



Understanding AVA - Activity Vector Analysis

Psychological Profiling / Behavioural Assessment

Psychological Profiling

Introduction to AVA (Activity Vector Analysis)

i2i have used the AVA profiling system for over fifteen years in talent management, recruitment, assessment and coaching.

The AVA provides information on how your people currently see themselves, how they believe they are perceived by others, and how they present themselves at an early stage interaction.

A complete picture of an individual can be created by assessing information captured from three perspectives:

- What behaviours accurately describe the individual in question?
- What are the psychological and behavioural demands of the specific role?
- What expectation does the individual express in regards to their potential role?

Each report is compiled individually, providing a truly unique picture of that person's natural behavioural style and their suitability for the role they are being asked to perform.

The system can be completed online or on paper and is available in eight languages, as verified by double-blind translation methods.

Why AVA?

- It is a free response system, meaning each report is unique and individually written
- AVA describes three views that a person has of themselves
- AVA measures 'The Big Five' aspects of personality
- AVA unusually measures a person's energy level
- Measures a person's sense of self worth
- Takes into account a self-description written in the person's own words

How an AVA works

The AVA uses four primary 'vectors' and a fifth developmental 'vector' to define and describe human behaviour:

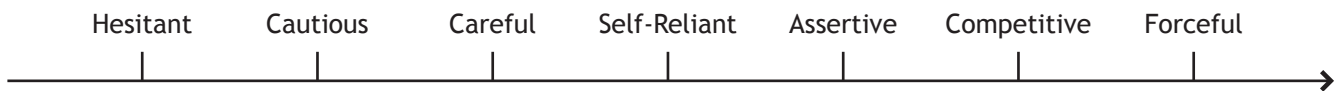
- Vector 1 - Assertiveness
- Vector 2 - Sociability
- Vector 3 - Calmness
- Vector 4 - Conformity
- Vector 5 - Self Discipline / Maturity

Human behaviour is a function of both the person and their environment. There are no positive or negative AVAs, each profile brings its own strengths and areas for development.

AVA - Understanding The Vectors

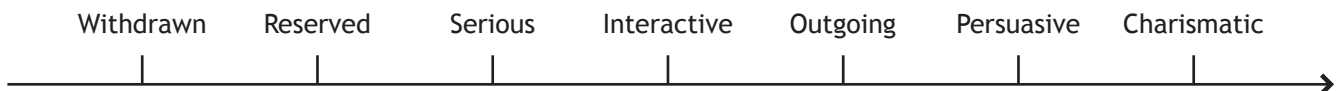
Vector 1: Assertiveness

The tendency to move toward, engage in or approach situations perceived as unfavourable, antagonistic and challenging.



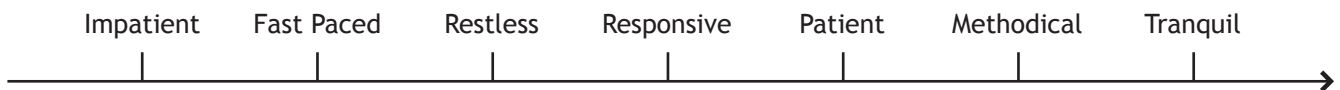
Vector 2: Sociability

The tendency to move toward and engage in people situations perceived as favourable, allied and comfortable.



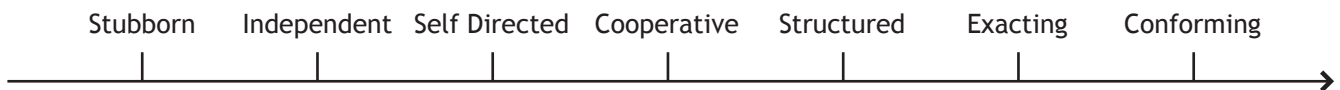
Vector 3: Calmness

The degree of calm and patient acceptance of a situation perceived as positive. This needs to be in a stable, unchanging environment.



