



Integrated Competency Report for EASY EXAMPLE

This report is based on the following assessment results:

- Cognitive Process Profile (CPP)
- Myers-Briggs Type Indicator (MBTI)
- Motivational Profile (MP)
- Value Orientations (VO)

STRICTLY CONFIDENTIAL

NAME OF CANDIDATE

Paula Smith

PURPOSE OF ASSESSMENT / ROLE

Selection / Branch Manager

REPORT NUMBER

IC-000177

REPORT DATE

2016-10-10

VALIDITY PERIOD

This report is valid for 12 months



Introduction

Cognadev integrated reports

Cognadev integrated reports are generated using an automated report integration system.

The assessments that are required for the report to be generated are:

- Cognitive Process Profile (CPP)
- Value Orientations (VO)
- Motivational Profile (MP)

The optional assessments that can be added to the report are:

- Contextualised Competency Mapping 360 (a CCM analysis is required)
- Myers-Briggs Type Indicator

The **Integrated Competency Report** is confidential and should not be shared with people who do not have the candidate's consent. Each assessment used in the battery is summarised and the results are used to compare the person to specific leadership, management, technical, intrapersonal and interpersonal competencies.

About this report

This report can be used for:

- talent auditing
- job and organisational structuring
- selection and placement
- the identification of potential
- diversity management
- capacity building
- succession planning and career pathing
- personal and group development
- intellectual capital management





Assessments used

This report compares the candidate to an SST work environment. Candidate's reports generated compared to different job requirements (SST / RO environment) should not be compared to each other.

Candidate / work environment information

Candidate's name	Paula Smith
SST / RO Environment	Tactical strategy
Role	Branch Manager

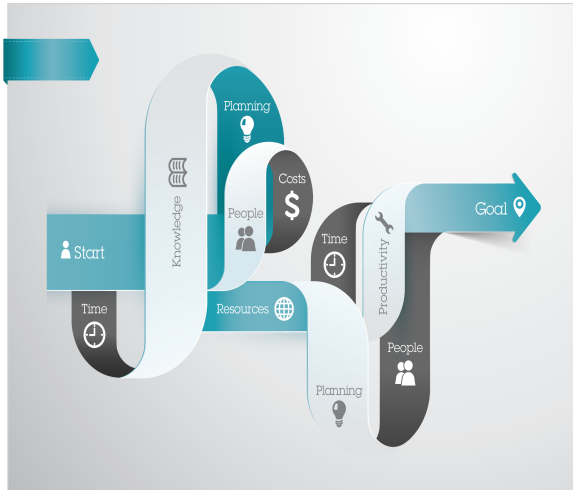
Description of the assessments used

Assessment	Description	Date
 Cognitive Process Profile	The CPP explores how an individual navigates through unfamiliar environments. It measures strategic capability (current and potential 'levels of work'), thinking styles and processes, learning potential, units of complexity.	2015-05-21 CPP027641
 Myers-Briggs Type Indicator ®	The MBTI measures personality preferences regarding contexts, relationships and activities. Specifies preferred sources of energy, information forms, decision-making style and approach in goal direction.	2016-10-10 MBTI000168
 Motivational Profile	It assesses motivational drivers in terms of life script, self-insight, energy themes, defence mechanisms, self-representation, motivation, EQ skills, and self-application in life, work and relationships contexts.	2016-10-04 MP003076
 Value Orientations	The VO describes valuing systems. It measures motivational drivers that shape an individual's worldviews, perceptions, attitudes and behaviours.	2015-06-12 VO015136

Summary of SST / RO environment of the role: Branch Manager

There are five work environments that focus mainly on general cognitive requirements of a role. A candidate's results are contextualised according to the requirements of a selected work environment when generating the report.

Tactical strategy



- A time frame of approximately 1 to 2 / 3 years
- First level of organisational improvement
- Middle and senior management, senior specialist and professional roles in the organisation
- Manage direct operating systems
- Evaluate practices and systems to identify and co-ordinate optimal methods
- Consider alternative routes to maximise the goal achievement of the functional unit
- Find paths that satisfy the short-term requirements yet pave the way for long-term solutions
- Predict future decisions that would have to be taken, should a particular route be followed
- Consider alternative options if difficulties are encountered (pre-planned alternative paths)
- Resource allocation and budgeting to meet targets
- Translate the whole process into a goal-directed plan
- Language usage is symbolic (consumables, equipment, resources)

Specific competency requirements

The specific competencies identified for the role of Branch Manager are: Assertiveness, Commercial orientation, Analytical approach, Business acumen, Complexity and challenge, Commitment, Adaptability and change orientation, Collaboration, Communication, Accountability. The competencies are defined in the results section, where the candidate's scores can also be found.

