

# HUCAMA Factors

## Report Options



# Table of Contents

HUCAMA Ability Factors	2
HUCAMA Competency Factors	3
HUCAMA Personality Factors	4-12
Personal Report	5
Prediction Report	6
Team Role Report	7
Primary Colours Leadership Report	8
Great 8 Type Report	9
Aspects Report	10
Expert Report	11-12
Using the HUCAMA Factors Assessment Reports	13

# HUCAMA Ability Factors (AF)

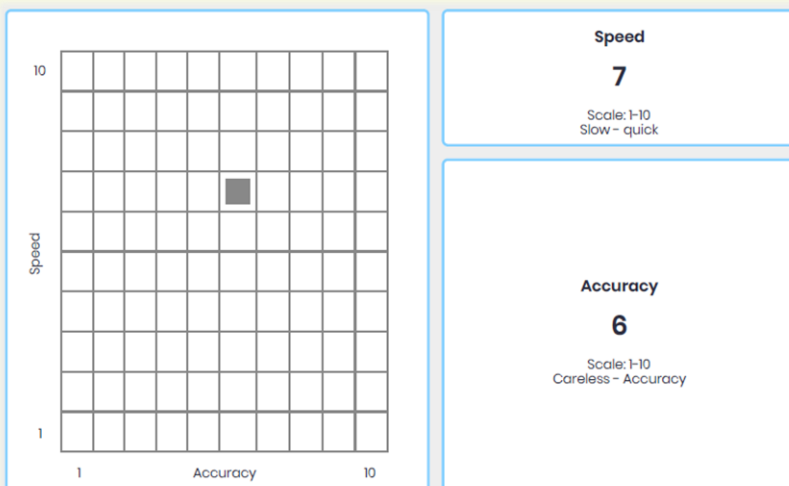
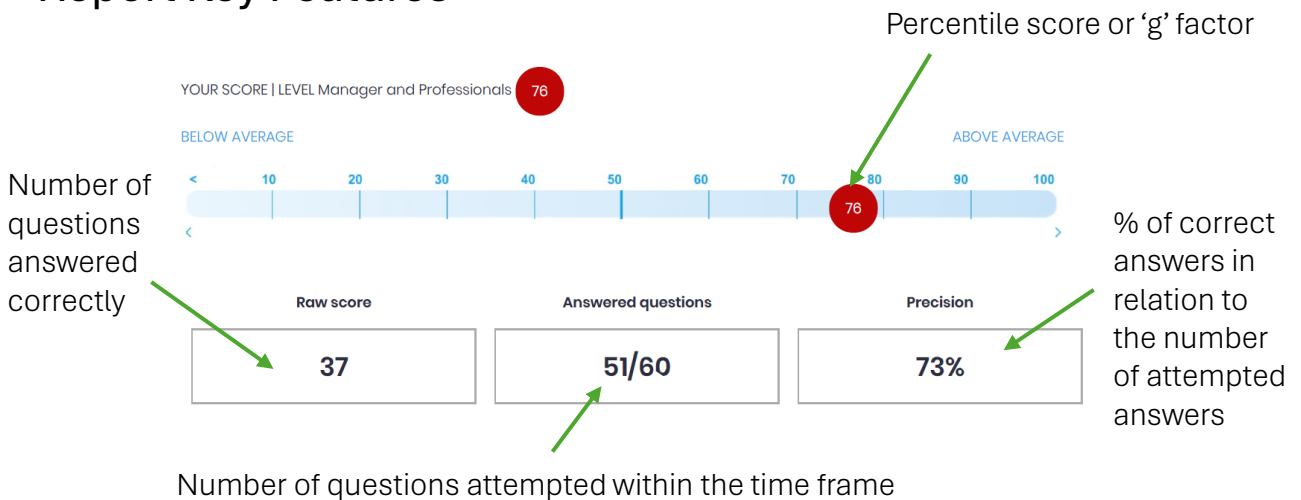
A collection of cognitive ability tests which assess how an individual processes information to predict their cognitive performance in a role.

AF-Full:

		
<p><b>Diagrammatic Matrices</b> 20 items/8 mins</p>	<p><b>Spatial Reasoning</b> 20 items/8 mins</p>	<p><b>Number Series</b> 20 items/8 mins</p>

*\*Shorter version available – contact us to find out more*

## Report Key Features



### Processing Style:

Indicates how fast and accurate a person works under pressure by looking at two dimensions:

- **Speed** = number of items attempted
- **Accuracy** = number of items completed correctly, compared to the number of items attempted



# HUCAMA Competency Factors (CF)

A 360-degree assessment, measuring an individual's performance in relation to 8 competency factors.

## Report Key Features

The Competency Factors Report is based directly on the 9-point rating scale and unlike the AF or PF, does not use norms (mean rating is around 7).

