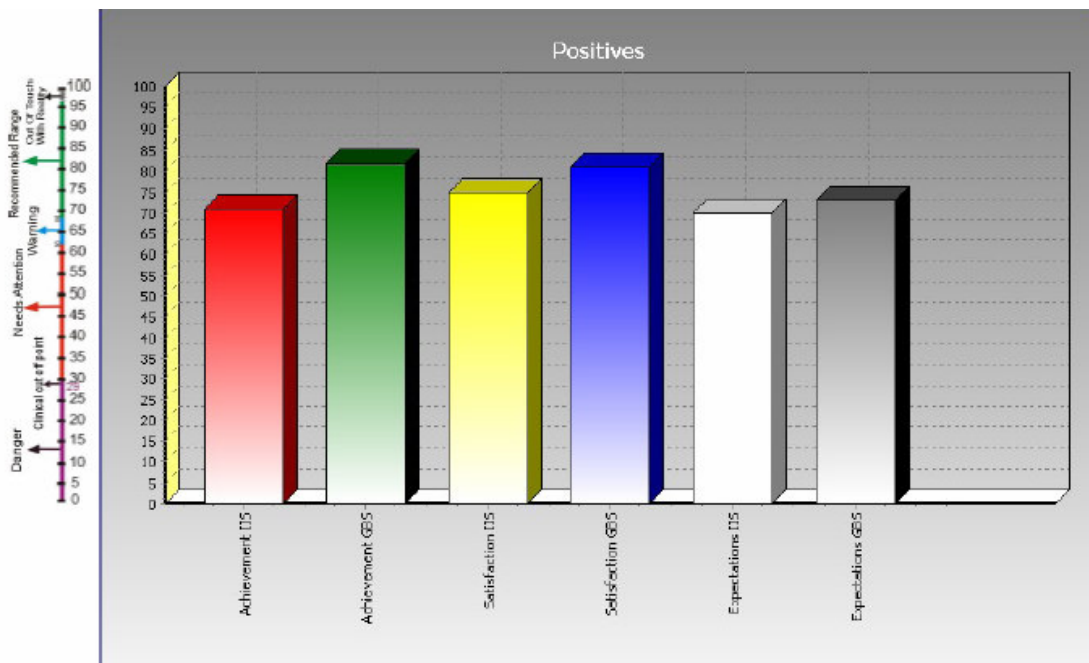


## Annexure V: Candidate 12 – Functional Assessment

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 A12.1 Positive Functioning areas**

