

**Psychometric Assessment test
of Sanjay Kher by**

International HRD organization MA FOi –
outcome is excellent in 5 (five) out of 6 (six) parameters.

PSYCHOMETRIC ASSESSMENT

a) CANDIDATE PROFILE

Name	Sanjay M Kher
Designation	DGM
Benchmark	Organizational Competency Model
Date	18/10/2008
Employee Number	1190806

b) RESPONSE STYLE INDICES

Index	Raw Score	Percentile	Result
Impression Management (IM)	21	96	High
Infrequency (INF)	1	55	Within the expected range
Acquiescence (ACQ)	51	25	Within the expected range

Overall Model Similarity Score = 94%

Key

Level	1	2	3	4
Range	Less than 35	36-60	61-80	81 & Above
Remark	Beginner	Intermediate	Expert	Mentor

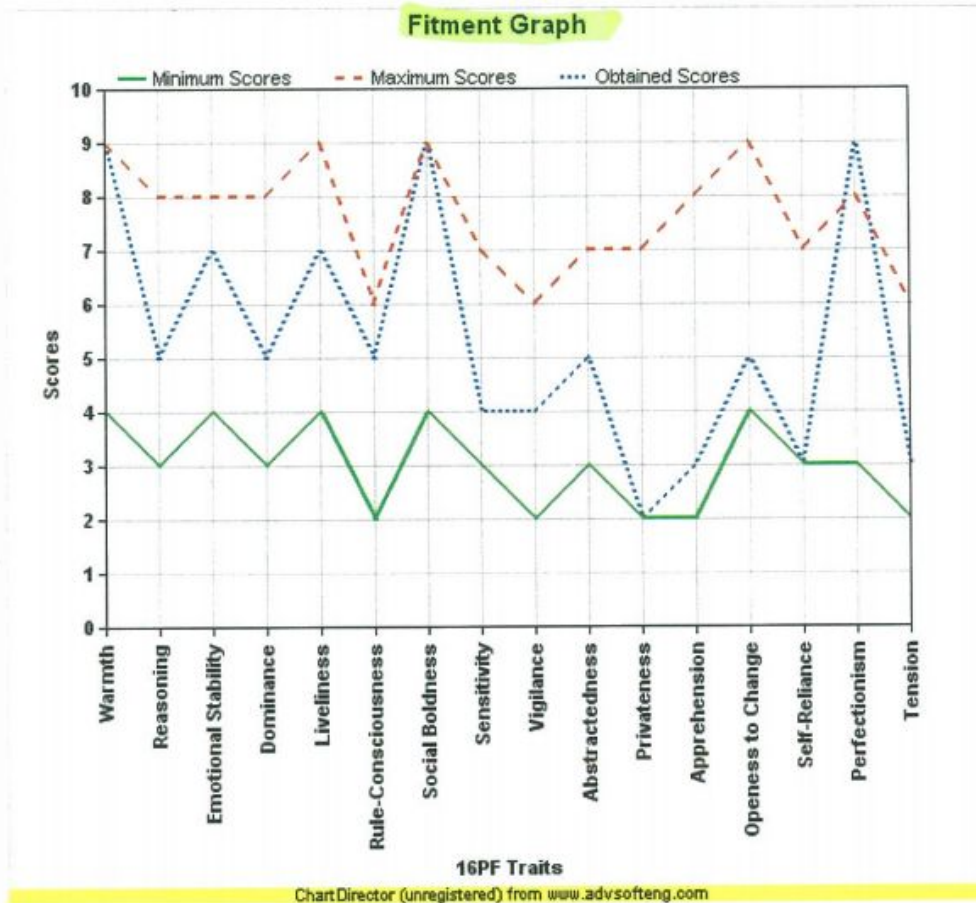
Test scores for professional use:

S.No	16PF Traits	DI	Ideal Range	Obtained Score
1	Warmth	9	4 - 9	9
2	Reasoning	6	3 - 8	5
3	Emotional Stability	8	4 - 8	7
4	Dominance	9	3 - 8	5
5	Liveliness	7	4 - 9	7
6	Rule-Consciousness	7	2 - 6	5
7	Social Boldness	8	4 - 9	9
8	Sensitivity	7	3 - 7	4
9	Vigilance	5	2 - 6	4
10	Abstractedness	8	3 - 7	5
11	Privateness	4	2 - 7	2
12	Apprehension	8	2 - 8	3
13	Openness to Change	7	4 - 9	5
14	Self-Reliance	10	3 - 7	3

