

THE INTEGRITY PROFILING SYSTEM

The Integrity Profiling System which Soft Skills has produced is the result of a world first research into leadership and integrity in Australia. Where we established what leaders wanted to know about their people and how they can effectively manage and develop them also how to make good recruitment decisions based on solid verifiable data.

The Integrity Profiling System can be used for a variety of purposes. It takes the guess work out of your decision making processes and will often verify your 'gut' instinct. It is a tool that will give you the data that allows you to make an informed decision. It will highlight the areas for development and coaching for an individual and how leaders can support and grow their people and have a powerful plan for succession.

On the following page is our model for Integrity – this is one of the most missed used and miss-understood words in our language. We have established a model where people can think clearly about and articulate that thinking. The model in simple terms tells us we have no Integrity when what we value and believe in is not what people see in our everyday behaviour. Maintaining our Integrity is a moment by moment occurrence and that as people we choose every moment of the day to honour our Values, Beliefs and Attitudes. To do that takes courage and we will fail, it is not that we fail that is the problem it is rather that we do not correct fast enough or own up to the mistakes we make,

The Integrity Profiling System provides results in six areas.

These are:

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

The profile measures role suitability and the desire to do a job after the honeymoon period (three to twelve months) is over. The Integrity Profiling System results will alert the manager to potential negative attitudes or tendencies that can be verified during a conversation. The IPS is backed by a manual that gives the interpretation of each trait and questions to ask in interview and questions to ask referees.

Because the Integrity Profile assesses a person's likely contribution to another's success it is possible to predict their degree of team spirit. Also it allow you to make predictions on how this person will lead if they are required to lead and inspire a team.

Essentially, the assessment results expose five main areas:

What a person will default to under pressure.

What their personal level of integrity is.

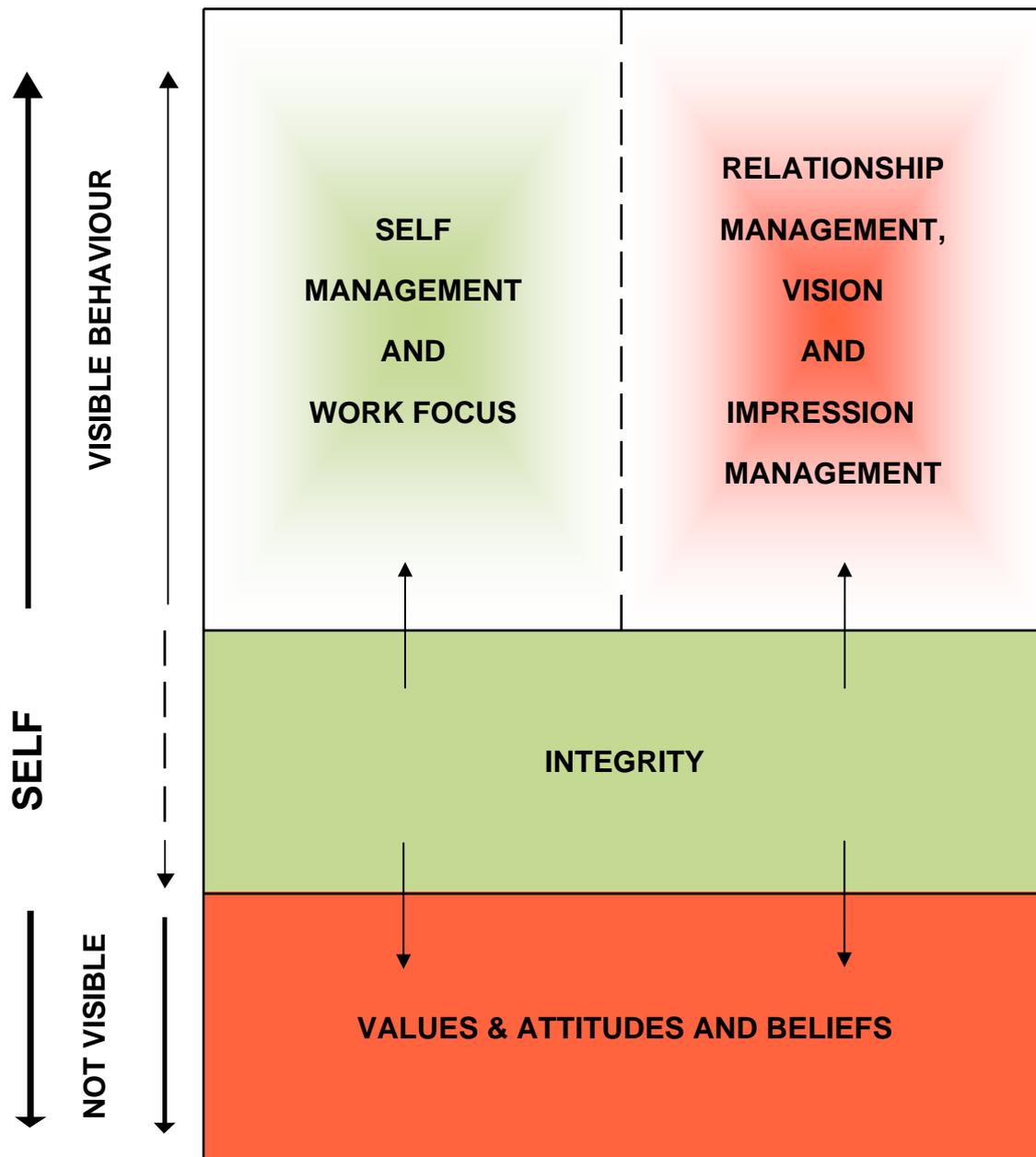
How they manage themselves, the work and their relationships.

