

# \*IP-200 VERSION III : REPORT

## Integrity Profiles-200 : Extended Defined Report

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 JOB TITLE: \_\_\_\_\_ ORGANISATION: PHIA HENNING & ASSOCIATES GENDER: MALE

### INTEGRITY PROFILE

TEN SUBSTRUCTURES OF INTEGRITY	SCORE	1	2	3	4	5	6	7	8	9	10	
1. SOCIALISATION	6	[Yellow bar]										
2. TRUSTWORTHINESS	8	[Green bar]										
3. CREDIBILITY	7	[Green bar]										
4. WORK ETHIC	7	[Green bar]										
5. ATTITUDES	9	[Green bar]										
6. BEHAVIOUR	6	[Yellow bar]										
7. MANIPULATION	4	[Yellow bar]										
8. VALUES	8	[Green bar]										
9. CORPORATE & MANAGERIAL INTEGRITY	7	[Green bar]										
10. MONITOR; LIE, CONSISTENCY & EXAGGERATION	9	[Green bar]										
<b>INTEGRATED INTEGRITY RATING (IIR)</b>											<b>7</b>	

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Please Note : The higher the 'score', the better.

Date of Administration : 2015/03/24

Date of Scoring : 2015/03/24

DEVELOPER : DR. LOUIS J. FICK

CONFIDENTIAL

\*REGISTERED TRADE MARK

## **IP200 : INTEGRITY PROFILE : EXTENDED/DEFINED REPORT**

### **TEN SUBSTRUCTURES, INTEGRITY PROFILE AND INTEGRATED INTEGRITY RATING**

The IP200 Summarized Report is initiated by the **Ten Substructures** integrity consists of and the **profile** the ten relevant bar-charts provide in terms of the scores the testee obtained for each of the ten substructures on the sten-scale used in scoring the test as well as the **Integrated Integrity Rating**.

The more integrated and consistent the profile is and the closer it tends to be to the particular 'requirements-profile' of the position the testee is been considered for, the 'better' the profile is considered to be in general terms.

**The Integrated Integrity Rating**, preceding the detailed defined report, provides the most representative single score of the entire integrity rating process. A score of '6' is considered to be rather conservative considering the subject assessed by this test and that of '5' and below, as virtually representing a knock-out level.

**1. SOCIALIZATION****6**

1	2	3	4	5	6	7	8	9	10
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This expresses the degree of *socialization* the candidate was exposed to and the extent to which he internalized the values, standards, beliefs, cultures and traditions *transferred* on him associated therewith – and by implication, the probability and extent to which his behavior will be influenced by it in practice as well as his empathetic and supportive orientation to individual people as well as the organization in general.

**1.1 Social Experience – from family to immediate society****3**

1	2	3	4	5	6	7	8	9	10
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The more comprehensive and stable the candidate's family and social setting and the more active and involved the role he is playing in them, the higher the score will be.

**1.2 Significance of Role Society Plays****4**

1	2	3	4	5	6	7	8	9	10
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The higher the candidate's appreciation is of the right, and success society has in significantly influencing its members, the higher the score will be.

**1.3 Organisational Citizenship Behaviour (OCB) - People****6**

1	2	3	4	5	6	7	8	9	10
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The more the candidate is orientated to assisting co-workers in dealing with personal matters or being more effective in what they do without expecting anything in return, the higher the score will be – i.e. taking responsibility for others with the intent of helping them.

**1.4 Empathy & Agreeableness****7**

1	2	3	4	5	6	7	8	9	10
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The more the candidate is open and willing to considering the (different) standpoints of other in a sympathetic and humane way, the higher the score will be.

**1.5 Organisation Citizenship Behaviour (OCB) – Corporate/Organisation****10**

1	2	3	4	5	6	7	8	9	10
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The more the candidate is willing to serve the organisation's best interest in 'walking the extra mile', even if it is not 'officially' required of him, at all times and under all circumstances, the higher the score will be.

