

Name: Amanda Suselo

Date: 14 May 2018

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| General Risk Prediction | n |
|-------------------------|---|
| Concern | |
| Question | X |
| Low Risk | |

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The Risk Report focuses on the potential character blindspots (counter-productive tendencies) that potentially pose a risk to an organisation. The report serves as a general indication of risk potential based on economic crime research in the South African financial industry and seven dimensions relating to integrity at work. As no human is wholly virtuous, each person exposes an organisation to some extent of risk. Risk, however, is context specific.

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A Financial Controller, for example, should be risk averse, yet a degree of risk-taking may be tolerated in a Strategic Leadership position. To inform your decision regarding the degree of acceptable risk, it is therefore advised to apply these risk indicators in relation to the organisation's risk culture, the given position's risk-tolerance and the rest of the behavioural information in this integrated report.



| Key Risk Factors | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 |
|--|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|
| Judgement/Fair-Mindedness Low scores may indicate a tendency to justify behaviour when situations are perceived as unfair. | | | | | | | | | | • | | | | | | | | | |
| Disclosure/Transparency Low scores may indicate a tendency to withhold the truth or apply dishonesty. | | | | | | | | | | • | | | | | | | | | |
| Compliance/Loyalty Low scores may indicate independent- mindedness and disregard for authority, procedures and policies. | | | | | | | | | • | | | | | | | | | | |
| Work-Cautiousness Low scores may indicate a lack of focus, caution and seriousness. | | | | • | | | | | | | | | | | | | | | |

^{*} Note that when in the green zone, the particular factor in isolation does not pose a significant risk i.t.o. economic crime. A score of below 10 on any of the Key Factors in combination with one or more other below-average Key scores may however contribute towards a greater economic crime risk.

| Self-Control Factor | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 |
|--|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|
| Temperance When combined with a risk profile, low scores may enhance the intensity with which certain key factors are displayed. | • | | | | | | | | | | | | | | | | | | |

| Performance-Influencing Factors | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 |
|--|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|
| Optimism/Confidence Over-optimism-or -confidence may intensify Key Factor behaviour. Lack of optimism may potentially cloud judgement. | | | | | | | | | | | | | | | | | • | | |
| Grit Extreme drive may intensify the degree to which the key factors are displayed. | | | | | | | | | | • | | | | | | | | | |



otto^{sa} Narrative Risk Interpretation

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Amanda scored below average on one of the four main risk-indicator scores.

Due to a moderate orientation towards good judgement, it is quite unlikely that Amanda will deliberately behave in a manner that could yield negative consequences for the organisation. Amanda appears to strongly prefer a big-picture approach to work. The individual may fail to remain focused when tasks require attention which can lead to mistakes. Amanda appears to prefer a light-hearted approach at work which may limit performance in a serious work-setting. Furthermore, Amanda appears likely to engage in risk-taking or impulsive behaviour. Amanda may therefore fit best in a position where caution, care and focus is not key. While Amanda appears about as obedient as most others, the individual seems to prefer autonomy rather than to constantly follow rules, procedures and instructions. Amanda may be slightly more opinionated and independent-minded than most others. When the individual'sideas and/values differ from that of the organisation, Amanda may put matters of respect aside to question authority. This tendency may be a strength in situations with ambiguity where independent action is required. It is important to evaluate judgement to ensure rational ideas and actions.

While Amanda's optimism may appear as a strength in many situations, this tendency can get counter-productive when portrayed as over-optimism. Amanda may tend to engage in certain behaviour with extreme optimism or a false sense of self-confidence which could potentially yield negative outcomes. Amanda's emotional-control appears to be lower than that of most others. This tendency may indicate that certain afore-mentioned behaviours of concern may be portrayed in an aggressive or uncontrolled manner which can enhance the degree of risk related to such behaviours.

Based on the particular combination of characteristics related to economic crime risk, further investigation is suggested which may include background checks, reference checks and additional probing or assessment.