

CANDIDATE PERSONALITY ASSESSMENT

Oxford Capacity Analysis — Insurance Industry Edition
Full Trait Analysis with Suitability Determination



CAUTION

This candidate is NOT recommended for immediate placement without structured onboarding and close supervision.

Candidate Reference: A. Yates (alias)	Age: 23
Prepared by: Advanced Organization of the Great Plains	Date: 30 March 2026
Position Applied For: Insurance Agent / Producer	Classification: Confidential — For Brokerage Use Only

1. Executive Summary

The Oxford Capacity Analysis (OCA) is a standardised 200-question personality instrument used to evaluate ten core behavioural and psychological traits relevant to professional performance. Scores range from -100 to +100. Traits above +50 are considered Desirable, scores from 0 to +49 require Attention, scores from -1 to -30 require Focus, and scores at -31 or below are Critical. The assessment does not measure IQ or technical knowledge; it profiles how a person operates under real conditions — how they handle pressure, build client relationships, exercise judgment, follow through on commitments, and manage themselves in a professional environment.

The profile submitted for candidate A. Yates is one of the most sharply polarised assessments encountered in standard OCA practice. Scores span a 166-point range — from a high of +76 (Communication) to a devastating low of -90 (Composure). The candidate's mean score across all ten traits is approximately -14.4, placing the overall profile below the zero line in the Focus zone. Only two traits register as Desirable: Boldness (+56) and Communication (+76). Activity (+46) sits in the Attention zone. The remaining seven traits fall in the Focus or Critical zones, with four traits — Attention, Happiness, Composure, and Empathy — at Critical levels.

On the surface, this candidate projects the image of a confident, talkative, high-energy young professional. He is the type who interviews well, speaks assertively, and makes a strong first impression. However, the data beneath that presentation tells a different story: chronic internal instability, near-total emotional shutdown, impaired judgment, inability to sustain focus, and significant risk patterns that would create serious operational liability in an insurance sales environment.

Six behavioural patterns have been identified in this assessment, including one critical-level Instability Flag and one critical-level Explosive Behaviour Pattern. The brokerage is advised to treat this candidate with significant caution. He is not recommended for unsupervised placement at this time. If the brokerage elects to bring him on, a structured onboarding programme with close managerial supervision and phased responsibility is strongly advised.

2. Score Summary & Trait Definitions

	Trait	Score	Zone	What This Trait Measures
A	Attention	-76	Critical	Ability to direct and sustain focus; follows through on action sequences
B	Happiness	-34	Critical	Solution-oriented vs. problem-focused; optimism and goal drive
C	Composure	-90	Critical	Internal equilibrium; calm under pressure; professional self-confidence
D	Certainty	-12	Focus	Decisiveness; conviction in own judgment; reliability of self-report
E	Activity	+46	Attention	Energy; initiative; willingness to take and complete action
F	Boldness	+56	Desirable	Drive; assertiveness; willingness to pursue prospects and close
G	Responsibility	-26	Focus	Ownership of outcomes; accountability; causative response
H	Correct Estimation	-28	Focus	Accuracy of judgment; ability to read people and situations
I	Empathy	-56	Critical	Warmth; client rapport; ability to listen and connect
J	Communication	+76	Desirable	Verbal expression; visibility; willingness to engage and be heard

GRAPH STABILITY FLAG: Certainty (D) at -12 falls 44 points below the minimum +32 stability threshold. This means the entire profile is provisional — scores could shift significantly on retesting, particularly following changes in the candidate's personal environment. All interpretations should be treated as directional indicators rather than fixed personality conclusions.

Despite the instability flag, three traits dramatically exceed D's -12 position: Activity (+46) exceeds D by 58 points, Boldness (+56) by 68 points, and Communication (+76) by 88 points. In behavioural terms, this means the candidate is acting, asserting, and talking far beyond what he actually believes in or feels certain about. This is not grounded professional confidence — it is a performance driven by survival instinct. The 88-point gap between Communication and Certainty is particularly significant: the candidate speaks with conviction he does not possess.