2. **TRUSTWORTHINESS**

<b>8</b>	1	2	3	4	5	6	7	8	9	10
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This expresses the degree of dependency, honesty, loyalty and conscientiousness the candidate developed as a ‘guide-orientation’ in his **day-to-day** behavior he is known for **at present/currently**.

2.1 **Reliability/Dependability**

<b>4</b>	1	2	3	4	5	6	7	8	9	10
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The better the candidate’s general current orientation is to *time-keeping*, dealing with *confidentiality* and his history of honouring *undertakings*, the higher the score will be.

2.2 **Honesty in Practice**

<b>8</b>	1	2	3	4	5	6	7	8	9	10
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The more the candidate’s current day-to-day behaviour is obviously guided by the wide variety of factors related to *honesty* (e.g. sincerity, morality, ethics, righteousness, honour, fairness, etc.) as a typical behavioural disposition, the higher the score will be.

2.3 **Discretion**

<b>8</b>	1	2	3	4	5	6	7	8	9	10
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The more effort the candidate is willing to invest in making his own choices/decisions, the higher the score will be – especially regarding what is right or wrong.

2.4 **Loyalty**

<b>8</b>	1	2	3	4	5	6	7	8	9	10
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The stronger, stable and consistent the faithfulness, patriotism and devotion are the candidate displays to others and institutions he is (or was) associated with, the higher the score will be.

2.5 **(Moral) Conscientiousness**

<b>10</b>	1	2	3	4	5	6	7	8	9	10
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The more well-developed the candidate’s inherent level and set of norms and standards are regarding taking his duties and life serious, in terms of being dedicated, committed, reliable and morally and ethically soundly based in the process, the higher the score will be.

### 3. CREDIBILITY

7 

1	2	3	4	5	6	7	8	9	10
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Credibility as well as Work Ethic are closely associated with the concept of work – the first in more general terms, but the latter particularly so. Credibility, in particular, expresses the degree the candidate is considered predictable and consistent and possesses the skills to perform his work, his ‘objective fit’ to the job and his willingness and ability to being accountable for his actions/work.

#### 3.1 Predictability – ‘Real Self’

8 

1	2	3	4	5	6	7	8	9	10
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This is the degree to which the candidate presents himself as he really is and not pretending to be what he is not, in a consistent and predictable way, under different situations as a typical behavioural disposition.

#### 3.2 Consistency & (Emotional) Stability

7 

1	2	3	4	5	6	7	8	9	10
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The more the candidate favours a consistent, steady, predictable, emotionally well controlled and proven way of life, the higher the score will be.

#### 3.3 Capacity

6 

1	2	3	4	5	6	7	8	9	10
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This is the extent to which the candidate is skilled, competent and experienced to perform his (allocated) work well.

#### 3.4 Legitimacy

8 

1	2	3	4	5	6	7	8	9	10
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This is the degree to which the candidate is truly, legally and fully equipped to fit the job well in terms of being the right person for the work/job – living up to the requirements of the job/position in an objective basis in his own right.

#### 3.5 Accountability

7 

1	2	3	4	5	6	7	8	9	10
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This is the degree to which the candidate is prepared, willing and able to acknowledge and take responsibility for his own shortcomings and mistakes and lives up to all reasonable expectations other may have of him.

**4. WORK ETHIC**

7	1	2	3	4	5	6	7	8	9	10
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This describes the candidate in terms of his degree of motivation, self-reliance, co-operation, responsibility and sense of duty in the work-structure as well as his pride in the work and the organization he is employed in – *his positive orientation to work per sé, is being measured.*

**4.1 Perseverance, Commitment & Drive-Initiative**

5	1	2	3	4	5	6	7	8	9	10
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This is the degree of commitment, motivation and drive the candidate is bringing to the table in performing his work as a typical orientation in doing his job.

**4.2 Self-Reliance, Self-Discretion & Self-Control**

7	1	2	3	4	5	6	7	8	9	10
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This is the degree to which the candidate is able and willing to act on his own at work when appropriate and not always to dependent on others/seniors to instruct, guide and control him and his work activities.

