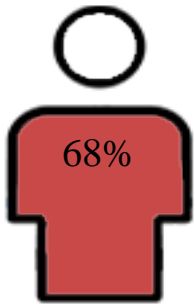
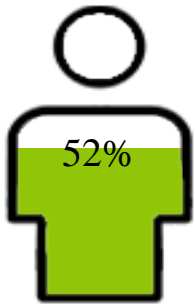


PERSONALITY



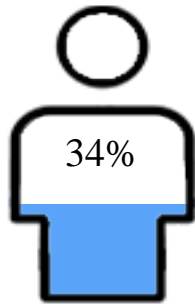
PROACTIVE

Capable of working without a great deal of supervision, but will welcome advice when it is asked for.



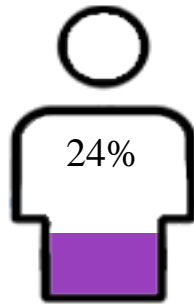
DILIGENCE

Detail conscious if necessary, but not driven by the need to check everything twice, nor to do things exactly by the book or be motivated to present new ideas.



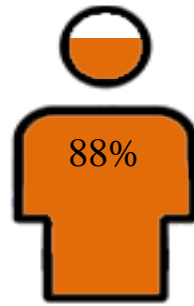
AGREEABLE

Seen as realistic and non-sentimental, business-like rather than soft-hearted, but not cold and unfeeling.



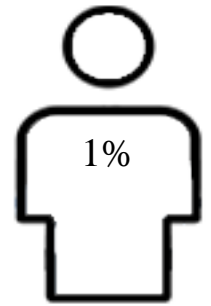
INTERACTIVE

Constant and high-pressure social interaction with clients and customers will not be preferred. Not a vibrant social type but not overly shy and restrained.



INNOVATIVE

Broad rather than narrow in outlook. Likely to need work that has intellectual challenge.

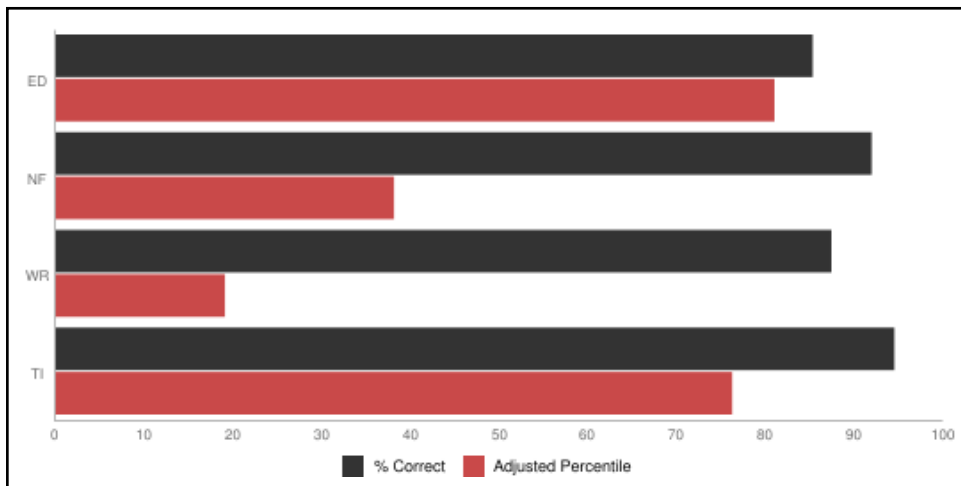


STABILITY

Admits to worry, anxiety and self-concerns more than most others. Could either be a nervous person or has been exposed to a significantly stress-inducing life event.

Somewhat guarded response style Normal Range Social Desirability Response Score (Mid 40%)

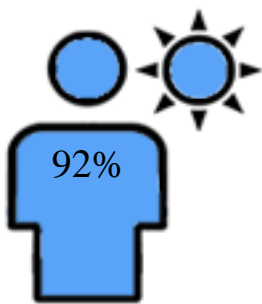
COGNITIVE ABILITY



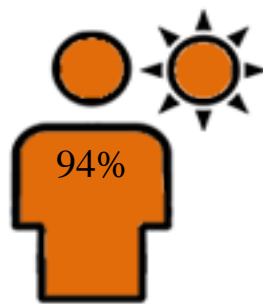
ABOVE AVERAGE CPI
60/65/70/75 PERCENTILE GROUP

A relatively good working memory capacity and as a result can process and learn new information at a reasonably quick rate.

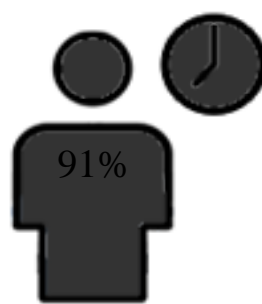
BODY CLOCK



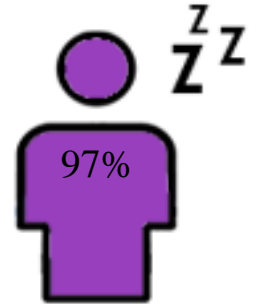
Strong Morning Style



Strong Evening Style



Strong Body Clock



Strong Sleep Debt

Introduction

The Self-Inventory provides trained users with a guide to the management and placement of applicants for positions in all jobs and occupations where individual differences in motivation have been shown to affect performance.

The Six Domains

The Self-Inventory has six different question types or domains. They are the core elements in self-report forms of this kind. These domains are called Proactive, Interactive, Diligence, Innovative, Agreeable, and Stability. To aid understanding of what scores on these domains mean, and for convenient reference, here are a number of Keywords.

HI Words are typical qualities endorsed by those who score highly on the scale. LO words are typical qualities endorsed by those who score low on the scales.

The PROACTIVE Domain

A preference to take action, displaying independence and self-confidence.

HI: Assertive, Driven, Decisive | LO: Dependent, Collaborative, Respectful

The INTERACTIVE DOMAIN

The preference to seek busy environments and interactions with others.

HI: Sociable, Energetic, Lively | LO: Self-Contained, Reserved, Private

The DILIGENCE Domain

Inclination to structure work, follow rules and exert caution in tasks.

