



Strictly Private and Confidential

Enterprise Leader Report

Peter Williams

PeopleFactors

30 March 2021

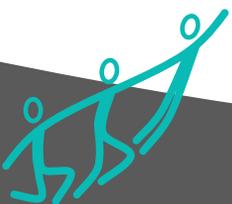


Table of Contents

Introduction.....	3
Assessment Overview.....	3
Recommendation.....	4
Fit For Level.....	4
Future Potential.....	4
Strengths.....	4
Potential Development Needs.....	4
Enterprise Leader Capabilities.....	5
People Leadership.....	6
Decision Making.....	7
Building Culture.....	7
Strategic.....	7
Planning and Organizing.....	8
External Relationships.....	8
Interpersonal.....	9
Persuasiveness.....	9
Delivering Results.....	10
Team Working.....	11
Detailed Assessment Results.....	12
General Reasoning International Test (GRIT).....	12
Overall Reasoning Score.....	12
Verbal Reasoning Score.....	13
Numerical Reasoning Score.....	13
Spatial Reasoning Score.....	13
Analytic Skills Test (AST).....	15
Analytic Skills Score.....	15
Motivational Values Questionnaire (MVQ).....	16
Personal Enterprise Profile (PEP).....	18
Stakeholder Management Style.....	19
Downwards Managerial Style.....	20



Introduction

Peter Williams undertook an assessment for PeopleFactors. The following is an interpretation of the results of that assessment. This assessment was completed online. Peter has indicated that he has completed the assessments himself under appropriate conditions. This report is based on Peter '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 Peter undergoes major changes in his 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 Peter and his 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 Peter Williams comprised psychometric questionnaires covering personality, intellectual ability, analytic skills, attitudes and values.



Recommendation

Fit For Level



Peter's results have been compared to other Enterprise Leaders. In this case an Enterprise Leader is defined as a transformational leader, comfortable setting a vision for the organization and effectively managing external relationships. Peter seems likely to be or quickly become an effective Enterprise Leader even if he has only limited previous experience. He demonstrates above average capability in a number of areas compared to other Enterprise Leaders. Peter does show significant capability in all competencies assessed at this level.

Future Potential



Peter is likely to make the transition to a more senior executive role with relative ease. He already displays several of the characteristics required for success at a more senior executive level. However Peter will still need support to develop appropriate skills and experience.

Strengths

- Influential, able to persuade people and gain their trust
- Considerate and respectful of others
- Consistent and calm - people know where they stand with him
- Likely to be trusted as a leader

Potential Development Needs

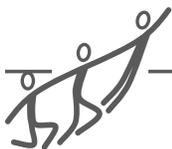
- May be dependent on group support at times



Enterprise Leader Capabilities

Peter Williams's results have been compared to other Enterprise Leaders. A score of 3 or 4 should be regarded as a strength, indicating that he 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 him. In that area he may need the support of other people or may need to make a considerable effort to improve his performance.

People Leadership		4
Decision Making		4
Building Culture		4
Strategic		4
Organising		4
External Relationships		4
Interpersonal		4
Persuasiveness		4
Delivering Results		4
Team Working		4



People Leadership



4

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

Peter's general calmness and his respect for people suggest that he would be acceptable as a leader to many people. In a leadership role he is likely to put time and effort into building consensus and gaining agreement before he puts his decisions into practice. At times, he may need the support of the group to convince him to follow through on his decisions. He is likely to be open and forthright, readily talking about personal issues and feelings.

While Peter is a sincere person, he can be tactless at times. He is open and genuine in his communications but his intentions can be misunderstood. When dealing with people issues, Peter is tolerant and will adapt his views to take account of new facts and new evidence, but he may not suspect others of having their own agenda and could be taken in at times. He takes his responsibilities to his team seriously and will be meticulous in checking out their ability to cope with the tasks that he delegates to them. He may find that his own standards are unusually high or demanding. He could be disappointed when others are not able to achieve them consistently.

As distinct from Peter's natural style, he 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. In managing team members, Peter shows about equal preference for an authoritarian or an equalitarian management style towards team members. Towards those team members he rates highly he seems likely to be engaging, involving them in decisions and sharing responsibility. However, he may be authoritarian towards team members who have not yet proved themselves in his eyes. This can frustrate competent individuals and encourage others to become dependent on the boss rather than developing their own decision making skills. He may improve his management style by employing the equalitarian style more consistently. He shows no tendency to be permissive with his team members and so avoids the most problematic of all the management styles. He does not give too much authority to his team members and even when he knows that they are competent he will monitor their performance when he delegates important tasks to them.



