

## School \_\_\_\_\_

Program name: OUA Study Period 4

Program code: UG 2020 (2097)

Course/unit name: Introduction to Information Technology

Course/unit code: COSC2196

Name of lecturer/teacher: Anthony Clapp

Name of tutor/marker: Umera Imtinan – Group D

Assignment no:1 Due date (DD/MM/YYYY) :24/12/2020 Class day/time: Tuesdays 7pm and Monday 8pm

Campus: OUA

Office use only

Date stamp

## Student/s

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Given name: Phillip

Student no: S3882329

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Course: COSC2196 Introduction to Information Technology (OUA)

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Open Universities Australia – Study Period 4

**Please note:** This is my first-time attempting HTML and a website. As guided in the tutorials I have used a template as a starting point from HTML SUP which I have acknowledged on the bottom of each page.

Whilst I was getting the hang of HTML, I am still struggling to understand CSS etc.

I have also added a link to the PDF of reference on the bottom of each web page.

GitHub Public Repository URL: <https://github.com/PhilBatten/Introduction-to-IT-Assignment-1>

GitHub Pages URL: <https://philbatten.github.io/Introduction-to-IT-Assignment-1/index.html>

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## My Profile

### Personal Information

#### Phil Batten

A retail executive with over 30 years' experience, and a passion for ensuring our customers' needs and expectations are at the forefront of everything we do every day.

**Employer:** Woolworths Supermarkets Victoria & Tasmania.

**Current Role:** State Commercial Analyst.

**Recent Roles:** Group (Area) Manager | State Online Specialist  
State Profit Protection Manager | Retail Specialist | Store Manager.

**Next Role:** Senior Business Analyst/Data Scientist

**Work email:** [pbatten@woolworths.com.au](mailto:pbatten@woolworths.com.au)

**Education:**

**High School:** Portland Victoria. 1988

**Higher Education:** Open Universities Australia – Current.

**Degree:** Bachelor of Commerce (Finance) – Curtin University.

**Subjects:** Accounting for Business (HD) | Business Law (D) | Principles of Economics (D) | Discovering Marketing (C) Business Communication (C) | Introduction to Finance Principles (pending) | Introduction to IT (current)

**Student ID:** S3882329    **Student email:** [s3882329@student.rmit.edu.au](mailto:s3882329@student.rmit.edu.au)

**Nationality:** Australian    **LinkedIn Profile:** [linkedin.com/in/philbatten](https://www.linkedin.com/in/philbatten)

#### About me:

Living in Hoppers Crossing, Victoria, with my partner of 11 years (*I hope I have that right*), Veronica and our three children Tayla (17), Jai (19) and Brodie (21) and our dog Rocky (3). We love to get away camping three or four times per year, varying our locations from the coast to the country, with my favourite spot off the grid in the high-country Howqua Hills below Mount Buller.

While Jai is a first-year apprentice electrician, Brodie and Tayla both have a rare condition known as an Arnold Chiari Malformation (severe) which has left them unable to walk or talk, and the mentality of a toddler. Their condition and custody arrangements with their mother prevent us from getting away as much as we like, so our other real passion is our house or our resort. We recently built our house to suit their needs, investing in this as our forever home and designed it as our little piece of paradise in the Western Suburbs of Melbourne.

#### Howqua Hills Historic Area.

Tunnel Bend Flat, our favourite camping spot the perfect location to disconnect from the world and recharge the batteries. No power, no data, just you, the high country, the river and a campfire.



My Family



*Brodie*



*Tayla*



*Veronica & I*



*Jai & Rocky*

Our Resort



## My Interest in IT.

### Sliding Doors

Throughout high school, computers were still relatively new, I remember learning to type on electric typewriters, and the school only had eight computers in the entire school. As far as career choices, computer-related careers were only just out of their infancy, though I could see it was the future and wanted to study computer science at Uni. When I completed my HSC/VCE (it was still going through the name change) in 1988, it didn't matter how well you did in your studies if you failed English, you failed your HSC/VCE. I had a complete mental blank in my English exam and only managed three-quarters of a page on my essays, needless to say, I failed.

First-round university offers came and went, so I decided to return to high school to repeat my HSC/VCE. Halfway through the year, I had a significant car accident and decided to leave school and work full time to pay off my debts, the university was on ice and thirty plus year career in retail commenced. At the end of 2019, I felt that I no longer had the passion to "walk the shop tiles" of the supermarket and began looking for alternative directions for the final trimester of my working career.

### Looking for a career change.

I reached out to several friends and colleagues I know working in the IT Sector, in particular those that deal with SAP. The advice that I received was I could learn SAP online, and with my experience as an end-user in many SAP platforms, that I would run rings around many of their current team. The issue was, I require a degree in either finance or human resources to pursue this change in direction. So, after thirty years, I have recommenced studying and enrolled in a Bachelor of Commerce with Curtin University through Open University Australia. The opportunity arose when a role became available in our finance division as a commercial analyst. Not only was I successful in applying for this role, but the business also agreed to support me in obtaining my Bachelor of Commerce.

Over the last fifteen years, I have worked in many roles involving analytics. As part of my current position, I write large volumes of reports, many repetitive each week and have developed a fascination of trying to automate as many pieces as possible. My real interest in IT rekindled as I watched in awe at our teams working with Robotics and AI. Wanting to take my role in this direction, I enrolled in Introduction to IT at RMIT as one of my elective subjects. I am sure this will not be the last.

Like most people, I work daily with the Microsoft Office Suite, along with the Google Suite. My expanded knowledge has been as an end-user of SAP BW, SAP R3, SAP WEBI, TM1, KRONOS, in financial reporting. I dabbled a little in Java Scripting and SQL Developer to automate interactive PDF's about ten years ago and this year as the business moved to Google Cloud Platform (GCP), Tableau and Big Query; I have ramped up my SQL scripting skills.

When looking for subjects to study as electives, my instinct was to look for courses that would lend to my desire to learn Robotics and AI. As I searched the topics, one common theme kept coming up, RMIT. I enrolled in the course Introduction to IT in study period 4, 2020—Year of the lockdown. I am looking for this subject as a launching place to other subjects to complete as electives to support my career move away from the shop floor, into finance in the twenty-first century.



## Ideal Job

### SAP SuccessFactors Consultants wanted!

(Discovery Consulting, 2020) Melbourne, Victoria, Australia.

URL: <https://www.linkedin.com/jobs/view/sap-successfactors-consultants-wanted%21-at-discovery-consulting-2213570255/?originalSubdomain=au>

### Job Description

Discovery Consulting is seeking a new member to their team that has the abilities to understand how to personalise the SAP SuccessFactors Platform, a Human Capital Management (HCM) system used by employers for managing their HR Systems.

The SuccessFactors is a cloud-based platform for organisational structure management, payroll, learning and managing goals and objectives. These are all areas of a business that are required to be personalised to suit the business EA agreements, training requirements, and team development.

The prospective applicant is to be certified in SAP SuccessFactors and can demonstrate how to personalise the platform for current and new business clients.

With over thirty years of retail experience and more than two decades of single and multi-site management, the ability to connect with clients seeking to personalise their SAP SuccessFactors experience, understand the intricacies of enterprise agreements is tantamount to its successful application. This level of understanding and care for the client is what appeals as the ideal job to see out my working career—developing a skill set that lends its opportunities to consultancy work to subsidise retirement when required.

### Skills and Qualifications

Applicants for the role should have strong knowledge of business processes, especially around human capital management, whilst being certified in SAP SuccessFactors and the ability to configure the platforms to suit the client's needs. Whilst having extensive knowledge in business processes and human capital management, I will require to obtain the knowledge needed to become certified in SAP SuccessFactors. Additional training will be necessary, completing the modules available on their learning hub, on how to configure the platform for the clients' specific wants and needs.

### Development plan.

This change in career trajectory for the final trimester of my working career will require the investment of time and study to be suitably qualified to be successful.