HI: Conscientious, Rule-Governed, Detailed | LO: Flexible, Impulsive, Unconstrained

The INNOVATIVE Domain

The tendency to seek new concepts and embrace innovations.

HI: Broad-minded, Creative, Innovative | LO: Practical, Conventional, Traditional

The AGREEABLE Domain

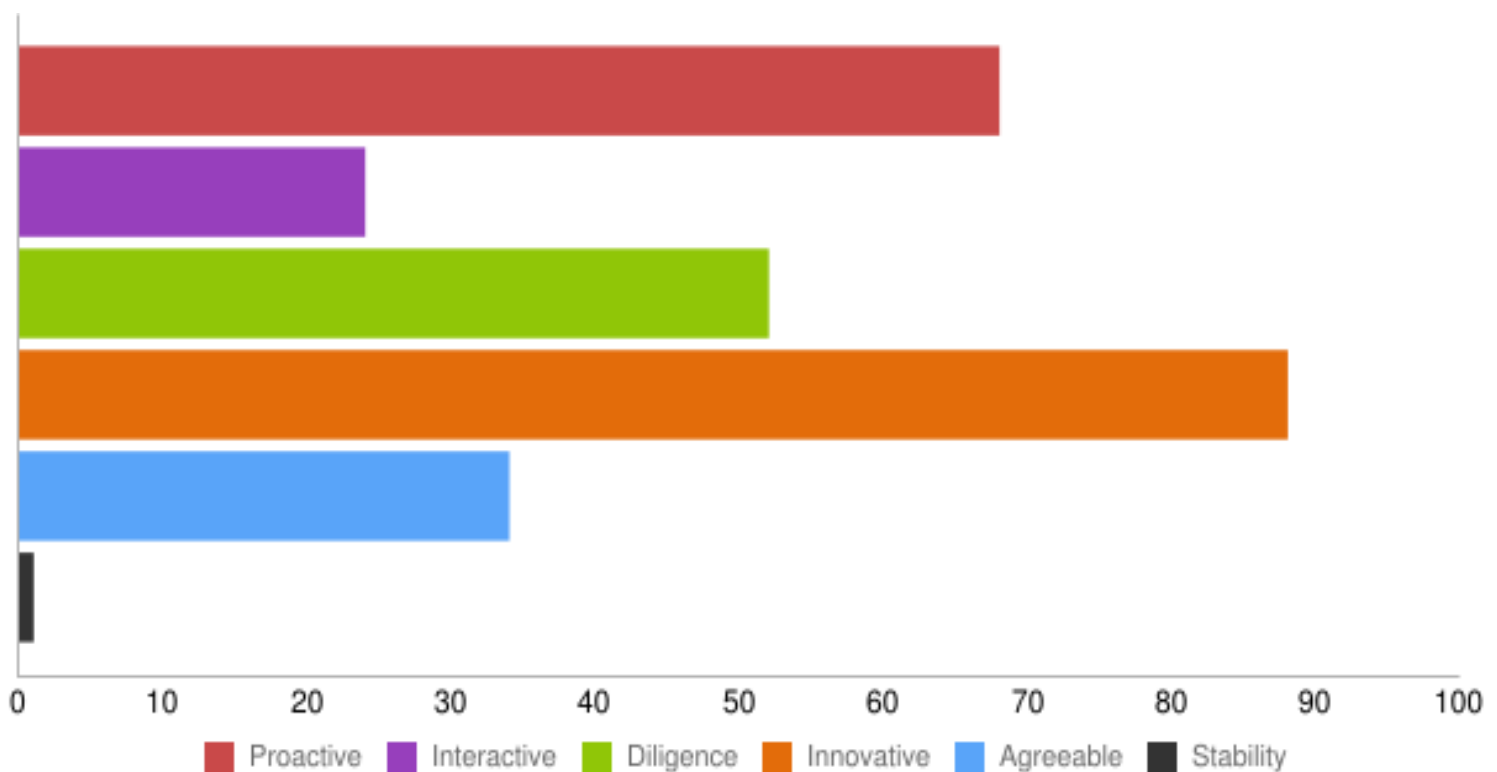
The desire to be kind, helpful and supportive towards others.

HI: Sentimental, Caring, Understanding | LO: Unsentimental, Detached, Impersonal

The STABILITY Domain

The tendency to experience emotions such as anxiety and worry.

HI: Self-Assured, Calm, Relaxed | LO: Anxious, Hesitant, Nervous Energy



Response Patterns

There are two very important advisory comments in this report based on detailed inspection, through use of the computer, of individual responses to each question. This detailed inspection aims to ascertain whether responses have resulted from any other reason but the truth. The two response patterns are unlikely to occur together, because they are designed to show two quite unrelated influences on score patterns. It is impractical to derive these from traditional hand-scored responses because the calculations are two complex and time-consuming.

These patterns do not necessarily indicate that the applicant has been dishonest in their responses; therefore these advisories are neither accusatory nor judgmental. They are given as a caution against interpreting results too literally.

Social Desirability

Social Desirability occurs when a candidate answers questions on a personality assessment which are seen as 'socially acceptable' answers; however this may not necessarily be a true reflection of what the candidate believes. Candidates respond in a way to make them appear more favourable by others; they tend to over report good behaviours and under report bad behaviours.

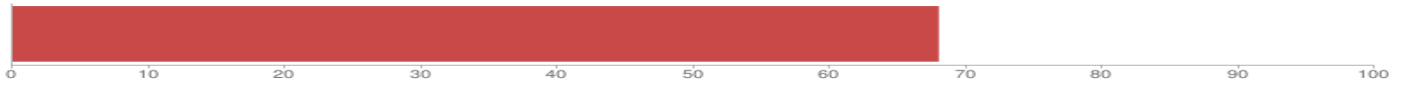
Normal Range Social Desirability Response Score (Mid 40%) – There are no displays of social desirability styles within this response set.

Guarded Response

Guarded responses occur when candidates respond to questions in a personality assessment without revealing too much about their personality. Responses to each question narrowly focus around the middle of the rating scale. They tend to choose sometimes and often as their response, regardless of the question asked.

