

# Profiling Worx

A black and white photograph of four business professionals in a modern office. They are silhouetted against a large window that offers a view of a city skyline. The individuals are engaged in conversation, with one man gesturing as he speaks. The floor is highly reflective, mirroring the silhouettes of the people and the window frame. The overall atmosphere is professional and collaborative.

**IT'S ALL ABOUT  
PEOPLE**

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**People's behaviour can be profiled (identified), understood and managed.**

**THIS IS OUR  
FIELD OF  
EXPERTISE**



*We can profile people remotely based on statements, indirect observations, audio material, audio-visual material and third party interviews.  
We also conduct direct, interactive behavioural and psychological profiling.*

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## Behavioural risks - your biggest financial drainer...

Most risk management techniques have major gaps and have not yet evolved to examine how real people behave at work - especially when they think no one is watching.

Behavioural risks leave companies unnecessarily vulnerable, mainly because these risks are not understood, remain unrecognised and thus unmanaged.

Companies who believe that they do not have the financial resources to pay for behavioural risk management end up paying a much higher price due to the losses that they suffer.





## Internal Behaviour Risk Management

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Identify and manage employees' behaviour:

- Complacency
- Bad hires
- Resistance to change
- Crime - fraud, theft, corruption
- Problematic personality traits
- Psychological problems
- Lack of skill/ competency
- Negligence
- Malicious action



## External Behaviour Risk Management

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Identify and manage the behaviour of competitors, stakeholders & political role-players & criminals:

- Crime
- Malicious action - damage to property, reputation
- Industrial espionage & social engineering
- Change in laws, policies, nationalisation
- Competitor innovation



## Other Professional Services

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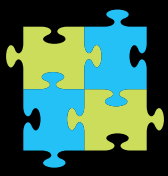
- Executive recruitment assistance
- Talent management assistance



## Performance Management

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Bringing out the best in people while creating a high level of value for the organisation



PUTTING THE PIECES  
TOGETHER



## HOW WE DO IT

### Analyse behaviour & build a profile

Gather information, analyse & understand behavioural patterns and build a profile of the person, group, community or society in question

Predict future behaviour

The aim of a profile = to identify behaviour that could pose a risk



### Risk & Performance Management

Use insight to manage risks by developing intervention plans, strategies or counter-strategies



### Results

Power  
Decreased losses  
Increased profit  
Effective performance  
Positive reputation





# AREAS OF APPLICATION



## IDENTIFY AND MANAGE YOUR RISKS

- S** - Strengths: Know what your behavioural strengths are and how to unleash them.
- W** - Weaknesses: Know what your behavioural weaknesses are and how to manage them.
- O** - Opportunities: Know when an opportunity presents itself and how to utilise it optimally.
- T** - Threats (Internal & External): Identifying, understanding and managing these threats.

### Internal risks

- Identify & manage: inappropriate, ineffective, unethical or criminal behaviour; toxic personalities; malicious intent; complacency & negligent behaviour; resistance to change; information security weaknesses
- Recruitment assistance - ensuring the right people are hired
- Conducting lifestyle audits
- Performance management

### External risks

- Identify & manage actions of stakeholders that could indicate fraudulent action
- Understand the mind and actions of criminals
- Detect suspicious & unwanted behaviour
- Elicit information from suspects
- Competitor analysis

### Fraud prevention

- Identify red flag behaviour that could indicate fraudulent actions
- Identify high risk employees
- Screening assistance to identify high risk candidates during recruitment process
- Lifestyle audits

### Negotiation support

- Understand the behavioural preferences of others and know how to influence them during negotiations
- Know their strengths and weaknesses
- Know how much risk they are willing to take
- Elicit critical information

### Investigation support

- Understand suspects' intentions, vulnerabilities, strengths and strategies
- Elicit information
- Obtain cooperation
- Detect deception







# WHAT PROFILING CAN TELL YOU...

## Personality qualities

- What are his/her strengths & weaknesses?
- Are there any underlying personality or mental issues that could pose a risk?
- How will s/he behave in various contexts - in crisis situations, under stress, in conflict situations, in leadership positions etc.

## Interpersonal style

- How does s/he approach relationships/ interactions?
- What are his/her relationship strengths & weaknesses?
- How cooperative is s/he?
- How competitive is s/he?
- How stable is s/he emotionally?
- What is the best way to approach him/her?

## Behavioural preferences

- How does the person approach decisions, tasks, situations, problems, etc.?
- How much action will s/he take and when will s/he take action?
- What will s/he pay attention to?

## Core values & motivation

- What motivates him/her?
- What is important to him/her?

## Risk tolerance

- How much risk will s/he take and/or tolerate?
- Is his/her risk profile in line with company's risk profile?

## Integrity

- How honest is s/he?
- Does s/he follow the rules?
- Is s/he reliable?
- Does s/he manipulate?

...just some of the insights a profile can provide



# Behaviour Risk Management Consulting

Our profiles provide us with a better understanding of the behaviour (the intention, motives, decisions and actions) of others and allow us to predict their behaviour with a certain degree of accuracy.

