

# 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:

20 % in Job Level 1 Operational (Semi - skilled Worker)

80 % in Job Level 2 Diagnostic (Skilled Worker/Supervisor)

0 % 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
Mid Job Level 2	Mid Job Level 2 - Diagnostic (Skilled Worker/Supervisor)
<b>Recommendation WRT to Candidate's Fit with the Cognitive Requirements of the Job:</b>	Acceptable
<b>The degree of risk in appointing someone with the above Cognitive Capabilities to this role is:</b>	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

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 is like most other people with respect to 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	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.
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.:	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	Strength	He is resilient and copes well with pressure. This will support him in roles that are stressful, demanding and require emotional maturity and the ability to bounce back from setbacks.
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.:	Critical	Average	He is like most other people with respect to this trait

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.:	Nice to have or less		
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.:	Important	Strength	He is practical and attentive to day - to - day realities and problems. This will support him in a role that requires him to work out how things should work in practise.
INNOVATIVE: Challenges existing thinking and accepted ideas/beliefs. Actively promotes change/new ideas. Embraces continuous improvement. Experiments with untried solutions.:	Important	Gap	He is conservative and may be closed to new ideas or stuck in old ways of doing things. Explore whether he tends to pour cold water on new ideas, whether he is open to new proposals and suggestions and whether he is flexible and adaptable.

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 with Potential for Overuse	He is assertive and able to stand up for him views. This will support him in a role that requires him to direct and influence others. However, he may be inclined to be domineering and overbearing. Explore whether he listens, is open to and able to accommodate the views of 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.:	Nice to have or less		
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	Strength	He is warm and established s rapport easily with others. This will support him in roles where he has to engage people and develop supportive relationships with them.
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.:	Important	Strength	He believes the best about people and likes to collaborate with them. This will support him in a role that requires him to be supportive of people and establish a climate of co – operation, goodwill and trust.
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.:	Important	Strength	He is confident in interpersonal situations and communicates easily. This will support him in a role that requires him to interact with people, initiate social contacts, express his views in groups and give presentations.
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	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.

Team Roles	NB'ce	Rating
CO – ORDINATOR: Defines team roles. Co - ordinates team efforts. Organizing people and resources around goals.:	Nice to have or less	
DRIVER: Brings competitive drive to the team. Creates a sense of urgency. Makes things happen. Challenges team to move forward.:	Important	He is like most other people with respect to this trait
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	Strength
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.:	Important	He is like most other people with respect to this trait
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
<b>Recommendation WRT to Candidate's Fit with the Personality Requirements of the Job:</b>		Good
<b>The degree of risk in appointing someone with the above Personality Profile to this role is:</b>		Very Low

## Discussion of Personality Strengths

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

He is warm and establishes rapport easily with others. This will support him in roles where he has to engage people and develop supportive relationships with them.

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

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 confident in interpersonal situations and communicates easily. This will support him in a role that requires him to interact with people, initiate social contacts, express his views in groups and give presentations.

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

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

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 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 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 her 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 may be inclined to be domineering and overbearing. Explore whether he listens, is open to and able to accommodate the views of others.

He is conservative and may be closed to new ideas or stuck in old ways of doing things. Explore whether he tends to pour cold water on new ideas, whether he is open to new proposals and suggestions and whether he is flexible and adaptable.

# 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:

Acceptable

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

Low

Joe's cognitive abilities are on par compared with the job level for this role. Subsequently he seems to be an acceptable 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. Some development areas have also been identified which one would like to see him working on, but these are not likely to derail him. These development areas raise the following questions:

*Is he a good listener, open to and able to accommodate the views of others? Does he tend to pour cold water on new ideas, is he open to new ideas and suggestions/is he flexible and adaptable?*

## 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 an acceptable fit with this role and he is expected to perform as per the norm as regards the problem solving dimensions of the position. As regards his personality, this is 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 good candidate for this position.



Kevin Roe  
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