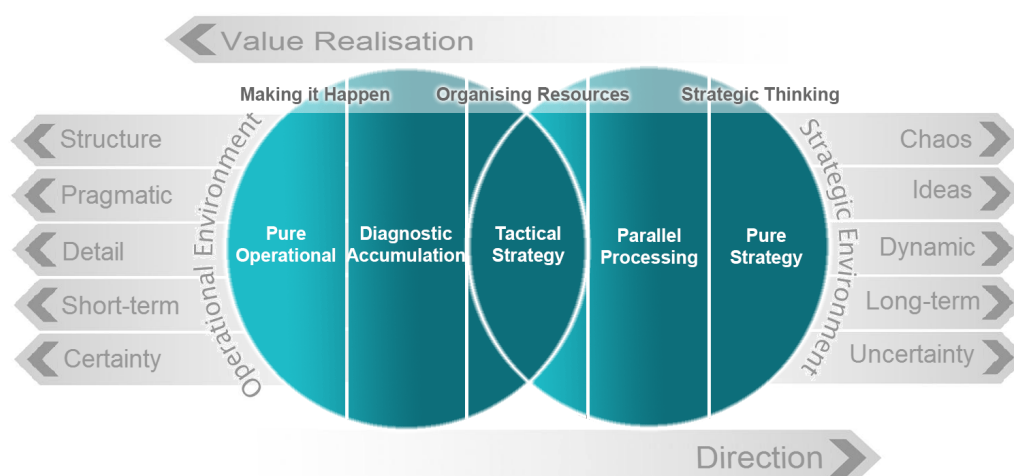
Summary of Patricia's Cognitive Process Profile results

This section is a summary and automated interpretation of the full CPP report. Cognadev can provide the full CPP report to people accredited to interpret the results.

Introduction and theory

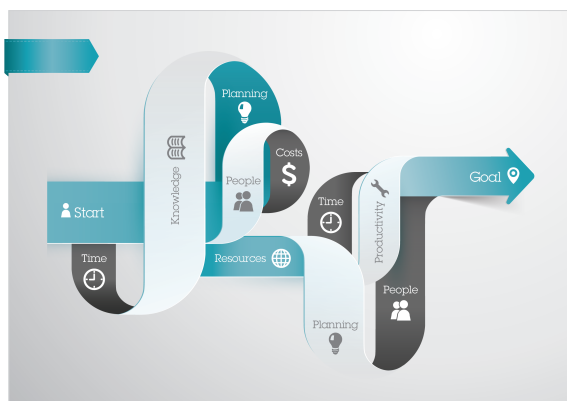
The CPP measures a person's cognitive preferences and capabilities and the results are linked to the Stratified Systems Theory (SST), also referred to as the Requisite Organisations (RO) model. The CPP does not measure IQ, knowledge or skills. In the image below, the complexity of work can primarily be described in terms of operational and strategic requirements. Operational environments (on the left) are characterised by detail, structure, order and certainty. Strategic environments (on the right) tend to focus on ideas, chaos and uncertainty. These two types of environments overlap and can be subdivided into five distinct work environments: Pure Operational, Diagnostic Accumulation, Tactical Strategy, Parallel Processing and Pure Strategic.

These work environments differ in terms of the quantitative (amount of complexity) and qualitative (types of information processing) required. The results indicate the best work environment that suits a person's cognitive preferences, capabilities and potential. Both a current and a potential work environment may be indicated. The person's cognitive development areas may need to be addressed to meet the requirements of a potential work environment.



Current work environment

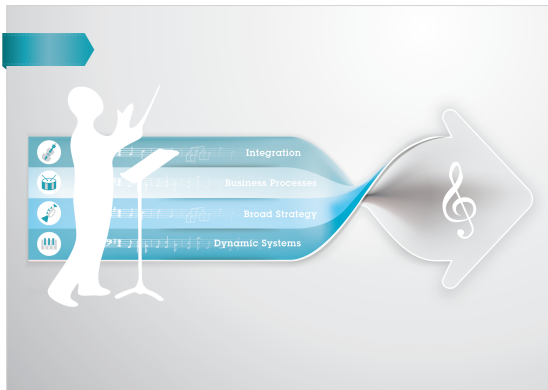
Tactical strategy



Patricia's cognitive profile currently appears to best match the requirements of the **Tactical Strategy** work environments. These contexts involve management and professional work. Within a business milieu, it may entail the application of a theoretical knowledge base, planning, budgeting, project management and resource allocation. Operational systems are evaluated and improved. New systems are implemented to optimise operational efficiencies. Alternative tactical strategies are formulated to maximise the goal achievement of a functional unit in the organisation. The focus is on tangible systems. The time frame for most tasks (from the time a decision are made to when feedback becomes available) ranges from two to three years.

Potential work environment

Parallel Processing



Patricia's cognitive profile indicates that she likely has the potential to work with the complexity of **Parallel Processing** work environments. This means that she appears to show the potential to manage complex, vague, interactive and dynamic systems within a three to five year time frame. Parallel Processing work may involve the formulation of broad strategy, integration of broad strategy with operational strategy, conceptualisation and modelling of business processes, integration of value chains incorporating internal and external factors, organisational transformation initiatives and the development of new functionalities. These functions are all aimed at ensuring organisational viability. Executive roles involving the coordination of various functional units and chief specialist roles may be involved.

