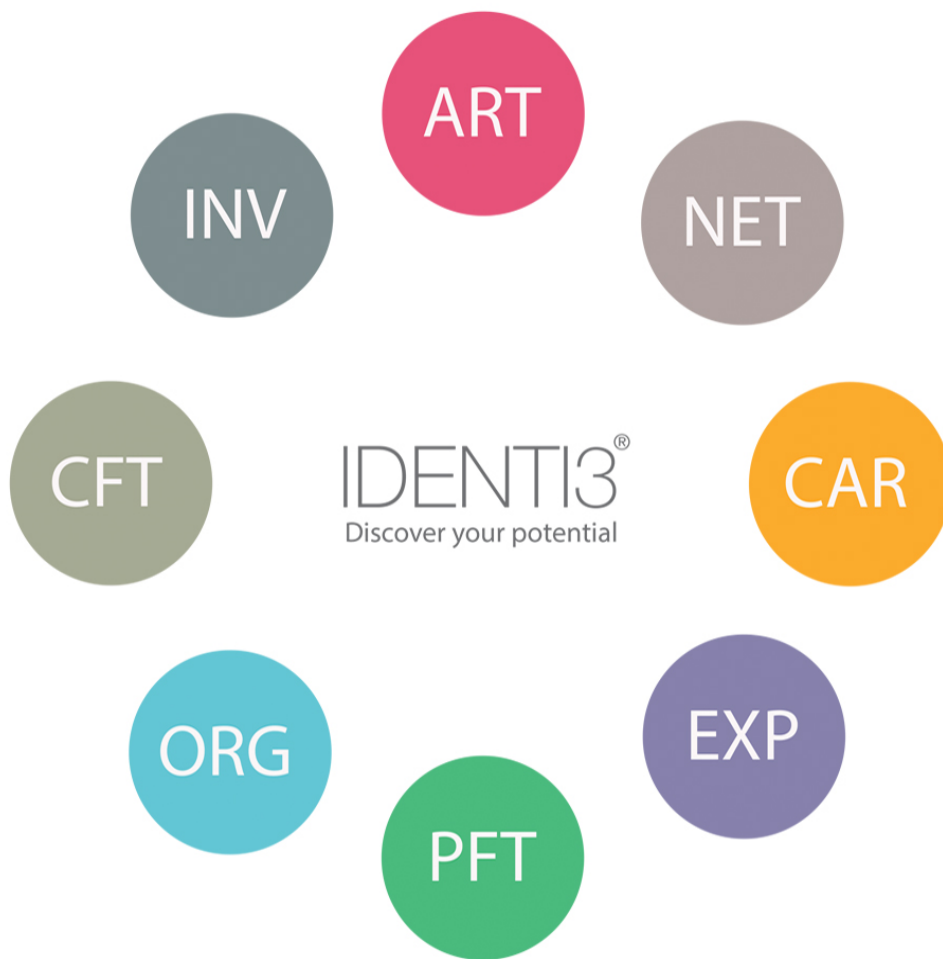




Managerial Competency Report

Name : Sample Two
Designation : Admin and Finance Director
Industry :
Total Working Exp : 25
Yrs in Organization :



Professional Edition Managerial Competency Report

Date of Completion: 30 November 2006
Prepared By IDENTI3
Commissioned by Sample Company Pty Ltd
MANAGERIAL COMPETENCY (COACHING REPORT)
Version 1.0

Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :



INTRODUCTION

The Managerial Competencies Report utilizes information available from the Workforce and Succession Planning model of the Department of Civil Service, United States in conjunction with research done by the IDENTI3 Development Team.

WHO IT IS INTENDED FOR

This report is intended for HR professionals, HR managers, HR directors, Training and Development professionals, Training managers, Training directors and other professionals certified by IDENTI3.

BEFORE INTERPRETING THE REPORT

The Managerial Competencies Report is derived from the respondent's self report in the IDENTI3 Psychometric Profile. This report should be used as a guide. It provides the user with an indication of the respondent's likely behaviours in 13 key areas of competency determined by the IDENTI3 Development Team to be important for a managerial role.

However, in interpreting the report, the user must take note that specific competencies vary from job to job. Within each job, different competencies have varying degrees of importance. This must be established before assessing the competencies of the respondent.

The user must also take into consideration the various factors that influence the outcome of the report. The report varies from person to person as people have different levels of personal insight. The report may also have some distortions because of differences in the way respondents interpret the statements.

VERIFYING THE REPORT

Verification of the information in the report must be done in the context IDENTI3 is designed for. The IDENTI3 Psychometric Profile is based on a forced choice questionnaire format. The answers provided by the respondent represents areas that he or she is likely to focus on, and areas that he or she is likely to trade-off, rather than an indication of how well he or she performs in the competencies. Hence in assessing the respondent, the user must take care to interpret the report as an indication of his or her behaviours relative to the rest of the competencies.

For competencies relating to abstraction and cognitive thinking, particularly problem solving, strategic focus and analysing information, the user needs to take into consideration the ability of the respondents, such as verbal reasoning skills and cognitive or diagnostic reasoning skills. The information contained in these competencies is probable of how the respondents behave. How well the respondent performs for these competencies also depends on how able they are.

For more information on what to look out for when verifying the report, such as masking, traits vs techniques, etc, refer to The Enlightened Human Resource.

THEORETICAL RATIONALE

In psychology and management, the various quality IDENTI3 measures have direct correlation to various qualities and traits not directly measured in IDENTI3. For example, tolerance of ambiguity has been directly linked to creativity, risk aversion and open-mindedness. Sociability also positively co-relates with people who are enterprising.

