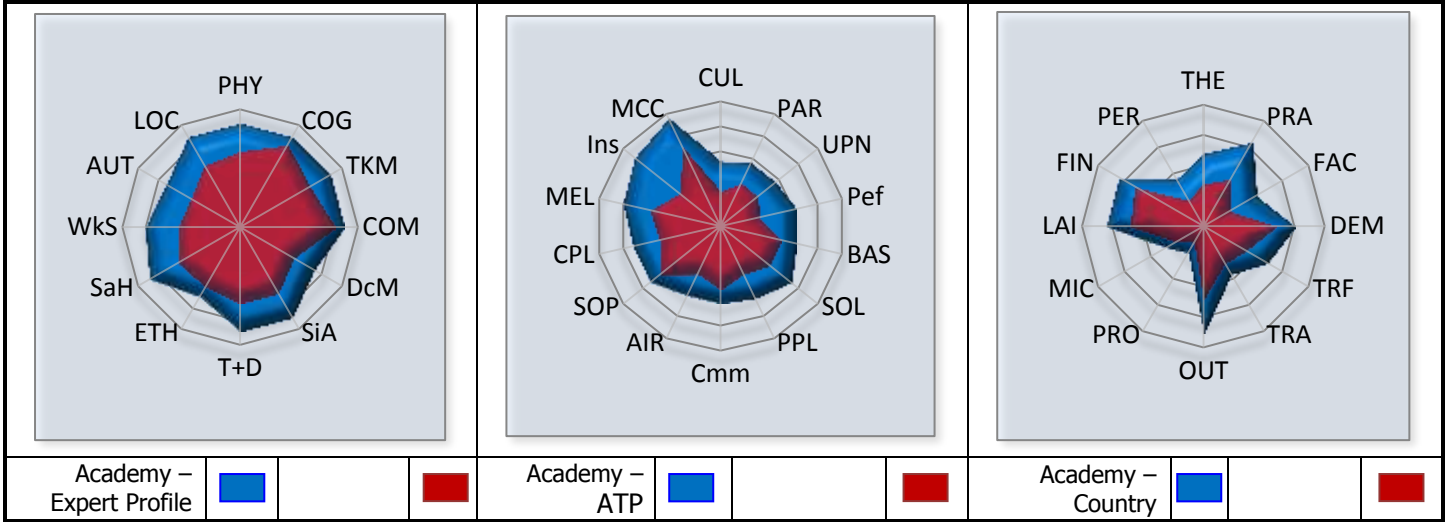


Suitability Index: Average



Personality:
Average

Candidate Silhouette:	TP4b	Silhouette Fit:	Above Average
Attributes:	Influence:	Attributes:	Influence:
Attitude	Blue	Team-work	Yellow
Anxiety	Orange	Reliability	Orange
Performance	Yellow	Professionalism	Blue
Interaction	Yellow	Maturity	Orange
Integrity	Orange	Work ethic	Yellow
Openness	Green	Social Desirability	Orange

Skills:
Average

Cognitive:			Physical:			
Modality:	Visual	Verbal	Auditory			
Accuracy	Yellow	Yellow	Yellow	Control	Orange	
Academic Ability	Orange	Orange	Orange	Accuracy	Yellow	
Situational Awareness	Yellow	Yellow	Yellow	Disruption	Orange	
Learning	Blue	Blue	Blue	Recovery	Yellow	
Information processing	Yellow	Yellow	Yellow	Learning	Blue	
				Vectoring/Assistance	Green	

Multi-tasking (Concurrent thinking and doing)

Motivation:
Above Average

Locus of Control: Medium

Attribute:	Intrinsic	Extrinsic	Influence:
Motivational Style:	Intrinsic	Extrinsic	Green
Understanding of Organisation			Yellow
Understanding of Role			Orange
Preparation			Yellow
Adherence			Blue
Self-Confidence/Robustness			Blue



Candidate Summary

Locus of Control:

- **Currently Medium, Internal**
- *Has developed some strategies to help manage his behaviour in novel situations; these need to be developed.*
- *He has an appropriate level of self-belief and he should remain motivated.*
- *He may sometimes have a tendency to give away control, thus increasing feelings of low self-esteem.*

Self -Efficacy Should generally maintain self-belief, although may need additional support at times.

Adherence Will stick at things and try to succeed.

Motivation Demonstrated intrinsic motivation but may lack the necessary drive at times.

Influence Tends to give control away to others so this can affect their confidence.