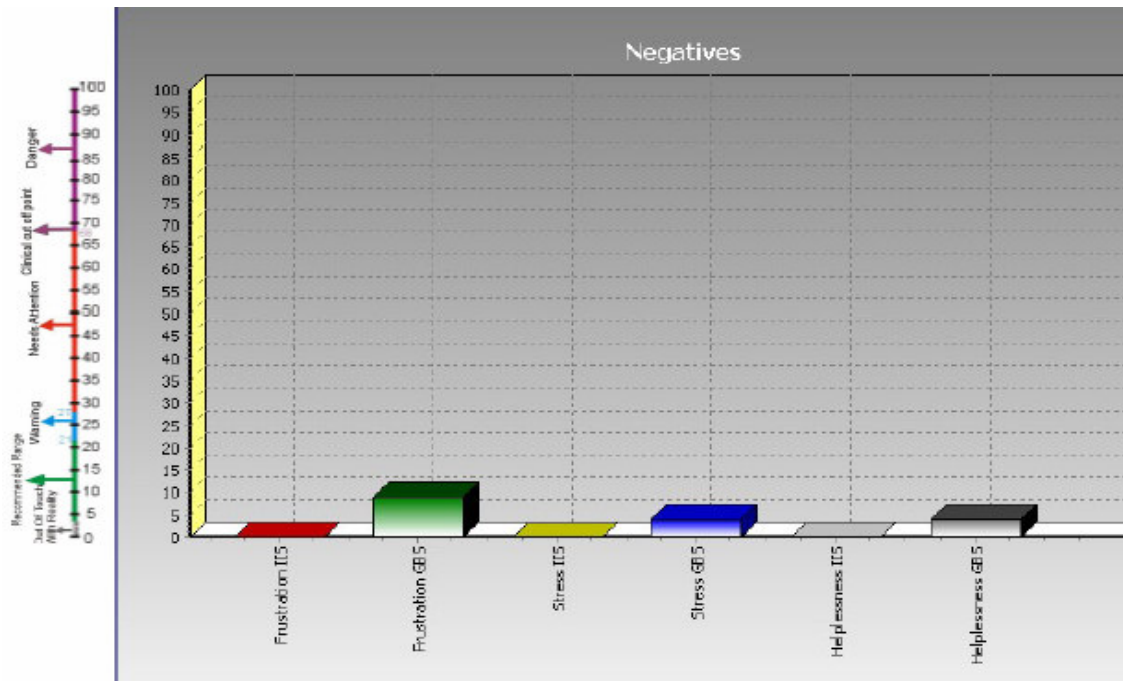


**Table A12.1 Positive Functioning areas**

Super Construct	Construct	Total
Positive Functioning	Achievement IIS	71
Positive Functioning	Achievement GBS	82
Positive Functioning	Satisfaction IIS	75
Positive Functioning	Satisfaction GBS	81
Positive Functioning	Expectations IIS	70
Positive Functioning	Expectations GBS	73

In Figure A12.1 the candidate's positive functioning areas are not optimal due to the fact that the Achievement, Satisfaction and Expectations IIS scores are slightly under-activated.

**Figure A12.2 Negative Functioning areas**

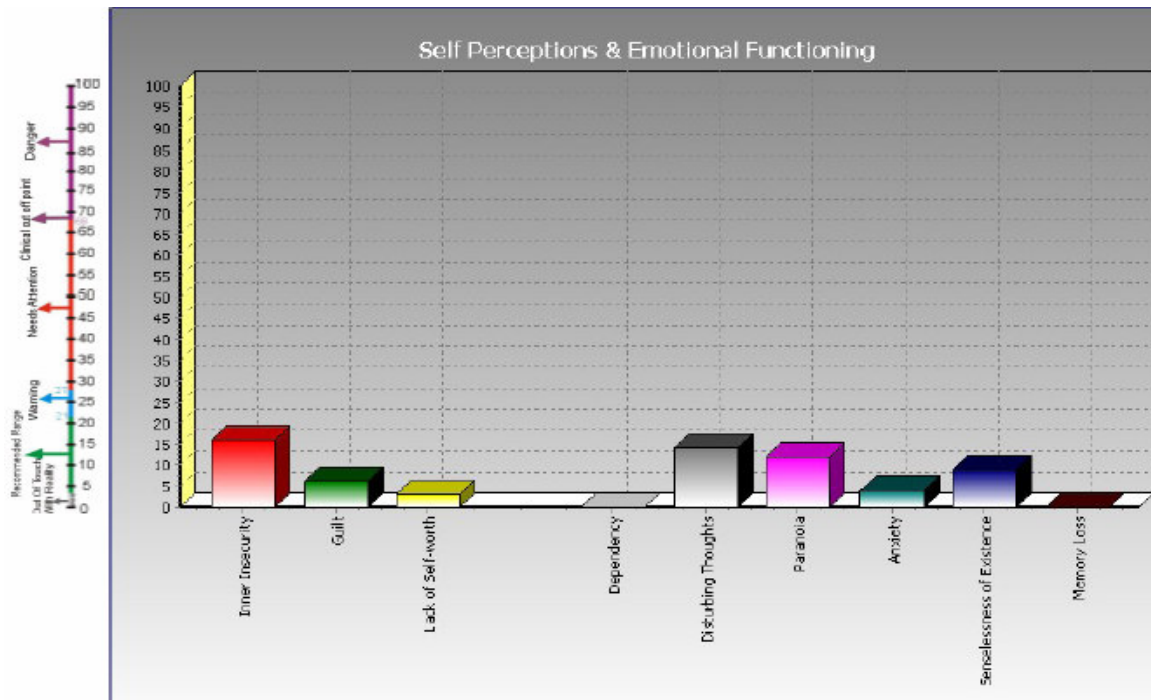


**Table A12.2 Negative Functioning areas**

Super Construct	Construct	Total
Negative Functioning	Frustration IIS	0
Negative Functioning	Frustration GBS	9
Negative Functioning	Stress IIS	0
Negative Functioning	Stress GBS	4
Negative Functioning	Helplessness IIS	0
Negative Functioning	Helplessness GBS	4

