

White Paper

Introducing the

INTEGRITY & VALUES PROFILING SYSTEM

A Breakthrough in Profiling
for Performance Coaching and
Recruiting Great People

Discover how this powerful **Values and Attitudes Profiling Tool** will uncover individual's truthfulness, responsibility, relationship handling, management ability, loyalty, reliability and 14 other important traits

Extensively Tested and Validated in Australia



Now You Can Accurately Identify an Individual's Integrity and Values and Predict the Impact on Your Team and Bottom Line Profitability

The Integrity and Values Profiling System takes the guess work out of the big question when hiring, coaching and developing people. Is this person going to deliver the results we want after we have trained or integrated them into a new role?

Whether you are coaching and developing your existing staff, succession planning or hiring a new person, the ***Integrity and Values Profiling System*** will give you accurate personalised feedback with invaluable information about who is on your team, about who you are adding to your team and what sort of a fit they will be.

“Integrity is your ability to have who you say you are visible in the world”

The Integrity and Values Profiling System is based on identifying a person's specific values and attitudes and then comparing who they say they are with what really happens in the workplace. It also serves as a powerful aid in hiring excellent managers and key personnel who can contribute to the formation of a positive culture.

In addition, the profile can be used as powerful tool in coaching, succession-planning, team and leadership development and mentoring in rapidly changing organisations.

The Integrity and Values Profiling System assesses individuals in 6 key areas...

- **Personal Integrity and Values**
- **Self Management**
- **Work or Task Focus**
- **Relationship Management**
- **Vision**
- **Impression Management**

From this assessment you will also discover the following valuable information...

- Role suitability of team members to perform certain tasks
- The desire to do a job after the honeymoon period (three to twelve months) is over.
- Alerts the manager to potential negative attitudes or tendencies that can be verified during a conversation.
- How to construct interview questions and powerful questions to ask referees.
- How to assess a person's likely contribution to another person's success, or your organisation's success, thereby making it possible to predict the individual's degree of team spirit.
- Provides insights to how this person will lead if they are required to lead and inspire a team.

The Integrity Profiling System highlights 6 key areas...

- What the individual's 'default style' is under pressure
- What their personal level of integrity is
- How they manage themselves, their work and their relationships
- How forward thinking they are
- How honest they are about themselves
- How hard they work to make an impression, whether good or bad
- A individual's true character and attitude

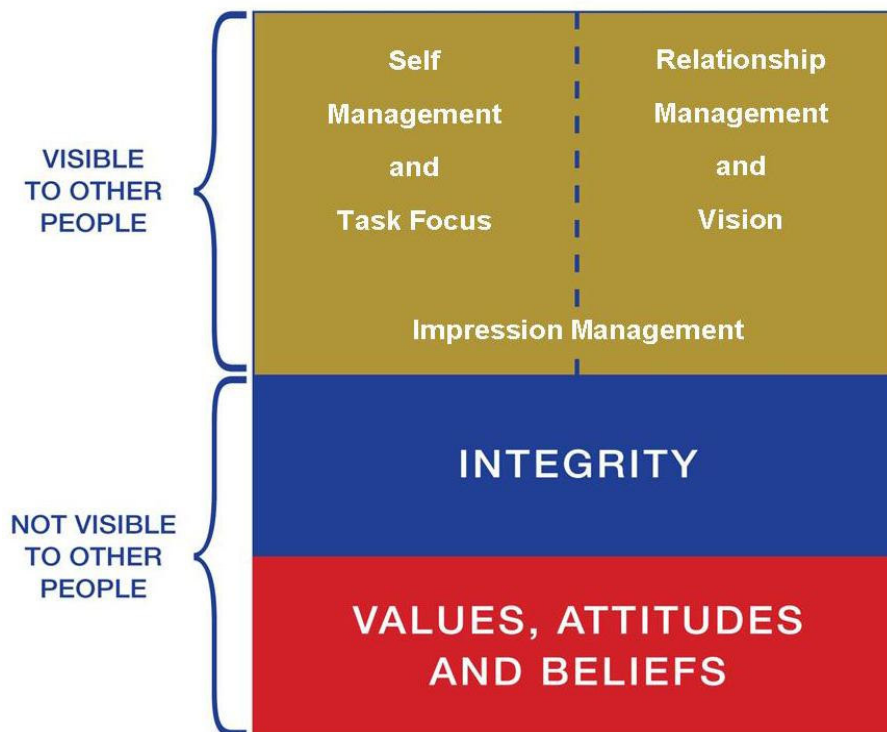
The Integrity and Values Profiling System is designed to give you the unique opportunity to gather objective information about your existing or new potential team members that will enable you to form more effective mentoring strategies and build a "success" oriented team.

How to Understand People's *Invisible* World

Behind our conscious behaviour lies an invisible world. The Integrity and Values Profiling System is a tool that provides insight into this invisible world by providing comprehensive data, thereby giving a solid basis on which to make *informed people decisions*. It highlights developmental and coaching focus areas for individuals and provides leaders with unique insights enabling them to further support and develop their people. The tool also provides a 'map' to create solid succession plans (Talent Auditing) for organisations.

The diagram below is our Integrity Model. This model is the basis of the thinking that the Integrity and Values Profiling system is based on.

THE BUILDING BLOCKS OF THE INTEGRITY AND VALUES PROFILING SYSTEM



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We have Integrity when the Visible and Not Visible aspects of ourselves are the same.

Maintaining our integrity is a moment by moment occurrence. In each moment, each interaction, we make a choice as to whether we honour our Values, Beliefs and Attitudes. This takes courage - and we will fail. The issue is *not* that we fail. The issue is that we do not correct our mistakes fast enough or take responsibility for our mistakes.