It is also largely accepted that values drive behaviour and that people place different importance on different values. The competencies derived here are therefore how they

"Management is,
above all, a practice
where art, science,
and craft meet."

Henry Mintzberg

Managerial Competency Report

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will behave driven by the strong values and how they avoided certain behaviours due to weak values.

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When we use 'he/' 'him' in the report, we refer to both him and her.

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Name : Sample Two
 Designation : Admin and Finance Director
 Industry :
 Gender : Female
 Total Working Exp : 25
 Yrs in Organization :



Leading

How does he lead and take charge of others in order to meet goals? Does he take personal ownership of tasks and goals and lead others to accomplish them? Does he empower, trust and support others to make decisions and accomplish their tasks in their areas of responsibilities? Does he show leadership by example?

Personal Responsibility

Takes personal responsibility and ownership of tasks, projects and management; demonstrates accountability.

The Candidate,

- Although as likely as others to be personally responsible for goals and tasks, he tends not to direct or influence others to accomplish them. Occasionally he may not assert himself enough and is likely to do things by himself.



Effective Rating



Source

- Medium (D)
- Low (LD)

Direction

Communicates and provides clear directions to others, sets goals for others to accomplish.

- Does not effectively provide direction to his team even though he is moderately able to express what is required. Prefers to play a supportive role and may occasionally not communicate directions sufficiently.



Effective Rating



Source

- Low (LD)
- Medium (EX)

Managing Others

Gives others latitude to make decisions in their own areas of responsibilities according to their level of competency and skill, trusts and encourage others to set their own goals, provides support and encouragement.

- Has high expectations of the standard of work but tends not to negotiate requirements or use persuasion to meet the standards. Tends to be inflexible or rigid when managing others to achieve expectations.



Effective Rating



Source

- High (GW)
- Low (POL)

Setting Example

Leads by showing example and being involved in the tasks and projects of the group, sets appropriate standard of behaviour for others to follow.

- Tends to get involved with tasks at hand instead of taking charge of others and delegating. Often too busy and too involved in the actual work to supervise subordinates. Does not delegate well.



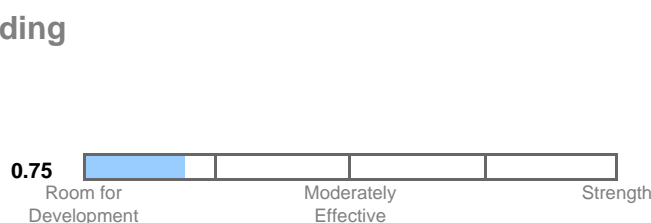
Effective Rating



Source

- Medium (HW)
- Low (LD)

Average Score - Leading



Effective Rating



1.75

Name : Sample Two
 Designation : Admin and Finance Director
 Industry :
 Gender : Female
 Total Working Exp : 25
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Making Decisions

How does he make decisions? Does he ensure that decisions are made in a timely and careful manner? Does he show flexibility in his decisions by allowing changes and adapting to changing demands? Does he consult others to gain buy-in for his decisions? Does he make sound and competent decisions by comparing options from appropriate information sources, taking into consideration constraints and consequences?

Timeliness and Caution

Makes timely decisions, with due care and diligence to ensure schedules and plans are met.

The Candidate,

- Likely to be careful when making decisions, considering various options before deciding. Takes into consideration time constraints, schedules and deadlines to make timely and well-thought through decisions.



Effective Rating



Source

- High (T)
- High (PL)

Calculated Risk

Takes calculated risks when making decisions, shows flexibility in making necessary changes and adaptation according to changing demands.

- Does not favour taking calculated risks. Tends to make carefully planned decisions requiring clarity and certainty before making decisions. May result in decisions that are lacking in innovative or new approaches.



Effective Rating



Source

- High (PL)
- Low (TA)

Consulting Others

Consults others when making decisions, takes into consideration their views, feelings and actions to gain buy-in.

- Tends to make decision based on personal judgement and tends not to consult others or factor their thoughts and feelings in his decision making.



Effective Rating



Source

- Low (EM)
- Low (POL)

Reasoning

Makes competent and sound decisions based on intellectual reasoning and personal experience. Weighs pros and cons and considers a wide range of options ranging from concepts, theories, practicality and experience.

- Favours theoretical and conceptual information and intellectual reasoning over practicality during analysis. Will evaluate information thoroughly before making decision. Tends to delay decision until certain of outcome.



Effective Rating



Source

- High (AB)
- Low (TA)

Average Score - Making Decisions

2.50



Effective Rating



3.50

Name : Sample Two
 Designation : Admin and Finance Director
 Industry :
 Gender : Female
 Total Working Exp : 25
 Yrs in Organization :



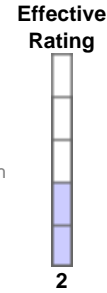
Building Relationships

How does he build relationships to ensure that organizational objectives are met? Does he build a network of partnerships and alliances that meets organizational requirements? How genuine is he in building his relationships? Does he appreciate the different perspectives others hold and adapt himself to others so that he might be effective in building relationships? Does he show interpersonal sensitivity in his dealings with others?

Network

Builds network, partnerships and alliances according to business requirements, participates in group activities to achieve organizational objectives, collaborates with others to meet common objectives.

The Candidate,
 · Builds a small network of partnerships and alliance and maintains adequate ties and bonds with them.



Source
 Low (SO)
 Medium (LY)

Empathy

Shows genuine care and concern for others, demonstrates consideration for the feelings and concerns of others, expresses feelings clearly and directly.

