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**Strictly Confidential**

**Insights Report**

**Zelia B**

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It is important to remember that assessment of this nature cannot be used as a basis for deciding whether the status, or any other aspect of a person's job, can be up or downgraded. Where person's have already been appointed to positions, assessments of this nature can be used purely as a training or development tool.

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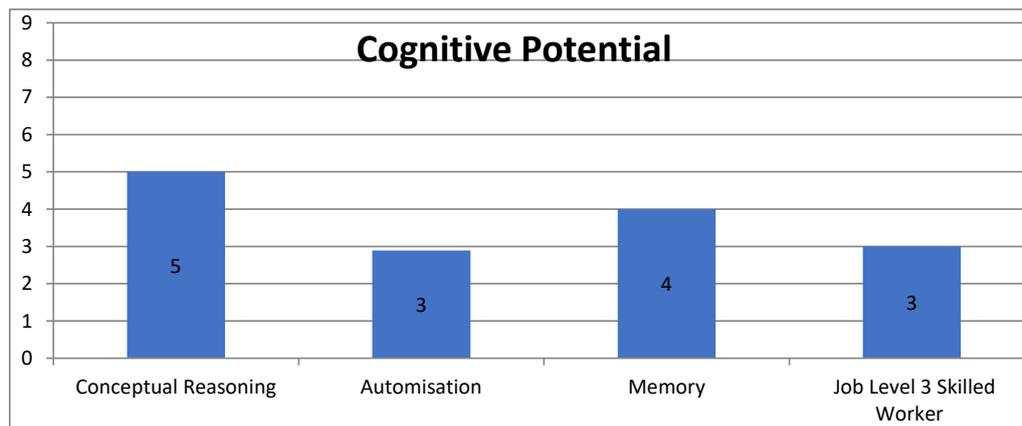
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The data making up this report remains the property of Kevin Roe

## COGNITIVE PROFILE

Zelia was assessed with the Ability, Processing of Information and Learning Battery (APIL - B). This is a set of tests designed to assess an individual's core or fundamental cognitive capabilities and potentialities. The APIL - B assesses the individual's potential to a much greater extent than conventional psychometric instruments, which tend to measure current skills and abilities. It provides a highly objective reading on an individual's potential and assesses the fundamental building blocks of intellectual competence. In this version of the APIL - B the candidate is measured on fluid intellectual ability (conceptual reasoning), learning rate, overall work - output in a learning exercise and capacity to memorise and master concepts.

Significant correlations have been found between APIL - B results and dimensions such as technical knowledge, future thinking, judgement, decisiveness, achievement drive, work performance, versatility and adaptability, capacity to learn new procedures and concepts, capacity to see the big picture, planning and organising, initiative, self - development and self - management.



The norm group that Zelia's performance on the Apil - B was compared to is the general working population with matric.

### Conceptual Reasoning

The conceptual reasoning test measures a person's ability to solve new and unfamiliar problems. It provides an indication of her ability to develop and test hypotheses, and through a process of logical reasoning, solve problems which fall outside of her previous range of experience. Zelia achieved an average score, and indicates that she is as well-equipped as most people with a similar qualification to deal with the types of problem solving demands that she is likely to encounter in a junior or middle managerial or senior functional specialist role. She may however be defeated by more complex problems, and may take longer to successfully negotiate challenging problems.

### Automization

The Automization subtest provides a measure of a candidate's ability to automise or become more efficient at executing a complex task after repeated exposures to it. The higher the score the quicker and more efficient a person is likely to be at executing a novel task and adapt to changes in work process and procedures and vice versa. Zelia's score on the automization test was below average which indicates that Zelia is likely to be slow, and to have difficulty in learning to automise a task after repeated exposures to it.

### Memory and Understanding

The memory and understanding test measures the effectiveness with which a person internalises and retains new information. High scorers are effective in retaining new learnings and developing new "roadmaps" for performing tasks or job functions. Zelia's score on this test was low average. This indicates that she has a modest ability to understand and retain complex information after repeated exposures to it.

### Global Results

Zelia's cognitive abilities were compared to employees with a matric. Compared to this norm group, her cognitive abilities are somewhat weaker and probably a borderline fit with this role. This could be offset to some extent if she is supported by a strong fund of experience, but she will largely be limited to dealing with problems that are familiar to her, as opposed to being able to develop solutions to problems, learning new skills and problem strategies and being able to successfully think her way through non - standard/routine problems.