3. Identity & Self-Management Block (Traits A, B, C)

Scores: A = -76 | B = -34 | C = -90 | Block Average: -66.7 | Classification: CRITICAL

These three traits represent the candidate's foundational psychological operating platform — his moment-to-moment experience of being a professional in an active environment. When this block is compromised, every function built on top of it — client relationship management, follow-through, accountability, ethical behavior — is structurally unsound. For A. Yates, this block is in critical condition. The three-trait average of -66.7 is one of the most alarming identity block readings in standard OCA practice.

Trait A — Attention (-76, Critical)

Attention governs the ability to sustain focus on a prospect, a conversation, a case file, or a sales process. At -76, this candidate's ability to direct his awareness by choice is severely impaired. His attention scatters — jumping from stimulus to stimulus, failing to complete the sequential thinking required to move a client through the sales process. In an insurance environment, impaired Attention manifests as dropped follow-ups, missed details on applications, inability to stay present during long client conversations, and difficulty tracking the multi-step nature of case management.

The cross-reference with Boldness (+56) and Activity (+46) produces the Explosive Pattern: there is energy and drive, but no ability to aim it. The result is intense, scattered bursts of effort that exhaust both the candidate and those around him without producing consistent results.

Trait B — Happiness (-34, Critical)

Happiness on this instrument measures whether a person defaults to solutions or problems — a trait that is directly predictive of sales performance and client experience. At -34, this candidate has crossed below the Critical threshold into chronic problem-orientation. He is not depressed in the clinical sense, but his habitual processing mode is negative. He wakes scanning for what will go wrong. For an insurance agent, this creates client experience problems: clients can feel a producer's pessimism, and a producer who cannot project genuine optimism about solutions will struggle to build the trust necessary to close business.

The 64-point gap between Happiness (-34) and Activity (+46) is diagnostically significant: he stays in motion not because he is energised by his work, but because busyness prevents him from sitting with his own dissatisfaction.

Trait C — Composure (-90, Critical)

Composure is the single most important trait for a client-facing insurance professional. At -90 — only 10 points above the absolute floor of the scale — this candidate is operating in a state of near-constant internal anxiety. He startles easily, panics under pressure, and experiences the professional environment as threatening rather than navigable. Self-confidence at this level is functionally absent, despite his outward presentation.

The 166-point gap between Composure (-90) and Communication (+76) is the widest possible divergence on the scale and represents this candidate's most significant operational risk. He presents as calm, articulate, and confident. He is performing composure. Behind that performance is a person experiencing profound internal instability. When a client presents a hard objection, when a case falls apart, when a manager applies pressure to a production number — the performance is unlikely to hold.

4. Reliability & Follow-Through Block (Traits D, E)

Scores: D = -12 | E = +46 | Block Average: +17 | Classification: ATTENTION

The Reliability Block determines whether a candidate can be depended upon to do what he says he will do. In an insurance context, this translates directly to pipeline integrity, appointment ratios, application submission rates, and the capacity to sustain activity during slow periods. This block is split: Certainty is in the Focus zone while Activity approaches the Desirable zone.

Trait D — Certainty (-12, Focus)

Certainty governs decisiveness, conviction, and the reliability of the candidate's self-assessment. At -12, Certainty is 44 points below the stability threshold required for the graph to be considered a fixed personality portrait. When Certainty is this low, the candidate cannot anchor any position firmly. He second-guesses himself, capitulates under pressure, and changes his stated beliefs based on his audience. In insurance, a producer with low Certainty will struggle to ask for the close, hold a rate conversation confidently, or maintain his conviction when a prospect pushes back.

The instability of D also means this assessment is provisional. The candidate's profile could shift significantly — positively or negatively — depending on what is happening in his personal life. This is both a risk and a potential opportunity: if the source of the instability is identified and resolved, meaningful improvement in the overall profile is possible.

