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## Giotto SA Narrative Interpretation with PRI

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22/May/2018



## section 1: introduction

Giotto is based on a model of personality derived from the work of the classical scholar Prudentius. Prudentius believed that the human character develops through a series of choices that we make throughout our lives. These lay down habitual styles of responding that become increasingly ingrained as we mature. Giotto interprets these choices in terms of habitual working styles.

Thus we may have developed the habit of (A) being prudent or careless in carrying out our tasks; (B) working hard or only as necessary; (C) being prone to settle disputes by reconciliation or by aggression; (D) being trusting or suspicious in our dealings with our colleagues; (E) having faith in our employers or only in ourselves; (F) being open or scheming in our dealings with others; and (G) of welcoming or resisting change at work.

Although Prudentius saw these choices in terms of virtues and vices, he did not believe in the wholly virtuous person. Rather, he saw it as part of the human condition that we each have our own particular strengths and weaknesses. Giotto recognises that each employment setting will require an optimal balance of characteristics among its employees. Ideally we should each seek the type of work that will utilise our strengths and accommodate our weaknesses.

Giotto is designed to assess our primary strengths and weaknesses to enable us to match these to an appropriate choice of work. Given below are 7 scores relating to the characteristics outlined above. Each score is on a scale from 1 to 19. Giotto has been standardised using a representative sample of 1009 working people in South Africa to give a mean score of 10 (S.d.= 4).

Giotto scores should not be interpreted in isolation. Account should be taken of the respondent's work history, social and educational background, present employment, future job aspirations and reasons for taking the test. Other sources of information, such as interview or Curriculum Vitae, should also be considered. Giotto should only be used by a qualified professional.

## section 2: brief characterisation

The box below indicates two key strengths and two key weaknesses of the candidate to give a brief overview of the candidate's character.

### Personality Summary

Shows obedience to authority and a sense of duty.

Slow to anger and calm in the face of adversity.

Can dislike working under pressure.

Tends to be suspicious of the intentions of others.

## section 3: the seven scales

### introduction

**Prudence** -assesses degree of care that is likely to be taken in carrying out a task. It is of relevance to occupations in which mistakes can have particularly severe consequences.

**Fortitude** -assesses work ethic and is of relevance to positions where absenteeism may present a problem, or where staff are required to work long hours under duress.

**Temperance** -assesses the ability to control aggression in whatever form. It is of relevance to environments where bullying has been a particular concern.

