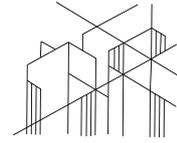




Psychometrics
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THYNK UNLIMITED
CONSTRUCTION COMPANY

Selection Decision

Prepared for Thynk Unlimited

CANDIDATE:	MARK SAMPLE
ROLE:	HEAD OF PROCUREMENT
ASSESSMENT DATE:	01 FEBRUARY 2026
TARGET BENCHMARK:	SST LEVEL III (TACTICAL)
ASSESSMENTS COMPLETED:	COGNITIVE PROCESSING PROFILE (CPP) PERSONALITY AND VALUES QUESTIONNAIRE (PVQ)

REPORT STRUCTURE

The Selection Decision Report presents candidate profile results in the following sections:

1. GUIDE TO USING THIS REPORT

- Introduction
- Understanding the Three Pillar Assessment Model
- Assessments & Methodology

2. EXECUTIVE SUMMARY

- The three-pillar dashboard recommendation

3. PILLAR 1: Can this individual think at the level of complexity required by the role?

- Cognitive Capacity (Work Level): Comparison of candidate's cognitive "comfort zone" against role requirements.
- Work Environment Preferences: Where the candidate thrives vs. where they struggle.

4. PILLAR 2: How will this individual use their potential to learn, adapt, and influence?

- The External Drive: Personality & Leadership
- The Internal Operating System: Roles & Subordination
- The Risk & Cultural Alignment

5. INTEGRATIVE SUMMARY: Integrating outcomes from Pillar 1, Pillar 2 and 3.

6. PILLAR 3: What is the probability of success in this specific job, along selected competencies?

7. TALENT OPTIMIZATION PLAN (First 90 Days)

- Manager's Guide (Onboarding Strategy) & Personal Development Plan (PDP)

PRIVATE & CONFIDENTIAL

Usage and Confidentiality: This report is strictly confidential and has been prepared for the sole purpose of leadership assessment and development. It is intended for use by authorized stakeholders and should only be disclosed on a 'need-to-know' basis with the prior understanding of this candidate.

Methodology and Interpretation: The findings in this report represent a triangulation of two distinct methodologies:

- **Cognitive Process Profile (CPP):** A dynamic, task-based simulation designed to measure cognitive processing, mental models, and strategic "Time-Span of Discretion" (SST).
- **Personality & Values Questionnaire (PVQ):** A self-report instrument reflecting the individual's preferred work style, interpersonal behaviors, and core values.

As personality profiles are based on self-perception and cognitive performance can be influenced by environmental factors, these results should not be viewed in isolation. This diagnostic must be interpreted alongside corroborating evidence, including professional experience, performance appraisals, structured interviews, and the specific complexity requirements of the role in question.

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GUIDE TO USING THIS REPORT

INTRODUCTION:

This Selection Decision Report provides an investment-grade audit of a candidate's leadership capability. Unlike traditional recruitment assessments that focus on surface-level traits, this diagnostic explores the underlying Cognitive Runway and Behavioral Engine required to navigate high-stakes complexity in modern organizational environments.

The primary objective is to move beyond simple "headcount" planning toward Capability Architecture—identifying if the individual possesses the mental "horsepower" and values-alignment to execute the organization's strategic vision over a multi-year horizon.

UNDERSTANDING THE THREE PILLAR ASSESSMENT MODEL:

To provide a high-probability prediction of success, we evaluate the candidate through three distinct lenses:

- **Pillar 1: Cognitive Potential (The "Can"):** We measure the individual's *Cognitive Runway* and mental complexity. This determines if they have the "Strategic Bandwidth" to manage the role's specific *Time-Span of Discretion* (how far into the future they can effectively plan and execute). It identifies if they are an "Operational Fixer" or a "Strategic Architect."
- **Pillar 2: Behavioral Process (The "How"):** Using the PVQ, we audit the candidate's preferred leadership style, core values, and interpersonal behaviors. This identifies their *Behavioral Engine*: how they will use their cognitive potential to influence teams, adapt to change, and fit within the organizational culture.
- **Pillar 3: Job Success Probability (The "Will"):** We synthesize the data to determine the *Probability of Success* against the specific competencies and KPIs of the role. This pillar answers the ultimate stakeholder question: "What is the likelihood of this individual delivering the required results in this specific environment?"