## Job Level

Another way of looking at her cognitive abilities is by comparing it to job levels. APIL scores can be placed on a universal scale benchmarked with job levels. The system has five levels: Unskilled, Semi-Skilled, Skilled/First Line Supervision, Middle Management/Subject Matter Specialist, and Senior Management/Advanced Subject Matter Specialist.

A candidate who obtains a score higher than the requirements of his or her current job level is a good candidate for further development. Additional training, education and work experience will probably be required to prepare the person, as high potential is not an indication of the person's immediate suitability for a job. An individual whose score falls significantly below the range for his or her current work responsibilities may cope by drawing on a fund of experience, but may struggle with non-routine or unexpected cognitive challenges. Such a person is also likely to struggle if required to take on new work roles due to organizational restructuring or some other change.

Zelia 's global score is typically found amongst people occupying the following job level:

### **Level 3: Skilled Worker (NQF 3).**

#### **Decision-Making**

Most decisions are fairly routine and based on clear guidelines and policies, but some slightly non-standard events requiring a moderate degree of interpretation may sometimes occur.

#### **Level of Abstraction of Thinking**

Mostly concrete but requiring consideration of facts and events that may extend into the future and have a bearing on a whole process.

#### **Judgment and Analytical Skills**

Judgments are based on a moderate range of factors and may require an analysis of the implications of different concrete options on outcomes (which normally have a time horizon of no more than a few weeks).

#### **Knowledge, Training and Experience Required**

Knowledge and skill is usually acquired through formal training or equivalent experience, usually extending over more than a year. Knowledge base is mainly practical, with limited theoretical content.

Zelia 's global score places her at Job Level 3 (Skilled Worker). This is somewhat lower than the job level of this role. She may cope by drawing on a fund of experience, but may struggle somewhat with non-routine or unexpected cognitive challenges.

## Personality Profile

This part of the assessment looks at the candidate's personality profile. Personality traits and underlying attitudes play a potentially important role in determining how a person applies her skill, knowledge and abilities, and also, how well or poorly she is likely to adapt to the various role requirements and psychological demands attached to a position.

### Self Management

The 16PF reports on how a person controls and manages her own energy and emotions.



#### Conscientious

Zelia tends to be persistent, persevering and meticulous in her work habits. She has high standards of work and behaviour and is likely to expect the same from others. She is conscientious and considers it important to be detailed and exacting. She is motivated to meet her obligations and likes to be systematic, precise and orderly. She will be inclined to be well organized, to make sure that tasks are completed and to double check things. Although she will have a structured approach to problems she is also likely to maintain a reasonable balance between being flexible on the one hand and remaining well organized and reliable in ensuring that tasks are completed on the other.

#### High Self Concept Control

As an employee, she is likely to value self - control and self - discipline. As such Zelia will have a good ability to work towards long term goals, without becoming excessively frustrated or demotivated by a lack of immediate feedback or progress. She is also driven by a strong sense of duty and is likely to be principled. It is important to her to adhere to a code of ethics and she will be inclined to honour her commitments. She is also likely to have high levels of willpower, determination and perseverance. This will support her in roles that require adherence to accepted protocols, diligence, self - discipline and compliance with ethical and moral codes.

### **Internal Locus of Control**

Zelia has a reasonably well developed internal locus of control and will therefore have a moderate desire to get things done and to make things happen. She is likely to be fairly alert, quick to respond to situations and self-assured. She will derive some satisfaction from being an agent of action and change and will be moderately inclined to challenge the status quo and challenge organizational comfort zones. Zelia will be reasonably self-determined in her thinking and her actions and will play at least some role in shaping her environment, and in influencing the outcome of situations or events. She is likely to be fairly proactive, and will show some initiative. While able to function independently, this may be a development area in roles that call for good initiative and a strong tendency to shape and influence things.

### **Stress Resilient**

Zelia's profile indicates that she is emotionally very stable, steady and resilient. This is likely to be an important asset in a demanding role, as it indicates that she is emotionally very well equipped to cope with a position which is stressful, challenging and tiring. She is likely to have high energy levels and will be able to recover rapidly from setbacks and draining challenges. She is likely to be mature and dependable and will rarely become agitated when confronted with difficulties and problems. She should cope well with roles that will subject her to high levels of emotional pressure and that are very taxing and ones where she will be expected to bounce back quickly from gruelling and taxing situations.

