

Annexure L: Candidate 2 – 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 A2.1 Positive Functioning areas

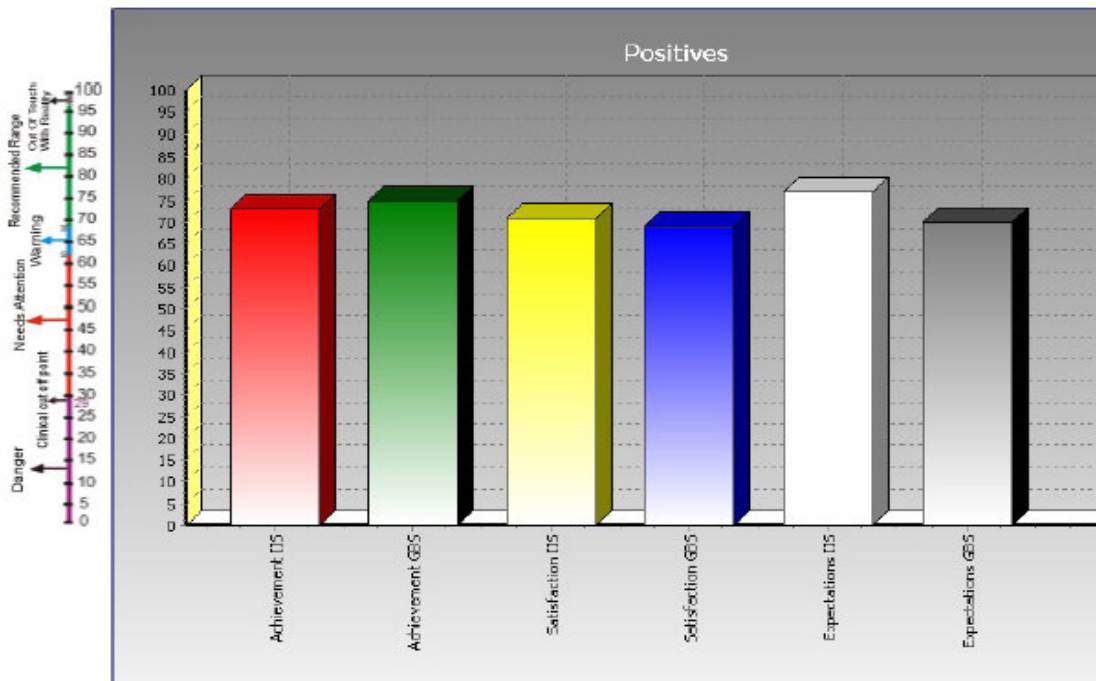


Table A2.1 Positive Functioning areas

Super Construct	Construct	Total
Positive Functioning	Achievement IIS	73
Positive Functioning	Achievement GBS	75
Positive Functioning	Satisfaction IIS	71
Positive Functioning	Satisfaction GBS	69
Positive Functioning	Expectations IIS	77
Positive Functioning	Expectations GBS	70

All the constructs of the positive functioning areas are either in the warning area or in the red area indicating needing attention.

