual) suggested that her analytical skills are most suitable for handling verbal reasoning problems (above 85%); but are also suitable for visual and numerical reasoning problems (above 65% and 53% respectively). Her preferred mode of data was highly consistent with her capability, showing strong preference to handle verbal reasoning problems.



## Level of Operation

The way the different questions were answered is matched against a pattern of responses in several groups. The matching took account of: (a) the overall time spent on the questions, (b) the number of correct answers; (c) which specific questions were answered correctly; (d) when questions were answered wrongly, which answers were chosen; (e) which questions were skipped. The response pattern was matched to eight different populations:

- (a) Executive Board Directors
- (b) Senior Managers
- (c) Middle Managers
- (d) Scientifically trained professionals;
- (e) Skilled professionals
- (f) Supervisors
- (g) Office workers
- (h) Shop-floor workers

Group	Match
Executive Board Directors	36%
Senior Managers	37%
Middle Managers	52%
Scientifically trained professionals	87%
Skilled professionals	51%
Supervisors	34%
Office workers	5%
Shop-floor workers	0%

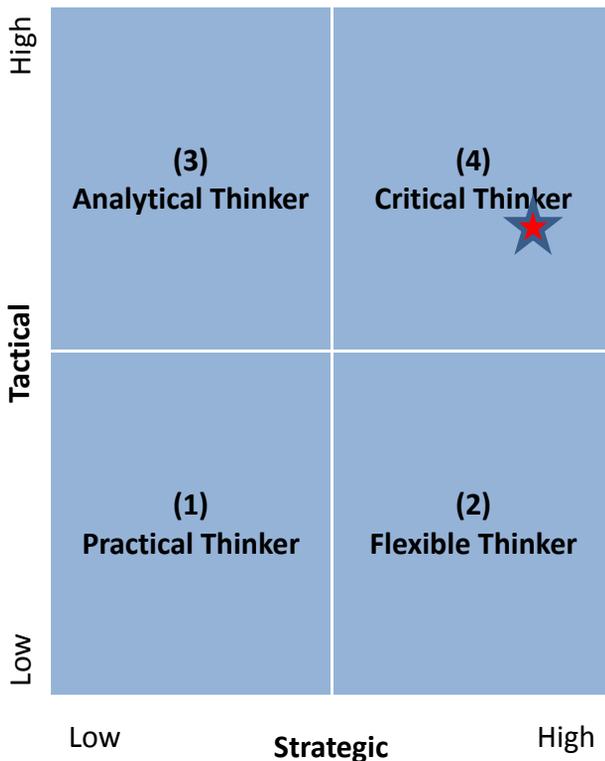
The role of HR Business Partner is calibrated as 'Middle Manager' role. Although there is a good match with 'Middle Managers', the closest match of the pattern of response was to that of 'Scientifically Trained Technical Professionals'.

The questions were arranged at five levels of complexity, from Level 1 of Best Practice Thinking to Level 5 of System Thinking. Diane's profile of complexity was somewhat unusual. It showed high scores at all levels with the exception of levels 1 and 4 – Best Practice and Divergent Thinking. This indicates that although she shows very strong and impressive intellectual capacity, critical analysis, and strategic thinking, her ability for creative and radical thinking is somewhat more limited, and at the times the diagnosis and analysis that sit behind the decision making are not well thought through.

Ability To Manage Complexity – Five Hierarchical Levels		Score
<b>1. Best Practice Thinking</b> -- Pure Operational: A focus on single, separate, and isolated elements in a highly structured environment ● Tangible and concrete information ● A fragmented, detailed approach ● Exploration of independent issues one at a time		9%
<b>2. Affirmative Thinking</b> -- Diagnostic: Linear sequences and causality ● Either-or decision tree structures ● Categorization of symptoms for diagnosis ● Tangible focus ● Use of best practices, thorough knowledge and past experience		82%
<b>3. Convergent Thinking</b> -- Tactical: Co-ordination of structural elements within a system ● Interactions between tangible elements ● Examples: tactical plans, budgets, project management ● Identifying structure, order, and connection among concepts		84%
<b>4. Divergent Thinking</b> -- Parallel Processing: Co-ordination across systems and contexts ● Process approach ● Relatively intangible focus ● Examples: theoretical models, co-ordination of systems, broad strategy classification of relations		28%
<b>5. System Thinking</b> -- Interactive Fuzzy Systems: Integration of different, vague, interactive, and dynamic systems ● Few theoretical guidelines exist ● Creation of new models to optimally synthesize these systems ● Formulation of broad strategy to ensure long term viability, and coordination of business units		54%



## Cognitive Style



**1. Practical Thinker:** Tendency to analyse problems in an opportunistic way, to choose answers that are quick and easy, to make intuitive rather than reflective choices, leading at times to poor-quality solutions.

**2. Flexible Thinker** – Tendency to identify important problems but ignore the obstacles to their solution and minimise the importance of the detailed steps needed to solve them

**3. Analytical Thinker** – Tendency to focus on a problem and the obstacles to its solution, without putting the problem in a larger context and evaluate the need for its immediate solution

**4. Critical Thinker** – Ability to contextualize problems correctly in terms of the short and long term benefits of their solution, then solve them effectively

Cognitive Style concerns a person's characteristic ways of thinking about and solving problems in the workplace. Cognitive Style is the interaction of Strategic and Tactical Reasoning.

- **Tactical Reasoning:** Diane is skilled at following arguments to their logical conclusions and using this information to predict business outcomes. She can analyse the consequences of various decisions, but her analysis tends to focus on short to mid-term implications and she tends not to explore and anticipate long-term outcomes and ramifications of various choices and their alternatives. She is capable of interpreting the meaning of various forms of data, and determining whether they lead to valid conclusions. Once she is satisfied that the data are correct, she is also able to use them to derive sound conclusions for operational and planning purposes. However, at times, she does not probe the data enough, and accept things at face value.
- **Strategic Reasoning:** Her scores suggest that she can quickly put problems in perspective and then determine what additional information is needed to solve them. She is able to restate issues in ways that facilitate their resolution, and she is perceptive about strategic issues and alert for strategic errors and missteps. Moreover, she is good at detecting trends in data and exploring ways of realising opportunities relating to potential changes in business conditions. She anticipates the impact of decisions in the wider context and capable identifying underlying assumptions and agendas.

The table above illustrates the four Cognitive Styles that result from the interaction between 'Tactical' and 'Strategic' reasoning. The scores indicate Diane is a **Critical Thinker**. The characteristics of this style of thinking are:

- Skilled at identifying the agendas at play during presentations
- Able to consider contradictory business strategies simultaneously
- Able to evaluate different desired ends and then link them with the appropriate means
- Able to identify opportunities and forecast problems equally well
- Able to analyze processes in detail but also relate them to the larger strategic picture
- Effectively learns from experience—alert for evidence that analyses were based on faulty assumptions and/or were conducted incorrectly.