



EQ – IQ Solutions

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Job Profile Report For:
Joe SAMPLE
Current Position
SUPERVISOR
Department
MAINTENANCE

Position Assessed For
SUPERINTENDENT

Recruiting Line Manager:
Male
HRBP:
Gladys Ralaimidona
Date:
10 October 2022

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It is both unethical and poor selection practise, to base an appointment decision solely on the contents of a report such as this. It is imperative that other selection tools such as interviews, performance reviews, reference checks and CV's should also be used in order to obtain a global assessment of a candidate's suitability for a position.

Furthermore, keep in mind that recommendations made in this report are tentative by nature, and that it is the responsibility of the person/s who make/s the decision regarding the above person's application, to apply his/her/their mind/s to the global assessment picture obtained from both this assessment and the other aforementioned assessment tools, in order to determine the applicant's suitability for the position.

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.

Finally, please note that this information is strictly confidential and is only made available to those individual's directly involved with the applicant's appointment. Feedback is a sensitive matter. Consequently, under no circumstances should a copy of this report be made available to the applicant. Feedback may be given verbally, but only by the consultant who conducted this assessment, or another registered psychologist.

Should the decision maker/s be uncertain as to the meaning of any aspect of this report, or the recommendations contained herein, then he/she/ they is/are obliged to take the matter up with the above consultant, so that the matter can be discussed for clarification purposes.

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PART 1 SNAPSHOT REPORT



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RECOMMENDATIONS SNAPSHOT		RECOMMENDATION	RISK
Recommendation WRT to Candidate's Fit with the Cognitive Requirements of the Job:		Good	Very Low
Recommendation WRT to Candidate's Fit with the Personality Requirements of the Job:		Good	Very Low
Recommendation WRT to Candidate's Overall Fit (Personality and Cognitive) Requirements of the Job:		Recommended	Very Low
Overall Recommendation			
Cognitively, Joe is a good fit with this role and he has the potential to add value with regard to the problem solving dimensions of the position. As regards his personality, this is also a good fit and he will play mostly to his strengths. Any gaps that have been identified can be regarded as being areas for development. Looking globally at his profile, he is recommended as a candidate with good potential for this position.			

FIT TABLE

Candidate	Role Assessed For:	Fit Table					
		Stretch		Fit		Natural	
Joe SAMPLE	Talent Review For SUPERVISOR	Poor	Marginal	Acceptable with Caveate	Acceptable	Good	Excellent
Capabilities	Cognitive					Good	
	Personality					Good	
	Recommendation For Capabilities					Recommended	
Risk Posed in Appointing The Candidate Into This Role:**							
						Very Low	

** Bear in mind that if this candidate's capability is not well suited to the capabilities required by this role, he/she may potentially be suited to other roles in the business.

SNAPSHOT: COGNITIVE LEVEL OF WORK		
Job Levels	Preferred Job Level	Candidate's Job Level
High Job Level 4		
Mid Job Level 4		
Low Job Level 4		
High Job Level 3		High Level 3
Mid Job Level 3		
Low Job Level 3	Low Job Level 3	
High Job Level 2		
Mid Job Level 2		
Low Job Level 2		
Low Job Level		
Candidate's Cognitive Level of Work		High Level 3
Recommendation WRT to Candidate's Fit with the Cognitive Requirements of the Job:		Good
The degree of risk in appointing someone with the above Cognitive Capabilities to this role is:		Very Low
Comments		

SNAPSHOT: PERSONALITY PROFILE		
	Profile Validity	Valid
Self Regulation	NB'ce	Joe SAMPLE
INTERNAL LOCUS OF CONTROL	Very Important	Average
SELF - DISCIPLINE	Very Important	Strength with Potential for Overuse
SELF - CONFIDENCE	Very Important	Strength
CONSCIENTIOUS	Very Important	Strength
SELF - CONTROL	Nice to have or less	
RESILIENCE	Very Important	Average
DRIVEN	Important	Development Area