Decision Making



4

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.

Peter is analytic with the ability to think things through quickly and objectively. He will pay attention to the practical details and make reliable if somewhat conventional decisions. He can make up his own mind but will consult others on matters of importance. He does not get into power struggles and try to push his own ideas without listening to other people but he can stand out against opposition if he thinks that he is right.

Building Culture



4

Definition: Provides guidance on the behaviours which promote the culture. Walks the talk. Understands the effect of culture on the bottom line.

Peter is likely to see culture as an important part of leading and managing others and of projecting an acceptable image to customers and other key stakeholders. He is likely to be supportive of the prevailing culture and to act as a role model for the culture, understanding its role in engaging others. He is likely to take the values and standards of the organisation seriously and readily express his own beliefs and commitment to the cultural values both in his behaviour and through talking about them. He may frequently raise the issues of culture and associated behaviours in meetings. This can help to consolidate the culture in the organisation. Peter may try to keep a balance between focusing on the people issues of the culture and its implications for how people should behave towards each other and giving some thought to the commercial impact of the culture.

Strategic



4

Definition: Steps back and takes a wider view of the issues. Keeps up to date with the market and balances the long and short term priorities. Actively seeks opportunities for change.

Peter prefers intellectually stimulating work and could become bored if his abilities were not challenged. Peter is likely to be fast and accurate in analysing data and drawing appropriate conclusions from it.



Peter is able to think strategically about the business and to bring speculative ideas down to earth by placing them in the context of the current organisational strengths and resources. He is likely to communicate these ideas clearly and to support them with a compelling argument. He will readily relate the strategy to the operational issues and be able to plan a realistic way ahead. Peter shows an appropriate set of attitudes for helping to build a business within a structured, organisational context. He prefers to work with like-minded colleagues who can help to develop business ideas. He is likely to be interested in achieving business goals through influencing other people. He is likely to accept that the organisation may not agree to all of his initiatives but persevere, nonetheless, with suggesting strategic and business focused ways ahead with clear ways of implementing the strategy.

Planning and Organizing



4

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.

Peter is likely to be able to communicate a clear and compelling vision and mission. However, he also shows a pragmatic approach to implementing this vision and is likely to be able to translate this vision into tangible goals and workable plans. He is not likely to be satisfied to remain at the strategic and visionary level in his planning. He is likely to be clear about the resource when and incorporate these into his initial plan. Once agreed, he seems likely to be confident that he can succeed with the resources allocated. He may be clear about the importance of prioritising but may want to do everything to the same exacting standards. Consequently, he may find it difficult to decide where to put his best efforts. Therefore he may need some guidance about priorities and help to decide what should be done to a meticulous standard and when a 'fit for purpose' standard is acceptable.

External Relationships



4

Definition: Provides outstanding customer service (internal and external). Is excellent at negotiating a win/win relationship with suppliers and others. Actively maintains a strong external network within the industry at senior levels.

Peter is likely to take time to build close relationships but will readily empathise with the feelings and concerns of stakeholders and want to deliver outstanding customer service. Generally he will try to keep a balance between delivering what the customer wants and the commercial needs of the organisation but occasionally may give way to unreasonable customer demands. He is loyal and unselfish. He is likely to put the company's interest before his own and to manage



the relationship with stakeholders and other internal customers through developing trust by his reliability and dependability. He builds professional relationships with colleagues with ease and is likely to maintain networks within the wider business community, enjoying both the social and commercial advantages that this brings.

Interpersonal



4

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.

Peter likes variety in his work and is interested in achieving practical results, whether by his own efforts or in co-operation with a team. He is straightforward and easy to get on with, but he will prefer to work alone at times if he has something complex to resolve. He 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. He is questioning and likes to hear the justification for a point of view. He will support his own opinion when it is a matter of principle but will go along with the majority if it does not matter to him one way or the other. He is a warm and friendly person who is likely to feel interest in others and concern for their welfare. He is likely to show his concern through practical action, not just words.

Peter is interested in others views and aims to understand rather than criticise others ideas. He is basically group oriented and will be keen to get along in an amiable way with as many of his colleagues and associates as possible but he does not depend upon their support and will defend his views and beliefs if necessary. He is concerned to do the right thing and to do it in the right way so he could be somewhat inflexible at times, sticking to rules which may not be effective because they are the accepted rules.