- Obtain a degree in either finance or human capital management.
  - I am currently studying through Open Universities Australia (OUA) to obtain a Bachelor of Commerce (Finance) through Curtin University.
- Gain an understanding of information technology systems and platforms
  - Utilising the elective subjects within the scope of my current studies for a Bachelor of Commerce will study the necessary topics such as Introduction to IT and Big Data Management.
- Develop a skillset in basic programming including HTML, JavaScript, SQL, Python and R
  - Utilising the elective subjects within the scope of my current studies for a Bachelor of Commerce will study the necessary topics such as Introduction to Programming, Programming and Further Programming
- Certify in SAP and learn how to configure the SAP SuccessFactors Cloud Platform
  - Undertake the necessary studies at <https://training.sap.com/learninghub>
  - From this learning, hub undertakes the necessary training in either of the streams.
    - Finance: <https://training.sap.com/bundle/hub078-sap-learning-hub-edition-for-finance-hub078-au/>
    - HCM (SAP SuccessFactors): <https://training.sap.com/bundle/hub077-sap-learning-hub-edition-for-people-engagement-hub077-g/>
- Gain real-life experience through the completion of an internship or on the job training.

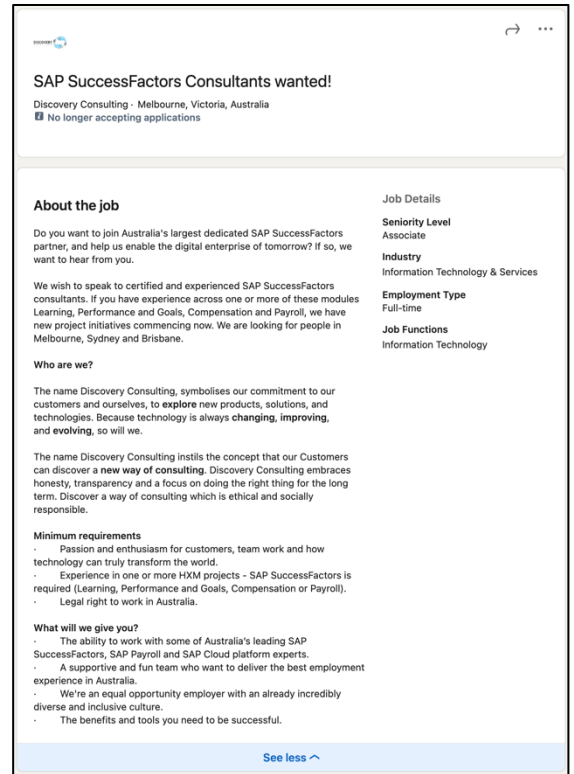


Figure1: Screenshot of Job advertisement on LinkedIn viewed 7<sup>th</sup> December 2020 (Discovery Consulting, 2020)

## Personal Profile

Whilst having the ability to work well in a team supporting my colleagues, there are times requiring reflection on the situations where workflows are not restricted by being fixated on a particular course of actions. Whilst having the ability to think strategically and out of the box, there is also the underlying desire to work within a comfort zone that may not be conducive to the desired outcome. The ideal position for myself based on these results is one that forms part of a team, where the opportunities exist to support and coach other parts of the team along the way.

The DDI report an example of how these reports can identify strengths and weaknesses, providing the candidate with the ability to form a development plan, that is, provided the candidate is made aware of the results.

Utilising the results of such tests allows managers to put teams together that will work well together, identifying potential leaders, strategic thinkers, coaches, and general strong work ethics, forming a team that works well together. For example, my place in an ideal team would be to support a leader and help coach other team members to ensure everyone keeps up together.

### Myers-Briggs Test [[www.16personalities.com](http://www.16personalities.com)]: Defender Personality | ISFJ-A / ISFJ-T.

(Myers & Briggs, 2020)

The Defender personality type is quite unique, as many of their qualities defy the definition of their individual traits. Though sensitive, Defenders have excellent analytical abilities; though reserved, they have well-developed people skills and robust social relationships; and though they are generally a conservative type, Defenders are often receptive to change and new ideas. As with so many things, people with the Defender personality type are more than the sum of their parts, and it is the way they use these strengths that defines who they are.

*Defenders are true altruists, meeting kindness with kindness-in-excess and engaging the work and people they believe in with enthusiasm and generosity.*

Defender personalities (especially Turbulent ones) are often meticulous to the point of perfectionism, and though they procrastinate, they can always be relied on to get the job done on time. Defenders take their responsibilities personally, consistently going above and beyond, doing everything they can to exceed expectations and delight others, at work and at home.

*Refer to Appendix A for full results of the Myers-Briggs 16 personalities test.*

### Learning Styles Test [<http://www.emtrain.eu/learning-styles/>]

EMTRAIN WP 8 Learning and teaching concepts and methodology (Emtrain, 2020)

Learning Style	Match
• Pragmatist Style	0.316
• Theorist Style	0.250
• Reflector Style	0.250
• Activist Style	0.136

*Refer to Appendix B for the full results of the Learning Styles test.*

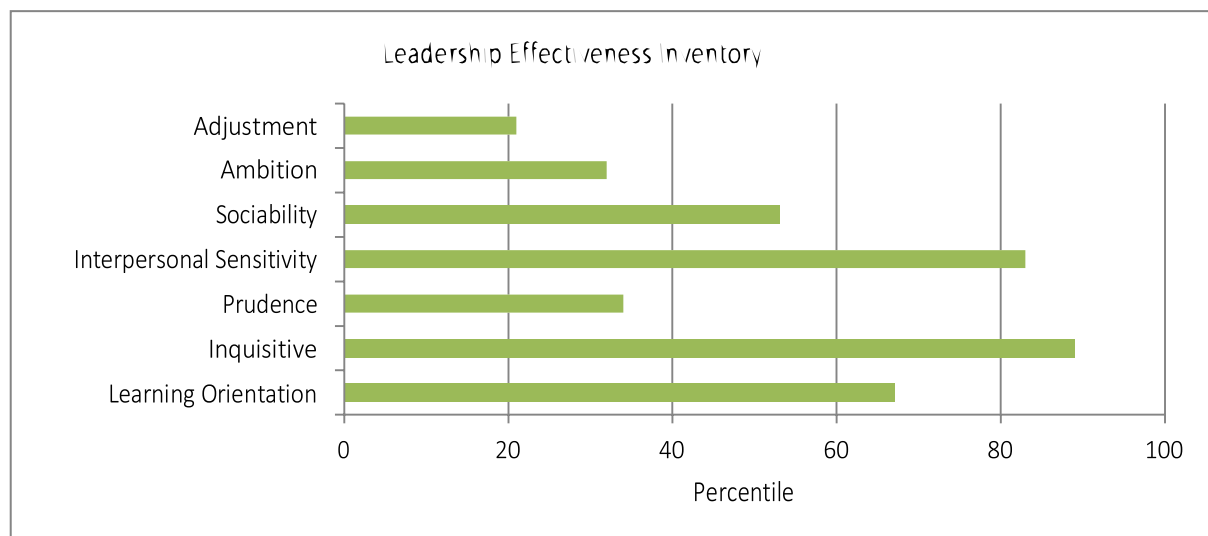
### DDI (Development Dimensions International) Candidate Test [<https://www.ddiworld.com>] (DDI, 2014)

These results are from an online test is one I undertook when applying for the role of Group Manager for Woolworths Supermarkets. A Group Manager is responsible for between 9 and 15 supermarkets and up to two thousand team members. This report is from August 2014, but felt it relevant to this course, as it is an actual employee interview test taken.

The online test was sat over three hours and covered the following assessments:

- Personality Assessment
  - Measured by the Leadership Effectiveness Inventory and the Leadership Challenges Inventory
- General Mental Ability, measured by the Hogan Matrigma Inventory
- Business Reasoning Assessment, measured by the Hogan Business Reasoning Inventory

## Leadership Effectiveness Inventory



### General Mental Ability – The Hogan Matrigma inventory.

Will easily solve problems that require a logical deductive ability. Will probably familiarise themselves with the Group Manager role quickly and perform at an above average level. Will manage well at complex tasks that make great demands on problem solving ability.

