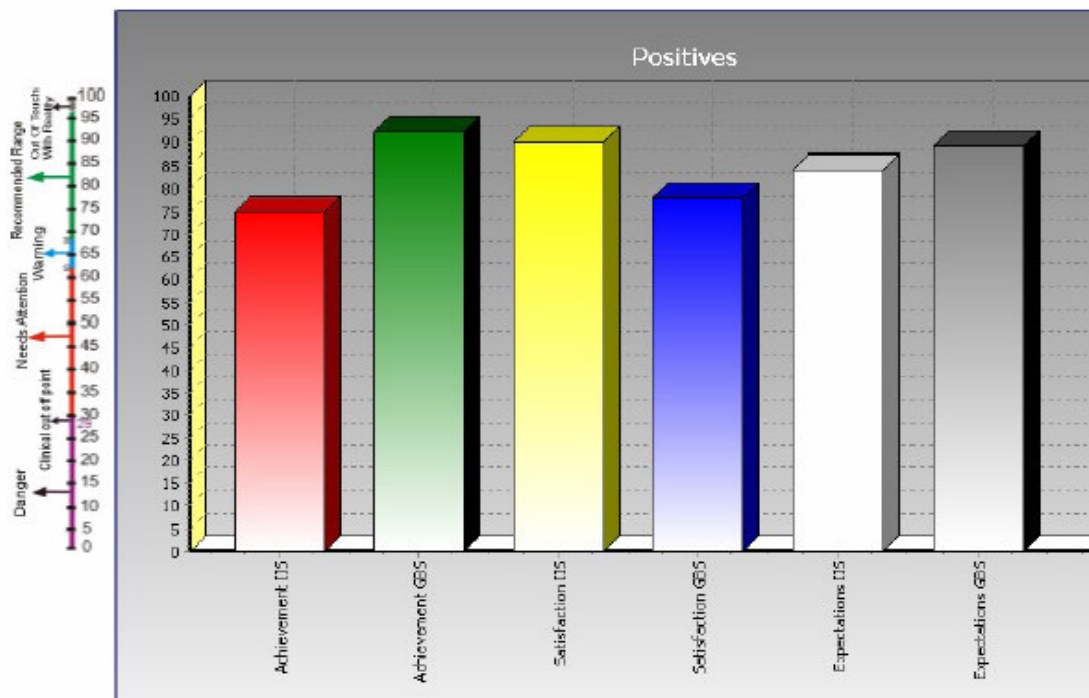


## Annexure W: Candidate 13 – Functional Assessment

The Internal Interaction System or IIS used in this report describes the candidate's inner feeling and perception of what the candidate believes about him/herself. In other words, it is the true inner picture or inner perception the candidate has of him/herself.

The General Behaviour System or GBS gives a view of peoples' feelings and emotions. It is how the candidate portrays him/herself – what one can see.