· Tends not to be concerned for others' problems and feelings nor show warmth and emotional support for others. May be considered uncaring and emotionally distant.

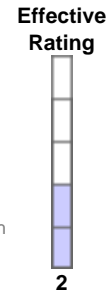


Source
 Low (AF)
 Low (EM)

Adaptability

Changes personal behaviour and professional behaviour to suit the demands of the situation and to suit others, able to appreciate perspectives other than his or her own, demonstrates open-ness to adapt to others.

· As assertive and insistent as others but does not like to negotiate with others to achieve goals. Does not demonstrate openness towards others when disagreeing.

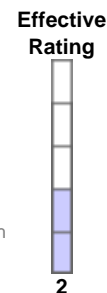


Source
 Medium (D)
 Low (POL)

Sensitivity

Shows interpersonal sensitivity and tolerates criticisms, shows respect and interacts with others in a way that builds relationships.

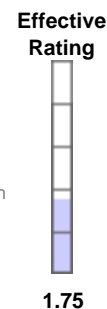
· He is reserved and does not interact well with others although not necessarily due to self-consciousness. In fact, he may be unaware of social decorum and its impact on his social circle.



Source
 Low (SO)
 Low (ST)

Average Score - Building Relationships

0.75



1.75

Name : Sample Two
 Designation : Admin and Finance Director
 Industry :
 Gender : Female
 Total Working Exp : 25
 Yrs in Organization :



Influencing Others

How does he relate with others and present facts and analysis in order to influence others? Does he influence well when change is required? Does he communicate and influence others to gain buy-in? Does he persuade and show flexibility by adapting himself to others when necessary to fulfil organizational requirement?

Social Influence Style

Has a personal style that wins over others, wins others over, takes care to manage one's own style to make a good impression on others, makes a strong personal impact on others.

The Candidate,
 · Has a weak social influencing style. May be reserved and serious in groups, and may neglect to make others feel welcome.



Effective Rating



Source

Low (AF)
 Low (SO)

Macro vs Micro

Influences others to initiate change, takes the lead in embracing change and handling the requirement of certainty when taking charge.

· Prefers to conform rather than influence others to accept change. Personally slow to initiate change and not likely to influence others to embrace change.



Effective Rating



Source

Low (LD)
 Low (TA)

Communication Style

Communicates fluently, expresses himself well to influence effectively, speaks confidently and presents points of argument in a clear manner, responds well to influence persuasively.

· As able as most people to communicate views and ideas but he tends to be fairly long-winded and may sometimes lose track of direction in his communication.



Effective Rating



Source

Low (LD)
 Medium (EX)

Flexibility

Gains agreement from others by persuasion, negotiates and convinces others to initiate change, adapts and change personal and professional behaviour in order to relate better with others and gain buy-in for organizational requirement.

· May not be strong in adapting to others. May come across as awkward and inflexible when having to influence others.



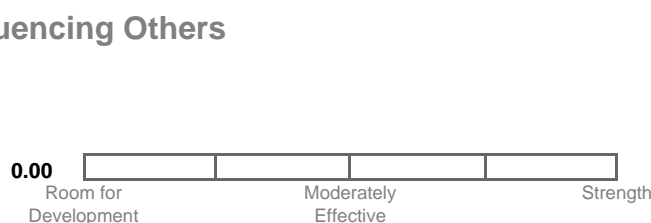
Effective Rating



Source

Low (SO)
 Low (POL)

Average Score - Influencing Others



Effective Rating



1.00

Name : Sample Two
 Designation : Admin and Finance Director
 Industry :
 Gender : Female
 Total Working Exp : 25
 Yrs in Organization :



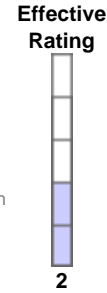
Interpersonal Communication

How does he communicate with others? Does he strive to gain agreement from others? Does he use his political acumen in a positive way to achieve organizational objectives? Does he express his views in a convincing and fluent manner? Does he articulate his ideas confidently? Does he use a variety of ways in public speaking to suit the needs of the audience? Is he open-minded to the things that others are saying?

Persuasiveness

Gains agreement from others by persuasion, has political acumen and uses it to negotiate effectively to achieve organizational objectives, communicates fluently and effectively to convince and promote organizational objectives.

The Candidate,
 · Tends not to vary his style of persuasion and communication and may have some difficulty negotiating to meet his agenda.

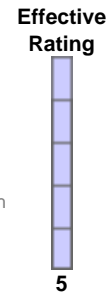


Source
 Low (POL)
 Medium (EX)

Communicates Ideas

Expresses ideas, key points, pros and cons convincing, presents argument clearly, speaks with confidence and articulate well.

· An eloquent speaker who is able to use a combination of theories, concepts as well as concrete examples to convince others of his ideas and views.

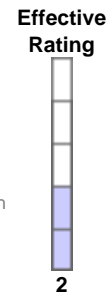


Source
 High (AB)
 Medium (EX)

Public Speaking

Projects confidence during public speaking, engages audiences, projects credibility, uses humour to relate with audience when speaking, projects personality during public speaking to convey message convincingly.

· A serious and somber person who has average speaking skills and may feel nervous and inhibited about public speaking.

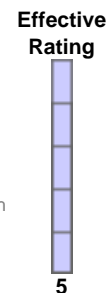


Source
 Low (SO)
 Medium (EX)

Content and Clarity

Explores ideas, concepts, possibilities, open-minded towards topics that are unfamiliar, enjoys variety, explores practical aspects.