ASSESSMENTS & METHODOLOGY:

The findings in this report represent a triangulation of two distinct, gold-standard psychometrically validated methodologies:

Pillar 1: The Cognitive Process Profile (CPP)

- **Type:** A dynamic, task-based simulation designed to measure cognitive processing and mental models.
- **Focus:** Rather than measuring static knowledge, the CPP tracks how a leader processes unfamiliar, complex information to determine their Work Level and Strategic Time-Span of Discretion (SST).
- **Norm Group:** The candidate is benchmarked against a Global Executive and Senior Professional reference group to ensure relevance to high-level leadership roles.

Pillar 2: The Personality & Values Questionnaire (PVQ)

- **Type:** A scientifically validated self-report instrument.
- **Focus:** This measures the candidate's preferred work style, interpersonal behaviors, and core values. It identifies natural leadership styles, team roles, and cultural "synergy" or "friction" points.
- **Norm Group:** Benchmarked against a diverse population of global managers and professionals.

EXECUTIVE SUMMARY

EXECUTIVE NARRATIVE:

Mark Sample presents as a powerful "Strategic Architect" with a cognitive comfort zone currently operating at SST Level IV (Parallel Processing). This significantly exceeds the SST Level III (Tactical) benchmark for this role, meaning Mark possesses the mental "horsepower" to navigate 3-to-5-year strategic horizons and complex, interwoven procurement systems.

However, there is a distinct Behavioral Risk (Pillar 2). Mark's profile reveals high-risk tendencies toward Systemic Micromanagement and Confrontational behavior. While he has the vision to transform the procurement function, he lacks the Relational Equity and Diplomatic Restraint required to build consensus. He is a high-impact change agent, but without structured onboarding, he risks creating significant structural friction and cultural discord.

**CRITICAL
COMPLEXITY
MATCH:**



**OVERALL
COMPETENCY
MATCH SCORE:**



THE THREE-PILLAR DASHBOARD - AN OVERVIEW

PILLAR	STATUS	FORENSIC INSIGHT
PILLAR 1: POTENTIAL	EXCEPTIONAL ALIGNMENT	Cognitive Fit: Level IV (Parallel Processing). Mark has the "Strategic Bandwidth" to manage the 3-to-5-year horizon required for functional transformation.
PILLAR 2: PROCESS	CRITICAL BEHAVIORAL RISK	Work Style: High Drive and Assertiveness (94th percentile). Mark is a direct, tough-minded leader who prioritizes "Truth" over "Feelings," risking appearing abrasive.
PILLAR 3: PERFORMANCE	MODERATE MATCH (72%)	Competency Profile: Strong in Strategic Thinking and Change Orientation, but critically weak in Relationship Building and Influencing.

RECOMMENDATION:
RECOMMENDED WITH RESERVATIONS

CRITICAL COMPLEXITY AUDIT:

- **The "Horsepower" Surplus:** Mark has the cognitive capacity to architect the future ecosystem of Think Unlimited.
- **The "Bulldozer" Effect:** There is a 95th percentile risk of Confrontational-Challenging behavior. Under pressure, Mark is likely to "steamroll" peers and subordinates, leading to the Erosion of Managerial Authority.
- **Structural Compression Risk:** Because Mark operates at Level IV, he may find Level III tactical processes frustrating, leading him to micromanage his team's output rather than leading the function's strategy.
- **To be successful:** Mark Sample is not an "Operational Fixer"; he is a "Strategic Integrator". To succeed, he requires a manager who can provide high-level strategic stretch while holding him accountable for his interpersonal conduct through a mandatory Talent Optimization Plan.

PILLAR 1

CAN THIS INDIVIDUAL THINK AT THE LEVEL OF COMPLEXITY REQUIRED BY THE ROLE?

1. COGNITIVE CAPACITY (WORK LEVEL)

This assessment identifies the candidate's cognitive "comfort zone".

Measure	Level	Description
Target Role Requirement	Level III (Tactical)	Optimizing workflows and managing distinct systems over a 1–2 year horizon.
Current Operating Level	Level IV (Parallel)	Managing the interaction of multiple systems and abstract variables over a 3–5 year horizon.
Potential Capability	Level V (Strategic)	Architecting a long-term organizational ecosystem (5+ years).