### Business Reasoning Ability – The Hogan Business Reasoning Inventory (HBRI)

#### Strategic Reasoning

- Reasonably effective at putting problems in context and deciding whether they are worth solving. Able to spot trends in data and understand how those trends can affect future business. May analyse how retail and customer needs are changing and integrate this with other sources of information to plan future business direction for Woolworths.

#### Tactical Reasoning

- Able to identify causal chains and sequences of events that tend to reoccur, in order to predict outcomes. Reasonably good at solving problems once the facts have become known. Good at using broader business data to solve problems and turn strategy into action. Likely to organise data regarding retail and the customer to solve problems and develop sound plans for the future of Woolworths.

#### Critical Thinker

- Likely to contextualise problems correctly in terms of the short-term and long-term benefits of their solution for Woolworths, then solve them effectively.



## Project Idea: Use-by Date Tracker.

### Overview

The development of an app for your phone or tablet for tracking use-by dates of consumable products in your pantry, fridge or freezer, by simply scanning the barcode of the product, or manually entering the details, and then recording the use-by date by taking a photo of the date on the product or manually entering.

The app then provides a list of products at the commencement of each week that will go out of date that week. It will also offer reminder notifications at three days, two days and date of expiry until acknowledged that the product has been consumed or disposed along with an option to add the product to your shopping list.

### Motivation.

Are you sick and tired of throwing good food out because it went out of date before you got around to consuming it? Having worked three decades in supermarket retail industry, I have seen first-hand how this is an exorbitant cost to a business, that consumers also face within their kitchens if we don't keep track of the use-by dates. Each week I watch as my partner stands at the fridge expressing expletives as she throws unopened food out that has expired without realising it was short on a use-by date, complaining of the cost of food that has gone in the bin.

In Australia, we waste approximately 7.3 million tonnes of food, the equivalent of twenty per cent of all bags of groceries. Although this figure includes product that never leaves the farm, we all need to do our bit, as we need to consider what went into producing the products wasted such as Water, livestock and greenhouse emissions. (Australian Government - Department of Agriculture, Water and the Environment, 2020)

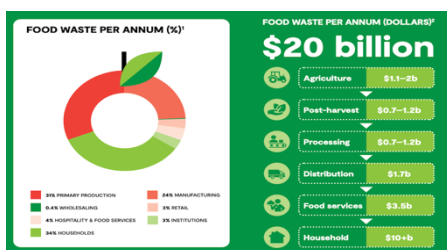


Figure 2: Image taken from *A Road Map for reducing Australia's food waste by half by 2030* viewed 20<sup>th</sup> December 2020 (Food Innovation Australia, 2020)



Figure 3: Image taken from *A Road Map for reducing Australia's food waste by half by 2030* viewed 20<sup>th</sup> December 2020 (Food Innovation Australia, 2020)

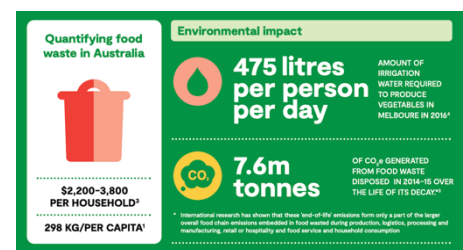


Figure 4: Image taken from *A Road Map for reducing Australia's food waste by half by 2030* viewed 20<sup>th</sup> December 2020 (Food Innovation Australia, 2020)

### Description.

The project will consist of developing an app for the smartphone or tablet using the device's camera to scan the barcode. The app will then reference a database of barcodes to identify the product. If the product is unknown, the details can be manually entered and then stored to the database for future reference.

Once identified, the app will then ask you to enter the use-by date and the quantity that you have. You then save your entry before moving on to the next product. When entering the details of each product, the storage location is also captured, such as pantry, fridge, freezer or even bathroom (medicinal products).

For the app to be successful, it will be necessary to source a database of barcodes for consumable products, initially in Australia, ultimately the world.

At the commencement of each week, the app would produce a list of all consumable products that are store in the app and have a use-by date that will expire in the next seven days. This list will appear sorted into firstly the location where the product is stored, and then in date order of expiry. Provided sufficient information is available, there is also potential to sort the list into consumable type. For example, like spices, pasta, biscuits etc. and potentially where they should be stored, e.g., most people keep the sauce in the pantry, despite the label stating to keep refrigerated once open.

The user can grant access for the app to send notifications to the user, the app can send reminders at a designated time that a product is down to three days left, two days left, or due to expire today. Notification frequency will be an option within the setting of the application. Once consumed or disposed of the user will acknowledge this in the application, removing it from the app, the lists and notifications. When removing the product from the app, you will be asked if you wish to add the product to your shopping list.

### Tools and Technologies.

Several different areas will need to collaborate to make this app successful.

- The application will require the programming skills and open-source access to the necessary databases for details of products and their barcodes.
- Smartphones and tablets camera technology allows them to read QR codes; however, by default, they are unable to read barcodes. The app will need to include the programming to enable the camera to read barcodes on the consumable products.
- Programming will also need to include the ability to convert the image of text to a date format when taking a photo of a use-by date to enter.
- Newer 19-digit barcodes often found on products such as meat, will include additional information including the weight of within the packaging and if programmed by the vendors, use-by dates
- Although we can build into the application a shopping list functionality, the ultimate user experience would be that the option to add to shopping list, would include the ability to add to your shopping list on the apps of the major supermarkets such as Woolworths and Coles.
- The collaboration with Woolworths and Coles may not be able to be achieved initially and should form part of the long-term strategy of the application.

### Skills Required.

Essentially two skills required to develop this application.

1. Software programming is compatible with both IOS and Android hardware.
  - a. The ability will need to include programming the device to read barcodes.
  - b. The ability to decipher the barcodes including traditional 13-digit barcodes, abbreviated barcodes and the newer 19-digit and 21-digit barcodes.
2. Research skill to locate and access the necessary databases that contain information about the consumable products, in particular, their barcodes.

### Outcome.

The ultimate goal from the development of this application will be to reduce and eventually eliminate food waste in Australian households, and the benefits attached, such as reduced water consumption, and greenhouse emissions.

## Appendix A: Myers-Briggs test | [www.16personalities.com](http://www.16personalities.com)

### Defender Personality | ISFJ-A / ISFJ-T (Myers & Briggs, 2020)

#### Introduction

*Love only grows by sharing. You can only have more for yourself by giving it away to others.*

BRIAN TRACY

The Defender personality type is quite unique, as many of their qualities defy the definition of their individual traits. Though sensitive, Defenders have excellent analytical abilities; though reserved, they have well-developed people skills and robust social relationships; and though they are generally a conservative type, Defenders are often receptive to change and new ideas. As with so many things, people with the Defender personality type are more than the sum of their parts, and it is the way they use these strengths that defines who they are.

*Defenders are true altruists, meeting kindness with kindness-in-excess and engaging the work and people they believe in with enthusiasm and generosity.*

There's hardly a better type to make up such a large proportion of the population, nearly 13%. Combining the best of tradition and the desire to do good, Defenders are found in lines of work with a sense of history behind them, such as medicine, academics and charitable social work.

Defender personalities (especially Turbulent ones) are often meticulous to the point of perfectionism, and though they procrastinate, they can always be relied on to get the job done on time. Defenders take their responsibilities personally, consistently going above and beyond, doing everything they can to exceed expectations and delight others, at work and at home.

#### We Must Be Seen to Be Believed

The challenge for Defenders is ensuring that what they do is noticed. They have a tendency to underplay their accomplishments, and while their kindness is often respected, more cynical and selfish people are likely to take advantage of Defenders' dedication and humbleness by pushing work onto them and then taking the credit. Defenders need to know when to say no and stand up for themselves if they are to maintain their confidence and enthusiasm.