Trait E — Activity (+46, Attention)

Activity is the candidate's strongest internal trait and represents genuine potential. At +46, he will show up, initiate activity, and fill his time with movement. For a new agent, this base level of activity is a positive indicator — he will make calls, schedule appointments, and put himself in front of prospects. However, Activity at +46 paired with Attention at -76 means the activity is scattered. He is busy but not productive in a sustained way. He begins more cycles than he completes. Cross-referenced with Boldness (+56), the Activity-below-Boldness pattern indicates he commits to things he cannot follow through on — his mouth writes cheques his energy cannot cash consistently.

5. Environmental Handling Block (Traits F, G)

Scores: F = +56 | G = -26 | Block Average: +15 | Classification: ATTENTION

The Environmental Handling Block determines how the candidate responds when the business environment pushes back — objections, rejections, manager feedback, market conditions. This block is dramatically split, with an 82-point gap between its two components.

Trait F — Boldness (+56, Desirable)

Boldness is one of only two Desirable scores on this graph, and in isolation it would be a meaningful asset. At +56, the candidate will walk into difficult conversations, approach cold prospects, and assert himself in competitive environments. He does not back down from a challenge and will take on tasks that more timid candidates would avoid. In an insurance sales environment, functional Boldness is a prerequisite for success, and at +56 the candidate has it.

However, Boldness must always be read in context. Cross-referenced with Composure at -90, the Explosive Pattern triggers: bold action deployed from a position of internal terror. Cross-referenced with Responsibility at -26, the candidate takes things on but does not own what happens next. When a bold initiative fails, blame is directed outward. Cross-referenced with Correct Estimation at -28, the boldness is not informed by accurate assessment of the situation — he charges into prospect conversations he has not properly evaluated, and makes bold assertions not grounded in accurate data.

Trait G — Responsibility (-26, Focus)

Responsibility is the ownership trait. At -26, this candidate sits in the lower Focus zone approaching Critical. When a case fails to close, when a client cancels, when a production number is missed, his reflex is to find an external cause — the prospect was unreasonable, the market was difficult, the system let him down. This is not a character indictment; it is a functional limitation that stems from the devastated identity block beneath it. A person operating at C -90 and A -76 has so little internal stability that taking full ownership of outcomes feels psychologically unbearable.

In a brokerage context, a producer with G at -26 creates management overhead. He will require more coaching time, will receive constructive feedback defensively, and may develop a pattern of blaming external factors for production shortfalls. Combined with D at -12, the Authority Bypass pattern is active: without conviction or accountability, the candidate will struggle to operate within standard office protocols, compliance requirements, and chain-of-command reporting structures.

6. Client Relationship Block (Traits H, I, J)

Scores: H = -28 | I = -56 | J = +76 | Block Average: -3 | Classification: FOCUS

This block is the most critical for an insurance producer, whose core function is building relationships that generate trust, referrals, and long-term client retention. It contains the candidate's highest score (J at +76) and two of his most severe vulnerabilities (H at -28, I at -56). The 132-point internal spread within this single block tells a story that every hiring manager needs to understand.

Trait H — Correct Estimation (-28, Focus)

Correct Estimation governs the ability to accurately read people and situations — a foundational skill for any consultative sales role. At -28, this candidate's judgment is significantly impaired. He misreads prospects, overestimates buying intent, underestimates objections, and fails to accurately assess where a relationship stands. In insurance, poor Correct Estimation produces inflated pipeline projections, wasted time on non-buyers, and frequent surprise when clients decline or cancel coverage they seemed committed to.

Cross-referenced with Communication at +76, the operational risk becomes clear: the candidate communicates freely and confidently with people he cannot accurately evaluate. He shares proposals, makes recommendations, and builds cases for coverage solutions without an accurate read on whether the prospect is a real buyer, a tire-kicker, or someone who will never purchase. He is transmitting without a functioning receiver.