Persuasiveness



4

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

Peter is not over talkative but communicates fluently and structures his arguments analytically when he is experienced in an area. He is more focused on getting the results that he wants than focussing on how to communicate with others. So he can be too straightforward at times. He is likely to act as a role model and lead by example rather than persuasive rhetoric.



Delivering Results



4

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

Peter is motivated by recognition for his achievements and for his hard work, not just for his personal qualities.

Peter is self motivated and confident that he can achieve the goals that he has set himself . He probably likes change and variety. He is venturesome and uninhibited, readily sharing his thoughts and feelings with others. He appears relaxed and copes well with any frustrations and dissatisfactions in his environment. He appears to have good potential for dealing effectively with conflict and remaining rational and in control in high stress situations. He is a practical person who is likely to be more effective in a hands-on operational leadership role rather than a more strategic role where results are likely to be much more long term. He does not like change for the sake of change but this can mean that sometimes he continues with traditional methods when there could be improvements. He is a straightforward person and he may tend to choose a relatively conventional route in preference to more speculative or innovative approaches.

Peter wants to be successful and achieve results and will persist until he has done what is expected of him . Although he understands that people are not infallible, he expects hard work and high standards from others as well as from himself . He sees the importance of maintaining high standards in all work areas. He is not one to sacrifice quality for quantity and aims to produce the best possible outcome for both his team and the organisation as a whole. Although he will produce good work of his own accord, he will respond with pride if his efforts are acknowledged by senior colleagues. He probably tends to work on a lot of different tasks at once but is concerned not to let anyone down or fail to deliver. Unless he delegates effectively, he can take on too much and feel under pressure in trying to complete all the projects by their respective deadlines. He may be satisfied when he feels that he has met other's expectations and may not put himself under pressure to achieve further. Peter seems to have good resources for managing pressure. Peter may sometimes look ahead to anticipate problems and formulate a realistic approach to them but he can sometimes focus more on feelings than facts. He is positive in his views and well able to put these across when he so chooses. Intellectually he copes readily with change and new ideas but he does not like to see the proper processes short circuited and would rather wait until things had been sorted out than cut corners. He is a calm person who generally copes well with the demands that are made on him , but who can see that it is necessary to make extra efforts



at times. He is ambitious to succeed not only in the tasks he sets himself but also in terms of adequate recognition and reward from the organisation.

Team Working



4

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.

Peter is spontaneous and unpretentious. He may tend to treat everyone alike no matter what their perceived status. He may not observe the social conventions with new people and could surprise others with his openness but will probably be trusted as a supportive team member. He is warm-hearted and can sympathise if team members have difficulties in meeting deadlines or other demands but keeps in mind the need to see the job through. He generally remains active when things become difficult and focuses on solving problems constructively. He responds positively to new suggestions and likes to feel that his contribution to team work is appreciated. He is prepared to adapt his point of view if clear, analytic reasons are put forward. He tends to express his feelings openly but is able to keep these feelings under control and does not over-react to difficult situations. He is self-assured and open-minded. He aims to understand others rather than judge, but he can over-estimate the amount of commitment other team members may have. He tries to see the best in people and will be co-operative and helpful to others.

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



Detailed Assessment Results

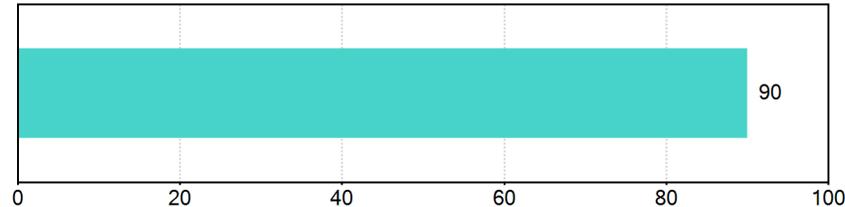
General Reasoning International Test (GRIT)

Peter Williams completed the General Reasoning International Test in English (US) on 30 March 2021 .

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 Peter obtained. The next page shows his scores on the three scales of the GRIT: verbal, numerical and spatial. His results are compared with senior managers, senior technical staff and executives.

