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**CONFIDENTIAL**

## **PSYCHOLOGICAL APPRAISAL**

**Applicant:** Mr Peter Sample

**Client:** John Kilkenny  
Managing Director  
Kilkenny and Associates

**Position:** Director of Human Resources

**Date of Report:** 16 October 2009



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## Guidelines for Using This Report

This report is CONFIDENTIAL.

It is based on a systematic, standardised, and objective evaluation that included mental aptitude tests and personality inventories. The process has resulted in the following diagnostic appraisal, and for some people, a set of developmental recommendations.

To be helpful, the report must be read and applied carefully. It is only one source of information and it should therefore be used to clarify and confirm other legitimate observations. It can be used for selection and placement, promotional purposes and/or the individual's active participation in ongoing development. But it should be used primarily to enhance and compliment the judgment of senior managers.

The report is to be shared *only* with those who have a demonstrated need to know its contents. It should be delivered by hand, not mailed, and after review, should be returned to an appropriate, secured storage place. Copies should *never* be made of this report. This would undermine the integrity of the process and improperly emphasise the value of the report.

There are important responsibilities for those who review this report:

1. The participant should be given an opportunity to receive verbal feedback on the results of this report from a psychologist. We believe feedback is very important and valuable to both the individual and the organisation.
2. The participant should be encouraged to act upon any developmental suggestions.
3. It should be remembered that over time individuals change. The report therefore has limited value after approximately two years.
4. The report was written with a specific intention in mind. It has limited use outside of that context. It must *not* be shared with others or used outside the organisation that commissioned it, unless there is express approval from the individual, the organisation and Hemisphere Consulting.

If there are any questions about this report, please contact a human resources representative from your company, or a psychologist from Hemisphere Consulting Pte Ltd.



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## PERSONALITY ASSESSMENT

### *The California Psychological Inventory™ (CPI)*

The CPI was used to assess the personality functioning of Mr Sample. This well-researched, objective instrument provides relevant information about the applicant, predicting strengths and weaknesses.

### **Orientation to the California Psychological Inventory (CPI)**

Mr Sample's responses to the questions on the CPI appear to have been made in an honest and consistent manner. The profile is therefore highly likely to present an accurate picture.

### **Lifestyle and Level of Satisfaction**

Mr Sample is an Innovator, a Gamma Quadrant Type. He is interpersonally active but who may see flaws and even absurdities in the way many things are done. He is imaginative and often creative in his work. His values are personal, not traditional or conventional. At his best he is an insightful creator of new ideas, new products and new social forms. The profile suggests that he is moderately satisfied with his current circumstances and lifestyle.

### **General Description of Applicant**

Overall, the profile indicates stable personality functioning in Mr Sample. Mr Sample appears to be an outgoing, confident, poised, assertive, and ascendant individual who usually enjoys relating to others from a position of authority. He is a stable, mature, conventional and a well-socialised individual who is sensitive to social demands and tries not to offend others. He typically exerts control over his emotional expression and makes decisions based on reason rather than emotion. He is likely to be an independent-thinking, self-sufficient individual who enjoys variety, freedom and autonomy in his life and work. He tends to relish change and rejects routine. He is a conventional, socially responsible individual who views himself as ordinary and who seeks to do things 'correctly'. He is likely to maintain a balance between action and reflection.

The results identify the following significant behavioural attributes:

## Leadership Competencies

### Self Management

#### **Self Awareness (Strength)**

- ❖ Mr Sample is likely to have a strong sense of self worth and value than most other managers.
- ❖ He is not likely to have major issues and concerns
- ❖ He has a heightened awareness of the needs and feelings of others and a strong or unique ability to communicate this awareness to others.

#### **Self Control (Strength)**

- ❖ Mr Sample is neither under controlled nor over controlled and he maintains a relatively comfortable level of self-control; without too much energy or effort being required to maintain it
- ❖ He is neither compelled to challenge the written and unwritten social and organizational rules nor compelled to follow them
- ❖ He leans towards a mild to moderate endorsement of socially conforming attitudes beliefs and behaviours
- ❖ His profile reflects the greatest range and flexibility as well as preferences that are most likely to be in sync with the organisation.