In Figure A12.2 we find that Frustration, Stress and Helplessness IIS construct scores are completely out of touch with reality. The GBS in the same constructs are also unrealistic except for the Frustration construct. Any zero scores in this analysis indicate that the candidate has no Accountability or Responsibility. Furthermore, due to the under-activation of the positive functioning constructs we have consistency regarding responsibility and accountability. All the GBS scores are consistently higher than the IIS scores indicating extrovert tendencies.

**Figure A12.3 Self Perceptions and Emotional Functioning**



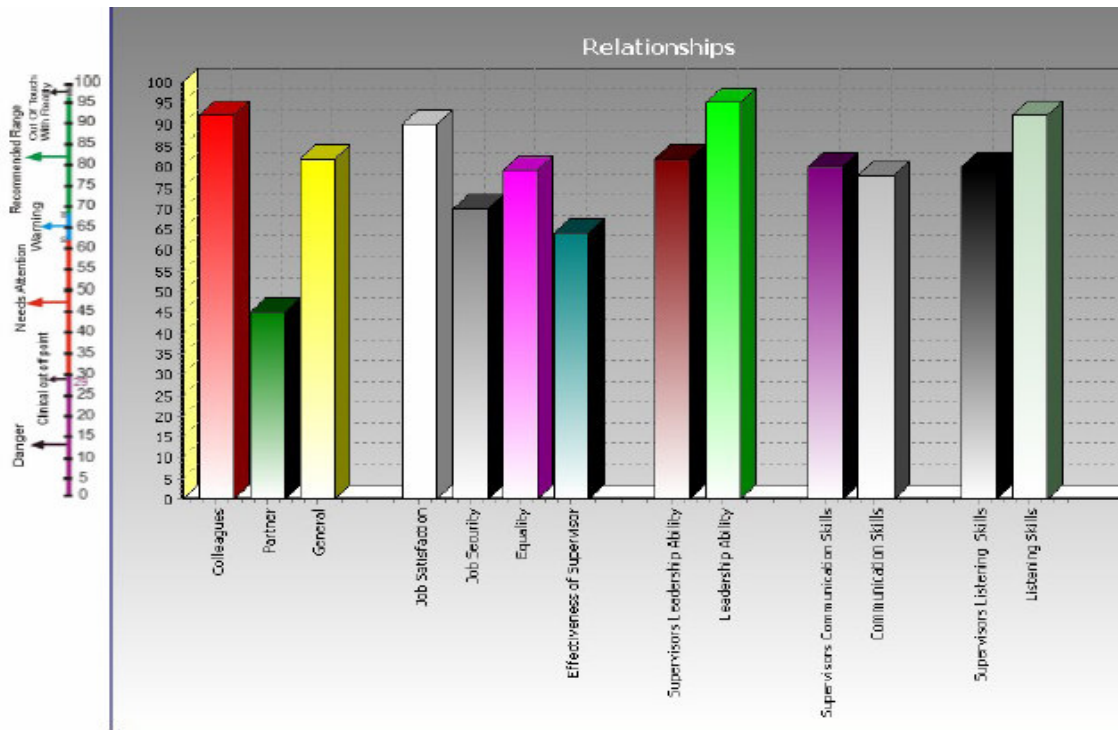
**Table A12.3 Self Perceptions and Emotional Functioning scores**

Super Construct	Construct	Total
Self Perception	Inner Insecurity	16
Self Perception	Guilt	6
Self Perception	Lack of Self-worth	3
Emotional Functioning	Dependency	0
Emotional Functioning	Disturbing Thoughts	14
Emotional Functioning	Memory Loss	0
Emotional Functioning	Paranoia	12
Emotional Functioning	Anxiety	4
Emotional Functioning	Senselessness of Existence	9

Figure A12.3 above seems to indicate that the candidate's Self Perception is optimal. Her Guilt feelings score reflects no sense of being a responsible person due to the fact that it is absolutely impossible to have almost no Guilt feelings if you are not achieving optimally and are not satisfied.