Cognitive style and approach to unfamiliar information

EXPLORATIVE



She may apply an **Explorative** approach by investigating situations in-depth and by focusing on the gathering of information.

REFLECTIVE



Paula seems to carefully consider information and take time to check her facts and conclusions. This is indicative of a **Reflective** approach to information processing.

ANALYTICAL



Her results indicate a preference for an **Analytical** approach, which involves a focus on detailed elements. She is likely to apply a rule-based and systematic approach to subdivide issues and identify interrelationships between the elements.

HOLISTIC



Paula tends to use a **Holistic** approach. She is likely to look at the big picture as well as integrate and generalise information in terms of certain relevant detailed elements.

Learning Potential

Paula shows an average to above average level of learning potential.

Her overall profile indicated that she achieved some higher scores on relatively more complex processes than less challenging ones. This gives an indication that she can develop the lower scores with relative ease.

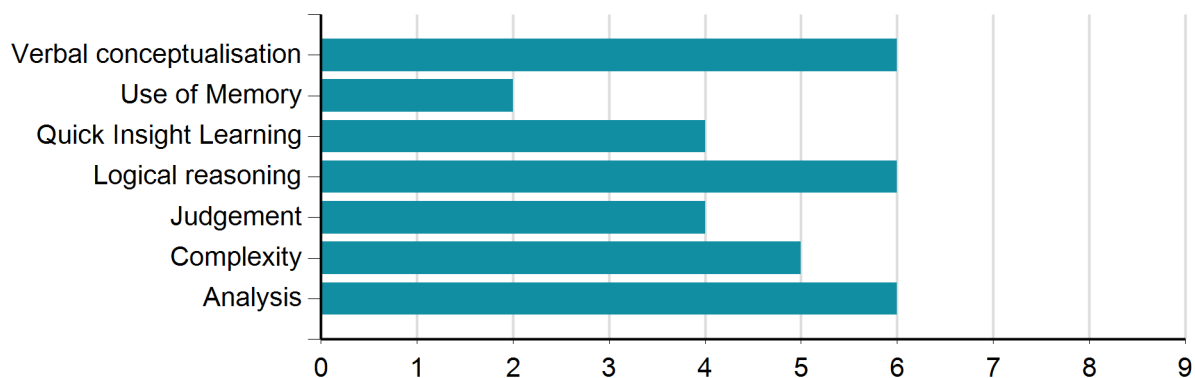
Patricia's profile also showed indications that she may show uncertainty when making decisions and may either (a) screen out vague issues, (b) tend to withhold her judgement, or (c) respond by making assumptions. This may be related to emotional factors or be the result of working in a punitive work context, where the consequences of mistakes are high.

Noteworthy findings based on Patricia's CPP results

- Patricia's problem-solving performance appears to be within an average to high range.
- She obtained significantly higher scores for discriminating between relevant and irrelevant information in a structured environment than an unstructured environment. This is an indication that Paula may prefer to work in a relatively structured context.

- She obtained higher scores on the tendency to work with detail and precision than on the tendency to externally categorise information (summarising, filing, reordering, creating reminders). This way of working may create unnecessary complexity and the information overload could affect Patricia's memory functioning and cause stress. This tendency to mentally keep track of complex information is, however, required in certain work environments.
- Considering the degree of detail she prefers to work with, Paula seems to make insufficient use of her memory capacity. This may be due to a tendency to check information and a need for precision rather than to work with boldness. This careful approach is required in particular work environments but may be unsuitable in more generalised or more strategic environments.
- She obtained a significantly higher score on quick insight than on speed. This indicates that Paula can probably, without affecting her performance, work at a faster rate and with greater boldness.
- Her problem-solving style seems to be characterised by a need for precision. This is a particularly useful cognitive style in work environments where a detailed and technical approach is required.
- She obtained a high score on verbal conceptualisation. This measures and suggests an ability to formulate constructs, conceptualise ideas and suggests verbal capability. It does not necessarily indicate interpersonal skill or communication.
- She shows skill in formulating verbal conceptualisations. Relatively lower scores were, however, obtained on clarifying vague and ambiguous information in unfamiliar and unstructured environments. This may, in certain situations, result in interesting, creative and eloquent communication without necessarily having the underlying conceptual clarity. This may lead to confusing communication with others.
- She seems to have equally well-developed skills regarding both the analysis (subdivision) and integration (synthesis) of information.

