

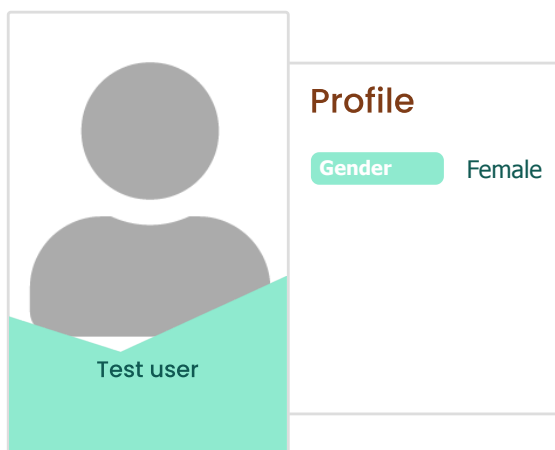
Name: Test user
ID: T0002T56
Client: XYZ Sdn. Bhd.
Test Date: 11 October 2019



INDIVIDUAL INTEGRITY PROFILE

INDIVIDUAL REPORT

Comprehensive



Introduction

Individual Integrity Profile (IIP) assesses non-cognitive attributes that are important predictors of trustworthiness and ethical behaviour at work. IIP takes into account the new demands being placed on workers by the ongoing Fourth Industrial Revolution. The attributes measured by IIP are arranged in two matrices: Internal Aspects (Trustworthiness) and External Aspects (Civic Engagement). All scores given in this report have been put on a common scale, which runs from a low of 0 to a high of 100.

Internal Aspects (Trustworthiness)

Measures ethical awareness and the tendency to set high standards of quality and integrity at work. This matrix consists of two factors:

Ethical Awareness

- The ability to identify, think through, and evaluate the ethical aspects of a decision.

Quality Execution

- Responsibility, diligence, careful attention to detail, and adherence to rules and procedures.

External Aspects (Civic Engagement)

Measures external factors that influence individual performance. This matrix consists of two factors:

Relationship Building

- Cordiality and the ability to influence others and to work harmoniously with them.

Solidarity

- Spirituality, belief in goodwill between people, and openness to different cultures.

Internal Aspects (Trustworthiness)

Measures ethical awareness and the tendency to set high standards of quality and integrity at work. This matrix consists of two factors:

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Internal Aspects (Trustworthiness)

54

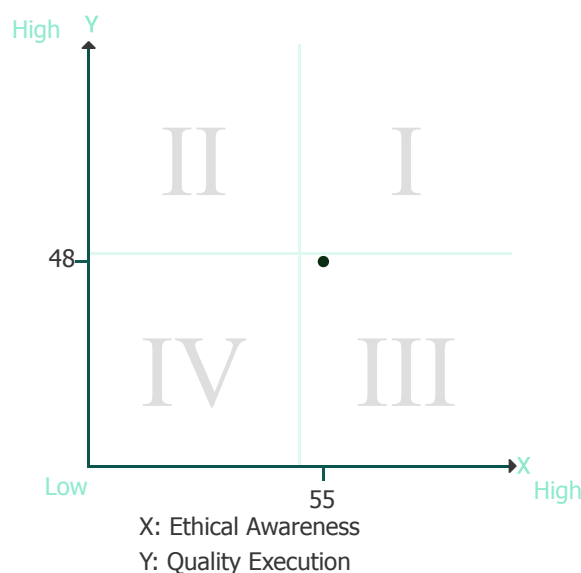
High

Explanation

This report is designed to help users to understand IIP results by classifying an individual's personality into two matrices.

Each matrix consists of two complementary traits.

These traits are graphed against each other. The area within the graph is divided into four quadrants. The quadrants of the Internal Aspects (Trustworthiness) matrix are as follows:



Quadrant	Explanation		Interpretations
	X: Ethical Awareness	Y: Quality Execution	
I	High	High	Individuals in this quadrant tend to have high ethical awareness and work diligently.
II	Low	High	Individuals in this quadrant tend to take ownership but may sometimes behave unethically.
III	High	Low	Individuals in this quadrant have high ethical awareness, but they may lack accountability at work.
IV	Low	Low	Individuals in this quadrant tend to behave unethically and to neglect their responsibilities at work.

