

# Psychometric Report

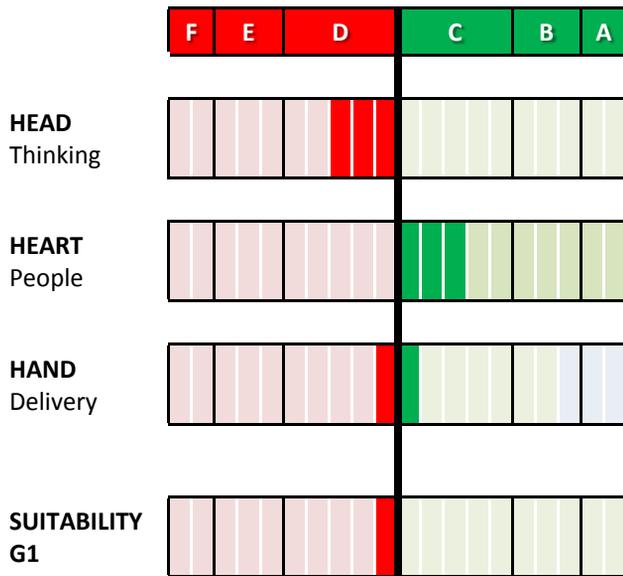
**John SMITH**

*Candidate for*  
**Finance Director (G1 – SM1)**  
**ClearWater Group**

Dr Tuvia Melamed  
TMelamed@ClearWater-UK.com  
2 Pear Tree Way; Wychbold; Droitwich Spa; WR9 7JW  
01527 861123 ● ● ● 07739 285710



# Overview – An Executive Summary



John's scores place him below the standard required for a G1 role (above 45%). Although he has solid interpersonal skills (above 65%), coupled with acceptable delivery skills (above 51%), his intellectual capacity is below the role requirements (above 35%).

## OVERVIEW

John's intellectual ability was above 40% of the population. He struggles with complexity and ambiguity. He is logical and objective, but his thinking is rather linear.

He is pleasant and enjoys working with people, but this is coloured by his hierarchical tendencies and somewhat dictatorial style. He can only manage when he has formal authority, without it, he may struggle to win people over.

He is methodical, structured and organised, and at times even a perfectionist. However, he can be very rigid and may fail to see the wider picture beyond the details.

His profile is more of a Technical – Professional rather than a General Manager. He does not have the qualities to operate successfully at a G1 level.

**Recommendation** **REJECT** – Not suitable for a G1 role

## Key Questions

### How Organised is he?

John is highly organised. He is prudent and diligent. He plans ahead and follows rules, processes and procedures (at times may not see the big picture beyond the rules and regulations)

### What will motivate him?

He likes to be in charge, wants respect and power, and can be slightly dictatorial. He loves the interaction with people, particularly when he has formal position of authority. He enjoys goods things in life (cars, restaurants, possessions, etc.), and he is obsessed with predictability and a sense of financial security.

### What will de-motivate him?

Ambiguity and lack of clarity. Constant change. Performance related pay. Limited perks

### How does he react under pressure?

He can become very rigid and pedantic. He will show the characteristics of a control-freak. He can display arrogance, become dismissive of others, and is likely to refuse to admit mistakes.

## What role does he take in a project?

<b>Technical role</b>	<b>Regulator:</b> critical analysis; technical problem solving	<del><b>Innovator:</b> creative thinking, problem solving</del>
<b>Team role</b>	<b>Team Worker:</b> personal relationships in the team	<b>Networker:</b> keeps in touch with other teams to explore resources
<b>Task role</b>	<b>Finisher:</b> Keeps the team on its toes; ensures quality standards	<b>Implementer:</b> focuses on the task at hand, and gets the job done
<b>Leading role</b>	<del><b>Shaper:</b> drives performance, addresses issues</del>	<b>Facilitator:</b> Coordinates activities

John's primary role in a project is that of a **'Finisher'**. He has the capacity for follow-through coupled with perfectionism. A tendency to worry about small things, coupled with a reluctance to "let go". The least likely roles that he takes in a project are: **'Innovator'** or **'Shaper'**



# Introduction

This report summarises the results from an on-line personality instrument. The report is organised in three parts: (1) Head – Thinking and decision making skills; (2) Heart – People and interpersonal skills; (3) Hand – Delivery and execution skills. The Appendix provides a definition of the various scales used and a graphical summary of the raw data.

