iWAM Management Report

DEMO REPORT -- NOT FOR RESALE

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COEVOLVE

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Introduction

NOTE: The data for this person has been modified based on Interview findings.
This report is a guide that is designed to assist in the selection, appraisal, development or coaching process.

The report consists of the following sections:

A section that explains each test scale and how the person is situated on that scale in comparison to the standard group (here **EC-27**).
A section that lists the patterns that typify the person the most and discusses some combinations of patterns.
A section that describes how the person would perform at various job types, linked to administration, management and customer contact.
A section that displays graphically the iWAM results for this person as well as the influencing language associated with the various patterns.

jobEQ recommends using this report in conjunction with an interview and a further assessment of competencies, trainability and cultural fit of the candidate.

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Section 1. Describing the person.

This section provides the individual's test results in plain language. It describes the basic characteristics of the person's attitude in terms of Motivation and Work Organisation Preferences. iWAM measures 48 cognitive patterns, which we have grouped into 16 pattern categories. For each pattern category, the first paragraph gives an overview of the thinking and behaviour that is linked to the cognitive patterns. The following paragraphs (in arial) explain how the person described by this report scored on the patterns.

## Action Level: "OF1P Initiation" and "OF1M Reflecting & Patience"

How much motivation does this person have for starting projects? Does he initiate or does he prefer to take time to consider his decisions? If he is a strong initiator, then he may not have much patience. If he has a lot of patience, he may prefer to respond to transactions initiated by others.
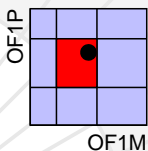
He scores high on "OF1P Initiation" (proactivity, starting, taking initiative), and high on "OF1M Reflecting & Patience" (reactivity, patience, waiting, reflecting). He has no strong preference regarding initiation, and is equally motivated by both initiation and waiting for others to initiate. He is likely to ask questions and will then jump in.

Action Direction: "OF2P Goal Orientation" and "OF2M Problem Solving"

Does this person maintain focus on the goals? Is he able to recognise the problems which would interfere with obtaining those goals? If he is too highly focused on goals, he will have difficulty recognising that things might be going wrong. If he is highly problem-focused, he is excellent at recognising and finding problems. Whatever can go or is going wrong becomes the highest priority for this person, and he becomes highly motivated in the face of problems.
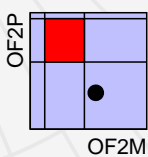
He scores very low on "OF2P Goal Orientation", and very high on "OF2M Problem Solving". He is motivated by avoiding bad situations. He is energised by situations that should be avoided, steered clear of, or got rid of. Often he may be too concerned with avoiding obstacles, and he might lose sight of the goal. He has trouble managing priorities. When nothing is going wrong, he will begin to recognise obscure problems and less significant situations to avoid. He is best suited for jobs where finding the error or the problem is the task.

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## Evaluation Reference: Internal and External

Does this person decide for himself or does he prefer for others to give advice or even make the decision? If he favours the ability to decide for himself, he will feel compelled to make decisions on his own. If he is motivated by an external reference, he can decide, but he will prefer to get opinions and advice to make those decisions.
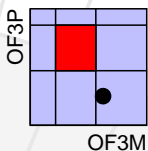
He scores very low on "OF3P Individual Motives" (deciding for oneself), and very high on "OF3M External Reference" (involving others in decisions). He highly values other people?? opinions. He works very well when the decision has already been made, and he often accepts information as if it were instructions. He prefers direction and advice from others.

Task Attitude: Options and Procedures

Does this person prefer to follow procedures or to generate alternatives? If he generates alternatives he will have difficulty following procedures (it will be easier to think of new procedures than to follow them). If he follows procedures he will have difficulty generating alternatives (it will be easier to follow the current way of doing things than to think of new ways).
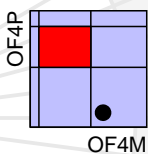
He scores very low on "OF4P Alternatives" (generating options), and very high on "OF4M Follow Procedures". He is motivated to stay with known ways and procedures. He understands procedures are important to get consistent results and to assure quality. While he is good at following procedures, he has difficulty developing alternatives or procedures. When asked to operate without procedures, he often finds the work challenging.