Strengths

- *Showed some good justification for wanting to become a pilot and some research into the organisation.*
- *Demonstrated good level of physical co-ordination, maintaining flight parameters to a reasonable standard*
- *Demonstrated a good baseline cognitive ability which was maintained for some cognitive tasks.*
- *Demonstrated a good level of communication during the assessment.*
- *Comfortable analysing his performance in the debrief; provided criticism and identifying areas to improve.*
- *Has previous flying experience which is likely to benefit him in the early flying stages of training.*

Weaknesses

- *Tendency to blame external factors during his interview but quite negative and self-critical in PA.*
- *Put a lot of pressure on himself to perform which affected his ability to operate effectively under pressure*
- *Affected areas included his decision making ability and communication.*
- *As workload increased his cognitive performance degraded significantly; he became slow to respond.*
- *Physical performance degraded significantly when external cues were removed.*
- *Did not show ability to learn from mistakes; may be internally focused and not willing to ask for help.*

Trainability – Syllabus

- *Should be generally trainable.*
- *Likely to have a tendency to be negative, focusing on errors, which could have an impact on performance.*
- *Should generally take responsibility for his actions.*
- *He may often lack attention to detail.*
- *He will want to do well but can lack application and preparation at times.*
- *He will need to feel he is being challenged, otherwise he can lose focus.*

Suitability/Fit

Training Organisation

- *This candidate is a reasonable fit for the organisation.*
- *He should prefer the more practical aspects of training, although may take time to develop and gain confidence in his abilities.*
- *He may have a tendency to put himself under unnecessary pressure when required to perform.*
- *He may have a tendency to focus on the role of external factors on his performance and will have to learn to take responsibility for his performance.*

Airline/Employer

- *This candidate is a reasonable fit for the organisation.*
- *He should prefer the more practical aspects of training, although may take time to develop and gain confidence in his abilities.*
- *He may have a tendency to put himself under unnecessary pressure when required to perform.*
- *He may have a tendency to focus on the role of external factors on his performance and will have to learn to take responsibility for his performance.*

















Performance in Training Pipeline

Learning Style Description

Will find the development of cognitive skills challenging as they become more complex and dynamic, requiring more automaticity with the need to think and do quickly. This profile type will spend a great deal of time thinking about actions and worrying about the environmental conditions rather than focusing on self-management and control. Once a task is learned it will be repeated well when the individual is comfortable and the situation suits. However, the application of pressure may mean that even well learned physical skills are disrupted or poorly executed. They may have a tendency to cling to well-rehearsed routines, even when they are not applicable and these errors are likely to be blamed on authority or team-mates. They will adapt to change once there is a sound argument that demonstrates the negative impact that existing processes are having on the task. The lack of application and risk-avoidance characteristics may slow the learning process, unless they can be seen to be well proven and low-risk. Their technical and practical strengths can help them understand the reasons for change and, if there is a good case to be made, then the individual will adopt the changes. Therefore, with good information, this profile is very trainable for certain environments. However, the tendency to self-defeat may mean that the good intentions are never quite carried through or strategies are suddenly changed at the last minute as the defensive fear of failure kicks in.

Syllabus Fit - Detail

Code	Attribute	Fit
	<u>Conceptual Understanding of Laws:</u>	The candidate may not enjoy the more formal, classroom based learning environment and could lose focus if he doesn't feel stimulated.
	<u>Practical Application of Rules:</u>	The candidate is likely to enjoy the practical and applied nature of this element. However, he may need to improve some cognitive aspects in order to ensure he develops his skills well; he has experienced difficulties with numerical elements in the past and this was reinforced on the day.
	<u>Understanding Principles of Natural Science:</u>	The candidate should not have too many problems although he may prefer more applied topics. However, he will need to ensure he works hard to develop a good understanding.
	<u>Performance:</u>	The candidate may not prepare very well to meet the requirements here and could let himself down with a lack of application. He has a history of struggling when it comes to demonstrating his skills and knowledge in the test environment.
	<u>Basic Flying:</u>	The candidate will enjoy learning in a hands-on environment and should respond well to the requirements of this element. He was able to show some dexterity during the assessment and an ability to learn and improve. He should enjoy putting what he has learnt into practice.
	<u>Solo Flying:</u>	The candidate may experience some anxiety initially at losing the safety net of the instructor; his technical nature may exacerbate this. He should enjoy the challenge of going solo, however and has the potential to perform well.
	<u>PPL Check Flight:</u>	The candidate was able to demonstrate the ability to think and do and has the potential to meet the requirements here providing he prepares appropriately and does not allow anxiety to impact.
	<u>Radio Communications:</u>	The candidate communicates well with his crew and extracts information effectively from the auditory channel; this should enable effective radio communications in the cockpit.