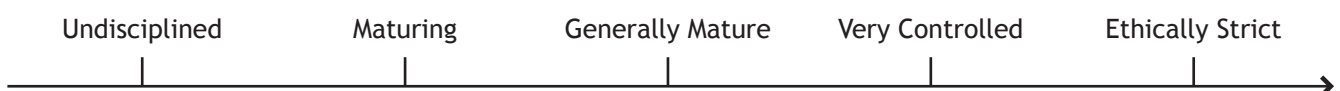
Vector 4: Conformity

The tendency to confirm or submit to pressures in order to avoid criticism. The need to avoid situations perceived as unfavourable.

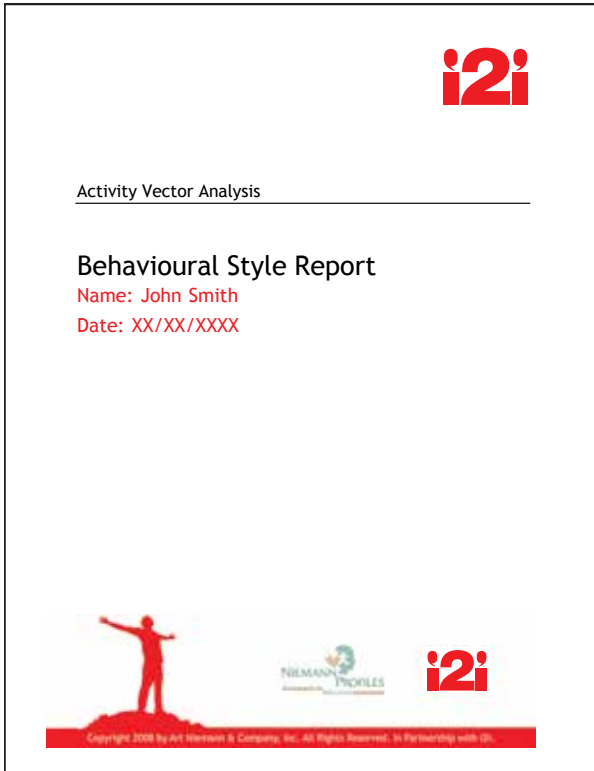


Vector 5: Self Discipline / Maturity

The tendency to use self disciplined, carefully considered, socially responsible, mature, and objective behaviour based on well-established standards and a firm self-concept.



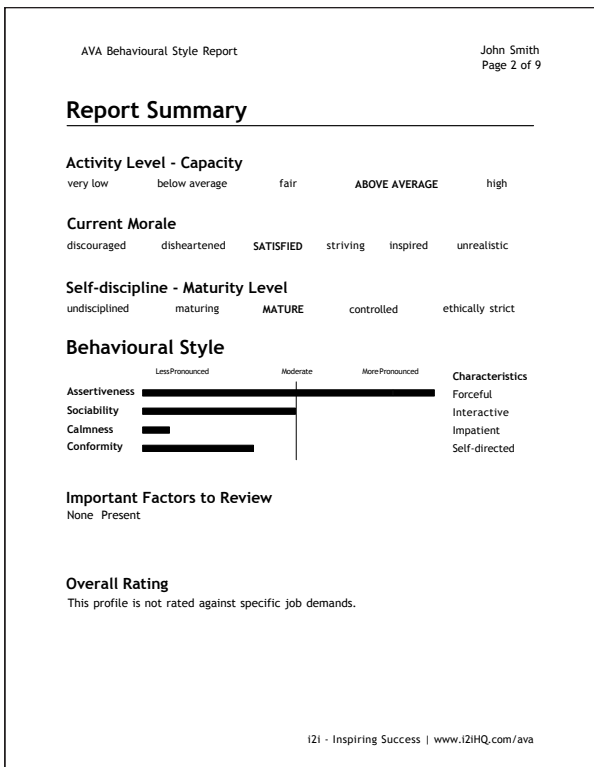
AVA - Understanding The Report



1. Cover Page

The cover page contains your name and the date you completed the assessment. AVA provides an in-depth description of you as an individual.

Whilst personality is stable, AVA may also identify current or specific issues that are affecting you at the time of completion.