Figure A2.2 Negative Functioning areas

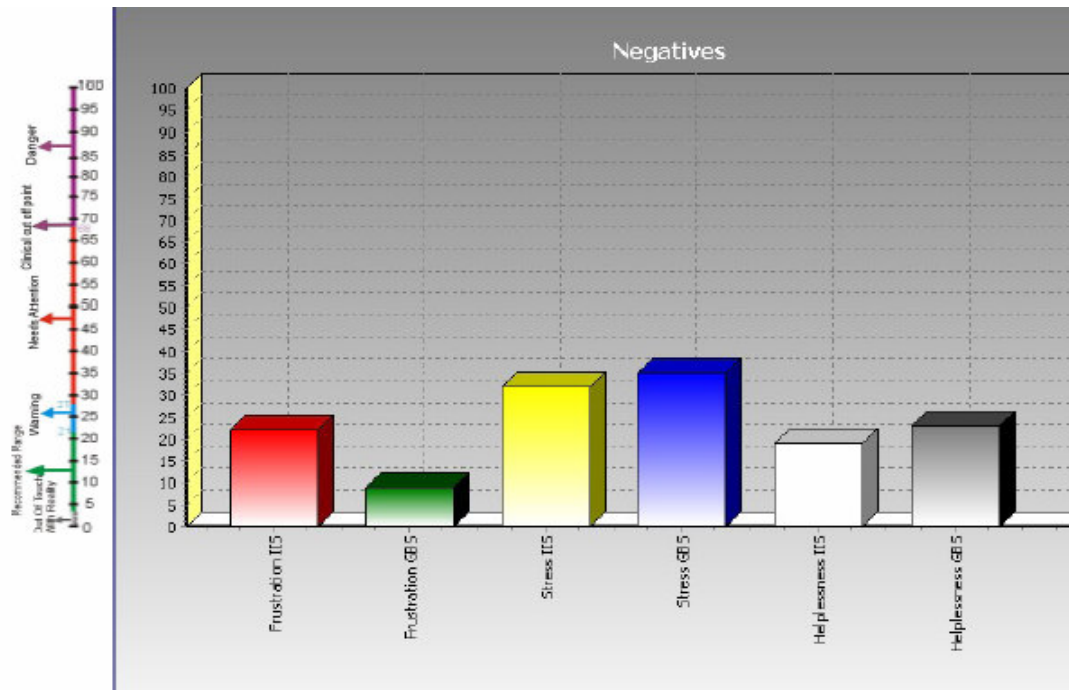


Table A2.2 Negative Functioning areas

Super Construct	Construct	Total
Negative Functioning	Frustration IIS	22
Negative Functioning	Frustration GBS	9
Negative Functioning	Stress IIS	32
Negative Functioning	Stress GBS	35
Negative Functioning	Helplessness IIS	19
Negative Functioning	Helplessness GBS	23

The difference between the IIS and GBS scores are within the acceptable level of 12% for the Stress and Helplessness constructs but not for the Frustration construct of his negative functioning areas. If one looks at this candidate's Stress, Inner Insecurity and Helplessness they are in harmony and the fact that he is exposing his weaknesses means that he is an honest individual. This renders his negative functioning areas inconsistent. One cannot be an introvert and extrovert at the same time.