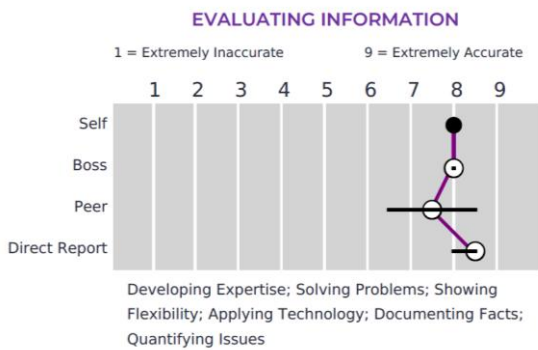
Average score across all competencies

The highest, average and lowest rating is displayed per rater group and across all raters

<b>Overall Rating</b>	Highest	--	7.96	6.21	7.96	7.85
	Average	7.04	7.35	6.21	7.40	7.67
	Lowest	--	6.21	6.21	6.90	7.33

	Raters				
	Self	All Raters	Boss	Peer	Direct Report
Highest	--	7.96	6.21	7.96	7.85
Average	7.04	7.35	6.21	7.40	7.67
Lowest	--	6.21	6.21	6.90	7.33

## Factor Graphs



- Self-ratings
- Average ratings for rater groups
- Range of scores between raters

Individual's ten strongest and weakest competencies based on average of Self and Others' ratings.

By equally weighting Self and Others, the individual is more likely to 'own' their result.

Strongest Competencies		Weakest Competencies	
<b>EVALUATING INFORMATION</b>	<b>Effective at Solving Problems</b> Critical Reasoning; Identifying Issues; Probing Arguments; Developing Solutions	<b>CREATING SOLUTIONS</b>	<b>Effective at Using Imagination</b> Inviting Creative Inputs; Exploring Abstract Ideas; Creating Designs; Developing a Vision
<b>SUPPORTING INDIVIDUALS</b>	<b>Effective at Upholding Standards</b> Adhering to Ethical Principles; Acting with Integrity; Keeping Promises; Fostering Fairness		
<b>DRIVING SUCCESS</b>	<b>Effective at Creating Momentum</b> Investing Energy; Expediting Activities; Clearing Blockages; Outperforming Competitors		
<b>EVALUATING INFORMATION</b>	<b>Effective at Quantifying Issues</b> Numerical Reasoning; Gathering Data; Interpreting Tables and Graphs; Performing Calculations		
<b>EXERTING INFLUENCE</b>	<b>Effective at Challenging Views</b> Expressing Opinions; Challenging Assumptions; Contradicting Others; Expressing Criticism		
<b>EXERTING INFLUENCE</b>	<b>Effective at Making Decisions</b> Reviewing Options; Deciding Approaches; Making Commitments; Accepting Responsibility		
<b>DRIVING SUCCESS</b>	<b>Effective at Acting with Determination</b> Implementing Plans; Persisting with Tasks; Correcting Mistakes; Showing Tenacity		
<b>STRUCTURING WORK</b>	<b>Effective at Planning Activities</b> Identifying Tasks; Setting Priorities; Making Work Plans; Monitoring Progress		
<b>EXERTING INFLUENCE</b>	<b>Effective at Taking Charge</b> Outlining Goals; Directing Others; Coordinating Activities; Taking Control		
<b>STRUCTURING WORK</b>	<b>Effective at Demonstrating Competence</b> Implementing Solutions; Making Things Work; Establishing Credibility; Showing Self-Belief		



# HUCAMA Personality Factors (PF)

An in-depth personality assessment, used to identify people’s personality preferences in the workplace.

Scalable solutions for all levels of the organisation:

		<b>Executive (PF48)</b>
	<b>Professional (PF32)</b>	Full questionnaire suitable for executive level positions
<b>General (PF16)</b>	Extended questionnaire suitable for professional positions	
Core questionnaire suitable for entry level positions		

HUCAMA Personality Factors allows you to generate multiple report outputs after completing just one assessment.

These include:

- Personal Report
- Prediction Report
- Role Wheel Report
- Primary Colours Leadership Report
- Great 8 Type Report
- Aspects Report



An in-depth, dynamic expert report is also available to qualified practitioners.



