



Strictly Private and Confidential

Function Leader Report

Nicole Smith

hfi

17 January 2025

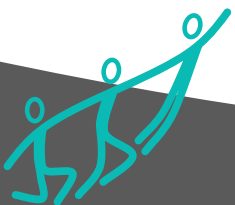


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Introduction

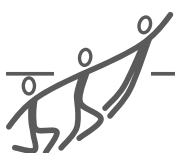
Nicole Smith undertook an assessment for hfi. The following is an interpretation of the results of that assessment. This assessment was completed online. Nicole has indicated that she has completed the assessments herself under appropriate conditions. This report is based on Nicole's choice of answers and not on any other evidence.

The results of this assessment are generally valid for two years after completion or less if Nicole undergoes major changes in her work or life circumstances. Through experience and education, individuals are able to develop skills and strategies for making the most of their strengths and minimizing the impact of their limitations. This assessment does not measure all such acquired knowledge or skills and should be considered in conjunction with relevant biographical information about Nicole and her work history.

This report should be kept confidential and used appropriately. No liability is accepted for the consequences of the use of this report or its contents by any persons for whatever purpose.

Assessment Overview

The assessment for Nicole Smith comprised psychometric questionnaires covering personality, intellectual ability, analytic skills, attitudes and values.



Recommendation

Fit For Level



Nicole's results have been compared to other Function Leaders. In this case a Function Leader is defined as a senior leader with an aptitude for analysis, good negotiation and change management skills. Nicole is likely to be effective at this level if she has previous relevant experience in a similar role or is given appropriate training and support. Overall she scores about average compared with other Function Leaders. She is likely to need support in Delivering Results if she is to be successful at this level.

Future Potential



With appropriate experience and support, Nicole seems likely to be able to progress to an executive role. In making this transition Nicole will benefit from formal training and support to develop additional skills as well as finding ways to strengthen her Delivering Results capability.

Strengths

- Friendly and co-operative
- Calm, does not get over-excited by difficulties or a crisis
- Independent but still a good team player

Potential Development Needs

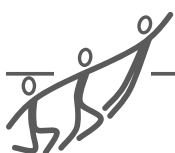
- May seem to lack a sense of urgency at times
- More likely to be seen as controlled and focused than driving for high performance



Function Leader Capabilities

Nicole Smith's results have been compared to other Function Leaders. A score of 3 or 4 should be regarded as a strength, indicating that she has a natural potential to perform well in that area. A score of 2 or 1 indicates an area that would not come naturally to her. In that area she may need the support of other people or may need to make a considerable effort to improve her performance.

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People Leadership

**3**

Definition: Leads, supports and develops staff. Quickly faces up to and resolves people issues. Inspires and motivates others. Encourages a high performance culture.

Nicole seems likely to prefer to keep a relatively low key profile but is able to step in and help out calmly when appropriate. She may believe that crises should be prevented with good planning and foresight. She does not particularly like fighting fires. She may be circumspect, being open and forthright, readily talking about personal issues and feelings only with people she knows well and trusts.

Nicole probably prefers to be given clear direction and prefers work which does not require too much personal initiative or carry too much responsibility. Nicole thinks things through without prejudice or bias and shows a reasonable speed in acting on her conclusions. She is prepared to delegate tasks appropriately. She tries hard not to take back the responsibility and generally she is able to assist without interfering.

As distinct from Nicole's natural style, she also completed an assessment of learned style or preference. This may or may not fit closely with the natural style. A learned style can modify natural behaviour. Nicole's preferred style towards team members seems to be equalitarian and engaging. She seems likely to encourage an open exchange of views. She values their input and tries to ensure that working conditions and organisational systems help rather than hinder their effectiveness. Rarely, she may be more directive. Used consistently, such a style can frustrate competent team members but its use by a predominantly participative manager is effective when decisions have to be made fast or team members are unsure of their direction. She seems unlikely to delegate too much authority to a team member even one that she trusts.