Figure A2.3 Self Perception and Emotional Functioning

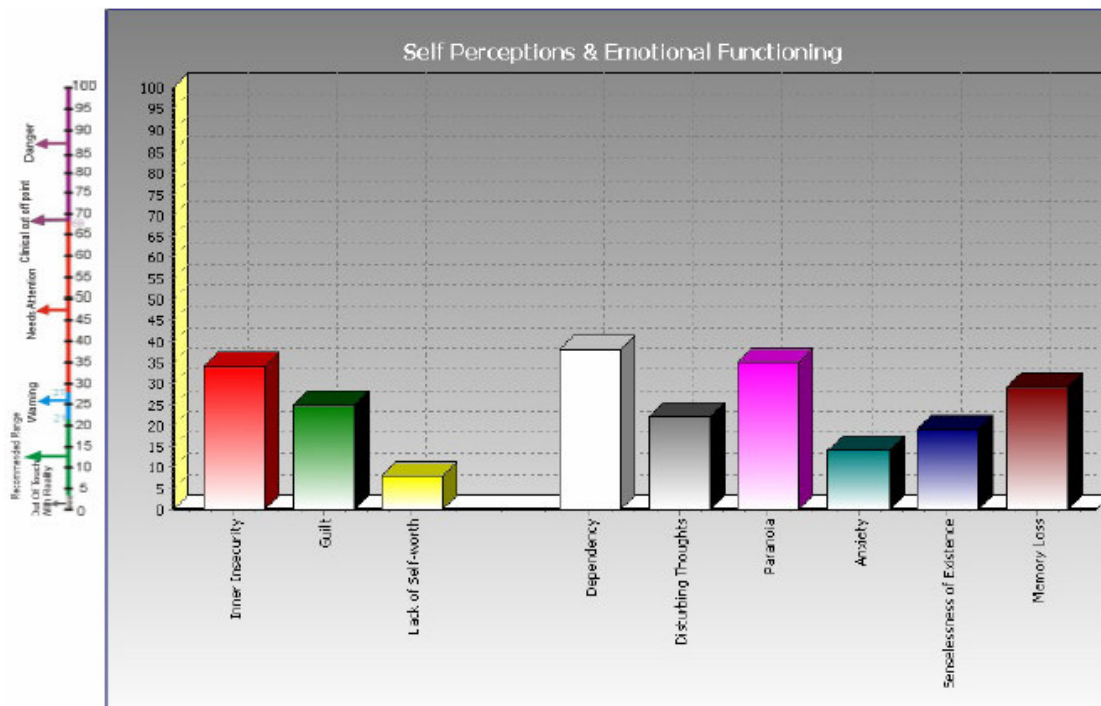


Table A2.3 Self Perception and Emotional Functioning scores

Super Construct	Construct	Total
Self Perception	Inner Insecurity	34
Self Perception	Guilt	25
Self Perception	Lack of Self-worth	8
Emotional Functioning	Dependency	38
Emotional Functioning	Disturbing Thoughts	22
Emotional Functioning	Memory Loss	29
Emotional Functioning	Paranoia	35
Emotional Functioning	Anxiety	14
Emotional Functioning	Senselessness of Existence	19

This candidate seems to have problems with his Self Perception. His Inner Insecurity is highly over activated and his Guilt feelings are in the warning area. The candidate seems to indicate that his Lack of Self-worth is optimal. However, the reality is that he has an over-activated Self-worth, due to the fact that his over-activated Senselessness of Existence is in the warning area. One cannot have an optimal Lack of Self-worth if one has an over-activated Senselessness of Existence. This candidate's Inner Insecurity, Guilt, Paranoia and Senselessness of Existence should be observed as he is starting to be dysfunctional and will suffer mild attacks of depression.

His level of Dependency should also be observed as it indicates that he has an inability to cope with reality and therefore could resort to external factors such as alcohol, drugs, yoga or meditation.

His Lack of Self-worth and Senselessness of Existence are inconsistent (>12% variation). What are consistent, are his Inner Insecurity, Paranoia and Senselessness of Existence as they are all slightly over-activated.