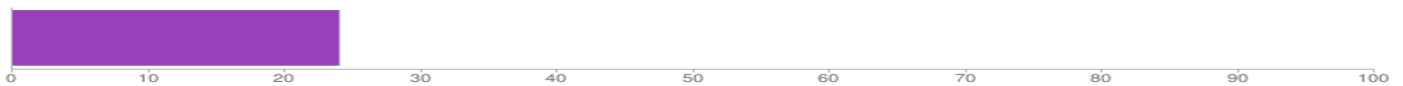
Somewhat guarded response style – The response style indicates that the candidate may have been guarded when responding to some of the questions.

Proactive



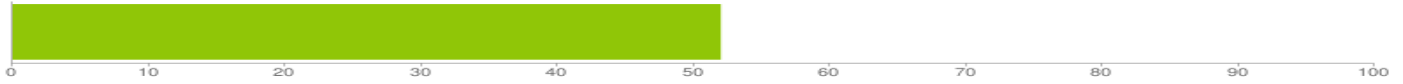
PROACTIVE 61 to 80 Percentile. The individual possesses a range of skills and capabilities required to take the lead. They will often enjoy challenging roles and opportunities to take control. They will be inclined to exert confidence in front of employees and regularly present their own ideas. Although this individual has the foundation skills to become a leader, they could be encouraged to participate in training to improve and promote their leadership potential further.

Interactive



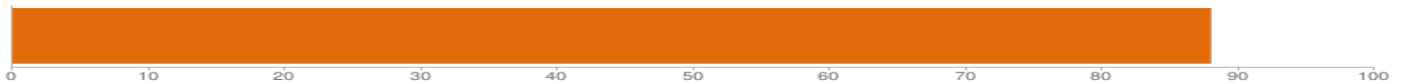
INTERACTIVE 21 to 40 Percentile. A tendency towards being more reserved and self-sufficient. Independent work and alone time will be required at times for this individual. Likely to be uncomfortable when approaching and engaging with strangers, preferring to interact with those whom they know well. Will have a serious approach to work and is likely to think and reflect before speaking and acting; this can enable them to make good judgements and tough decisions. They are more likely to focus on their own tasks as opposed to social interaction with others. In a supervisory role, ensure they do not forget to communicate their expectations to employees due to their introverted nature.

Diligence



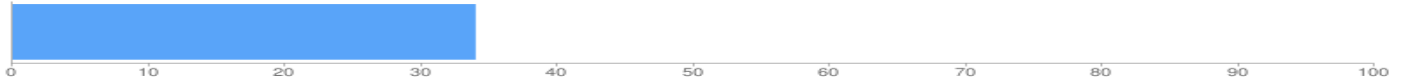
REACTIVE 41 to 60 Percentile. The individual will be organised and thorough with work tasks when required, but, will not be driven by the need to be cautious and disciplined in all tasks. They are likely to lead by following rules and regulations, encouraging their employees to do the same. However, they will provide opportunities for employees to speak out if alternative ideas can be implemented. Logical and systematic thinking styles will be expressed, but not all decisions necessarily have to be controlled and planned in this way. The individual can adapt to different work environments and is likely to implement change when surrounding factors imply it is necessary, but, they are unlikely to actively seek out the need for change on a daily basis.

Innovative



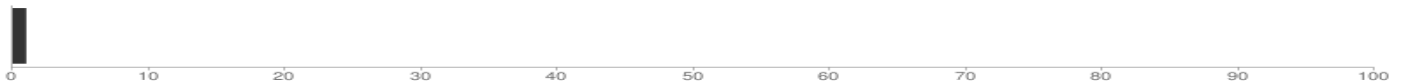
INTELLECTIVE (habit-of-mind) 81 to 90 Percentile. A broad-minded individual who enjoys thinking both creatively and intellectually. Likely to have a wide range of interests, they will require a work environment which is both stimulating and challenging. They will lead with an innovative and visionary attitude, often encouraging employees to do the same. They will exhibit a desire to seek new and ground breaking ways to solve problems and, as a result, may become easily bored if these opportunities are not accessible.

Agreeable



NURTURANT 21 to 40 Percentile. The individual will have a more business-minded approach to supervision as opposed to sentimental. Employees may find them distant and forthright in their actions. They will be perfectly capable of decisions that are impersonal and if necessary assertive. However, they should be encouraged to provide recognition for employee achievements, particularly if they hope to foster commitment and avoid resentment.

Stability



This score could indicate one of two things. The candidate could have been very anxious and worried on the day of completing the assessment. Or, a major life-event has occurred such as bereavement or recent redundancy causing temporary anxiety and loss of self-esteem. If no major life event has occurred, this individual is naturally more nervous and anxious than most others around them.

AREAS FOR FURTHER CONSIDERATION:

This candidate would benefit from a supportive workplace to ensure integration with other co-workers and to build close relationships. Alongside a high proactive score, elevated motivational energy could be displayed, bringing a combination of both drive and vigorous determination to complete work tasks.

Introduction

This report provides the candidate's results on a range of cognitive ability assessments. Mindmill cognitive assessments are based on natural ability and can provide insights into an individual's potential to learn new information within a given range of skills.

An individual's overall trainability can be seen from their Capacity to Process Information (CPI) score. The results in the individual assessments can further distinguish the ability to learn using different skills, identifying where an individual will excel, and where they need more help or time to learn new skills.

The results can provide objective information about a candidate's ability and can be used to assist with many HR decisions including recruitment and selection, training and development, fast track potential and leadership identification.

The report should not be provided to the candidate unless a trained Mindmill user is present to explain the information contained within this report.

The results will prove most valuable when supplemented with other information obtained about the candidate. The information contained within this report should be confidential, and as a result it should be stored in a secure location.

Content of Report

The report clearly identifies the applicant, with personal details and Applicant ID.

The report contains numerical, graphic, and verbal information about applicant performance.

The results are explained in the written report sections for each assessment completed.

Caution should be demonstrated if any warnings are provided in the report.