### **Self - Confident**

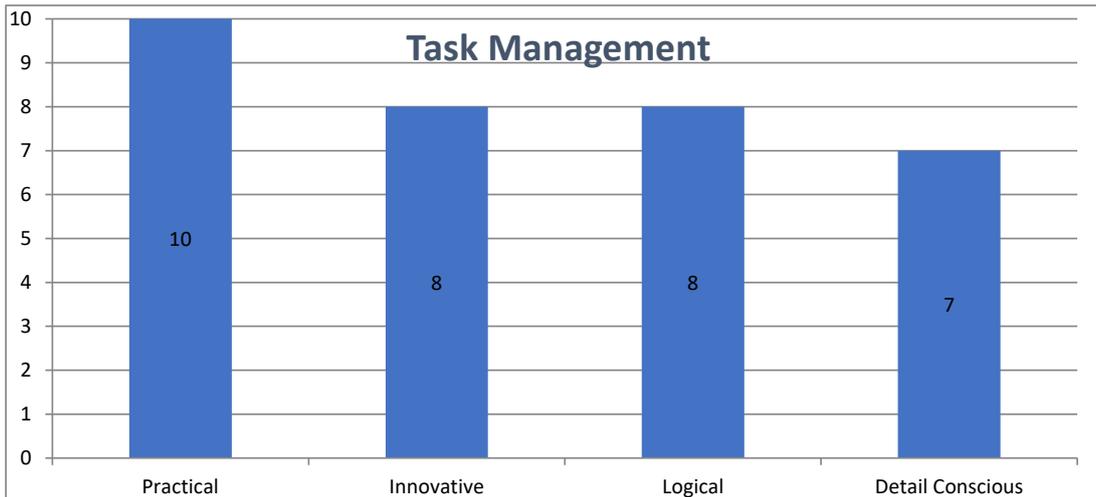
On another level, Zelia is confident of her ability to deal with challenges and pressures. As a result, she will not worry unnecessarily about anticipated problems or difficulties, nor will she feel unduly apprehensive about facing potential difficulties or threats. Since she is not hampered by self-doubt, she is likely to take on new challenges and unfamiliar situations with ease. This is likely to reinforce her effectiveness in roles that are unfamiliar and present her with uncertainty.

### **Composed**

Zelia's profile furthermore indicates that she is composed and that she is inclined to deal with pressures in a steady and even tempered manner. She is likely to cope with the pressures of a taxing position without becoming unduly tense or irritable. She is likely to be patient with colleagues and subordinates and will not be prone to being irritable or bad-tempered. She will not easily be frustrated by setbacks and is capable of recharging easily after a stressful day. At her level though, she may come across as being somewhat complacent, or possibly as lacking a sense of drive or urgency.

## Task Management

The 16PF also reports on how people are likely to deal with tasks and approach problems.



### Practical

At one level, Zelia tends to be solution focused and will invest her energy into finding practical solutions to problems when dealing with work related challenges. She is likely to have a strong concern with ensuring that things work, rather than focusing on how or why they work. When problem solving, she is likely to focus on observable facts and hard data. Therefore, when planning and organizing, Zelia is likely to be systematic and to devise plans which are practical and can be implemented, and which will lead to a practical outcome. Zelia will also tend to focus strongly on dealing with everyday tasks and problems and will probably not spend much time considering problems from a theoretical or conceptual standpoint. At work, Zelia will tend to take a task - focused, realistic approach to problems, and show a strong preference for working on substantive, achievable goals. At this level though, she may be excessively operational in her focus and struggle to see the value of new concepts and broader possibilities.

### Innovative

As an employee, Zelia is likely to place a healthy emphasis on innovation and change. In dealing with tasks and problems, she is likely to reject traditional ideas in favour of new, inventive and experimental ones. She will as a result be inclined to be quite original, and will enjoy a working environment which allows her to be ingenious and to be innovative. She is also likely to be quite comfortable in working in a changing environment which requires adaptation and adjustment. Zelia is likely to encourage subordinates and colleagues to try out new ideas, and may be quite a strong advocate for change. When planning and solving problems, she is likely to be analytical, probing, critical and able to function without clear guidelines and parameters. She is however likely to feel stifled in roles that require close adherence to tried and tested ways of doing things, or that are bureaucratic and involve a lot of red tape.