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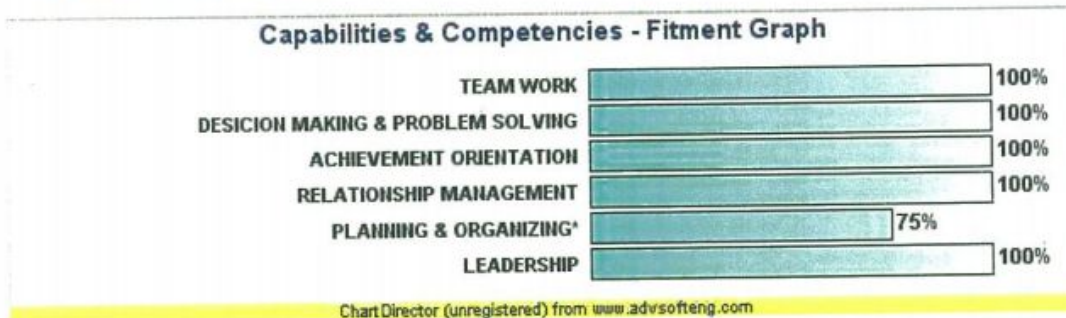
15	Perfectionism	7	3 - 8	9
16	Tension	6	2 - 6	3

*Poor fit is shown in red.



S.No	BEHAVIORAL COMPETENCIES	PERCENTAGE FITMENT	REMARKS
1	LEADERSHIP	100	Mentor
2	PLANNING & ORGANIZING*	75	Expert
3	RELATIONSHIP MANAGEMENT	100	Mentor
4	ACHIEVEMENT ORIENTATION	100	Mentor
5	DESICION MAKING & PROBLEM SOLVING	100	Mentor
6	TEAM WORK	100	Mentor

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SUMMARY The following areas represent a *good fit* with the model:

Warmth is High, indicating that they tend to have an intrinsic interest in people and they often seek situations that call for closeness with other people. Their friends describe them as sympathetic and comforting.

The candidate is very warm and personally responsive. He enjoys having close and cooperative relationships with others.

Reasoning is Average, indicating that they on an average are able to solve verbal and numerical problems of an academic nature.

The candidate has good reasoning and problem-solving ability

Emotional Stability is High Average, indicating that he will have an above average level of emotional balance and stability when dealing with others.

The candidate has a sense of well-being and is able to make adapting or proactive choices in managing his life

Dominance is Average, indicating that the candidate will tend to be on an average be more accommodative, less stubborn and less argumentative.

The candidate is assertive in his communication and would be able to protect his personal boundaries and defend his stances when required

Liveliness is High Average, indicating that the candidate will show an above average level of cheerfulness at work.

The candidate is quite enthusiastic and spontaneous in social interactions

Rule-Consciousness is Average, indicating that the candidate on an average tends to be proper and conscientious, and conform to conventional cultural standards.

The candidate is moderately rule-conscious. He may be comfortable following rules and regulations, while at the same time working around those rules which are not very facilitating or useful

Social Boldness is High, indicating that they tend to boldly initiate social contacts, be fearless in the face of new or intimidating social settings, and to be risk-takers seeking adventure.

The candidate is extremely bold and has little fear of social situations. He tends to initiate social contacts

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and is not shy in the face of social settings

Sensitivity is Low Average, indicating that he is very practical and down to earth in his approach.

The candidate has a more utilitarian outlook, evinces less sentimentality and may attend more to how things operate or work

Vigilance is Low Average, indicating that they tend to be easy-going and expect fair treatment and good intentions from others, and to have trusting relationships.

The candidate tends to be satisfied and comfortable with the trust-worthiness of his relationships

Abstractedness is Average, indicating that they on an average tend to focus on both practical, observable realities of their environment as well as on the abstract ideas.

The candidate may focus more on his senses, observable data and outer realities of the environment

Privateness is Low, indicating that they tend to be forthright, open, and transparent. They also tend to be genuine.