	<u>Airmanship:</u>	The candidate did show some disruption in his control of flight parameters as workload and pressure increased; however he was able to learn from his mistakes and demonstrated an ability to remain calm under pressure and improve, indicating a good level of trainability.
	<u>Standard Operating Procedures:</u>	The candidate will prefer working within defined procedures and boundaries and should generally show a good level of adherence to SOPs. He may struggle with variable interpretation in the dynamic environment initially however.
	<u>CPL Check Flight:</u>	The candidate has the potential to meet the requirements here and should be able to balance the increasing workload conflicts and demands. He will need to ensure he has applied himself during earlier parts of the course to be able to consolidate his skills at this stage.
	<u>Multi-Engine Check Flight:</u>	The candidate has the potential to develop the skills required although the increased cognitive demands could slow his information processing initially. However this should improve as he gains practical experience of the dynamic ME environment.
	<u>Instrument Rating:</u>	The candidate could find the processing demands of IFR quite challenging initially and his performance did degrade somewhat in the cloud element. He references internally, which should help the transition; however he may still take time to adapt to the demands of flying in IMC.
	<u>Multi-Crew Cooperation:</u>	The candidate has demonstrated an ability to communicate well and this should aid his work with others. His questionnaire results did suggest however that he may come across as manipulative at times, although this was not observed on the day.



Performance in Operational Pipeline

Operational Line Pilot Fit

Code	Attribute	Fit
	Physical Hand eye co-ordination	The candidate did struggle at times with his control of flight parameters, particularly in regards to speed and altitude control. However he was able to learn from his mistakes and showed improvement as the assessment progressed.
	Cognitive Be able to calculate and process information quickly and accurately	The candidate gave a confident performance here despite increases in workload and pressure. Although his reactions did slow somewhat he maintained a high level of response and accuracy suggesting he was able to process information effectively.
	Task Management The ability to Plan and Prioritise	The candidate was able to develop an effective strategy as the assessment progressed, managing the conflicting task demands reasonably well. At times workload did disrupt his physical performance however generally he was able to prioritise well.
	Communication Crew (team) environment. Communicate at the correct time with the appropriate information – To listen and understand other opinions and information; Be aware of others;	The candidate displayed good communication skills, interacting well with his crew and reporting the requested navigational information along with additional traffic. As an internal referencer he may not always be aware of his impact on others however.
	Decision Making To make clear decisions and problem solve when required in all situations	The candidate generally appears able to remain calm and make decisions under pressure; at times he can exhibit some hesitancy however and may be reluctant to take even calculated risks at times.
	Situation Awareness To process, compute and use information correctly.	The candidate showed a reasonable level of situational awareness. Although there were signs of fixating in his visual focus he was able to improve this and show learning as the assessment progressed.
	Thinking and Doing To be able to process this in context of dynamic and often complex, multi-faceted situations;	The candidate showed an ability to multi-task and handle concurrent cognitive and physical tasks. He may take time to adapt to the highly dynamic environment but should improve with hands-on experience and practice.
	Ethos To be a good employee – understanding the values, ethos and priorities of their organisation;	The candidate showed a good level of motivation and had prepared well for the assessment day, showing some knowledge of the organisation and the programme. He should take on board the company's values and priorities.
	Safe hands To understand and adhere to rules, processes and procedures; but to know how to interpret them under different circumstances;	The candidate appears fairly procedure-driven and should have a good understanding of rules and procedures. Occasional lapses in focus could introduce errors however and initially he may be hesitant when required to interpret them in novel situations.

**Workload Shift**

To be able to manage the mundane and routine for long periods –
But also respond effectively in high workload unexpected situations

The candidate's technical and safe nature should ensure that he maintains focus in lower-arousal, more mundane environments. Sudden shifts in workload may induce anxiety and disrupt performance initially but he has the potential to learn fairly quickly and respond well to practice.

**Authority Gradient**

Leadership and Followership

The candidate should respect those in authority as he showed a good ability to follow instructions on the day. He should have the confidence to progress into a position of responsibility as he develops, but may lack self-discipline at times displaying some manipulative tendencies.

**Locus of Control**

To maintain control of self and the environment to fit in to the right role at the right time.

The candidate currently has a medium locus of control but does appear to be developing strategies that are effective in the novel environment, enabling him to remain calm under pressure and improve on areas of weakness. He can at times still be impacted by anxiety however and is not always self-critical.



Personality

Assessment Performance Description

This profile is a structured, consistent physical task performer who likes to receive formal tuition in skills. Learns best in a processed and structured environment, may focus on practice and likes to be able to work with facts about tasks. Will have a good practical and applied ability to pick up physical skills and will also be able to apply the 'thinking aspect' of performance, as they like information and logic. Can make the transition between technical data and practical application but may be prone to struggling with workload when tasks become more data and process orientated.