A zero score for Memory Loss is also very unrealistic due to the fact that research has proved that it is humanly impossible to have zero memory loss. Although she claims no Anxiety, the reality is that she has Anxiety and Disturbing Thoughts that are not in harmony with her Lack of Self Worth and Senselessness of Existence.

**Figure A12.4 Relationships and Corporate Functioning**



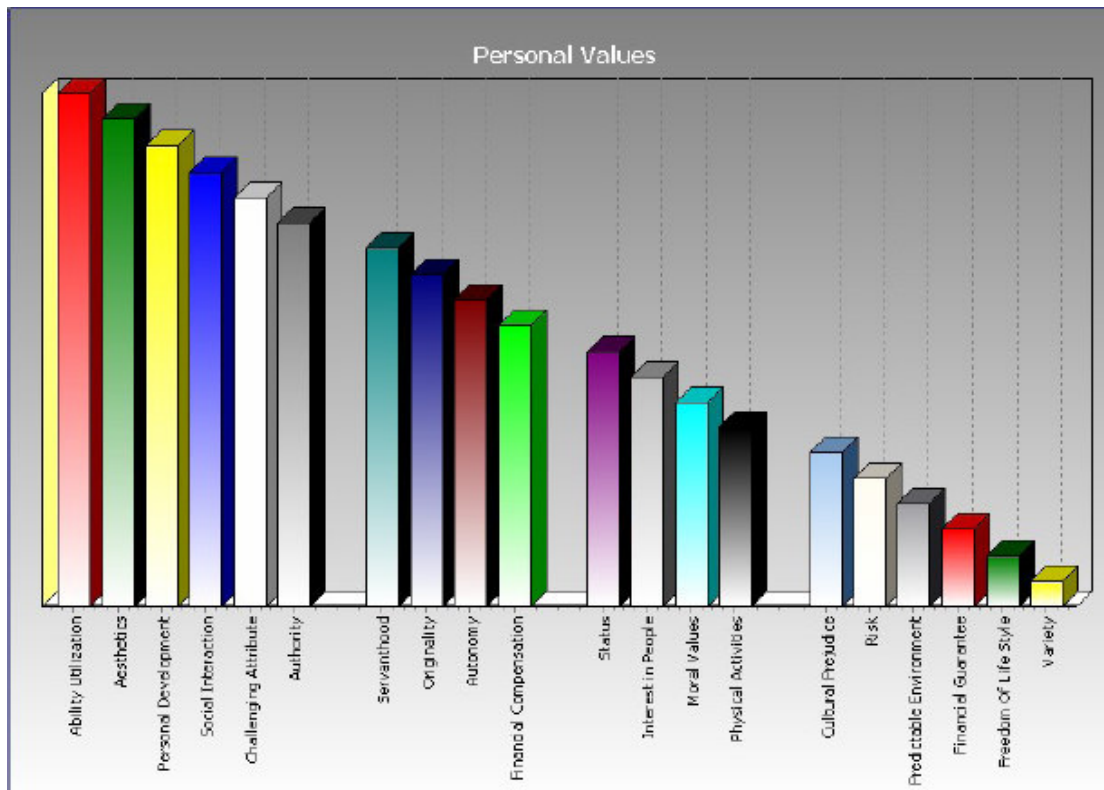
**Table A12.4 Relationships and Corporate Functioning**

Super Construct	Construct	Total
Relationships	Colleagues	92
Relationships	Partner	45
Relationships	General	82
Corporate Functioning	Job Satisfaction	90
Corporate Functioning	Job Security	70
Corporate Functioning	Equality	79
Corporate Functioning	Effectiveness of Supervisor	64
Corporate Functioning	Supervisors Leadership Ability	82
Corporate Functioning	Supervisors Communication Skills	80
Corporate Functioning	Supervisors Listening Skills	80

In Figure A12.4 above the candidate’s relationships with her Colleagues and in General are very good although her relationship with her Partner is highly under-activated at 45% which is an indication of a serious problem within this relationship.

The candidate has a high Job Satisfaction, yet, the candidate’s Job Security is not as high, although it is still optimal. The candidate’s perception is that the supervisor is only 64% effective yet she scores her Supervisor’s Leadership Ability, Communication Skills and Listening Skills as optimal. This is inconsistent.