Trait I — Empathy (-56, Critical)

Empathy is the relational core of the insurance business. A producer who cannot listen, cannot feel accord with a client's situation, and cannot genuinely appreciate what the client values will not build the long-term relationships that drive renewals, referrals, and account growth. At -56, this candidate's Empathy is deep in the Critical zone. He is functionally cold in relational situations — not out of malice, but because his emotional receptors have shut down as a protective response to internal distress.

The 132-point gap between Communication (+76) and Empathy (-56) is one of the most extreme relationship imbalances on the OCA scale. The candidate talks at people rather than with them. He produces a high volume of verbal output — bold, visible, energetic — while simultaneously being unable to receive, acknowledge, or genuinely connect. Clients will find themselves drawn in by his energy and then left feeling unseen and unheard. This produces initial appointments but kills referral relationships and long-term retention.

Trait J — Communication (+76, Desirable)

Communication is the candidate's peak score and the one genuine surface asset on this graph. At +76, he is expressive, visible, and willing to make himself known. He can give a presentation, handle a phone conversation, and articulate a coverage solution. This is the trait that makes him appear interview-ready. However, J at +76 must be understood for what it actually represents in the context of this profile: it is a coping mechanism.

Communication is the one tool that functions while everything else is failing. He talks his way through life because the alternative is to sit with -90 Composure, -76 Attention, and -56 Empathy. The talking is not grounded in certainty (-12), is not informed by accurate evaluation (-28), and is not warmed by genuine connection (-56). It is a performance. A skilled brokerage manager who spends time with this candidate beyond the first impression will notice that the communication is loud but hollow — there is no empathy beneath the words, no certainty behind the proposals, no ownership after the conversation.

7. Identified Behavioural Patterns

PATTERN 1 — Unstable Profile [CRITICAL]: D at -12

This is the primary and overriding finding of the entire assessment. With Certainty at -12, the candidate's personality is in active flux — his scores could shift significantly on retesting, particularly if something changes in his personal environment. This means the brokerage cannot rely on the current profile as a stable description of how this person will operate six months from now. It is both the most alarming and, potentially, the most hopeful finding: if an identifiable external stressor is resolved, rapid improvement is possible. Until then, every other finding must be treated as provisional.

PATTERN 2 — Explosive Behaviour Risk [CRITICAL]: F (+56) + A (-76) + C (-90)

This is the most immediately dangerous operational pattern in the assessment. Boldness at +56 gives the candidate substantial assertive energy. But Attention at -76 means he cannot direct it, and Composure at -90 means he cannot maintain equilibrium while deploying it. The result is explosive, uncontrolled force: intense confrontations that escalate beyond his ability to manage, impulsive decisions made under pressure, sudden professional blow-ups, or dramatic interpersonal ruptures with clients, colleagues, or management. In a brokerage environment, this pattern poses compliance risk, team culture risk, and client relationship risk. This is a person driving a powerful engine with no steering and no brakes.

PATTERN 3 — Inferiority Complex [WARNING]: B (-34) + G (-26)

Chronic unhappiness paired with low accountability produces a pervasive sense of personal inadequacy. This candidate compares himself unfavourably to peers who appear more successful, interprets setbacks as confirmation of his inadequacy, and struggles to receive constructive feedback without it triggering a defensive or self-pitying response. In a sales environment, this pattern creates fragility around production numbers, rejection, and peer comparison — all of which are routine features of an insurance career.

PATTERN 4 — Superiority Mask [WARNING]: F (+56) + G (-26)

This pattern operates simultaneously with Pattern 3. When the candidate feels inadequate internally, his bold assertiveness becomes projected criticism — he presents as confident and superior while internally crumbling. Others experience him as alternately domineering and self-pitying, often within the same conversation. In team environments, this oscillation is disruptive and hard to coach around, because the behaviour shifts before the manager can address it.

