



REPORT

*ICP

INTEGRITY & COUNTERPRODUCTIVE-Risk PROFILE

Audrey Mahlangu

ID: 890704xxxxxxxx

Assessment Date: 2026-09-16



INTEGRITY INTERNATIONAL

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SUMMARIZED REPORT

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Name: Audrey Mahlangu
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DOMAIN A: INTEGRITY PROFILE

The stronger the inclination towards the Integrity Domain, the higher the score.

DOMAIN A: INTEGRITY PROFILE		INTEGRITY SCALE (1-10)									
		Very Low		Low		Moderate		High		Very High	
1. Honesty-Humility (Sincerity)	10	1	2	3	4	5	6	7	8	9	10
2. Conscientiousness (Ownership, Dutifulness & Self-Discipline)	8	1	2	3	4	5	6	7	8		
3. Socialized Control (Internalised Norm Adherence)	10	1	2	3	4	5	6	7	8	9	10
4. Accountability (Ownership & Error-Correction)	7	1	2	3	4	5	6	7			
5. Stability / Consistency (Emotional Stability)	7	1	2	3	4	5	6	7			
6. Agreeableness /Amenability (Pro-Social Orientation)	8	1	2	3	4	5	6	7	8		
7. Dependability / Reliability (Interpersonal Follow-Through)	9	1	2	3	4	5	6	7	8	9	
8. Trustworthiness / Loyalty (Confidentiality & Ethical Fidelity)	9	1	2	3	4	5	6	7	8	9	
9. Fairness (Sincerity, Impartiality & Transparency)	9	1	2	3	4	5	6	7	8	9	
10. Modesty (Humility, Humbleness & Discreetness)	8	1	2	3	4	5	6	7	8		
Integrated Integrity Rating (IIR)	9	1	2	3	4	5	6	7	8	9	10
Adapted Integrity Rating *(AIR)	8	1	2	3	4	5	6	7	8	9	10

DOMAIN B: CWB-Risk PROFILE

The stronger the inclination towards the CWB-Risk Domain, the higher the score.

DOMAIN B: CWB-RISK PROFILE		Very Low	Low	Moderate	High	Very High					
1. Risk-Taking / Recklessness (Low Self-Control)	2	1	2								
2. Exploitativeness / Deceitfulness (Deviant Orientation)	3	1	2	3							
3. Manipulative / Indoctrinative Stance (Machiavellianism)	5	1	2	3	4	5					
4. Rule Defiance (Wilful Norm Violation)	4	1	2	3	4						
5. Aggression / Hostility (Antagonistic Reactivity)	4	1	2	3	4						
6. Impulsivity (Acting Without Foresight)	3	1	2	3							
7. Cynicism (Rationalisation Stance)	4	1	2	3	4						
8. Malicious Intent (Vindictiveness)	3	1	2	3							
9. Entitlement / Narcissism (Privileged & Egoistic)	4	1	2	3	4						
10. Effort-Withholding Control (Deliberate Underperformance)	3	1	2	3							
Integrated CWB-Risk Rating (ICR)	4	1	2	3	4	5	6	7	8	9	10
Adapted CWB-Risk Rating *(ACR)	5	1	2	3	4	5	6	7	8	9	10

MONITOR	8	1	2	3	4	5	6	7	8	9	10
1. Truthfulness	7	1	2	3	4	5	6	7			
2. Consistency	10	1	2	3	4	5	6	7	8	9	10
3. Unnatural Exaggeration	8	1	2	3	4	5	6	7	8		

COMPOSITE INTEGRATED RATING (CIR)	8	1	2	3	4	5	6	7	8	9	10
COMPOSITE ADAPTED RATING *(CAR)	7	1	2	3	4	5	6	7	8	9	10

Please note: A 10-point scale is applicable.

As the ICP is a single measurement instrument, the Monitor Scores apply to both the Integrity and CWB-Risk dimensions.

A score lower than '5' on the **Truthfulness** scale is considered a knock-out score

*AIR, ACR, CAR: Represent the adapted integrated rating according to the degree of Truthfulness.