Processing competencies (compared to Tactical strategy)



**Note: Only reports that have been compared to the same environment can be used to compare individuals.*

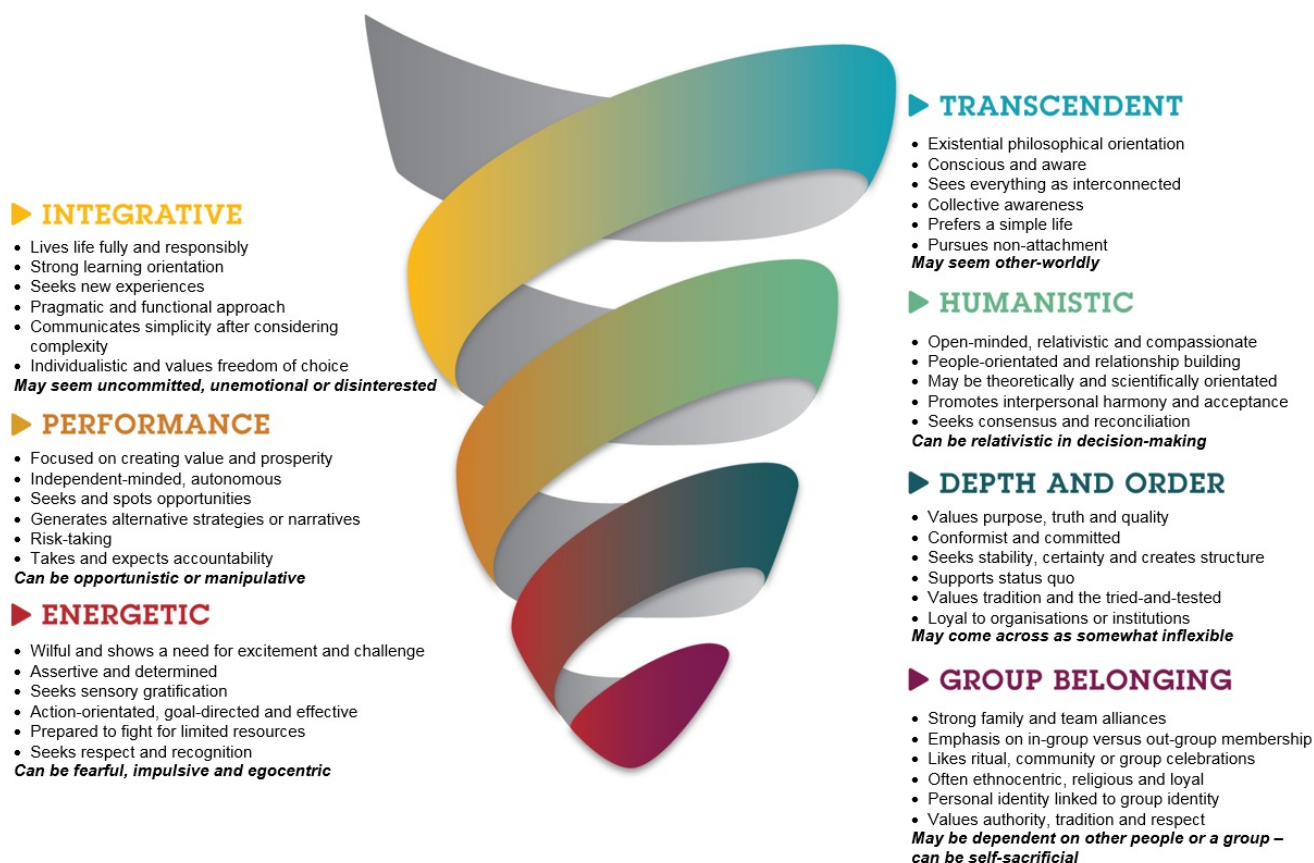
Summary of Patricia's Value Orientation results

This section is a summary and automated interpretation of the full VO report. Cognadev can provide the full VO report to people accredited to interpret the results.

Introduction and theory

The VO measures acceptance and rejection of particular valuing systems or worldviews. Value orientations can be likened to complex belief systems, specifically about what is desirable, or good, beautiful and important in life and what is not. These represent core intelligences, ways of perceiving the world and decision-making frameworks that guide a person's thinking, emotion and behaviour in different contexts. Although not necessarily consciously chosen, a value orientation acts as an organising principle according to which a person adapts to the world. Due to psychological and environmental factors, value orientations may gradually change and develop during a person's lifetime.

The VO is based on the Spiral Dynamics model of Graves, as reported on by Beck and Cowan. It also incorporates Wilber's AQAL model, May's Whirl model, Myss's work on the structures of consciousness reflected by various spiritual traditions, Kohlberg's work on moral development and other consciousness theorists such as Loevinger, Gebser, Perry and Piaget. All the above models essentially reflect the same theoretical structure and can be arranged into a spiral and can be seen in the image below.



Accepted value orientations

Paula accepted the following value orientations. This means that she is likely to follow this approach and may not necessarily recognise the negative aspects of the value orientation.

Characteristics of the Orange value orientation	
Those who accept the Orange value orientation are typically perceived as:	Those who reject the Orange value orientation may perceive it as:
Innovative, entrepreneurial, achievement driven Empowered to create the future Focused on personal performance / people's perceptions Materialistic, strategic and risk-taking	Possibly uncommitted to group goals Egocentric, wilful or arrogant Politically inclined, manipulative and insincere Careless at times

Characteristics of the Blue value orientation	
Those who accept the Blue value orientation are typically perceived as:	Those who reject the Blue value orientation may perceive it as:
Preferring a structured and rule-based culture The tendency to create stability and security Focusing on completing tasks Being principled, responsible, reliable, action-orientated	Traditional and resistant to change Pedantic and critical Rule-based, rigid and inflexible Excessively focused on security and stability Self-sacrificing and submissive

Rejected value orientations

Paula rejected the following value orientations. She is not likely to endorse this approach and may not appreciate this behaviour from others.