If the individual is uncomfortable with the task in any way this may mean that many excuses and events 'conspire' to prevent the task being completed, as they will not be happy asking for help if problems arise, expecting their ability to carry them through. They will understand the task requirements but may not practice the reality, which can feed a degree of insecurity and reduced self-esteem that can be manifested through defensive and protective mannerisms if challenged or made to feel threatened. They may appear closed to ideas at times, and often be a bit unresponsive when asked for advice if they think it may give others a perceived advantage. They will dislike a constantly changing environment and may have trouble prioritising and settling if there is no feedback on performance. They often have a very good understanding of the tasks and skills required and this can manifest itself in one of two ways: if confident, it will be through a helpful and positive approach which, because it is understood so well, is insightful and informed; however if they are under-confident then this may come out as obstructive and destructive to themselves and others, as they may feel a need to put others down in order to enable themselves to feel as though they are succeeding. Also their tendency to blame the situation or the environment for negative aspects can make them appear dissatisfied or critical. When confidence is low, they may tend to worry about external factors that could impact to a point where they feel they have no control over their environment. This leads them to apply a potentially flawed logic to talk themselves out of continuing because they assess the risks as too insurmountable, rather than developing sensible and workable coping strategies to resolve the problems. May reject or render ineffective the attempts of others to help, feeling that they must be able to resolve their own problems or that it is a sign of weakness. They may lack self-confidence and be defensive if asked to do something they are not prepared for. They tend to prefer individual events rather than working in teams, where they can compete against themselves rather than overtly against others. They will not be the first to volunteer or be path-finders.

Personality and Behaviour

They scored highly in self-defeating and in external attribution which can manifest itself in an intensity and seriousness that may turn to negative defensiveness if challenged openly. This profile will tend to walk away from things if they get too difficult but there will be a great deal of rationalisation provided to support the decision, even if it is somewhat skewed logic.

There is a tendency to worry overly about the impact of the environment and the technical problems that may arise from outside sources, rather than concentrating on what they can do to control and manage themselves.

These candidates are generally trainable but they have to be taught how to stop worrying and to understand how to deal with failure, seeing it as part of the transition process of learning rather than a permanent slight on their ability. The fact that they will take risks will allow them to move away from the negative aspects and fully deploy the positive attributes of this profile, which include the ability to move on and have another go rather than dwelling on the past. Low self-esteem, self-defeating behaviours can often cause the individual to lose sight of their strengths and become chameleon characters, taking on the attributes of others rather than developing confidence in their own style, contributing to the erratic behaviours.



Candidate Performance Data

Cognitive Performance

Cognitive						
Subject	Response Rate			Accuracy Rate		
Numerical Reasoning	58%			92%		
Spatial Reasoning	78%			44%		
Perceptual Speed & Accuracy	75%			58%		
Abstract Reasoning	58%			44%		
Working Memory	89%			56%		
Verbal Reasoning	70%			81%		

Learning						
	Phase			Performance Change		
	Cog	M1	M2	Cog -> M1	Cog -> M2	M1->M2
Response Rate (%)	81.48	75.00	64.52	↓	↓	↓
Accuracy (%)	67.35	79.49	80.00	↑	↑	↑
Response Time (%)	-47.60	-59.95	-101.14	↓	↓	↓