INTEGRITY & COUNTERPRODUCTIVE-Risk PROFILE

INTRODUCTION

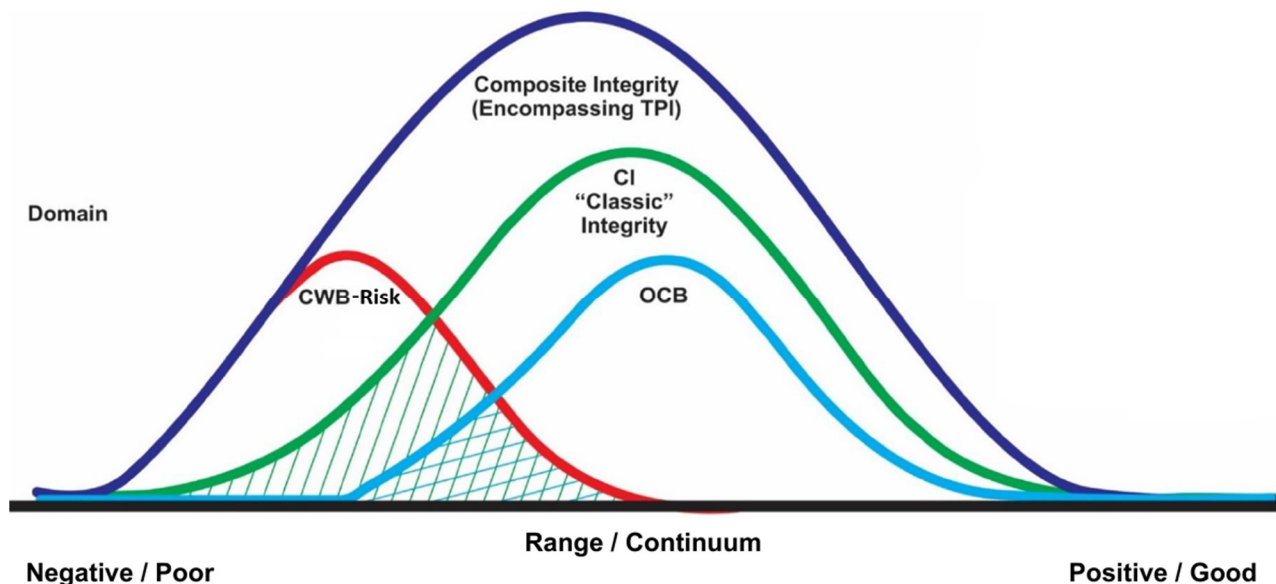
The **Integrity & Counterproductive-Risk Profile (ICP)** is a covert, personality-based psychometric assessment measuring two complementary domains of workplace disposition: an *Integrity* domain of ten positively-framed traits, and a *Counterproductive Work Behaviour (CWB-Risk)* domain of ten risk-framed traits. A third, independent Monitor scale assesses the reliability of the candidate's own responses.

Because Integrity and CWB-Risk are not opposite ends of a single scale but related, independently measured dispositions, the ICP reports a separate rating for each domain, as well as a combined Composite rating that integrates both.

The ICP was developed from the Composite Integrity Assessment Strategy (CIAS-Model), a schematic model developed by Dr Louis J Fick over more than 30 years of research. The CIAS-Model reflects the perspective-ratio of the composite concept of integrity in the world of work in relation to four critical performance domains, set out on a single negative-to-positive continuum.

Composite Integrity Assessment Strategy (CIAS-Model)

Schematic model reflecting the perspective-ratio of the composite concept of Integrity in the world of work in relation to the critical domains of TPI, OCB, CWB-Risk and CI on one baseline — **INTEG-MODEL**.



GLOSS:

OCB – Organisational Citizenship Behaviour: The candidate's disposition to assisting/helping others (e.g., co-workers) and/or the organisation without it being "officially" demanded of him to do so and while the candidate is not expecting anything in return whatsoever.