Characteristics of the Turquoise value orientation	
Those who accept the Turquoise value orientation are typically perceived as:	Those who reject the Turquoise value orientation may perceive it as:
An awareness of physical and metaphysical aspects Being practical and choosing a simple lifestyle Focused on diversity and proliferation of life An existential-philosophical orientation	Unconcerned with majority values and worldviews Idealistic and out-of-touch with reality Otherworldly or esoteric Withdrawn and uninvolved

Interpretation

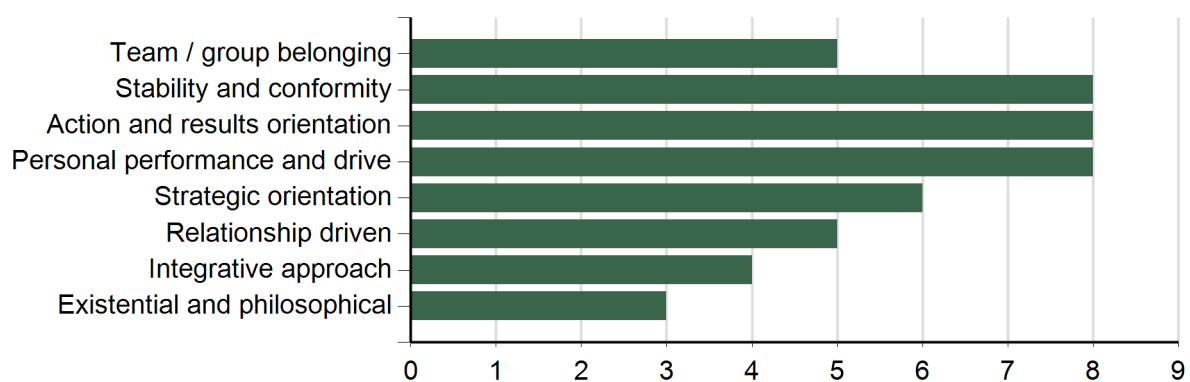
Paula would appear to view the world in terms of abundance and opportunity. To her, resources could be manipulated to create "the good life", provided this is done within the parameters of acceptable conduct. In fact, order or discipline seems to be quite important to her. These individuals often strive very hard for conventional achievements, status symbols and socially desirable goals.

"Playing the game" and manipulating the world in a self-reliant, but disciplined manner in order to create wealth, characterise Patricia's daily activities. She can therefore be expected to be industrious, to take initiative, and to act in a rational and strategic fashion to maximise gain. She tends to be very aware of a code of conduct and shows a strong preference for order. Individuals adhering to this combination of valuing systems are usually very aware of "value-adding" through dutiful behaviour. They focus on, and create opportunities for themselves, but the latter normally reflect cultural practices or socially desirable achievements.

Paula is strongly motivated by a sense of achievement, success, status and material wealth. Even in the absence of material gain, merely "playing and winning the game", whilst abiding by the rules of this game, provides her with a powerful behavioural incentive. Challenges usually energise individuals who show an adherence to this particular combination of valuing systems.

She does not show interest in engaging with life on an abstract level. Her behaviour is probably not reflective of a self-transcendent approach.

Value competencies



Summary of Patricia's Motivational Profile results

This section is a summary and automated interpretation of the full MP report. Cognadev can provide the full MP report to people accredited to interpret the results.

Introduction and theory

The MP is based on a variety of theories and a description of each theory can be found in the full report. The MP uses a card game and requires the person accept and reject certain metaphors in their life, work and relationships. The person then rates their selected metaphors according to criteria.

Life script

The life script is a general theme that Paula is likely to apply in her life, work and relationships. Patricia's results indicated that she preferred the **Intellectual** life script. This orientation is usually associated with a preference for learning and logical reasoning, combined with a somewhat emotionally detached approach in getting to know and understand the world. It thus indicates that Paula may tend to pursue knowledge and understanding by gathering information and by taking on the role of reflective observer, problem-solver, decision-maker and strategist. She may thus be explorative and have a well-developed interest in certain subjects. Paula may benefit from developing a somewhat more emotionally oriented and communicative approach (but not necessarily).