Managing Tasks	NB'ce	Rating
ENTHUSIASTIC	Nice to have or less	
CAUTIOUS	Important	Strength
DETAIL CONSCIOUS	Very Important	Strength
CONCEPTUAL	Nice to have or less	
INTUITIVE	Nice to have or less	
LOGICAL	Very Important	Strength
CONVENTIONAL	Nice to have or less	
PRACTICAL	Very Important	Average
INNOVATIVE	Important	Average
Working with People	NB'ce	Rating
ACCOMMODATING	Nice to have or less	
ASSERTIVE	Very Important	Strength
SELF - SUFFICIENT	Nice to have or less	
CONTROLLING	Important	Average
EMPATHY	Important	Average
COLLABORATIVE	Nice to have or less	
INTERPERSONAL INSIGHT	Important	Strength
INTERPERSONAL CONFIDENCE	Very Important	Average
TEAM WORK	Important	Strength with Potential for Overuse

Team Roles	NB'ce	Rating
CO - ORDINATOR	Important	Average
DRIVER	Important	Average
CRITICAL JUDGE	Nice to have or less	
IMPLEMENTER	Important	Average
SUPPORTER	Nice to have or less	
CATALYST	Nice to have or less	
COMPLETOR	Very Important	Strength
INNOVATOR	Nice to have or less	
Recommendation WRT to Candidate's Fit with the Personality Requirements of the Job:		Good
Recommendation WRT to Candidate's Global Fit with the Capability Requirements of the Job:		Good Fit: Recommended

CAPABILITY PART 2 DETAILED REPORT: COGNITIVE CAPABILITY



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PART 2: COGNITIVE ABILITY - JOB LEVELS	
JOB LEVEL REQUIREMENT. The position has been benchmarked against Job Levels of Work. The system has four levels: 1. Operational. 2. Diagnostic. 3. Tactical. 4. Strategic Development. Jobs often straddle across these levels. This is indicated in the table below:	
0 % in Job Level 1 Operational (Semi - skilled Worker)	
33 % in Job Level 2 Diagnostic (Skilled Worker/Supervisor)	
67 % in Job Level 3 Tactical (Middle Management/Subject Matter Specialist)	
0 % in Job Level 4 Strategic Development (Senior Management)/Advanced Subject Matter Specialist)	
Preferred Job Level	Candidate's Job Level
Low Job Level 3	High Level 3
Recommendation WRT to Candidate's Fit with the Cognitive Requirements of the Job:	Good
The degree of risk in appointing someone with the above Cognitive Capabilities to this role is:	Very Low
Comments	
Job Level Legend	
JOB LEVELS 1 : PURELY OPERATIONAL: This type of working environment normally requires the incumbent to be able to deal with tasks which occur within a time frame of approximately 1 day to 3 months. It is also often associated with positions such as operators and clerical workers who are involved in direct operating tasks.	
JOB LEVEL 2: DIAGNOSTIC: Skilled/First Line Supervision (a diagnostic accumulative environment). This type of working environment normally requires the incumbent to be able to deal with tasks which occur within a time frame of approximately 3 months to 1 year for the most complex tasks. It is also often associated with first line managerial work involving direct face to face leadership; or specialist work done by graduates (e.g. engineers, scientists, accountants).	
JOB LEVEL 3: TACTICAL : Middle Management or Subject Matter Specialist (a tactical environment). This type of working environment normally requires the incumbent to be able to deal with tasks which occur within a time frame of approximately 1-2 years for the most complex tasks. Here the focus is on the first level of organisational improvement. It is often associated with middle and senior management positions, as well as senior specialist and professional roles in the organisation (e.g. middle manager, divisional manager, principal specialist). Incumbents are typically involved in managing direct operating systems and evaluating practises and systems to identify and co - ordinate optimal methods.	
JOB LEVEL 4 STRATEGIC DEVELOPMENT: This type of working environment normally requires the incumbent to be able to deal with tasks which occur within a time frame of approximately 3 - 5 years for the most complex tasks. It is often associated with general management, senior management positions, as well as chief specialist and professional roles in the organisation. Here the challenge lies in synchronising and connecting efforts of the different functional and/or business units and in pursuing and co - ordinating multiple parallel pathways to achieve broad objectives. Incumbents are often required to deal with several interacting projects simultaneously and to plan and implement long term business solutions. The challenge also lies in translating abstract structures and functions into strategies and tactics. The focus is on business processes and strategy and on ensuring organisational viability. There is a conceptual focus and terms like talent pool, culture, values, capital accumulation, assets, labour etc. punctuate the vocabulary at this level.	