The Integrity and Values Profiling System identifies a person's ability to be honest with themselves, accept responsibility for their outcomes and take positive action for personal improvement.

This Profile is arguably the only one of its kind in the world and is highly accurate. Become proficient at interpreting, and it will save you hundreds of thousands of dollars and a lot of heartache.

What is Integrity?

Integrity is one of the most misused and misunderstood words in the English language. Integrity is not about whether or not we are honest or moral. Rather it is whether we can act daily in a way that is a demonstration of our values and attitudes and beliefs. In other words Integrity is our capacity to have our declared values (see above diagram), attitudes and beliefs evident and present in relationships with others and our self.

The Integrity and Values Profiling System can be used in all areas of relationships both in the workplace and personally outside of work. It assists leaders and managers by taking the guess work out of behaviour of individuals and helps with the decision making process with employees, and will often verify your 'gut' instinct with something more concrete in a professional written report format.

From our research integrity is defined as a combination of the following trait...

1. **Truthfulness:** Refers to an individual's ability to be honest with others and intolerant of dishonesty. When faced with unpleasant circumstances, for example, the prospect of loss, retribution or another's discomfort, some people are more willing than others to tell the truth and brave the consequences.
2. **Responsibility:** Refers to the degree to which an individual takes ownership for, their own actions and the results they produce. The capacity to look first to yourself to determine the cause of an event, rather than to others.
3. **Accountability:** Refers to the strength and ease with which an individual can hold others to agreed-upon behaviours, such as targets, deadlines, and performance standards.
4. **Loyalty:** Refers to an individual's tendency to be loyal to the company they work for by putting personal concerns and preferences to one side and focusing upon what is important for the company, i.e. they have an enterprise mentality. Consequently, it is a measure of how effective a manager might be, since effective managers do what's right rather than what they feel like doing.
5. **Self Awareness:** Refers to an individual's ability to reflect on their own values, personal characteristics, motives and feelings and their capacity to make meaning from these.

The History of Integrity and Values Profiling System

Jennifer Elliott, the founder of Integrity and Values.com was awarded Telstra Business Women Award 1997 for her contribution to Australian Business. The Profiling System came about through 20 years of experience in speaking and training people in medium to large organisations to develop high performance teams. During this time Jennifer developed concepts that became the "3 Key Ingredients of Organisational Success" which lead to the basis of the Integrity and Values Profiling System.

Jennifer enlisted Elizabeth Allworth to develop the Profiling System, which increased Jennifer's effectiveness at training and building high performance teams. Elizabeth Allworth has a PhD in the School of Behavioural Sciences - Macquarie University 1999 and holds a Master of Psychology (Applied) (1st Class Hons) - University of New South Wales 1991. Elizabeth has over twelve years of experience as an organisational psychologist.

Integrity is the basis of the Integrity and Values Profiling System. This breakthrough profiling system is the result of extensive research into leadership and integrity. In an arguably world first, we interviewed, documented and established what leaders wanted to know about their people, how they can effectively manage and develop them and how to make good recruitment decisions in organisations based on solid verifiable data.

The 3 Key Ingredients for Success in Organisations



A Clear Vision

All organisations, whose people have a clear vision of where they are going, understand its a vital to their success. A vision is necessary to bind the organisation and give people hope. The Integrity and Values Profiling System enables people to have the powerful conversations required to implement the vision. This is achieved when all team members are functioning in a healthy and productive manner. Once the vision and goal is set your role is to keep the team honest, focused and in alignment with the vision. The Integrity and Values Profiling System measure an individual's ability to inspire others with a vision.

The Ability to Fight Clean

The biggest fight people have is with themselves with their ability to live up to who they say they are and what their work place needs them to be.

Some people see fighting as dirty, dangerous and unnecessary. "The ability to fight clean" means the ability for an individually to table an issue with a co-worker at the first available opportunity and resolve it productively. One of the most common problems in organisations is the lack of skills in this area, which is seen as workplace conflicts.

Where there is avoidance of conflict or potential conflicts an organisation will operate at less than its maximum potential. With *clean fighting skills*, all parties can walk away without any residual resentment that can fuel the next fight and leave the table with their dignity in place.

The Integrity and Values Profiling System identifies the emphasis a person has on a number of values. It shows the fight within themselves, or their ability to fight clean or work with others.

"Fun" - The Essential Ingredient for Workplace Success

It is important that managers and leaders understand they are responsible to create a workplace environment of fun for maximum productivity. When the following 6 requirements are met, people experience work as a form of play...

1. The degree of challenge
2. Elbow room
3. Opportunity for learning
4. Mutual support and respect
5. Meaningfulness of the work
6. Availability of a desirable future

When these 6 ingredients are not satisfied, you will see this poor satisfaction in the quality of the work they produce. When these 6 ingredients are satisfied, then profitability soars, because their creativity is engaged and happy, mentally healthy people work more effectively.

The Integrity Profile indicates a level of happiness, responsibility and accountability which are the ingredients of fun which they are experiencing in your workplace.

Sample Reports

Below are the results of our sample candidates John Sample and Sally Sample to demonstrate what an Integrity and Values Profile report can look like. This report for John Sample as you will see is a low scoring one while Sally Sample's is a higher scoring one.

John Sample's report indicates that this person is unlikely to be able to tell the truth especially when under pressure. With a Responsibility score of six there is a high likelihood that there will be a lot of 'stories' and reasons why he can't tell the truth.

With only a six on Responsibility and Accountability he will have a hard time holding himself or others accountable for the results that they produce. He will overlook issues and then not be able to take ownership of the problems that causes. What people see of him does not match his own view of himself. Notice that he has a low Self Awareness score. This indicates that he has little awareness of the impact he has on others especially the impact of his lack of Truthfulness, Accountability and Responsibility. In the Self Management Assessment the most concerning score is his Assertiveness.