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## Resilience (Strength)

- ❖ The profile suggests that Mr Sample is likely to have room and appetite for additional work and responsibility and is unlikely to feel that his current resources are stretched to the limit.
- ❖ Mr Sample is likely to have a strong sense of self worth and value.
- ❖ He is likely to see his achievements as a reflection of his personal worth, making it a likely personal motivator for him

## Organisational Capability

### Use of Power and Authority (Strength)

- ❖ Although more likely to be assertive, competitive and forceful, Mr Sample highly likely to effectively and appropriately manage his power and authority
- ❖ He is less likely to have an 'over the top' style and is not as likely to abuse his power

### Comfort with Organisational Structure (Strength)

- ❖ Mr Sample is likely to be flexible and adaptable to the widest range of organizational climates and cultures compared to other managers
- ❖ He is likely to have an increased level of ambition and personal clarity as to how his own success will be measured
- ❖ He is likely to be comfortable in a highly structured organisation

### Responsibility and Accountability (Strength)

- ❖ Mr Sample is likely to experience a heightened and broadened sense of responsibility and accountability.
- ❖ He is very likely to uphold exceptionally high standards and expectations, with a commensurate expectation that co-workers will behave similarly.
- ❖ The absence of comparable standards on the part may be seen as a problem to be corrected and as a weakness or flaw in temperament
- ❖ He is likely to experience a high degree of comfort with being responsible for the behaviour, efforts and work product of others.

### Decisiveness (Area for Exploration – Check at Interview)

- ❖ Mr Sample would be seen as more decisive and more willing to exercise authority over people and situations than most other managers and leaders.
- ❖ He is likely to have a strong and forceful leadership presence.
- ❖ He will be quick to make decisions and be comfortable doing so and commensurately uncomfortable when he is not able to do so.
- ❖ He may struggle with effectively delegating and empowering others, especially direct reports.
- ❖ It may be emotionally difficult to let go of control and decision making.
- ❖ He will likely be willing to take on unpopular decisions or a minority position and to make the really tough decisions.
- ❖ If well managed, he will be a uniquely strong leader who exemplifies decisiveness

## Team Building & Team Work

### Interpersonal Skills (Strength)

- ❖ Mr Sample's profile suggests that he is not likely to be highly verbal or interpersonally interactive
- ❖ He is as likely to engage in social interactions as the average manager but may not necessarily be drawn to them and is likely to be a better listener than talker.
- ❖ He is likely to be seen as relatively warm, friendly and fairly easy to interact with.

### Understanding Others (Strength)

- ❖ Mr Sample is relatively more interested than others in people's needs and feelings.
- ❖ He is likely to be perceived as a warm, caring and concerned manager and leader who sees his co-workers as people rather than just employees.



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- ❖ He is likely to have a stronger conceptual understanding of individual, interpersonal and organisational dynamics than most other leaders of managers because he spends more time processing this data.
- ❖ Balanced with high empathy he comes across as warm, caring and concerned

## Capacity for Collaboration (Strength)

- ❖ Mr Sample is likely to be open, receptive and nonjudgemental about most other people and their life situations.
- ❖ He would be very receptive to a broad range of viewpoints and can be described as highly inclusive, participative and curious
- ❖ He would be more willing to tolerate disagreements and differences of opinion and would be willing to live with a higher degree of creative tension.
- ❖ He is likely to be willing to entertain new ideas, especially controversial, untested and non-traditional ones
- ❖ He would draw valuable connections and insights from diverse disciplines.