Approach to work

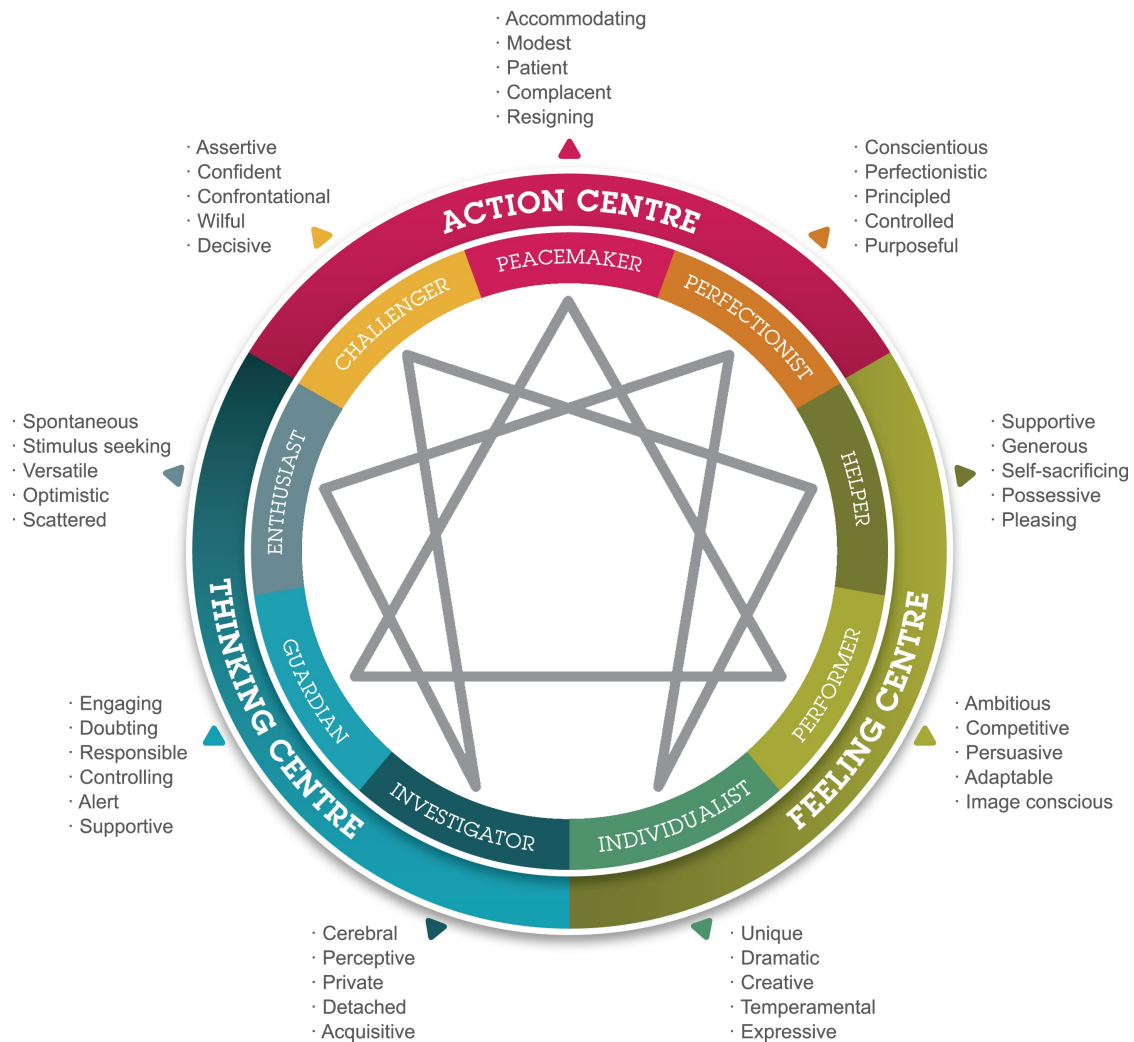
This section describes a person's motivation and current adaptation to their work environment. Paula appears to take a methodical, structured and detailed approach to work. She seems to be quite energetic, determined, confident and assertive. She may implement practical solutions effectively but can become controlling at times. When under pressure, she could come across as somewhat dominant, inflexible and impatient.

Dynamic personality patterns

Dynamic personality patterns reflect the defence mechanisms and behavioural tendencies of a person. The core driver of Patricia's behaviour appears to be a desire to exercise power, to direct and orchestrate issues, achieve goals and take what she wants. This motivational pattern reflects "**The Challenger**" theme. It may involve both control over situations and people. This motivation may make Paula seem larger than life. Under difficult circumstances, she may resort to being pushy and relentless. She is likely to show an aggressive, lusty appropriation for life and can be quite gregarious, enjoying interacting with others. She may also express a love of justice and can be fair, robust, resilient and courageous. This forceful approach may make her the protector of others in her group (family, colleagues and friends). People with this profile often end up in traditional leadership positions.

Some people may find it difficult to deal with her somewhat forceful tendencies. It may be most effective to take a consistent and assertive approach in dealing with Paula as she may not respond well to people who simply back down or directly challenge her. A developmental area for Paula may be to incorporate a more giving and caring attitude towards others.

All the dynamic personality patterns are briefly described in the image below. The nine types are split into types that focus on action, thinking or feeling.



Self-awareness

Paula seems to be relatively aware of her own strengths and developmental areas. However, she may occasionally find herself responding in ways that are out of character, thereby surprising herself and others. Greater introspection and self-awareness may contribute toward an integration of the polarised aspects of her personality.