John does not back himself (Low Self-Belief). As a result he does not speak up for himself and will let clients or co-workers walk all over him. It is likely that he will have a high level of resentment and a 'hard done by' attitude. He is definitely not happy, which means he is probably not very productive and also hard to motivate.

In his Work Focus Assessment there are some major anomalies. A high Result Orientation i.e. a high goal orientation or a want to succeed is not backed by the personal work habits that make it possible. He is not Organised or Reliable and has a mediocre Focus and Urgency on the task at hand and no Attention to Detail. It would be our guess that he spends a lot of his time running in circles and achieving very little.

In his Relationship Management Assessment his high Empathy score is crippled by his very low Assertive score. It is anticipated that he would have an extremely hard time expressing himself clearly in any of his relationships, let alone telling the Truth.

He does not have an Appreciation of the contribution that others make to him and neither does he acknowledge their contribution.

His Vision profile indicates that he has limited ability to see what the future may hold or to create a future that he could inspire others with.

The Impression Management Assessment is unique in that the best result lies between a 3 and a 7. The 3 says 'Take me as I am' and 7 says, "I want to make a good impression and I will work at it but I won't kill myself over it". Any higher than 7 means they are trying too hard and lower than 3 means they border on unfriendliness. John's result indicates that he will work hard on the impression he makes and could occur as a people pleaser.

Overall Profile Summary

The Integrity and Values Profile can be used for pre-employment screening and should not be the only decider in the decision making process. In summary John isn't the ideal employee if having people live up to their values is important to your culture. A noticeable difference can be seen with Sally's sample report. Sally's ability to maintain her values and to manager herself will far outweigh John Sample's.

John Sample

Integrity and Values		1	2	3	4	5	6	7	8	9	10
Withholds information from others; conveys information selectively in conversations; tolerates dishonesty in others	Truthfulness	Is open, honest and forthright; tells the truth; does not tolerate dishonesty in others									
Blames others for undesirable outcomes; shifts responsibility to others when things go wrong; makes excuses; is defensive or argumentative when confronted	Responsibility	Identifies and acknowledges their role when things go wrong; takes ownership, even if the outcomes are undesirable									
Avoids making demands on others; fails to hold others to account when they under-perform; does not deal with issues as they occur	Accountability	Is clear about the expectations they have of people; able to hold people accountable for the results they need to produce; notices what is happening and deals with issues as they arise									
Acts in their own best interests rather than that of the organisation; gives priority to activities that make them look good or that they like doing	Loyalty	Committed to organisation; prepared to put personal needs or goals to one side; does what is required of them—not just what they want to do or what will be good for their career									
Does not question own behaviour; spends little or no time reflecting on self; does not analyse the impact they have on others	Self Awareness	Takes time to reflect on and understand self; has insight into own values, feelings, beliefs and behaviour; aware of their impact on others									
Impression Management		1	2	3	4	5	6	7	8	9	10
Self-critical; not concerned about the impression they make on others.	Impression Management	Concerned to make a good impression; want to be seen in a very favourable light; likes to do the right thing by others									
Self Management		1	2	3	4	5	6	7	8	9	10
Has difficulty standing up for self and own opinions; likely to follow a majority decision rather than speak against it; will either withdraw or get aggressive when confronted	Assertiveness	Confident expressing their opinions to others irrespective of their relationship with them; stands up for self even in difficult situations; able to say "no" when necessary									
Doubts own capabilities; questions their ability to succeed in a given situations; needs reassurance from others	Self Belief	Confident in own skills and abilities; expects to succeed in most situations; trusts own judgement									
Feels that the negative outweighs the positive in their life; dissatisfied with current life circumstances	Personal Happiness	Content with current life circumstance; has a positive attitude toward the future; can maintain a good attitude									

Sally Sample

Integrity and Values		1	2	3	4	5	6	7	8	9	10
Withholds information from others; conveys information selectively in conversations; tolerates dishonesty in others	Truthfulness	Is open, honest and forthright; tells the truth; does not tolerate dishonesty in others									
Blames others for undesirable outcomes; shifts responsibility to others when things go wrong; makes excuses; is defensive or argumentative when confronted	Responsibility	Identifies and acknowledges their role when things go wrong; takes ownership, even if the outcomes are undesirable									
Avoids making demands on others; fails to hold others to account when they under-perform; does not deal with issues as they occur	Accountability	Is clear about the expectations they have of people; able to hold people accountable for the results they need to produce; notices what is happening and deals with issues as they arise									
Acts in their own best interests rather than that of the organisation; gives priority to activities that make them look good or that they like doing	Loyalty	Committed to organisation; prepared to put personal needs or goals to one side; does what is required of them—not just what they want to do or what will be good for their career									
Does not question own behaviour; spends little or no time reflecting on self; does not analyse the impact they have on others	Self Awareness	Takes time to reflect on and understand self; has insight into own values, feelings, beliefs and behaviour; aware of their impact on others									
Impression Management		1	2	3	4	5	6	7	8	9	10
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Feels that the negative outweighs the positive in their life; dissatisfied with current life circumstances	Personal Happiness	Content with current life circumstance; has a positive attitude toward the future; can maintain a good attitude									

Task Focus	1 2 3 4 5 6 7 8 9 10	
Prefers to work at a steady pace rather than pushing self, dislikes demanding targets; has ill-defined or vague goals	Result Orientation 9	Goal orientated; like to succeed; pushes self to excel; is always aware of the result to be achieved
Does not plan ahead; will wait until the last minute to get things done; is reactive	Organisation 1	Plans and works to a schedule; has a structured approach to work; knows where things are up to at any point in a project or task
Difficulty in applying self to a task; impatient with routine and/or repetitive tasks; has poor concentration	Focus & Urgency 6	Immerses self in work; maintains focus; will get things done
Careless with detail; relaxed about mistakes in work; can overlook the little things that count	Attention to Detail 1	Is detail conscious; thorough, precises and accurate in their work
Pushes back or misses deadlines; underestimates the time required to complete tasks	Reliability 3	Keeps to promises or agreements; is punctual; does whatever it takes to meet deadlines

