



INGOLD AVIATION
Flight Operations Consulting

Talent Match Report Overview

Captain

Per Nilsson

26 Jan 2026

This report provides a summary of the competency potential for this candidate when compared to the role of Captain. The competency potential scores are based on the candidate's responses to the potential assessments described in this report.

When interpreting the information in this report, the focus should remain on the inherent competency requirements for the role mentioned above. This report only represents the competency potential of this candidate against this specific role. The talent match score should not be generalised to other roles.

For any critical decisions, such as selection decisions, these assessment results must not be used in isolation and should be integrated with other available and relevant recruitment and selection information.

The information contained within this report is generally valid for 12 to 24 months, depending upon the specific assessment and application used.

Confidential Information

INTRODUCTION

Effective performance in most roles is dependent on the extent to which an individual's likely behaviour is aligned with the behavioural requirements that lead to success in a particular role.

This report aims to indicate Per Nilsson's potential fit with the most important requirements for the position of Captain.

Several factors contribute to an individual's likelihood of success in a role. Some factors, such as qualifications and experience, are backwards-looking, while others pertain to the individual's current environment, including their relationship with a manager and their team. While addressing these various aspects, this report primarily provides a forward-looking perspective.

ROLE SPECIFIC TALENT MATCH



Per Nilsson is as likely as most others to be successful in the following role/job: Captain.

Possible **risks** for this role

- Interacting with People
- Applying a set of known rules to a specific problem
- Analysing complex numerical information

Key **strengths** for this role

- Directing People
- Taking Action
- Sense of direction
- Processing auditory information

Development opportunities for this role

- Documenting Facts
- Interpreting Data
- Conveying Self-confidence
- Understanding People
- Team Working

Good potential for this role

- Generating Ideas
- Resolving Conflict
- Meeting Timescales
- Following Procedures
- Hand-eye-coordination

OTHER PERSONAL CONSIDERATIONS

Structured Interview

Flight Crew Interview



Motivational-Directional Factors

Safety and Dependability for Aviation

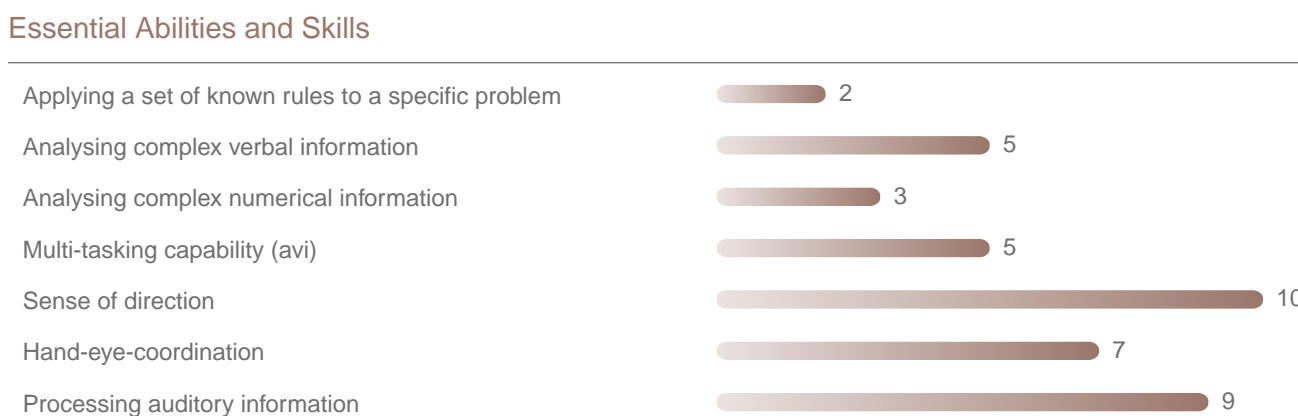
Likelihood to commit to safety standards, promote a safety culture, and avoid risks.



FULL BEHAVIOURAL STYLES AND ABILITIES

Role Specific Talent Match Profile

This profile provides a summary of the individual's results compared against essential and important work-related behaviours and abilities required for success in the role of Captain.



Detailed Abilities and Skills

This section provides a detailed view of the abilities and skills that were measured in the assessments. This information provides an indication of how these abilities and skills may affect success in different work contexts.