### Logical

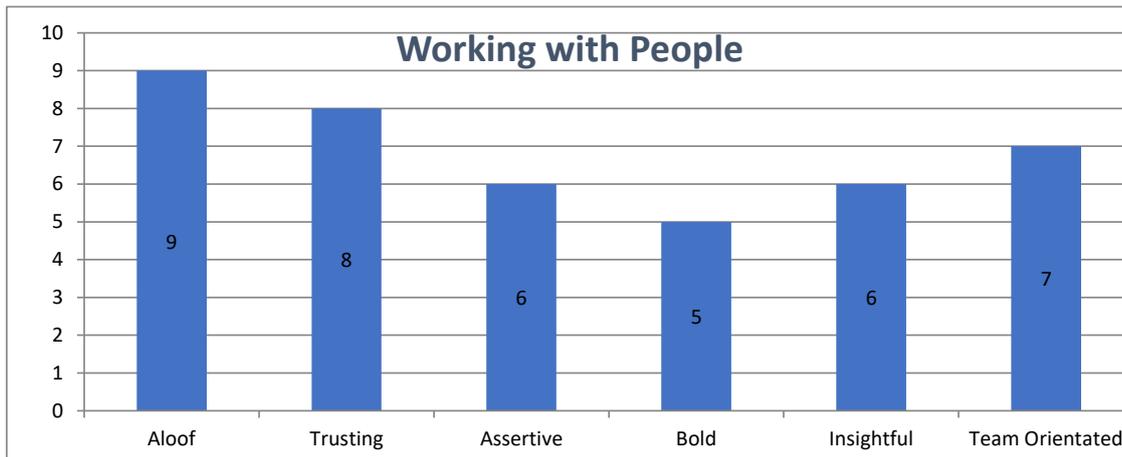
At another level, in responding to demands and challenges, Zelia is inclined to be quite realistic and pragmatic. When weighing up decisions, she will rely on facts and quantifiable data and an important consideration for her will be whether proposed plans or solutions will work efficiently. She will show less interest in the subjective dimensions of problems, and may potentially be relatively unaware of the human dimensions of, or the creative possibilities in a situation. She is however likely to be an objective decision maker who is not strongly influenced by sentiment and her concern will be to make sure that actions are underpinned by rational, factual considerations which support business imperatives. The quality of her decision making could however be hampered by a tendency to over - emphasise facts and business considerations, without paying sufficient attention to human and more qualitative considerations.

### Detail Conscious

Finally, when executing tasks like planning and organizing and problem solving, Zelia is strongly inclined to be detail conscious, precise and rigorous. She will be meticulous and exacting, and ensure that tasks are systematically executed. She sets high standards for herself and others and will invest a significant amount of energy on quality issues. She will be intent on ensuring that the area she manages is well organized, that tasks are completed and that they are done so to a high standard. It is expected that she will ensure that thorough systems are in place. She will be strongly inclined to ensure that activities are carefully planned and that little is left to chance. At this level though, Zelia may occasionally need to guard against being somewhat inflexible and perfectionistic, as well as being inclined at times to adopt a narrow perspective on situations.

## Working with People

The 16PF provides an indication of a person's interpersonal preferences.



### Aloof

In dealing with staff and clients, Zelia is inclined to be distant and aloof. As a result, she is likely to have difficulty in understanding and relating to other people's feelings, and others are likely therefore to view her as lacking in empathy and warmth. Colleagues, clients and subordinates may find it difficult to establish a rapport with her, and she may find it difficult to create a climate of openness and support amongst her team. Zelia's subordinates or colleagues may also be inclined to view her as being unsupportive, and she may be unaware of their mentoring and development needs. Zelia may struggle in roles that require her to build esprit de corps, a sense of belonging and team cohesion, but will do well in roles that call for someone whose style is clinical and factual.

### Trusting

At another level, in relating to, and managing others, Zelia will have a healthy level of trust and confidence in people, believing that most people are dependable and trustworthy. As such, she will be fairly comfortable in delegating to others, and is likely to communicate quite a high level of positive regard to people and subordinates. She can be fairly easy-going and eager to collaborate with others on projects. In negotiations with people, she may be willing to find win - win solutions, but without being too quick to give them the benefit of the doubt. This will support her in roles that require her to draw the best out of others and build openness, trust and co - operation between people. On the other hand it can work against her in roles that require her to be vigilant, circumspect and sceptical in her dealings with people.

