

Line Manager Report The Organisational Behaviours Index[®]

Sample Candidate

06 Jul 2018

This report provides an overview of the assessment results of the above-mentioned individual. By agreeing to this assessment, this individual provided consent that the information in this report can be used for a certain purpose. The consent of the individual should be obtained should you wish to use the information in this report for any other purpose.

The questionnaire was completed online and unsupervised.

This report is valid for a period of up to 18 months provided that no significant changes occurred in the work or personal context of the individual.

This Assessment report is highly confidential and contains private information. It should not be discussed with anybody that is not part of the contracted process. Extra care must be taken not to leave it in the open or where it is vulnerable to disclosure. Please ensure to keep this copy in a safe folder.

Confidential Information



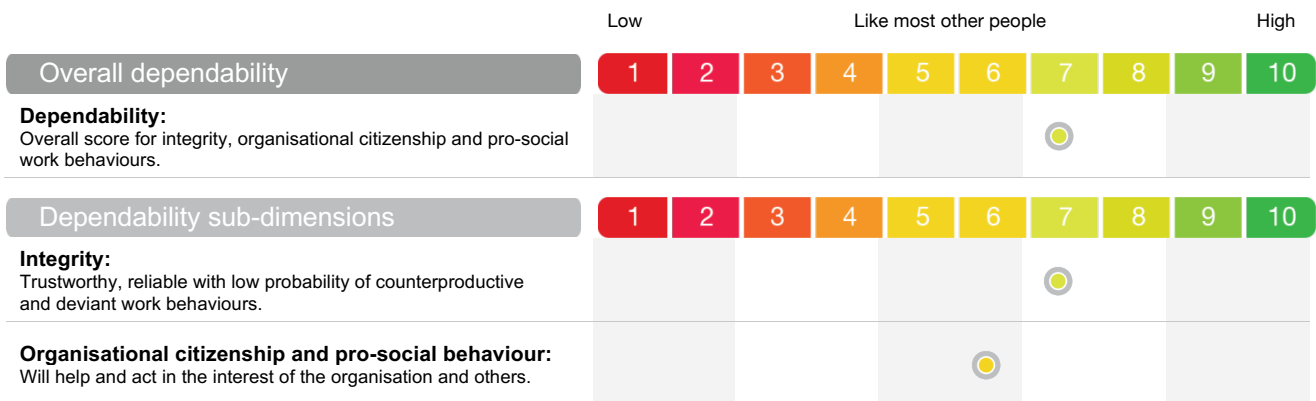
Background to the OBI

The Organisational Behaviours Index (OBI) provides information on dependability, integrity (or inversely, counterproductive work behaviours), as well as pro-social or organisational citizenship behaviours.

Research in the areas of dependability and integrity assessment indicates that conscientious, dependable, emotionally mature and agreeable individuals perform better in most work contexts. These individuals tend to be better team workers, score better on customer service measures, deliver work of a better quality, and are less likely to be involved in risky behaviours related to fraud, absenteeism, team conflict and safety incidents. Greater levels of dependability have also been linked directly to organisational and team success, individual wellness and job satisfaction.

Overall dependability profile

The overall dependability profile provides an overall view of traits predictive of pro-social behaviour and deviant work behaviours, summarised in an overall dependability scale with two dependability sub-dimensions – integrity and organisational citizenship or pro-social behaviour. These scale values are suitable for informing screening or selection decisions.



Dependability

Mr. Candidate is likely to follow the established way for doing things and may follow rules even when he holds contrary views. He is less likely to argue with managers about work assignments and may volunteer for tasks that challenge his abilities. In addition, he may put the interests of others before his own interests and may feel uneasy when he is not productive.

Integrity

Mr. Candidate is likely to consider how his actions might affect other people and may therefore tend to think carefully before acting. Mr. Candidate is less likely to bend the rules to achieve tasks or be persuaded into doing irresponsible things. He may neither consider himself to be better than other people, nor feel entitled to a successful life without investing the required effort.

Organisational citizenship and pro-social behaviour

Mr. Candidate may tend to as feel loyal to the organisation as most others and may volunteer for tasks that challenge his abilities. He may be as inclined as most others to defend the organisation against critics and accept the majority of decisions passed by the organisation’s leadership. Mr.Candidate is as likely as most to feel guilty when others have to work harder than himself. Additionally, he may be more likely to take on projects that look easy to do.



Interview Questions

Integrity

Discuss a time when you had to take action in order to finish a project or task on time.

