



**PRIVATE AND CONFIDENTIAL
PROFILE REPORT**








INTEGRITY AND VALUES PROFILE

SAMPLE COMPANY

JOHN SAMPLE

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Integrity	1 2 3 4 5 6 7 8 9 10	
Withholds information from others; conveys information selectively in conversations; tolerates dishonesty in others	Truthfulness  8	Is open, honest and forthright; tells the truth; does not tolerate dishonesty in others
Blames others for undesirable outcomes; shifts responsibility to others when things go wrong; makes excuses; is defensive or argumentative when confronted	Responsibility  8	Identifies and acknowledges their role when things go wrong; takes ownership, even if the outcomes are undesirable
Avoids making demands on others; fails to hold others to account when they under-perform; does not deal with issues as they occur	Accountability  5	Is clear about the expectations they have of people; able to hold people accountable for the results they need to produce; notices what is happening and deals with issues as they arise
Acts in their own best interests rather than that of the organisation; gives priority to activities that make them look good or that they like doing	Loyalty  6	Committed to organisation; prepared to put personal needs or goals to one side; does what is required of them - not just what they want to do or what will be good for their career
Does not question own behaviour; spends little or no time reflecting on self; does not analyse the impact they have on others	Self Awareness  8	Takes time to reflect on and understand self; has insight into own values, feelings, beliefs and behaviour; aware of their impact on others
Impression Management	1 2 3 4 5 6 7 8 9 10	
Self-critical; not concerned about the impression they make on others	Impression Management  4	Concerned to make a positive impression; wants to be seen in a very favourable light; likes to do the right thing by others
Vision	1 2 3 4 5 6 7 8 9 10	
Deals with the here-and-now rather than taking a long term perspective; focuses on short-term, tangible goals; does not see what is possible	Vision  6	Sees possibilities; has foresight; turns ideas into action; is creative; identifies opportunities; is imaginative

Self Management

1 2 3 4 5 6 7 8 9 10

Has difficulty standing up for self and own opinions; likely to follow a majority decision rather than speak against it; will either withdraw or get aggressive when confronted

Assertiveness


Confident expressing their opinions to others irrespective of their relationship with them; stands up for self even in difficult situations; able to say "no" when necessary

Feels that the negative outweighs the positive in their life; dissatisfied with current life circumstances

Personal Happiness


Content with current life circumstance; has a positive attitude toward the future; can maintain a good attitude

Doubts own capabilities; questions their ability to succeed in a given situation; needs reassurance from others

Self Belief


Confident in own skills and abilities; expects to succeed in most situations; trusts own judgement

Relationship Management

1 2 3 4 5 6 7 8 9 10

Quiet; has difficulty in expressing themselves clearly; can appear uninterested; often does not believe what they have to say will add value

Ability to Talk


Enjoys talking with people; is articulate; has no problem expressing their opinion

Can be impatient when others are talking; has difficulty paying attention; interrupts when others are speaking

Ability to Listen


Gives patient and thoughtful attention to what is being said to them; listens actively

Is unaware of others' contribution and/or does not acknowledge it; lacks generosity in their feedback to others

Appreciation


Offers constructive feedback; can deliver positive and critical feedback effectively; inspires and motivates people by acknowledging their contribution

Remains detached from other people; is not able to see things from another's point of view; lacks understanding of another's perspective






Empathy


Understanding of others' perspectives and needs; socially sensitive, tactful and perceptive; able to see the world through another's eyes

Not comfortable contacting people they don't know; unwilling to use their networks to benefit the organisation or their work

Networking


Confident initiating relationships with people; draws upon the resources that others offer; is happy to "make introductions" and will initiate meetings that cause business to occur