Relationship Management	1 2 3 4 5 6 7 8 9 10	
Quiet; has difficult in expressing themselves clearly; can appear uninterested; often does not believe what they have to say will add value	Ability to Talk 5	Enjoys talking with people; is articulate; has no problem expressing their opinion
Can be impatient when others are talking; has difficulty paying attention; interrupts when others are speaking	Ability to Listen 5	Gives patient and thoughtful attention to what is being said to them; listens actively
Is unaware of others' contribution and / or does not acknowledge it; lacks generosity in their feedback to others	Appreciation 1	Offers constructive feedback; can deliver positive and critical feedback effectively; inspires and motivates people be acknowledging their contribution
Remains detached from others people; is not able to see things from another's point of view; lacks understanding of another's perspective	Empathy 10	Understanding of others' perspectives and needs; socially sensitive; tactful and perceptive; able to see the world through another's eyes
Not comfortable contacting people they don't know; unwilling to use their networks to benefit the organisation or their work	Networking 7	Confident initiating relationships with people; draws upon the resources that others offer; is happy to "make introductions" and will initiate meetings that cause business to occur

Vision	1 2 3 4 5 6 7 8 9 10	
Deals with the here-and-now rather than taking a long term, tangible goal; does not see what is possible	Vision 6	Sees possibilities; has foresight; turns ideas into action; is creative; identifies opportunities; is imaginative

Task Focus	1 2 3 4 5 6 7 8 9 10	
Prefers to work at a steady pace rather than pushing self, dislikes demanding targets; has ill-defined or vague goals	Result Orientation 7	Goal orientated; like to succeed; pushes self to excel; is always aware of the result to be achieved
Does not plan ahead; will wait until the last minute to get things done; is reactive	Organisation 7	Plans and works to a schedule; has a structured approach to work; knows where things are up to at any point in a project or task
Difficulty in applying self to a task; impatient with routine and/or repetitive tasks; has poor concentration	Focus & Urgency 5	Immerses self in work; maintains focus; will get things done
Careless with detail; relaxed about mistakes in work; can overlook the little things that count	Attention to Detail 3	Is detail conscious; thorough, precises and accurate in their work
Pushes back or misses deadlines; underestimates the time required to complete tasks	Reliability 7	Keeps to promises or agreements; is punctual; does whatever it takes to meet deadlines

Relationship Management	1 2 3 4 5 6 7 8 9 10	
Quiet; has difficult in expressing themselves clearly; can appear uninterested; often does not believe what they have to say will add value	Ability to Talk 7	Enjoys talking with people; is articulate; has no problem expressing their opinion
Can be impatient when others are talking; has difficulty paying attention; interrupts when others are speaking	Ability to Listen 8	Gives patient and thoughtful attention to what is being said to them; listens actively
Is unaware of others' contribution and / or does not acknowledge it; lacks generosity in their feedback to others	Appreciation 9	Offers constructive feedback; can deliver positive and critical feedback effectively; inspires and motivates people be acknowledging their contribution
Remains detached from others people; is not able to see things from another's point of view; lacks understanding of another's perspective	Empathy 8	Understanding of others' perspectives and needs; socially sensitive; tactful and perceptive; able to see the world through another's eyes
Not comfortable contacting people they don't know; unwilling to use their networks to benefit the organisation or their work	Networking 9	Confident initiating relationships with people; draws upon the resources that others offer; is happy to "make introductions" and will initiate meetings that cause business to occur

Vision	1 2 3 4 5 6 7 8 9 10	
Deals with the here-and-now rather than taking a long term, tangible goal; does not see what is possible	Vision 10	Sees possibilities; has foresight; turns ideas into action; is creative; identifies opportunities; is imaginative

How the Integrity and Values Profiling System Works

The Integrity profile allows you to compare traits and different people's results and to make accurate statements about those results. The results are compared using a 'bell curve' and are distributed as follows: a score of 4, 5, 6 and 7 is approximately 68% of the population, a score of 8 and 9 is 14% and a score of 10 is 2% compared to our *normal* group.

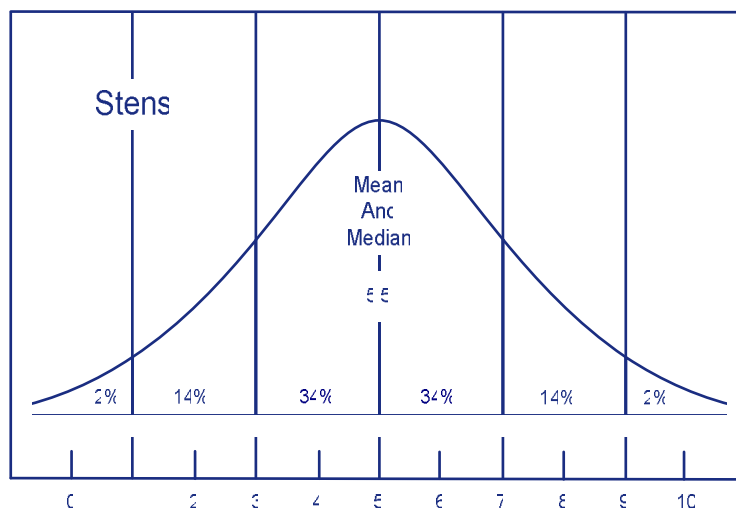
The profile rates certain personality traits and converts 'raw scores' for each trait into a standardised score, referred to as a *Sten* score (see below for a definition). The use of standardised scores is important to enable an interpretation of the extent to which an individual respondent's profile is similar to, or different from, that of others in a reference or normal group, in this case, managers and employees in the workforce.