**4.3 Co-operation, Support & Leader Legitimacy**

8	1	2	3	4	5	6	7	8	9	10
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This is the general and typical tendency of the candidate to co-operate and provide support to others in the work situation; including people in positions of authority (management).

**4.4 Responsibility & Sense of Duty**

7	1	2	3	4	5	6	7	8	9	10
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This is the extent to which the candidate is able and willing to demonstrate a sense of duty and taking responsibility for the tasks and objectives allocated to him.

**4.5 Pride in Work & Organization**

9	1	2	3	4	5	6	7	8	9	10
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This is the extent to which the candidate is positively orientated to the work he is doing and the organization he is employed at.

**5. ATTITUDES**

**9**

1	2	3	4	5	6	7	8	9	10
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This expresses the orientation the candidate has developed over time and experience in different situations regarding specific critical subjects that have a guiding influence in how he deals with these and related issues.

**5.1 Attitude to Corporate Property, Image, Management & Goals**

**8**

1	2	3	4	5	6	7	8	9	10
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This is the degree to which the candidate subscribes to and recognises the ownership of the organisation regarding its *property*, the *image* projected by the organisation, the *legitimacy* of its managers and supporting the *goals* of the organisation in general and specific terms.

**5.2 Attitude to Corporate Policy Violation**

**10**

1	2	3	4	5	6	7	8	9	10
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This is the general typical orientation the candidate has regarding corporate policy and the violation thereof in the World of Work. A higher ‘score’ would be indicative of a positive attitude on the part of the candidate to being in support of adhering to policies and not violate it in practice as far as possible – please note, this represents his positive *attitude* and *belief*; not necessarily his real action in this regard.

**5.3 Attitude to Rationalisation and Defence Mechanisms**

**10**

1	2	3	4	5	6	7	8	9	10
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This is the degree to which the candidate is prepared and able to *justify* (even to the extent of misleading others) his action, even if he knows it may be wrong, in order to derive the required benefit from it. At the absolute extreme level, any action is acceptable, as long as it can be justified/rationalised by the person.

**5.4 Attitude to Approval Needs -Group & Clique/Gang Dependency**

**8**

1	2	3	4	5	6	7	8	9	10
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This is the extent to which the candidate needs to belong to and obtains the approval of others at work for what the candidate does. The lower the ‘score’ on this scale, the more the candidate tends to be group-dependent for his action – at the extreme low level, the person becomes a mere puppet in the hands of others.

**5.5 Attitude to Leniency – Tolerating Deviant Behaviour in Other**

**10**

1	2	3	4	5	6	7	8	9	10
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This is the degree to which the candidate would tend to accept deviant behaviour in others – in other words, the measure of deviant behaviour he would be prepared to tolerate in others (or even, condone in others).

**6. BEHAVIOUR**

6	1	2	3	4	5	6	7	8	9	10
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This expresses the candidate’s historical, present and future behavioural and projected typical behavioural inclination – good and bad. This is not a ‘once-off’ behaviour, but a behaviour pattern that acquired a degree of permanency, influencing his present and future perception and behaviour.

**6.1 History of Policy Violations**

6	1	2	3	4	5	6	7	8	9	10
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This is the extent to which the candidate, irrespective of his relevant attitudinal orientation as displayed in 4.5.1 above, considered it necessary to violate policies in the *past*.

**6.2 History of Dishonesty – including theft**

7	1	2	3	4	5	6	7	8	9	10
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This is whether the candidate did involve himself in deviant behaviour in the *past* and the extent thereof – this reflects the *historical* aspect of the subject.

**6.3 Opportunistic Dishonesty**

7	1	2	3	4	5	6	7	8	9	10
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This is what the probability is that the candidate will submit to deviant behaviour and what degree of ‘enticement’ it would require/take - this reflects the *futuristic*(projected)aspect of the subject.