Decision Making

**3**

Definition: Willing to make decisions on incomplete data if speed is required. Analyzes information and evaluates risks before making a decision. Actively seeks information from inside and outside the organization to enrich the decision.

Nicole tends to be serious and conventional. She tends to plan things carefully and takes few risks. Her decisions are likely to be conservative and rely on the tried and trusted methods. She dislikes conflict and may be inclined to give way to others rather than stick by her decision if others pressure her to change her mind.



Delivering Results



Definition: Consistently applies maximum effort and despite setbacks shows resilience. Drives progress to achieve objectives and quality on time.

Nicole may be less concerned with getting on in the organisation and more motivated by working with people she gets on with and doing a job which she enjoys.

Although Nicole may not be particularly satisfied with the way in which she is achieving her own goals in life she may tend to put others first and regard herself as of comparatively little importance in the wider context. She seems likely to fit in with a range of job roles where there are clear results to be obtained and generally accepted methods of reaching them.

Nicole is supportive and ready to give help when it is needed. She does not like conflict and may prefer to give way on contentious issues rather than cause a confrontation. She does her best and expects others to do the same without being over concerned with following all rules and procedures to the letter. She will work at things that the organisation requires even if these do not interest as long as there is a point. However, she can be insensitive to informal organisational or social norms. She may not be clear what constitutes socially acceptable behaviour within the organisation and may, for example, occasionally appear untidy or dress in ways which are inappropriate. This can affect how she is viewed by those who do subscribe to the cultural norms and she may not receive the recognition or rewards that a more conforming person may receive. She can keep track of the essentials and probably enjoys a fair amount of variety in her day-to-day work. She may not anticipate difficulties and could be caught off guard by a sudden change in workload. Nicole seems to have good resources for managing pressure. Nicole tends to expect problems to occur and can brood about their consequences. She is confident in her ability to handle day-to-day demands and does not underestimate the difficulties involved. She may take some convincing but once she can see the need for change she will not stand in its way and will co-operate with new and well justified initiatives. She is a calm person who generally copes well with the demands that are made on her , but who can see that it is necessary to make extra efforts at times. She may not be particularly content but she tends to do what is asked rather than push to achieve ambitions of her own.

Interpersonal



Definition: Consistently shows respect for others and relates to them as individuals. Usually stays calm and rational. Listens to other people and builds on their ideas.

Nicole is a fairly sociable person but is inclined to take things seriously and hesitates to open up to people about her feelings or concerns. She seems to be a practical person who can take a rational, logical approach to a problem without losing touch with the more emotional, personal



aspects of a situation. She likes to see progress being made but at the same time she does not like to rock the boat herself so she may go along with proposed changes but not initiate them herself. She is likely to get along well with most people and can be counted on to give sympathy and support when asked. She will share her thoughts and ideas with others when asked but she is unlikely to force her own ideas on them.

She is sensitive to signs of disapproval in others and tries to please rather than provoke conflict. She seems to be mild-mannered and cares about those who are close to her. Her need for harmony may lead her to give up her own interests rather than engender conflict. She may prefer to get unreasonable or inconvenient rules changed rather than ignore them. It may worry her simply to find ways round them but she may find herself doing this if following them would seem to be counterproductive or require too great an effort.

Planning and Organizing



Definition: Is able to translate goals and strategy into objectives and tasks and align the resources required. Establishes clear priorities and monitors project progress against objectives.

Nicole is likely to be able to understand and communicate a forward looking strategy. In her own area of expertise, she is also likely to be able to translate this into tangible goals and practical plans. She may be over cautious and allocate extra resources to cover all contingencies. But, at least she will try to make sure that they are available if required. She is likely to prioritise systematically with a focus on achieving the objectives in the most efficient way without becoming over concerned with minor details.

Team Working



Definition: Focuses people on team goals above their own personal agenda. Listens and builds consensus. Actively shares ideas and stands up for their point of view.