**Figure A12.5 Personal Values**



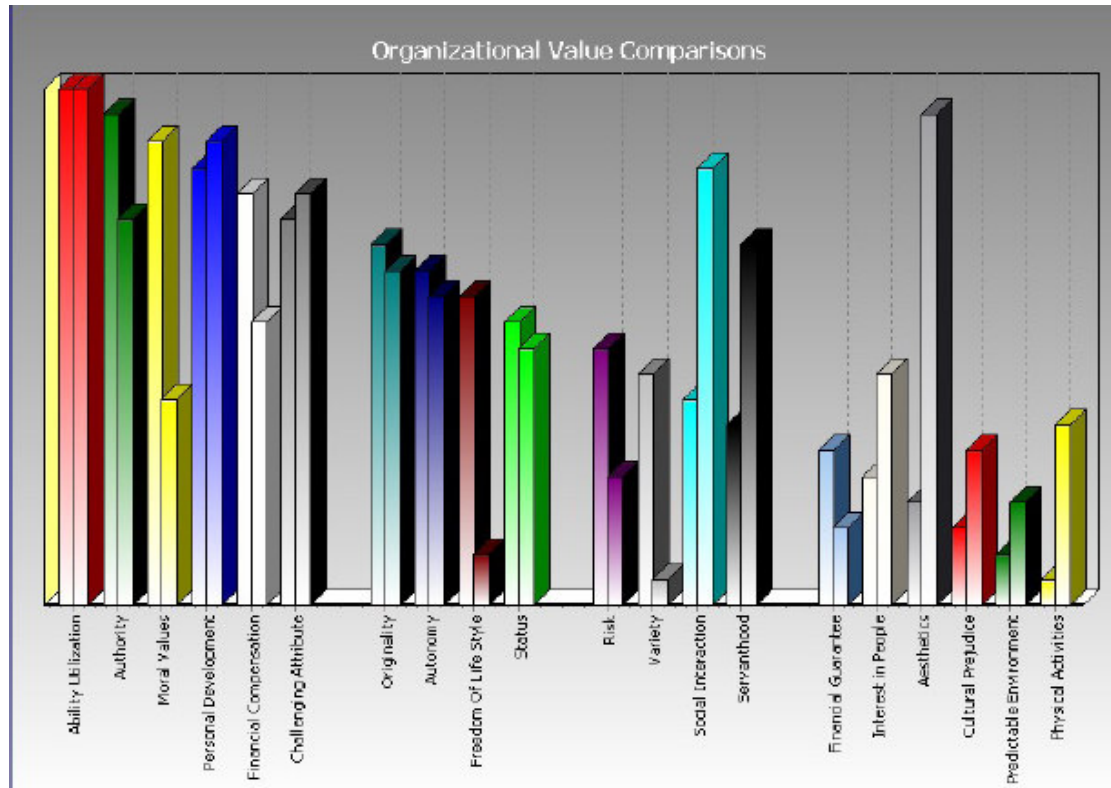
**Table A12.4 Personal Value scores**

Construct	Total
Ability Utilization	79
Aesthetics	75
Personal Development	75
Social Interaction	75
Authority	71
Challenging Attribute	71
Servanthood	70
Autonomy	68
Originality	68
Financial Compensation	64
Status	61
Interest in People	57
Moral Values	46
Physical Activities	43
Cultural Prejudice	42
Financial Guarantee	36
Predictable Environment	36
Risk	36
Freedom Of Life Style	29
Variety	18

The most important values (see Figure A12.5 above) are measured according to hierarchy in order of importance. This candidate wants to use her abilities to their maximum potential which is in line with her Personal Development as both fall within the top six hierarchy of values.

However, the most important values are Ability Utilization, Aesthetics, Personal Development, Social Interaction, Challenging Attributes and Authority. However, Social Interaction is not in harmony with Authority, because wanting Authority over people is not constructive when playing a role as a team player. Servanthood is also inconsistent with Authority.