### Assertive

As a leader or employee, Zelia is likely to maintain a balance between being assertive and accommodating. She has a modest tendency to influence and persuade, but is also quite open to the views of others. She is likely therefore to interact with others in quite a participatory style whilst also being able to give direction, depending on what the situation requires. In general, she should be able to stand up for her views, but may back down when dealing with more assertive individuals. Zelia's tendency to take the lead can be described as being emerging, and it would be good for her to strengthen her assertiveness, decisiveness and willingness to give direction, if she is placed in a role where a strong leadership profile is required. This is especially the case if she lacks interpersonal confidence (refer to the next paragraph in regard to this).

### **Interpersonally Confident**

Zelia is likely to be relatively comfortable in a role that requires her to network with people and roles which put her in the spotlight, and where there is a need for her to maintain a social presence. She is likely to initiate a fair degree of social contact and will be relatively comfortable in expressing her views in group discussions and debates. She is likely to be fairly at ease in a role where she has to make presentations and where good verbal communication skills are important. Being fairly communicative, Zelia is likely to make a reasonably strong initial impression on people.

### **Interpersonally Insightful**

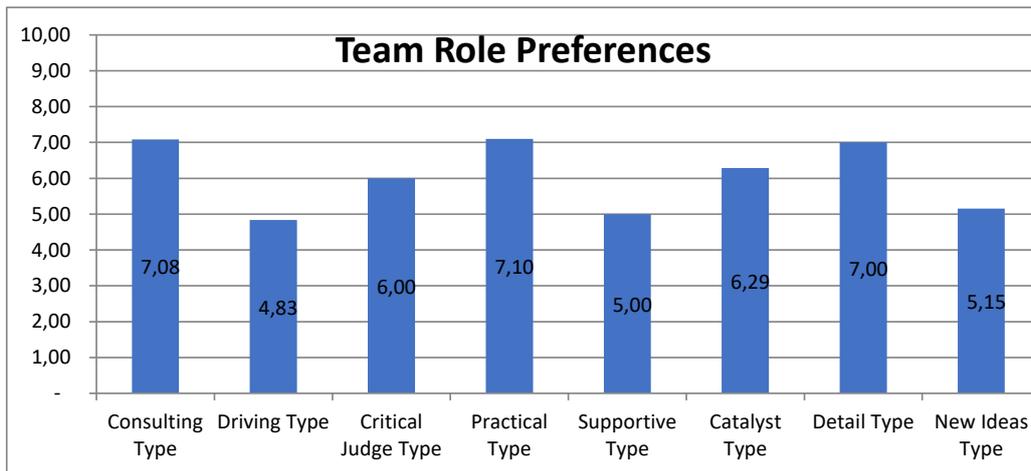
When dealing with people she is likely to be moderately aware of group processes and dynamics and has an average ability to read people. Possessing an average degree of self awareness she will make some effort to utilize tact when bringing her views across to others. She is moderately concerned with the impression she makes on others and is likely therefore to show some discretion and tact in the way she deals with people. She is also likely to show a moderate understanding of corporate politics and dynamics, and to be able to "play" by these informal rules. In situations where she has to negotiate, whilst not likely to be especially astute or shrewd, she possesses sufficient interpersonal savvy so as to ensure that she does not have the wool pulled over her eyes.

### **Team Orientated**

Finally, Zelia will enjoy a role which offers her a high level of social contact and support. As such, she will be inclined to take decisions in discussion with others. She will obtain a degree of satisfaction from functioning on committees, and depending on her interpersonal confidence, may enjoy taking an active role in group discussions and debates. She will enjoy teamwork, will be attentive to the views and opinions of the group and is likely to have her best ideas when discussing things with others.

## Team Role Preferences

The 16PF indicates what roles an individual is most and least likely to fulfil in a team setting.



### Co - ordinator

Her personal style is likely to lead her to be concerned with the deployment of the group or team towards the achievement of group goals. As such, Zelia will have a prime concern with the cohesion of the work group and with ensuring that the resources of the individuals within the group are optimised and used as much as they can be. She is likely to consult people on objectives but is still tough about achieving them. She may not take on too many tasks at a personal level though, finding that she is more effective in spurring and helping others to take on these

### Driver

She is not really drawn to the role of "Driver" and Zelia is therefore unlikely to be the one who pushes and drives the team hard towards objectives that are important.