Naturally social, an odd quality for Introverts, Defenders utilise excellent memories not to retain data and trivia, but to remember people, and details about their lives. When it comes to gift-giving, Defenders have no equal, using their imagination and natural sensitivity to express their generosity in ways that touch the hearts of their recipients. While this is certainly true of their co-workers, whom people with the Defender personality type often consider their personal friends, it is in family that their expressions of affection fully bloom.

#### If I Can Protect You, I Will

Defender personalities are a wonderful group, rarely sitting idle while a worthy cause remains unfinished. Defenders' ability to connect with others on an intimate level is unrivalled among Introverts, and the joy they experience in using those connections to maintain a supportive, happy family is a gift for everyone involved. They may never be truly comfortable in the spotlight and may feel guilty taking due credit for team efforts. Still, if they can ensure that their actions are recognised, Defenders are likely to feel a level of satisfaction in what they do that many other personality types can only dream of.

### Strengths & Weaknesses

#### Defender Strengths

- **Supportive** – Defenders are the universal helpers, sharing their knowledge, experience, time and energy with anyone who needs it, and all the more so with friends and family. People with this personality type strive for win-win situations, choosing empathy over judgment whenever possible.
- **Reliable and Patient** – Rather than offering sporadic, excited rushes that leave things half-finished, Defenders are meticulous and careful, taking a steady approach and bending with the needs of the situation just enough to accomplish their end goals. Defenders not only ensure that things are done to the highest standard but often go well beyond what is required.

- **Imaginative and Observant** – Defenders are very innovative, and use this quality as an accessory to empathy, observing others' emotional states and seeing things from their perspective. With their feet firmly planted on the ground, it is a very practical imagination, though they do find things quite fascinating and inspiring.
- **Enthusiastic** – When the goal is right, Defenders take all this support, reliability and imagination and apply it to something they believe will make a difference in people's lives – whether fighting poverty with a global initiative or simply making a customer's day.
- **Loyal and Hard-Working** – Given a little time, this enthusiasm grows into loyalty – Defender personalities often form an emotional attachment to the ideas and organisations they've dedicated themselves to. Anything short of meeting their obligations with good, hard work fails their own expectations.
- **Good Practical Skills** – The best part is, Defenders have the practical sense actually to do something with all this altruism. If mundane, routine tasks are what need to be done, Defenders can see the beauty and harmony that they create, because they know that it helps them to care for their friends, family, and anyone else who needs it.

### Defender Weaknesses

- **Humble and Shy** – The meek shall inherit the earth, but it's a long road if they receive no recognition at all. This is possibly Defenders' most significant challenge, as they are so concerned with others' feelings that they refuse to make their thoughts known, or to take any duly earned credit for their contributions. Defenders' standards for themselves are also so high that, knowing they could have done some minor aspect of a task better, they often downplay their successes entirely.
- **Take Things Too Personally** – Defenders have trouble separating personal and impersonal situations – any situation is still an interaction between two people, after all – and any negativity from conflict or criticism can carry over from their professional to their personal lives, and back again.
- **Repress Their Feelings** – People with the Defender personality type are private and very sensitive, internalising their feelings a great deal. Much in the way that Defenders protect others' feelings, they must protect their own, and this lack of healthy emotional expression can lead to a lot of stress and frustration.
- **Overload Themselves** – Their strong senses of duty and perfectionism combine with this aversion to the emotional conflict to create a situation where it is far too easy for Defenders to overload themselves – or to be overloaded by others – as they struggle silently to meet everyone's expectations, especially their own.
- **Reluctant to Change** – These challenges can be tough to address since Defender personalities value traditions and history highly in their decisions. A situation sometimes needs to reach a breaking point before Defenders are persuaded by circumstance, or the strong character of a loved one, to alter course.
- **Too Altruistic** – This is all compounded and reinforced by Defenders' otherwise wonderful quality of altruism. Being such warm, good-natured people, Defenders are willing to let things slide, to believe that things will get better soon, to not burden others by accepting their offers of help, while their troubles mount unassisted.

### Romantic Relationships

When it comes to romantic relationships, Defenders' kindness grows into a joy that is only found in taking care of their family and home, in being there for emotional and practical support whenever it's needed. Home is where the heart is for people with the Defender personality type, and in no other area of their lives do they strive with such dedication to create the harmony and beauty they wish to see in the world.

The trouble is, these are the benefits of an established long-term relationship, and Defenders' unbearable shyness means it can take a long time to reach this point. Defenders are most attractive when they are simply themselves in a comfortable environment such as work, where their natural flow shows this kindness and dedication. Relationships built on established familiarity are a warm prospect for Defenders – they take dating seriously and only enter into relationships that have a real chance of lasting a lifetime.

### Our Upward Course Is Due to Our Soundness of Heart

Defenders' shyness and sensitivity shield what are, beneath the surface, powerful feelings. While not always evident to others, this river of emotion can't be taken lightly or for granted. Defender personalities can value the idea of committed

romance almost as highly as some regard to religious beliefs. Hard as it may be if either dating partner doubts their feelings, they must part ways before real emotional damage is done.

As their relationships do progress, Defenders often continue to struggle with emotional expression, but they have the opportunity to let physical affection stand-in for their loving words. People with this personality type take no greater joy than in pleasing others, often even considering this a personal duty, and this applies to intimacy as well. While dutiful sex may not sound especially attractive in those specific terms, intimacy is tremendously important to Defenders, and they spare no effort in this department.

Nor is the pleasure they take in ensuring their partners' happiness limited to the bedroom – Defenders spend an enormous amount of time and energy finding ways to keep their relationship satisfying for their partners. All they ask in return is commitment, love and, perhaps most of all, appreciation.

### Like All the Best Families, We Have Our Disagreements...

However, not everyone is prepared to pay even that small price for the benefit of Defenders' kindness. Suppose their partners aren't willing or able to express this thanks, or worse still are openly critical of their Defender partners. In that case, they will find that given time and pressure, all of those repressed emotions can burst forth in massive verbal attacks that all the future regret in the world won't blunt.

These outbursts are something to watch out for. Still, the more pervasive issue in Defenders' relationships is that it can be too easy for their altruism and kindness to be taken advantage of, maybe even without their partners realising it, while leaving Defenders' own needs and dreams unfulfilled. This is something that Defenders' partners, and Defender personalities themselves, must look after if they want the sort of long, fulfilling relationships they dream about. Expressing appreciation is often more than just the right words; it is reciprocation.

*Suppose these couples can manage this balance of mutual appreciation and goal-setting. In that case, they will come to find that the best Defender qualities emerge later in the relationship, as they work towards establishing families and homes together.*

While perfectly capable in the workplace and among friends, Defenders' true passions lie in taking care of their families, from playing with their children to the everyday needs of the household, efforts Defenders are only too happy to contribute.

Defenders are trustworthy, loyal, loving and faithful, and nothing brings them more joy than the commitment of a respectful and thriving relationship. The best matches are those who share these sensibilities, namely those who share the Observant (S) trait, with one or two opposing qualities to ensure that both partners have room to grow, develop and help each other along, 'til the end of their days.

### Friendships

Given how generous Defenders are with their warm praise and support, it's not surprising that others enjoy their company enough to call them friends. The challenge is to be considered a friend back – people with the Defender personality type are shy and a little protective of themselves, but they also need to be able to connect on a deeper emotional level. It makes sense then that most of Defenders' friends are caused not by random encounters on a wild night out, but through comfortable and consistent contact, as in class or in the workplace where they have the time to get to know each other little by little.

*A lot of what establishes and deepens Defenders' friendships is the mutual support, advice and reassurance that the friends give each other.*

Defenders need a lot of positive feedback and admitting this need certainly shows vulnerability. Still, if that vulnerability is well handled, it creates the deep bonds that Defender personalities look for. If badly handled or not reciprocated, it's hard to see the burgeoning friendship surviving without quite a bit of extra effort.