Task Orientation: Breadth and Depth

When working with information, how broadly or deeply does this person naturally think? Does he tend to work with large, medium sized or small pieces of data? Is he global or detail oriented? When working on projects, is he random or sequential in his approach?
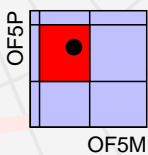
He scores average on "OF5P Breadth" (keeping the overview and understanding the big picture), and high on "OF5M Depth Orientation" (willing to work with details and sequences). **Medium Scope person:** He is able to recognise the overview and the specific details with ease. He may switch back and forth between the specific sequences and the random overviews. He may have a hard time delegating tasks to others, because he believes that he can do it better himself.

Communication Sort: Affective and Neutral

How are this person's communications organised? Does he communicate using body language or not? If he understands how the communication is progressing based on the non-verbal part of the communications, he tends to be focused on facial expressions, gestures, and voice. If he is more oriented toward content, he tends to understand communications better by the message itself.
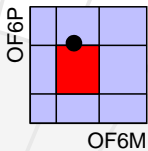
He scores very high on "OF6P Affective Communication" (having attention for non-verbal communication), and average on "OF6M Neutral Communication" (focusing on the content of the communication and the exact words used). He responds to others and their communications with a variety of non-verbal signals. He understands the significance of the communications based on the non-verbals. He is uncomfortable when non-expressive people communicate with him.

## Work Environment Type: Group and Individual

Does this person prefer to work around other people or work alone? Does he want social contact or not? If he needs social contact, he will have difficulty performing tasks which require that he works alone. If he does not need or want social contact, he will have difficulty working with people around him.
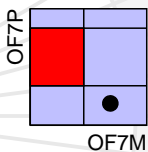
He scores very low on "OF7P Group Environment" (needing contact with others), and very high on "OF7M Individual Environment" (willing to work alone). When the patterns are combined, he seems to prefer to work alone. He does not need social contact to be productive. He prefers to have the door to his office closed, and is most productive when people are not around to distract him.

Work Assignment Type: Sole and Shared Responsibility

Does this person want sole responsibility for the work results or does he want to share that responsibility? Some people prefer to be accountable for their own work, while others prefer teamwork and shared responsibility.
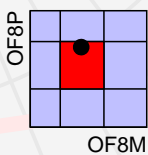
He scores high on "OF8P Sole Responsibility", and average on "OF8M Shared Responsibility". When the patterns are combined, it seems he will function using a mix of responsibility styles (balanced). He prefers to work in situations where responsibility is well distributed, so that it is clear whether a task needs to be done alone or whether it is shared. His productivity might suffer in cases where it's not clear who is responsible.

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Relationship Sorting: Similarities, Comparison and Distinctions.

What is this person's cycle time for projects, tasks, and jobs? How much need for change does this person have? Does this person want to move from one thing to another quickly or does he like things to remain stable for a long period of time? When his cycle time is finished and he is ready to move to the next project, task, or job, he will need that change or he will become depressed (this is called burnout). Does this person experience burnout?
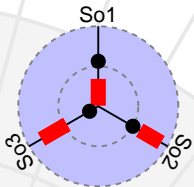
Slow Change Person: This person is best at long-term tasks. He wants to move from one project or job to another every 8-15 years. Stability is a motivating factor, and he only needs to cycle on to the next project or job after 8-15 years. Burnout is rarely an issue, but the opposite can be, since he will resist change that happens more frequently than every 3-5 years.

Compared to the average population,
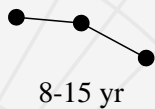
- he is *more* interested in keeping things the same as they were before. He may resist change.
- he is *less* interested in making things evolve.
- he is *less* interested in new projects & tasks.

When this person has reached the end of his normal cycle time, he will experience a decline in motivation, but a small change can be enough to satisfy the need for change (promotion, department change, etc. .). But, if time progresses and there is no change, the need for change will become greater and the depression will deepen. This deepening of the depression is usually called "burnout." After he makes a change of task, project, or job, he will feel refreshed and his cycle is reset to zero.

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Work Approach: Doing, Conceptualising & Organising

What is the internal process this person uses when approaching or working on a task or project? The internal process is composed of three parts: "WA1 Use", "WA2 Concept", and "WA3 Structure". Where "WA1 Use" is the activity and doing part, "WA2 Concept", is the analytical and philosophical part, and "WA3 Structure", is the organising and ordering part. In what sequence does this person normally go through these parts to do tasks?
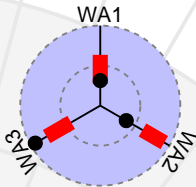
Conceptual Structurist ("WA3 Structure" > "WA2 Concept" > "WA1 Use"):
He starts by organising the resources, establishing lists and identifying the relationships between the parts. He understands based on order, and prefers to plan each step of the process before developing a concept. Next,he takes time to understand the theory the concept and the consequences of this task or project. This step is in support of and a follow up to his first step. Finally, he takes action and performs whatever is necessary. He is likely to spend the least time on the third step.