CAPABILITY PART 2 DETAILED REPORT: PERSONALITY TRAITS AND EQ



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PART 2: PERSONALITY PROFILE

PART 2: PERSONALITY PROFILE			
Joe Sample	Profile Validity	Valid	
Self Regulation	NB'ce	Rating	Comments
INTERNAL LOCUS OF CONTROL/PROACTIVE: Assumes responsibility for outcomes. Plays an active role in shaping situations/people/events or circumstances. Makes things happen rather than waiting for things to happen. Anticipates and acts on problems. Acts with vigour and decisiveness.:	Very Important	Average	He will display some of the behaviors associated with this trait.
SELF DISCIPLINE: Sets high standards for self and others. Ensures tasks/services/products are of a high quality. Perseveres with tasks, even those that may be difficult, long or boring. Checks him/herself for accuracy and quality. Makes a point of not letting others down. Adheres to accepted protocol and standards.	Very Important	Strength with Potential for Overuse	He sets high standards for himself and others. This will support him in a role that requires him to be sensitive to organisational norms and protocol and work in a disciplined manner to achieve outcomes of a high standard. He can however also set impossibly high standards and expect too much from others.
SELF CONFIDENCE: Demonstrates a strong fundamental belief in his/her own abilities. Confidently takes on new challenges. Not afraid to take on the unfamiliar. Decisive, even under conditions of uncertainty/pressure.:	Very Important	Strength	He is self-confident and believes in himself. This will support him in a role that requires him to have self – belief and to remain composed when faced with challenges and the unfamiliar.
CONSCIENTIOUS: Demonstrates a strong sense of duty. Is conscientious and conducts him/herself with integrity. Is well organised and plans ahead. Consistently and reliably honours his/her responsibilities/ commitments/obligations towards others. Accepts accountability for decisions/actions/results. Consistently meets deadlines/targets.:	Very Important	Strength	He is conscientious, reliable, organised and persevering. This will support him in a role that requires him to plan carefully, follow – up and follow through and to anticipate contingencies.
SELF CONTROL Remains composed/controls emotions in the face of difficulties and provocation. Effectively controls negative emotions and feelings. Maintains the ability to think/act clearly and purposefully in trying circumstances. Does not react emotionally or impulsively to pressures or crises:	Nice to have or less		
RESILIENCE Deals calmly and rationally with stress/problems/frustrations. Recovers quickly from setbacks/ negative experiences. Perseveres and remains positive in the face of difficulties and setbacks. Deals constructively with obstacles and challenges. Is consistent and seldom moody or irritable:	Very Important	Average	He will display some of the behaviors associated with this trait.
DRIVEN: High motivation and energy for change. Strong sense of time urgency and desire to get things done. Can be insistent and resolute for goals to be achieved. Can put pressure on others to perform.:	Important	Development Area	He is very relaxed and may lack a sense of drive and urgency. Explore whether he can bring a sense of time urgency to situations.

Managing Tasks	NB'ce	Rating	Comments
ENTHUSIASTIC: Spots opportunities and is willing to take risks. Is energetic and approaches tasks with enthusiasm. Spontaneous and able to adapt easily to unplanned situations. Makes quick decisions/acts without long deliberation.:	Nice to have or less		
CAUTIOUS: Considers all alternatives before acting. Is aware of and takes into account risks/potential threats associated with a course of action. Is safety conscious and avoids pitfalls. Weighs up advantages and disadvantages carefully before making decisions.:	Important	Strength	He is cautious and averse to taking risks. This will support him in a role that requires him to think carefully before acting and where he has to manage risk.
DETAIL CONSCIOUS: Accomplishes tasks through a concern for all areas involved, no matter how small. Ensures that minor considerations are not overlooked. Checks written work for errors before submitting. Plans activities before undertaking them. Follows up and ensures that tasks are completed.:	Very Important	Strength	He is attentive to detail and likely to be good with follow - up and follow - through.
CONCEPTUAL: Looks beyond the obvious facts in most situations. Generate novel, creative ideas. Creates abstract ideas/concepts/theoretical ideas. Good at "what - if" thinking:	Nice to have or less		
INTUITIVE: Takes into consideration feelings when making decisions. Responds to situations at an intuitive, emotional level. Creative and aware of possibilities. Able to appreciate non - factual information when performing tasks.:	Nice to have or less		
LOGICAL: Bases decisions and actions on facts and data. Places emphasis on results rather than feelings. Evaluates problems objectively. Proposes realistic ideas and plans of action.:	Very Important	Strength	He is logical, objective and pragmatic. This will support him in a role that requires him to make objective unemotional decisions and to be realistic, guided by facts.
CONVENTIONAL: Faithfully adheres to policies and procedures. Implements tried and tested methods for performing tasks. Avoids risks. Provides structure/follows processes.:	Nice to have or less		
PRACTICAL: Turns ideas and decisions into practical action steps that can be implemented. Finds ways to make things work in practice. Ensures that goals and objectives are implemented in a methodical way. Attends closely to daily tasks and problems and deals with them in a practical way. Ensures that goals, outputs, actions can be measured and monitored.:	Very Important	Average	He will display some of the behaviors associated with this trait.
INNOVATIVE: Challenges existing thinking and accepted ideas/beliefs. Actively promotes change/new ideas. Embraces continuous improvement. Experiments with untried solutions.:	Important	Average	He will display some of the behaviors associated with this trait.