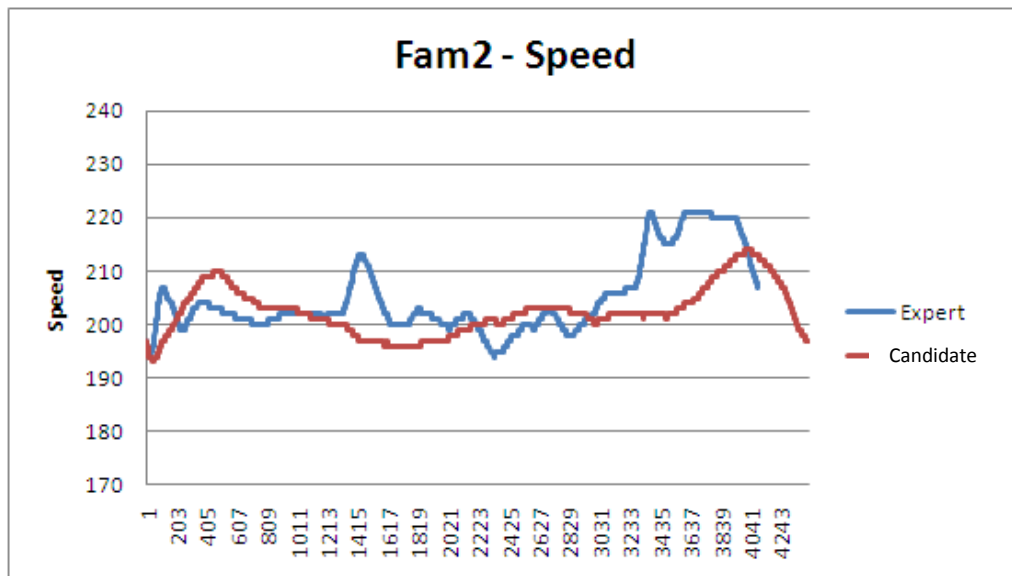
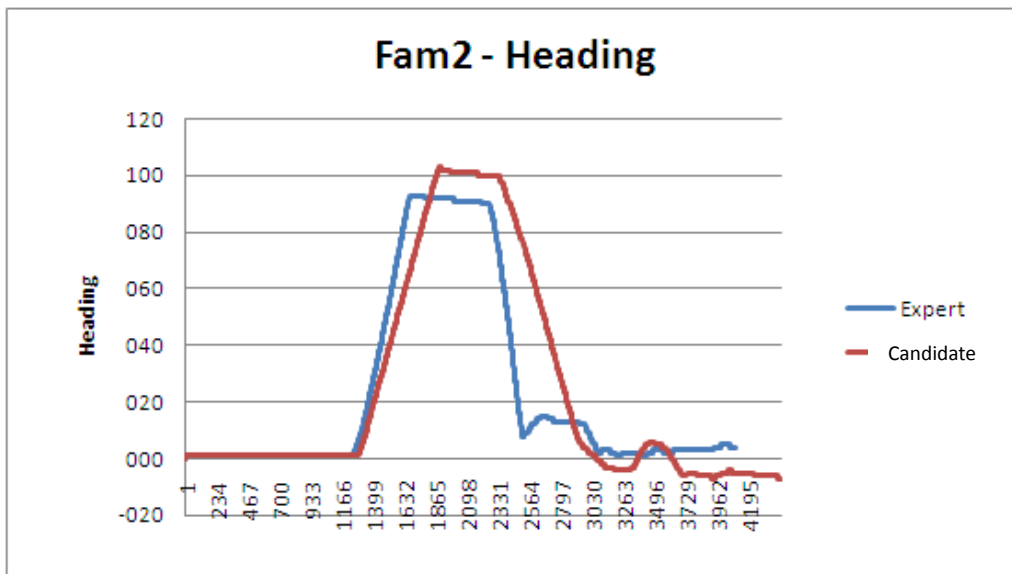
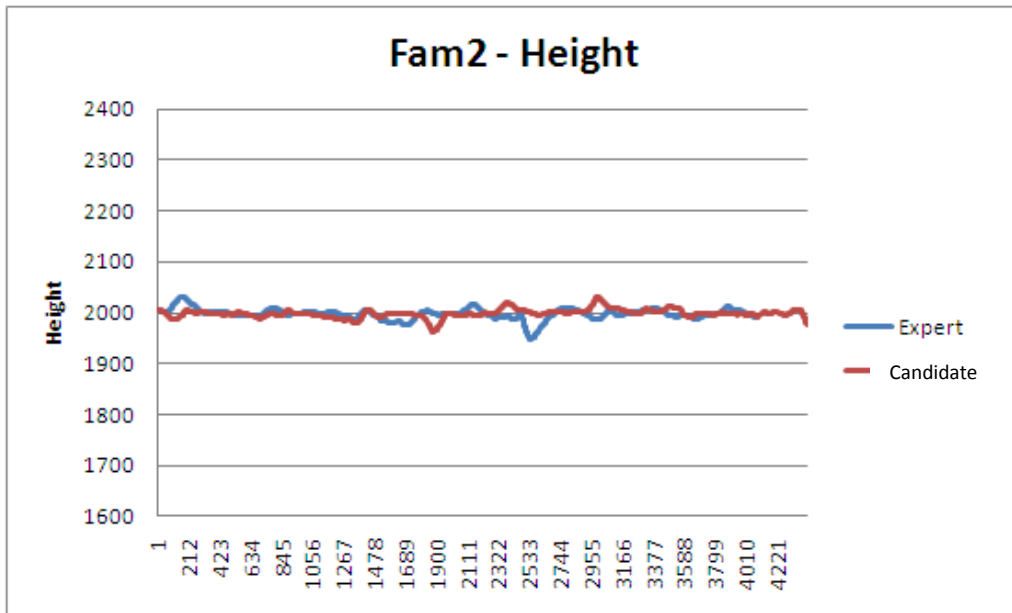
Physical Performance