Yet, as their friendships develop, Defenders' sense of loyalty may push them to lean ever more on themselves to meet their friends' needs, to the point of neglecting their own. Defenders show this in a few ways, from going clearly out of their ways to stick to even trivial commitments, to simply not wanting to disagree or say no for fear of causing turbulence. More cynical types would call this naïve and may even take advantage of Defenders' altruism – but these are hardly the type of people who could be called "friends", and they have no business being discussed here.

### To What Greater Inspiration and Counsel Can We Turn?

The real friends, those close inner circles, are the ones Defenders truly cherish for their quality of character and quality of discussion. Defenders aren't particularly picky about what personality types they make friends with, at least not initially,

but because they prefer so strongly to avoid conflict and miscommunication, most of their friends are likely to end up being fairly similar personalities.

### Parenthood

Defenders' warmth and care make parenting something that often comes naturally to them. Many people with this personality type feel like parenting is the task they were born for, taking no small pleasure in the sense of personal importance and responsibility they feel in ensuring that their children grow up to be healthy, confident and successful. At the same time, Defenders are anything but arrogant, and will hardly take their natural skill in this department for granted.

From the start, Defenders' altruism is apparent in their approach towards their children, ensuring that they have a safe, stable environment filled with love, care and support. In their children's younger years, Defenders' patience comes in very handy as well, as their children learn to become more independent and self-deterministic, testing any limit they can find.

### Seeing the World in Its True Light

*It is this transition though, from the utter dependence of infants, to the insatiable exploration of toddlers and young children, to the rejection of authority of adolescents that Defenders are taken by surprise.*

Very traditional personality types, Defenders accept historic standards, with clearly defined roles as parents and children. They view their role, and often rightly so, as the imparter of their own wisdom and values, ensuring that their children understand the importance of dedication and responsibility.

What many Defender parents may not realise is that more independent children often reject the seemingly overbearing love and support that make Defender personalities such wonderful parental figures. They wish to determine their own values and make their own choices, and Defenders' good intentions can make them feel like every aspect of their lives is sealed off and controlled. All the while, Defender parents must ensure that more dependent children, who are willing to lean on all of this care and support rather than rebel against it, do not take these admirable qualities for granted, neglecting their own independence entirely.

### Do Right, even if We Suffer in so Doing

Defenders are uncomfortable when their children don't behave as expected, and oftentimes more insightful children see, and sometimes exploit, this potential weakness with tantrums and mind games. It takes a strong will for Defenders to put their foot down and teach clear and reasonable boundaries and values, while at the same time affording their children the freedom to grow and develop on their own.

Parenting is not easy for any personality type, not if they're doing it right, but Defenders do have the advantage of not just being caring, but being thoughtful and responsible in how they administer that care. Often seen as ideal parents, people with the Defender personality type are able to be there for their children, but to also know that there's more to people than meets the eye, and to respect those differences – if not always to understand them.

### Career Paths

In many ways, Defenders are the backbone of the modern workforce. Altruistic and well-rounded, no other personality type is so well-suited to be of service of others. It is no surprise that many Defenders are not just good at supporting their co-workers and customers in human resources and support positions, they genuinely enjoy it, as it gives them the chance to calm frustrations, see things through to a practical solution, and to be thanked, appreciated, at the close of each ordeal.

### Be Humble and Earnest

Defenders are skilled at remembering things about others which makes them not only valuable assistants, but well-liked colleagues. People with the Defender personality type can always be counted on to remember a birthday, a graduation, or simply a frequent customers' name, and that can make all the difference. Add to these amiable qualities Defenders' meticulousness, hard work and dedication, and it's no surprise that their careers often progress smoothly, with few of the ups and downs that accompany more high-flying types.

However, Defenders are unlikely to actively seek out managerial positions, and are still more unlikely to brag about their accomplishments. Defender personalities prefer to be rewarded by seeing first-hand the positive impact of their efforts and will remain enthusiastic, simply knowing that what they do is genuinely appreciated by the people they care for. This makes them natural counsellors, technical support, and interior designers, where they are able to help others one-on-one without having to worry about corporate politics.

*Whether they seek promotion or not it happens often enough, as Defenders' ability to implement ideas and "create order from chaos" is bound to make an impression.*



Respecting tradition and security, Defenders have no problem with the idea of moving along in a structured hierarchy, and while they may not always seek out these managerial positions, they fill them well. Defenders are well-tuned to others' emotions and have a strong sense of practicality, extending their own ability to get things done to their teams.

Where Defenders struggle is in generating new ideas and in grasping abstract concepts – fields like academic research and corporate strategy are too intangible and too impersonal to utilise Defenders' strengths. Similar challenges arise in more typical careers when changes are forced through by Defenders' employers – advance warning and a proper explanation can help to smooth the shock, but if the changes cut back on things like the quality of customer service, it can feel like a betrayal in the face of their loyalty and dedication.

### Live Pleasantly and Do Good

Strong, well-developed institutions alongside like-minded friends are attractive workplaces for people with the Defender personality type, and careers as nurses, elementary school teachers and social and religious workers are attractive options. Sometimes the desire to help others is enough in itself – it's not uncommon to find Defenders volunteering and helping the community at shelters, food banks and their children's schools. Defenders are warm, service-oriented people, and hardly anyone is more welcome in these (and many, many other) roles.

### Workplace Habits

Whether subordinates, colleagues or managers, Defenders share the goal of putting good service and dedication above all else. Whether helping customers directly, helping co-workers get projects finished on time or helping teams keep organised and productive, people with the Defender personality type can always be relied on for their kindness and ability to listen to concerns, and to find ways to resolve them. Win-win situations are Defenders' bread and butter, and no one takes quite the same pleasure in finding satisfying resolutions to day-to-day challenges.

### Defender Subordinates

As subordinates, Defenders exemplify the strength of humble dedication. Relied on and respected for their patience and commitment, Defender personalities really only seek one reward for their work: the satisfaction of knowing that whoever they helped feels heartfelt thanks. On the other hand, this humbleness can hold them back – Defenders are quite unwilling to advertise their achievements, often for fear of creating unnecessary friction, which makes it too easy for them to be overlooked when opportunities come along.

Defenders are people of incredible loyalty, often trying to follow favored managers to new positions and locations. This contrasts with their usual feelings on change which, if it compromises their principles (as cutbacks to customer care might), is met with stress and unhappiness. Though perfectly capable of accepting change, Defenders must feel that it's for the right reasons. If a policy change results in disappointed customers, Defenders take it very personally.

### Defender Colleagues

Among their colleagues, people with this personality type seek a frictionless environment, a spirit of friends helping friends to get the job done. Close-knit and supportive teams are what Defenders enjoy most, allowing them to express their altruistic spirit among people who rely on their dedication and warmth. Defenders are natural networkers, but they use this skill to keep things running smoothly, not as a tool for professional advancement.

These qualities can be drawbacks though, as Defenders' aversion to conflict and desire to help can be abused by less scrupulous colleagues. Instead of only asking help when they need it, some may ask for help when they just don't feel like working hard, knowing that their Defender colleagues have a hard time saying no. The result is that Defenders can become overburdened and stressed, and it takes a few good workplace friends to put pressure on these less savory characters in order to maintain balance.

### Defender Managers

While management isn't necessarily at the top of Defenders' list of goals, it is a natural progression as their hard work and good people skills are recognised over the years. Oftentimes they don't actually enjoy managing others, but this can be one of their greatest strengths – as managers, Defenders are warm, approachable and great listeners. Having no real desire to issue authoritarian dictates from some high tower, Defender personalities prefer to work alongside their subordinates, organising people and minimising conflict.

This helps them to create personal relationships with their subordinates, to be friends in the workplace who simply have different sets of responsibilities. While they may be slow to accept some changes, they are great at helping their teams put them into practice once they've been agreed on. Defenders may be too sensitive to be fully executive material, but they make exemplary floor and office managers who know what it takes to satisfy their customers.

## Conclusion

Few personality types are as practical and dedicated as Defenders. Known for their reliability and altruism, Defenders are good at creating and maintaining a secure and stable environment for themselves and their loved ones. Defenders' dedication is invaluable in many areas, including their own personal growth.