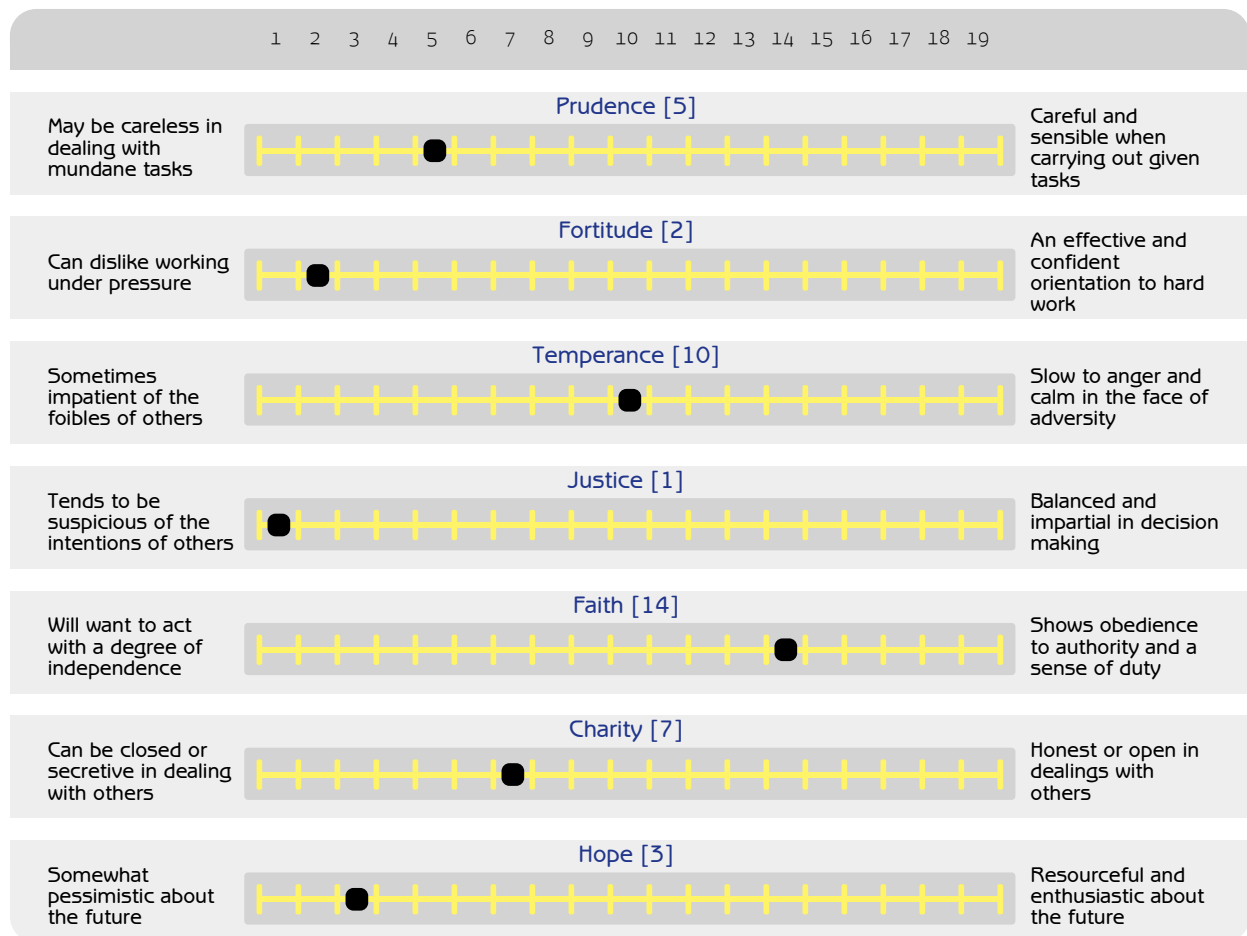
**Justice** -assesses fairness in judging the actions of others. It is of relevance to environments which are beset with strife.

**Faith** -assesses the sense of obedience to company policy and is of relevance to work situations that necessitate independent action of staff on the organisation's behalf.

**Charity** -principally composed of social desirability items. Low scores indicate lack of openness in responding. Bear this in mind when interpreting all other scales.

**Hope** -assesses a sense of purpose and forward-looking approach. It is of relevance to organisational settings about to undergo major change.