**Figure A13.1 Positive Functioning areas**

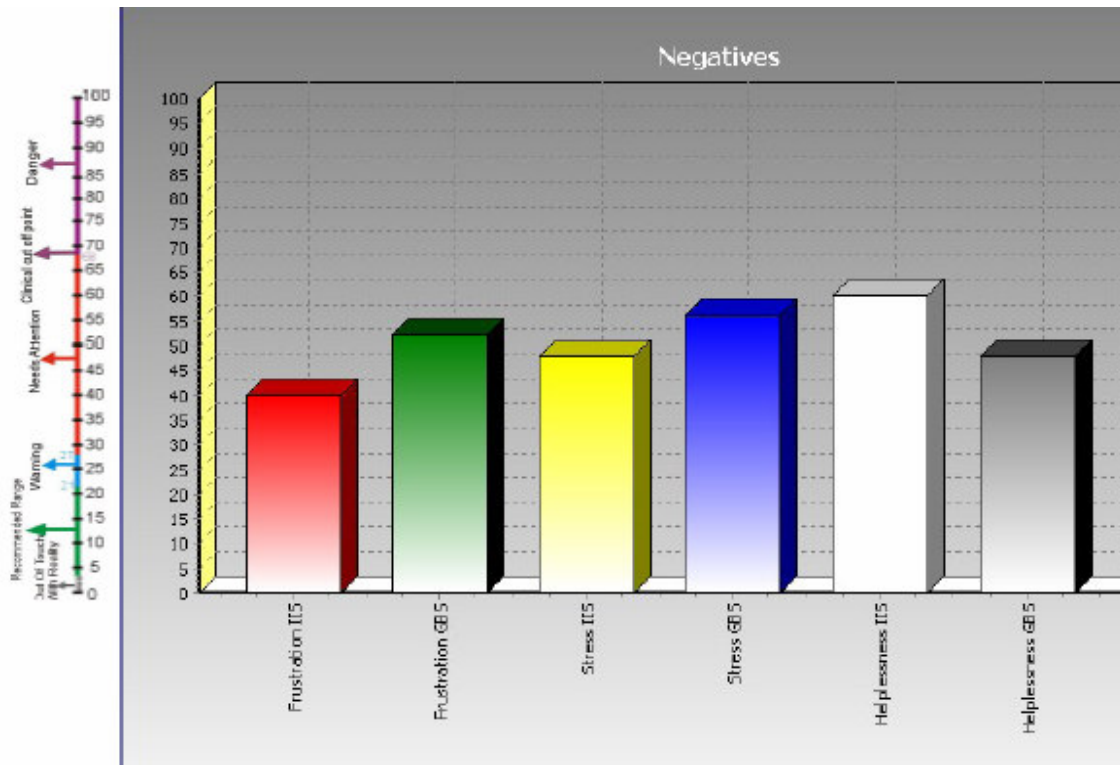


**Table A13.1 Positive Functioning areas**

Super Construct	Construct	Total
Positive Functioning	Achievement IIS	75
Positive Functioning	Achievement GBS	92
Positive Functioning	Satisfaction IIS	90
Positive Functioning	Satisfaction GBS	78
Positive Functioning	Expectations IIS	84
Positive Functioning	Expectations GBS	89

In Figure A13.1, this candidate feels less positive about her Achievement (IIS) than she portrays (GBS). She is more satisfied than what she feels she is achieving. There is therefore inconsistency in this data set. The candidate's positive functioning seems to be optimal.