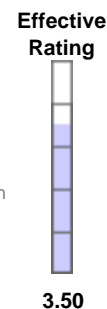
· Likes to explore ideas, theories and concepts rather than practical and concrete issues in the contents and likely to have clarity and details.



Source
 High (AB)
 Low (TA)

Average Score - Interpersonal Communication

2.50



Name : Sample Two
 Designation : Admin and Finance Director
 Industry :
 Gender : Female
 Total Working Exp : 25
 Yrs in Organization :



Planning and Organizing

How does he organize and plan his activities and tasks? Does he take time constraints into consideration? Does he plan ensuring that the tasks are completed within time allocated? When he systematically and methodically plan to ensure that stretch goals are achieved? Does he plan carefully and systematically, paying attention to details to reduce unforeseen problems? Does he ensure that contingencies and alternatives are covered to reduce the chance of errors?

Timeliness vs Caution

Plans thoroughly and ensures that time factor is accounted for, looks into time consideration for each task and ensures that project is completed within time allocated.

The Candidate,

- Plans carefully, often takes time and duration into consideration to ensure that assignment is completed within scheduled time.



Effective Rating



Source

High (T)
High (PL)

Detail Consciousness

Focuses on details, ensures that work is error and mistake free, checks work methodically and carefully, not haphazard in checking work.

- Perfectionistic and meticulous. Careful to look into the details of the plans. Checks plan methodically to ensure that there are no errors. Very detail-conscious.



Effective Rating



Source

High (GW)
High (PL)

Achieving Goals

Systematically plans to ensure that demanding goals are met, ensures that job is completed and goal is achieved, making efficient use of time, effort and resources.

- Plans methodically and systematically; and moderately determined to attain his goals. Sometimes, despite planning thoroughly, he may not have sufficient determination to achieve what he planned for.



Effective Rating



Source

Medium (FJ)
High (PL)

Contingency

Ensures that there are contingencies or alternatives when planning, ensures that all grounds and scenarios are covered, does not leave to chance.

- Organized and careful, well prepared for contingencies. Does not like to leave outcome to chance.



Effective Rating



Source

High (PL)
Low (TA)

Average Score - Planning and Organizing

3.75



Effective Rating



4.75

Name : Sample Two
 Designation : Admin and Finance Director
 Industry :
 Gender : Female
 Total Working Exp : 25
 Yrs in Organization :



Meeting Targets and Delivering Results

Does he focus on getting results and completing tasks so that organizational goals are acheived? Does he demonstrate commitment and reliability to deliver results despite setbacks, problems or difficulties? Does he put in effort and hardwork, and set a high standard for quality and achieving targets? Does he show time urgency in meeting targets?

Reliability

Ensures that targets are met and results are delivered according to schedule, presses on to finish work despite difficulties, meets time requirement, committed to ensure that work is completed.

The Candidate,
 · Moderately reliable and committed to see tasks to the end. More reliable when clear deadlines are set.



Effective Rating



Source

High (T)
 Medium (FJ)

Conscientiousness

Puts in hard work and effort to ensure that goals are achieved, commits effort and energy to project, ensures that work is well done and up to standard, gets satisfaction from job well done.

· Willing to commit to a moderate pace of work and focus on meeting standards of accuracy and quality.



Effective Rating



Source

Medium (HW)
 High (GW)

Time Urgency

Time-sensitive, moves fast when deadline approaches, does not slacken when project is prolonged, maintains time commitment and keeps to schedule, able to keep pace with busy schedule.

· Works fairly conscientiously with some time urgency, especially when deadline draws near.



Effective Rating



Source

Medium (HW)
 High (T)

Average Score - Meeting Targets and Delivering Results



Effective Rating



4.00

Name : Sample Two
 Designation : Admin and Finance Director
 Industry :
 Gender : Female
 Total Working Exp : 25
 Yrs in Organization :



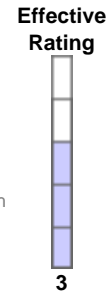
Problem Solving

Does he approach situations and define the problems and the significance of the problems? Does he seek theoretical answers that are implementable? Is he open to different sources and approaches to solve problems? Does he persist to complete solving the problem, being mindful of the time constraints as well? Does he enjoy learning from the problem solving to improve future experiences?

Intellectually Curious

Intellectually curious, seeks answers from theoretical sources for problem solving, seeks practical and implementable solutions.

The Candidate,
 · Intellectually curious, learns and seeks theories, concepts and strategies for problem solving rather than practical solutions.



Source
 High (AB)

Open-ness

Open to different approaches, thinks out of the box, considers alternatives, looks for creative solutions.

· Prefers to be very certain before trying new approaches and solutions.

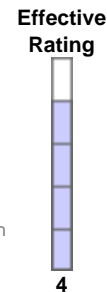


Source
 Low (TA)

Commitment to Problem Solving

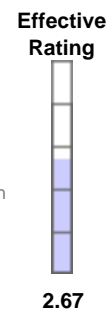
Commits to the task and persists with problem solving despite difficulty, ensures that problem is solved with minimal errors and with best results.

· Desires to solve problem well but sometimes lack persistence in checking or doing all the necessary steps. Occasionally may focus on errors which declines persistence.



Source
 Medium (FJ)
 High (GW)

Average Score - Problem Solving



2.00

Name : Sample Two
 Designation : Admin and Finance Director
 Industry :
 Gender : Female
 Total Working Exp : 25
 Yrs in Organization :



Analysing Information

How does he approach complex task or problems? Does he break down information into component parts and consider each part in detail? Does he critically evaluate the information to determine what is relevant and not? Does he notice discrepancies, inconsistencies, errors and mistakes? Does he demonstrate a willingness to consider issues hypothetically and apply concepts when analysing information?