Important points to remember that if there are any low confidence scores;

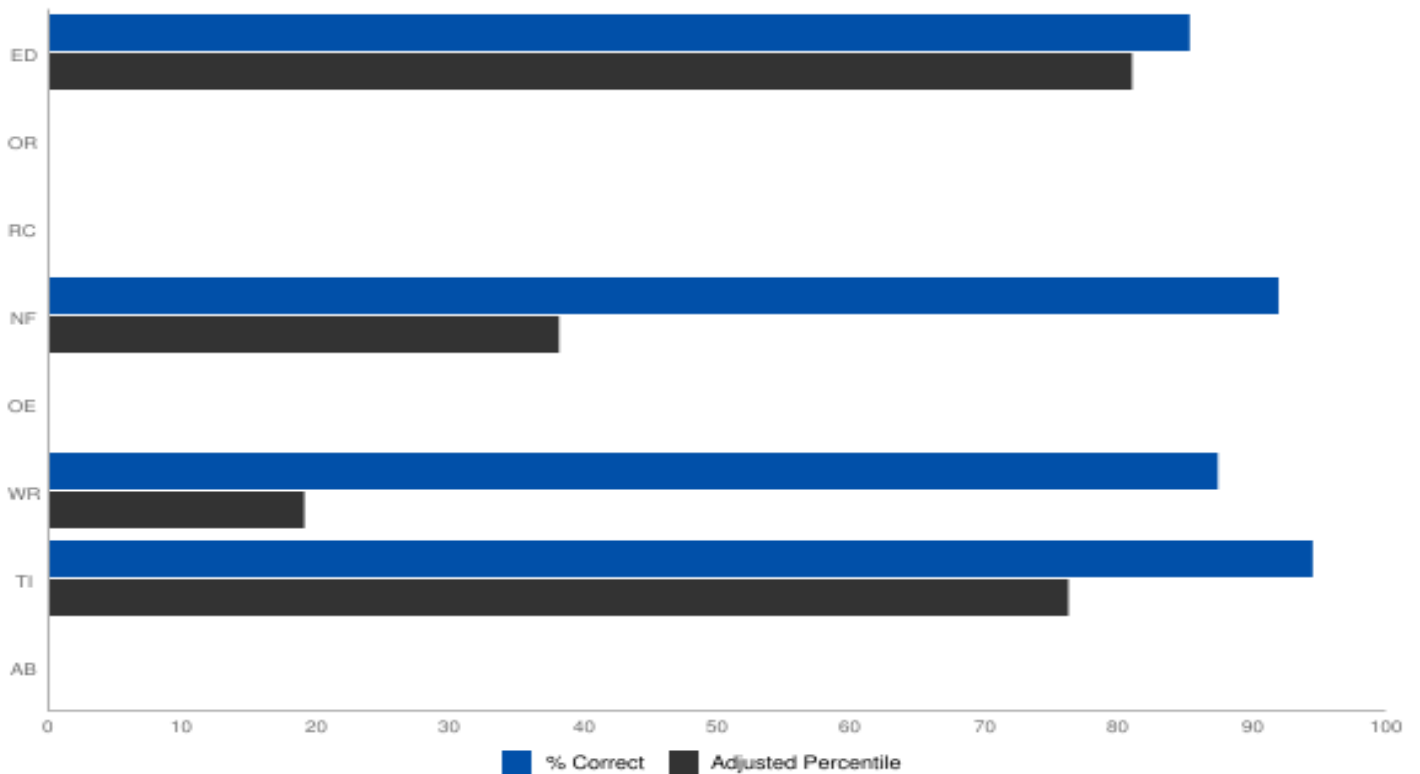
Determine whether the candidate understood the instructions for the assessments. If extra help is required it should be provided before any retest is taken.

If the assessment is completed again, the Mindmill system will automatically adjust to retest norms to ensure no advantage is given with familiarity to the assessment procedure.

Test	Attempted	Correct	Stable	Standard Score	Adjusted Percentile	% Correct
Error Detection	50	43	T	118.05	85	86.00
Orientation	-	-	-	-	-	-
Reasoning Categories	-	-	-	-	-	-
Number Fluency	39	36	T	96.52	40	92.31
Odds & Evens	-	-	-	-	-	-
Word Rules	25	22	T	88.27	20	88.00
Deductive Reasoning	19	18	T	112.72	80	94.74
Alphabet	-	-	-	-	-	-

CPI Standard Score: 104.65

CPI Percentile: 65



ERROR DETECTION (ED)

This assessment measures the speed and accuracy with which an individual can identify and compare errors correctly whilst disregarding irrelevant information. It assesses the speed of semantic encoding and perception of letters and digits.

UPPER TIER: TOP 20% OF PERFORMANCE SCORE RANGE (excluding top 10%)

The candidate demonstrates the ability to work quickly whilst maintaining a high level of accuracy in tasks which require identification and comparison of errors. In comparison to the majority, they are considerably more advanced with regards to their potential capabilities in error detection.

Level of ability includes:-

- High level perception of text features; including letters and numerals.
- Fluent at identification and comparison of text features and target symbols.
- Can uphold a high level of accuracy whilst working at a quick pace.
- Deals comfortably reviewing large quantities of written information.

NUMBER FLUENCY (NF)

This is an assessment of basic numeracy skills; it measures an individual's ability to reason with numbers. It assesses an individual's understanding of the basic numeracy skills of addition, subtraction, multiplication and division.

LOW – MIDDLE TIER: BOTTOM 30% - 40% OF PERFORMANCE SCORE RANGE

The candidate achieved a slightly lower than average score when completing tasks which require the use of basic numeracy skills. A high accuracy indicates that the candidate may have slowed down to maintain accuracy. A low accuracy is indicative of difficulty with numerical skills.

Level of ability in numeracy includes:-

- Completes numerical operations, but prone to making some errors.
- Fairly competent at making mental comparisons of figures.
- Slow at manipulating operators in basic numeracy.
- Applies an adequate level of attention and concentration to numerical tasks.

WORD RULES (WR)

The test is designed to represent work tasks that require the cognitive retention of verbal instructions and the necessary new action which follows. It measures the ability to process and remember sequential rules which have a verbal/lexical focus.