Furthermore, it provides a common metric that enables comparisons across attributes that may be conceptually quite unrelated (e.g. Truthfulness and Result Orientation).

Sten scores range from 1 (low) to 10 (high) with a mean (average) of 5.5. Table 1 provides descriptions of the meanings of the Sten scores and the terminology that can be used in interpreting an individual result.

Table 1: Interpretation of Sten scores (using Assertiveness as an example)

Sten range	Interpretation
1-2	Well below average - i.e. the individual sees themselves as being considerably less (assertive) than most other manager/employees
3	Below average - i.e. the individual sees themselves as being less (assertive) than most other managers/employees
4	Slightly below average - i.e. the individual sees themselves as being slightly less (assertive) than most other managers/employees
5-6	Average - i.e. the individual sees themselves as being as (assertive) as most other managers/employees
7	Slightly above average – i.e. the individual sees themselves as being slightly more (assertive) than most other managers/employees
8	Above average – i.e. the individual sees themselves as being somewhat more (assertive) than most other managers/employees
9-10	Well above average – i.e. the individual sees themselves as being much more (assertive) than most other managers/employees



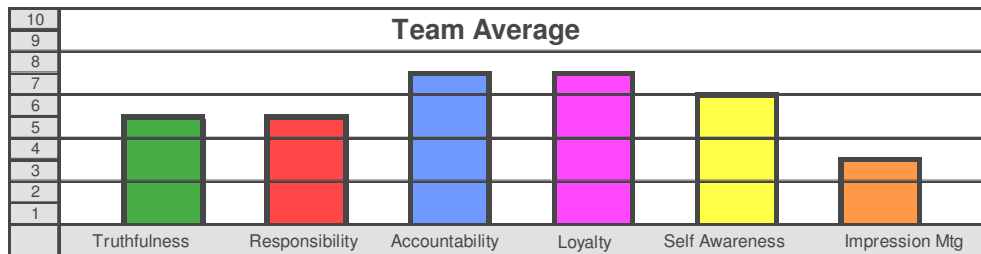
Sten Definition: The raw scores from the questionnaire are converted into standard scores called "sten scores" (the term comes from "standard ten") which are distributed over 10 equal-interval standard score points from 1 through 10. The standard scores are set according to a national sample with the average score nationally being 5.5; about 2/3 of the national population would score between 4.5 and 6.5. Sten scores of 1, 2, 3, and 8, 9, 10 are generally considered to be of greater importance for profile interpretation since they are more extreme and occur far less frequently in a normal population. Numbers 1-3 are considered low and number 8 - 10 are considered high.

Using the Integrity and Values Profiling System to Assess and Improve Team Dynamics

In a team environment each person's result can be added to a combined profile to indicate the whole team. Only the results are plotted, individual's names aren't.

Using the team profile you are able to predict the type of conversations that will and won't happen in a team. The team profile give the leader of the team an overall view of the team and where a strategic intervention needs to be made and the type of training and development that will make a difference.

This profile allows individuals to see their own results compared to the rest of the team and to discuss their impact on the team with their leader or coach. When these results are tabled the team can easily see why the team struggles to perform or what makes them a great team.



In the example above the team average for Truthful is 5.5

Team Integrity and Values Profile

Truthfulness		
Withholds information from others; conveys information selectively in conversations; tolerates dishonesty in others	Person A	4
	Person B	4
	Person C	6
	Person D	9
	Person E	3
		Is open, honest and forthright; tells the truth; does not tolerate dishonesty in others
Responsibility		
Blames others for undesirable outcomes; shifts responsibility to others when things go wrong; makes excuses; is defensive or argumentative when confronted		4
		2
		5
		9
		6
		Identifies and acknowledges their role when things go wrong; takes ownership, even if the outcomes are undesirable
Accountability		
Avoids making demands on others; fails to hold others to account when they under-perform; does not deal with issues as they occur		3
		5
		10
		10
		6
		Is clear about the expectations they have of people; able to hold people accountable for the results they need to produce; notices what is happening and deals with issues as they arise
Loyalty		
Acts in their own best interests rather than that of the organisation; gives priority to activities that make them look good or that they like doing		5
		6
		9
		8
		9
		Committed to organisation; prepared to put personal needs or goals to one side; does what is required of them - not just what they want to do or what will be good for their career
Self Awareness		
Does not question own behaviour; spends little or no time reflecting on self; does not analyse the impact they have on others		4
		5
		7
		10
		4
		Takes time to reflect on and understand self; has insight into own values, feelings, beliefs and behaviour; aware of their impact on others
Impression Management		
Self-critical; not concerned about the impression they make on others.		4
		2
		1
		3
		8
		Concerned to make a good impression; want to be seen in a very favourable light; likes to do the right thing by others.

Interpreting the Combined Team Profile

In Leadership teams each person needs to be able to hold another Accountable and take Responsibility for the results they produce as a whole.

This 5-person team is characterised by one person to whom the truth is very important, by a second who is ambivalent and by three others where the truth is an optional extra depending on what that truth is, who needs / wants to know and how urgent or important the matter is.

There is one person who is both very Responsible and Accountable (Person D). This same person is also the one for whom Truth is extremely important. This person will become very unhappy or frustrated working with people who cannot be responsible for the results that they produce.

One member of this group ('Person C) can hold others accountable but will not be held responsible if things don't go right. This combination of results has some very difficult side effects. That is to say they can point the finger at the ones who didn't perform and not be able to see their part in the mess up.