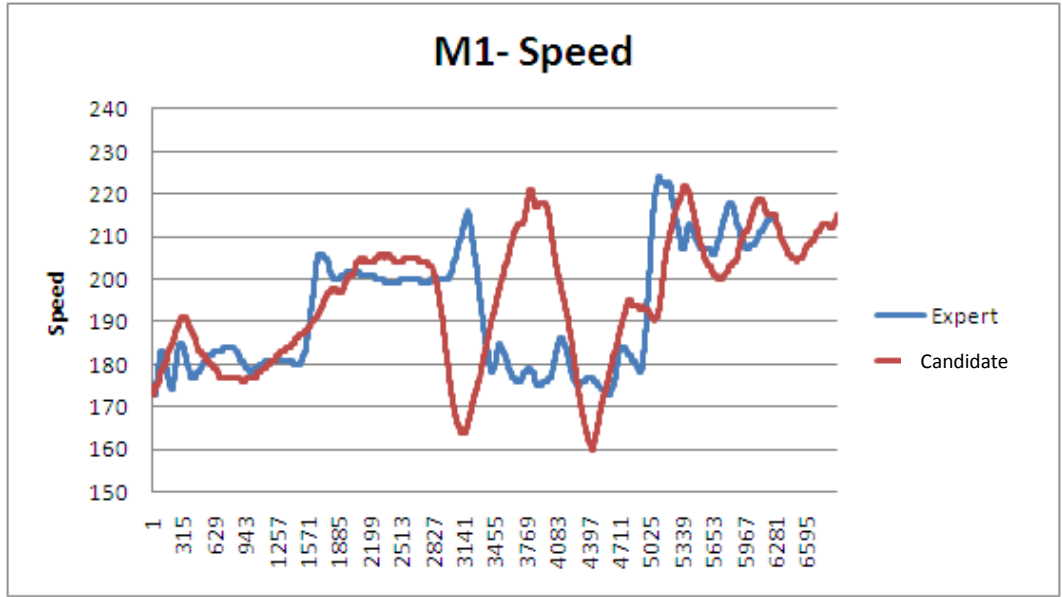
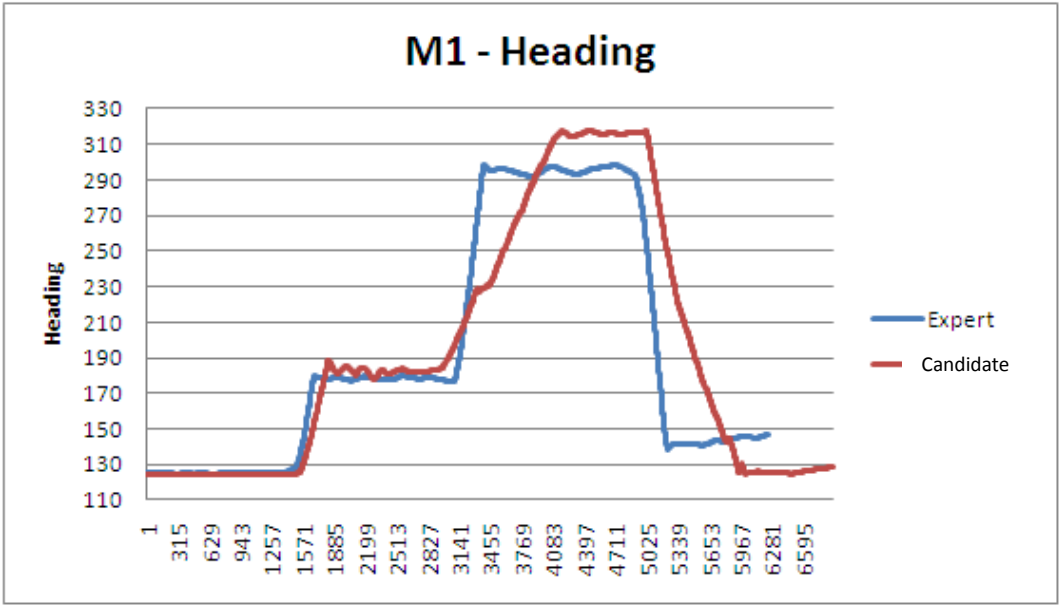
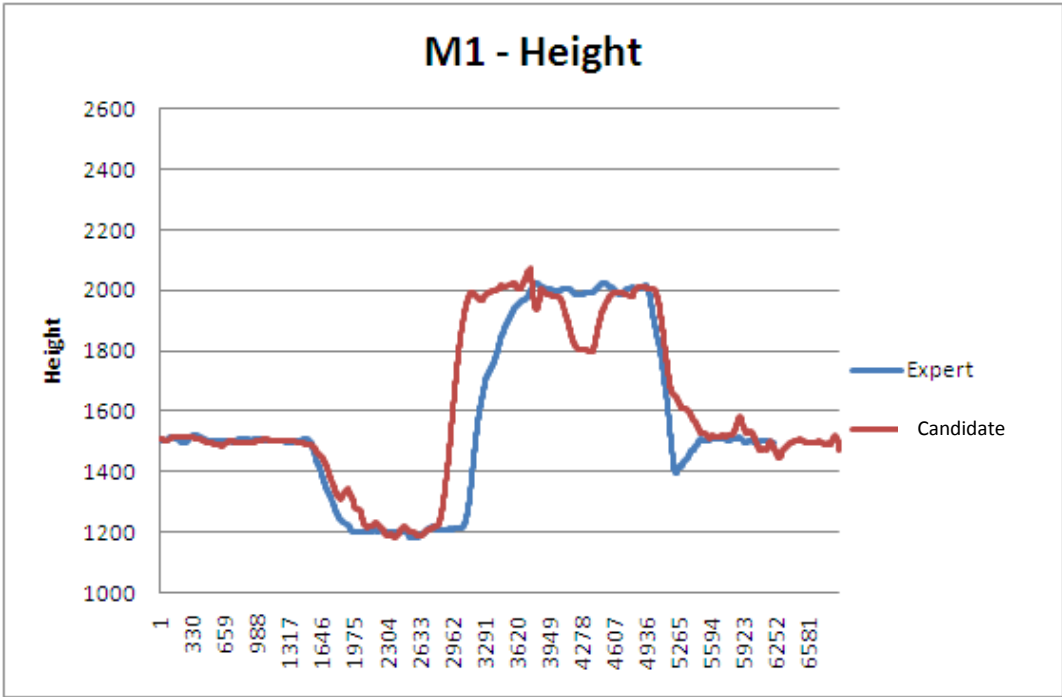
Physical			
Overall Performance			
Overall Flying	Below Average		
Turn Management	Below Average		
Disruption	Average		
Recovery	Average		
Vectoring/Assistance	Good		
Learning			
Performance Change			
	F2 -> M1	F2 -> M2	M1 -> M2
Overall Flying	↓	↓	↓
Turn Management	→	↓	↓
Disruption	↑	→	↓
Recovery	→	↑	→
Vectoring/Assistance	↑	→	↑