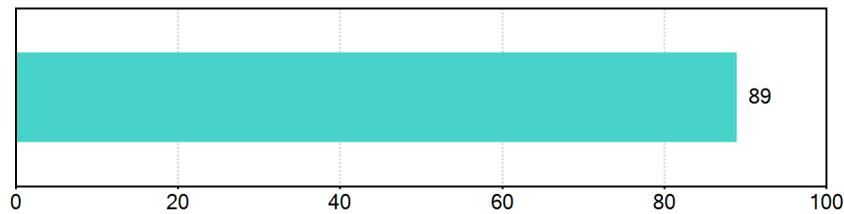
Overall Reasoning Score



Peter's score was better than 90 % of the comparison group. This score suggests that he picks up new concepts and new knowledge quickly. In new and unfamiliar areas he may excel at integrating detail into the wider picture and generalising from a known context to a new situation. He is likely to manipulate abstract concepts with relative ease and to be able to discern the connections between apparently disparate pieces of information.

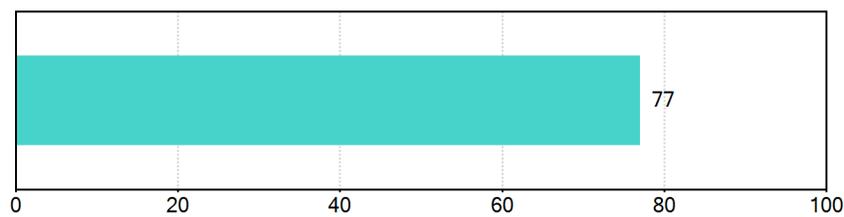


Verbal Reasoning Score



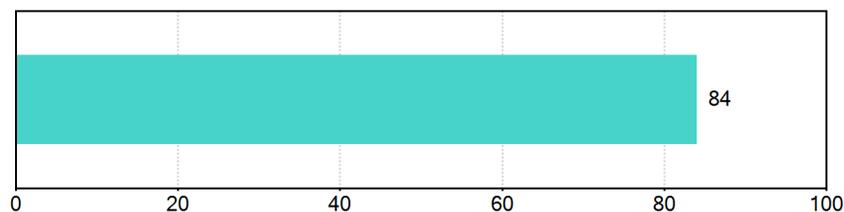
Peter 's verbal reasoning score was higher than 89 % of the comparison group. He will be fast and accurate at understanding verbal information and interpreting the finer details of complex written documents.

Numerical Reasoning Score



Peter 's numerical reasoning score was higher than 77 % of the comparison group. He will be fast and accurate at analysing numerical and financial data. He is likely to be able to scan a page of calculations and almost instantly spot any errors or deviations from expected patterns. He is likely to be effective dealing with mathematical concepts, manipulating sets of data and interpreting complex numerical and financial information.

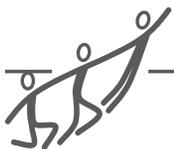
Spatial Reasoning Score



Peter 's spatial reasoning score was higher than 84 % of the comparison group. He is likely to be able to understand the spatial arrangement of objects with ease. He can also visualise complex



spatial transformations and complex data presented graphically or in other diagrammatic ways such as flowcharts.



Analytic Skills Test (AST)

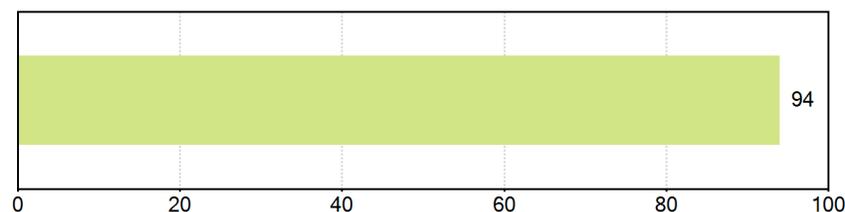
Peter Williams completed the Analytic Skills Test in English (US) on 30 March 2021.

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 his knowledge and skill to problem solving. His score on an attainment test such as AST may improve as a result of training or coaching.

Analytic Skills Score



His performance in this test was better than 94 % of the comparison group.

Peter 's score suggests that he is likely to be able to identify the main issues without being misled by irrelevant detail or faulty reasoning even in an area where he may not have detailed knowledge. He is likely to communicate clearly and concisely, supporting his ideas and decisions with logical justification. In discussion, even when he knows little of the detailed subject matter, his contribution is likely to add value. He thinks in terms of fundamental principles and so can make valid and useful comments based on logic. He is likely to be able to challenge preconceptions and unsupported inferences. At times, he may skip over stages in the argument since to him they may be obvious. This can confuse people who are less analytic or who prefer to talk their ideas through in detail.