EQ strengths

EQ or emotional intelligence tends to focus on how effectively a person manages their emotions, both intrapersonally and interpersonally. Intrapersonal EQ refers to a person's self-esteem, self-insight, self-management, energy and personal resilience. Interpersonal EQ refers to the way in which a person deals with emotions within the context of their people relationships and involves empathy, influence and management of others.

Patricia's most apparent EQ strength is self-insight. Paula can be expected to show self-awareness and may well be in touch with her own thoughts and feelings. She seems to understand her own emotional strengths, developmental areas and behaviour patterns. She will probably learn from her mistakes. Her second most noticeable EQ strength is self-management. Paula will likely balance her subjective feelings with objective and rational considerations. She will probably show focus, purpose, commitment and persistence, and may effectively postpone the immediate gratification of her needs and be willing to make personal sacrifices where necessary. Her third EQ strength is energy and motivation. Paula seems passionate, enthusiastic, interested and curious. This will often result in her taking initiative, being proactive, following through, persevering and having an action orientation. The other EQ categories may not necessarily be underdeveloped, but simply less apparent in their behaviour.

Myers-Briggs Type Indicator (MBTI) results

This section is a summary and automated interpretation of the full MBTI report.

Energy

In terms of energy, a person may show a preference for either Introversion or Extraversion.

Patricia's results indicate that she probably prefers **Extraversion**. This indicates that she is likely to focus on the outer world of people and things. People who prefer Extraversion usually appear socially outgoing, tend to seek stimulation, may take risks and tend to cope well in pressurised environments. They prefer working in group or team contexts and can be quite spontaneous, gregarious, resilient and sensation-seeking.

Information

With information, a person can either have a preference for Sensing or Intuition.

Patricia's results indicate that she has a preference towards **Intuition**. Paula is likely to focus on the world of ideas. They may enjoy theoretical pursuits, will consider various perspectives, hypotheses and models and may utilise metaphors and analogies in their thinking. Although they often rely on their gut-level insights, they can also be logically rigorous. Those that show an Intuitive inclination may prefer to focus on general principles rather than concrete facts and to deal with possibilities rather than just the reality of a situation.

Decision

The two preferences for making decisions are Thinking and Feeling.

She is likely to have a preference for **Thinking**. This means that Paula may prefer to base her conclusions on rational considerations, relying on analysis and logic. People who prefer a Thinking orientation may be objective in their approach and may rely on verifiable experience over value judgements and emotion. A Thinking personality orientation does not indicate any particular level of cognitive complexity as it merely indicates a decision-making preference.

Orientation

The two preferences under orientation or approach to the outside world are Judging and Perceiving.

She is likely to prefer using **Perceiving**. A Perceiving orientation may indicate that Paula may come across as flexible and spontaneous. Those showing this preference may pursue novelty and enjoy exploration. She may become side-tracked by new interests and will primarily focus on the journey as opposed to the reaching the destination. They are likely to keep their options open and apply a process oriented approach to life.

Type:

All the preferences combine to give Paula the code **ENTP**. The combination of these personality preferences suggests that Paula is likely to be quick, responsive, ingenious, resourceful, stimulating, fun, alert and outspoken. She may be adept at conceptualising ideas and resourceful in solving new and challenging problems. She can, however, become bored by routine tasks, will seldom do the same thing the same way and may turn to one interest after another. ENTPs may be good at intuitively understanding what pleases others and may be effective in motivating them. They may also be skilled in logically explaining and justifying decisions.

**Note: The MBTI should not be used for selection as it a forced choice assessment – measuring a candidate's preferences as compared to themselves, rather than overall actual preferences. For this reason, the results are not used in the competency section. A person's type should also always be verified in a feedback session.*

Integration of results

Current work environment and values

Patricia's cognitive profile seems best suited to the complexity requirements of Tactical Strategy work environments, which are characterised by planning, resource allocation, systems improvements, people and project management and operational goal achievement. Effective functioning in these environments may, however, also require a well-developed theoretical knowledgebase as well as professional or management experience. Given her Orange value orientation, she is likely to embrace change, be strategically inclined, show skill in coming up with new approaches / ideas and to strive to create value for all involved. In addition, Paula may show politically savvy, show skill in influencing the perceptions of others, be commercially aware and may capitalise on new technological offerings. Such a profile may contribute to identifying opportunities and adding value in Tactical environments. This flexible, interpersonally skilled and resilient approach may, however, be regarded by certain others as manipulative or insincere.

Paula also seems to be able to take a rule-based and structured approach that is associated with the Blue value orientation, thus maintaining the status quo and expecting commitment and work ethic from others.

Motivation, values and personality

Paula appears to be confident, self-empowered and tends to take control of situations and people and she may achieve this goal by spotting opportunities and taking calculated risks. Her approach will often be independent and autonomous. Others may view her as intellectually inclined, knowledgeable and insightful .