Thought Process

Thinks systematically, defines issues, collects data and makes inferences about the usefulness and significance of the data, makes systematic comparisons, breaks down complex tasks.

The Candidate,

- Likely to have clear thought processes, including ideas on abstract concepts and theories, thinking things through systematically and methodically.



Effective Rating



Source

- High (AB)
- High (PL)

Critical Of Errors

Notices mistakes in spelling, numbers, sentence structure, sums, etc.

- Quality of work is high with little errors. Critical of errors and able to pick out mistakes.



Effective Rating



Source

- High (GW)
- Low (TA)

Content Analysis

Weighs pros and cons, considers alternatives, compares between alternatives, notices discrepancies and inconsistencies in information.

- Able to point out pros and cons of ideas, evaluates alternatives critically and notices discrepancies and inconsistencies in the information.



Effective Rating



Source

- High (GW)
- High (AB)

Conceptual

Applies theory when analysing information, makes logical and intuitive conclusions, demonstrates an understanding of concepts.

- Likes to think conceptually and link issues or subjects to concepts and theories, enhancing his analysis of a problem with intellectual reasoning.



Effective Rating



Source

- High (AB)

Average Score - Analysing Information

4.00



Effective Rating



5.00

Name : Sample Two
 Designation : Admin and Finance Director
 Industry :
 Gender : Female
 Total Working Exp : 25
 Yrs in Organization :



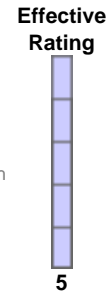
Strategic Focus

Does he formulate strategies that are long-term and progressive, unifying other strategies within the organization so that overall goal is achieved? Does he research and interpret information vis-a-vis the relevance to the organization and issues at hand? Is he influential and takes charge to unify and lead others to achieve the strategies set? Does he set goals that are challenging and demanding, and motivating others to achieve them?

Macro vs Micro

Has a helicopter view of problems and issues, takes into account the bigger picture, breaks down issues into smaller parts, looks for theoretical support in strategies, implements policy that addresses issues, considers how issues might be practically implemented.

The Candidate,
 · Tends to take the macro view of things and supports strategies with theory.

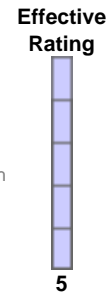


Source
 High (AB)

Strategic Planning

Plans strategically. Organize plans systematically to achieve vision.

· A strategic planner who methodically develops and comes up with strategic plans to achieve goals.

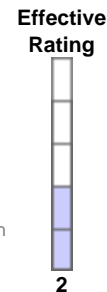


Source
 High (AB)
 High (PL)

Visionary Influence

Influences others with his vision, desires to persuade and win others over with clearly expressed vision, builds a shared vision with others, inspiring others to achieve greater heights.

· Although he has high ideals, he may have limited success as a visionary leader because of his average oratorical skills and a lack of desire to lead and guide others to achieve his ideals.

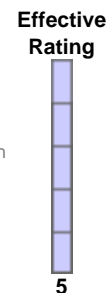


Source
 Low (LD)
 High (AB)
 Medium (EX)

Stretch Goals

Sets demanding goals and achieves them, presses on despite difficulties, motivated to achieve goals.

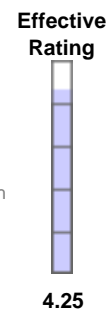
· Likely to set challenging and stretch goals.



Source
 High (GW)

Average Score - Strategic Focus

3.25



Name : Sample Two
 Designation : Admin and Finance Director
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Enterprising

Does he actively seek out and identify opportunities to develop business ideas, products and services? Does he initiate change when necessary, even when outcome is uncertain? Does he manage risks in a calm manner and maintain a positive attitude? Is he receptive to new ideas and new ways of doing things to bring about innovation in his business?

Entrepreneurial

Enjoys interacting with others in an assertive role, seeks out opportunities to develop, propose innovative business deals, initiates actions.

The Candidate,
 · May not be an enterprising person although he has moderate social network because of his unassertiveness and lack of interest in business opportunities.



Effective Rating



Source

Low (D)
 Medium (SO)
 Low (TA)

Initiate Change

Takes action during uncertainty when the situation requires it, seeks out additional information when required to gain buy-in, initiates change when necessary, addresses resistance.

· Unlikely to take the lead to initiate changes. Personally may not react well to changes and unlikely to proactively influence others to gain buy-in.



Effective Rating



Source

Low (LD)
 Low (TA)

Reaction to Risk

Takes calculated risks, weighs risks and benefits, manages feelings during risky situations, handles uncertainty in a calm and collected manner, maintains positive spirit.

· Even though he appears to be rational and emotionally controlled, he does not tolerate risk well and prefers not to handle uncertainties.



Effective Rating



Source

Low (AF)
 Low (TA)

Innovation

Receptive to new ideas, adapts to new situations, contribute ideas, seeks opportunities to improve and reinvent, explores different solutions, develops new products and services.

· Takes time to get use to creative and innovative approaches, preferring to stick to tried and tested ways.



Effective Rating



Source

Low (TA)

Average Score - Enterprising

0.25



Effective Rating



1.25

Name : Sample Two
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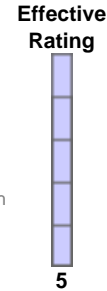
Managing Stress

How does he cope with pressures and setbacks? Does he handle conflict in a manner that reduces tension and builds relationships? Does he strive for a win-win situation in conflict resolution? Is he resilient? Does he bounce back from disappointments and continue to maintain a positive outlook? Does he express feelings and emotions adequately?