Working with People	NB'ce	Rating	Comments
ACCOMMODATING: Good listener and open to views of others. Accommodates people's views and preferences. Smoothes over conflict. Eager to provide service and satisfy other's needs.:	Nice to have or less		
ASSERTIVE: Stands up for his/her own views and opinions. Bends others to his/her way of thinking. Takes the lead in group situation. Takes charge and provides direction to others. Competitive and not easily dissuaded/influenced.:	Very Important	Strength	He is assertive and able to stand up for his views. This will support him in a role that requires him to direct and influence others.
SELF SUFFICIENT: Works most effectively on his/her own. Takes decisions/action without the support of the group. Relies mainly on his/her own views and judgement. Achieves goals and is productive mainly through own rather than team effort.:	Nice to have or less		
CONTROLLING: Closely monitors and evaluates the results of other's work. Quick to take disciplinary action/address people's behaviour/performance. Holds others accountable for performance and behaviour. Is probing/incisive/penetrating/critical in dealings with others. Difficult to fool or manipulate.:	Important	Average	He will display some of the behaviors associated with this trait.
EMPATHY: Understands people's interests/concerns/feelings. Understands the deeper issues relating to people's words and actions. Accurately interprets people's feelings and messages. Able to step into other people's shoes and understand things from their viewpoint. Listens accurately and understands clearly what others are trying to communicate.:	Important	Average	He will display some of the behaviors associated with this trait.
COLLABORATIVE: Believes in people and their potential. Demonstrates trust in, and respect for others. Is tolerant, allows people to learn from their mistakes and develops them. Collaborates readily with others on task or projects. Provides people with recognition and reinforcement.:	Nice to have or less		
INTERPERSONAL INSIGHT: Demonstrates insight into people's feelings and motivations. Is perceptive and aware of group dynamics and social/organizational politics. Communicates in a way that demonstrates tact and appropriateness. Concerned with and aware of the impact that his/her communication has on others. Can turn interpersonal situations to his/her advantage.:	Important	Strength	He has good interpersonal insight and is interpersonally aware. This will support him in a role that requires him to use diplomacy, social polish, discretion and sensitivity in dealing with people and interpersonal situations.
INTERPERSONAL CONFIDENCE: Confident and at ease in a wide range of interpersonal situations. Communicates easily and confidently in groups/with strangers. Initiates contact and interaction with people. Actively participates in/voices opinions in group discussions/meetings. Bold and expressive when interacting with people.:	Very Important	Average	He will display some of the behaviors associated with this trait.
TEAMWORK: Can work alongside and with others to achieve goals. Remains committed and involved with the team in spite of obstacles/frustrations/differences. Provides recognition and support to team members. Acknowledges and takes into consideration the views of other team members. Responds constructively to conflict within the team.:	Important	Strength with Potential for Overuse	He is team orientated and likes to work closely with others. This will support him in a role that requires him to work in a team, stay in touch with the mood and views of the group and tolerate interdependence with others in achieving goals. He is however possibly too dependent on the approval of the group. Explore whether he is prone to group think, whether he can voice views that are unpopular and whether he can distance himself from the group when necessary.