Figure A2.4 Relationships and Corporate Functioning

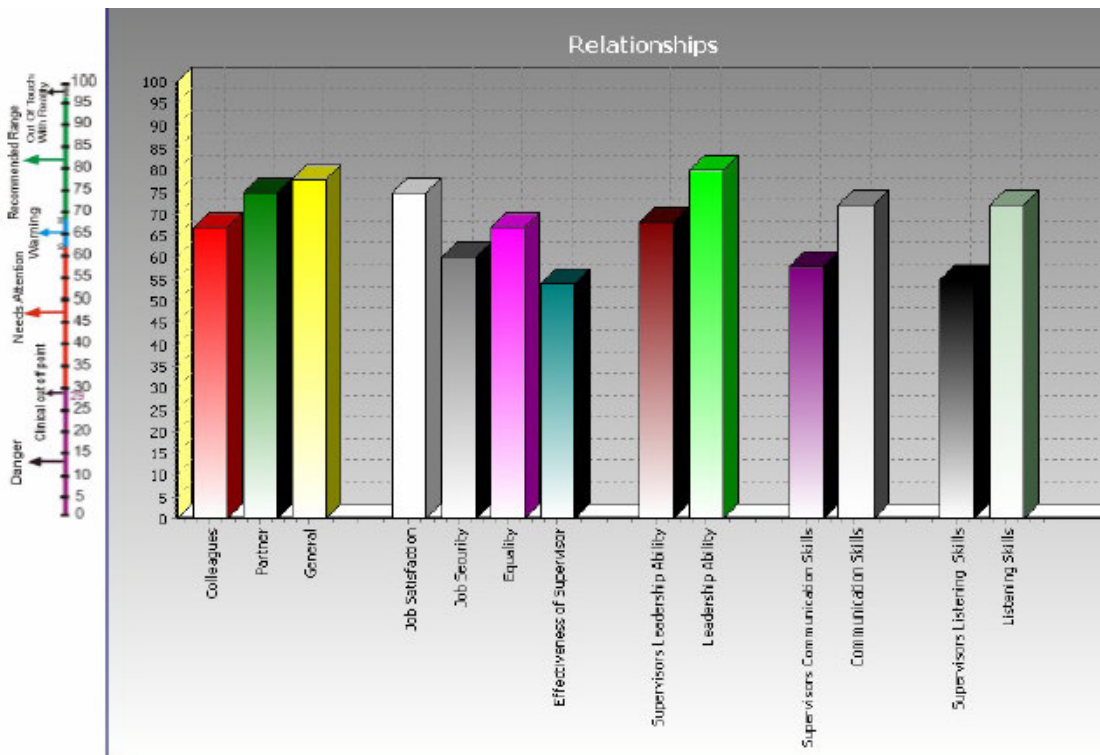


Table A2.4 Relationships and Corporate Functioning

Super Construct	Construct	Total
Relationships	Colleagues	67
Relationships	Partner	75
Relationships	General	78
Corporate Functioning	Job Satisfaction	75
Corporate Functioning	Job Security	60
Corporate Functioning	Equality	67
Corporate Functioning	Effectiveness of Supervisor	54
Corporate Functioning	Supervisors Leadership Ability	68
Corporate Functioning	Supervisors Communication Skills	58
Corporate Functioning	Supervisors Listening Skills	55

In Figure A2.4 above we notice that the concern for this candidate is increasing as his relationship with his Colleagues and in General are in the warning area while the

relationship with his supervisor seems to be problematic because his Job Security, Equality and the Supervisor's Communication and Listening Skills are ineffective.