Being able to see our part in the mistakes that are made in an organisation allows; mistakes to be corrected with velocity. Not being able to do that means mistakes cost because they are hidden until discovered.

Three members of this team are highly loyal and will support the company by doing what needs to be done. The other two will look after their own best interests, primarily by doing what suits them.

Where the Self Awareness score is low people cannot see the impact of their other low scores on the people around them. If the Self Awareness score is high, this is an indicator that the person is able to think about themselves and their impact on the team. They are also able to be '*present*' enough to notice what the other team members are doing.

There is only one person on this team who has the capacity to demonstrate their Values and Attitudes in their relationship with others and with themselves (Person D). There is another team member who can acknowledge their actions when challenged (Person C) as shown by their score of 7 in Self Awareness.

For the others on this team there is a wide gap between who they say are and what people see in action. These individuals are continually frustrated with and by each other.

The Impression Management score of the team is good overall with only one person who is working too hard to make a good impression (Person E). On another point, as their scores are not all equal to, or higher than their Impression Management score, we can safely say they have a tendency toward 'chronic people pleasing'. Because the impression management scores are within ideal limits you can take these scores as accurate.

Unless this team is willing to do some hard yards in developing themselves as leaders the organisation will not be able to function at its best or make the profits that they are looking for.

The Integrity and Values Profile Handbook

The Integrity and Values Profiling System is further enhanced by a powerful interpretation and verification manual. This comprehensive manual is for use for pre-employment evaluation, interviewing, team and leadership development and performance development coaching.

It is an interpretation manual that gives you an in depth explanation on every trait. It additionally provides verification of each trait. It defines what is a low score and what is a high score profile.

“Just using this handbook has transformed the way we recruit and interview people” Keith Sheppard – CEO ksa Projects

The following pages are sample data from the Integrity and Values Profile Handbook. This handbook is available as a separate product that expands on an Integrity and Values Profile and is highly recommended for use to compliment an Integrity and Values Profile result.

Accountability Vs “Too Nice”

There is nothing wrong with being nice. Yet, everyone needs to deal effectively with negative behaviour from others. Because of their need to be "nice" or "liked" those who are low on Accountability will allow negative people to disrupt other employees. A person high on this trait will be sure to talk to someone who appears to be doing something wrong and clear the air. Such people demand that others stretch and produce to their fullest potential.

What the trait is not: a measurement of friendliness or niceness or of the standards someone sets for themselves. We usually classify someone who is nice as a good person. However, anything out of balance can be detrimental including being friendly.

Accountability Trait Tendencies

High scorers will...

- be clear about others' responsibilities and ensure that these are met;
- notice when others are failing to fulfil their responsibilities and address such issues;
- recognise when it is appropriate to actively manage another individual and when this is not necessary.

Low scorers tend to...

- feel less comfortable making demands of those they manage;
- shy away from holding others to their promises and responsibilities;
- prefer laissez-faire management;
- feel less at ease when managing under-performance, for example, managing poor performance, and / or handling disciplinary matters.

Look for these tendencies in people who have a low score in the **Accountability** trait...

- Difficulty in making demands of subordinates and holding co-workers to a high standard. Supervisors with this trait would rather take on the work themselves than be seen as "unreasonable" or "picky" by their co-workers.
- Reluctance to discipline or terminate negative employees who refuse to change their behaviour.
- Creation of unnecessary policies and procedures to avoid confronting a negative situation.
- Feeling exploited, used and walked on.
- Difficulty negotiating deals without "giving away the store" and/or even closing the sale. Salespeople who cannot hold others accountable tend to experience "Seller's Remorse", wherein they appear to be so uncomfortable with the sales process they will sabotage their own efforts to close a sale or will cause themselves to slump after a major sale. [Of course there are other reasons for a sales slump. It is not always this trait].

Using the Handbook for Recruitment Application

Part of the process of finding the best employee is being able to describe clearly the kind of person you are looking for. The Integrity and Values Profiling System helps you stay focused throughout the hiring process. The description would include: outcomes or deliverables, skills, experience, competencies, values, attitudes, personality traits, pay range, education, and the job description.

Be aware that applicants go to all lengths to write a resume that puts them in the best possible light. Research has shown that 30% of resumes contain at least some false information.

The best and most effective way to screen applicants is to check resumes against desired experiences, stability with employers, competence and attitudes, and attitudes is what the Integrity and Values Profiling System delivers.

“People are hired on their skills and fired on their attitude”
Jennifer Elliott – IntegrityandValues.com

Sample Second Interview Questions - Based on the applicants Integrity and Values Accountability Score

1. Ask management or supervisory candidates how they have dealt with top producers who were negative.

Their responses will show just how "Nice" they are. People who have a pattern of "Low Accountability" would never dismiss a negative person, even after repeated discussions and warnings.

2. Ask management or supervisory candidates how many people they have personally dismissed.

This gives another indication of their ability to hold others accountable.

3. Ask candidates if they have ever confronted a negative situation and how they did it.
4. Ask candidates what accountability vs. responsibility is for them.

Their answer needs to include thoughts like, 'If I am responsible for an outcome and then delegate the task I am then the 'holder' of their accountability. If they do not produce the result I am still responsible for their non delivery and for my own non delivery. Being responsible for an outcome or result does not mean that I have to personally do the task - I can delegate it.

5. Ask candidates "How do you hold people accountable for their broken promises and agreements?"
6. Ask sales position candidates how they would respond to a customer wanting a special "deal".

People who have a low Accountability trait have trouble saying "No", and find ways to say "Yes", even if it causes negativity to themselves or others.

Other Applications of the Integrity and Values Profile Handbook

The Integrity and Values Profile Handbook is an extremely valuable tool for any organisation that has invested, or is about to invest in Integrity and Values Profiling. For any organisation considering more than one profile and, in particular, a team profile it is essential for complete utilisation of the power of the profiling system.