2. Report Summary

This summary page provides a snapshot of the individual. It details your energy level, morale and self-discipline and provides an overview of your behavioural style within the framework of the four vectors.

It will also highlight, where necessary, any important factors to review. These include job-related conflict, personal conflict or experiencing stress and are specific to the time of completion.

In some instances, your AVA will be compared to a specific Job Profile that has been completed by a potential employer. If applicable, this is detailed in the 'Overall Rating' section which you can see at the bottom of this page.

AVA - Understanding The Report

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Activity Level - Capacity

Very Low Below Average Fair Above Average High

Generally quick in perception and awareness. Grasps new situations quickly.
Good capacity for meeting the job demands.

Current Morale

Discouraged Disheartened Satisfied Striving Inspired Unrealistic

John currently shows a satisfied or "comfortable" outlook towards goal achievement.
Satisfied with present level of accomplishment. Currently content with goal achievement level.

Self-discipline - Maturity Level

Undisciplined Maturing Mature Controlled Ethically Strict

John will tend to show a generally thoughtful and considerate approach when interacting with others. He is generally disciplined and restrained in order to demonstrate a mature and conscientious behavioural style. John will be mindful of the consequences of his behaviour and its impact on others.

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3. Energy / Morale / Maturity

This page provides a more detailed description of your energy level, current morale and level of self-discipline or maturity at the time of the assessment.

In contrast to your behavioural style, the information presented here will typically fluctuate depending on the situation and environment you currently find yourself in.

This page provides valuable information for follow up in an initial discussion, allowing you to describe the underlying reasons for the results.

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Assertiveness - Initiative

Hesitant Cautious Careful Self-Reliant Assertive Competitive Forceful

John is highly aggressive, competitive and goal oriented. Very determined to achieve goals.
Very decisive and proactive. Often very direct and controlling. Forceful and very take-charge.

NOTE: Often pushy, demanding and domineering on the job. Often commanding with others.

Sociability - Extroversion

Very Quiet Reserved Serious Interactive Outgoing Engaging Gregarious

John will generally be sociable and interactive with others when appropriate.
He is neither extroverted nor introverted. An average amount of sociability is generally demonstrated.
John can be more outgoing at times when the job demands, but he also desires some time alone.

Patience - Calmness

Impatient Fast-Paced Restless Responsive Patient Methodical Tranquil

John tends to show very impatient, restless and fast-paced behaviour on the job.
Very strong emphasis is placed on having variety and diversity on the job. Little patience for routine.

NOTE: May seem high-strung, thin-skinned and overly anxious. Temperamental with others.

Compliance - Conformity

Stubborn Independent Self-directed Cooperative Structured Exacting Conforming

John tends to be somewhat independent and self-directed in his approach.
Although not stubborn, John does prefer a certain amount of autonomy and freedom in a position.
He is diligent, secure and resourceful. Tendency is to focus on the "big picture" and overall plans.

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4. The 4 Primary Vectors

This page plots your behavioural style on each of the four primary vectors AVA uses to describe human behaviour.

It enables us to understand you as an individual and how you might impact those around you in both a personal and professional environment.

There are no 'good' or 'bad' AVAs, as each report is specific to the individual and all attributes have positive and negative characteristics.

If you are at one of the extreme ends of the scale, this gives us an idea of your core behaviours and how you might react in certain situations.

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Behavioural Style Overview

| | | |
|-------------------------|-------------------------|--------------------------|
| Risk-taking, Innovative | Assertive, Initiating | Critical, Anxious |
| Direct, Straightforward | Inquisitive, Curious | Intense, Impatient |
| Diversified, Versatile | Expedient, Self-starter | Goal-oriented, Ambitious |
| Decisive, Enterprising | Fast-paced, Restless | Dissatisfied, Excitable |

Tends to be easily bored with too much routine and repetitive tasks.
Tends to be a direct and straightforward communicator.
Tends to have a strong ego drive. A high need for recognition for achievements.
Strong emphasis is placed on immediate and bottom-line results.
Works well (although with impatience and intensity) in pressure situations.
Tends to keep pressure on others to move quickly and expedite work.
Quickly initiates action and is a self-starter on the job.
Dislikes too many detail-oriented tasks and a slow paced work environment.
Creativity often shown as a result of needing change and diversity.
Constantly searching for new and better ways to achieve goals.
Shows a hard driving, relentless pursuit of goals and objectives.
Fast paced reactions to difficult and demanding challenges and competition.
Effective in dealing with multiple priorities and simultaneous projects.