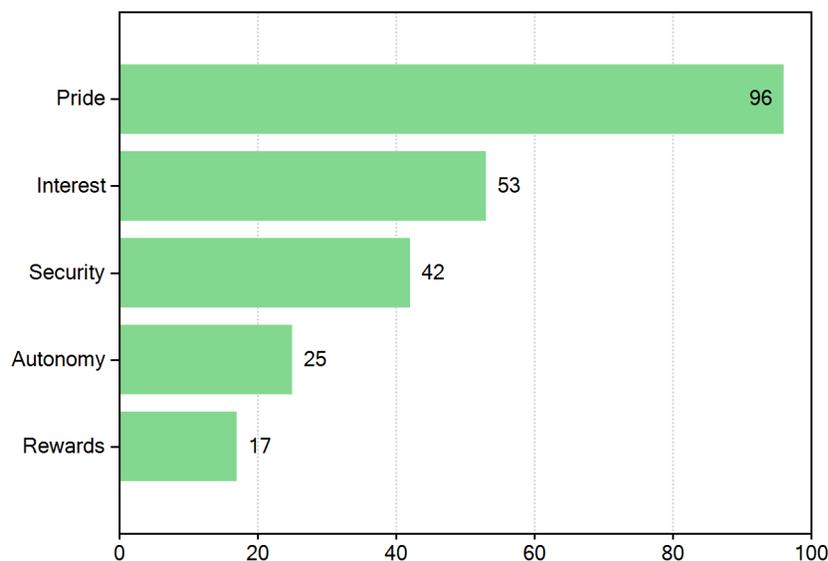


Motivational Values Questionnaire (MVQ)

Peter Williams completed the Motivational Values Questionnaire in English (US) on 30 March 2021.

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

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



Most strongly motivating:

Pride

Peter is likely to want to be involved in work that contributes towards something significant and adds real value. He values being recognised for his work and acknowledged for his achievements. He may value having a role where his talents can be fully developed and where he knows that his work is important to the organisation.

Moderately motivating:

Interest



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

Security

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

Weakest motivators:

Autonomy

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

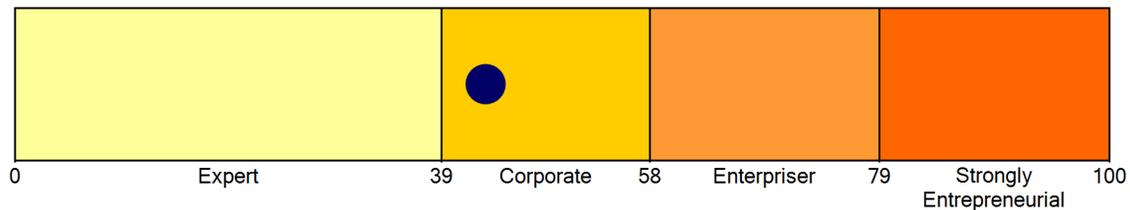
Rewards

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



Personal Enterprise Profile (PEP)

Peter Williams completed the Personal Enterprise Profile in English (US) on 30 March 2021.



Peter scored 43 on PEP. This places him in the Corporate group on PEP.

Peter shows an appropriate set of attitudes for helping to build a business within a structured, organisational context. He believes that this is achieved by energising and harnessing the power of the different functions and groups in the organisation. He may prefer to work with like-minded colleagues who can help to develop business ideas. He may look to the organisational structure to give him support from other functions such as sales and marketing but he probably does not wish to be confined to a functional role. He is likely to look for business challenges within a medium to large organisation.

Other Groups

Peter did not show the attitudes typical of the Expert group – people in this group prefer to work in an organised and structured way and put value on high professional expertise.

Peter did not show the attitudes typical of the Enterpriser group – people in this group are more likely to enjoy starting and developing a business with a group of like-minded individuals.

Peter did not show the attitudes typical of the Serial Entrepreneur – people who show these attitudes are likely to start and develop several, often unrelated, businesses.



Stakeholder Management Style

Peter Williams completed the Stakeholder Management Style in English (US) on 30 March 2021 .