Compared to the average population, when starting a task or project,

- he is less interested in the theory, the concept, and the consequences of this task or project.
- he is more interested in organising the resources; establishing lists, and identifying the relationships between the parts. He understands based on the order and he needs a plan to feel comfortable.

Temporal Processing: Concentration on Past, Present and/or Future

When working on a project or task, or when thinking about or organising something, in what time reference does this person tend to be? Is he remembering the past, is he thinking about the present, or is he planning or projecting the future? If his focus is mostly in the past, he will tend to evaluate the current situation or future plan by comparing from the past to the present. If his focus is mostly in the present, he will be more motivated by what is happening now. He tends to be practical about what is happening now, but may not learn from the past or plan for the future. If his focus is mostly in the future, he will tend to look at things in the past or present by extrapolating to the future. This sets up planning for and hoping about the future.
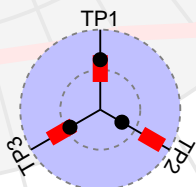
He strongly concentrates on the past and he has a tendency to compare situations to previous experience.

He does not heavily focus on the present and the 'now'.

He does not heavily focus on the future.

McClelland's Motivational Types: Hierarchical Criteria

What are the basic motivation factors for this person? Is it "Mo1 Power", "Mo2 Affiliation", or "Mo3 Achievement"? If it is "Mo1 Power", he wants to have power, authority, and control over people and things. If it is "Mo2 Affiliation" (or Popularity), he wants to be liked and to belong to some group. If it is "Mo3 Achievement" (or Performance), he wants to achieve goals. And, what is the proportion between these three motivation factors in him?
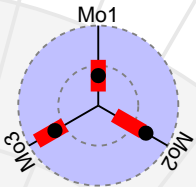
Compared to the average population of EC-27, we would describe this person as:

- **Medium "Mo1 Power":** He is somewhat motivated by situations where he has power, authority, and control over people and things.
- **Very High "Mo2 Affiliation":** He is strongly motivated by situations where people like him and he can be a part of the group. He wants to belong.
- **Medium "Mo3 Achievement":** He is somewhat motivated by situations where he can achieve. He wants, to a limited degree, to have the rewards for what he has achieved. He may want to be noticed, appreciated, and looked up to for what he has achieved.

When filling out the test, this person puts these 3 motivational factors in the following order (decreasing importance): "Mo2 Affiliation" > "Mo3 Achievement" > "Mo1 Power"

Norming - Rule Structure

How does this person deal with the unwritten rules or the social contract in the workplace? Does he feel the need to tell others how they should act; that is, others should follow the same norms that he follows? Does he care about how others act or is he indifferent? Does he try to become the kind of person the organisation needs him to be? How does he deal with the non-conforming behaviour of others?
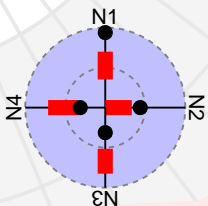
- He knows the policies and rules and is willing and able to tell others what they should do.
- He is not interested in telling others how to behave and thinks everybody needs to set their own rules. He is motivated when he feels no one is in his way.
- He is highly de-motivated by conforming to the organisation?? standards.
- He does not tolerate the non-conforming behaviour of others.

Convincer Patterns

How is this person convinced about something or someone new? How does he gather the data to be convinced and what does he do with that data to be convinced?

A. Input Representation

For gathering the data to be convinced, does this person prefer to see, hear, read, or do something to be convinced?
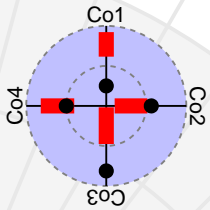
From the Profile answers, we derive that in order to be convinced, he considers **reading** as the most motivating factor.

Compared to the general population of EC-27:

- Visual information will not help to convince him.
- He must be able to hear how or hear about something to get convinced.
- He must be able to read information or instructions to become convinced.
- He does not need do it himself, or handle it, to be convinced.