PATTERN 5 — Authority Bypasser [WARNING]: D (-12) + G (-26)

Without conviction in his own judgment and without accountability to outcomes, this candidate cannot reliably function within standard authority structures. He will sidestep compliance requirements, ignore office protocols, and make unilateral decisions without consultation — not out of deliberate rebellion, but because he lacks the internal machinery to operate within systems that require both certainty and responsibility. In insurance, where E&O compliance, carrier protocols, and proper documentation are non-negotiable, this pattern creates material liability exposure for the brokerage.

PATTERN 6 — Novelty Seeking [INFORMATIONAL]: E (+46) exceeds D (-12) by 58 points

Activity dramatically outpacing Certainty produces a preference for new starts over sustained execution. This candidate will show great enthusiasm at hire, during training, and on initial prospecting pushes — then lose conviction as the work becomes routine. He accumulates beginnings and struggles with middles. In insurance, where the first-year grind requires sustained activity through long sales cycles and repeated rejection, this pattern is a production risk.

8. Cross-Trait Operational Analysis

8.1 — The High-Energy Scatter Problem: F (+56), E (+46), A (-76), C (-90)

This candidate has genuine energetic output — Boldness and Activity together would, in a balanced profile, indicate a formidable producer. But Attention at -76 and Composure at -90 mean the energy cannot be directed or sustained. Picture an engine running at full throttle with no transmission. The result in a sales environment is intense, chaotic activity that produces unpredictable results: some brilliant weeks followed by inexplicable collapses, pipelines built with enthusiasm then allowed to leak, client relationships initiated powerfully then dropped without follow-through.

8.2 — The Performance Behind the Curtain: J (+76), C (-90), B (-34)

The 166-point gap between Communication and Composure is this profile's defining contradiction. The candidate interviews brilliantly. He presents well. He is articulate, energetic, and projects confidence. None of that presentation reflects what is happening internally. Behind it is near-total anxiety, chronic problem-focus, and emotional instability. This performance cannot be sustained indefinitely. The brokerage that hires this candidate based on the interview will encounter a very different person within 90 days as the performance degrades under the sustained pressure of the production environment.

8.3 — The One-Way Broadcaster: J (+76), I (-56), H (-28)

The 132-point gap between Communication and Empathy defines the candidate's relationship pattern. He is loud, present, and visible — and simultaneously cold, unreachable, and emotionally absent. Clients will be initially drawn to him, then will quietly disengage when they realise they do not feel truly heard. This pattern explains producers who generate first appointments easily but struggle with second meetings, policy delivery, and referral generation. He transmits but cannot receive. In an insurance business built on long-term trust relationships, this limitation is commercially significant.

8.4 — The Missing Anchor: D (-12) as the Core Problem

Every problematic pattern in this assessment is amplified by Certainty at -12. The explosive energy would be manageable with certainty to anchor it. The communication would be meaningful if backed by conviction. The boldness would be productive if guided by stable self-knowledge. The novelty-seeking would be healthy exploration rather than desperate escape from discomfort. D at -12 is not merely one low score — it is the absence of the organising principle that would allow all other traits to function coherently. Until Certainty is restored, every intervention will produce temporary improvement at best.

9. Self-Report Reliability Indicators

Indicator	Status	Significance
Identity Block Average Below -19	TRIGGERED	Block average: -66.7. Self-report reliability is compromised.
B and G Both Below -19	TRIGGERED	Happiness -34, Responsibility -26. Candidate may omit or deflect in reporting.
Compulsive Agreeableness	CLEAR	Empathy (-56) is below, not above, Certainty (-12). Not applicable.
Responsibility Below -30	MONITOR	G at -26 is 4 points above the trigger threshold. Any further decline triggers.