### Critical Judge

As a team member, she is moderately drawn to the "Critical Judge" role. As such, Zelia will bring a degree of sound judgment to the team, and will play some role in helping the team understand what makes things work and what stops them from working. She is likely therefore to make some contribution towards preventing unworkable ideas from being promoted and being a source of quality control.

### Implementer

As a team member, Zelia is likely to be strongly inclined to turn ideas that come from the team or individuals within the team into practical, workable and well organised outcomes. She is likely to show practical common sense and reliability, and to be hardworking in a 'straight-ahead' kind of way.

### Team Builder/Harmonizer

Zelia shares few of the attributes of the "Team Builder" and is unlikely therefore to play any significant role in maintaining and improving human relations within the group, thus promoting team spirit.

### Catalyst

In the absence of a strong Catalyst in the team, she is likely to have a moderate ability to play the role of a lively communicator and who easily makes contact with many different people - finding out who is doing what, who knows what, who controls what - and drawing upon them as resources. Zelia is likely though, to be more effective in other team roles.

#### **Detail Type/Completer Finisher**

Zelia is strongly drawn towards the "Detail" role and her value to the team will be her attentiveness to detail, and generally meticulous, orderly and conscientious approach to tasks and problems. Her major drive is to get things 'just so', and she will spend much of her energy keeping an eye on detail, the small print, time urgencies and in ensuring that tasks are completed.

#### **New Ideas Type/Innovator**

Finally, she is moderately drawn to the role of the "New Ideas Type" and is likely therefore to derive some job satisfaction from the process of finding new ways of doing things, often dreaming up innovative angles, concepts and techniques, although this is unlikely to be one of her particular strengths.

## Leadership Style

The 16 PF provides an insight into a person's likely leadership style. There is a place for all four of the leadership styles, the 16PF reports on, and none of them should be seen as intrinsically good or bad. What one should bear in mind is that the more leadership styles a candidate achieved a high average or better score on, the more likely she is to be versatile and able to adapt her leadership style to the situation at hand. The converse is also true, in that candidate's who achieved high average or better scores on only one or two of the leadership styles are likely to use those styles across a range of situations.



### Directive Leadership Style

In telling/directing, the leader of the organization is the one making the decisions and informing others in the organization of the decision. This style of leadership may also be referred to as micromanagement as the leader is very involved and closely supervises the people who are working. With this style of leadership, it is a very top-down approach and the employees simply do exactly what they are told. Zelia achieved a high score on this leadership style and is likely to display many of the behaviors associated with this style.

### Delegating Leadership Style

Delegating is the situational leadership style where the leader is involved the least amount with the employees. The employees are responsible for choosing the tasks and the directions they will take. Although the leader may still be involved for direction or feedback purposes, it is on a much lower level than with other situational leadership styles. With this style of leadership, the employees know their role and perform it with little supervision required. Zelia achieved an average score on this leadership style and is likely to display some of the behaviors associated with this style.

### Supporting Leadership Style

The participating and supporting style of situational leadership passes more responsibility to the employees or followers. While the leader still provides some direction, the decisions ultimately lie with the follower. The leader is there to provide feedback and to increase their confidence and motivation with praise and feedback for the tasks completed. Those who work well under this style of situational leadership have the necessary skills but lack the confidence or motivation to achieve them. Zelia achieved an average score on this leadership style and is likely to display some of the behaviors associated with this style.

### Coaching Leadership Style

With the selling and coaching style of leadership, the leader is still very involved in the day-to-day activities. The decisions still ultimately lie with the leader, however, input is requested from the employees before the decision is implemented. With this style of situational leadership, employees are still supervised but it is in more of a coaching manner rather than a management manner. This style typically works well with those who are inexperienced and still learning. It involves direct praise to increase their confidence and self-esteem. Zelia achieved an average score on this leadership style and is likely to display some of the behaviors associated with this style.