**Figure A12.6 Personal and Organisational Value comparisons**

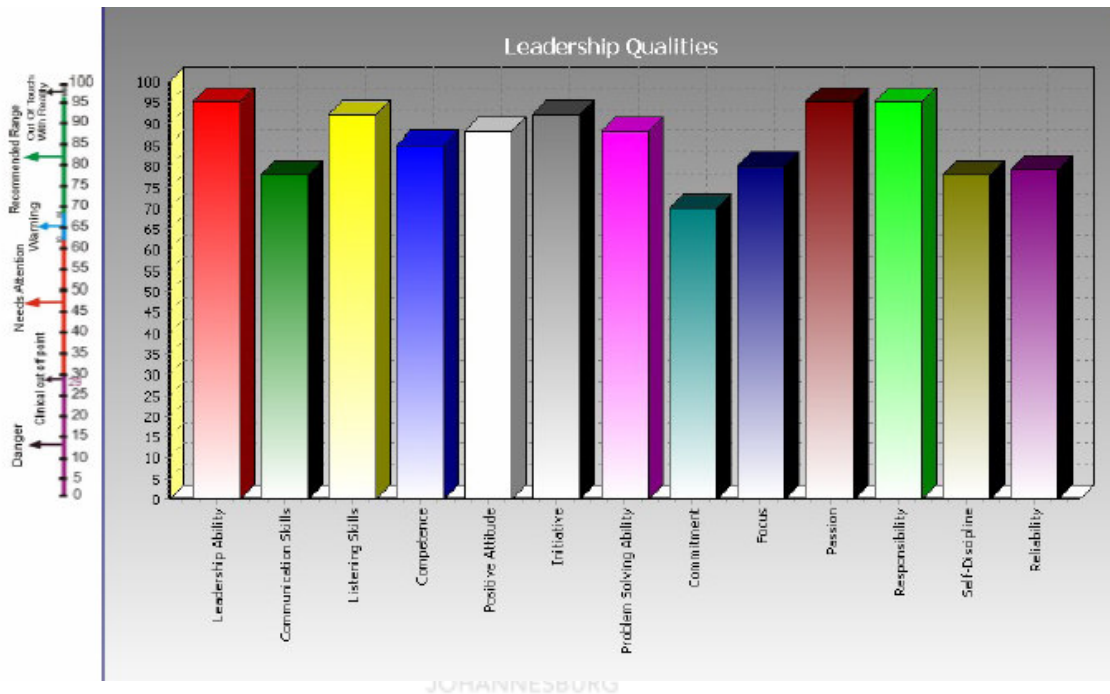


In Figure A12.6 above the first value of each construct is the defined entrepreneurial value and the second is the Personal Values of the candidate. These values are in accordance with the entrepreneurial hierarchy of importance. Should the values be in harmony with each other, both the organization and the candidate will function optimally.

The candidate has four of the top six values and six in the top eight values that match the hierarchy of defined entrepreneurial values. However, Moral Values are not important to the candidate but they are a requirement according to the defined entrepreneurial values. Furthermore, money (Financial Compensation) is not a motivating factor in the candidate's functionality.

Looking at the bottom end of the scale we find that Aesthetics, Social Interaction and Servanthood are hierarchically important to the candidate. This is in conflict with the defined hierarchical entrepreneurial values.

**Figure A12.7 Leadership Qualities**



**Table A12.7 Leadership Qualities**

Construct	Total
Commitment	70
Communication Skills	78
Competence	85
Focus	80
Initiative	92
Leadership Ability	95
Listening Skills	92
Passion	95
Positive Attitude	88
Problem Solving Ability	88
Reliability	79
Responsibility	95
Self-Discipline	78

The constructs in Figure A12.7 should be compared against the ruler on the left. The constructs that indicate ability and not an inherent quality are the ones that can be trained, for example Communication Skills, Problem Solving techniques and Listening skills can be trained thereby improving his/her leadership abilities. However, Commitment, Focus, Passion, Reliability, etc. on the other hand are

inherent qualities of the candidate's Personal Values. You either have that quality or not. This candidate has only nine of the thirteen bars in the recommended range; of these a number border on being unrealistic. Her use of impression management continues to make it difficult to highlight training possibilities.

## **Conclusion**

The use of impression management by this candidate precludes an objective evaluation of her assessment. Her values are out of sync with the desired entrepreneurial values and therefore she cannot be considered as an entrepreneurial candidate.