**6.4 Impulsivity and Instant Gratification of Needs**

5	1	2	3	4	5	6	7	8	9	10
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This is the tendency demonstrated by the candidate to give preference to (selfishly) satisfying his own needs first and immediately without hesitation – *to live for today and for yourself*.

**6.5 Rule-Boundedness**

7	1	2	3	4	5	6	7	8	9	10
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This is the extent to which the candidate, in line with his overall internalized orientation to rules per sé, tends to willingly adhere to and be guided by rules or not; by ‘working around’ or breaking rules in the latter instance.

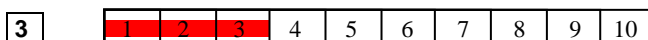


**7. MANIPULATION**



This expresses the candidate’s proneness and inclination to resorting to manipulatively related attributes and behaviour when dealing with others in order to promote his own interest, e.g. by abusing the power to his disposal, not ‘showing his hand’, keeping matters ‘close to his chest’, not caring for (the interests of) others and, or allowing himself to become emotionally involved.

**7.1 Manipulation of Others**



This is the extent to which the individual is prepared to make others believe his ideas are actually coming from them to get them to do things his way without them even knowing it.

**7.2 Emotional Attachment/Involvement**



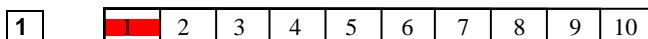
That is indicative of the individual’s lack of emotional involvement with, and concern for others – not caring for the interest of others and even be prepared to act in a way that would be detrimental to others.

**7.3 Susceptibility to Pressure**



That is the probability that the candidate would tend to ‘give-in’ to the demands/wishes of other people even if these wishes are in opposition to the views/standards of the candidate or what is in general terms expected of the candidate in this regard.

**7.4 Transparency**



That is the degree to which the candidate typically would tend to keep matters ‘close to his chest’ – i.e. not to share information (on personal or other critical matters) with others.

**7.5 Self-Centredness**



This is the degree the individual is orientated to deviant and self-centred behaviour as a typical behavioural disposition – being a basic behavioural pattern rather than only a once-off action or reaction.

**8. VALUES**

8	1	2	3	4	5	6	7	8	9	10
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This expresses the degree to which certain critical attributes evolved as central and well established 'role-players' in the candidate's total cognitive and emotional being to guide his way of thinking, feeling and behaviour on an ongoing basis in providing stability to the person's life.

**8.1 Honesty as a Central Guide**

8	1	2	3	4	5	6	7	8	9	10
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This is the extent to which the concept of *honesty* became entrenched and internalized in the candidate's inherent Value Set; guiding the candidate's general and long term behavior role orientation and adding stability and predictability to his projected future behaviour.

**8.2 Dependability as a Central Value**

4	1	2	3	4	5	6	7	8	9	10
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This is the extent to which the concept of *dependability* became entrenched and internalized in the candidate's inherent Value Set and reflects the role *dependability* is playing in this regard in determining and guiding the person's general and long term behavioural orientation - adding stability and predictability to an individual's projected future behaviour.

**8.3 Fairness**

9	1	2	3	4	5	6	7	8	9	10
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This is the degree to which the candidate is considered to being just and fair in his perception of other people and/or groups of people and does not discriminate between them on the base of culture, language, nationality, age, gender, etc. in practice.

**8.4 Respect**

10	1	2	3	4	5	6	7	8	9	10
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This is the degree the candidate has and shows appreciation and high esteem to other (senior) people and the basic things in life (e.g., discipline, authority and seniority) and that forms part of his internalized Value Set and is playing a determining role in his long term behavioural disposition.

**8.5 Courage of Conviction**

10	1	2	3	4	5	6	7	8	9	10
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This is the extent to which the candidate is living by and according to his beliefs and is guided by his basic convictions (e.g., values and standards) rather than by his present situation – 'standing up' for what he believes in.

## 9. CORPORATE & MANAGERIAL INTEGRITY

7 

1	2	3	4	5	6	7	8	9	10
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This expresses the candidate's perception of how well his present or previous 'employer' lives up to providing an acceptable corporate and managerial environment, regarding a wide range of critical corporate and managerial factors, in terms of what could be rightfully expected of him.