### chart for seven scales



Norm Group: GiottoSA Norm

name Nomsa Zilwa

Page 3

## section 4: the giotto narrative

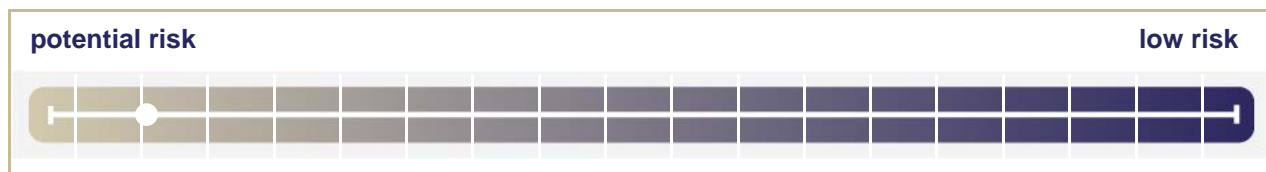
### narrative interpretation

- Nomsa is usually loyal to her employers and able to exercise discretion and tact in dealing with confidential matters. Senior colleagues in particular will probably feel that their confidences will be respected and that she can be trusted to keep in line. She is apt to be modest and willing to take the advice of others, particularly where it is clearly well-intentioned. Nomsa is somewhat averse to taking risks and is probably not inclined to think strategically, preferring to leave such matters to those she believes to be more knowledgeable. She can be a devoted employee and is not likely to be antagonistic towards the achievements of organisational goals.
- Nomsa is dutiful, and her natural inclination is to carry out her instructions to the letter, sometimes perhaps taking them rather too literally. Colleagues who hold a more critical view of how the organisation is run may find her unsympathetic to the point of stubbornness. She may be unlikely to support minority factions within the organisation, even when good arguments can be made for their cause. When clear leadership is not forthcoming, she may become confused and feel uncomfortable, not knowing where her true loyalties should lie.
- Nomsa is less likely than most to become angry, and is able to keep her feelings to herself on most occasions. Nevertheless, she is able to let people know when she thinks they are provoking her. She is usually patient, and it is only when she believes an outrage has been committed that she will feel the need to show her disapproval. When she is the target of bullying she is not always able to stand up for herself. Neither is she willing to put up with such behaviour. She will try to avoid confrontation unless pushed into it, and may be rather hesitant about pressing her case, especially if she believes this will lead to unpleasantness.
- Nomsa tends to be an easy going individual who has interests outside work that are important to her. She sometimes finds it difficult to stand up for herself with people in authority. This is particularly so when they have unrealistic expectations of the extent to which she should sacrifice her home and social life for her career. However, she is likely to be fairly happy with herself the way she is, and to be well suited to positions where promotional prospects are not the top priority. She generally performs best in a work environment that is enjoyable and free from competition, particularly in settings in which camaraderie and mutual support between colleagues are the norm.
- Nomsa may be a good worker, but does expect to be supervised properly. She can prefer to work for the types of manager who know their own mind and who can state reasonable expectations clearly and unambiguously. She particularly appreciates clarity on matters such as time keeping and can become annoyed when priorities concerning deadlines have not been made clear. On the other hand, Nomsa does expect objectives to be realistic, and does not appreciate unnecessary or excessively restrictive policies in things such as dress codes or working style. She tends to see these matters as personal and not within the remit of an employer. She will almost always welcome proper appreciation, especially when this is overtly recognised.
- Nomsa may perceive herself as not being as popular with her colleagues as she should be. She may believe that many of her better suggestions are overlooked, or that when they are acted upon she is not given due credit. Additionally, her workmates often seem to get the wrong end of the stick as far as she is concerned, and consequently fail to properly recognise her true significance in the organisation. This view can be rather unfair, as her many skills could make an important contribution.
- Nomsa has an ability to question the real reasons for doing things and this can aid in an evaluation of organisational objectives and long term plans. Any expressions of concern about current practices and procedures that she has are generally based on a sincere belief that things could be better organised, and it should be recognised that this is usually the case. She may also have an ability to work independently, indeed she probably prefers to do so, taking particular pride in her own way of doing things. She is perhaps too ready to take responsibility for things that go wrong, and may not be as effective as her colleagues at passing the buck in these circumstances.

## Potential Risk Indicator (PRI)

CONFIDENTIAL

The Giotto Potential Risk Indicator is a well-researched index enabling a psychologist or HR professional to conduct a risk assessment for a given candidate, bearing in mind that Risk is context specific. A person's behaviour may be seen as a risk in one environment yet as appropriate in another. For example, a trial-and-error approach is likely to be beneficial in an entrepreneurial context, yet yield fatal results in heart or brain surgery. The PRI is especially suitable for the financial and insurance industries, where cautious, loyal and rational decision-making is desirable.



## POTENTIAL CONCERNS

The Giotto identifies four key integrity competencies, as listed below, to help predict potential concerns around economic crime. Potential concerns are context specific and can also be interpreted as areas of development, depending on its immediate importance for the position. A concern is flagged by the symbol 'X' when a candidate scores below average in a given competency. Further enquiry prior to final decision-making is strongly advised when all four potential concerns are flagged.

- X

**Work Cautiousness**

A concern in an environment where routine and meticulous attention to detail is required.
- X

**Rational decision-making**

A concern in an environment where fair and objective decision-making is crucial.
- ✓

**Loyalty**

A concern in an environment where work tasks require strict rule-following and compliance with instructions.
- X

**Disclosure**

A concern in an environment that requires frankness and sharing of information.