She sympathises with the difficulties of team members and tries to be supportive but keeps in her mind the need to achieve the task. She is a serious person who may focus on a narrow range of interests and see little point in team activities which are not focused on achieving some task. She may be a little wary of other people's intentions but her reservations are likely to be based on experience rather than prejudice. She thinks things through carefully and may require exhaustive analysis of the facts before making a move. Her decision may come too late to be fully effective. She does not judge people without considering the facts fairly. She likes things to be fairly clear and expects to be given the justification for decisions but she will probably co-operate with people she respects even when she is not clear about the reasons.

In team working upwards Nicole appears to have about an equal tendency to use a co-operative style or a conciliatory style towards stakeholders including customers. When she co-operates



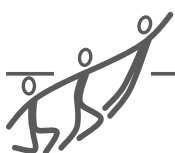
she keeps stakeholders informed about the progress of projects, shares responsibility and power and is a source of considered feedback. With some people she may have a tendency to use a conciliatory style on occasion. At times she may go along with suggestions made by stakeholders even though she does not agree with them perhaps in the interests of harmony Nicole is unlikely to use a confrontational style and engage in conflict with stakeholders.

Persuasiveness



Definition: Persuades others to work together in the same direction. Provides an analytic and structured approach in discussion and bases decisions on evidence.

Nicole sticks to the point and can get her ideas across when she is experienced in an area. She may feel more confident when she knows that she has strong arguments or when she is on familiar ground than she does when she has to speak unprepared. She is well-mannered and knows when tact is needed. When She thinks it is important, she can present her views persuasively but she would not want to manipulate people's understanding or prevent people from thinking for themselves.



Detailed Assessment Results

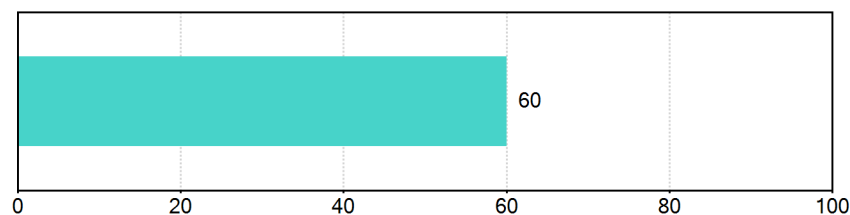
General Reasoning International Test (GRIT)

Nicole Smith completed the General Reasoning International Test in English (US) on 17 January 2025 .

GRIT is designed to assess the ability to learn from experience; the ability to reason abstractly and strategically; the ability to adapt appropriately to changing situations and priorities and to solve problems in a new situation. This test measures the underlying ability of a person to learn fast and their potential for solving problems. It measures an ability that is predictive of effective performance in many different jobs and situations.

This page shows the overall score that Nicole obtained. The next page shows her scores on the three scales of the GRIT: verbal, numerical and spatial. Her results are compared with senior managers, senior technical staff and executives.

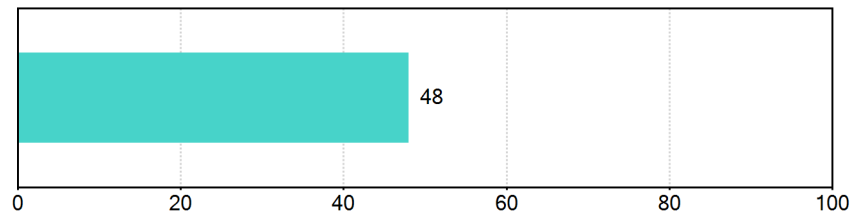
Overall Reasoning Score



Nicole's score was better than 60 % of the comparison group. This score suggests that she is likely to be able to pick up new concepts with relative ease if these are related in some way to what she already knows. More time might be needed for her to develop insights into more complex information or new types of information. Her speed at processing information is likely to be sufficient for most problem solving where she has relevant experience.