**Figure A13.2 Negative Functioning areas**

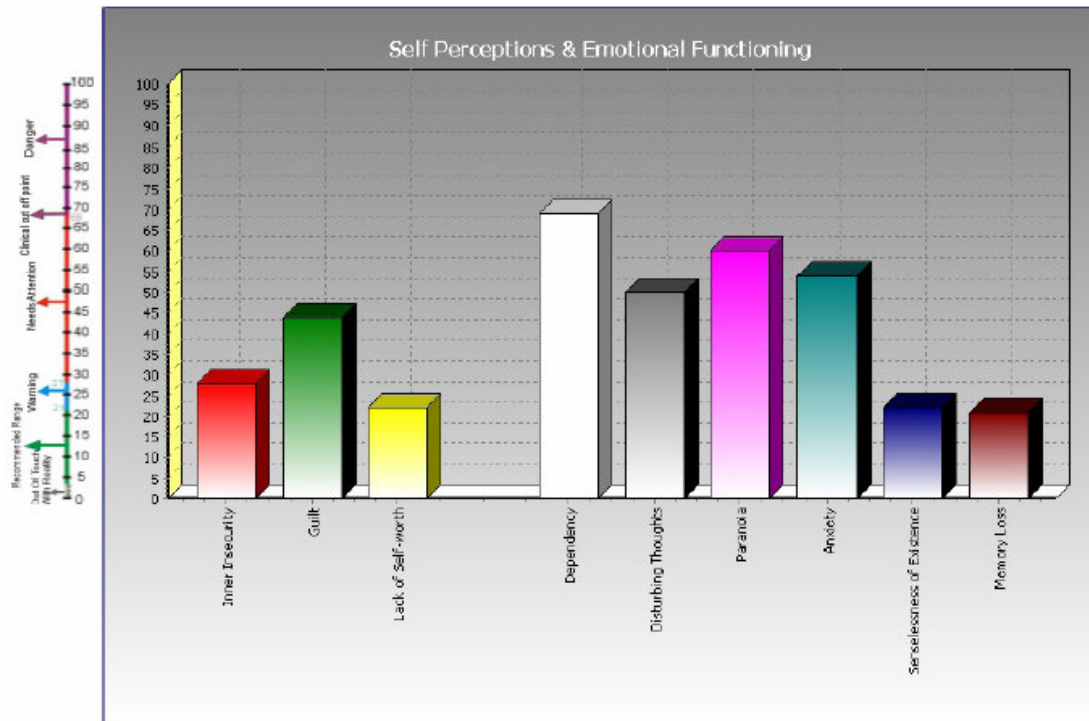


**Table A13.2 Negative Functioning areas**

Super Construct	Construct	Total
Negative Functioning	Frustration IIS	40
Negative Functioning	Frustration GBS	52
Negative Functioning	Stress IIS	48
Negative Functioning	Stress GBS	56
Negative Functioning	Helplessness IIS	60
Negative Functioning	Helplessness GBS	48

In Figure A13.2 all the negative functioning areas are highly over-activated. The candidate's Helplessness is coming up to the clinical cut-off point, meaning her reasoning is starting to become irrational.

**Figure A13.3 Self Perception and Emotional Functioning**



**Table A13.3 Self Perception and Emotional Functioning scores**

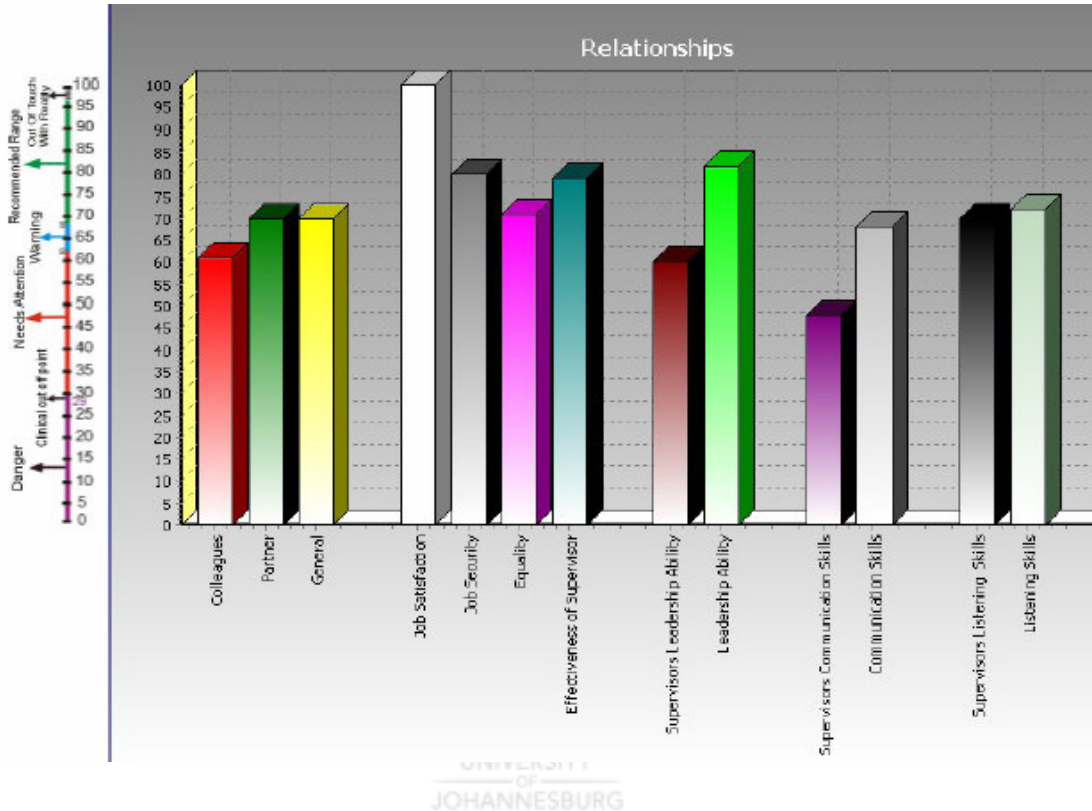
Super Construct	Construct	Total
Self Perception	Inner Insecurity	28
Self Perception	Guilt	44
Self Perception	Lack of Self-worth	22
Emotional Functioning	Dependency	69
Emotional Functioning	Disturbing Thoughts	50
Emotional Functioning	Memory Loss	21
Emotional Functioning	Paranoia	60
Emotional Functioning	Anxiety	54
Emotional Functioning	Senselessness of Existence	22