Job-related Stressors

Not achieving goals at a high level and moving forward quickly.
A lack of challenging work and opportunities for growth and advancement.
Work involving too much detail and routine administrative tasks.
Not being recognised and rewarded for accomplishments and achievements.
A slow-paced and routine oriented work environment with little variety.
Procrastination, indecision and delay by others.

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5. Behavioural Style / Stressors

Here, you will find your behavioural style described in more detail. It provides a list of adjectives that can be used to describe you and outlines specific behaviours, beliefs, talents and motivations that apply to you at home or at work.

These can include how you meet goals or challenges, how you work under pressure and how you communicate with others.

At the bottom of this page, you'll see a section entitled 'job related stressors'. This section outlines characteristics of a working environment or philosophy that would fail to motivate you and fulfil your ambitions and potential.

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Analyst Comments

AVA shows John to be rather assertive and aggressive by nature. Strong-minded and should show good drive, initiative and determination in his work. Very fast-paced and eager to move forward to get results quickly.

John is goal oriented and willing to take charge to make things happen. Should be comfortable in a leadership and decision-making role. Generally willing to take control and make changes when necessary. Direct and straightforward in his approach and may even seem demanding, intense, impatient and controlling at times. Notice the extreme ratings on page 4.

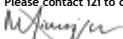
John shows a high activity level and capacity. Can quickly become bored and frustrated with too many routines and repetitive tasks. Prefers to work with a variety of people and tasks and is generally motivated by challenges and competition.

Overall Rating

This profile is not rated against specific job demands.

For Questions and Consultation

Please contact i2i to discuss this report with your certified AVA analyst:


Michael Finnigan

Important Note

This confidential assessment report must be used for ethical business purposes only. It is designed to describe the individual's tendencies and work style. AVA is not a pass/fail "test" and there is no right or wrong profile. This report should aid managers in the selection, coaching and development of employees. AVA should not be the sole basis for a hiring decision or promotion of a current employee.

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6. Analyst Comments

Each AVA is processed individually, taking into account your questionnaire answers and self-description.

The Analyst Comments provide an interesting overview and summary of you as an individual, highlighting your combination of vectors and any specific issues that need addressing.

Towards the bottom of the page, you will see an Overall Rating section (applicable if linked to an employer's job profile), the name of your certified AVA analyst and an important note about the ethical use of AVA.

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Self-Description

Following is the self-description John typed when completing the AVA online. This information has not been edited for grammar, spelling or punctuation.

I'm a family man who loves to relax and kick back. I am a strong leader who likes to get things done and is motivated by achievement. I'm competitive and like working out different approaches to achieving outcomes. I like the intellectual challenge of solving problems in any sphere and love to work things out, although sometimes tend to oversimplify to get to the answer. I like building and creating things - I'd love to build my own house one day. My daughter is my pride and inspiration and I'll protect my family at all costs. I'm often a little nervous in new crowds and manage by forcing myself to talk, but perhaps sometimes lack empathy to develop conversations fully.

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7. Self Description

When you complete an AVA, you enter a self-description which provides valuable context to the coaching process.

This self-description is included in your report to act as a reminder and as a valuable source of information for further discussions.

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Personalised Coaching Strategies

Because people are unique, we need to customise our motivation strategies. Based on job demands, some of the following tips will be more relevant than others.

How to get the best out of John:

Challenge John with plenty of difficult but attainable goals.

- Avoid too many routine, mundane tasks that are not challenging.
- Prepare for concerns about "wasting time" if tasks aren't rewarding.

Keep the focus on the "big picture" and performance outcomes.

- Don't get bogged down with too many details in the execution of the job.
- Watch for impatience when dealing with a lot of data oriented work.