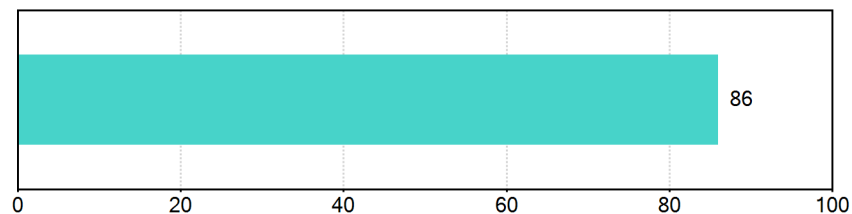


Verbal Reasoning Score



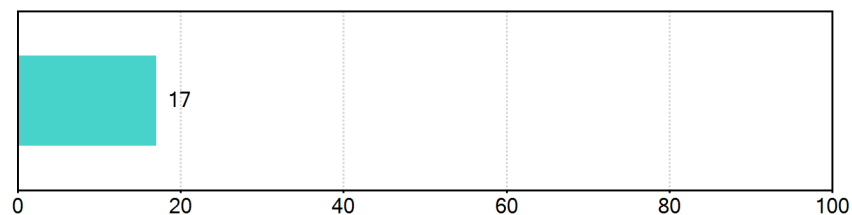
Nicole's verbal reasoning score was higher than 48 % of the comparison group. She is as fast and accurate at understanding complex verbal documents as about half of the comparison group.

Numerical Reasoning Score



Nicole's numerical reasoning score was higher than 86 % of the comparison group. She will be fast and accurate at analysing numerical and financial data. She is likely to be able to scan a page of calculations and almost instantly spot any errors or deviations from expected patterns. She is likely to be effective dealing with mathematical concepts, manipulating sets of data and interpreting complex numerical and financial information.

Spatial Reasoning Score



Nicole 's spatial reasoning score was higher than 17 % of the comparison group. She may deal effectively with simple transformations but may find it difficult to comprehend spatial arrangements where the situation is novel or unfamiliar such as complex flow charts or graphs.



Analytic Skills Test (AST)

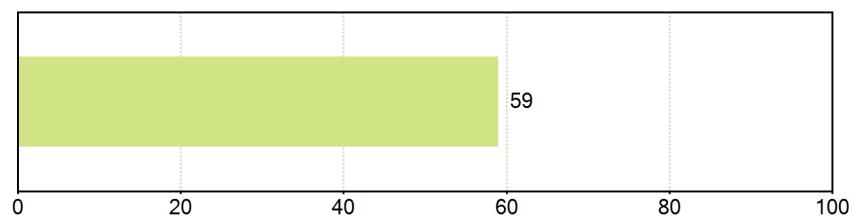
Nicole Smith completed the Analytic Skills Test in English (US) on 17 January 2025.

Analytic skills mainly include:

- the ability to identify unstated assumptions or presuppositions
- the ability to judge the validity of inferences drawn from factual statements

This is a measure of the application of her knowledge and skill to problem solving. Her score on an attainment test such as AST may improve as a result of training or coaching.

Analytic Skills Score



Her performance in this test was better than 59 % of the comparison group.

Nicole's score suggests that in areas where she has knowledge and experience, she is likely to be able to give a clear and logical justification for her ideas and decisions. In such an area, she will be able to distinguish the key issues from less relevant points and be able to draw correct inferences from data. In an area which is unfamiliar to her, she is less likely to be able to do this. In a new area she may be distracted from the main point by irrelevant detail or be misled by faulty reasoning.