Within each of the three main sections of Head, Heart, and Hand; a further classification is provided as to the type of information provided. These type relate to the three parts of the questionnaire :

- **Bright Side** – The overt personality features that the person is aware of and that those who know the person can recognise immediately. These are mainly the strength of the person, the person projects oneself to the world and the way the person expects to be perceived. These characteristics are the basis for the impression that is made on others, and they influence the person's typical style of social interaction and reputation among peers.
- **Inside** – The motives, values, and preferences of the person. These are key intrinsic preferences that drive the person and shape their life choices and decisions, but ones that others may not fully be aware of. They concern the person's core values and goals, and the activities that give meaning to the person's life. These are key drivers that reflect what the person desires, strives to attain, and the person's sense of identity. The values influence preferences and determine with whom the person affiliates and what the person appreciates.
- **Dark Side** – The covert personality traits and behavioural tendencies that neither the person, nor those who are close to the person, are fully aware of or appreciate. It concerns behavioural tendencies that could potentially undermine or inhibit the person's performance. These tendencies emerge when the person is tired, pressured, or feeling insecure, or when the person lets down one's guard. They may impede on the person's effectiveness and erode the quality of relationships with customers, colleagues, and friends. – *Note that a raw score over 90% suggests a major strength, but also a clear 'health warning', where an overplayed strength can turn into a major liability*

These results provide a comprehensive, valid, and in-depth summary of the person strengths, values, and challenges. The report is designed to help understand performance potential, and any barriers to achieving it. While reading this information, please keep in mind three things. First, it is possible that not every statement will accurately describe how the thinks about oneself, particularly when discussing the Dark Side of personality. Second, everyone has strengths and weaknesses, and there are positive and negative performance implications of any score. Third, focus on the overall themes of the report rather than any single detail. Although the report may seem to contain contradictions, this is the result of the report combining two perspectives: (a) what you see in everyday behaviour; and (b) what you see after prolonged exposure.

This report can be used in three ways. The report provides: (1) a snapshot of the person's interpersonal performance; (2) a way to evaluate the fit between the person values and those of an organisation; and (3) a primer for thinking about performance improvement.



## HEAD – Thinking Skills

John’s overall critical reasoning scores were just below the average – above 40% of the population – These are significantly lower than the benchmark for G1 level managers. John balances practical and pragmatic approaches with more conceptual, theoretical, and academic. He tends to rely on his common sense, experience, and judgement, but also on a detached objective analysis of details.

John is practical, able to focus his attention, and does not get caught up in pointless abstractions. He doesn't seem to need a lot of variety or change at work, but he will be willing to work in a wide range of environments. The scores on the Tactical versus Strategic reasoning suggested a similar level of performance, in both cases just below the average (above 44% and 38% respectively). He seems capable of coping with some degree of broad thinking, handling ambiguity, and managing several sets of information at the same time, but also with working in a linear and methodical fashion. His capacity to handle the complexity of these analyses is fair, but not exceptional.

John’s pattern of responses was mapped against the patterns of 8 norm group (see below). The closest match of John’s pattern of response was to that of Technical Professionals. This group equates to Grade G3 – E1 in the ClearWater Group Grading system. The match to G1 grade was relatively poor, suggesting that John displays more the capabilities required from an Accountant than from a Director.

Grade	Group	Match
G1 (SM1, 2)	Executive Directors	26%
G1 (SM3, 4)	Senior Managers	19%
G2	Middle Managers	33%
G3 (E1, E2)	Technical-professionals	76%
G3 (E3, E4)	Skilled professionals	52%
G4	Supervisors	29%
G5	Office workers	26%
G6	Shop-floor workers	15%

### Bright Side

John’s thinking breadth and repertoire of decision making styles is around the average:

1. He shows the ability to work with both ends of the 'Strategic - Operational' thinking style continuum. John showed an understanding of the big picture as well as of its implications. He has the ability to collate disperse information to inform a coherent direction. His Operational Thinking style is fair. He can work with details and create detailed plans.
2. John’s thinking breadth and repertoire of decision making styles around the dimension of 'Complexity - Simplicity' is around the average. John has limited ability to manage complexity. He tends to dislike dealing with difficult and complicated tasks that require examining inter-dependent relationships amongst complex issues. He looks to reduce complexity of information and make it easier to handle, and he seeks ways to mechanise re-occurring tasks.
3. His ability to fully utilise the thinking skills at the both ends of the 'Divergent - Methodical' thinking style dimension, was somewhat restricted. He can come with more than one ways of doing things. He can handle multi-level information and explore alternative options in parallel. His work tends to be organised, structured, systematic, and methodical; and his thinking is fairly logical, objective, sequential, and detached.