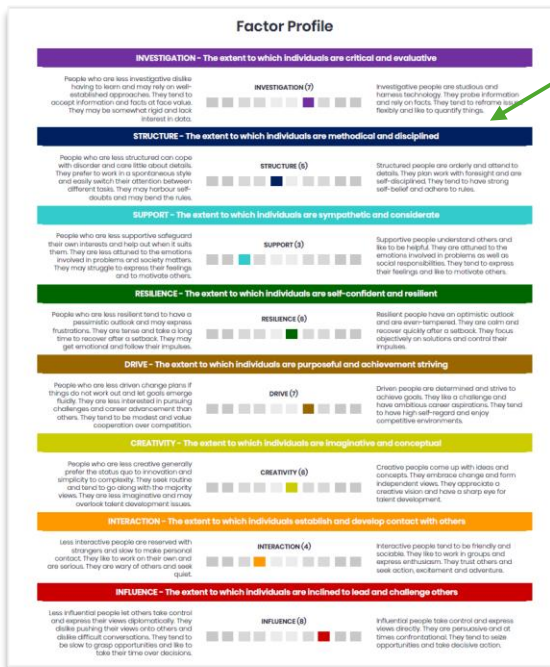
# HUCAMA PF – Personal Report

PF16, PF32, PF48

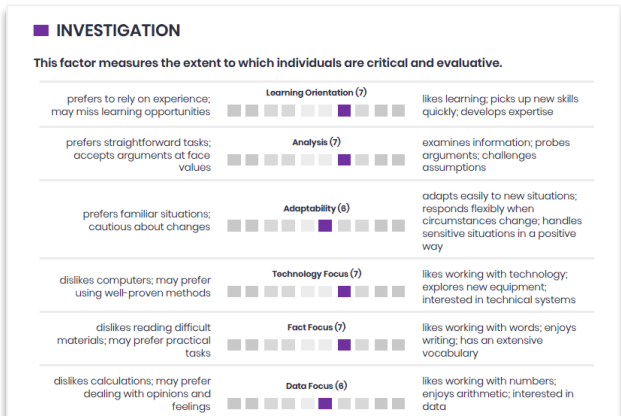
## Report Key Features

The personal report or ‘candidate’ report is designed for self-interpretation and provides an overview of the individual’s PF assessment results.

Results are compared with a norm group consisting of people who previously completed the questionnaire. Scores are displayed as Sten scores.



Overview of scores at the factor level. The more extreme the score, the more likely the corresponding description is relatable to the individual.



**Implications**

**Strong Characteristics**

Most people are aware of their own strength and weaknesses to some degree and learned coping strategies to adjust how they behave in specific situations. The stronger a characteristic is, the harder this can be. The following section of the report is based on your most extreme scores. In the left-hand column below, you can see the name of each facet as well as the associated factor.

Factor	Key Strengths	Overuse Risks
<b>DRIVE: Competitiveness (10)</b>	Pursues competitive advantages. Invests energy to win.	Could be challenging and provocative in competitive situations.
<b>STRUCTURE: Orderliness (1)</b>	Improves to make things happen. Copes with disorder and chaos.	Could underestimate the value of structure as a common framework. Struggles to follow a given structure and approach.
<b>SUPPORT: Empathy (1)</b>	Is likely to make decisions without looking at individual interests or sympathies.	Could be seen as aloof. Lack of interest in other people's problems could lead to decisions that are counterproductive.
<b>INFLUENCE: Confrontation (9)</b>	Confronts issues. Addresses conflicts.	May be too antagonistic in situations that require more subtle approaches.
<b>STRUCTURE: Prudence (2)</b>	Intuitive and spontaneous. Responds to unexpected circumstances and events.	Could feel constrained by too much planning and coordination. Others may find it difficult to collaborate with someone who is unpredictable.
<b>INTERACTION: Friendliness (2)</b>	Has a clear focus on the task and the goal. Personal relationships are not a precondition for good cooperation.	May seem unapproachable and difficult to engage.
<b>SUPPORT: Situational Insight (2)</b>	Can ignore emotions in decision making. May rely on facts and logic in emotionally charged situations.	Finds it hard to read emotions. May miss emotional aspects of problems.
<b>INFLUENCE: Decisiveness (6)</b>	Gets things decided and done quickly. Avoids procrastination and delays.	May become impatient and have difficulty adjusting to the slower pace of others for extended periods of time.
<b>STRUCTURE: Self-Belief (8)</b>	Projects self-belief. Feels confident that tasks will be completed successfully. Knows how to get things done.	Could sometimes overestimate own ability to handle all problems. May come across as over-confident at times.
<b>CREATIVITY: Change Orientation (6)</b>	Is a strong change agent with ambitions to adapt and improve. Is open to new and different ways of working.	May struggle to complete routine work. Could push for change even when not needed.

- Based on your answers you are most likely a person who:
- Is interested in studying and self-improvement
  - Is inclined to critically evaluate arguments
  - Usually responds flexibly to changes
  - Is interested in technology and new equipment
  - Is interested in reading and writing
  - Is moderately interested in arithmetic and statistics

Scores at the facet level. Text provided at the bottom of the page to highlight key interpretation points based on the individual’s facet scores.

Shows individual’s 10 most extreme scores. Text details key strengths and overuse risks – highlighting how extreme preferences can be helpful in some situations and a hindrance in others.