B. Interpretation Process

As this person is gathering this data to be convinced, how does he manipulate that data to complete the process of being convinced? Does he need some set number of examples of that data to be convinced? Does he need to collect that data for some period of time to be convinced? Is he convinced before the first example is finished? Or, is he never quite convinced?
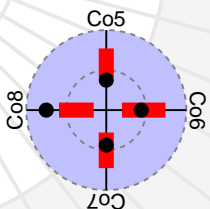
"Co8 Convinced after a Period of Time": He needs to have the data remain consistent for some period of time to be convinced.

Interest Filters

What does this person pay attention to in the environment? What does this person have to be working with to be motivated? These are the specific factors in the work environment that they focus on.

These are the person's interests, sorted by decreasing importance:

- **High - IF6 Focus on Place:** He is concerned about geographical, social, or political position.
- **High - IF7 Focus on Time:** He is focused on schedules and allotting time.
- **High - IF5 Focus on Money:** He wants to work directly with money and financial data.
- **High - IF8 Focus on Activity:** He focuses on activity and needs to manipulate activities.
- **Medium - IF3 Focus on Systems:** To some degree, he wants to work with processes and systems.
- **Medium - IF4 Focus on Information:** To some degree, he wants to work with data, facts, information, and knowledge.
- **Medium - IF2 Focus on Tools:** To some degree, he wants to work with tangible tools, instruments, and other things.
- **Very Low - IF1 Focus on People:** He does not want to work with people and their feelings.

The indications "Very High", "High", "Medium", "Low", "Very Low" indicate the importance of this interest filter for this person, in comparison to the standard group.

Section 2. Typical Patterns.

This Section reflects this person's strongest patterns. These are the patterns this person will display most of the time at work (under "normal circumstances"). Given that this person is usually displaying them, these patterns are the most easily noticed by others. If the person has a choice about how to organise his work and how to behave, these patterns indicate his preferences, since these are the most motivating patterns for this person. This listing is ordered so that his strongest patterns are first, but all that are listed are strong for him.

- NON-SEE What he sees does not help to convince him.

- NON-GENERATE ALTERNATIVES When he has to do a task, he is not very interested in getting a range of options or in inventing a series of alternatives.

- NON-PRESENT He does not concentrate on the present.

- RESIST CHANGE He does not like for things to change.

- NON-CONCEPT He doesn't want to focus on the theory while starting or working on a project

- READ He must read information or instructions to become convinced.

- NON-GOAL FOCUS He is not motivated by achieving goals. He can achieve goals, but it is not a driving force or something he focuses on.

- ASSERTIVE He knows the policies and rules and is assertive in telling others what they should do.

- STABILITY He wants everything to remain the same. He likes stability.

- ORGANISATIONAL INDEPENDENCE He does not feel the need to become the kind of person or worker the organisations wants.

- NON-INTERNAL DECISION PROCESS He doesn't feel a strong need to decide for himself. He may find it useful to have advice and input from others. He will not object and resist when others make decisions. He can handle criticism.

- NON-FOCUS ON PEOPLE He does not need to work with people and their feelings.

- SOCIAL INDEPENDENCE He prefers not to have other people near his as he works. His productivity drops when he works around others. He prefers to have the door to his office closed.