## Working with and through Others (Developmental Area)

- ❖ The profile suggests that Mr Sample is likely to take one an unpopular or minority position and make tough decisions
- ❖ He may however be less likely than other managers to seek out and be comfortable managing the work of others.
- ❖ He may find it hard to delegate or to release control

## Problem Solving

### Creativity (Strength)

- ❖ Mr Sample is likely to be very willing to entertain new ideas, especially controversial or untested ones
- ❖ His reliance on a broad array of information helps him to draw valuable connections and insights from diverse disciplines.
- ❖ He is likely to be seen as a creative, innovative, out-of-the-box thinker.
- ❖ He is driven by his internal needs, standards and expectations

### Handling Sensitive Problems (Strength)

- ❖ Mr Sample is likely to demonstrate a superior capacity to understand the needs, feelings and emotional reactions of others.
- ❖ He would also be able to communicate this understanding and is likely to be perceived as sensitive, tactful and skilled at managing the feelings and needs of others.
- ❖ He would not only be willing to address sensitive topics but also would be able to mobilize considerable interpersonal resources in understanding, delivering the messages and resolving the issues

### Action Orientation (Strength)

- ❖ Mr Sample is likely to have a balanced orientation between action and reflection.
- ❖ He has a great attraction to variety and is seen as strongly preferring change to maintaining the status quo.
- ❖ He may be seen as a change agent.
- ❖ He is likely to support innovation, creativity and cutting edge leadership and technology

## Sustaining the Vision

### Self Confidence (Strength)

- ❖ Mr Sample has relatively strong confidence in his ability to lead, manage and direct people
- ❖ He may not necessarily seek out such opportunities, even though he may be comfortable with it
- ❖ He will be confident that he knows what to do and how to proceed in a given situation.
- ❖ Even when he lacks a specific solution, he trusts in his ability to lead the way to the best solution or at least to a reasonable or workable solution.
- ❖ He is seen as resourceful, confident, assertive and task focused.
- ❖ He projects the attitude and belief that obstacles will be overcome and the problem will be solved even if he has to rely on himself to achieve these ends.
- ❖ He may be seen as hard to influence and persuade and may be overly prone to offering ideas and suggestions.





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## Managing Change (Strength)

- ❖ Mr Sample has a great attraction to change, variety and flexibility, more so than the average leader or manager.
- ❖ He is likely to be seen as a change agent who is progressive, open and inclined towards futurist thinking.
- ❖ He is neither under-controlled nor over-controlled, having attained a comfortable level of self management and not requiring a lot of energy or effort to maintain composure

## Influence (Strength)

- ❖ Mr Sample is very likely to have a strong 'drive' to influence people and situations.
- ❖ He is also likely to be very verbal and interpersonally interactive and is likely to shape how he prefers to influence others.
- ❖ Meeting new people and situations is easy and exciting for him.
- ❖ He prefers to emphasise lots of meetings and group interactions and may avoid working alone.
- ❖ He is likely to know many people and will have an extensive network

## Comfort with Visibility (Strength)

- ❖ Mr Sample has a great comfort with visibility.
- ❖ He is likely to bask in leadership positions and opportunities and these opportunities will bring out his best efforts.
- ❖ He is poised, comfortable and self-assured.
- ❖ He is likely to care deeply about career advancement and greatly values the material as well as the symbolic rewards of success such as title, office location etc
- ❖ He is ambitious, values success and its perks and wants the good life.
- ❖ He is highly likely to be comfortable in the presence of senior managers.

## Potential Strengths (when considered for this position)

The profile describes a large number of strengths for Mr Sample. These are:

Self Awareness, Self Control, Resilience, Use of Power and Authority, Comfort with Organisational Structure, Responsibility and Accountability, Interpersonal Skills, Understanding Others, Capacity for Collaboration, Creativity, Handling Sensitive Problems, Action Orientation, Self Confidence, Managing Change, Influence and Comfort with Visibility.

## Potential Weaknesses (when considered for this position)

Two areas to explore during the interview would be Decisiveness and Working with and through others.





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## SUMMARY

Mr Sample's performance on the numerical and verbal ability tests indicate that he scored in the Superior Range, putting him among the Top 11% of adults in both the numerical and verbal categories.

The Personality assessment indicates some considerable strengths when he is considered for the role of Director of Human Resources

Based on the results of the psychological profile, it is possible to HIGHLY RECOMMEND Mr Sample for appointment to this position.

**Brian Lawrence** BPsych(Hons),PGDipEd, MSc (Occupational Psychology), **Principal Psychologist, Hemisphere Consulting Pte. Ltd.**

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