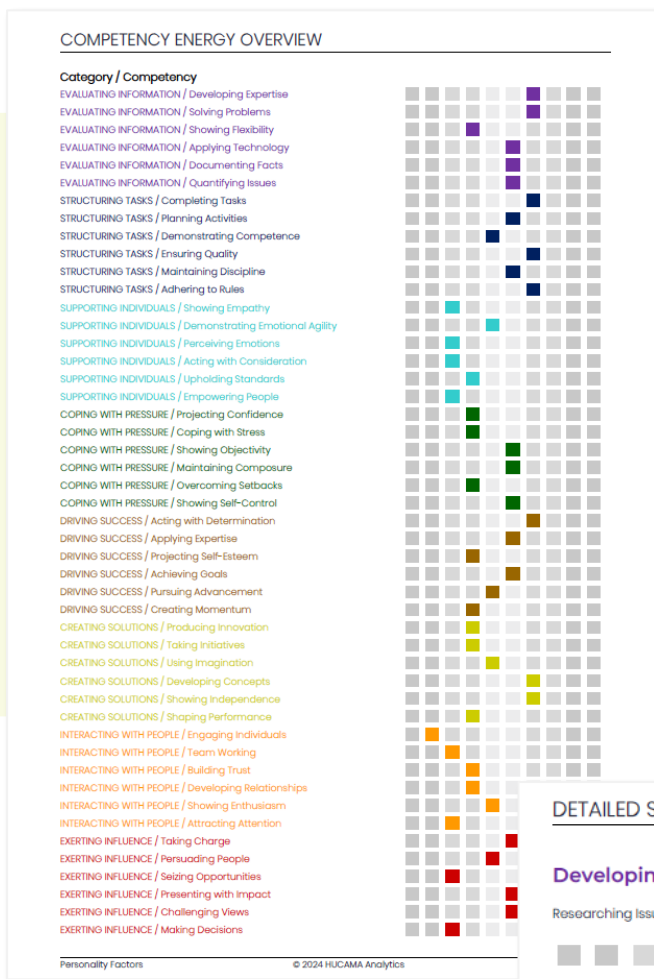
# HUCAMA PF – Prediction Report

PF16, PF32, PF48

## Report Key Features

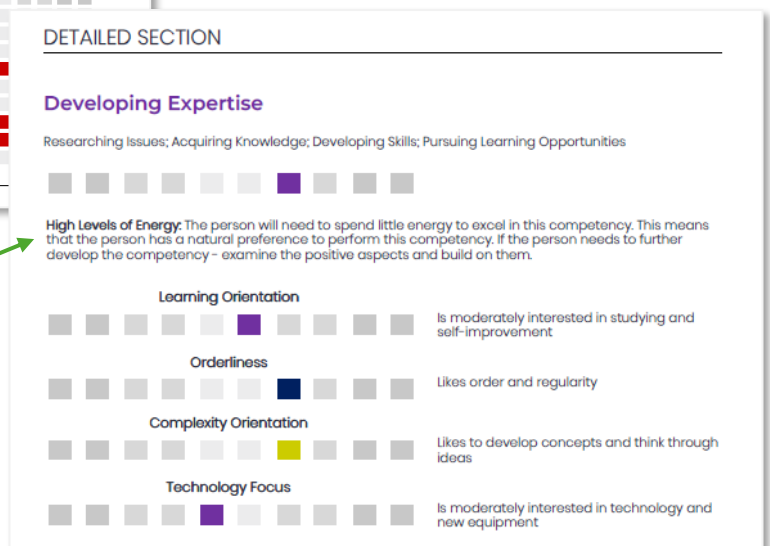
The prediction report predicts how likely it is that the individual will demonstrate each competency effectively, based on their PF results.

It has been designed for Competency-Based HR processes such as recruitment, development and performance management.



Each competency is predicted from several facets. Individuals who score highly on these facets will find it easier to demonstrate that competency. Those with low scores on these facets will find it more difficult to demonstrate that competency.

The **Competency Energy Overview** gives an overview of the predicted competency scores in an easy-to-use graphic.



Describes the amount of energy required to excel in this competency based on the individual's natural preferences

PF Facets that are important to this competency

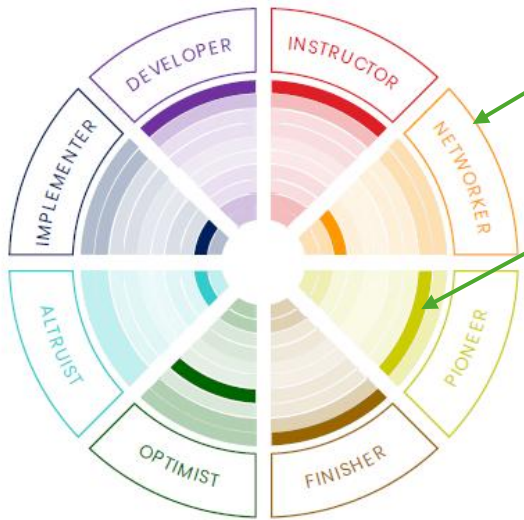


# HUCAMA PF – Team Role Report

## Report Key Features

PF16, PF32, PF48

The Team Role Report uses the core personality facets to determine 8 role preferences.