Summary: Mark Sample is currently operating as a Strategic Integrator, not merely an Operational Fixer. There is a one-level surplus between his current processing capability and the role requirements. While this provides the organization with a "Strategic Architect," it carries the risk of Structural Compression: if the role remains purely tactical, Mark will likely "over-process" simple tasks or interfere in the operational details of his subordinates to satisfy his need for complexity.

2. WORK ENVIRONMENT PREFERENCE

Where Mark thrives versus where he struggles.

Environment Feature	Comfort Level	Predicted Behavior
Ambiguity & Integration	High	Mark thrives when required to "sense-make" across disconnected variables. He is energized by designing new frameworks where no previous rules exist.
Structured Complexity	Moderate	He can work within boundaries but may feel restricted if the "Tactical" rules of the role prevent him from optimizing the wider system.
Information Load	High	Exceptional capacity for abstract, theoretical data. Unlike many, he is not overwhelmed by high volumes of conceptual information required for long-term planning.

MANAGER'S CHEAT SHEET:

- **THE "SWEET SPOT":** Ecosystem Architecture. Assign Mark to projects that require the integration of Procurement with other global functions (L&D, Supply Chain, Finance). He will excel at designing the "Interface" between these systems.
- **THE "DANGER ZONE":** Pure Maintenance. Do not task Mark with a role that is 100% focused on maintaining existing, rigid workflows. He will naturally attempt to "break" them to improve them, which can frustrate operational teams.
- **COMMUNICATION TIP:** When briefing Mark, use Conceptual Logic and Strategic Outcomes. He processes information at an Abstract level; if you focus only on concrete milestones, he may feel the conversation lacks the necessary "vision".

PILLAR 2

HOW WILL THIS INDIVIDUAL USE THEIR POTENTIAL TO LEARN, ADAPT, AND INFLUENCE?

1. THE EXTERNAL DRIVE: PERSONALITY & LEADERSHIP

Focus: How Mark interacts with his environment and leads others.

Dimension	Insight
Personality Cluster	Mark operates with high autonomy and self-sufficiency, preferring to make independent decisions rather than relying on group consensus.
Thinking Style	He possesses high intellectual confidence and is optimally energized by complex, stimulating challenges that require original thought.
Primary Leadership Style	Negotiative Leader: He utilizes persuasion, incentives, and image-management skills to drive teams toward common objectives.
Secondary Leadership Style	Consultative Leader: He encourages team discussion and input but retains final decision-making authority.
Forensic Risk	High Assertiveness (94th Percentile): His dominant nature may occasionally "steamroll" consultative efforts, leading him to take unpopular stands without securing stakeholder buy-in.

Summary: Mark operates as a high-velocity, unconventional leader who drives results through a combination of innovative logic and sheer force of will. As a natural Innovator and Negotiative Leader, he avoids traditional maintenance in favor of architecting radical, experimental models to gain a competitive edge. His high intellectual confidence ensures he is energized by complex challenges, though his 94th percentile Assertiveness creates a forensic risk of "steamrolling" peers to achieve a strategic outcome.

2. THE INTERNAL OPERATING SYSTEM: ROLES & SUBORDINATION

Focus: How Mark operates within a team structure and hierarchy.

Dimension	Insight
Primary Team Role	Innovator: Mark brings extreme creative capacity and a persistent drive for unconventional, radical solutions.
Secondary Team Role	Evaluator-Critic: He utilizes a shrewd, penetrating mind to subject all plans to a detailed, critical analysis to identify potential flaws.
Primary Subordinate Style	Informative Subordinate: He is most effective when providing sound, soundly researched ideas and innovative solutions to his superiors.
Management Match	Self-Reliant: He requires freedom of expression; a purely directive "micro-management" style will lead to irritability and discontent.

Summary: Mark's internal operating system is characterized by a fierce need for independence and a lack of concern for social convention or rigid hierarchy. He is a "Lone Wolf" strategist—an Informative and Self-Reliant operator who prioritizes personal freedom and intellectual rigor over organizational security. He is most effective when granted the latitude to act as an Evaluator-Critic, utilizing his penetrating mind to identify systemic flaws and integrative solutions without being stifled by directive micromanagement.

PILLAR 2

HOW WILL THIS INDIVIDUAL USE THEIR POTENTIAL TO LEARN, ADAPT, AND INFLUENCE?

3. THE RISK & CULTURAL ALIGNMENT

Focus: Behavioral derailers and environmental suitability.