Interpersonal Conflict

Resolves conflict, seeks to reduce tension, manages feelings in a conflict situation to bring about resolution, seeks agreement and look for win-win situation.

The Candidate,
 · Moderately stubborn but tends to compromise to manage conflict and often able to control himself emotionally.

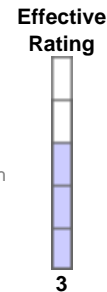


Source
 Low (AF)
 Medium (D)

Situational Stress

Maintains positive outlook, keeps emotions and feelings under control in stressful situations, tolerates ambiguity and manages feelings positively.

· Does not tolerate stress well although he may not show it emotionally.

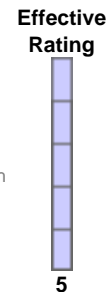


Source
 Low (AF)
 Low (TA)

Handling Criticisms

Handles criticisms well without affecting morale, accepts differences in opinions, learns from mistakes rather than dwelling on it.

· Tends to be unperturbed by criticisms and does not react emotionally or self-consciously when criticised.

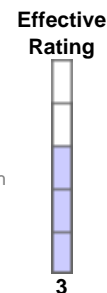


Source
 Low (AF)
 Low (ST)

Expressing Feelings

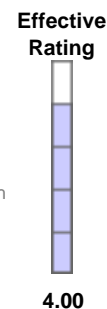
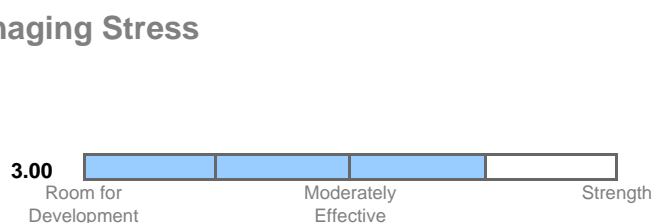
Expresses feelings appropriately, shares emotions constructively to help strengthen relationships, encourages others to be open to share feelings.

· Controlled and unexpressive emotionally but moderately able to talk about how he feels.



Source
 Low (AF)
 Medium (EX)

Average Score - Managing Stress



Name : Sample Two
 Designation : Admin and Finance Director
 Industry :
 Gender : Female
 Total Working Exp : 25
 Yrs in Organization :



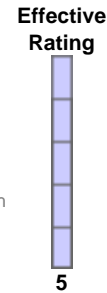
Teamwork

How does he work with others to resolve conflicts and facilitate team-spiritedness? Does he support others and work harmoniously with others? Does he manage relationships with others and adapt himself to others?

Interpersonal Conflict

Resolves conflict, seeks to reduce tension, manages feelings in a conflict situation to bring about resolution, seeks agreement and look for win-win situation.

The Candidate,
 · Moderately stubborn but tends to compromise to manage conflict and often able to control himself emotionally.

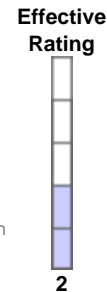


Source
 Low (AF)
 Medium (D)

Sensitivity

Shows interpersonal sensitivity and tolerates criticisms, shows respect and interacts with others in a way that builds relationships.

· He is reserved and does not interact well with others although not necessarily due to self-consciousness. In fact, he may be unaware of social decorum and its impact on his social circle.



Source
 Low (SO)
 Low (ST)

Empathy

Shows genuine care and concern for others, demonstrates consideration for the feelings and concerns of others, expresses feelings clearly and directly.

· Tends not to be concerned for others' problems and feelings nor show warmth and emotional support for others. May be considered uncaring and emotionally distant.



Source
 Low (AF)
 Low (EM)

Flexibility

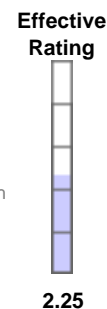
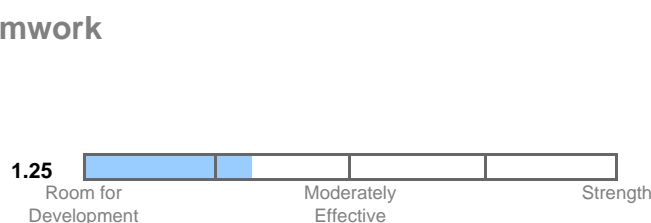
Gains agreement from others by persuasion, negotiates and convinces others to initiate change, adapts and change personal and professional behaviour in order to relate better with others and gain buy-in for organizational requirement.

· May not be strong in adapting to others. May come across as awkward and inflexible when having to influence others.



Source
 Low (SO)
 Low (POL)