8 role preferences listed around the chart

Solid line represents the Sten score. The closer the score to the outer edge of the chart, the stronger the preference for that role

Team roles in order of preference

Interaction of three highest and two lowest role preferences and interpretative text

### Top Preference Combinations

Role (High/Low)	Score	Grid
FINISHER (HIGH)	9.67	[Grid]
INSTRUCTOR (HIGH)	9.66	[Grid]
DEVELOPER (HIGH)	9.65	[Grid]
PIONEER	8.63	[Grid]
OPTIMIST	6.51	[Grid]
NETWORKER	3.35	[Grid]
ALTRUIST (LOW)	2.33	[Grid]
IMPLEMENTER (LOW)	2.32	[Grid]

Potential Areas for Development

**ALTRUIST (LOW)  
IMPLEMENTER (LOW)**  
Individuals with this combination prefer to act spontaneously and pursue their own interests. They dislike having to proceed in a prescribed manner and to take account of everyone's preferences. They could get exhausted when the key responsibilities of the role revolve around details and feelings.

**FINISHER (HIGH)  
INSTRUCTOR (HIGH)**  
Individuals with this combination are motivated to get results. They are driven and want to be in charge. They are suited to roles that require coordination and leadership.

**FINISHER (HIGH)  
DEVELOPER (HIGH)**  
Individuals with this combination strive for expertise and insight into how things work. They want to understand and resolve problems. They are suited to activities that require specialist expertise and technological savvy.

**INSTRUCTOR (HIGH)  
DEVELOPER (HIGH)**  
Individuals with this combination promote continuous learning. They want to be up-to-date in terms of knowledge and technologies. They are suited to leading technological change initiatives and roles where clearly conveying information is key.

Also in this report:

- **Derailment risk** – identifying possible outcomes from imbalances of high-low role preferences
- **Dealing with role preference** – tips on how to approach individuals with a particular preference
- **Managing change** – insight on how each role preference is likely to deal with and manage change



# HUCAMA PF – Primary Colours Leadership Report

PF48

## Report Key Features

Based on the Primary Colours Leadership model, this report identifies how an individual's personality helps and hinders them in developing leadership competence.



Primary Colours® Leadership Model

The Leadership Report covers 3 Leadership Domains with 8 Leadership Functions each. Each leadership function features three sub-functions underpinned by two facets.

All 48 Facets in Personality Factors (PF48) are used once. The report includes a page covering each function, sub-function and facet score.

### Setting Strategic Direction

Setting Strategic Direction is the Leadership Function that is at the heart of the STRATEGIC DOMAIN. Sub-Functions are concerned with the exploration of possibilities, the analysis of problems, and the development of a creative vision. You have a moderate focus on Setting Strategic Direction.

**Setting Strategic Direction** 6 Moderate Focus

**Sub-Functions**

Exploring Possibilities is about embracing change and opportunities.

**Exploring Possibilities** 8 High Focus

- Change Orientation 8
- Opportunity Focus 7
- Prefers variety to routine
- Tends to take advantage of opportunities

Handling Complexity involves analysing and problem solving.

**Handling Complexity** 7 Fairly High Focus

- Analysis 7
- Complexity Orientation 8
- Is inclined to critically evaluate arguments
- Likes to develop concepts and think through ideas

Creating a Vision concerns creative thinking to envision the future.

**Creating a Vision** 4 Fairly Low Focus

- Originality 5
- Imagination 4
- Balances tradition and innovation
- Occasionally enjoys creative activities

© 2024 HUCAMA Limited and Edgcombe Consulting Limited. All rights reserved. JAMES GOLD | 7

	Positive Impact	Overuse Risk
Setting Strategic Direction <b>Exploring Possibilities</b>	Offers entrepreneurial insights.	Could get carried away with possibilities.
Leading <b>Providing Direction</b>	Takes bold steps and challenges prevailing views.	Could adopt an authoritarian approach.
Creating Alignment <b>Tackling Disagreement</b>	Speaks up about problems and tackles disagreements.	Could come across as confrontational or lacking in diplomacy.
	Limited Impact	Underuse Risk
Delivering Results <b>Measuring Outcomes</b>		
Creating Alignment <b>Inspiring Commitment</b>		
Setting Strategic Direction <b>Handling Complexity</b>		
Team Working <b>Collaborating with Others</b>	Limited interest in cooperating with others.	Could come across as aloof and self-suf
Team Working <b>Supporting People</b>	Limited interest in supporting others.	Could come across as unhelpful and sel
Building & Sustaining Relationships <b>Making Connections</b>	Limited interest in socialising and engaging individuals.	Could be viewed as reserved and distar
Planning & Organising <b>Designing Systems</b>	Limited inclination to systematically develop technologies.	Could undermine performance by toler
Delivering Results <b>Raising Aspirations</b>	Limited motivation to push for great achievements.	Could be satisfied with mediocrity.
Setting Strategic Direction <b>Creating a Vision</b>	Limited focus on creative or original thinking.	Could hold on to convention and tradition.