How forward thinking they are.

How honest they are about themselves and how hard they work on making an impression, whether good or bad.

Where the whole **team** has been assessed it is possible to make statements about the nature of the conversations that are being avoided and the consequent cost to the business. The power of a team Integrity Profile allows the leaders to be honest about their short comings and to take action to correct.

BUILDING BLOCKS OF THE INTEGRITY PROFILING SYSTEM



Explanation of Model

Everyone has Values, Attitudes and Beliefs. Integrity is not about whether or not we are honest or moral. Rather it is whether we can act daily in a way that is a demonstration of our Values and Attitudes. In other words Integrity is our capacity to make our Values, Attitudes and Beliefs evident and present in our Relationship with others and ourselves. We have Integrity when what people see is the same as who we say we are.

Integrity has five components. These are:

- Truthfulness
- Responsibility
- Accountability
- Loyalty
- Self-Reflection

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

Disclaimer: This assessment is designed to be used as a tool for coaching and interviewing. You must not use this assessment as the primary or a principal tool for personnel decisions or pre-employment screening. It is designed to support personnel decisions and pre-employment screening processes and is not a process in itself. It is your responsibility to ensure that the assessment is used and applied properly. While the assessment accurately measures various indicators and criteria, you must verify the results through interviewing and reference checking.

For further assistance see the Soft Skills Assessment Handbook or call Soft Skills Australia 1300 364 588 or Intl +612 636 23300.

Self Management	1	2	3	4	5	6	7	8	9	10	
Has difficulty standing up for self and own opinions; likely to follow a majority decision rather than speak against it; will either withdraw or get aggressive when confronted	Assertiveness										Confident expressing their opinions to others irrespective of their relationship with them; stands up for self even in difficult situations; able to say “no” when necessary
	1										
Doubts own capabilities; questions their ability to succeed in a given situation; needs reassurance from others	Self Belief										Confident in own skills and abilities; expects to succeed in most situations; trusts own judgement
				4							
Feels that the negative outweighs the positive in their life; dissatisfied with current life circumstances	Personal happiness										Content with current life circumstance; has a positive attitude toward the future; can maintain a good attitude
	1										

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

Relationship Management	1	2	3	4	5	6	7	8	9	10	
Quiet; has difficulty in expressing themselves clearly; can appear uninterested; often does not believe what they have to say will add value	Ability to Talk										Enjoys talking with people; is articulate; has no problem expressing their opinion
											
Can be impatient when others are talking; has difficulty paying attention; interrupts when others are speaking	Ability to Listen										Gives patient and thoughtful attention to what is being said to them; listens actively
											
Is unaware of others' contribution and/or does not acknowledge it; lacks generosity in their feedback to others	Appreciation										Offers constructive feedback; can deliver positive and critical feedback effectively; inspires and motivates people by acknowledging their contribution
											
Remains detached from other people; is not able to see things from another's point of view; lacks understanding of another's perspective	Empathy										Understanding of others' perspectives and needs; socially sensitive, tactful and perceptive; able to see the world through another's eyes
											
Not comfortable contacting people they don't know; unwilling to use their networks to benefit the organisation or their work	Networking										Confident initiating relationships with people; draws upon the resources that others offer; is happy to "make introductions" and will initiate meetings that cause business to occur
											
Vision	1	2	3	4	5	6	7	8	9	10	
Deals with the here-and-now rather than taking a long term perspective; focuses on short-term, tangible goals; does not see what is possible	Vision										Sees possibilities; has foresight; turns ideas into action; is creative; identifies opportunities; is imaginative
											
Impression Management	1	2	3	4	5	6	7	8	9	10	
Self-critical; not concerned about the impression they make on others	Impression Management										Concerned to make a positive impression; wants to be seen in a very favourable light; likes to do the right thing by others
											

THE BASICS TO READING AN INTEGRITY PROFILE RESULT

The *IPS* has been standardised, and normed and has passed all the rigorous internal reliability psychometric testing. This allows you to compare traits and different people's results and to make statements about those results. The results are on a 'bell curve' and are distributed as follows, a score of 4, 5, 6 and 7 is approximately 68% of the population, a score of 8 and 9 is 14% and a score of 10 is 2% compared to our norm group.

WHO IS JOHN SAMPLE?

John Sample's Integrity Assessment indicates that this person is unlikely to be able to tell the truth especially when under pressure. With a Responsibility score of six there is a high likelihood that there will be a lot of stories and reasons why he can't tell the truth. With only a six on Responsibility and Accountability he will have a hard time holding himself or others accountable for the results that they produce. He will overlook issues and then not be able to take ownership of the problems that causes. What people see of him does not match his own view of himself. Notice that he has a low Self Reflection score. This indicates that he has little awareness of the impact he has on others especially the impact of his lack of Truthfulness, Accountability and Responsibility.

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

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

In his Relationship Management Assessment his high Empathy score is crippled by his very low Assertive score. It is anticipated that he would have an extremely hard time expressing himself clearly in any of his relationships, let alone telling the Truth. He does not have an Appreciation of the contribution that others make to him and neither does he acknowledge their contribution.

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

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