Behavioural Indicators

- This individual can be seen as manipulative.
- This individual has a tendency to leave jobs before his or her mistakes are discovered.
- This individual is good at turning procedures to his or her own advantage.
- This individual is likely to be good at getting help with his or her work from others.
- This individual may say things like:
 - "I think it would be unwise for me to take the lead. How about you? You'd do a good job!"
 - "Do you think you can deliver this within a day or two? The management is confident that you will be able to meet the deadline. If you can make it, I'll tell them how well you did."

Suggestions for Effective Performance

- Encourage the individual to accept responsibility for his or her own results, whether they are good or bad.
- Encourage the individual to step outside his or her comfort zone, to make things happen, and to be accountable for the outcomes.

Internal Aspects: Behavioural Indicators

Ethical Awareness

55

High

Behavioural Indicators

- You generally perceive yourself as trustworthy and as having good intentions, but sometimes you may be less than fully honest.
- You generally assume that people have good intentions.

Honesty

Moderate 55

Behavioural Indicators

- You are likely to make hasty decisions sometimes out of a desire to make a difference.
- You rarely use rational decision-making methods.

Deliberation

Moderate 55

Behavioural Indicators

- You are able to balance the task-related and people-related aspects of a job.
- You tend to support whichever course of action does the most good.

Altruism

Moderate 54

Internal Aspects: Behavioural Indicators

Quality Execution

48

Low

Behavioural Indicators

- You tend to have a somewhat relaxed attitude towards rules and procedures.

Rule-Following

Low 45

Behavioural Indicators

- You are committed to meeting reasonable deadlines.
- You are eager to find better ways to get things done.

Conscientiousness

Moderate 49

Behavioural Indicators

- You are likely to meet deadlines and other requirements but may not be working to your full potential.

Responsibility

Moderate 51

Behavioural Indicators

- You are inclined to respond favourably to changing circumstances.
- In the face of overwhelming chaos, you may become agitated and lose control.

Emotional Control

Moderate 51

External Aspects (Civic Engagement)

Measures external factors that influence individual performance. This matrix consists of two factors:

Relationship Building

- Cordiality and the ability to influence others and to work harmoniously with them.

Solidarity

- Spirituality, belief in goodwill between people, and openness to different cultures.

External Aspects (Civic Engagement)

50

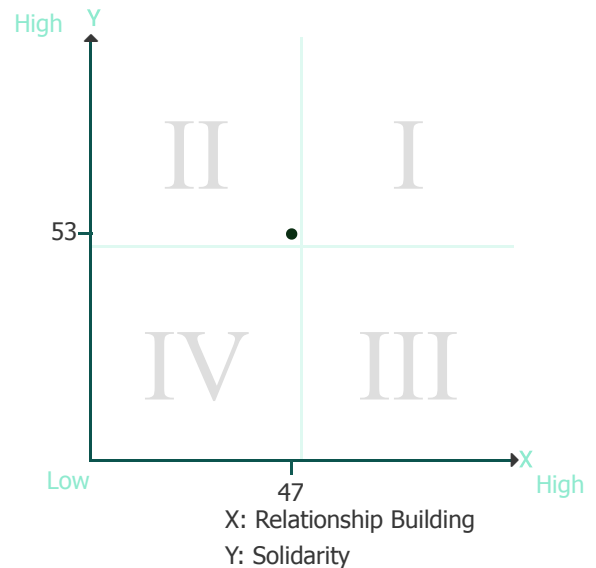
Low

Explanation

This report is designed to help users to understand IIP results by classifying an individual's personality into two matrices.

Each matrix consists of two complementary traits.

These traits are graphed against each other. The area within the graph is divided into four quadrants. The quadrants of the External Aspects (Civic Engagement) matrix are as follows:



Quadrant	Explanation		Interpretations
	X: Relationship Building	Y: Solidarity	
I	High	High	Individuals in this quadrant are untroubled by social differences and aim to form strong and harmonious working relationships with others.
II	Low	High	Individuals in this quadrant may not pay sufficient attention to social relationships, but they can get along well with people from a variety of backgrounds.
III	High	Low	Individuals in this quadrant favour an individualistic approach to work but aim to form strong and harmonious working relationships with others.
IV	Low	Low	Individuals in this quadrant favour an individualistic approach to work and may not pay sufficient attention to social relationships.

Behavioural Indicators

- This individual is most comfortable working independently or in informal environments.
- This individual appreciates other cultures and is likely to see the benefits of diversity.

Suggestions for Effective Engagement

- Involve the individual in work that requires social sensitivity so that he or she will be able to improve his or her relationships with people.
- Make sure to keep the individual informed about your ideas and plans so that he or she will feel valued and respected.