Yet Defenders can be easily tripped up in areas where their kindness and practical approach are more of a liability than an asset. Whether it is finding (or keeping) a partner, learning to relax or improvise, reaching dazzling heights on the career ladder, or managing their workload, Defenders need to put in a conscious effort to develop their weaker traits and additional skills.

## Appendix B: Learning Styles Test [<http://www.emtrain.eu/learning-styles/>]

EMTRAIN WP 8 Learning and teaching concepts and methodology (Emtrain, 2020)

### Learning Style **Match**

- Pragmatist Style 0.316
- Theorist Style 0.250
- Reflector Style 0.250
- Activist Style 0.136

Your primary learning style. Match: 0.316 – Pragmatist Style.

Pragmatists need to be able to see how to put the learning into practice in the real world. Abstract concepts and games are of limited use unless they can see a way to put the ideas into action. Pragmatists are likely to be experimenters, trying out new ideas, theories and techniques to see if they work. They may act quickly and confidently on ideas, getting straight to the point, and may lose patience with lengthy discussions.

Learning methods especially suited to pragmatists include:

- Practicals
- Case studies
- Problem setting.

Your secondary learning style. Match: 0.250 – Theorist Style

Theorists like to think through problems in a logical manner. They value rationality and objectivity and want to assimilate disparate facts into coherent theories. They are disciplined, aiming to fit things into a rational order. They are often keen on basic assumptions, principles, theories, models and systems thinking.

Learning methods especially suited to theorists include:

- Models
- Classroom response systems (get one of the theorists in the classroom to be responsible for the stats!)
- Storytelling
- Quotes
- Tutorials (these may then be coupled to practicals for applying the theory learned in the tutorials)

Your tertiary learning style. Match: 0.250 – Reflector Style

Reflectors prefer to stand back and observe. They tend to be cautious, preferring to take a back seat. They like to collect and analyse information to help them reach their conclusions, which they may take considerable time and effort to develop. Reflectors see the big picture by using data gathered from previous experience as well as the here and now.

- Learning methods especially suited to reflectors include:
- Paired discussions
- Self-analysis questionnaires
- Time out [simply build in sufficient breaks to make space for the reflectors]
- Showcase / Demonstrations
- Feedback from others
- Coaching

Your quaternary learning style. Match: 0.136 – Activist Style

Activists like to immerse themselves fully in new experiences. They enjoy the 'here and now', and tend to be open-minded, enthusiastic and flexible. They tend to act first and consider the consequences later, and they often seek to centre activities around themselves.

- Learning methods especially suited to activists include:
- Brainstorming
- Problem setting
- Group discussions
- Roleplaying

## Confidential Candidate Report Prepared for



Participant: PHILLIP BATTEN  
Prepared: 14 AUGUST, 2014



Report for: *Phillip Batten*

## Introduction

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This report describes the results from an assessment of the participant's personal style and abilities based on the following assessments:

- Personality Assessment, measured by the Leadership Effectiveness Inventory and the Leadership Challenges Inventory
- General Mental Ability, measured by the Hogan Matrigma Inventory
- Business Reasoning Assessment, measured by the Hogan Business Reasoning Inventory

We recommend that information in this report is used alongside other information such as interview data, previous experience and work history.

### *The report is broken into the following areas:*

- Personality & Leadership Style
  - Leadership Effectiveness Inventory
  - Implications for Woolworths Leadership Profile
  - Leadership Challenges Inventory
- General Mental Ability
- Business Reasoning Ability



## Personality and Leadership Style

### Leadership Effectiveness Inventory

**The Leadership Effectiveness Inventory** describes strengths and developmental needs as a manager and executive. The report is based on the Hogan Personality Inventory (HPI) and is organised in terms of seven dimensions; each dimension addresses a different component of leadership performance.

The seven scales assessed through the Leadership Effectiveness Inventory are defined below; the next page contains the candidate's graphic profile on these dimensions.

**Adjustment** - High scorers tend to be calm, self-confident, and steady under pressure. Low scores tend to be tense, moody, and they may not handle pressure well.

**Ambition** - High scorers tend to be energetic, competitive, and eager to advance themselves. Low scores tend to be quiet, unassertive, and less interested in advancement.

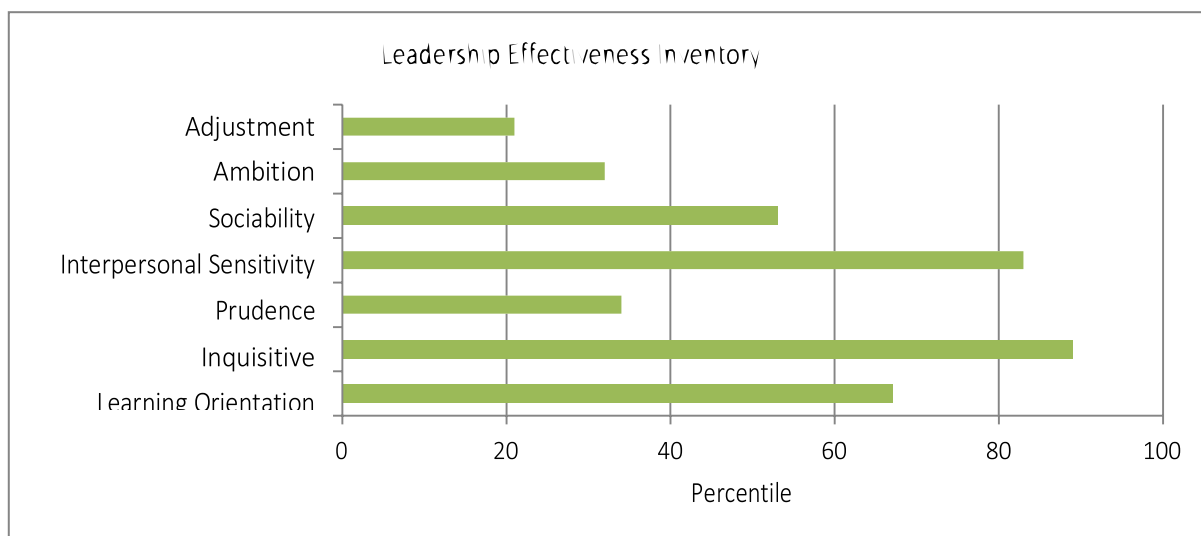
**Sociability** - High scorers tend to be outgoing, impulsive and colourful, and they dislike working by themselves. Low scores tend to be reserved and quiet; they do not call attention to themselves, and they do not mind working alone.

**Interpersonal Sensitivity** - High scorers tend to be friendly, warm sociable, and popular. Low scorers tend to be independent, frank and direct.

**Prudence** - High scorers tend to be organised, dependable, and thorough; they follow rules well and are easy to supervise. Low scorers tend to be impulsive and flexible; they tend to resist rules and close supervision; however, they may be creative and spontaneous.

**Inquisitiveness** - High scorers tend to be imaginative, inventive, and quick-witted; they may be easily bored and may not pay attention to details. Low scorers tend to be practical and down to earth; they are willing to tolerate boring tasks.

**Learning Orientation** - High scorers tend to enjoy education and to perform well in training. Low scorers are less interested in formal learning and tend not to perform well in school or training environments.





Scores above the 65<sup>th</sup> percentile are considered High, between the 36<sup>th</sup> and 64<sup>th</sup> percentile Average and below the 35<sup>th</sup> percentile Low. Interpretation of the LEI results is job specific. Scores that are considered positive in one job may have negative implications in another. As such, there is no such thing as a good personality.

There will typically be both positive and negative implications associated with High, Average and Low scores. Refer to the following pages for an overview of High, Average and Low implications.