Average Score - Teamwork



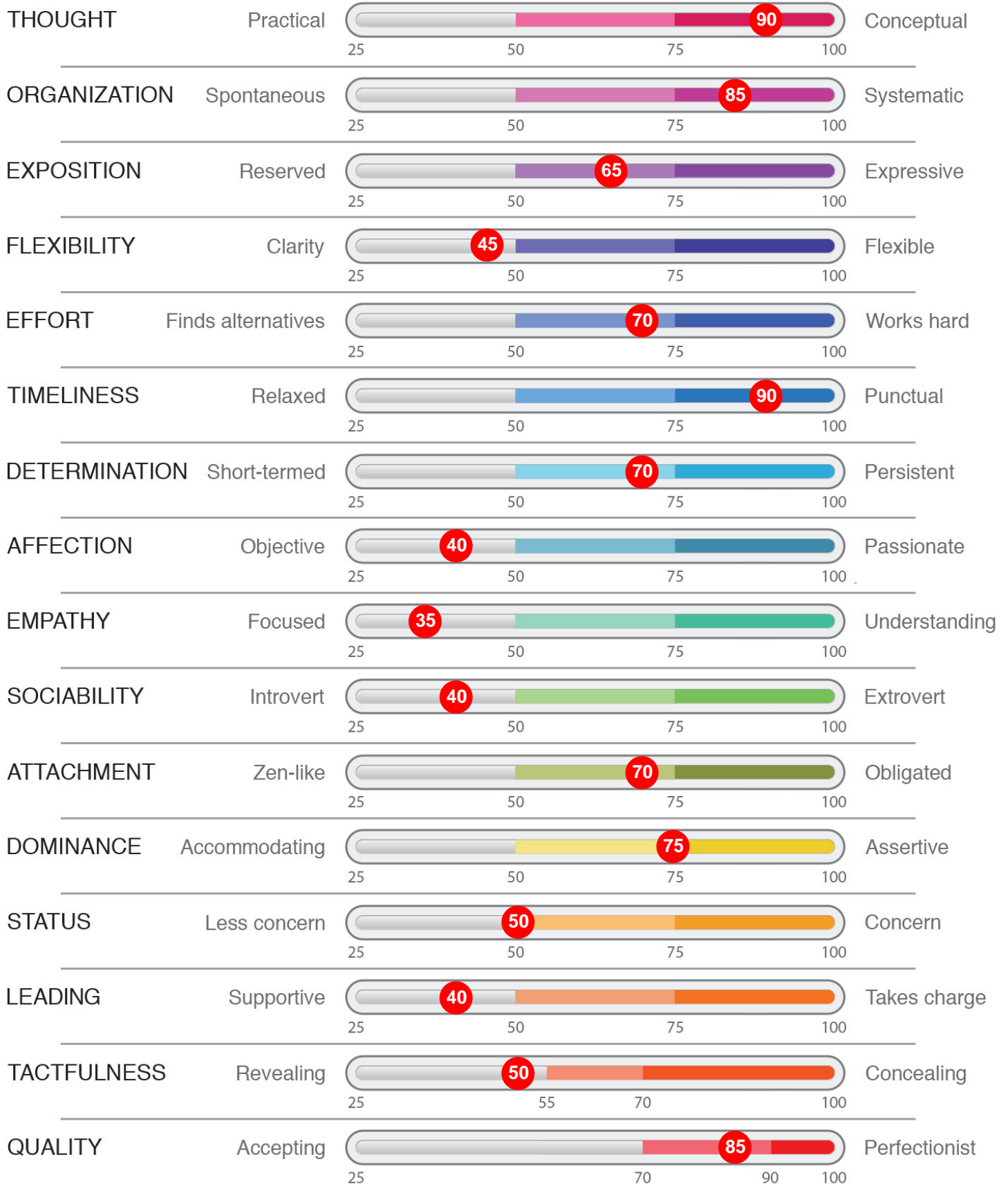
Name : Sample Two
 Designation : Admin and Finance Director
 Industry :
 Gender : Female
 Total Working Exp : 25
 Yrs in Organization :



6



Profile Consistency Score



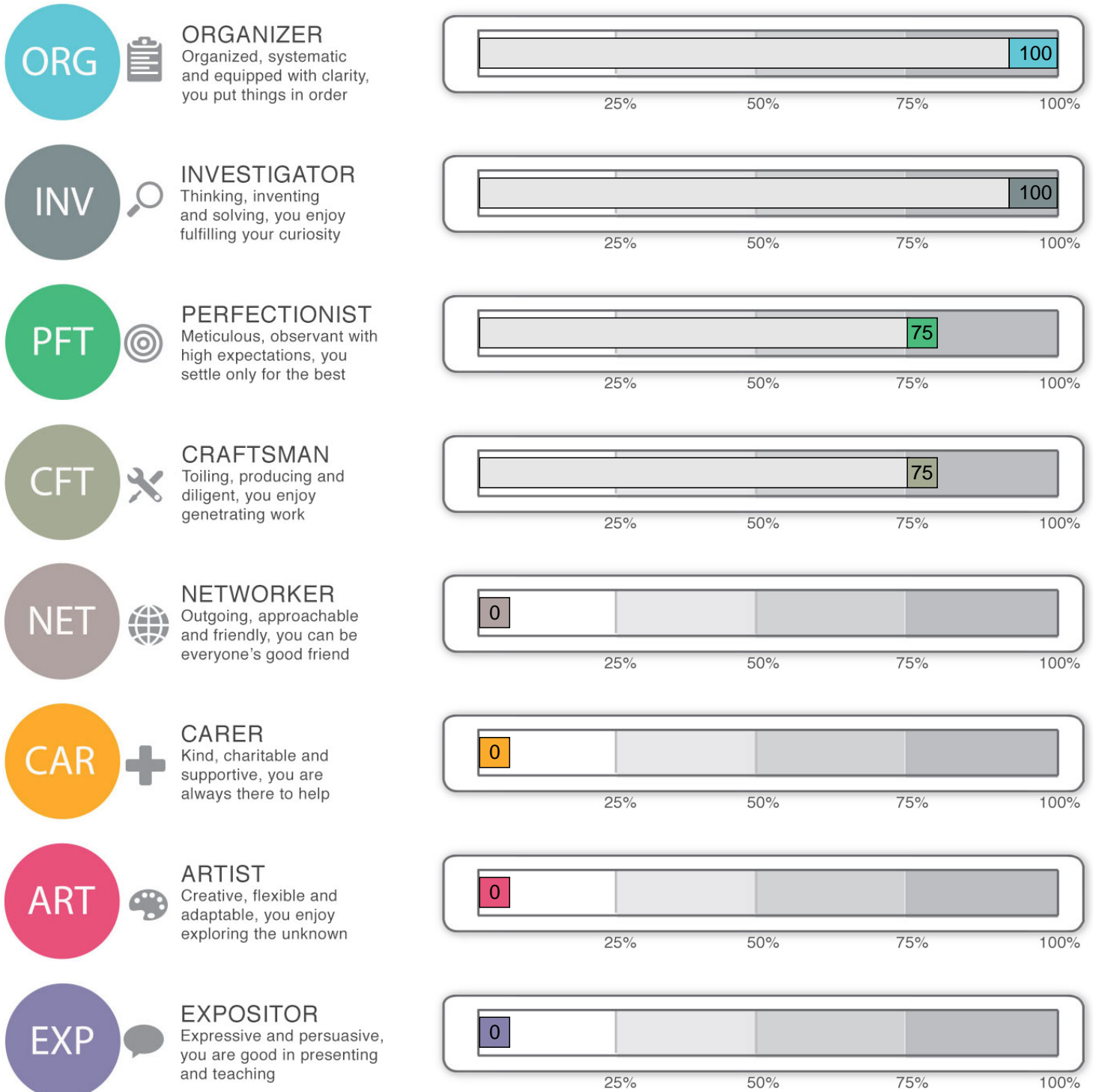
Name : Sample Two
 Designation : Admin and Finance Director
 Industry :
 Gender : Female
 Total Working Exp : 25
 Yrs in Organization :