The Integrity and Values Profile Handbook contains detailed structure of a recruitment interview through to final decision making and how the profiling system becomes a powerful ally when it comes time to decision making. The Handbook contains detailed comprehensive information on each trait used in the profile with which to question the candidate. Often by the failure of having quality questions in the interview process results in poor decisions being made for new career positions which become expensive over many months as the decision is chronologically seen.

The Integrity and Values Profile Handbook is highly condensed information on the profiling system that will add value to your HR intellectual property. Here is a list of additional benefits and content of the Handbook...

1. Clear definitions of each trait, to remove any debate from differences in interpretation
2. How to verify a person's traits with a referee
3. Coaching, leadership and team development applications
4. Interview questions for every trait for detailed comprehensive insight into their integrity and values
5. How to base their final decision with documented evidence
6. How to gauge a person's potential for blame, or abdication or avoidance
7. Questions to determine a person's level of happiness by using the specific questions provided
8. How well a person will follow instructions with listening and talking skills
9. How to assemble teams with optimum performance in mind
10. How traits are linked and which traits interact with each other
11. How to structure a powerful interview process
12. How to ask questions of referees that tell you what you need to know to make an informed decision
13. Easy reference point when you want to have a disciplinary conversation with an employee
14. How responsible someone will be in the future

Frequently Asked Questions

- 1. *Can the profile be used internationally or is only normed to Australia?***
Yes, you can use it in other countries. At the moment it has been normed for Australia and New Zealand and as other countries come online it will be normed for those countries.
- 2. *What type of companies are currently using this profile?***
All sizes and industry benefit from using the Integrity and Values Profiling System. Where ever people gather to work together there are benefits in using this profiling system. Over 303 companies have invested in this profiling system, some of which include Pricewaterhouse Coopers, Shop a Docket, Sanitarium, Stelform Engineering, Gordon and Gotch and KPMG.
- 3. *Does the current work environment impact on the results?***
Only in the Self Management, Task Focus, Relationship Management and Vision Profile
- 4. *Has any client disregarded the profile results and proceeded with a hiring?***
Yes, following is a comment from Robert Masterson GM Operation Stelform Engineering – “I disregard the results and I am still paying for that decision years later. That was a hard learned lesson which I will never do again.”
- 5. *What do I get in a profile?***
Four Profiles, Integrity and Values, Self Management, Task Focus, Relationship Management and Vision Profiles
- 6. *Can the profile be redone if so after what time frame?***
Yes. We recommend in 12 months time, however if the person has undergone intensive coaching then it is recommended to review their profile in 6 months time if found to be suitable.
- 7. *Can the profile be used as a culling tool on poor performers?***
Yes, and caution is recommended, it is not the only measure. What it will tell you is where the individual will benefit, especially in coaching and development.
- 8. *Is this a properly statistically validated process?***
Yes, the questionnaire was developed by Integrity and Values over several years and has been validated by Dr Elizabeth Allworth using over 535 possible questions with 1,200 people. The profile system has passed all the rigorous internal checks and is considered highly robust and accurate.
- 9. *Does the price include a written report and interpretation?***
The price of the profile includes a report and an interpretation by the consultant, generally provided by telephone. If you need a written report this is available at an extra cost depending upon complexity and depth required.

... Frequently Asked Questions

- 10. *Once my people have done the profile, will someone come and tell them what to do to improve their performance?***
Your consultant is responsible for profile feedback, and will negotiate coaching or training services with you as part of their package. The fee for the profile is for the results to be e-mailed to you in soft copy with a brief 10 -15 minute phone feedback session. Any further work is additional in scope.
- 11. *I need to really lift the performance of my business/division, how will the Integrity and Values Profile be helpful to me?***
The profile will indicate the kind of conversations that are being avoided in your organisation, and will help you identify which people on your team are responsible for value leakage - in other words- who is costing you the most money. It can tell you who needs coaching and in what areas they need to improve.
- 12. *We always seem to have communication problems, what will this profile do for us?***
It will pin point the areas for development for each member of the team. Especially noting the Assertive and Responsibility scores which will often be low where there are major communication problems. Your consultant will talk you through all the results.
- 13. *Can't people figure out how to beat the profile and always score a good result?***
It is hard to fake a result, but the profile questionnaire is structured to show when someone is trying too hard to give a good impression.
- 14. *How does the profiling process work?***
The candidate or team member completes a simple online questionnaire that takes between 17 and 30 minutes. You then receive the report by e-mail, followed by a brief telephone review with an accredited licensee who will explain what each aspect of the report means.
- 15. *What does this profile actually measure?***
The profile measures twenty separate traits or constructs which combine to tell you who a person is in terms of their Integrity, Impression Management, Self Management, Task Focus, Relationship Management, and Vision.

If you have any other questions you'd like answered or to find out more about how the Integrity and Values Profile System can benefit your organisation contact the person who gave you this information and they'll be glad to help you.

Why Use the Integrity and Values Profile System?

There are literally hundreds of profiling assessments in the market place today. Although many of these are powerful and give you useful information, in most cases they are cognitive or behavioural profiles and what they tell you is what you already are aware of or can already see or experience with a particular person.

A much more powerful profiling tool is one that tells you the thinking or feeling behind the behaviour and what is it that is fundamentally driving the behaviour. For example, if a person has a low ability to assert themselves it can be seen as to what causes that to happen for them by looking at their Truthfulness and Accountability Scores.

Ideally what you want to know with a person is how truthful they are and are they able to hold people accountable to an agreement. The Integrity and Values Profiling System reveals exactly this. It predicts a person's behaviour in specific instances based on the drivers of their behaviour at a non visible or subconscious level.

