

Confidential Candidate Report Prepared for



Participant: PHILLIP BATTEN
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Report for: *Phillip Batten*

Introduction

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.

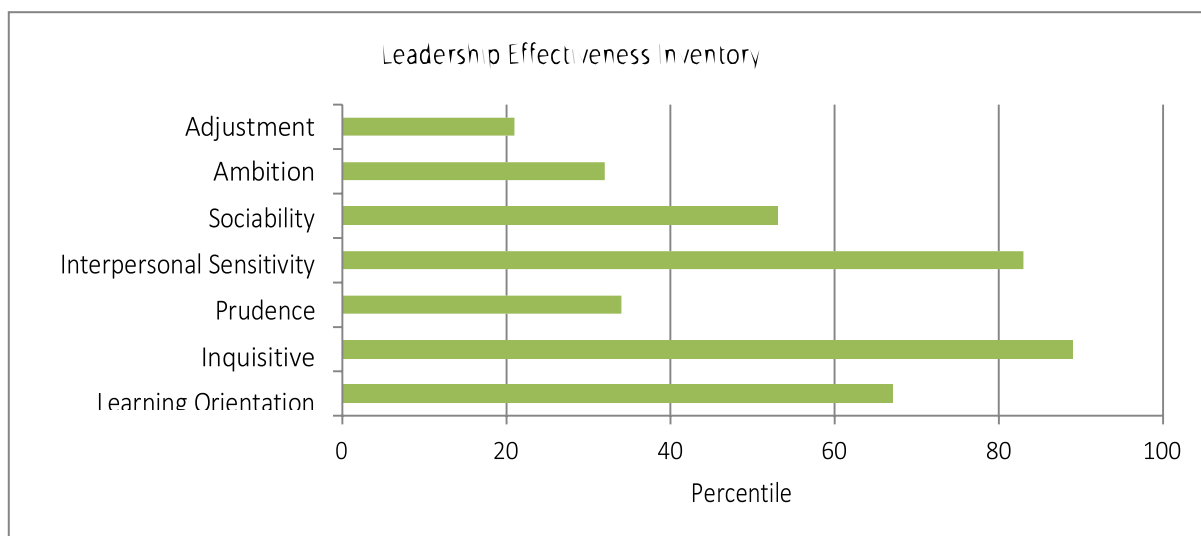
Sociability - High scorers tend to be outgoing, impulsive and colourful, and they dislike working by themselves. Low scores tend to be reserved and quiet; they do not call attention to themselves, and they do not mind working alone.

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 65th percentile are considered High, between the 36th and 64th percentile Average and below the 35th 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.
Personality Perspective 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.
Personality Perspective 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.*