Overall strengths and developmental areas

Relative to her own profile, Patricia's overall results indicate that she may excel at work that requires assertiveness and performance management. This is an indication that she may prefer and perform her best when completing work that requires her to take a positive, self-assured and confident approach without being aggressive or threatening. This involves establishing clear boundaries and expressing her opinions and thoughts in an appropriate manner. She is also likely to work effectively when she needs to ensure that organisational goals are met effectively, efficiently and consistently by those responsible.





Patricia's overall results indicate that she may not enjoy work or not excel at work that requires interpersonal literacy and skill and to embrace diversity, although this is relative to her own profile. This means that she may avoid or underperform on tasks that require her to understand and have insight into the motives and values of others. This includes cultural sensitivity, politeness, openness and confidence when dealing with others. She may also not be effective when work necessitates her to have the capacity to create a culture of diversity characterised by acceptance, tolerance and respect. This includes capitalising on the unique talents of others to achieve group goals.

Patricia's integrated competency analysis



Patricia's results have been compared to the competency requirements of the following SST / RO work environment. This section uses the results from the assessments to calculate an overall, integrated score. The specific assessment-related scores are given to assist interpreting and identifying strengths and development areas, but the total score is the most important one.

Summary of selected competency results

Key to interpreting the results

Colour	Interpretation
	does not meet requirements
	meets few of the requirements
	meets most of the requirements
	exceeds the requirements



Leadership

Adaptability and change orientation	
Accountability	

Management

Commercial orientation	
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Decision-making

Analytical approach	
Complexity and challenge	

Technical

Business acumen	
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Intrapersonal

Commitment	
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Interpersonal

Assertiveness	
Collaboration	
Communication	
Overall total of selected competencies	

Complete selected competency results

Leadership

Adaptability and change orientation	Awareness of the importance of continuous learning, adaptability and innovation to improve and effectively reconceptualise structures and processes. Capitalising on emerging opportunity.	CPP							
		VO							
		MP							
		TOTAL							
Accountability	Having the courage to personally accept and take ownership and responsibility. Being ultimately answerable for own decisions and actions. The capacity to act without external guidance.	CPP							
		VO							
		MP							
		TOTAL							

Management

Commercial orientation	Optimising business opportunities via strategies aimed at value creation, efficiency and viability. A competitive orientation, experience or capability to understand business and financial matters.	CPP							
		VO							
		MP							
		TOTAL							

Decision-making

Analytical approach	An analytical, detailed, precise, systematic, consequential / linear / causal and technically correct approach by capitalising on previously acquired domain specific knowledge and experience to solve problems.	CPP							
		VO							
		MP							
		TOTAL							
Complexity and challenge	Understanding that is based on the consideration of several interrelated, unfamiliar, vague and abstract elements. The preference for working with difficult and complex concepts.	CPP							
		VO							
		MP							
		TOTAL							

Technical

Business acumen	Eagerness and swiftness in grasping and dealing with business issues in a way likely to result in viable outcomes. It requires the necessary knowledge and understanding of the organisation.	CPP							
		VO							
		MP							
		TOTAL							

Intrapersonal

Commitment	Dedication and loyalty towards a particular goal. The tendency to accept accountability for certain processes and outcomes. The capacity to sacrifice short-term benefits for long-term goals.	CPP							
		VO							
		MP							
		TOTAL							

Interpersonal

Assertiveness	A positive, self-assured and confident approach without being passive-aggressive, aggressive or threatening. Clear affirmation of personal boundaries, rights and opinions.	CPP							
		VO							
		MP							
		TOTAL							
Collaboration	Working together and combining efforts to achieve shared goals. A tendency to deal with other people in a cooperative manner by communicating and sharing knowledge.	CPP							
		VO							
		MP							
		TOTAL							

Communication	The capacity to effectively interact with others. Listening skills to interpret and convey information in a clear, interesting, accurate and appropriate manner to a particular audience.	CPP				
		VO				
		MP				
		TOTAL				
Overall total of selected competencies		CPP				
		VO				
		MP				
		TOTAL				

Please note: some competencies accuracy depend on qualifications, work experience and current performance. Psychometric results can only indicate the potential to develop these competencies. A person's 360 degree results should be used to provide a more accurate indication of current performance and competence.

Final comments

The CPP, VO and MP are psychological assessments developed and distributed by Cognadev UK. More information is available on our website:

<http://www.cognadev.com>

Disclaimer

This report should be used for the intended purpose of the assessment only and should not be used for any additional purposes. Full CPP, VO and MP reports, which are more comprehensive than this integrated competency report, can be provided by Cognadev.

The different psychometric assessments have different validity periods, but this integrated report is valid for 12 months.

This report was generated automatically by Cognadev. Due consideration should be given to limitations related to the interpretation and application of the results. The validity of each report or the integrated report may also have been affected by factors related to the administration of the assessments, external circumstances and the candidate's motivation or general state of mind at the times of assessment. The results in this report should not be viewed in isolation, but always integrated with impressions from interviews, track record and biographical information. Cognadev accepts no liability, of any kind, for the consequences of using this report.

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