LOWER TIER: BOTTOM 20% OF PERFORMANCE SCORE RANGE

In comparison to others, the candidate achieved a lower than average score in working memory tasks with a focus on lexicon. A high accuracy indicates that the individual may have slowed down to maintain accuracy. A low accuracy is indicative of difficulty with working memory tasks that require lexical skill.

Level of ability includes:-

- Exhibits a slow pace when completing operations from memory.
- Will require time to learn new skills and processes.
- When time constrained, demonstrates poor recall from memory.
- Not always reliable in processing new information quickly.

DEDUCTIVE REASONING (TI) - TRANSITIVE INFERENCE

This is an assessment of verbal reasoning ability. It measures an individual's ability to reason with information, extract essential facts and arrive at the correct conclusions. It identifies a candidate's ability to process information from memory, and to follow and evaluate arguments logically.

UPPER TIER: TOP 20% OF PERFORMANCE SCORE RANGE (excluding top 10%)

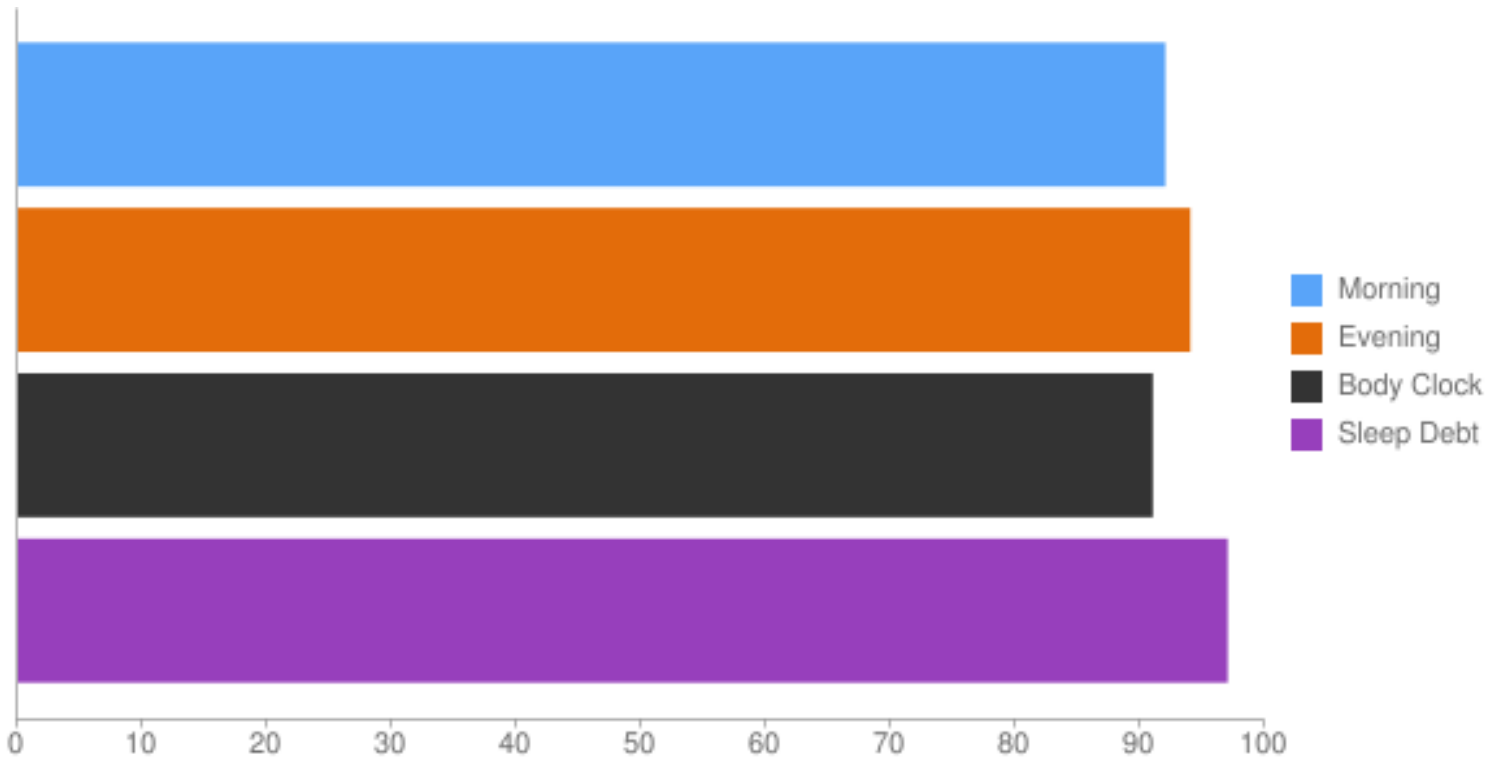
The candidate demonstrates the ability to work quickly whilst maintaining a high degree of accuracy in tasks which demand the application of verbal reasoning skills. In comparison to others, they are more advanced with regards to their potential information processing capabilities.

Level of ability includes:-

- Identifies and understands arguments effectively and efficiently.
- Can comprehend and respond to complex instructions swiftly.
- Proficient in the deduction of important information from facts.
- Reaches correct conclusions and makes accurate inferences.

BANDS Report

The BANDS assessment outlines the individual's body clock preferences. They can use this information to help understand when they are likely to work best. This can help for exams or careers, as it is useful to understand what time of day you are more alert and refreshed.



Morning Style

This individual functions best early in the day. They are not likely to feel comfortable working late in the afternoon or evening.

Evening Style

This individual functions best later in the day. They are not likely to feel happy with an early morning start to work or leisure activities. Check morning style results for confirmation.

Decisive Regular Time Clock

This individual is a person of regular habits, who prefers order and predictability. If coupled with a morning style they may not persevere over long periods during shift work. A definite 9 to 5 lifestyle seems more suited to this person in a role that requires attention to detail.

Large Sleep Debt Account

This individual has a sleep pattern consistent with major debt. If employed in evening/night work, they must have time off after a few days to eradicate growing sleep debt.

Response Pattern

Very Narrow Response Style

Introduction

The MindMill Leadership Model is derived from the current, most prominent literature and research on leadership theory. Leadership is seen as set of traits that reveal themselves in the individual leader and manager operating in a dynamic and responsive way in contexts which are either fluid or structured. This is set against whether the individual manager and leader expresses a preferred style in terms of the widely recognised distinction between charismatic or transformational as opposed to transactional model of leadership.