Be quick to respond to John and fast-paced in your approach.

- Avoid too much small-talk and "wasted" conversation.
- Expect John to express ideas quickly and perhaps impulsively at times.

When possible, allow John to act as the agent for change and improvement.

- Try to avoid routine, repetitive tasks and long-term assignments.
- Expect some inconsistency in performance, especially with follow-up tasks.

Acknowledge John's need for power, control and authority.

- Maintain a firm approach when John moves outside acceptable boundaries.
- Prepare for John to take control of situations, perhaps when inappropriate.

Recognise his need to move forward quickly rather than wait for instructions.

- Try not to make John "slow down" when busy.
- Prepare for John to make fast decisions and initiate action immediately.

Clearly define boundaries and limits of authority.

- But avoid over-controlling and don't micro-manage John.
- Anticipate John to challenge authority when policies don't "make sense."

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8. Coaching Strategies

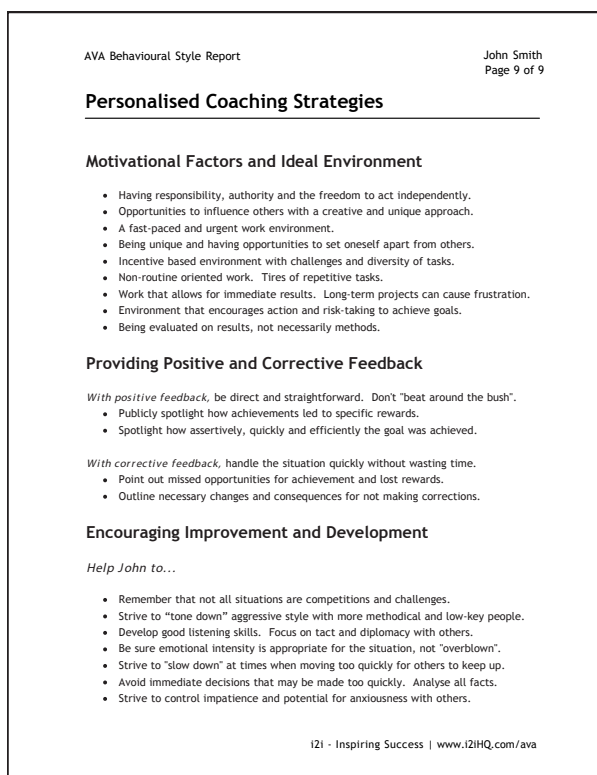
This page is especially useful to share with coaches and managers, if the individual agrees to share their report.

It provides a summary of tips to keep the individual motivated and ensure they are performing effectively in their current role.

Areas of focus include:

- How to set challenges or goals
- How to communicate effectively with the individual
- Recognise their personality and behavioural styles
- What allowances you might need to make for them and what boundaries you might need to put in place
- The environment you need to create in order to get the best out of them

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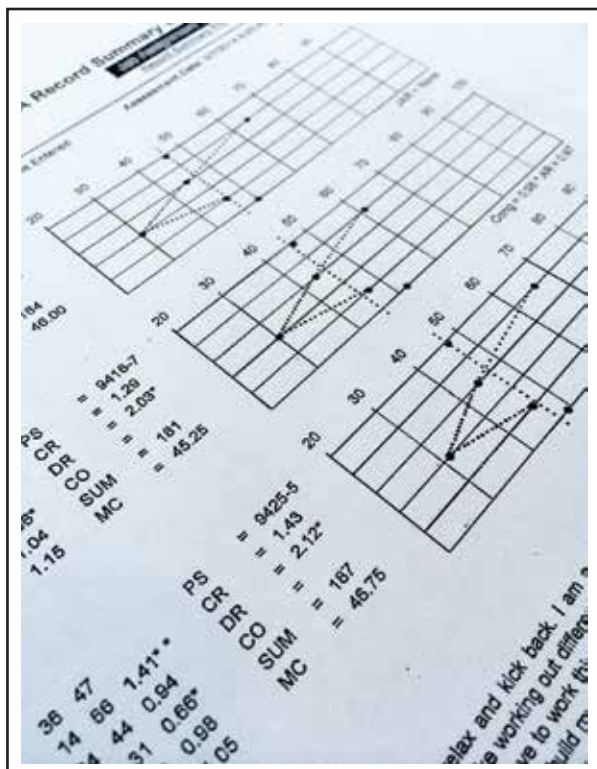


9. Personalised Coaching Strategies

This page continues from page 8 and provides more information on Personalised Coaching Strategies.