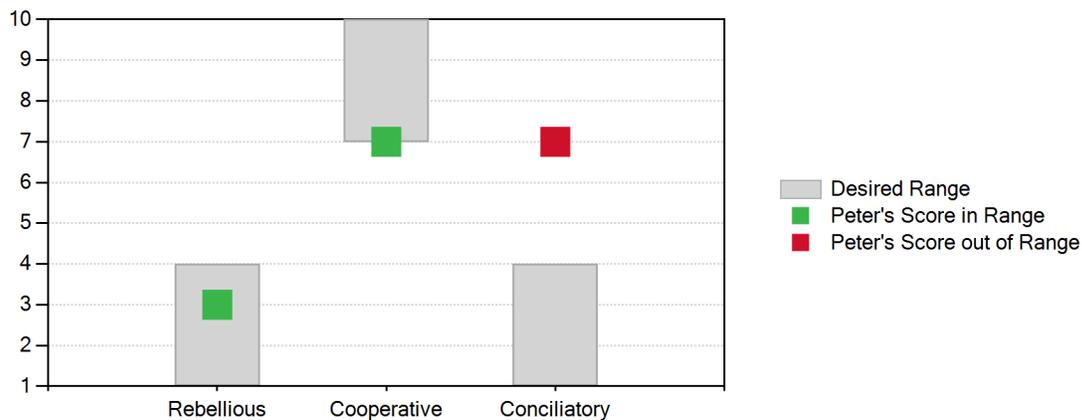
The Stakeholder Management Style identifies the style in which Peter is likely to respond to customers and other senior stakeholders. These styles are:

Rebellious

Co-operative

Conciliatory

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



Rebellious	-	Unlikely
Co-operative	-	Frequently
Conciliatory	-	Frequently

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



Downwards Managerial Style

Peter Williams completed the Downwards Managerial Style in English (US) on 30 March 2021.

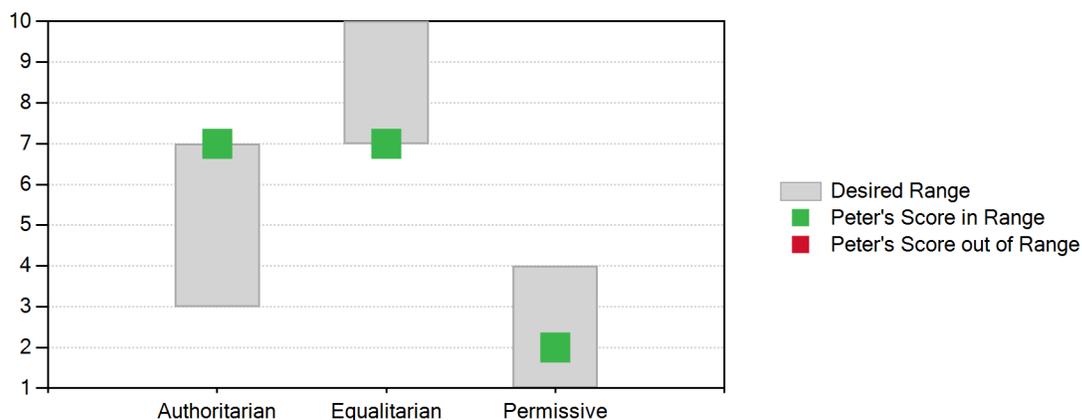
The Downwards Managerial Style identifies the style in which Peter is likely to respond to his team. These styles are:

Authoritarian

Equalitarian

Permissive

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



Authoritarian - Frequently
Equalitarian - Frequently
Permissive - Rarely

As distinct from Peter's natural style, he 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. In managing team members, Peter shows about equal preference for an authoritarian or an equalitarian management style towards team members. Towards those team members he rates highly he seems likely to be engaging, involving them in decisions and sharing responsibility. However, he may be authoritarian towards team members who have not yet proved themselves in his eyes. This can frustrate competent individuals and encourage others to become dependent on the boss rather than developing their own decision making skills. He may improve his management style by employing the equalitarian style more consistently. He shows no tendency to be permissive with his team members and so avoids the most problematic of all the management styles. He does not give too much authority to his team members and even when he knows that they are competent he will monitor their performance when he delegates important tasks to them.



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

hfi helps organisations not only select the right people but also coach and develop these people, and to create systems and structures within which they can function efficiently and effectively.

Areas of Expertise:

- Succession Planning
- Management Audits
- Organisational Culture
- Main Board Development
- Competency Development
- Executive Assessment
- Online Screening
- 360 Degree Appraisal
- Development Centres
- Coaching and Training
- Employee Engagement
- Team Development

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