The candidate is genuine, self-revealing and may even tend to talk about himself in situations where doing so may not be to his advantage

Apprehension is Low, indicating that they are self-confident and untroubled by self-doubt. This may make them more resilient in stressful situations.

The candidate comes across as extremely self-confident, unshaken even in situations that provide opportunities for self-evaluation and self-improvement.

Openness to Change is Average, indicating that the candidate on an average, tends to stick to traditional ways of doing things, however would at times be innovative and would experiment when situations call for it.

The candidate is balanced in his approach to accepting new things. While he is able to adopt new ways of doing things, he is also firmly anchored in traditional values and principles.

Self-Reliance is Low, indicating that they tend to prefer being around other people, and enjoy social groups and working in teams.

The candidate is extremely group-oriented and may even find it difficult to function where help is unavailable

Tension is Low, indicating that the candidate is easy going and composed. Frustration would rarely bother him. This low level of tension is necessary to focus effectively and can motivate action.

The candidate is extremely relaxed and tranquil about life. He would be very patient and slow to become frustrated. Such a low level of tension could also make them unmotivated at times

The following areas represent a **poor fit** with the model:

Perfectionism is High. The fit to the model would have been better if in addition to being organized, planning ahead, persevere, and working conscientiously, the candidate were more flexible and adjustable to unstructured environment.

(The role may need one to be a little receptive when it comes to modifying plans and being able to respond to sudden changes in the environment)

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Behavioral competency	Level			
	1	2	3	4
Leadership - The ability to supervise and motivate others to foster their development by facilitating an environment for enhanced performance and professional growth.	*Identifies issue and continuously shares expertise with the team members on how to handle them	*Supports individual development and improvement; provides performance feedback, reinforces strengths	*Provides opportunities and motivates others for development through challenging assignments, mentoring and coaching.	*Promotes a continuous learning and development environment; provides guidance for attainment of professional and personal goals
Planning & Organizing - The ability to establish short and long term objectives, course for achievement and ensure resource optimization	*Identifies requirements and uses the available resources to meet his own work objectives	*Organizes work by applying planning principles; plans for contingencies and makes necessary adjustments accordingly	*Considers a wide range of factors while planning; establishes alternative courses of actions; evaluates processes against plans to make adjustments	*Develops strategic plans; organizes and allocates resources in line with plans; ensures sufficient resources are available and used to meet targets
Relationship Management - Building collaborative relationships with internal/external stakeholders and leverages these relationships in order to meet departmental objectives	*Interacts frequently with other departments as well as external parties and shares relevant information	*Understands and helps in resolving issues. Provides relevant resources to deal with it	*Works effectively in cross functional teams; establishes good rapport with external agencies to meet interdepartmental needs	*Creates and acts on opportunities for interactions and facilitating achievement of goals.
Achievement Orientation - The ability to maintain an absolute focus on business goals while setting high standards for himself	*Sets goals and works to meet the objectives; maintains performance levels	*Consistently meets established expectations through personal commitment; make necessary adjustments to achieve goals	*Surpasses current performance expectations and takes on new roles and responsibilities voluntarily	*Models excellence in achieving the desired outcomes; adds value to the new projects without compromising on current accountabilities
Decision Making & Problem Solving - The ability to make prompt decisions and solve problems involving varied levels of complexity, ambiguity and risks with confidence.	*Makes straightforward decisions based on pre-defined options using clear criteria or procedures	*Is able to weigh risks and consequences of the decisions or actions and take appropriate steps	*Considers significance of interrelated factors; balances competing priorities in reaching decisions	*Takes calculated risks to arrive at strategic decisions; through his experience and knowledge of the business
Team Work - The ability to work with many individuals as a group to achieve team objectives and goals, to contribute as a member (as a leader or as a member of the group) for successful task completion and to actively seek team participation for accomplishment of goals.	*Assumes personal responsibility and follows up to meet commitments to others. Understands the goals of the team and each team member's role within it.	*Willingly gives support to co-workers and works collaboratively rather than competitively.	*Promotes team goals. Shifts priorities, changes style and responds with new approaches as needed to meet team goals. Builds relationships with team members and with other work units.	*Fosters team spirit and collaboration between teams. Breaks down barriers (structural, functional, cultural) between teams, facilitating the sharing of expertise and resources.