In Figure 13.3 above the candidate's Inner Insecurity is slightly over-activated and Lack of Self-worth seems to be optimal. However, the reality is that the Inner Insecurity and Lack of Self-worth has to be also highly over-activated due to the fact that both her Frustration and Stress levels are highly over-activated, especially her Helplessness IIS (Fig A3.2), which is close to the clinical cut-off point, at which stage irrationality comes into play. The result of this scenario would be depression and withdrawal.

Her Emotional functioning is proof of the fact that her Self Perceptions are not realistic and are inconsistent. The candidate's Dependency on something outside of her to enable her to cope has reached the clinical cut-off point. Suicidal thoughts are prominent and therefore her Senselessness of Existence is inconsistent and not

realistic. The candidate's Paranoia is further confirmation of the fact that she is definitely in a state where professional assistance is urgently necessary.

**Figure A13.4 Relationships and Corporate Functioning**



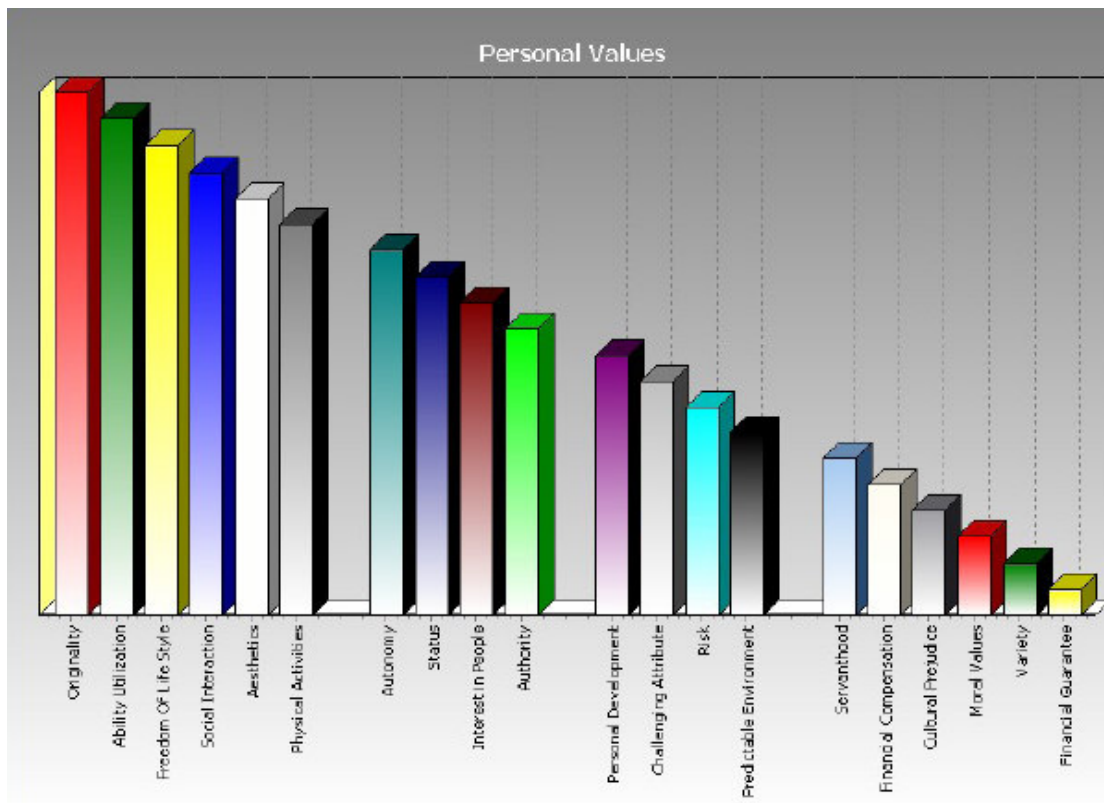
**Table A13.4 Relationships and Corporate Functioning**