Figure A2.5 Personal Values

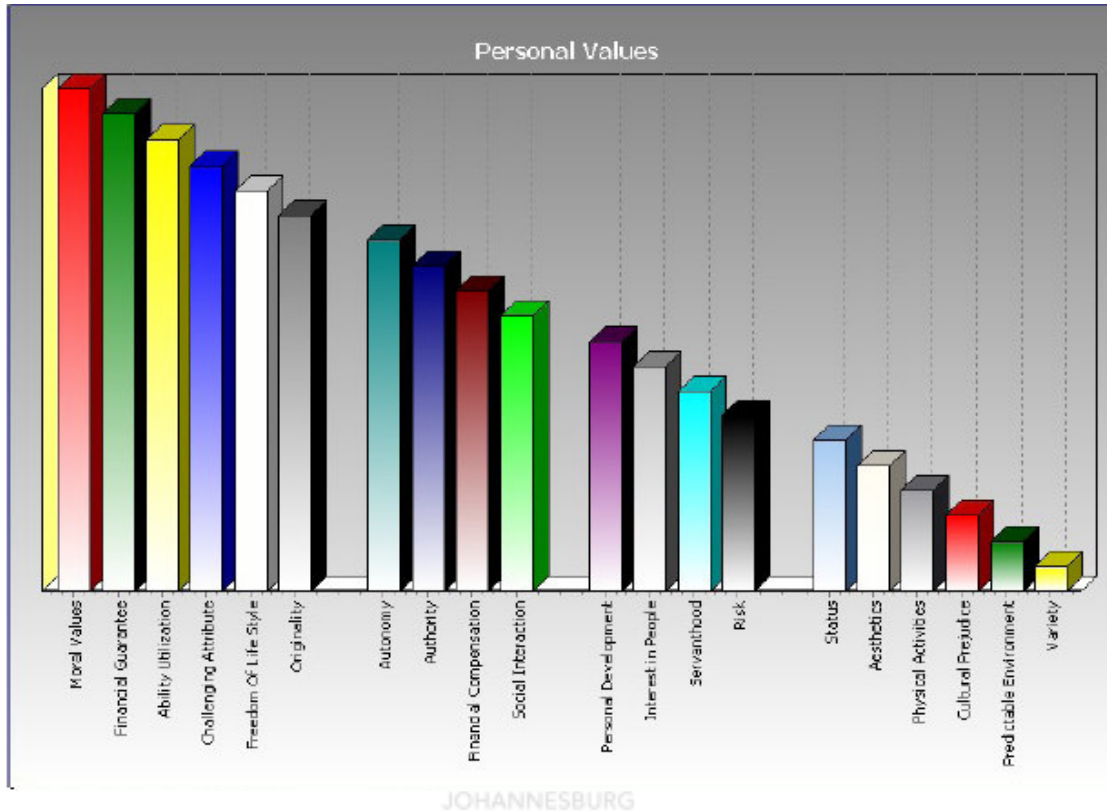


Table A2.5 Personal Value scores

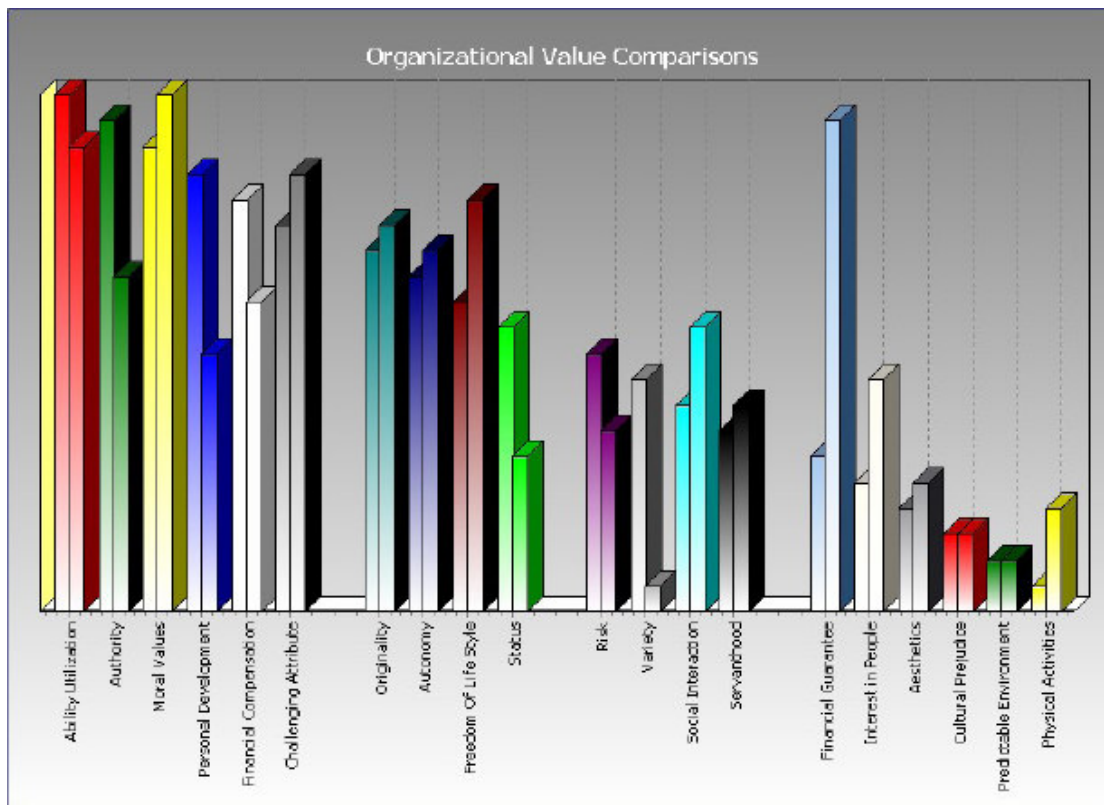
Construct	Total
Moral Values	96
Ability Utilization	86
Financial Guarantee	86
Challenging Attribute	82
Freedom Of Life Style	82
Autonomy	79
Originality	79
Authority	75
Financial Compensation	75
Social Interaction	71
Interest in People	61
Personal Development	61
Servanthood	60
Risk	57
Aesthetics	54
Physical Activities	54
Status	54
Cultural Prejudice	46
Predictable Environment	46
Variety	39

This candidate has a very high Moral Value and a very low Risk value score which means he can be trusted. He does not feel that it is important to be paid for what he does (Financial Compensation). Financial Guarantee is the candidate's third most

important value. So guaranteed salary is very important to him and is a motivating factor. He enjoys a challenge and wants Freedom of Lifestyle. He enjoys using his Authority.

His level of Autonomy (wanting to be on his own, doing his own thing) in relation to his low Risk values indicates that he will not enjoy taking up the necessary Accountability and Responsibility. His efficiency will be low as he hasn't a desire to improve himself (Personal Development) which is an essential requirement to be an entrepreneur.

Figure A2.6 Personal and Organisational Value comparisons



In Figure 2.6 above, the first construct value on each set of values is that which is the defined entrepreneurial value and the second graph of each construct is the comparison value of the candidate.

Should the values be in harmony with each other, both the organization and the candidate will function optimally within that particular functioning construct. It is evident that the candidate has three of the top six values and five of the eight values which are in harmony with defined entrepreneurial values, making the candidate a

fair match as far as hierarchy is concerned. The value that causes a mismatch is his Financial Guarantee.