The two triggered self-report reliability indicators do not mean the candidate is deliberately dishonest. The combination of a devastated identity block (average -66.7) and the unhappiness-accountability configuration means honest, accurate self-assessment is a cognitive and emotional luxury his current psychological state cannot afford. He likely omits uncomfortable truths, deflects accountability questions, and presents a version of himself in interviews that is more aspirational than factual. Background verification, reference checks, and trial period performance metrics are essential complements to this assessment.

10. Composite Professional Profile

To the brokerage reviewing this candidate's application: A. Yates presents as a bold, talkative, energetic young man. His Communication at +76, Boldness at +56, and Activity at +46 produce a surface impression of a motivated, self-starting producer-in-the-making. He is the candidate who speaks up in the interview, who volunteers for role plays, who projects drive and ambition. In a 30-minute screening conversation, he will likely come across as one of your stronger candidates. These three surface traits are real — they produce real behaviours — but they are not grounded in a stable foundation, and the energy behind them is being borrowed against a psychological reserve that cannot sustain the debt.

Beneath this outward presentation, this candidate is experiencing a level of internal distress that the assessment data cannot minimise. Composure at -90 means he lives in a state of near-constant anxiety — the pervasive background tension that makes every professional interaction slightly threatening. Attention at -76 means his mind cannot settle on a task long enough to complete it reliably. Happiness at -34 means he processes most professional experiences through a lens of disappointment. Empathy at -56 means he is cut off from the relational warmth that would allow him to build the client trust that drives renewal and referral revenue.

The candidate's relationship pattern is defined by the 132-point gap between Communication and Empathy: he communicates at clients rather than with them. He generates energy and initial engagement, then fails to sustain the warmth that converts a prospect into a long-term client. His Feeling of Superiority drives him to externalise blame when relationships fail; his Feeling of Inferiority causes him to blame himself in private. Neither evaluation is accurate, and neither produces growth.

The coping strategy revealed by this profile is relentless outward motion. As long as he is talking, doing, and pushing, he does not have to confront the internal landscape. This is why the Novelty Seeking pattern is so pronounced: each new initiative provides a temporary escape from the discomfort of sitting still. But in insurance, the first year is precisely the opposite of novelty — it is sustained, unglamorous, repetitive activity in the face of rejection, and it is exactly this environment that will expose the gap between this candidate's surface presentation and his internal operating reality.

The fundamental assessment is this: A. Yates has genuine raw materials — energy, assertiveness, and communication ability — that could, with significant development, produce an effective producer. But those materials are currently sitting on a foundation that cannot support them. The brokerage that hires him expecting immediate production

will be disappointed. The brokerage that hires him with a clear-eyed understanding of what he needs — structured environment, close coaching, emotional development, and time — may find the investment worthwhile.

11. Recommended Onboarding & Development Programme

If the brokerage elects to proceed with this candidate, the following structured programme is recommended. These steps are sequenced — each builds on the one before it. Skipping steps or applying them out of order will produce minimal results.

Priority 1: Identify and Address the Source of Instability

The Unstable Profile flag (D at -12) indicates the candidate's personality is being actively destabilised by something in his current environment — a personal relationship, a family situation, financial pressure, or an unresolved event. This source needs to be identified through candid intake conversation, not the assessment instrument alone. Until this external pressure is identified and addressed, no structured training will produce lasting results. A baseline retention conversation at 30 days and 60 days — focused on personal stability, not production metrics — is recommended.

Priority 2: Structured Environment Over Autonomous Operation

This candidate should not be placed in an autonomous producer role immediately. He requires a structured environment with clear daily activity benchmarks, regular check-in meetings, and a defined accountability framework. The Authority Bypassers pattern means he will work around structures he finds uncomfortable — but he will respond to consistent, respectful enforcement of clear standards. Pair him with a senior agent or team leader for the first 90 days. Define exactly what is expected: number of dials, appointments, applications per week. Make the structure explicit and non-negotiable.