### Inside

John enjoys analysing problems, understanding how systems work, and identifying and interpreting recurring patterns of events. He prefers to use data to find trends, solve problems, or create meanings. John shows preference to work with analytical people, and will dislikes working with people who draw conclusions quickly. Because of being curious and analytical, John may have problems coming to rapid conclusions, insisting on having more data or better analytical methods. John tends to be on top of new technical and business trends and prefers data-driven problem solving. He supports strategic planning and long range forecasting, and is likely to encourage staff to use research and new technology as tools in their operations. When dealing with others, John focuses more on problem identification than on interpersonal relations. He is seen as technically competent and is used as an expert resource. He promotes an environment where people rely on analysis and investigation as opposed to intuition, or "gut" feeling.



## HEART – People Skills

<b>Bright Side</b>	John seems confident and willing to take charge of a group or project when necessary, but is also comfortable letting others assume the lead role. He appears friendly, outgoing, and approachable, but is willing to listen and let others talk. John is unusually diplomatic, friendly, charming, and sensitive to the needs and feelings of others. He will be able to build and maintain friendships. He is concerned about staff morale and is a good team player. He values encouraging, protecting, and helping others.
<b>Inside</b>	John enjoys meeting new people and renewing old ties. He will prefer work where there are opportunities to network and develop relationships., as opposed to working alone or with a limited amount of face-to-face contact. He places a high value on being accessible and socialising with his colleagues. Although supporting group decision making, John runs the risk of relying on it too much. He may make mistakes in two ways: (1) by sending inconsistent signals to his staff and (2) by confusing activity with productivity. He may also focus more on personal, rather than business, relationships with colleagues and subordinates. If so, he may find it difficult to provide objective negative feedback to staff. John will place a high value on an 'open door' policy and will enjoy socialising with colleagues. Consequently, his staff will appreciate his accessibility, approachability, and willingness to take time to discuss how the team is working together. The environment promoted will emphasise the importance of staying in contact with people; encourage development of networks and external alliances; and foster collaborative teamwork. John enjoys assisting and developing others, especially those who need the most help. He helps others because it is the right thing to do. He also thinks it is important to pay attention to staff morale, communicate with staff regularly, ask them for feedback, and to encourage and support their efforts. He seems to prefer a balance between change and diversity on the one hand, and stability and uniformity on the other. He seems to have a natural preference for moderation and compromise.



## HAND – Delivery Skills

**Bright Side** John is typically calm and able to handle pressure, but at the same time willing to admit faults and errors and listen to feedback. He tends not to be hostile or critical of others, although at times may become annoyed or frustrated. He can be nervous, anxious, and unsure particularly in new settings and situations, and these emotions may be manifested overtly in his behaviour. John tends to plan; he is typically self-controlled, careful, conscientious, and good with detail. He is hardworking, reliable, and dependable. He is concerned about rules, procedures, and task clarity, and will expect projects and assignments to be done well and on time. John values providing high quality work products and meeting high performance standards.

**Inside** John enjoys keeping things interesting. He likes to play, entertain, amuse others, and prefers work where there are opportunities to have a good time. The primary challenge for him is stay focused on his career goals and put business before pleasure. He chooses team and staff members who are entertaining and fun loving, and dislikes working with people who do not know how to have a good time. He tends to focus on those aspects of the job that are enjoyable or allow him the opportunity to work with fun people. He believes that people should work hard and play hard, but others may not share this belief. Nevertheless, his positive attitude, flexible outlook, and playful manner can be infectious and stimulate the climate of the organisation. He is constantly on the look for opportunities for staff to unwind and to have fun, as a way of motivating them. He is not a strict disciplinarian but rather someone who believes in a relaxed and easygoing workplace. He tends to promote a spontaneous, informal, and relaxed environment that mixes business with pleasure – An environment that encourages expression, spontaneity, and good will.