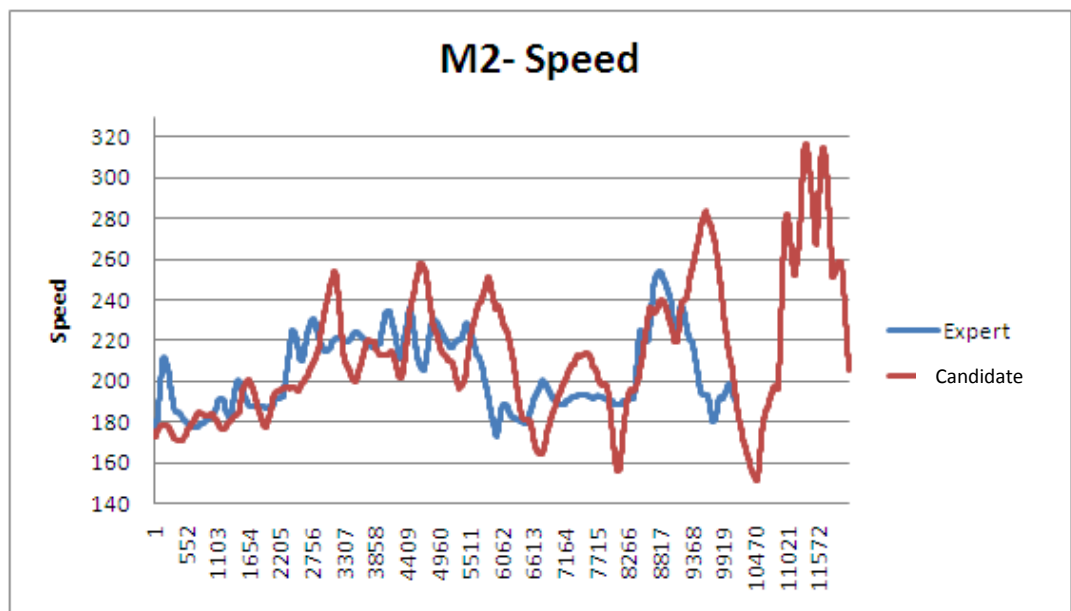
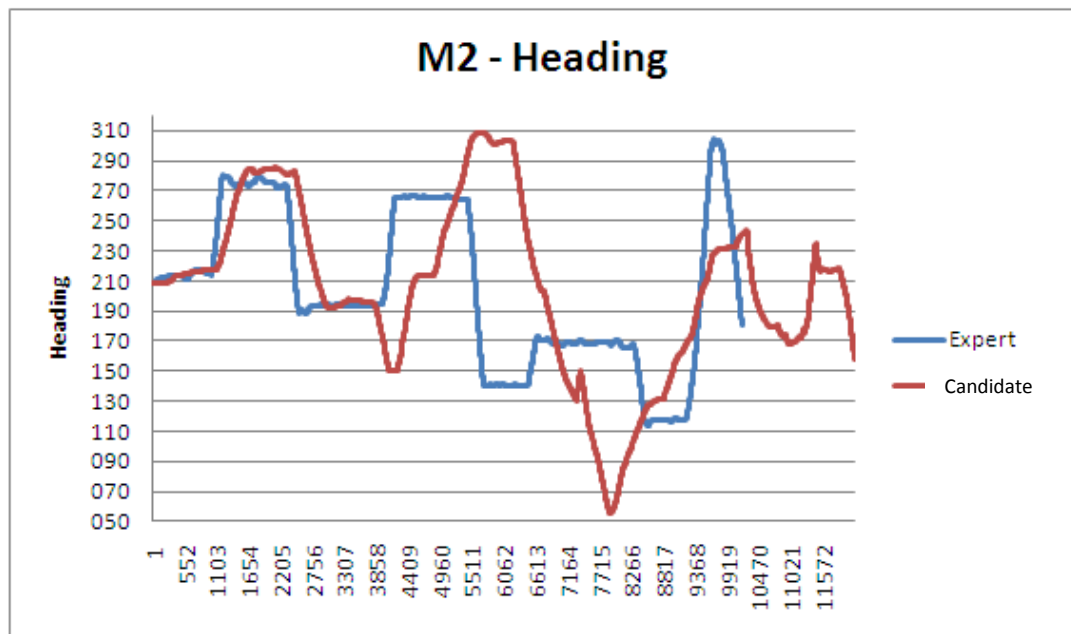
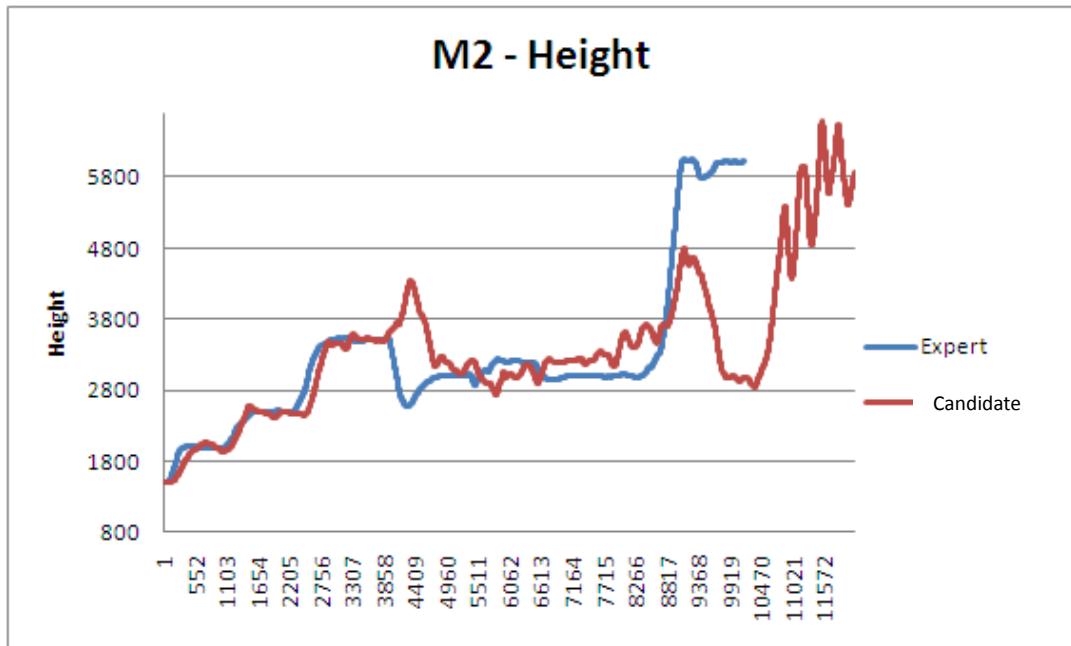