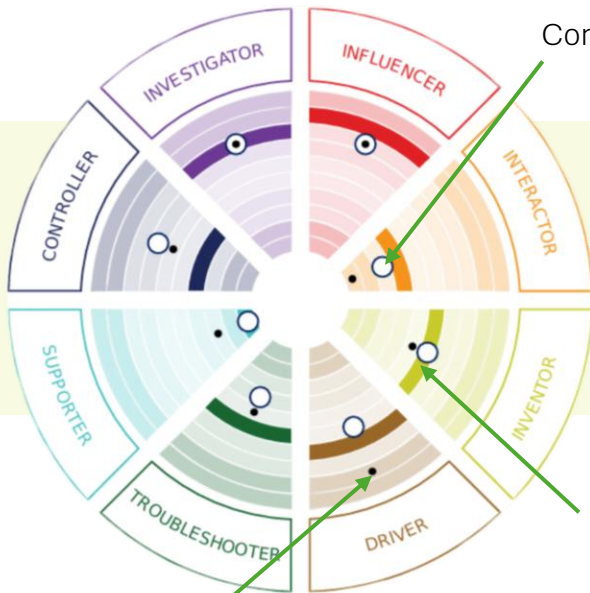
Covers what impact their leadership approach is likely to have, based on their highest and lowest scoring leadership sub-functions.

# HUCAMA PF – Great 8 Type Report

PF48

## Report Key Features

The Great 8 type report provides an overview of an individual's preference for 8 role types that underpin job performance.



Competency Factors (Other rating)

This report is powered by the PF48 with optional inclusion of Competency Factors (CF48) Self Ratings and Other Ratings.

Competency Factors (Self rating)

Sten score: based on intra-personal scoring (see pg. 12) which eliminates the effect of response style (PF48) and leniency/acquiescence (CF48)

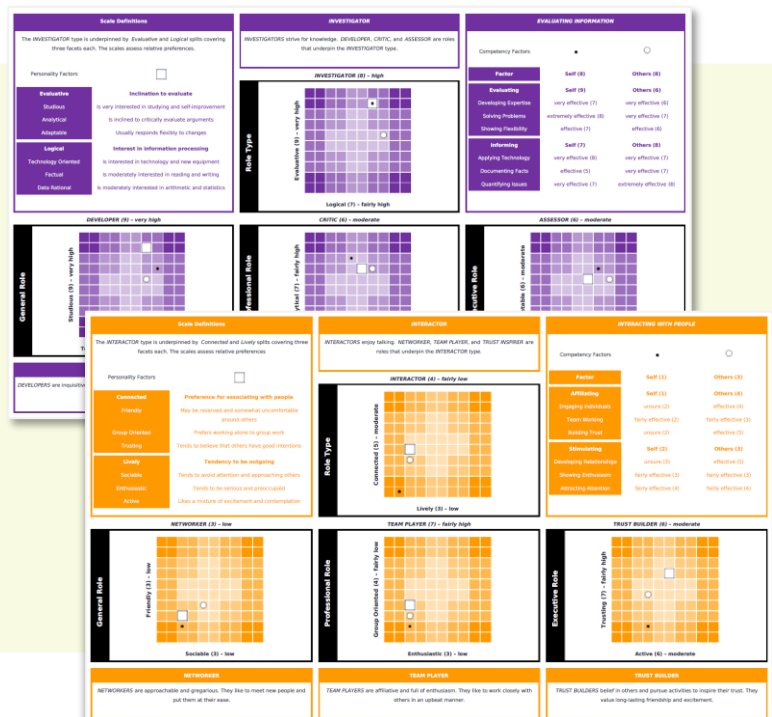
Each type is underpinned by 3 roles:

**General Roles:** based on the Role Wheel Report and universally applicable

**Professional Roles:** applicable to most professional jobs

**Executive Roles:** applicable to leader positions but often have wider relevance in the world of work

The report highlights the individual's role preferences within each type.