Super Construct	Construct	Total
Relationships	Colleagues	61
Relationships	Partner	70
Relationships	General	70
Corporate Functioning	Job Satisfaction	100
Corporate Functioning	Job Security	80
Corporate Functioning	Equality	71
Corporate Functioning	Effectiveness of Supervisor	79
Corporate Functioning	Supervisors Leadership Ability	60
Corporate Functioning	Supervisors Communication Skills	48
Corporate Functioning	Supervisors Listening Skills	70

The worrisome picture painted so far of this candidate continues with her relationships with her Partner and in General (warning area) as well as her Colleagues (needs attention). Table A13.4 shows that she does not have optimal relationships with her Colleagues, but this can be expected due to her total dysfunctionality.

Her Job Satisfaction score is totally unrealistic when compared with her relationship with Colleagues, Equality, and relationship with her supervisor. She states that he has few Leadership Abilities, and Communication Skills. The scores between Communication skills which is part of both Leadership Qualities and Listening Skills are inconsistent. This candidate is either out of touch with reality or alternatively is trying to manipulate the assessment.

**Figure A13.5 Personal Values**



**Table A13.5 Personal Value scores**

Construct	Total
Ability Utilization	100
Originality	100
Freedom Of Life Style	96
Social Interaction	96
Aesthetics	93
Autonomy	93
Physical Activities	93
Status	89
Authority	86
Interest in People	86
Personal Development	82
Challenging Attribute	79
Predictable Environment	79
Risk	79
Financial Compensation	75
Servanthood	75
Cultural Prejudice	71
Moral Values	71
Financial Guarantee	64
Variety	64

The candidate's most important values (see Figure A13.5 above) are her Ability Utilisation, Originality, Freedom of Lifestyle, Social Interaction, Aesthetics, and Autonomy. However these values are inconsistent with each other for the following reasons.