- Why was it important for you to take action?
- Did you carefully consider the advantages and disadvantages of the project before taking action? Explain.
- Did you bend any rules in order to meet the specific deadline? Explain.
- Did you consider how your actions might affect other people? If so, why?

Organisational citizenship and pro-social

Give me an example of where you showed your loyalty to your organisation or a colleague.

- Why did you feel you had to show your loyalty in this situation?
- Did you have to defend your organisation or colleague against critics during this situation? Explain.
- Would you say you did more than expected in this situation? Why?
- Do you feel a sense of belonging in your organisation or amongst your colleagues? What would you change?

Dependability

The likelihood that an individual will be conscientious, dutiful and persevering in achieving organisational goals.

Describe a time when you went the extra mile to complete a certain task or project at work.

- Why did you feel like you had to do more than expected?
- Did you follow set rules during the process? Why/Why not?
- Did this opportunity allow you to work with others? If so, how did you help them to complete their tasks?
- Did you work after hours to achieve your goals? Why/Why not?
- How did you remain loyal to the organisation's systems, norms and values?



Interview Ratings Summary

Details

Candidate name:

Role applied for:

Interview date:

Interviewer name:

Signed:

Summary of interview scores	Meet Expectations					
	Below	1	2	3	4	5
Dependability						
Integrity						
Organisational citizenship and pro-social						

Commentary

Key concerns about the candidate

Key strengths of this candidate

Recommendation

Final selection recommendation	Not recommended	Recommended with reservation	Recommended

ABOUT



Using the information in this report

For new employees

As part of a screening procedure, the information in this report provides a fair and reliable assessment of individual dependability (or risk for counter productive work behavior) that will allow the organisation to begin with the right employees. Supported by a well-structured interview guide, the information in this report can also be a valuable decision tool as part of the selection process.

For existing employees

Given of the 'universal' nature of dependability as a predictor of work success, the assessment can also have significant benefits when used with existing employees. The information in this report can be used to:

- Provide an internal benchmark of the current state/levels of possible risk as a result of existing HR practices in selection and succession.
- Establish a core language that the organisation can use to communicate a consistent message around the identification and management of behavioural risk.
- Help individuals gain insight in to reasons for personal stress and job satisfaction (rooted in lower preferences for structure, difficulty in relationships and poor judgement).
- Help individuals recognise and understand risky behaviour in them, but it also teaches them to recognise it in others.
- Provide managers with greater insight into possible reasons for team conflict or poor customer services, while allowing them to identify individuals that might require specific development opportunities.
- Train managers how to regonise risk-prone employees and provide them with the right tools to coach those employees.

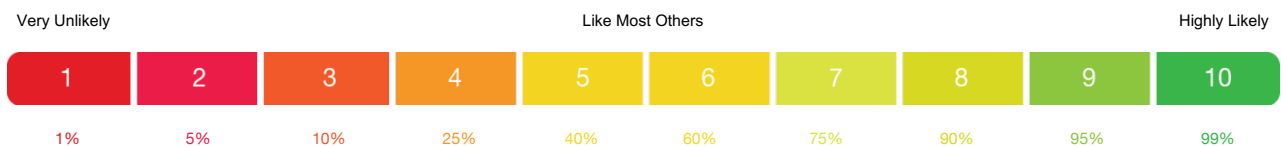
About the assessment methods

Questionnaires were completed online and without supervision. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data.

About the scores

The **overall dependability score** is based on a 1 to 10 scale where 1 is high risk and 10 is low risk of displaying dependable behaviour.

The **sub-dimension scores** from the assessments have been compared with other individuals who have previously completed the assessment (more about this in the technical information section at the back of the report). Results are based on a 1 to 10 scale as shown below.



*Percentage better than comparison group



TECHNICAL INFORMATION

JOB/ROLE DATA

JOB/ROLE DATA	DATE
Job or role involved	OBI
Job Analysis	OBI
	14 Mar 2018

ASSESSMENT METHODS

TEST	DETAILS	DATE
(OBI) Organisational Behaviours Index v8.0	Norm: OBI General Population 2016 Completed by: Renier Lewis	22 Mar 2018
Demographics	Norm: No Norm Applicable Completed by: Sample Candidate	02 Dec 2015

TMR template, version 25.9 of July 2018

REMARKS

ACCOUNTABLE PRACTITIONER

Should you have any question about these results, please contact: Renier Lewis (PS1234 012 142-0010)

Input Data

Gender (Demographics) = male | Gender (Hand entry) = male |