## Discussion of Personality Strengths

The following attributes are likely to support Zelia in this role:

*She is resilient and copes well with pressure. This will support her in roles that are stressful, demanding and require emotional maturity and the ability to bounce back from setbacks.*

*She is cautious and averse to taking risks. This will support her in a role that requires her to think carefully before acting and where she has to manage risk.*

*She is conscientious, reliable, organised and persevering. This will support her in a role that requires her to plan carefully, follow – up and follow through and to anticipate contingencies.*

*She is logical, objective and pragmatic. This will support her in a role that requires her to make objective decisions, be realistic and be guided by facts and to make unemotional decisions.*

*She believes the best about people and likes to collaborate with them. This will support her in a role that requires her to be supportive of people and establish a climate of co – operation, goodwill and trust*

*She is practical and attentive to day - to - day realities and problems. This will support her in a role that requires her to work out how things should work in practise.*

*She is self-confident and believes in herself. This will support her in a role that requires her to have self – belief and to remain composed when faced with challenges and the unfamiliar.*

*She is innovative and likes to find new and better ways of doing things. This will support her in a role that requires her to pursue continuous improvement, think out of the box and find better ways of doing things.*

*She is team orientated and likes to work closely with others. This will support her in a role that requires her to work in a team, stay in touch with the mood and views of the group and tolerate interdependence with others in achieving goals*

*She sets high standards for herself and others. This will support her in a role that requires her to be sensitive to organisational norms and protocol and work in a disciplined manner to achieve outcomes of a high standard.*

## Discussion of Potential Personality Weaknesses, Excesses and Derailers

A person's personality can work for and against her for a variety of reasons. She can be lacking a trait that is required in a certain role, for instance assertiveness. A desirable trait may on the other hand be extremely highly developed, to the extent that it also becomes counterproductive. For instance, extreme assertiveness can also result in someone being domineering. Finally, a cluster of traits may work together that result in a strong trend of behavior that can potentially derail a candidate in some way. For instance, extreme assertiveness, combined with extreme drive and poor emotional control can result in a candidate being combative. (Such trends are briefly touched on here, but if present are discussed in more detail in the Special Alerts Report.)

Remember that an assessment like this should be viewed as a hypotheses and guideline concerning a candidate. Potential weaknesses, Excesses and Special Alert/Derailers should therefore always be further explored and corroborated through final interviews and reference checks. An assessment like this cannot predict exactly how and in what situations a potential risk may manifest itself. This can only be determined through further exploration as has been suggested. What the assessment does is alert you to potential risks and while the probability is high that these risks will manifest, it is incumbent on you to explore them further in order to better understand them and how they may impact on the candidate in the role that she is being considered for.

The following attributes may work against Zelia in this role:

*She is aloof, does not easily establish rapport with others and is inclined to be lacking in empathy. Explore whether Zelia engages with people and whether people find her approachable.*

## Conclusion

Remember that psychometric assessment results should not be used in isolation from other relevant information about the candidate obtained from job interviews, CV's, reference and background checks. It is recommended that the reader follows the steps outlined in the "How to use this report" section of "A Guide to using Psychometric Assessments" which has accompanied this report. In addition to the content of this report, the readers is also reminded to take into consideration the candidate's knowledge, skills and motivational fit for this role.

## Conclusion - Cognitive Ability and Fit

Zelia's cognitive abilities were compared to employees with a tertiary education and who occupy managerial roles. Compared to this norm group, her cognitive abilities are an acceptable fit with this role, although she the following is noted:

She struggles to reason and use analytical skills to solve problems, which means that she is dependent on past experience to deal with the issues in front of her. This is likely to be a limitation in roles where the problem solving challenges are not standard and where she has to go beyond rote problem solving and the application of well practised skills to using logical reasoning and analytical skills to create solutions to problems.

It is important therefore to consider whether this role requires her to go beyond rote problem solving and the application of well practised solutions to problems and does it require her to think logically and analytically to resolve problems?

## Conclusion - Personality Fit

Zelia's personality profile is generally a good fit with this role with a few development areas noted:

*Can she engage with people and will people find her approachable?*

## Conclusion - Overall

Viewed overall, while Zelia's personality is a good fit with this role. As regards her problem solving capability she should fair well with tasks that require verbal and numerical reasoning. She is likely though to show limitations with regard to abstract reasoning tasks - ones where she cannot draw on a bank of prior experience and knowledge; and that require good innate reasoning abilities. Overall, she is recommended for the position, but with a degree of reservation taking into account her abstract reasoning limitations.



Kevin Roe  
20 April 2022