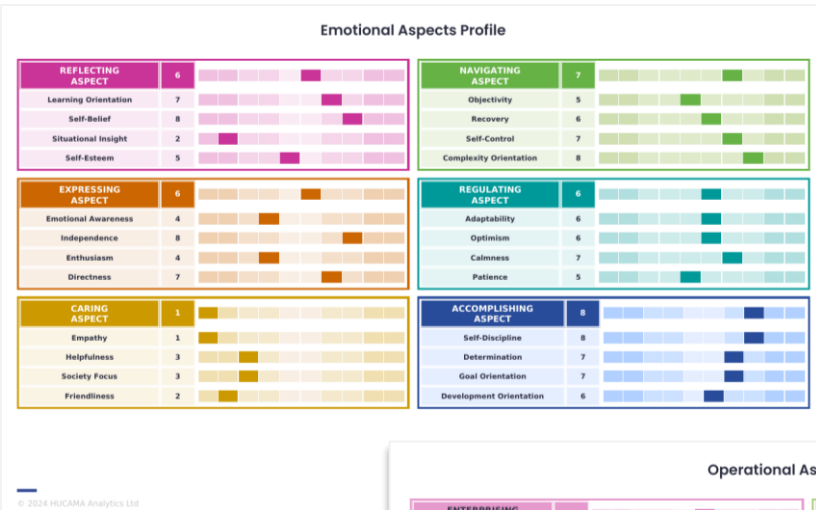
# HUCAMA PF – Aspects Report

PF48

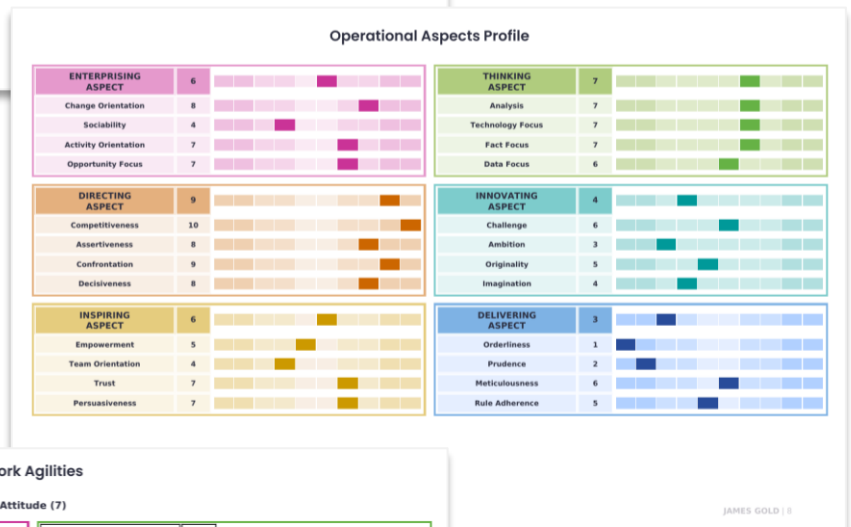
## Report Key Features

The Aspects report explores emotional intelligence and learning agility through 'Emotional' and 'Operational' Aspects and Work Agilities.

**Emotional Aspects:**  
concerned with people, feelings and communication



**Operational Aspects:**  
concerned with tasks, thoughts and actions



**Work Agilities:**  
building on learning agility, aligns Social & Emotional Aspects with Operational Aspects



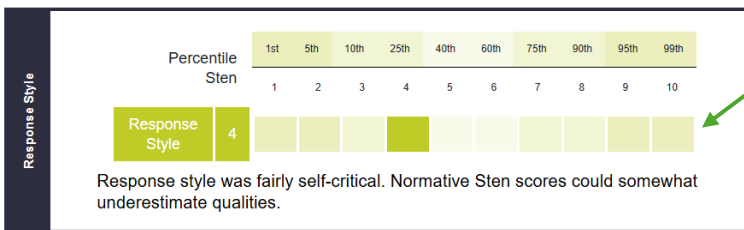
# HUCAMA PF – Expert Report

PF16, PF32, PF48

## Report Key Features

The Expert Report assists the practitioner in the exploration of the PF assessment. It is aimed at the HUCAMA Factors Practitioner and should not be made available to the participant or third parties.

The report is available as a dynamic, online report allowing for real-time changes, such as language translations and adding in-depth features. It can also be downloaded as a PDF.



Highlights if the individual was generally harsh or lenient in their response style when answering questions about their personality preferences

Imbalances across different areas can lead to overuse or underuse risks of certain behaviours. The Quadrant and Factor wheels highlight these imbalances with interpretative text based on the individual’s scores.