CWB-Risk – Counterproductive Work Behaviour: The candidate's tendency to demonstrate (or succumb to) behaviour that is to the detriment of the organisation or co-workers – ranging from a lack of commitment to blatant opposing action such as sabotage with the intention to harm the organisation and/or its employees.

TPI – Task Performance Integrity: The candidate's orientation to work itself, in an integrity context – career development, capacity, legitimacy, work ethic, commitment, conscientiousness, performance, participation, dependability, responsibility and accountability.

CI – "Classic" Integrity: The candidate's integrated wholeness in dealing with their (work-)life in a sincere, trustworthy, positive, consistent, honest and balanced manner.

Composite Integrity: Integrating the four broad performance domains of TPI, OCB, CWB-Risk and CI in an integrity context, to assess an employee's overall disposition in the work environment.

Integrity and CWB-Risk are not single, stand-alone traits – they are behavioural tendencies and outcomes. The ICP therefore identifies personality and character traits that reliably co-occur with, or predict, higher integrity (and lower CWB-Risk) and vice versa, and reports on both sides of this continuum independently.

DOMAIN A: INTEGRITY

This part reflects the candidate's **Integrated Wholeness** in dealing with (work-)life in an honest, reliable, fair, accountable and stable way – i.e., Integrity. It represents a principled, honesty-based stance: truthfulness, fair-dealing, transparent stewardship of information, taking ownership for mistakes, and steady emotional control, applied consistently and respectfully in everyday work. The composite integrates the **ten Integrity traits** below to provide an overall indicator of ethical reliability and trustworthiness in practice. On this domain, the stronger the inclination towards the Integrity Domain, the higher the score.

1. Honesty-Humility (Sincerity)



This trait assesses the candidate's orientation to truthfulness, sincerity and fair-dealing as a typical behavioural disposition – saying what is true, keeping their word, and dealing openly and straightforwardly with others.

High scorers present facts plainly, avoid spin or omission, and give an honest assessment even when it is uncomfortable to do so. They do not present themselves differently to different audiences, and are uncomfortable when they see others being dishonest.

Low scorers are strategic about what they share and with whom, adjust their self-presentation depending on the audience, and are inclined to rationalise small dishonest acts as reasonable and normal.

2. Conscientiousness (Ownership, Dutifulness & Self-Discipline)



This trait represents the candidate's orientation toward being dedicated and committed to work as an integral part of life – planning carefully, following procedures, meeting deadlines and checking quality without supervision.

High scorers hold themselves to high standards of quality and do not cut corners under pressure. They perform consistently whether or not anyone is checking on them, and take full ownership of their job – both in planning their work and in following through on it.

Low scorers do the minimum required to get by, are prone to rushing or producing careless work, and tend to respond to demands reactively rather than planning ahead.

3. Socialized Control (Internalised Norm Adherence)



This trait assesses the voluntary acceptance of shared rules because they are perceived as right and fair – not only because they are enforced.

High scorers select proper methods over shortcuts, keep to standards even when unseen, and hold themselves to the same standards expected of others. Their compliance is internally motivated and stable across situations.

Low scorers comply with rules mainly when enforcement is likely, take shortcuts when unsupervised, and are shaped more by the risk of being caught than by an internalised sense of what is right.

4. Accountability (Ownership & Error-Correction)



This trait centres around the willingness and ability to acknowledge one's own mistakes, communicate openly about issues, and put corrective steps in place.

High scorers take ownership openly and proactively, state clearly what happened and what will be done differently, and do not deflect, minimise or attribute their errors to external factors.

Low scorers avoid acknowledging errors, deflect responsibility onto others or circumstances, and tend to manage the narrative around a mistake rather than addressing the underlying problem.

5. Stability / Consistency (Emotional Stability)



This trait indicates the ability to act in an even-tempered, self-controlled and stable way under pressure.

High scorers remain steady and predictable, avoid emotional spikes and panic reactions, and make well-considered decisions when the stakes are high – favouring a consistent, well-controlled approach that reduces impulsive lapses and anger-driven errors.

Low scorers are more easily derailed by mood swings and stress, and are more prone to impulsive, emotionally-driven reactions when under pressure.