This report provides you with an indication of your leadership potential, and insights into your personal attributes and qualities in the context of managing and leading. The information in this report is designed to help reflect upon your management and leadership qualities, and highlight both your potential strengths as well as areas that you may wish to develop.

Transformational vs Transactional

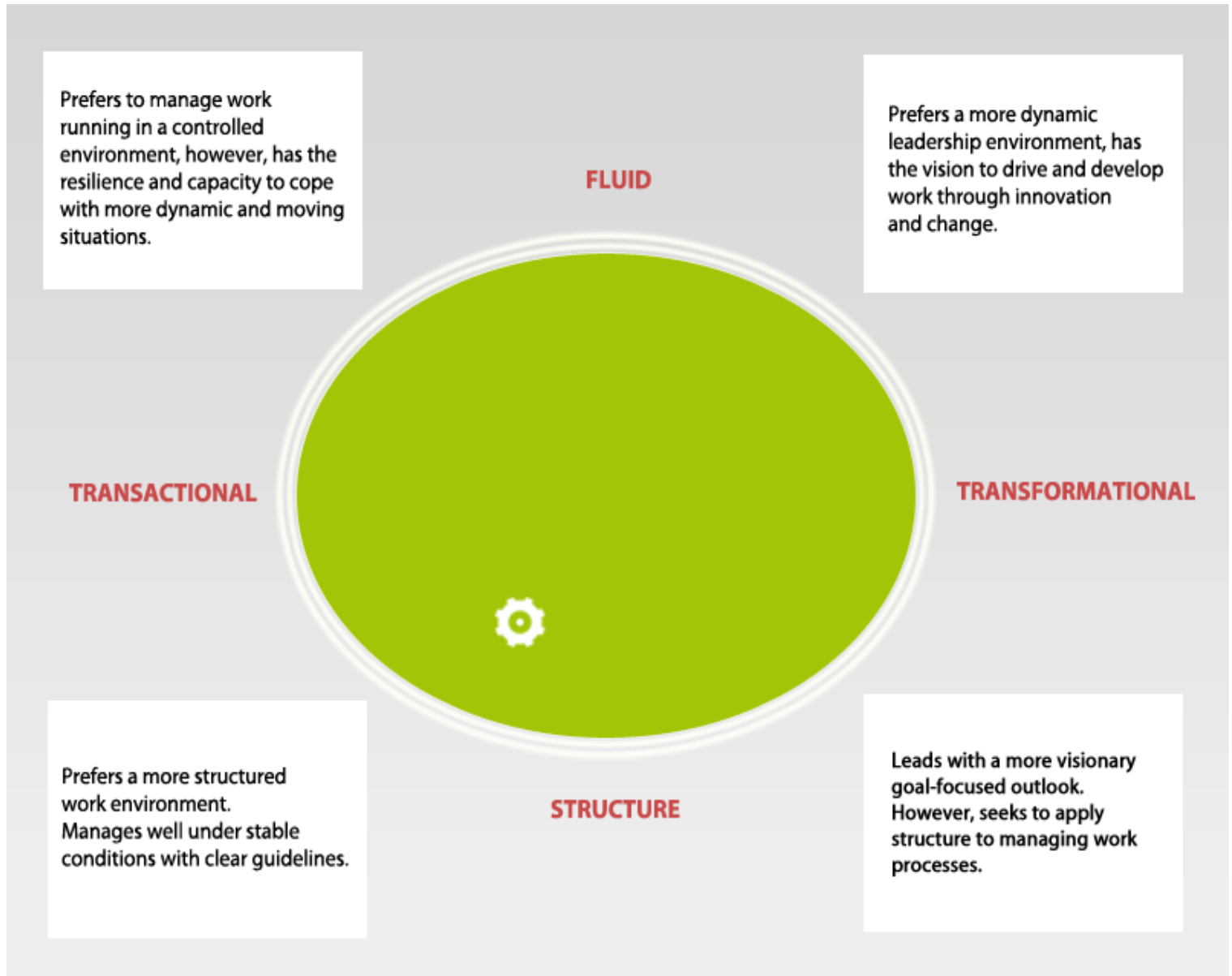
Current research perspectives on leadership emphasises transformational models of leadership as distinct from transactional models of leadership. Transactional leaders seek to maintain the status quo by reinforcing subordinates' efforts and commitment with inducement and reward. Transformational leaders, on the other hand, seek to change the status quo by making others see the work as meaningful and something to which it is worthwhile giving commitment, in order to mobilise subordinates' energies.

This report is also based on eight essential elements of leadership that reflect the essential qualities needed across any organisation or sector for identifying effective people at the helm. Some of these eight leadership elements are more related to transformational leadership styles, and some more pertinent with regard to the transactional style.

Transformational	Transactional
Directive Proactive in initiating action; giving to direction to others; responsibility for actions	Co-operative Consulting others; respecting others views; team orientated
Creative Innovation and creativity; generating new ideas; openness to novel and alternative approaches	Incisive Analyses and understands; Develops strategies and processes to solve problems
Flexible Resilience; adapts to and copes with pressure and work demands	Systematic Orientation to systems and planned processes in organising work
Task-focused Desire to achieve goals; performance orientation, with a focus on results	Empathetic Networking and communicating; understanding others; developing people