Quadrant Wheel



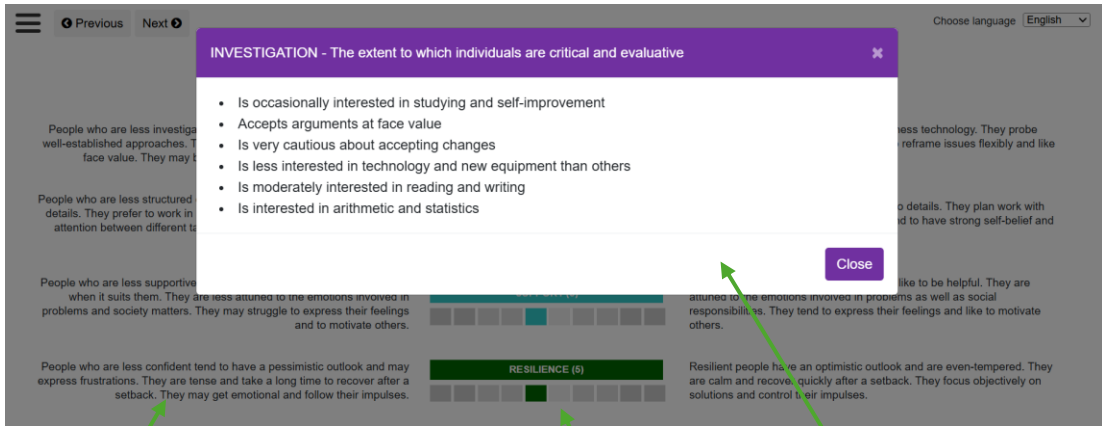
**STABILITY-PLASTICITY**  
**TASK-PEOPLE**  
**INFORMATION-MOTIVATION**  
**EMOTION-COMMUNICATION**

Factor Wheel



**INSIGHT Paradox: Investigation & Drive**  
**EXECUTION Paradox: Structure & Creativity**  
**HARMONY Paradox: Support & Interaction**  
**CONTROL Paradox: Resilience & Influence**

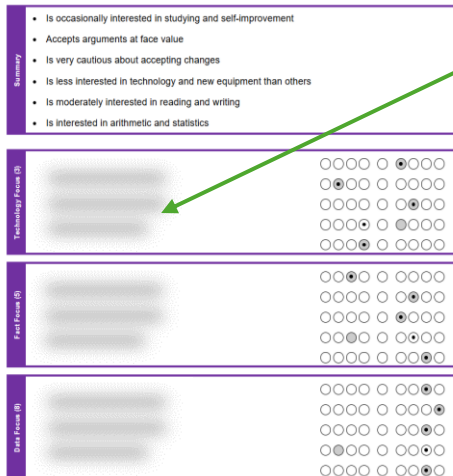
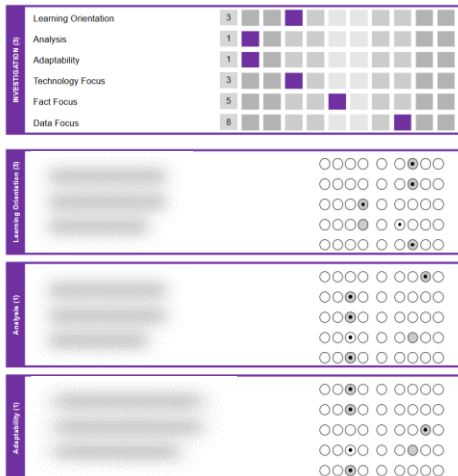
# HUCAMA PF – Expert Report Continued



Left and right-hand descriptions are provided to aid interpretation.

The Factors page shows Sten scores for 8 factors.

Pop-up box shows definition of the factor and descriptions of the underpinning facets.



Facet items

- scored value of response (different to pencil mark when item reverse scored)
- 'Pencil mark' (self-score)

## In-Depth Features

Range

Talent Gap

Intra-Personal

- **Range:** Shows the range of item responses and looks at consistency for each facet
- **Talent Gap:** Indicates where self-rated talent diverges from their general preference/inclination
- **Intra-Personal:** Highlights how the individual may respond under pressure

# Using the HUCAMA Factors Assessment Reports

## Recruitment / Talent Selection:



- Ability Factors Report
- Personal Summary Report
- Competency Prediction Report

## Development / Coaching:



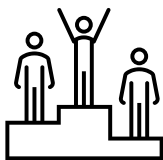
- Personal Summary Report
- Competency Prediction Report
- Aspects Report
- Expert Report
- Competency Factors Report

## Team Development:



- Personal Summary Report
- Team Role Report


## Leadership Development:




- Personal Summary Report
- Primary Colours Leadership Report
- Great 8 Type Report
- Aspects Report
- Expert Report
- Competency Factors Report

Psysoft Ltd, 26-27 West Street,  
Horsham,  
West Sussex,  
RH12 1PB

Contact us to find out more about the HUCAMA Factors Assessments  
or to request sample reports.

[query@psysoft.com](mailto:query@psysoft.com) 

01403 295000 

[www.psysoft.com](http://www.psysoft.com) 