



**SYMBIOTICS**

**Adapt Personality Questionnaire (APQ)  
Crew Resource Management CAPT  
English  
Aviation Knowledge  
Cognitive Foundation  
Fast  
Ingold Aviation Video Interview**

**Candidate: A78876  
Generated: 24/04/2025  
Expiry: 24/04/2025**

## Candidate Summary:

**Candidate Name:** SteffenMerz **Candidate Number:** A78876 **Date:** 23.04.2025 **Examiner:** LB  
**Operator:** IJM **Level:** Captain

**Overall Fit:**  Above Average

The candidate has been assessed as a Blue candidate overall with minor areas for concern against the interview competencies for Ingold Aviation and their client IJM. This report should be considered as only one element of the basis on which any decision is made and must be supplemented by information drawn from other sources, as relevant to the process.

## Online Assessment results:






Online English Language:  Aviation Knowledge: 

## Interview Overview:

### Competencies:

Attribute:	Score:	Influence:
Teamwork	Good evidence	 Positive
Leadership	Some evidence	 Variable
Decision Making	Some evidence	 Variable
Professionalism	Good evidence	 Positive
Communication	Good evidence	 Positive

### Overview:

Attribute:	Score:	Influence:
Role Fit	Minor Concerns	 Positive
Motivation	Minor Concerns	 Positive
Company-Minded	Minor Concerns	 Positive
Self-Efficacy	Minor Concerns	 Positive
Attitude	Some Concerns	 Variable

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## Interview Summary:

The candidate presented as a polite and measured individual who was engaged throughout the discussion. He was clear and considered in his communication style, which supported the discussion of his motivation and experiences and should assist his interaction within the role. He was generally more neutral in his self-presentation, however, he appears to enjoy the role, citing the ability to build closer working relationships with all members of the operation, as his reason for his enjoyment of the bizjet sector specifically. He has experienced some difficulties with his previous employer and it is this that has prompted him to seek a new opportunity, with this situation appearing to time well with his desire to step back from the additional responsibilities he has been fulfilling for the majority of his career; he is keen to focus on flying for the remainder of his career. He has acquaintances within IJM and their positive recommendations of the company have formed the basis of his motivation for the opportunity, citing the professionalism and organisational culture within this, as his reasons for seeking to join them; he showed some understanding of the organisation to further support his desire to join the company. He showed some awareness of the operational demands that will be placed upon him and self-reported the freelance nature of the position will work well for him in terms of managing his other interests; he should understand the need for flexibility and be company minded in his approach to meeting demands, however, is likely to want a structured approach to scheduling as much as possible. He appears to have given some consideration to the potential challenges he may encounter during the transition, although this was less detailed, and therefore he may benefit from further thought here and into the strategies he will use to support himself, especially if he experiences difficulties he is not currently anticipating; he recognises there will be an adjustment in stepping back from his additional responsibilities but he should be willing to do so, while still remaining open to sharing his experiences with others. His description of the responsibilities associated with the role was more concise but he placed strong emphasis on safety and recognised the importance of the commercial aspects alongside this, as well as articulating some fairly positive strategies for managing more challenging client interactions; his experience within the additional roles he has undertaken is likely to further enhance his decision making within the role. He showed an understanding of the need to engage in activities to support his own continuous professional development and should be proactive in his approach and open to learning as part of his continued progression. His competency-based responses were generally relevant to the question asked and provided appropriate evidence of the required skills, although he could have discussed his actions in greater detail at times. He demonstrated he should be willing to work collaboratively with others to support task completion, while also having some appropriate strategies for managing more challenging colleague interactions and a desire to speak up in matters of safety. His decision making example lacked some focus on the question asked but he was able to provide evidence within the discussion that he should be considered and safety focussed in his approach here. He displayed a willingness to engage in the process of self-reflection and he should be willing to take responsibility for his mistakes to support learning, however, he spoke more generically when discussing his areas for development and this could impact aspects of his progression; his mistake example highlighted that he can become task focussed under pressure and, while he articulated learning from the situation, his FAST performance further supports a propensity to narrow in focus under higher workload.

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<b>Self-Efficacy:</b>	The candidate appears to have developed some reasonable coping strategies for managing more novel situations and should show some self-awareness to support his continued learning and progression.
<b>Adherence:</b>	He has shown strong loyalty to his previous employers and does appear to be seeking to replicate this with IJM if he is successful, providing his expectations of their professionalism are met.
<b>Motivation:</b>	He provided fairly positive justification for both his enjoyment of the bizjet sector and the opportunity with IJM specifically.
<b>Influence:</b>	He demonstrated he should be open in his interactions with others and willing to assert himself if the situation requires it, as well as having some reasonable strategies for managing more challenging interactions.

### Self-Report Summary:

#### APQ Summary:

<u>Attribute:</u>	<u>Score:</u>	<u>Influence:</u>
Role	Above Average	● Positive
Personal Style	Above Average	● Positive
Character	High	● Good
Work Environment	Above Average	● Positive

#### CRM Summary:

<u>Attribute:</u>	<u>Score:</u>	<u>Influence:</u>
Cooperation	Above Average	● Positive
Leadership	Above Average	● Positive
Situational Awareness	Average	● Variable
Decision-Making	Above Average	● Positive

### Correlation: Observed Vs Self-Reported Behaviour:

The candidate displayed a reasonable level of correlation between his self-reported and observed behaviour, reflecting the level of openness and self-awareness observed on the day; he is likely to be a structured individual who is likely to prefer operating within the confines of his comfort zone and should be driven to achieve his goals, however, although he displayed a willingness to take responsibility for his mistakes, this was not seen to the extent his preferences suggest. He recorded a below average score for Referencing, which suggests he may have a desire to please and therefore could lack some independence and confidence of thought, but there was less evidence to support this on the day; he displayed he should be willing to speak up when needed. His score for Invulnerability was also below average, which suggests he may not always fully estimate risk due to a lack of experience; his decision making example was less detailed and therefore it was more difficult to fully understand his approach, but he did show some consideration and safety focus in his approach more generally. His score for Anxiety was very low which suggests either the potential to under-react, a lack of self-awareness, or that he has misunderstood the questions or made attempts to manage his impression; he was very calm and composed in his manner on the day and displayed a more variable level of self-awareness, therefore further investigation may be of benefit. He found it difficult to manage dynamic demands within FAST initially but was able to demonstrate some learning from his past experiences, although his Situational Awareness remained below average in both attempts and therefore further investigation in a practical environment may be of benefit; his mistake example further demonstrated that he can be prone to some fixation when busy and this could impact aspects of his performance within the role.

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