6. Agreeableness / Amenability (Pro-Social Orientation)



This trait reflects the degree to which the candidate uses a respectful, cooperative style in working with others.

High scorers consider different standpoints in a humane and sympathetic way, remain civil in disagreement, and aim for constructive, fair solutions rather than merely winning the point – supporting an ethical, low-conflict teamwork approach.

Low scorers are more competitive, uncooperative or dismissive in interpersonal interactions, find it difficult to remain civil when challenged, and show more limited empathy or patience with others.

7. Dependability / Reliability (Interpersonal Follow-Through)



This trait assesses visible promise-keeping in everyday work – delivering on commitments, or warning in advance if risks arise that may endanger a successful outcome.

High scorers honour their undertakings consistently, communicate proactively when risks or delays arise, and maintain steady follow-through over time. Others can rely on them to do what they said they would do, when they said they would do it.

Low scorers are unreliable in following through on commitments, do not communicate proactively when things go wrong, and their behaviour varies with mood or workload rather than with what is required.

8. Trustworthiness / Loyalty (Confidentiality & Ethical Fidelity)



This trait reflects the stewardship of relationships, information and action – handling sensitive matters with care, representing others honestly, and supporting colleagues without crossing ethical lines.

High scorers maintain confidentiality, earn the confidence of others over time through consistent, principled conduct, and are the kind of person others feel safe confiding in.

Low scorers handle confidences loosely, may use sensitive information in ways that serve their own interests, and are willing to compromise ethical standards when it is convenient.

9. Fairness (Sincerity, Impartiality & Transparency)



This trait represents a principled refusal to cheat or 'do deals' to get ahead – applying the same standard to everyone, regardless of relationship, status or personal preference.

High scorers avoid favouritism, apply the same rules to all, and explain decisions using clear, consistent reasons – treating people impartially and equitably even when it is personally inconvenient.

Low scorers are more likely to let relationships and personal preference shape their decisions, give more benefit of the doubt to people they like, and frame this inconsistency as reasonable judgment rather than favouritism.

10. Modesty (Humility, Humbleness & Discreetness)



This trait reflects a person's ability to accept positive feedback, but acknowledge the contributions of others and remain grounded despite their achievements or position – being humble and modest in dealing with others.

High scorers share credit rather than claiming it, accept feedback, do not demand special treatment, and are comfortable being in the background when the situation calls for it.

Low scorers tend to feel that they deserve more recognition and privileges than others doing similar work, seek attention for their achievements, and are more sensitive to perceived disregard from others.

Integrated Integrity Rating (IIR)



This composite scale integrates all ten Integrity traits above into a single weighted score, representing the candidate's overall Integrity disposition.

Adapted Integrity Rating (AIR)



This scale represents an adjustment of the candidate's Integrated Integrity Rating (IIR) according to their degree of truthfulness in completing the ICP, as reflected in the Monitor scale – leaving a more reliable single score.

DOMAIN B: COUNTERPRODUCTIVE WORK BEHAVIOUR (CWB-Risk)

This part of the test reflects the candidate's orientation to behaviours that may harm people, processes or property. It includes rule-breaking, exploitation, impulsive shortcuts, antagonism and self-centred exceptions. The composite integrates the **ten CWB-Risk traits** below to indicate overall risk for deviant or counterproductive work behaviour. The CWB-Risk thus assesses the tendency of the test-taker to demonstrate or succumb to typical deviant behaviour as a natural, common and inherent behavioural disposition. On this domain, the stronger the inclination towards the CWB-Risk Domain, the higher the score.

1. Risk-Taking / Recklessness (Low Self-Control)



This trait assesses risk-taking, reckless and uncontrolled behaviour that is at the very basis of a significant portion of the Counterproductive Work Behaviour in the World of Work today – unpredictable and risky shortcuts arising from a lack of self-control.

High scorers rush under pressure, push past rules or checks, and place speed or convenience above consequences – raising the likelihood of avoidable errors, safety lapses and policy breaches.