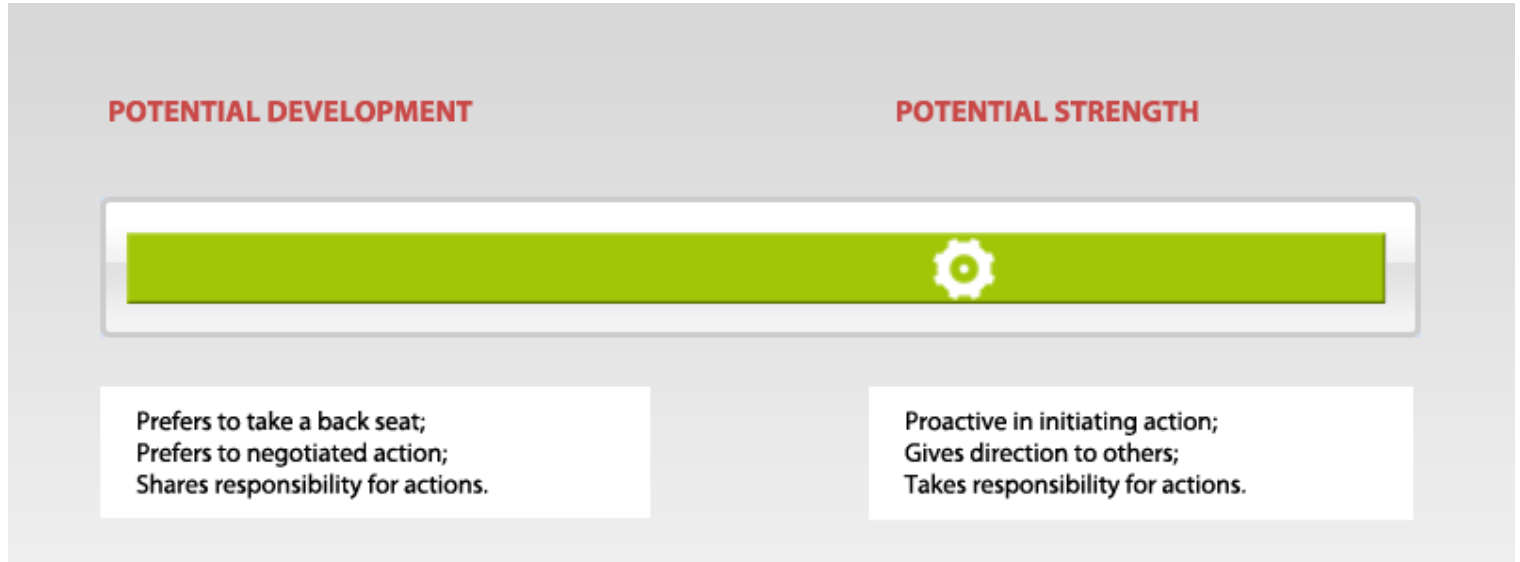
Context

As well as having an overall orientation to be either transformational or transactional in leadership style, leadership traits will tend to be more activated in terms of whether the context of the work tasks are structured, or fluid and dynamic. The relationship of personality with charismatic or transformational and transactional leadership may differ depending on the context in which these leadership styles can be conceived as viable, trait-relevant responses. Transformational leadership is more likely to emerge in environments characterised by a high degree of challenge and great opportunities for change, ie., dynamic environments. Transactional leadership is most likely to appear in more routine, stable environments where goals and structures are clear and/or where individuals work under more formal guidelines. Such leadership aims to keep the organisation running smoothly and efficiently by focusing on control by compliance to rules and maintaining stability within the organisation rather than promoting change.



Elements of Leadership Style

Directive



You are very likely to be assertive with regards to directing operations and tasks. You are likely to carry this out with a high degree of poise. In positions of leadership, you take on responsibilities for work and tasks and are unlikely to shy away from heavy challenges. You are likely to set high standards in a leadership position and endeavour to encourage others to follow. Others are likely to listen to your persuasive arguments, and as a result, will be motivated to follow your direction easily and with assurance in your strategic outlook.

Creative



With regards to leading people, formulating strategies and unearthing solutions to challenges, you are highly likely to exert a conscious effort to drive expansion and growth; bringing innovative and practical methods and ideas to the vanguard. You reliably focus attention on theoretical and philosophical perspectives that support these methods which, in turn, make your reasoning more clear and convincing to others. Your leadership position is strongly perceived as both theoretically and intellectually justified.

Flexible



Unable to compute score at this time.

Task Focused



When met with challenges and adversity in completing tasks, you are likely to take the lead in finding answers and solutions that will enable others to reach their goals. In this respect you will find it easy to organise others and their work to ensure that the most appropriate skill-sets amongst people are brought together in workable combinations maximise productivity.

Co-operative

POTENTIAL DEVELOPMENT

POTENTIAL STRENGTH



Makes decision alone;
More interested in own opinions;
Preferes a solitary management role.

Manages by consulting others;
Respects others' views;
Leads & develops the team.

You often possess the tact and poise to draw upon resources in establishing yourself as a prominent leader in group settings. In a position of leadership, you will be perceived as reasonably persuasive and confident, particularly with regards to facilitating others' in work and tasks. Others are likely to consider you an approachable leader; they will find it easy to co-operate with your direction and encouragement. You are reasonably well motivated to develop others in the acquisition of the skills and resources necessary to be effective in work and tasks. People are likely to respond well to your empathetic stance and poised example.

Incisive

POTENTIAL DEVELOPMENT

POTENTIAL STRENGTH



Is not interested in management processes;
Leaves problems for others to solve.

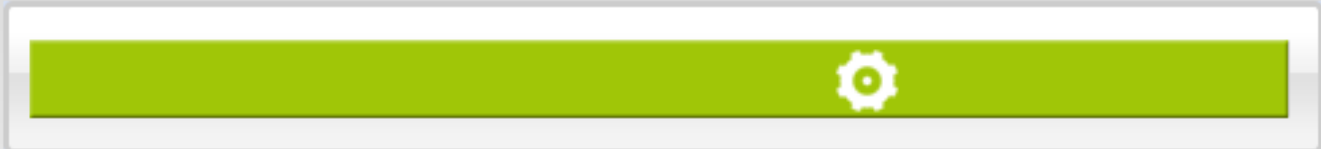
Analyses & understands the work to be managed;
Develops strategies & processes to solve problems.

Your fairly incisive intellect as a highly effective leader will enable you to deal quite easily with challenges that present obstacles to the attainment of common goals. You possess a clarity of thought in work and tasks which is likely to be enabling and facilitative for others; providing useful solutions and workable pathways to drive projects forward. You demonstrate a resolute approach that serves to inspire confidence in you that important aspects of work and tasks are under control.

Systematic

POTENTIAL DEVELOPMENT

POTENTIAL STRENGTH



Prefers a laissez faire management style;
Fails to plan & structure tasks for others.