PART B. Combination of Patterns - Explanation

Under this paragraph we will only print texts if the combination of several patterns leads to reinforcement of typical behaviour. Thus it is possible that this section remains blank for a particular person.
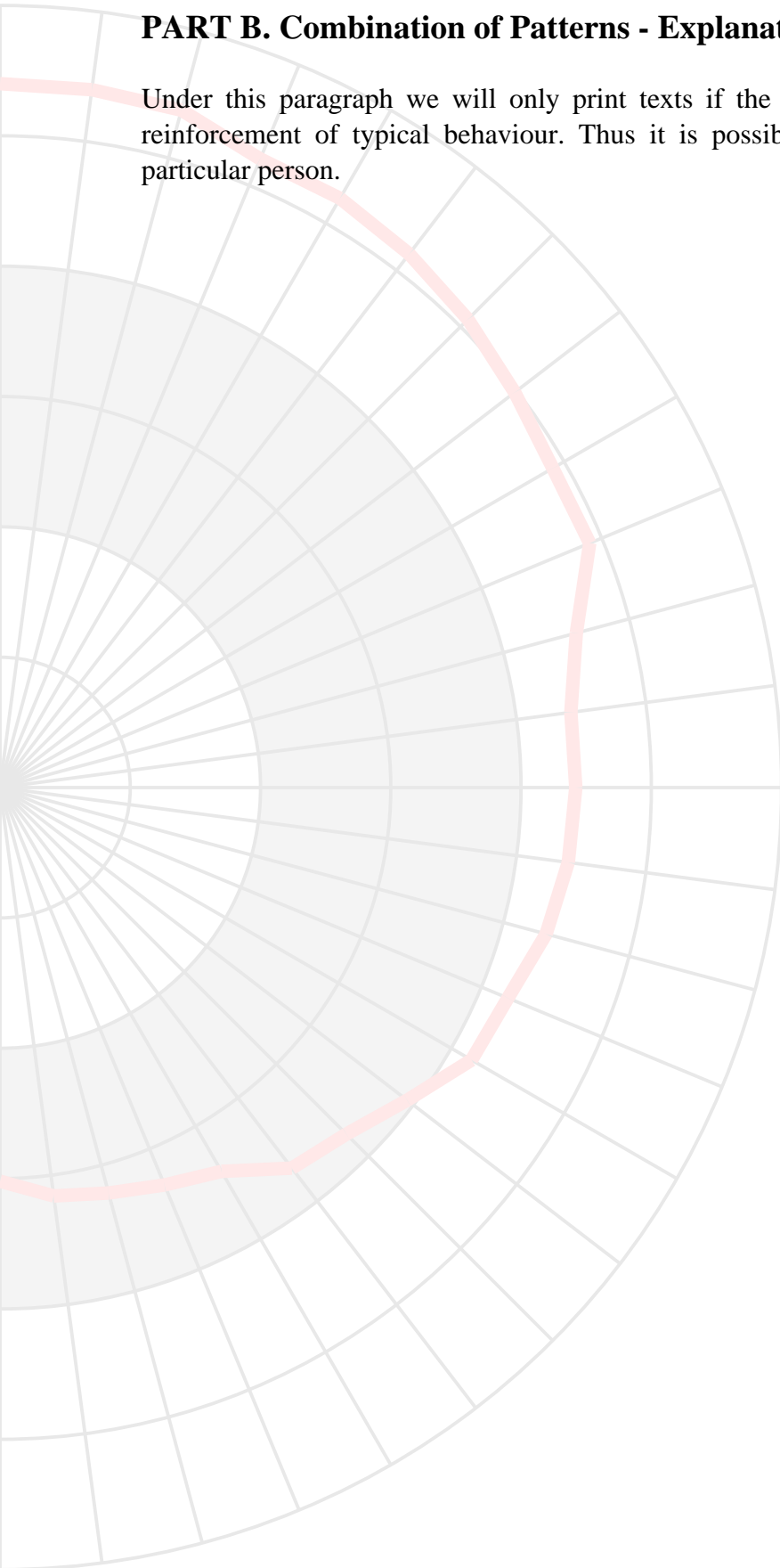
PART C. Statistics - Combinations of patterns
Personal Characteristics:

The percentages in this section are related to the standard group (EC-27 - EUR2011). People score 50% on a pattern if they are "average" compared to the group (this means that as many of the population have a lower score as a higher score on this pattern). If a person scores 100% or 0%, they are 1 Standard deviation from the group average. Scores of more than 100% and less than 0% are more than 1 Standard deviation from the average. In other words, on a normal distribution only 16% of the population will be above the standard group (more than 100%) and 16% will be below the standard group (less than 0%). You will find a graphical representation of the distribution of the standard group for each of the patterns in section 4.

Initiative:

71% has energy for initiation and is impatient
79% has patience and can wait

Ability to make decisions:

-55% decides for himself
117% needs outside help to decide

Respect for the norms:

168% needs to tell others how to behave
132% is indifferent (does not care) about others
-64% wants to adapt to the needs of the organisation/boss
-7% tolerates the non-conforming behaviour of others

Sense of reality:

132% is indifferent (does not care) about others
-64% wants to adapt to the needs of the organisation/boss
-93% focuses on the here and now, and may be practical
83% focuses on the past, and may tend to be critical
14% focuses on the future, and may be a dreamer

Social behaviour patterns:

104% communicates non-verbally
-30% needs contact with others
109% motivated by opportunities to belong
168% needs to tell others how to behave
132% is indifferent (does not care) about others
-7% tolerates the non-conforming behaviour of others
81% understands the importance of time and schedules

Attitude toward work:

-55% decides for himself
128% focuses on problems and errors
50% motivated by opportunities for control and power
109% motivated by opportunities to belong
35% motivated by opportunities to achieve
-64% wants to adapt to the needs of the organisation/boss

Integration into work groups:

-30% needs contact with others
47% wants to share responsibility with the team
109% motivated by opportunities to belong
81% understands the importance of time and schedules
132% is indifferent (does not care) about others
-64% wants to adapt to the needs of the organisation/boss
-7% tolerates the non-conforming behaviour of others

Ability to accept authority:

-64% wants to adapt to the needs of the organisation/boss
-55% decides for himself
50% motivated by opportunities for control and power

Leadership:

71% has energy for initiation and is impatient
-71% is goal oriented and motivated by goals
-55% decides for himself
60% understands the overview and the big picture
88% needs to have sole responsibility for his task
168% needs to tell others how to behave
-7% tolerates the non-conforming behaviour of others

Ability to work under pressure:

71% has energy for initiation and is impatient
-7% tolerates the non-conforming behaviour of others
88% needs to have sole responsibility for his task
-64% wants to adapt to the needs of the organisation/boss

Capability for self-criticism and for learning from mistakes:

83% focuses on the past, and may tend to be critical
60% understands the overview and the big picture
128% focuses on problems and errors

Capability for problem solving:

128% focuses on problems and errors
-111% creates alternatives & new options
71% has energy for initiation and is impatient
11% takes action

Aspirations for professional growth:

-71% is goal oriented and motivated by goals
-111% creates alternatives & new options
88% needs to have sole responsibility for his task
35% motivated by opportunities to achieve
14% focuses on the future, and may be a dreamer

Ability & desire to adapt to change:

165% is sameness oriented and wants stability
-31% is evolution oriented and wants things to progress or improve
-88% is change oriented and wants things to change rapidly and dramatically
-111% creates alternatives & new options

Section 3. Task Match Ups.

This Section explores how well (or not) the patterns of this individual match up with the typical patterns of various positions, such as Sales, Management, Administration, Clerical, and Technical tasks. Within each of these task groups are many different specific tasks, and many of these specific tasks will be explored. As these tasks are examined, only the patterns of this individual that are significant for that task will be described. When this person's patterns are shown in these pages, it is because the patterns are either very well-suited for the task or they are a problem for the task. When patterns are not listed, they do not have much effect on the task, one way or the other. (Note: If you have a model of reference for a function, compare the person to that model instead of relying on this section.)

Administration Match Up

In the area of Administration, there are many tasks which revolve around a business need to maintain orderly information about the business and about the flow of client orders, money, products & services, costs, people, and other important aspects of the business. So, these tasks involve scheduling, tracking, reporting, archiving , retrieving, remembering, and generally managing the information of the business. The following are the patterns of this individual and they show how good a match up these patterns are, in relationship to achieving success in an administrative role.

EXTERNAL DECISION PROCESS: This is a good pattern for administrative tasks. The task of the administration is to serve the organisation, the management, and the needs of the business. People with this pattern do what others want them to do.

FOLLOWING PROCEDURES: This is an excellent pattern for Administrative tasks. Normally, administrative tasks involve following sets of procedures, and this person likes to follow procedures. For best results, this person needs the procedures to be well defined and correct. People with this pattern are comfortable following the procedure and maintain their energy as they continue with the procedure until they arrive at its end. They may not have the ability to recognise if the procedure has stopped functioning correctly as they continue on to the end of the procedure. But, effective management of people with this pattern includes tracking the continued effectiveness of the procedures they use.

INTERACTIVE: This person tends to be Interactive. This is very good for tasks which involve contact with others. He or she has a tendency to be good at establishing rapport.

SOCIAL INDEPENDENCE: This is a very good pattern for Administrative tasks in a one-person or two-person office. This person does not need to have social contact to be comfortable with his work situation.

Management Match Up

This is about the task of managing and supervising the work of others. This involves making assignments, controlling progress, evaluating results, taking actions based on those results, and creating and maintaining motivation in others. The following paragraphs are descriptions of some patterns of this individual and they show how good a match up these patterns are for this person, in relationship to achieving success in a role as manager or as supervisory worker.