It provides a summary of the ideal environmental factors to keep the individual motivated and gives some specific tips in how to communicate positive and corrective feedback.

At the bottom of the page you will see a section focused around areas for development and how you as a manager or coach can help an individual to work on these areas.



Extra Information - AVA RSC

In addition to your personalised report, your AVA analyst also receives a Report Summary Card (RSC) which provides a statistical representation of your profile.

The AVA RSC contains 3 graphs - Image, Role and Self. Your AVA analyst will discuss with you the relationship between these graphs.

The RSC will be used as a focal point during feedback, where you will understand more about:

- Your strengths and ideal environment
- Role playing and congruence
- Risk of stress
- Job related conflict
- Personal issues

Job Activity Rating - JAR

What is a JAR?

The JAR report identifies the unique behavioural demands of a specific role within your organisation and provides a complete description of the position.

- Identifies individuals who are strong candidates for crucial roles
- Gives managers a framework for improving performance and managing productivity
- Provides a succinct and accurate appraisal of the work environment in which a role is performed

It can be implemented into your recruitment process and also used for the development and understanding of your current staff.

The Process

All identified stakeholders are asked to complete a JAR assessment, identifying the characteristics needed to perform a given role. A full report and graph is created for each individual's assessment, as well as a 'Composite' report which provides a summary of all of the reports and the level of consensus between the stakeholders.

As part of your recruitment strategy, this JAR profile can then be compared with the AVA profiles of your candidates and become a significant part of your decision making.

When working with your current staff it forms a valued component of personal appraisals and coaching. The JAR provides a snapshot of how an individual fits in to the role they are currently being asked to perform, and can help answer the question of whether your people are in the right roles for their natural styles and strengths.

The i2i AVA HeatMap

HeatMap

The HeatMap has been designed by i2i to provide a graphical representation of your team or organisation based on the analysis of the AVA profiling system.

It illustrates the blend of personalities you have within the group, highlighting areas of strength and possible areas for development and/or recruitment. The HeatMap provides an overview of your team that perfectly complements the detailed, individual style of the AVA reports.



Organisational Structure

The AVA provides each individual with a 'Pattern Shape'. In total, there are 257 possible pattern shapes that are all represented on the i2i HeatMap. This enables us to create a detailed illustration of your team/organisation that clearly represents that spread of characteristics, strengths and behavioural styles that make up the group.

The HeatMap is designed as a 360 degrees spherical model, made up of 8 core areas that are based on the AVA's four primary vectors. Each of these areas interact with those around them, so it is possible to have a high rating on more than one of the vectors.

High Vector 1 individuals often gravitate to leadership roles and may well come across as assertive, competitive and sometimes aggressive. In contrast, low Vector 1 individuals are often more careful and cautious in their decision making, preferring to take less risks.

Vector 2 measures an individual's level of sociability. A High Vector 2 will often be an effective communicator, extremely outgoing, whilst a low Vector 2 will enjoy time alone to focus on tasks and reflect.

An individual with a high Vector 3 score will come across as patient, calm and controlled. They'll most likely be a crucial and steady member of the team. In contrast, someone with a low Vector 3 score can be extremely restless, impatient and even impulsive.

Vector 4 assesses the level of conformity. A high Vector 4 score can mean someone who is extremely detail-oriented and very structured in their work. At the other end of the scale, a low Vector 4 score will see someone who prefers to work independently with little supervision. They are often creative and possible the mavericks of the group.

The HeatMap can be used to facilitate effective discussions around team dynamics, to highlight areas for development in terms of recruitment and selection priorities. It also can be remapped to track the development of the group.

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