Your IDENTI3 TYPE

Identi3 Career Types are designed from research and empirical studies over 33 years. The findings show that broadly speaking, individuals have strengths in certain areas. Using the statistical method of cluster analysis, eight key types, based on their strengths, have emerged.

The following are the results of your answers from your questionnaire, arranged in your *MOST LIKELY* to *LEAST LIKELY* IDENTI3 TYPES.



Name : Sample Two
Designation : Admin and Finance Director
Industry :
Gender : Female
Total Working Exp : 25
Yrs in Organization :



Part II

ABOUT THE REPORT

This report is generated electronically using the on-line software exclusive to IDENTI3.

All information contained in this report is confidential and the use of this report is restricted to users who have been trained and certified by IDENTI3 to its use and interpretation.

The report is generated from the results of the IDENTI3 Psychometric Profile Questionnaire based on the self-report of the respondent. The information contained in this report should be verified by means of a feedback session, follow-up or behavioural interview conducted with the respondent.

IDENTI3 accepts no liability for the consequences of the use of this report and this includes liability of every kind (including negligence) for its contents.

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MANAGERIAL COMPETENCIES REPORT

In psychology and management, what IDENTI3 measures have direct co-relation to various qualities and traits not directly measured in IDENTI3. For example, Tolerance of Ambiguity has been directly linked to creativity, risk aversion and open-mindedness(1)(2)(3) and Holland Codes classified enterprising people as those who are sociable, dominant and competitive.

The Managerial Competencies Report utilizes information available from the Workforce and Succession Planning model of the Department of Civil Service, United States in conjunction with research done by the IDENTI3 Development Team.

It provides the user with an indication of the respondent's likely behaviours in 13 key areas of competency determined by the IDENTI3 Development Team to be important for a managerial role. The 13 competencies that are included in the report are:

- Leading
- Making decisions
- Building relationships
- Influencing others
- Interpersonal communication
- Planning and organizing
- Meeting targets and delivering results
- Problem solving
- Analysing information
- Strategic focus
- Enterprising
- Managing stress

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- Teamwork

Each of these competencies covers a series of behaviours. relationships require someone to be good at communicating, to show empathy when required and some degree of transparency in revealing his or her behaviour. Furthermore, some of these competencies will overlap, for example, in managing stress and teamwork, the person needs to be able to manage conflict into a win-win situation.

Rather than comprehensiveness, IDENTI3 selected the definitions that closely matches the 16 dimensions. For example, in the competency Leading, the person who gets involved together with his or her subordinates proves a good model of leadership involvement. This is not often found in other competency reports.

By virtue of IDENTI3's design, the report also provide the user with the conflicting dimension that aid or hamper one in performing each of the role. For example, to make decisions effectively, the person must make timely decisions, yet exercising caution in making major decisions. These 2 dimensions work may work against each other, negating effectiveness.

The trade-off element of IDENTI3 also provides the user with the opportunity to see strengths and developmental needs of the person. It is accepted that one's strength can be a weakness in another situation. Interpreting this must therefore be restricted to the context it was described and the user is strongly urged to verify the information as the respondent is likely to have developed coping strategies and development needs.

The Managerial Competencies Report is derived from the respondent's self report in the IDENTI3 Profile. This report should be used as a guide.

In interpreting the report, the user must take note that specific competencies vary from job to job. Within each job, different competencies have varying degrees of importance. This must be established before assessing the competencies of the respondent.

The user must also take into consideration the various factors that influence the outcome of the report. The report varies from person to person as people have different levels of personal insight. The report may also have some distortions because of differences in the way respondents interpret the statements.

- END -

Managerial Competency Report

Name : Sample Two
 Designation : Admin and Finance Director
 Industry :
 Gender : Female
 Total Working Exp : 25
 Yrs in Organization :



Moderately Inconsistent

Determination
 Attachment
 Dominance
 Tactfulness

Inconsistent

Affection

Most Inconsistent

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