The insight gained from our profiles is utilised in our risk management consulting process. We assist you in devising strategies to manage, influence or develop interventions in order to prevent, reduce or eliminate internal and/or external behavioural risks.

We also assist with recruitment of new employees, especially at management and executive levels to ensure ethical hires and or the right fit between the organisation and the hire with regards to risk profile.

When organisational change is imminent, we can assist with identifying resistant individuals and developing strategies to assist in obtaining buy-in from employees.

Criminal activity can be managed more effectively.

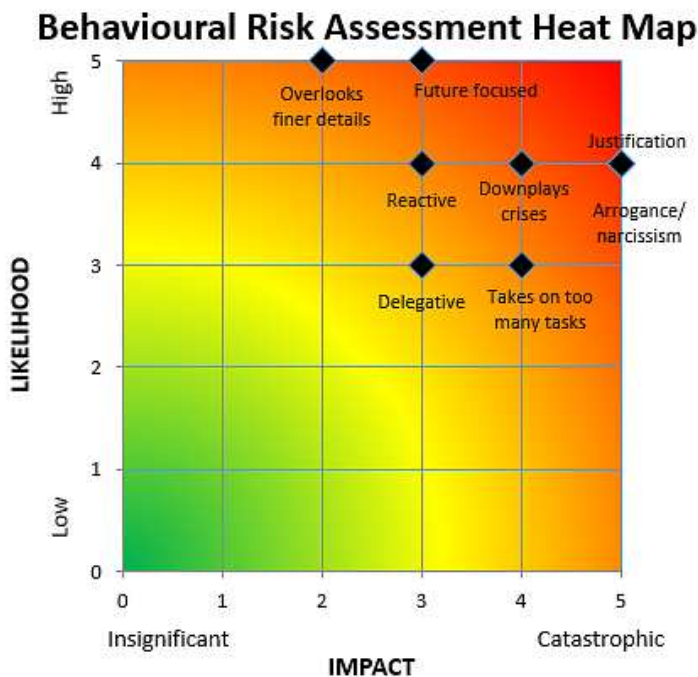
We can assist you to act pro-actively and make the appropriate decisions and put counter-measures in place to navigate the threats posed by stakeholders, role-players and competitors.



# Case study - Behavioural Risk Heat Map

Our profiles can include a behavioural heat map - a visual illustration of your behavioural risks. It contains two axes: the likelihood of a behaviour occurring and the consequences (impact) of that behaviour.

In a recent case, the CEO (Mr X) of an organisation was profiled and the following risks revealed:



- Mr X has a self-confessed delegative leadership style that could create scenarios where he entrusts people with decisions and tasks that subordinates may abuse and exploit. The *Likelihood* of this happening is *Medium* and the *Impact* it could have for this particular company is *Moderate*.  
Risk score = 9 out of 25
- Mr X has the tendency to downplay crisis situations and as a result may ignore warning signs and risk factors. The *Likelihood* of this happening is *Medium-High* and the *Impact* it could have for this particular company is *Significant*. Risk score = 16 out of 25

- Mr X has the tendency to be more reactive (rather than proactive) which means that he may only become aware and react to risk factors and crisis situations once it has occurred. The *Likelihood* of this happening is *Medium-High* and the *Impact* it could have for this particular company is *Moderate*.  
Risk score = 12 out of 25
- Mr X seems to be more future focused rather than focused on potential problems and obstacles, which means he may overlook or ignore certain risk factors, problems and obstacles. The *Likelihood* of this happening is *High* and the *Impact* it could have for this particular company is *Moderate*.  
Risk score = 15 out of 25
- Mr X does not focus excessively on the detail and may therefore overlook finer details that could lead to potential problems. The *Likelihood* of this happening is *High* and the *Impact* it could have for this particular company is *Mild*.  
Risk score = 10 out of 25
- Mr X may take on too many tasks, leading to poor management and control of operations and tasks. The *Likelihood* of this happening is *Medium* and the *Impact* it could have for this particular company is *Significant*.  
Risk score = 12 out of 25
- Mr X may display high level of confidence and may even present as arrogant or narcissistic at times, which could mean that he may have the belief that he can overcome any problem and have the tendency to take more risks. The *Likelihood* of this happening is *Medium-High* and the *Impact* it could have for this particular company is *Catastrophic*.  
Risk score = 20 out of 25
- Mr X tends to use justification of actions that could ultimately lead to all actions, even corrupt actions being justified on one way or another. The *Likelihood* of this happening is *Medium-High* and the *Impact* it could have for this particular company is *Catastrophic*.  
Risk score = 20 out of 25

## ABOUT US

**Dr Gullan heads up our group.  
She has a PhD in Clinical Psychology.  
20 years experience in behavioural analysis and  
behaviour management.**



No matter what business you have, our team can help you manage your behavioural risks more effectively, preventing massive losses and empowering you.