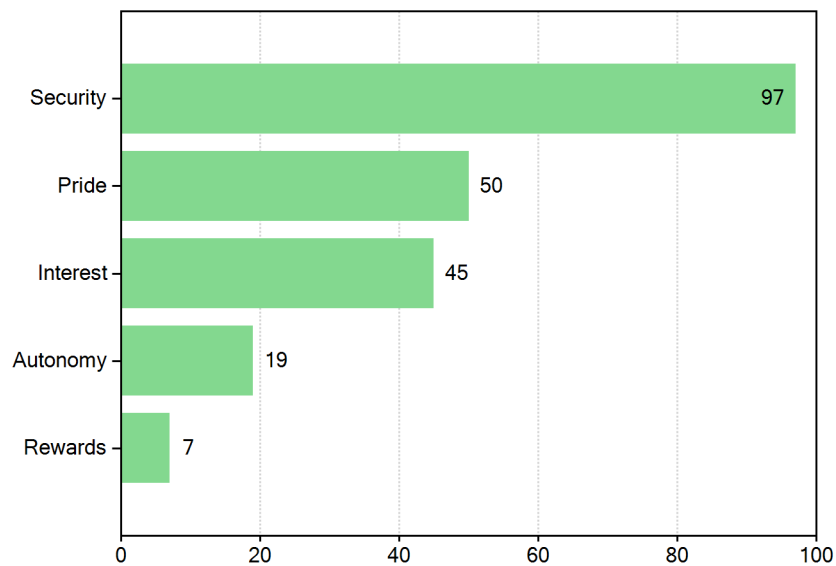


Motivational Values Questionnaire (MVQ)

Nicole Smith completed the Motivational Values Questionnaire in English (US) on 17 January 2025.

This questionnaire distinguishes the strongest from the least strong factors which Nicole believes motivate her at work. What motivates someone may change over time at different stages of their life.

Nicole is likely to prefer and to perform more effectively in a job role that supports her strongest preferences.



Most strongly motivating:

Security

Nicole may be more attracted to a work environment where she feels confident about coping with the workload and where there is a limited level of uncertainty. It is likely that she will consider working for a good firm and having a good boss as important. In addition, she may be attracted to a job role which offers a good pension and other benefits. In general, when a difficulty at work arises she values getting support from the company and/or colleagues.

Moderately motivating:

Pride

Nicole is likely to prefer a job role where she is involved with work that is contributing towards something significant. She values being recognised for her efforts and may like to receive praise



for her achievements but will probably continue to work in the same way whether she receives such recognition or not. She may value having a role where her talents can be fully developed and utilised.

Interest

Nicole is likely to prefer to work on things which she finds intrinsically interesting but it will not be her only consideration when researching job roles. She is likely to prefer a job which involves contact with those of similar interests. She may find it frustrating to continually work on things which she thinks are uninteresting, monotonous or routine.

Weakest motivators:

Autonomy

Nicole is unlikely to place high importance on being able to make her own decisions. It is likely that she will be comfortable to work within a fairly structured environment or with relatively close supervision. She may welcome direction or advice about how she should achieve her objectives.

Rewards

Nicole is unlikely to be strongly motivated by the possibility of earning significant money. She is not likely to be driven by the need for personal wealth creation or by a high level of social recognition.



Stakeholder Management Style

Nicole Smith completed the Stakeholder Management Style in English (US) on 17 January 2025 .

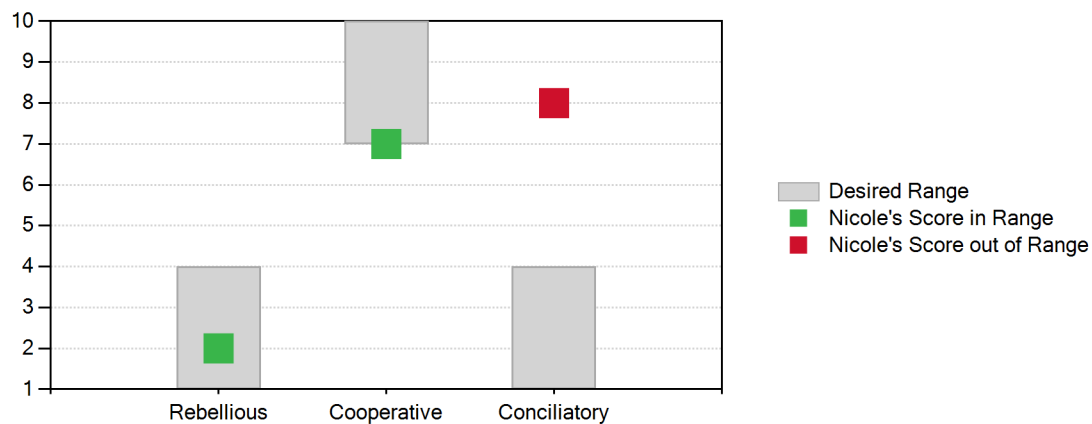
The Stakeholder Management Style identifies the style in which Nicole is likely to respond to customers and other senior stakeholders. These styles are:

Rebellious

Co-operative

Conciliatory

This questionnaire is designed to show which of these styles is most dominant, meaning that Nicole is unable to score 'high' in all categories.



Rebellious	- Unlikely
Co-operative	- Frequently
Conciliatory	- Frequently

In team working upwards Nicole appears to have about an equal tendency to use a co-operative style or a conciliatory style towards stakeholders including customers. When she co-operates she keeps stakeholders informed about the progress of projects, shares responsibility and power and is a source of considered feedback. With some people she may have a tendency to use a conciliatory style on occasion. At times she may go along with suggestions made by stakeholders even though she does not agree with them perhaps in the interests of harmony Nicole is unlikely to use a confrontational style and engage in conflict with stakeholders.



Downwards Managerial Style

Nicole Smith completed the Downwards Managerial Style in English (US) on 17 January 2025.

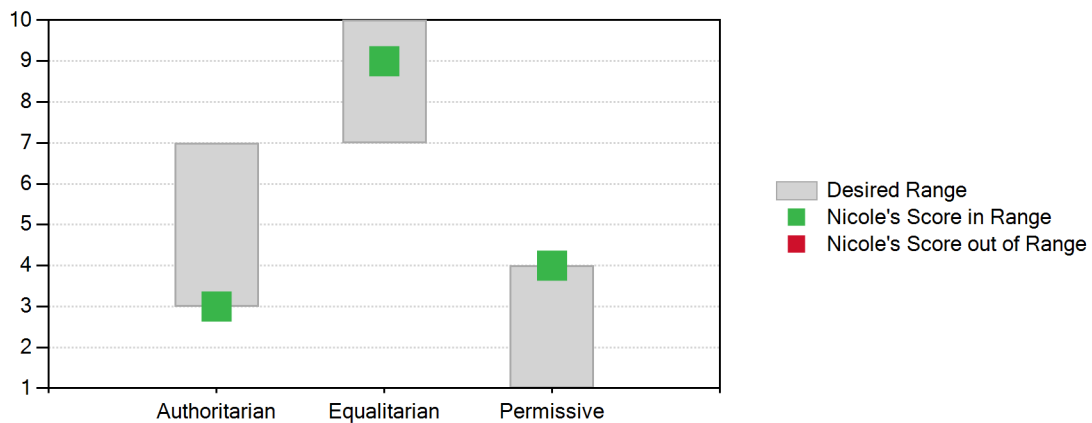
The Downwards Managerial Style identifies the style in which Nicole is likely to respond to her team. These styles are:

Authoritarian

Equalitarian

Permissive

This questionnaire is designed to show which of these styles is most dominant, meaning that Nicole is unable to score 'high' in all categories.



Authoritarian	- Rarely
Equalitarian	- Frequently
Permissive	- Rarely

As distinct from Nicole's natural style, she also completed an assessment of learned style or preference. This may or may not fit closely with the natural style. A learned style can modify natural behaviour. Nicole's preferred style towards team members seems to be equalitarian and engaging. She seems likely to encourage an open exchange of views. She values their input and tries to ensure that working conditions and organisational systems help rather than hinder their effectiveness. Rarely, she may be more directive. Used consistently, such a style can frustrate competent team members but its use by a predominantly participative manager is effective when decisions have to be made fast or team members are unsure of their direction. She seems unlikely to delegate too much authority to a team member even one that she trusts.



This report was provided by Human Factors International – the parent company of PeopleFactors.

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