This system allows an individual, or leader working with a person to identify the importance they give to traits in their personality and therefore how to improve themselves individually or through coaching or training by working on specific already identified areas.

The Integrity and Values Profiling System shows you what's driving a person so you can have a powerful intervention conversation to achieve greater results.

The Integrity and Value Profiling System was developed by leaders for leaders and is fast becoming the profiling tool of choice for hundreds of forward thinking organisations.

Here's a Summary of the Benefits of investing in the Integrity and Values Profiling System for Your Organisation

1. You'll have confidence that the reliability of the test results can withstand the challenges of participants who want to resist their feedback.
2. Improvements in team performance are sustained by addressing core team issues.
3. Graphical representation of the Team Profile saves time interpreting and debating otherwise complex team results.
4. Simple, easy to read, interpret and understand.
5. You receive ongoing support and (optional) training by fully trained licensed consultants.
6. You'll be using a unique system in what it measures, and one that provides clear indicators of where a recipient can improve.
7. The system provides valuable insights to illuminate blind spots in people's behaviour and creates valuable discussion.
8. Researched and designed in Australia for Australia and our culture.
9. Reveals individual core competencies, fears, personality traits, management ability, reliability, and responsibility, which means an individual may be coached effectively to improve specific areas within their profile, be it in management skills or within core aspects of their personality.
10. Identifies leaders in your organisation using quantifiable data.
11. Identifies new candidates for your organisation with accuracy to verify your gut instinct as well as provide guides for better interview questions.
12. You'll be increasing your HR intellectual property for better current and future team recruitment and performance.

Testimonials: What Some of Our Clients Say

"The Integrity and Values Profile and excellent Consulting Services take the guesswork out of recruiting, allowing me to make consistently great hiring decisions with confidence."

Chris Stephenson - VP Australia and New Zealand Comverse Pty Ltd

"We've been using Integrity and Values Profile since 1997 for all our executive level recruiting decisions and leadership development programs. These days, we wouldn't dream of recruiting anyone without using the Integrity and Values Profile first."

Integrity and Values is incredibly accurate and gives you immediate and clear insights into the person you are dealing with. Unlike other profiling systems, it does not place people in a "box", but clearly shows areas of strength and weakness and predicts future behaviours with uncanny accuracy. It is a powerful coaching tool and shows the exact areas to focus on for growth and improvement of both the individual and the team.

If you're looking for an easy to use and easy to understand tool that takes ALL the guesswork out of recruiting and leadership development, I cannot recommend Integrity and Values highly enough. Give it a try; it WILL save you time and money."

Robert Masterson - General Manager Stelform Operations

"Hewsons International is Australia's longest established executive coaching company and clients report an average 80% increase in their capabilities and business performance. A foundation block to this is that for the past 12 years Hewsons has used 'integrity' based profiles in its executive coaching programs."

Our research in available assessments led us to choose The Integrity and Values Profiling System because it quickly and simply gets to the core issues that underpin key leadership and people performance issues of CEO's and other executives."

Richard Hewson – CEO Hewsons International

"It is my view that the Integrity and Values.com approach takes executive development to a level which would be the envy of the majority of learning providers in the market today. Integrity and Values.com is not a training program. Integrity and Values.com is a journey of self awareness that delivers lasting results through carefully constructed and totally customised group facilitation and personal coaching."

Robert D Lang CEO - Sydney Foreshore Authority (Former CEO Pacific Power)

"As an HR Director, one of my strategic priorities was to leverage the capability of highly talented senior executives through leadership development interventions. Although programs such as those delivered by leading business schools clearly added to the management and leadership capability of the senior team, I was dissatisfied. These programs consistently failed to address the intangible issues which were undermining the senior team's performance. Intangibles are the essentially invisible, yet powerful learned habits and blind spots which undermine judgements, produce poor communication and promote a reticence to hold others to account for their performance."

The Integrity and Values approach provided the answer. As a senior team, we were challenged about our 'blind spots' and their impact on the business. We moved to a new and more powerful level of performance, driving a new culture through new conversations around accountability and performance."

Di Worrall Principal - Worrall and Associates (Former HR Director Pacific Power)

"We've put \$1.1 million on to our bottom line in only 8 months. Not only that, but team members are happier than ever. And we can directly attribute that to the work we've been doing with Jennifer Elliott. Using the Integrity and Values Profile has made the decisions I make about people easier and has given me a tool to that is invaluable."

Greg Gates – National Sales Manager Sanitarium

Getting Started – Where to from here?

In summary the Integrity and Values Profile System is an outstanding tool to use for all aspects of your human resource development. It can be used for training, coaching, leadership development and pre-employment screening for recruitment candidate selection. For these applications there are few systems that compare in the world, but the journey doesn't need to end there.

Your Accredited Licensee can offer other areas of assistance using the Integrity and Values Profiling System as the foundation. Your contact has been thoroughly trained as a Licensee in understanding and delivery the Integrity and Values Profile System. Here are a number of other additional applications and options of this system your Licensee can offer or assist with...

- ✓ Constructing interview questions for the second interview based on the candidates Integrity and Values Profiling System outcome and traits
- ✓ One on one coaching of individuals based on their profile outcomes
- ✓ Group training for small or large teams
- ✓ Leadership development of individuals or teams
- ✓ Purchase of the Integrity and Values Profile Handbook
- ✓ 2 day workshop training on becoming an accredited Integrity and Values Profile System consultant to be empowered to perform in-house feedback sessions for your company's employees after purchase of an Integrity and Values Profile System through your Licensee

The Integrity and Values Profile System investment includes a phone feedback session of 10-15 minutes, however any or all of the above points can be agreed on as additional work supplied by your Licensed consultant.

To find out more about the available options for
The Integrity and Values Profiling System

Contact your Accredited Licensed Provider...



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