Low scorers tend to maintain established procedures even under pressure, weigh alternatives before acting, and do not treat rules as an obstacle to be bypassed for the sake of speed.

2. Exploitativeness / Deceitfulness (Deviant Orientation)



This trait measures the use of selective information, charm and calculated tactics to gain personal advantage.

High scorers appear cooperative on the surface while pursuing hidden agendas, withhold key information, distort facts, and present different messages to different people – behaviour that is strategic and patient rather than impulsive. They drive interpersonal deviance in teams and client relations.

Low scorers communicate transparently and consistently, and do not manage information for personal advantage – what you see is what you get.

3. Manipulative / Indoctrinative Stance (Machiavellianism)



This trait evaluates a sustained, systematic manipulative stance – even to the detriment of others – associated with the Machiavellian dimension of the Dark Triad of personality.

High scorers maintain a hidden purpose while publicly appearing aligned with others' direction, use covert influence techniques, treat people as a means to an end, and remain indifferent to the harm caused. This is a strong predictor of deviance and CWB, reflecting Dark Triad tendencies of Machiavellianism and interpersonal exploitation.

Low scorers tend to influence others more openly and transparently, do not conceal agendas, and value relationships for their own sake rather than for what can be extracted from them.

4. Rule Defiance (Wilful Norm Violation)

1 2 3 4 5 6 7 8 9 10

This trait represents an ingrained disposition toward seeing rules as optional, externally imposed constraints, rather than legitimate structures – not impulsive rule-breaking, but a deliberate, considered stance.

High scorers challenge legitimate authority and instructions, bend policies on their own initiative rather than raising concerns through proper channels. They rationalise non-compliance as practical judgment or efficiency, thereby increasing organisational risk.

Low scorers follow rules and procedures consistently, including when no one is checking, and raise concerns about a rule through proper channels rather than simply ignoring it.

5. Aggression / Hostility (Antagonistic Reactivity)

1 2 3 4 5 6 7 8 9 10

This trait assesses irritable, short-tempered and combative (e.g., argumentative, confrontational, aggressive) reactions under pressure.

High scorers argue, become sarcastic, and escalate rather than de-escalate conflict – damaging relationships and negatively affecting the quality of decisions. This disposition is often accompanied by low self-control.

Low scorers manage their emotional reactions under pressure, de-escalate rather than escalate, and maintain constructive engagement even in difficult interpersonal situations.

6. Impulsivity (Acting Without Foresight)

1 2 3 4 5 6 7 8 9 10

This trait evaluates the tendency to act first and think later.

High scorers take actions that increase risk, create avoidable errors or disrupt consistent performance – trusting instinct over deliberation and preferring action over planning.

Low scorers tend to think before acting, consider consequences before committing, and maintain consistent, considered performance regardless of mood or momentary impulse.

7. Cynicism (Rationalisation Stance)

1 2 3 4 5 6 7 8 9 10

This trait assesses the extent to which individuals hold a generally distrustful and negative view of others' motives and behaviour – an assumption that others are self-serving and that "everyone cuts corners," which downplays the harm caused by such behaviour and justifies similar questionable actions.

High scorers are more likely to assume hidden motives, view unethical behaviour as commonplace, and rationalise questionable choices as normal practice. A single cynical individual can have a disproportionate effect on a team's collective behaviour and culture.

Low scorers extend genuine good faith to others, do not assume hidden motives, and maintain their own ethical standards independently of what they believe others do.

8. Malicious Intent (Vindictiveness)

1 2 **3** 4 5 6 7 8 9 10

This trait measures a propensity to deliberately plan or engage in actions that harm others, the organisation, or its interests.

High scorers may justify harmful actions through resentment, revenge, or a belief that others 'deserve it', and are more likely to engage in sabotage, intentional non-compliance, or actions that expose the organisation to risk. This behaviour is typically covert, targeted and sustained over time, rather than reactive.

Low scorers are unlikely to intentionally harm others or the organisation, avoid behaviours that could cause damage even under pressure or conflict, and resolve grievances constructively rather than retaliating.