Dimension	Insight
Values & Motivation	Driven by independence and competition, Mark prioritizes personal freedom and "winning" over traditional consensus-seeking.
Integrity	He maintains a high commitment to personal principles and moral integrity, judging his and others' behavior against these rigorous standards.
High Alignment Culture	Thrives in high-pressure environments that offer healthy competition, clear authority, and financial incentives.
Low Alignment Culture	Expresses a very low preference for roles requiring high levels of diplomacy or constant, close collaboration.
Primary Derailers	High Risk: Confrontational-Challenging (pushy/pointed) and Eccentric-Absent-minded (losing sight of practicalities in favor of theory).
Secondary Derailer	Mod-High Risk: Volatile-Explosive (low frustration tolerance for perceived indecision or "slowness").

Summary: Under pressure, Mark's high cognitive potential is likely to be undermined by a lack of relational awareness and low frustration tolerance. His Confrontational-Challenging and Volatile-Explosive derailers suggest a tendency to "bypass" over others' views, potentially creating a "walking on eggshells" culture that saps team enthusiasm. He is optimally aligned with high-pressure, competitive environments but faces a significant cultural mismatch in roles requiring high levels of diplomacy or constant, close collaboration.

Integrative Summary

The core risk for the Head of Procurement role is the "Bulldozer Effect": Mark's high cognitive capability (Pillar 1) combined with his 94th percentile Assertiveness and High Confrontational derailer. He is likely to solve the right problems but do so in a way that alienates stakeholders. To succeed, Mark requires a culture that rewards his Radical Innovation while providing a manager who can mitigate his blunt communication style.

INTEGRATIVE SUMMARY: THE COGNITIVE-BEHAVIORAL NEXUS

INTEGRATIVE SUMMARY OF PILLAR 1 AND PILLAR 2:

1. THE "PSEUDO-STRATEGIC" RISK: VISION VS. PRACTICALITY

(The Cognitive-Inside Collision)

There is a distinct risk arising from the surplus between Mark's Cognitive Horizon and his Internal Operating System.

- **The Conflict:** Mark possesses the SST Level IV Parallel Processing capability to architect a 3–5 year global procurement ecosystem. However, his Eccentric-Absent-minded derailer (High Risk) and strong preference for Abstract/Radical Thinking suggest he may become so consumed by "loftier" theoretical frameworks that he neglects the practical, day-to-day tactical milestones required by a Level III role.
- **The Outcome:** Mark may present tactical operational fixes with the absolute confidence of a strategic visionary. He risks confusing "optimizing a process" with "transforming the system," potentially leading the organization toward high-concept projects that lack operational grounding.

2. THE "BULLDOZER" EFFECT: COMPLEXITY VS. CONFRONTATION

(The Bright-Dark Collision)

The combination of Mark's high Intellectual Confidence and his Confrontational-Challenging profile creates a significant risk of Relational Equity Erosion.

- **The Behavior:** Because Mark processes information with high integrative logic and velocity, he may oversimplify complex human or cultural issues to fit his own linear, analytical worldview.
- **The Outcome:** When challenged by peers who see the cultural nuances he misses, Mark is likely to interpret the pushback as "slowing things down" or "being obstructive". He is prone to use his Assertive personality (94th percentile) to steamroll valid strategic concerns in favor of rapid, autonomous action.

3. THE "PRESSURE COOKER": SURPLUS VS. COMPRESSION

(The Potential-Coping Collision)

Mark's Dark Side tendencies directly impact his ability to manage a high-performance team within a tactical environment.

- **The Behavior:** His Volatile-Explosive derailer (Mod-High Risk) indicates that under stress, he is likely to vent his frustrations without considering the impact on his team. This behavior is likely to be exacerbated by his Cognitive Surplus; because he thinks at Level IV, he may find Level III tactical tasks frustratingly slow.
- **The Outcome:** This can lead to a "walking on eggshells" environment where team members hide bad news for fear of prompting an angry, volatile response, effectively "sapping the enthusiasm" of the procurement function.

PILLAR 3

WHAT IS THE PROBABILITY OF SUCCESS IN THIS SPECIFIC JOB?