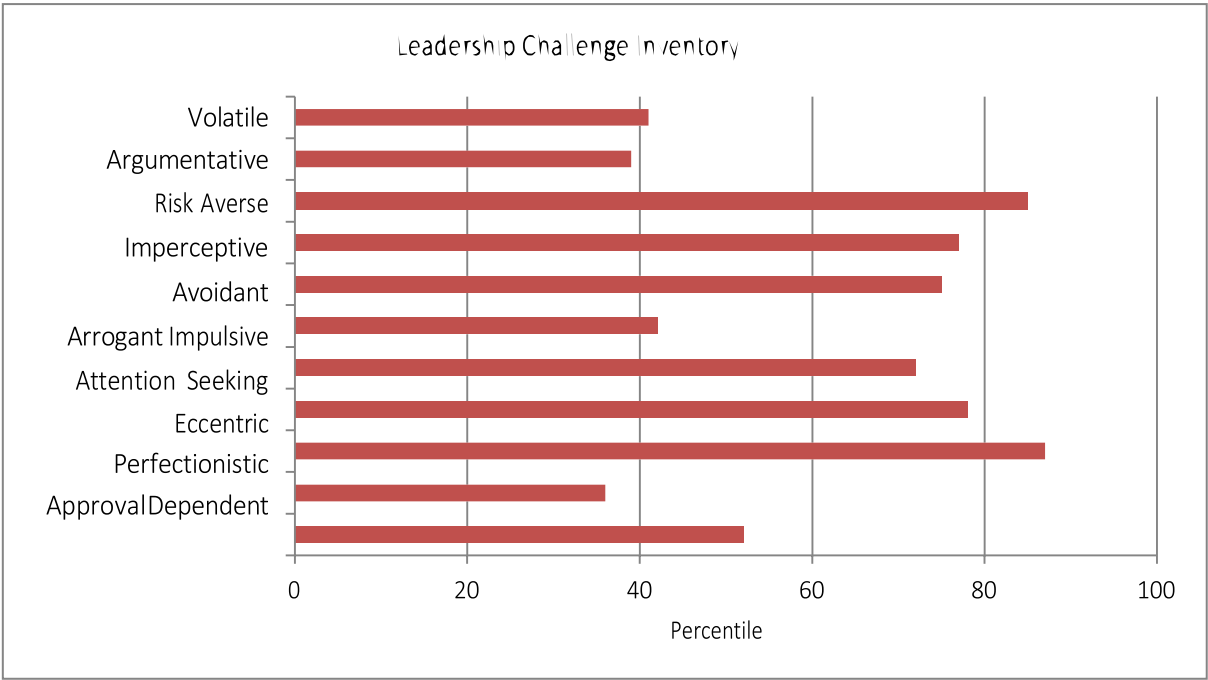
Arrogant—*Overly self-assured or confident, resulting in poor listening and/or dismissal of feedback from others.*

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 90th percentile are considered High Risk. Scores between the 70th and 89th percentile are considered Moderate Risk. Scores below the 70th 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

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

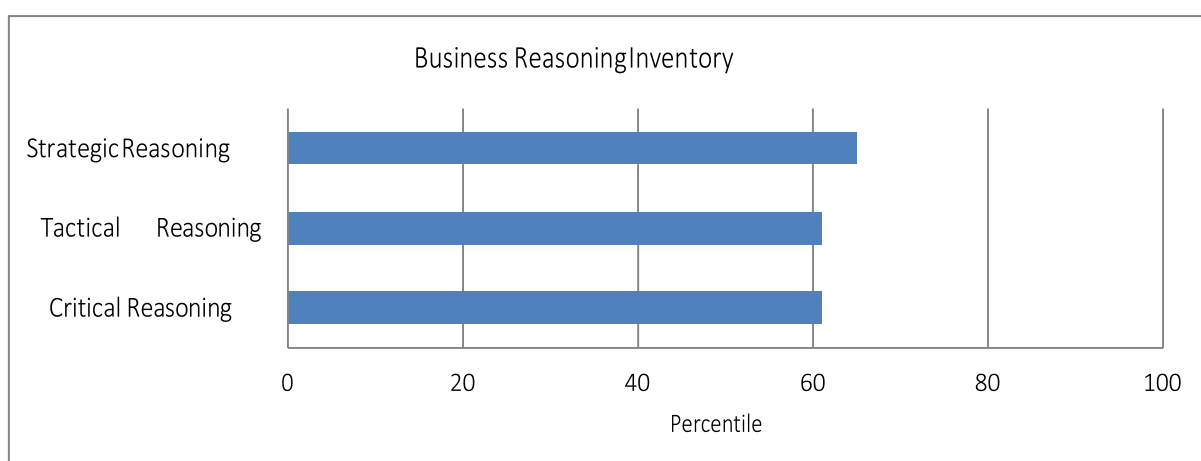
The Hogan Business Reasoning Inventory (HBRI) evaluates peoples' ability to solve different business-related problems, and these solutions then drive decision-making. It is important to note that factors other than problem-solving ability influence decision-making. For example, experienced people typically 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.