Candidate Performance Data Continued

Performance Graphs







Exam Performance	<i>The candidate has demonstrated an average level of academic ability and may struggle with English language requirements.</i>					
	Maths:	73 %	Physics:	67 %	English:	40 %

Social Desirability:		The candidate may have been slightly positive during self reporting
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Team Work	<i>The candidate has shown positive traits to support team-work although there is area for development.</i>	
Distant		Empathic
Accommodating		Dominant
Retiring		Socially Minded
Trusting		Suspicious
Direct		Restrained
Group Orientated		Self-Sufficient
Confident		Self-Doubting

Performance	<i>The candidate has shown positive traits to support good performance although there is area for development.</i>	
Low Intellectance		High Intellectance
Expedient		Conscientious
Informal		Self-Disciplined
Composed		Tense-Driven

Attitude	<i>The candidate has demonstrated positive personality traits to support positive attitude.</i>	
Affected by Feelings		Emotionally Stable
Sober Serious		Enthusiastic
Hard-Headed		Tender-Minded
Concrete		Abstract
Conventional		Radical

Personality	<i>The candidate has shown some potential traits that may prove negative under pressure.</i>	
Enthusiastic		Volatile
Shrewd		Mistrustful
Careful		Cautious
Independent		Detached
Focussed		Passive-Aggressive
Confident		Arrogant
Charming		Manipulative
Vivacious		Dramatic
Imaginative		Eccentric
Diligent		Perfectionist
Dutiful		Dependent

Learning Modality:	Visual	Auditory	Kinaesthetic	No Preference
Locus of Control:				
Resilience:				
Leadership Style:				