ROLE READINESS PROFILE: THE 12 COMPETENCIES

Competency	Sten (1-10)	Psychometric Evidence & Narrative
Strategic Thinking	9	CPP Level IV Match: Mark operates one level above the target role (Level III), providing an exceptional capacity to visualize 3–5 year systemic horizons.
Problem Solving	8	Integrated Logic: His CPP results show he is a "Strategic Architect," moving beyond fixing components to designing whole systems.
Intellectual Curiosity	9	PVQ Radicalism: Highly innovative and eager to experiment with unconventional procurement models; he naturally rejects outmoded traditions.
Adaptability	7	PVQ Flexibility: Resilient in the face of shifting supply chain priorities. He is comfortable with ambiguity and operational pivots.
Stress Tolerance	4	Derailer Risk: Prone to visible frustration when projects stall. His "Volatile-Explosive" tendency surfaces when complex issues cannot be solved quickly.
Courage	9	PVQ Assertiveness: Exceptionally high willingness to challenge the status quo and take unpopular stands to achieve strategic goals.
Influencing	3	Relational Gap: Attempts to persuade via authority rather than diplomacy. His "Confrontational" style risks alienating key stakeholders.
Relationship Building	2	Interpersonal Risk: Mark views relationship-building as a distraction. His "Detached-Disengaged" profile indicates a significant development area.
Cross-Cultural Sensitivity	3	Diplomacy Gap: Scoring at the bottom of the diplomacy scale (Sten 1), he is likely to impose a "one-size-fits-all" standard across global regions.
Change Orientation	9	Innovator Role: A natural change agent who will aggressively dismantle traditional procurement practices to improve efficiency.
Entrepreneurial Orientation	8	PVQ Values: Highly motivated by commerce and winning; he will excel at finding cost-savings and monetizing procurement assets.
Authentic Leadership	4	Derailer Risk: His "Arrogant-Self-centred" profile risks eroding trust over time if he refuses to acknowledge team input or his own "blind spots".

*The Sten Scale Context: 1–3: Low / Development Area / 4–7: Average / Moderate / 8–10: High / Strength

TALENT OPTIMIZATION PLAN

Manager's Guide (Onboarding Strategy)

This section is designed for Mark Sample's direct manager. It provides a forensic strategy for onboarding and managing a "Strategic Architect" who possesses high cognitive potential but presents significant behavioral risks.

THE MANAGEMENT STRATEGY: MANAGING THE "HORSEPOWER SURPLUS"

Mark is operating at SST Level IV (Parallel Processing) in a Level III (Tactical) role. This "Cognitive Surplus" creates a risk of Structural Compression, where Mark may micromanage his team to satisfy his own need for complexity.

- **The Stretch Assignment:** To prevent boredom and micromanagement, assign Mark to one global, cross-functional project that requires Parallel Processing (e.g., integrating Procurement with the 5-year Supply Chain strategy).
- **The Tactical Boundary:** Clearly define the operational "milestones" for his team. If Mark begins to interfere in the 'How' of his team's work, the manager must pivot him back to the strategic architecture.

THE BEHAVIORAL MIRROR: MANAGING THE "BULLDOZER" EFFECT

Mark's high Confrontational-Challenging (Sten 9) and Volatile-Explosive derailers are his greatest threats to long-term success. The manager must provide immediate, evidence-based feedback on his interpersonal impact.

COMMUNICATION TACTICS FOR THE MANAGER

- **Avoid Micro-Directives:** Mark is a Self-Reliant Subordinate. Instead of saying "Do this," say "The strategic outcome we need is X. How do you plan to architect the solution?"
- **Focus on Relational Equity:** During 1-on-1s, do not just ask about KPIs. Ask: "Which stakeholders have you aligned with this week, and who is currently resisting your vision?" This forces him to value Relationship Building (his lowest competency).
- **Use Radical Transparency:** Mark values Independence and Directness. He will respect a manager who is blunt about his behavioral failures provided it is tied to his strategic success.

THE FIRST 90 DAYS: CRITICAL SUCCESS MILESTONES

- **Day 30: The Stakeholder Audit.** Mark must present a map of his key global stakeholders, identifying "Friction Points" and his plan to build relational equity with them.
- **Day 60: The Process Review.** Evaluation of Mark's team dynamics. Is there evidence of a "walking on eggshells" culture? Use 360-degree qualitative feedback to check for Volatile outbursts.
- **Day 90: The Strategic Integration.** Mark delivers his 3-year vision for the Procurement function, demonstrating how he has incorporated team input rather than just his own "Radical" ideas.