Priority 3: Client-Facing Role Phasing

Given Empathy at -56 and Correct Estimation at -28, this candidate should not be placed in unsupervised client-facing situations until baseline relational skills are assessed. Consider a structured role-play programme focused specifically on listening — not script delivery, which he can already do. The goal is to develop his capacity to hear what a client is actually saying rather than waiting for his next opportunity to speak. Client satisfaction follow-up calls after his appointments are advisable for the first six months.

Priority 4: Compliance Risk Management

The Authority Bypassers pattern combined with two triggered self-report reliability indicators creates real E&O and compliance exposure. Ensure this candidate receives thorough compliance training with documented acknowledgment. Consider a case-file audit process for his first six months of production — not as punitive oversight, but as a standard quality control measure framed as mentoring. Any pattern of cutting corners on documentation should be addressed immediately and formally.

Priority 5: Personal Development Investment

Long-term, the candidate's development needs are interpersonal and psychological, not technical. He can learn product knowledge. He cannot learn Composure and Empathy from a carrier training module. If the brokerage has access to coaching resources, personal development programmes, or mentorship structures, this candidate would benefit more than most. The goal over 12 to 18 months is to move Composure from -90 into the Focus zone, bring Certainty to or above the +32 stability threshold, and begin restoring Empathy above -30. Those three movements would fundamentally transform the profile.

12. Prognosis & Brokerage Decision Guidance

ACCEPT	⚠ CAUTION	REJECT
If brokerage has capacity for structured, supervised onboarding with long-term development intent	Current assessment finding. Profile is unstable. Proceed only with eyes open and risk mitigation in place.	If brokerage needs immediate autonomous production or cannot support intensive first-year management

The prognosis for A. Yates is GUARDED-TO-FAVOURABLE — conditional on the immediate implementation of the structured onboarding programme described in Section 11. Several factors support a positive long-term view:

- He is 23 years old. Negative patterns have had less time to calcify, and the nervous system is more responsive to positive environmental change than in older candidates.
- Three traits — Communication (+76), Boldness (+56), and Activity (+46) — demonstrate that genuine native capability is present. These are not baseline scores; they represent real energetic potential currently being misdirected.
- The Unstable Profile flag, while alarming, is also potentially hopeful. If an identifiable external stressor is resolved, rapid positive movement across multiple traits is possible. The instability cuts both ways.

Expected trait movements with appropriate intervention and environmental support:

- Certainty (D): Most likely to show initial improvement once external pressures are addressed. Target +32 (stability threshold) within 6-12 months.
- Composure (C): Slowest recovery due to depth of -90, but 30-40 point improvement is realistic within 3-6 months of structured support. Target: above -60 in Year 1.
- Responsibility (G): Responds well to consistent accountability structures. Movement above -19 (clearing the reliability indicator) is achievable within 60-90 days in the right environment.
- Empathy (I): Most gradual improvement. Empathic shutdown at -56 reflects a deep protective mechanism that relaxes only as the person feels internally safer. Meaningful movement may require 12-18 months.
- Communication, Boldness, Activity (J, F, E): Expected to remain stable. A modest decrease in J or F would actually be a healthy sign — indicating the candidate no longer needs to overcompensate through performance.

The risk of mismanaged placement is significant. The Explosive Behaviour Pattern (F +56, A -76, C -90) combined with the Authority Bypass pattern and the two triggered self-report indicators creates a profile with meaningful potential for a compliance incident, client complaint, or team disruption event. An unmanaged version of this candidate in an autonomous producer

role is a liability. A managed, coached, and patiently developed version of this candidate has real professional upside.

The hiring decision ultimately rests on a single question: does this brokerage have the managerial bandwidth and development culture to support a high-potential, high-risk new agent through what may be a difficult first year? If yes, this candidate is worth the investment. If the expectation is rapid autonomous production with minimal supervision, this candidate is not the right fit at this time.

Evaluation prepared in accordance with standard OCA evaluation procedures.

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