Task Focus	1 2 3 4 5 6 7 8 9 10	
Prefers to work at a steady pace rather than pushing self, dislikes demanding targets; has ill-defined or vague goals	Result Orientation 	Goal orientated; likes to succeed; pushes self to excel; is always aware of the result to be achieved
Does not plan ahead; will wait until the last minute to get things done; is reactive	Organisation 	Plans and works to a schedule; has a structured approach to work; knows where things are up to at any point in a project or task
Difficulty in applying self to a task; impatient with routine and/or repetitive tasks; has poor concentration	Task Focus 	Immerses self in work; maintains focus; will get things done
Careless with detail; relaxed about mistakes in work; can overlook the little things that count	Attention to Detail 	Is detail conscious; thorough, precise and accurate in their work
Pushes back or misses deadlines; underestimates the time required to complete tasks	Reliability 	Keeps to promises or agreements; is punctual; does whatever it takes to meet deadlines

Disclaimer: This profile is designed to be used as a tool for coaching and interviewing. You must not use this profile as the primary or a principal tool for personnel decisions or pre-employment screening. It is designed to support personnel decisions and pre-employment screening processes and is not a process in itself. It is your responsibility to ensure that the profile is used and applied properly. While the profile accurately measures various indicators and criteria, you must verify the results through interviewing and reference checking.

For further assistance please refer to the Integrity And Values Profile Handbook or call your consultant or IntegrityAndValues.com within Australia 1300 364 588 or Intl +612 6362 3300.

THE BASICS TO READING AN INTEGRITY AND VALUES PROFILE

The profile has been standardised, averaged and has passed all rigorous internal reliability psychometric testing. This allows you to compare traits and different people's results and to make statements about those results. The results are on a 'bell curve' and are distributed as follows: a score of 4, 5, 6 and 7 is approximately 68% of the population, a score of 8 and 9 is 14% and a score of 10 is 2% compared to our norm group.

WHO IS JOHN SAMPLE?

Who is John Sample? A brief interpretation with questions to explore in a feedback and coaching conversation. When considering anyone's results it's important to have our comments reflect what coaching and development would benefit them and in what time frame.

The first score to look at in the profile is the Impression Management score on the first page — a score between 3 and 7 indicates that the person has answered the questions as honestly as they could. A high score indicates a tendency to over state abilities and walk past or choose to ignore small things that eventually lead to 'big' upsets and issues. A low score indicates a high level of personal criticism which is often transferred to harsh judgement others.

In John Sample's profile his 4 in Impression Management says he has a good healthy view of himself and we can also say that his overall results are an accurate view of him. His Vision score of 6 is on the low side for his position on an executive team. Further investigation in this area is necessary if he is to inspire a team and lead them.

His Truthfulness score of 8 indicates that he has the ability to hold onto this value coupled with a good Responsibility score of 8 says he will be able to see his part in any mistakes he or his team makes. What lets him down is his Accountability score of 5. This indicates his tendency to let people off the hook and to walk past issues and take too long to call his people to account. His Self Awareness score of 8 indicates that he is highly likely to be aware of his short coming of holding others accountable.

Looking at his Assertiveness score of 5 indicates that coaching in this area will improve his ability to hold others to account. His Responsibility score of 8 also indicates he will be open and receptive to coaching. With a Loyalty score of 6 and a Vision score of 6 it may indicate that he is having difficulty aligning himself with the organisations vision and doesn't see where he fits right now. Coaching enquiry in this area would be worthwhile and likely to give John the ability to inspire his people.

In his Self Management profile the area of concern is the difference between his Self Belief of 6 and a Personal Happiness score of 9. This indicates a pretence or 'false happiness' coaching would be able to uncover what this is about. His overall Relationship Management scores are good what requires attention is his Empathy score of 4 leaders require the ability to see the issues from the other side of the table and then and then assert what they require.

His Task Focus profile for a leader is 'just ok.' Coaching will reveal the impact of his high Attention to Detail score of 8. High scores in detail are often an indication of spending too much time on details and paperwork rather than being in communication with individuals and leading the team. He may even be hiding in the Detail rather than holding others to account.