FOLLOWING PROCEDURES: This could be a problem for managers and supervisors. Following procedures is the task of workers, and most people who are comfortable following procedures are not able to recognise that the procedures need to be corrected, replaced, or eliminated, and they are not able to make the modifications to those procedures. Procedures often become inappropriate because of changes in marketplace or technology. Managers and supervisors need to be able to recognise that the change is needed and then design those changes. People with this pattern have difficulty doing that.

PROBLEM FOCUS: This could be a problem for managers and supervisors. A Problem Focus is often associated with a lack of direction. A Problem Focus means an inability to maintain and follow priorities. This ability is very important in all of the tasks of managers and supervisors.

EXTERNAL DECISION PROCESS: This is not a good pattern for managers and supervisors. People with this pattern are not able to convert their education and experience into standards by which they make decisions. They need outside help or influence when making decisions. People with this pattern who have management or supervisory responsibility need to have strong managers above them or they will not be able to make the decisions needed to succeed at the task.

POPULARITY: This is usually a problem for managers and supervisors. People with this pattern have a need to be liked or to belong. This often clashes with those management and supervisory tasks of "making assignments, controlling progress, evaluating results, taking actions based on those results". Managers and supervisors need a little disassociation from the subordinate employees because sometimes they must make decisions that are not popular that will not be liked by others.

DETAIL AND OVERVIEW BALANCE: This could be a problem for managers and supervisors. People with this pattern have difficulty delegating tasks, because they find it easier to do a task than to delegate it. They can learn delegation skills, but they will continue to fight the urge to do the task instead of delegating it.

Customer Contact Match Up

This involves all those positions which include customer contact as part of the task. The following are the patterns of this person and how those patterns might impact on Customer Contact tasks.

FOLLOWING PROCEDURES: This can be a very good pattern for customer contact tasks. The person with this pattern is comfortable and happy following the established procedures. So, when the customer contact task is well defined with proven procedures, this person will function well and provide excellent service for customers.

PROBLEM FOCUS: This is a good pattern for customer contact where the task involves diagnosing problems or being the advocate for the customer. This could be maintenance, repair, and many types of liaison tasks.

EXTERNAL DECISION PROCESS: This is usually a very good pattern for customer contact tasks. With this pattern, a person is open to hear the information the customer presents.

SOCIAL INDEPENDENCE: This can be a problem for customer contact tasks. A person with this pattern does not need (and usually does not like) to have social contact with others. A person with this pattern wants to work and be alone.

INDIFFERENCE: This may not be good for customer contact tasks. This pattern usually means the person does not care about others. In customer contact situations if the employee does not care for the customer, this can mean poor customer relationships and this could lead to a reduction in the number of customers.

POPULARITY: This is usually a good pattern for customer contact tasks. The person with this pattern wants to be liked and to feel like a member of the team or the group. So, in customer contact situations the person with this pattern will act in ways to be liked by the customer.

FOCUS ON TIME: This can be helpful for the customer contact task. With this pattern, the person has a sense of urgency. If the customer's need is urgent, this pattern provides the customer contact employee with an urgency to provide solutions for the customer.

DEMO REPORT -- NOT FOR RESALE

iWAM Personal Graph

Mihai Eminescu - 238707

EUR2011 (Europe EC-27 2011)

Test Date:10-Feb-2015

The data for this person has been modified based on Interview findings

Graph categories (top to bottom):
- Initiation
- Reflecting & Patience
- Goal Orientation
- Problem Solving
- Individual Motives
- External Reference
- Alternatives
- Follow Procedures
- Breadth
- Depth Orientation
- Affective Communication
- Neutral Communication
- Group Environment
- Individual Environment
- Sole Responsibility
- Shared Responsibility
- Sameness
- Evolution
- Difference
- Use
- Concept
- Structure
- Past
- Present
- Future
- Power
- Affiliation
- Achievement
- Assertiveness
- Indifference
- Compliance
- Tolerance
- Convinced by Seeing
- Convinced by Hearing
- Convinced by Reading
- Convinced by Doing
- Convinced by a Number of Examples
- Convinced Automatically
- Convinced by Consistency
- Convinced after a Period of Time
- Focus on People
- Focus on Tools
- Focus on Systems
- Focus on Information
- Focus on Money
- Focus on Place
- Focus on Time
- Focus on Activity