9. Entitlement / Narcissism (Privileged & Egoistic)

1 2 3 **4** 5 6 7 8 9 10

This trait integrates the belief that one deserves special treatment in their own right (entitlement), with a pattern of self-importance and a need for admiration (narcissism).

High scorers expect recognition, rewards or compliance from others regardless of actual contribution, prioritise their own needs and status over fairness or collective goals, and justify preferential treatment or bending rules to secure advantage. This raises fairness concerns and the possibility of policy conflict.

Low scorers show a balanced self-view, respect shared standards, and do not expect special privileges beyond what is earned or generally considered appropriate.

10. Effort-Withholding Control (Deliberate Underperformance)

1 2 **3** 4 5 6 7 8 9 10

This trait indicates the deliberate application of less effort than a person is capable of, despite having the ability to perform at a higher level.

High scorers conserve energy, avoid exertion unless necessary, and restrict their contribution to the minimum required – remaining in full control of their own output while simply unwilling to utilise their capacity optimally.

Low scorers apply their full capability consistently, do not strategically pace or withhold effort, and bring the same level of investment to their work regardless of whether it is being observed.

Integrated CWB-Risk Rating (ICR)

1 2 3 **4** 5 6 7 8 9 10

This composite scale integrates all ten CWB-Risk traits above into a single weighted score, representing the candidate's overall risk of counterproductive work behaviour. The stronger the CWB-trend, the higher the score – since this is a risk domain, the lower the score, the better.

Adapted CWB-Risk Rating (ACR)

1 2 3 4 **5** 6 7 8 9 10

This scale represents an adjustment of the candidate's Integrated CWB-Risk Rating (ICR) according to their degree of truthfulness in completing the ICP, as reflected in the Monitor scale – leaving a more reliable single score.

MONITOR (Composite of three Subscales)



This part contains the controlling mechanism and certifying division of the test. The Monitor assesses the degree of objectivity, open-mindedness, accuracy and truthfulness with which the candidate completed this self-reporting instrument, and applies to both the Integrity and the CWB-Risk domains.

1. Truthfulness



This scale assesses how open-minded, truthful and honest the candidate was when completing the assessment. It is derived from six independently devised questions, and reflects, by implication, the candidate's inherent orientation to honesty, basic trustworthiness and accountability, as well as their typical inclination towards submitting to CWB.

A low score is a strong indication of a *dishonest orientation* on the part of the candidate, considering that candidates are warned against misrepresenting themselves during completion of the questionnaire.

A score below '5' is considered a knock-out, in that the user of the test cannot rely on the truthfulness of the information supplied.

2. Consistency



This scale assesses whether the candidate's responses are coherent and credible, and whether they understood the language, the purpose of the test, and the meaning of each item.

Low consistency suggests possible misunderstanding, language difficulty, or unreliable answering. A score of '4' or below should be treated with caution.

3. Unnatural Exaggeration



This scale assesses the degree to which the candidate is prone to inflating the information supplied in the instrument. A consistent tendency to inflate or exaggerate oneself when dealing with others, as a typical behavioural disposition, is particularly concerning.

A score of '4' or below on this scale is considered a knock-out.

COMPOSITE INTEGRATED & ADAPTED RATING

The ICP reports three types of results: the Integrated score of each of the two domains the test consists of – Integrity and CWB-Risk – and finally the Combined Composite Integrated Rating of both domains, providing the final integrated score the entire test consists of. Each of these three results is also reported as an Adapted Rating, converted according to the degree the candidate ‘lied’ in completing the ICP, and taking their Consistency and Unnatural Exaggeration scores into consideration in the process – leaving the user with a more reliable single score.

COMPOSITE INTEGRATED RATING (CIR)



This composite scale best represents all areas of the ICP assessment – both the Integrity and CWB-Risk domains – as a single weighted integrated score.

COMPOSITE ADAPTED RATING (CAR)



This scale represents the candidate's Composite Integrated Rating (CIR), adjusted for the degree to which they 'lied' in completing the test, as reflected in the Monitor scale.