Team Roles	NB'ce	Rating
CO – ORDINATOR: Defines team roles. Co - ordinates team efforts. Organizing people and resources around goals.:	Important	Average
DRIVER: Brings competitive drive to the team. Creates a sense of urgency. Makes things happen. Challenges team to move forward.:	Important	Average
CRITICAL JUDGE: Keeps team from pursuing misguided goals. Spots errors and flaws. Analyses problems from all angles.:	Nice to have or less	
IMPLEMENTER: Turns decisions and strategies into manageable tasks. Brings logical, methodical pursuit of objective to team. Takes basic ideas and makes them work in practise.:	Important	Average
SUPPORTER: Promotes team harmony. Resolves interpersonal issues within the team. Listener who builds on the ideas of others.:	Nice to have or less	
CATALYST: Develops wide network of contacts. Initiates new projects. Generates enthusiasm for ideas.:	Nice to have or less	
COMPLETER: Reliably sees things through to the end. Spots and irons flaws and errors. Intolerant of casual and careless. Follows up.:	Very Important	Strength
INNOVATOR: Solves difficult problems with new and creative ideas. Generates new ideas and conceptualises new possibilities. Stimulates and challenges the team's thinking.:	Nice to have or less	
Leadership Style	NB'ce	Rating
DIRECTIVE LEADER: Leads from the front. Issues direct instructions. Maintains responsibility for planning and control. Gives instructions in line with own perceptions and priorities. Has a high goal orientation. Closely monitors behaviour and performance of others.:	Nice to have or less	
DELEGATIVE LEADER: Readily delegates tasks to subordinates. Prescribes outcomes. Lets subordinates determine the means. Delegates task and responsibility.:	Nice to have or less	
PARTICIPATIVE: Ensures the involvement of all stakeholders in the decision making process. Encourages participation and discussion in determining how work is done and in problem solving. Helps the group/team to arrive at consensus/agreements.:	Nice to have or less	
CONSULTATIVE LEADER: Pays genuine attention to opinions and feelings of subordinates. Canvasses the opinions of subordinates. Maintains clear sense of tasks/objectives that must be accomplished. Genuinely considers inputs/opinions of others but takes final decision.:	Important	Strength
Recommendation WRT to Candidate's Fit with the Personality Requirements of the Job:	Good	
The degree of risk in appointing someone with the above Personality Profile to this role is:	Very Low	

Summary of Personality Strengths

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

He is assertive and able to stand up for his views. This will support him in a role that requires him to direct and influence others.

He is cautious and averse to taking risks. This will support him in a role that requires him to think carefully before acting and where he has to manage risk.

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

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

He has good interpersonal insight and is interpersonally aware. This will support him in a role that requires him to use diplomacy, social polish, discretion and sensitivity in dealing with people and interpersonal situations.

He is self-confident and believes in himself. This will support him in a role that requires him to have self – belief and to remain composed when faced with challenges and the unfamiliar.

He sets high standards for himself and others. This will support him in a role that requires him 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 him for a variety of reasons. He 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.)

The following attributes may work against Joe in this role:

He is possibly too dependent on the approval of the group. Explore whether he is prone to group think, whether he can voice views that are unpopular and whether he can distance himself from the group when necessary.

He is very relaxed and may lack a sense of drive and urgency. Explore whether he can bring a sense of time urgency to situations.

PART 2 DETAILED REPORT: CONCLUSION AND RECOMMENDATIONS



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PART 4: Conclusion and Recommendation

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 their reports" Video Guides. In addition to the content of this report, the readers is also reminded to take into consideration the candidate's competency (knowledge, skills) and motivational fit for this role.

Conclusion - Cognitive Ability and Fit

Recommendation WRT to Candidate's Fit with the Cognitive Requirements of the Job:

Good

The degree of risk in appointing someone with these Cognitive Capabilities for this role is:

Very Low

exceeds the job level requirement for this role. Subsequently he seems to be a good fit with the problem solving demands of this role.

Conclusion - Personality Fit

Recommendation WRT to Candidate's Fit with the Personality Requirements of the Job:

Good

The degree of risk in appointing someone with this Personality Profile to this role:

Very Low

Joe's personality profile is a good fit with this role and a number of strengths have been highlighted. He may wish to consider the following for development:

Is he prone to group think, can he voice views that are unpopular and can he distance himself from the group when necessary? Does he lack a sense of drive and urgency to get things done.

Conclusion - Overall

Recommendation WRT to Candidate's Overall Fit (Personality and Cognitive) Requirements of the Job:

Good Fit: Recommended

Risk Posed in Appointing The Candidate Into This Role:

Very Low

Cognitively, Joe is a good fit with this role and he has the potential to add value with regard to the problem solving dimensions of the position. As regards his personality, this is also a good fit and he will play mostly to his strengths. Any gaps that have been identified can be regarded as being areas for development. Looking globally at his profile, he is recommended as a candidate with good potential for this position.



Kevin Roe

10 October 2022