### 9(a) Corporate Integrity

7 

1	2	3	4	5	6	7	8	9	10
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This expresses the candidate's specific perception of how well his present or previous 'employer' succeeded in providing an acceptable corporate environment as can be rightfully expected of him.

### 9.1 Representation & Empowerment

7 

1	2	3	4	5	6	7	8	9	10
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This is the extent to which the organisation is perceived and experienced by the candidate to allow all (including himself) *to be involved, to participate and be empowered* in the functioning of the organisation (its decision-making, establishing of philosophy, strategy, values and standards, etc.).

### 9.2 Employment Conditions & Practice

5 

1	2	3	4	5	6	7	8	9	10
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This is the extent to which the organisation is perceived and experienced by its staff (including himself) to have a well-developed set of employment conditions that is fully adhered to in practice in a fair, objective and transparent way.

### 9.3 Recognition & Reward

3 

1	2	3	4	5	6	7	8	9	10
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This is the extent to which the organisation is perceived and experienced by its staff (including himself) to have a well-developed and fair reward and personal remuneration system that compares well with most other organisations.

### 9.4 Furthering Life Style Aspiration of Staff

6 

1	2	3	4	5	6	7	8	9	10
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This is the extent to which the organisation is perceived and experienced by its staff (including himself) to realise their aspirations in the work context, and in life in general, as well as offering a comprehensive and sophisticated development program to support such, according to the needs, interests and competencies of each employee.

### 9.5 Counterproductive Work Behaviour (CWB)

10	1	2	3	4	5	6	7	8	9	10
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This is the extent to which the candidate demonstrates a loyal and positive orientation to promoting the best interest of the organisation, as opposed to demonstrating a negative disposition and work behaviour such as sabotage or aggression towards his boss or even colleagues with the intent to hurting the organisation and/or its employees.

### 9(b) Management Integrity

7	1	2	3	4	5	6	7	8	9	10
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This is the extent the management of the organisation is perceived to be honest, trustworthy, credible and not manipulatively abusing their powers in performing their basic managerial function and in their general attitude and behaviour on a day-to-day basis.

### 9.6 Trustworthiness of Management

6	1	2	3	4	5	6	7	8	9	10
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This is the perceived degree of dependability, honesty, reliability, moral of consciousness and courage of conviction with which management functions in the organisation.

### 9.7 Credibility of Management

6	1	2	3	4	5	6	7	8	9	10
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This is the extent to which managers are seen to earn their positions and respect from staff (including this candidate) because they are the right people for the position, doing the right things that are rightfully expected of them and treating people and situations absolutely fair in the process at work.

### 9.8 Manipulative Abuse of Power by Management

8	1	2	3	4	5	6	7	8	9	10
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This is the extent to which management is perceived by staff (including the candidate) to manipulate others to serve their own interest in a calculative, 'cold' and unemotional way, not being fully transparent, applying hidden agendas in the process and thus demonstrates 'unethical' and self-centred behaviour.

### 10. MONITOR



This is a composite score reflecting on the degree of objectivity, open-mindedness, accuracy and trustfulness with which the candidate completed the instrument/test.

#### 10.1 Lie Detector



This score reflects the degree of the candidate’s honesty, objectivity and open-mindedness with which he completed the integrity questionnaire. A *low score* is a strong indication of a *dishonest orientation* on the part of the candidate, considering the fact that the testees are warned against misrepresenting themselves during the completion of the questionnaire. A score of ‘5’ or below is considered to be a knock-out in that the user of the test cannot rely on the truthfulness of the information supplied by the candidate.

#### 10.2 Consistency



This score reflects the extent to which the candidate *understood* the items the test consists of and the language used as well as the purpose the test serves.

#### 10.3 Unnatural Exaggeration



This score reflects the candidate’s tendency to typical *inflate* his responses on the test items.

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