#### Personality Implications for the Woolworths Leadership Profile

Role Model Our Values
I consistently role model the Woolworths values, communicate their relevance and importance and visibly integrate them into everyday activities.
<b>Personality Perspective</b> Lower adjustment suggests decisions and action may be less predictable, too reactive and at times inconsistent. Lower prudence suggests may be quick to act on issues and could be careless with respect to rules and organisational policies.
Plan for the Future of the Business
I establish and commit to a long term business direction based on analysis of how retail and the customer needs are changing, utilising integrated thinking to create new growth opportunities.
<b>Personality Perspective</b> Lower levels of ambition may be perceived as quiet and less interested in advancement. May be perceived as having less focus on driving for results. However higher inquisitiveness suggests creative, imaginative and possibly focused on growth opportunities. Will be able to think differently and offer different options to advance the business.

**Lead and Develop Our People**

I accept responsibility for ensuring that the very best retail talent is in place, developed and engaged. I

provide feedback, coaching and development to maximise the contribution and potential of my team.

**Personality Perspective**

High interpersonal sensitivity suggests considerate, cooperative and likely to build positive working relationships with team members. Likely to take a coaching approach to developing others, however, may avoid addressing poor performance. Reasonably confident, outgoing and likely to enjoy leading and contributing to a team. Will be approachable, provide staff with feedback and balance listening and talking. High learning orientation suggests a strong preference for formal and structured learning and very likely to support others' development.

**Set and Deliver High Standards**

I set high performance goals and ensure ongoing measurement and accountability at all levels.

**Personality Perspective**

Lower ambition indicates less likely to set and strive for high performance goals. Lower prudence suggests less disciplined working towards goals and unlikely to ensure ongoing measurement and accountability for success.

**Be Courageous and Drive Innovation**

I challenge the status quo and existing assumptions about Woolworths in order to promote innovative

thinking and new solutions. I proactively confront challenges, am open to new opportunities and take bold action in the face of opposition.

**Personality Perspective**

High inquisitiveness suggests tendency to challenge existing assumptions, drive innovation and facilitate change. They are likely to be the source of new ideas and approach issues proactively rather than

reactively. They will be considered 'out of the box' thinkers. However may be somewhat uncomfortable

proactively taking action due to low ambition.

Inspire a Passion for Winning
I collaborate with others to create a passion to win. I inspire others to commit their full energy, overcome obstacles and achieve success for themselves, Woolworths and our Customers.
<p>Personality Perspective</p> <p>Lower ambition suggests more collaborative than competitive. May be perceived as less passionate about 'winning'. Lower adjustment suggests may struggle to overcome obstacles to achieve success. Will be self-critical and at times unpredictable.</p>

## Leadership Challenges Inventory

The **Leadership Challenge Inventory (LCI)** measures eleven patterns of interpersonal behaviour that tend to appear when a person is stressed, tired, or distracted. Although these tendencies may limit people's career, they are often unaware of them. The LCI dimensions are defined below; the next page contains your graphic profile on these dimensions.

**Volatile**—*Have difficulty controlling their emotions, and are perhaps moody and quick to erupt in anger.*

**Argumentative**—*Sceptical, tense, perhaps paranoid or suspicious, focused on protecting their own interests, and likely to resist coaching and feedback.*

**Risk Averse**—*Indecisive, too deliberate, or reluctant to take unusual or unconventional actions due to overemphasis on the prospect of failure.*

**Imperceptive**—*Not naturally inclined to read others' behaviour, intent, and motivations.*

**Avoidant**—*While seemingly pleasant and cooperative, tend to be preoccupied with their own agendas, and may prefer to address issues covertly (avoiding more direct solutions), thus being perceived as procrastinators, manipulative, or stubborn.*

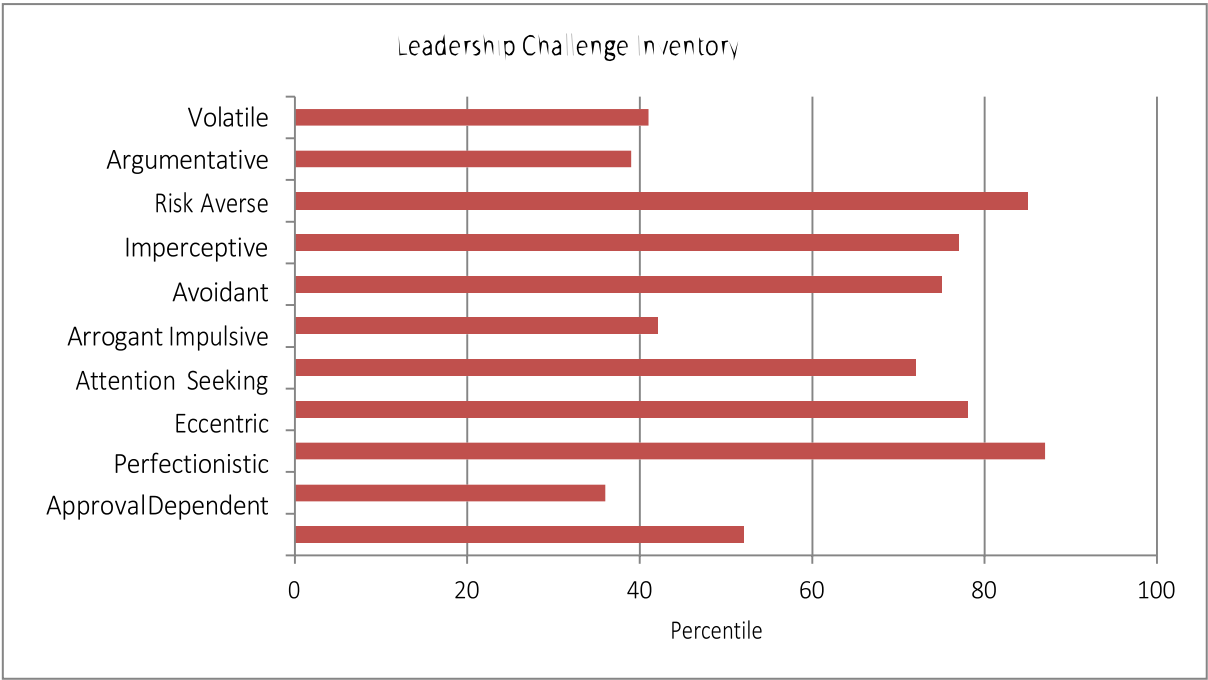
**Arrogant**—*Overly self-assured or confident, resulting in poor listening and/or dismissal of feedback from others.*

**Impulsive**—*Impatient, unpredictable, and inclined to act before considering the consequences of actions.*

**Attention Seeking**—*Gregarious, charming, and persuasive, perhaps excessively so, which can result in becoming melodramatic and self-promoting.*

**Eccentric**—*Creative and, accordingly, different from others, perhaps to the point of being unorthodox or even odd.*

**Perfectionistic**—Micro-managers, controlling, and demanding of others.  
**Approval Dependent**—Seek and need praise or reassurance from others, particularly from people higher in the organisation.



Higher scales on the LCI increase the chance that counterproductive behaviours will be more problematic for that performance risk. Scores at or above the 90<sup>th</sup> percentile are considered High Risk. Scores between the 70<sup>th</sup> and 89<sup>th</sup> percentile are considered Moderate Risk. Scores below the 70<sup>th</sup> percentile are considered No to Low risk.

Almost everyone has at least one or two scores in the Moderate to High-Risk zone.

Derailing Risks

High Risk

No Derailing Risks in this range.

Moderate Risk

Impulsive

Individuals who get things done and are action oriented, not afraid to try new things, and seen as bright, fun, and energetic might be considered, at higher levels, to be impatient, unpredictable, even overly imaginative, and—though original thinkers—lacking in common sense. Their approach is "Ready! Fire! Aim!" While energetic and intelligent, they are unable to learn from mistakes and might be prone to taking ill-advised risks.

Individuals might derail because they do things without evaluating the consequences. They are too willing to take risks without proper thought analysis.

Avoidant

Individuals who are good at working according to one's timetable and standards of performance might be seen, at higher levels, to resist being hurried or instructed by others. They might become resentful and irritated when asked to increase the speed or quality of their performance, but they mask the resentment well.