John values success, and evaluates himself in terms of what has been accomplished. He works hard and is strategic in pursuing his goals. He looks for opportunities to make a difference and achieve results. These most often occur in sales, management, politics, marketing, consulting, and entrepreneurship. Because John is so achievement-oriented, there is a risk of being impatient with others who lack the same drive and focus. John is motivated by a sense of achievement and values healthy competition. He needs to ensure identifying opportunities for collaboration and focus more on external competition and less on internal competition to benefit the whole Organisation. John enjoys authority and control, and believes his team will respond to challenges and tough assignments. John's interactions will concern persuading, guiding, and influencing colleagues to adopt business strategies. He will sell a vision that includes achievement-oriented values. He sets high expectations and works hard to meet them, but not necessarily ensures to delegate and encourage teamwork. He promotes a culture where people are expected to take on challenging assignments, be industrious and produce results, win and beat the competition, drive projects to completion. John doesn't need to dramatise his achievements, but he appreciates positive feedback and may even enjoy showing off a bit now and then. John seems to have a sensible attitude toward money; although he appreciates its value, he is not preoccupied by compensation issues. He judges himself partly by income potential, but he also takes pride in family, friends, and leisure time activities.

Security appears to be important to him. He will prefer a stable and predictable work environment that promises good job security. He usually avoids taking unnecessary risks and works well with people who are organised and plan their agendas in advance. There may be a conflict between his need for job security and his desire to advance. People with strong security needs are reluctant to take the chances that may enhance their earnings and status. He believes in structure and stability. He will value subordinates who do their jobs without creating problems. As a result, others may think he does not encourage innovation. His leadership style will emphasise conservative decision-making and formal procedures. Superiors will view this positively, but his staff may question your decisiveness. He promotes a work environment that emphasises rule compliance, encourages safety and using standard procedures, and minimises financial risk taking.



<b>HEAD</b>	John may be reluctant to put forward ideas that others may see as radical or different. Because he appears unusually trusting of others, they also may wonder if he is as trusting as he seems.
<b>HEART</b>	<p>He seems polite and considerate, which might be a problem if he works in an environment that rewards toughness. He also dislikes being interrupted, is sceptical of others' competency, and possibly is hard to coach because he is likely to think he know what is best for him.</p> <p>John is a self-confident person who seems fearless when facing difficult tasks, and will take charge in social situations. He has high career aspirations, will seek leadership positions in every assignment, and will be annoyed if they are not forthcoming. His boss will be impressed by his drive and energy. However, his confidence may exceed his performance capacity. He tends to overestimates his abilities and competencies, assumes he has the right answers and does not seek others' input. He may take more credit for success than is fair, and he may avoid taking responsibility for failures. His aggressive style may intimidate subordinates, possibly leading him to surround himself with people who agree with him. He is hierarchical, feels entitled to leadership positions and demands to be treated with respect. He will inquire about his subordinates' careers and actively manage his own. He will seem visionary and enjoy taking part in devising strategies for his organisation. Although he has high expectations for himself, his colleagues may regard his as domineering, overly aggressive, and focused on his own agenda. This will make it difficult to build a team. He seems frank, straightforward, and understated. He expects others will find him engaging. John expects others will find him engaging, and they often do. Over time, however, others may also see him as impulsive, and not always delivering on promised work products.</p>
<b>HAND</b>	<p>John seems to be an energetic and enthusiastic person, but one who tends to be easily annoyed or disappointed with other people's performance. As a result, he may seem somewhat irritable, critical, and willing to give up on people or projects. John is a careful person who rarely makes silly mistakes yet, at the same time, he may be too careful and may seem slow to act or make decisions as well as being reluctant to take any risks.</p> <p>John is polite, formal, detail-oriented person, who demands high quality work and does things by-the-book. He is a perfectionist in his nature and tries to do everything equally well. He runs the risk of overcomplicating problems and issues by seeking the very best solution when an adequate one will sometimes do. Consequently, his ability to deliver within tight timelines may be compromised, and may result in high levels of stress. The task-orientation should make his a valuable team member who will contribute to the achievement of group goals; however, this might be at the expense of overlooking morale issues. He likes to maintain control and tends to micromanage his staff. While some of his staff will appreciate the structure, predictability, and feedback provided, others will also want more autonomy and the responsibility to implement their own action plans. When a problem is urgent, John may try to solve it himself, rather than delegating the problem downward, even when it is appropriate to do so. John will do well in areas that require planning and structure, but may seem uncomfortable with ambiguity. People will appreciate his diligence, timeliness, planning skills, and high standards even though John may be hard to please. He will approach strategic planning in a detailed and comprehensive manner. However, his plans will tend to mimic those that have worked in the past, rather than incorporating new and innovative techniques. He seems attentive and cooperative; he likes consensus and dislikes controversy. On the other hand, he may seem reluctant to take a stand or make independent decisions and perhaps too eager to please his superiors.</p>