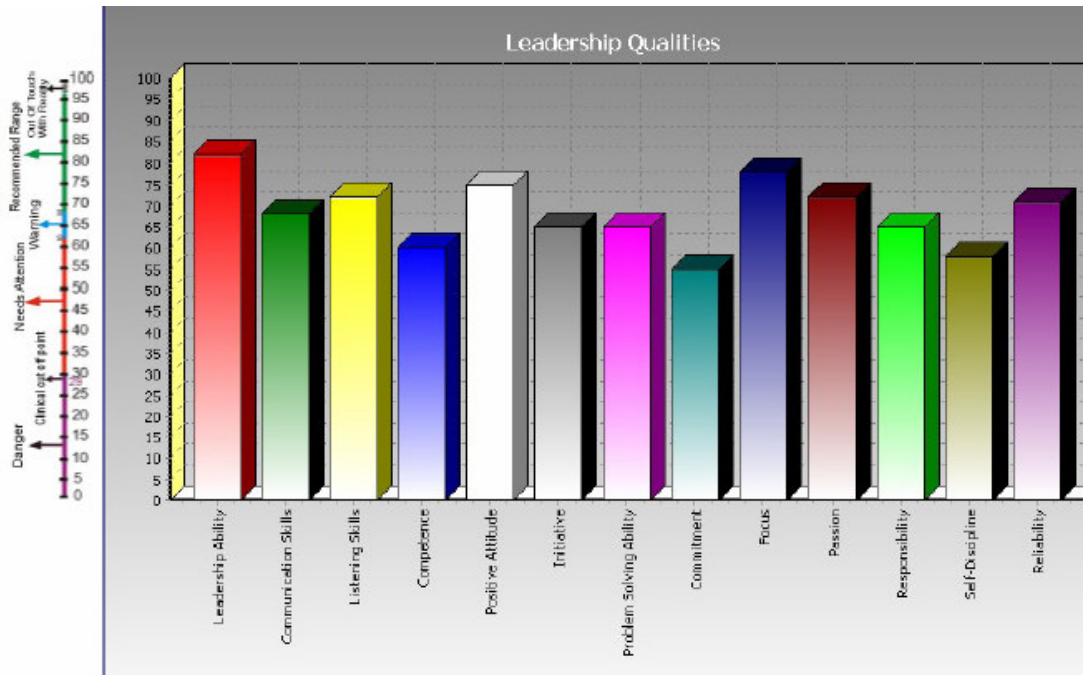
1. Social Interaction and Autonomy are not in harmony with each other. Social Interaction, Servanthood and/or Interest in People are values that harmonize, but neither of the latter two values is in her hierarchy of importance.
2. Ability Utilization and Personal Development are essential to become both proficient and efficient and need to be congruent. However, in this instance Personal Development is not close to the hierarchy of importance.
3. Aesthetics and Originality are in harmony with each other, but Variety is in the areas of dislikes. This is inconsistent.
4. Unrestricted Life Style is inconsistent with Social Interaction yet is in harmony with Autonomy which is the candidate's sixth hierarchy of importance.

The candidate's Risk values are higher than her Moral Values which are really non-existent. She is untrustworthy and has proven her dishonesty and inconsistency throughout this assessment.

Lastly the candidate indicates that she has Autonomous values yet neither Financial Compensation nor Financial Guarantee is important to her. Research has shown this candidate will commit fraud, or other financial dishonesties. The reason for this is

because Servanthood is not in the hierarchy of values. Should Servanthood be within the top four hierarchy of values together with Interest in People, then money would not be a motivating factor.

**Figure A13.7 Leadership Qualities**



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**Table A13.6 Leadership Qualities**

Construct	Total
Commitment	55
Communication Skills	68
Competence	60
Focus	78
Initiative	65
Leadership Ability	82
Listening Skills	72
Passion	72
Positive Attitude	75
Problem Solving Ability	65
Reliability	71
Responsibility	65
Self-Discipline	58

The graph in Figure A13.7 (and listed in Table A13.6) should be compared against the ruler on the left. The leadership qualities should all be in the recommended range. However, to be effective at least eleven of the bars should be in the recommended range.

There are many leadership qualities that can be taught should the candidate's Personal Values be in harmony with the leadership qualities. In this instance, one can train this candidate to be more focused and in Listening Skills but all the other constructs are questionable (either in the warning area or are in need of attention). She does not have the leadership qualities necessary to be an entrepreneur. She is not Competent and there is no Commitment. She also indicates that she is focused but this is contradicted by the fact that she has inadequate Self-Discipline. Her level of Responsibility is also too low but in harmony with her low Moral Values. This candidate does not have the leadership qualities to become an entrepreneur.

### **Conclusion**

This candidate's use of impression management makes the assessment a mixture of truths and inconsistencies, but definitely an undesirable person to have within an entrepreneurial environment. Professional intervention is highly recommended.