Orientation to systems & planned
processes in organising work;
Manages through thorough planning.

In taking the lead in applying systematic approaches to work problems and tasks, you exert a conscious effort to draw upon on all possible resources required to establish work and projects that are built upon a solid foundation of planning and organisation. You are very likely to relish the opportunity to implement and apply structure and organisation to people and work. As a result, you can that you demand the highest quality orientation from your reports.

Empathetic

POTENTIAL DEVELOPMENT

POTENTIAL STRENGTH



Withholds information from others;
Not interested in developing others' work.

Networking & communicating;
Understands others;
Developing people.

You exhibit a reasonably confident understanding of others' behaviour, this is likely to inspire confidence in your role as a leader. It should demonstrate that your leadership qualities help to create a relaxed and pleasant work atmosphere. You possess a desire to understand the motives and behaviours of those you lead. This, in turn, facilitates the creation of a framework in which those you lead can be persuaded to engage and participate by your leadership outlook.

Work Style Profile

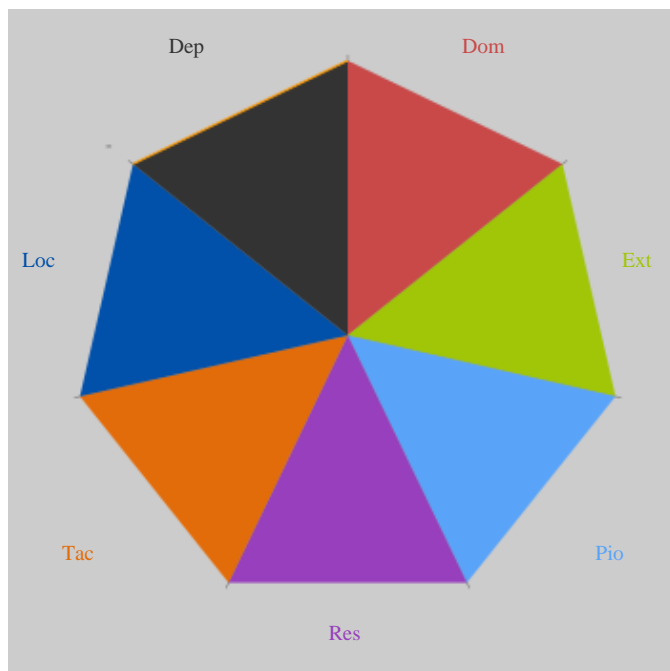
The Work Style Profile (WSP) assessment identifies the level of perceived self-awareness of an individual's work style.

The individual is asked to rank three sentences in order of their most preferred way to work. Seven work styles are assessed and the report output will highlight the most preferred to the least preferred work style.

A summary of the seven work styles is provided below followed by a graph of how this individual ranked themselves on each of the styles.

Dominance	A preference to take control of situations, displaying independence and decisiveness
Extraversion	The preference to seek busy environments, interact with others and appear outgoing
Pioneering	The preference to seek new environments, excited by unknown and unpredictable events
Resilience	A determined individual, with persistence, strength and ability to recover
Tact	Inclination to be perceptive, displaying discretion and exerting prior judgment in situations
Locus of Control	The degree to which individuals perceive outcomes result from internal or external factors
Dependable	Achievement Oriented, with the inclination to structure work and commit to tasks

Work Style Profile Chart



Entrepreneurial Style

Highly Endorsed Styles

- Dominance
- Extraversion
- Pioneering
- Resilience
- Tact
- Locus of Control
- Dependable

Equivocal Styles

Lower Endorsed Styles

Work Style Profile Scores

Dominance	98	Resilience	98	Locus of Control	98
Extraversion	98	Tact	98	Dependable	98
Pioneering	98				

Work Style Profile Summary

Highly Endorsed Styles

Dominance: This individual has a high level of the required skills and capabilities required to lead others. Self-driven, they will strive to oversee all operations, directing both staff and the development of project goals. With self-confidence and competitive urges, this individual see challenges rather than barriers. They will anticipate and act on issues in advance. However, care should be taken as active direction to other employees could be seen as abrasive and difficult.

Extraversion: Outgoing and socially self-confident, this individual will appear full of energy with a positive and extraverted nature. They will have the ability to build strong social networks and can easily circulate through a crowd. They can exert a strong and charismatic presence in front of others and will often express their emotions openly. To gain respect, this individual needs to ensure they stay connected and grounded with all employees which will make certain their vision becomes reality.

Pioneering: This individual will be more intellectually curious than most others. They will thrive on seeking out new experiences and novel ideas. Stimulating and challenging work environments will be sought where they can be presented with opportunities to be innovative and imaginative. This highly visionary individual will encourage an open mind-set among their employees, encouraging and embracing an ever changing work environment.

Resilience: This individual displays high levels of resilience when compared to most others. They will often be seen as calm and easy going even when presented with stressful situations. High levels of determination and self-esteem will be evident, as a result this individual is likely to handle and deal with pressure accordingly. They are likely to persevere in difficult times and will have the ability to bounce back from setbacks.

Tact: This individual has a high level of tact when compared to most others. They will display discretion and have the ability to make rational judgments in difficult or delicate situations. They appear to have a high level of emotional intelligence; have the capacity to understand and regulate their own emotions; and can assess and monitor the emotions of others in order to guide their thoughts and actions. Others may describe this individual as diplomatic, good-natured and respectful in most situations.

Locus of Control: This individual has a strong internal locus of control when compared to others. They tend to believe they are responsible for their own success, and that their own actions determine the rewards they receive. Outcomes will be seen to be within their control, often determined by the hard work and decisions made. They will often engage in activities which will improve their situation and consider why things have turned out a certain way to help create positive outcomes in the future.

Dependable: A dependable individual who will work hard in pursuit of a goal. They will demonstrate commitment and dedication to a task more often than others. Self-disciplined in all actions, others will see them as organised and efficient. This individual may often find themselves focusing all their energy in order to reach a certain goal. They are likely to be achievement oriented and their motivation to succeed will be evident. They should be careful that their need for control does not hinder their ability to deal with unexpected demands.

Equivocal Styles

Lower Endorsed Styles