External Aspects: Behavioural Indicators

Relationship Building

47

Low

Behavioural Indicators

- You are most comfortable working independently or in informal environments.
- You rarely explain your actions or intentions.
- You prefer to keep others at a distance and to limit close relationships.

Sociability

Low 45

Behavioural Indicators

- You are co-operative and work to achieve team goals.
- You may disagree with certain team members but still actively contribute and acknowledge the contributions of others.

Co-Operation

Moderate 50

Solidarity

53

High

Behavioural Indicators

- You avoid some of the problems that can arise from being too forgiving or naïve.
- You are capable of trusting others yet realistic enough not to be an easy mark for the unscrupulous.
- You do not easily give up on hopes and dreams, even if others see them as unrealistic and impractical.

Goodwill

Moderate 48

Behavioural Indicators

- You appreciate dialogue and social diversity, and you are able to be tolerant of other cultures.
- You may enjoy initiating and maintaining contacts with people from other countries and other cultures.

Cultural Openness

Moderate 51

Internal Aspects: Suggestions for Development

Ethical Awareness

55

High

Suggestions for Development

- Advise the individual that being scrupulously honest is the best way to remove any doubts about his or her intentions and actions.

Honesty

Moderate 55

Suggestions for Development

- Encourage the individual to consider all relevant facts before making a decision and to weigh the costs and benefits of different options carefully.

Deliberation

Moderate 55

Suggestions for Development

- Advise the individual to be selective about when to be detached from others' problems and when to take control.
- Encourage the individual to be more open to discussing the merits of different ways to support good causes.

Altruism

Moderate 54

Internal Aspects: Suggestions for Development

Quality Execution

48

Low

Suggestions for Development

- Urge the individual to show respect to his or her co-workers by arriving at work on time and by doing his or her job with a good attitude. Explain to him or her that doing these things will help to foster a sense of loyalty among colleagues.

Rule-Following

Low 45

Suggestions for Development

- Advise the individual to make sure always to plan his or her work and then to follow the plan unless there is a good reason to change it.

Conscientiousness

Moderate 49

Suggestions for Development

- Encourage the individual to assume more responsibility for completing his or her assignments.
- Encourage the individual to work on his or her planning so as to manage time and resources better.

Responsibility

Moderate 51

Suggestions for Development

- Encourage the individual to grow professionally and to build up mental strength by embracing challenges.

Emotional Control

Moderate 51

External Aspects: Suggestions for Development

Relationship Building

47

Low

Suggestions for Development

- Encourage the individual to take up opportunities to network and build effective business relationships.

Sociability

Low 45

Suggestions for Development

- Encourage the individual to be more appreciative of others' talents and contributions in teams.

Co-Operation

Moderate 50

Solidarity

53

High

Suggestions for Development

- Remind the individual that forgiving does not mean forgetting. Explain, if necessary, that forgiving is about acknowledging differences and accepting that no one is perfect, we all make mistakes, and the most important thing is to learn from them.

Goodwill

Moderate 48

Suggestions for Development

- Advise the individual to avoid judging others purely by the standards of his or her own culture.

Cultural Openness

Moderate 51

Internal Aspects (Trustworthiness)

Ethical Awareness

The ability to identify, think through, and evaluate the ethical aspects of a decision.

Honesty

Tendency to be truthful and reliable.

Deliberation

Tendency to deliberate appropriately over choices and to make rational decisions.

Altruism

Tendency to be compassionate, caring, and authentic.

Quality Execution

Responsibility, diligence, careful attention to detail, and adherence to rules and procedures.

Rule-Following

Tendency to follow rules and regulations and to prioritise the employer's organisational interests.

Conscientiousness

Tendency to be conscientious, careful, systematic, and eager to improve.

Responsibility

Tendency to take on responsibility, make solid plans, meet work obligations, and manage time effectively.

Emotional Control

Tendency to keep emotions under control and respond appropriately to demanding situations.

External Aspects (Civic Engagement)

Relationship Building

Cordiality and the ability to influence others and to work harmoniously with them.

Sociability

Effective communication, interest in social interaction, and tendency to gain respect, trust, and support from others.

Co-Operation

Tendency to work co-operatively and to acknowledge the contributions of others.

Solidarity

Spirituality, belief in goodwill between people, and openness to different cultures.

Goodwill

Tendency to be hopeful and forgiving.

Cultural Openness

Tendency to regard other cultures with empathy and curiosity.