From Figure A2.6 above it is clear that this candidate's value for Financial Guarantee is in stark contrast with that of the defined entrepreneurial values. The other values that are not in harmony with the defined entrepreneurial values are Authority, Personal Development and Autonomy. An entrepreneur should not be motivated by a guaranteed income. Risk in this instance is also a problem, because the candidate would be reluctant to expose himself to any form of Risk. It is therefore concluded that there are a considerable number of personal candidate values that are in disharmony with that of the job-defined entrepreneurial values or organizational job profile (organizational values) hence this candidate is not suitable for entrepreneurship training.

Figure A2.7 Leadership Qualities

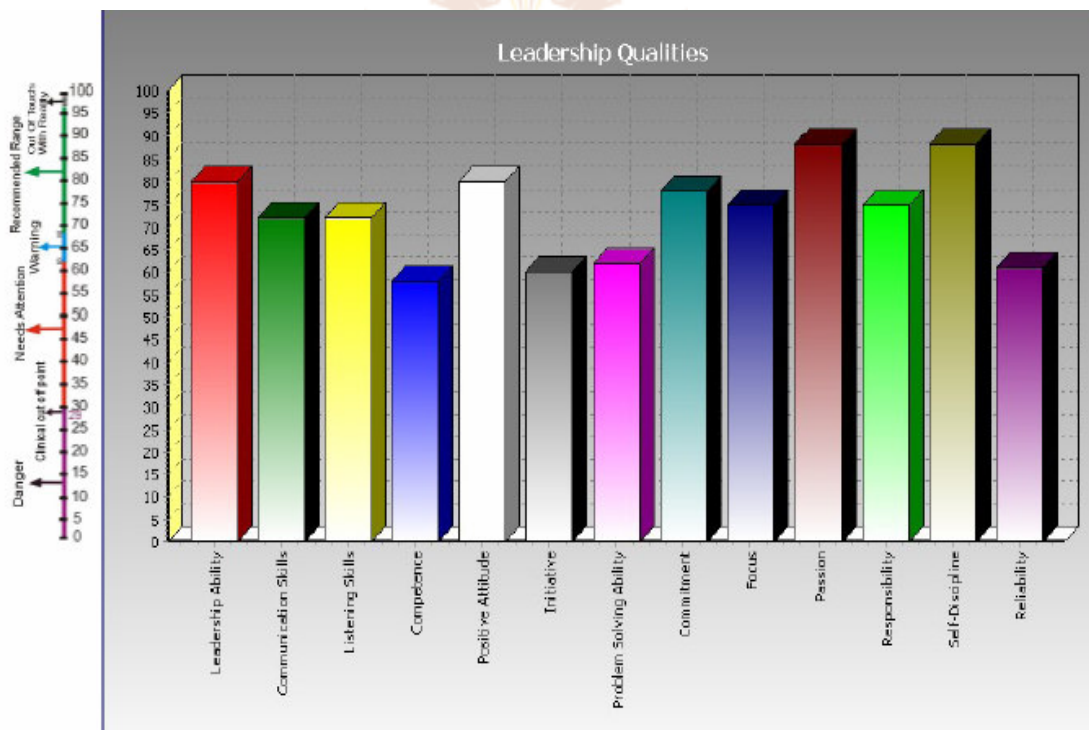


Table A2.6 Leadership Qualities

Construct	Total
Commitment	78
Communication Skills	72
Competence	58
Focus	75
Initiative	60
Leadership Ability	80
Listening Skills	72
Passion	88
Positive Attitude	80
Problem Solving Ability	62
Reliability	61
Responsibility	75
Self-Discipline	88

The bars in Figure A2.71 (and listed in Table A2.6 above) should be compared against the ruler on the left. The leadership qualities should all be in the recommended range. However, to be an effective leader at least eleven of the thirteen 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, of the constructs that fall below the recommended range only Problem Solving Ability can be trained.

The constructs that indicate ability and not an inherent quality are the ones that can be trained, for example Communication Skills can be trained thereby improving his/her Communication Skills. Commitment on the other hand is an inherent quality of the personality of the candidate. You either have that quality or not. This candidate does not have leadership abilities.

Conclusion

This candidate's values are not conducive to entrepreneur training and this is supported by the fact that he himself is not really interested in developing his abilities. Combined with his lack of leadership qualities, this candidate values reveal that he is not an ideal candidate for development as an entrepreneur.