The individual might derail because they are perceived as hard to work with because of their procrastination, tardiness, stubbornness, and reluctance to be part of the team.

#### Attention Seeking

Individuals who are seen as gregarious, charming, persuasive, entertaining, or witty can be seen, at higher levels, as excessively gregarious, charming, or persuasive, as well as melodramatic and self-promoting. They might find (sometimes shrewd) ways of taking attention or credit from others.

Individuals might derail because peers and subordinates might resent their tendency to monopolise attention or take credit for others' contributions. They might have manipulative ways to articulate or show that they are special or unique and might be seen as narcissistic.

#### Imperceptive

Individuals who are calm, cool, collected, steady, or poker-faced might be described, at higher levels, as not being naturally inclined to read others' behaviour, intent, and motivations. They might not understand how to read others' reactions to their own behaviour and are likely to have poor personal insight because they are not introspective or self-doubting.

Individuals might derail because they lack self-awareness. They might misread or misunderstand others' behaviours, intentions, or reactions to their own behaviour and might not pick up on social or political cues.

#### Eccentric

Individuals who are often described as creative might be perceived, at higher levels, as being too focussed on ideas. They might embrace new ideas quickly but forget to gain the buy in of others who may not immediately embrace the change.

Because their ideas are sometimes strange or unfamiliar, individuals might derail when their credibility and, therefore, their judgment are questioned.

#### Risk Averse

Individuals who are deliberate, cautious, or well prepared might be perceived, at higher levels, to be indecisive, too deliberate, ambiguous, or reluctant to take unusual or unconventional actions. They also might fear change.

Individuals might derail because they miss opportunities to capitalise on good ideas. They are seen as being reactive (versus proactive) and unwilling to work outside their comfort zones and requiring predictability.



## General Mental Ability

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The Hogan Matrigma inventory is a non-verbal test that measures general mental ability, GMA. The test challenges the ability to find hidden connections, fill in gaps where information is missing, grasp the relationship between different objects, and find points of similarity among figures that differ from one another. In other words, Matrigma measures individual problem-solving, logical ability and a flair for being able to spot logical connections.

This type of GMA test, where the problem-solving tasks have the format of geometrical figures or matrices, provides a good measure of GMA and since it is non-verbal, it is less susceptible to cultural differences among individuals. The problem-solving tasks are presented in order of increasing difficulty, meaning that the greater the progress the individual makes within the test, the harder the tasks become.

General mental ability, GMA, can be defined as a general cognitive capacity that encompasses, among other things, an ability to solve problems, plan and draw logical conclusions. GMA thus does not refer to a specific capability or talent but to the fundamental characteristic that the individual possesses with regard to the ability to address, and find solutions to, the great variation in problems and demands that one faces on a daily basis. GMA reflects a wider and deeper capacity to understand and comprehend our surroundings and to be able to work out and grasp what ought to be done. GMA is a stable characteristic over time and in adults it undergoes only extremely small changes at an individual level.

### Phillip's Result:

Will easily solve problems that require a logical deductive ability. Will probably familiarise themselves with the Group Manager role quickly and perform at an above average level. Will manage well at complex tasks that make great demands on problem solving ability.

## Remember This When Reading Your Result

When reading your result, you should bear in mind that although GMA is a personal characteristic that is significant for your job performance, there are other characteristics which are significant in a work context. A low-test score means that you succeeded in solving few of the problems; a high score means that you succeeded in solving many within the same set of time. Your test result can be affected by many factors. For example, disturbances during the test session, misunderstanding the instructions or not being genuinely motivated to make an effort, will all result in a lower score than what you actually could have achieved. Since the test is taken within a set time, you should bear in mind that the result is influenced by the speed at which you worked through the items.





Business Reasoning Ability

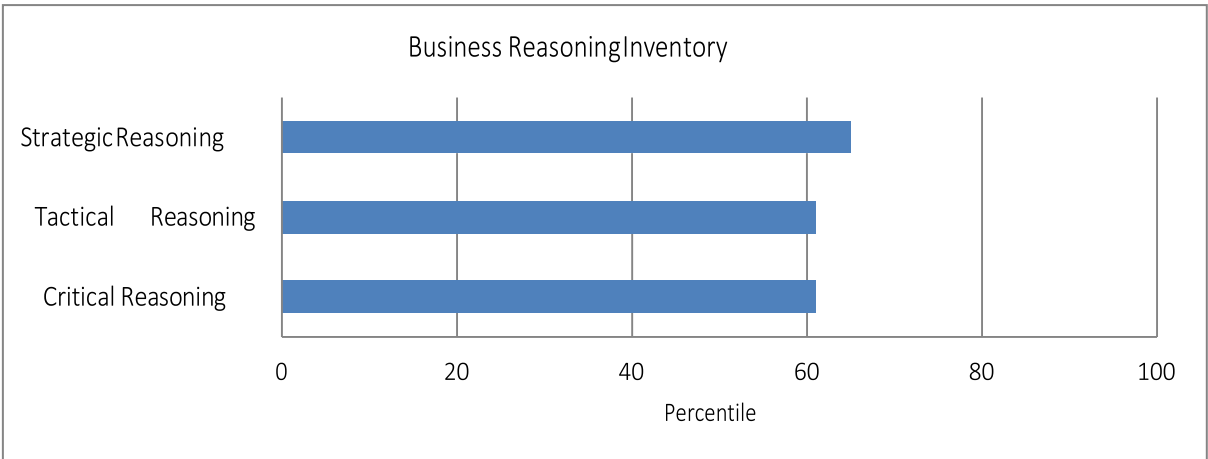
The Hogan Business Reasoning Inventory (HBRI) evaluates peoples' ability to solve different business-related problems, and these solutions then drive decision-making. It is important to note that factors other than problem-solving ability influence decision-making. For example, experienced people typically make better decisions than newcomers. Moreover, technology aids decision-making in many jobs (e.g., airline pilots). Finally, peoples' ability to learn from experience will determine the long-term quality of their decision-making. Scores on the HBRI do not reflect a person's interest in problem-solving; they reflect a person's potential problem-solving ability and decision-making style.

STRUCTURE

The HBRI evaluates two kinds of problem-solving, called Strategic Reasoning and Tactical Reasoning. Strategic Reasoning concerns *identifying problems* that need to be solved. Tactical Reasoning concerns *solving problems* once they have been identified. Combining Strategic and Tactical Reasoning yields an index of Critical Thinking—the ability to contextualise problems and identify bogus assumptions and partisan agendas.

RESULTS

Scales	Percentiles
Strategic Reasoning	65 (High)
Tactical Reasoning	61 (High)
Critical Reasoning	61 (High)



**Strategic Reasoning** is related to the ability to evaluate current business practices from a strategic perspective and understand how recent trends and technological innovations may impact future business development. High scorers focus on long term issues and find solutions that integrate the needs of different business units. They quickly recognise novel problems and seem innovative, curious, tolerant of ambiguity and interested in feedback.

#### Phillip's Results

Reasonably effective at putting problems in context and deciding whether they are worth solving. Able to spot trends in data and understand how those trends can affect future business. May analyse how retail and customer needs are changing and integrate this with other sources of information to plan future business direction for Woolworths.

**Tactical Reasoning** is concerned with being able to reach sound, defensible conclusions using the data and information that are available. High scorers focus on short term issues, solving them one at a time. They excel at anticipating the consequences of decisions and the obstacles to their implementation. They bring discipline to the decision-making process and seem steady, precise, detail-oriented, and professional.

#### Phillip's Results

Able to identify causal chains and sequences of events that tend to reoccur, in order to predict outcomes. Reasonably good at solving problems once the facts have become known. Good at using broader business data to solve problems and turn strategy into action. Likely to organise data regarding retail and the customer to solve problems and develop sound plans for the future of Woolworths.

#### Phillip's Cognitive Style

**Critical Thinker** – Likely to contextualise problems correctly in terms of the short and long term benefits of their solution for Woolworths, then solve them effectively.

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