Applying a set of known rules to a specific problem

Very Low

Mr. Nilsson should find it much more difficult to apply known rules and principles to specific problems, identify logical patterns, and draw accurate conclusions.

This ability is critical for effective performance in areas like:

- Recognising cause and effect relationships;
- Identifying patterns and sequences;
- Reaching logical conclusions; and
- Practical problem solving.

Analysing complex verbal information

Moderate

Mr. Nilsson should find it as easy as most to evaluate verbal information quickly and efficiently; distinguish between relevant and irrelevant information; and draw logical conclusions from verbal information.

This ability is critical for effective performance in areas like:

- Problem-solving when dealing with verbal information;
- Critical and constructive thinking;
- Written communication; and
- Articulating information logically.

Analysing complex numerical information

Low

Mr. Nilsson should find it more difficult to evaluate numerical information quickly and efficiently; distinguish between relevant and irrelevant information; and draw logical conclusions from information presented in tables, lists, graphs, and diagrams.

This ability is critical for effective performance in areas like:

- Problem-solving when dealing with numerical information;
- Performing and communicating estimates;
- Making correct analyses and evaluations; and
- Drawing logical conclusions and presenting logical alternatives.

Multi-tasking capability (avi)

Moderate

Mr. Nilsson should find it as easy as most to focus and accurately work on several tasks simultaneously.

This ability is critical for effective performance in areas requiring:

- Giving attention to and processing different streams of information at the same time;
- Shifting attention between different tasks;
- Monitoring and evaluating different simultaneous processes;
- Operating aircraft, machinery, or other technical equipment that involve sequences of different aviation tasks; as well as in
- Aviation, technical-related, and safety roles, including aircrew, pilots, air-traffic controllers, airfield operations specialist, technicians and engineers.

Sense of direction

Extremely High

Mr. Nilsson should find it much easier than most to maintain spatial orientation or sense of direction when driving, navigating, or operating machinery.

This ability is critical for effective performance in areas like:

- Driving or operating machinery.
- Navigational tasks or roles that rely on an individual's sense of direction.
- Observation and memory of locations and places.
- Planning and execution of military operations.

Hand-eye-coordination

Fairly High

Mr. Nilsson should find it easier than most to coordinate hand-eye movement in a complex control task (navigating an object through obstacles).

This ability is critical for effective performance in areas like:

- Monitoring systems, assessing environmental conditions and operating controls;
- Navigating and directing the movement of vehicles and equipment to exact positions;
- Operating tools, machinery and motion-controlled devices to produce or assemble parts;
- Working with precision instruments.

Processing auditory information

Very High

Mr. Nilsson should find it much easier than most to process and remember auditory information delivered in different accents.

This ability is critical for effective performance in areas requiring:

- Understanding, processing, and remembering auditory information;
- Accurately communicating information using radio and other electronic means;
- Understanding different accents in multicultural contexts; as well as in
- Aviation and safety-related roles, such as aircrew and air traffic controllers.

OTHER PERSONAL CONSIDERATIONS

This section will provide additional information on selected personal considerations that may affect everyday workplace functioning.

Structured Interview

The table below shows a summary of the scores from the competency-based interview. As part of a competency-based interview the individual is asked to provide specific examples of their application of competencies to situations they have experienced. Higher scores indicate a greater range and depth of experience.

Flight Crew Interview	Low	Moderate	High
Application of Procedures and Compliance with Regulation			7
Communication			7
Leadership & Teamwork			7
Problem Solving & Decision Making			6
Workload Management			7
Stress Tolerance			9

Interview Observations

Per is an experienced business-aviation Captain with a long and varied career across Scandinavian airline, charter, and private-jet operations, characterised by adaptability, operational credibility, and a sustained interest in leadership roles.

His career progression demonstrates strong application of procedures and compliance with regulations, with repeated appointments to safety-critical management roles including Director of Flight Operations, Compliance Monitoring Manager, Quality Manager, Flight Safety Officer, and Auditor. Interview evidence shows consistent adherence to regulatory standards, even under commercial pressure, exemplified by his willingness to ground an aircraft for unresolved technical uncertainty despite business inconvenience. This reflects confident rule compliance and an internalised safety-first mindset.

Communication and leadership and teamwork are generally measured and professional. Per describes himself as initially reserved but effective once engaged, favouring low-hierarchy cockpit environments typical of Scandinavian CRM. He adapts his style when operating in more hierarchical cultures and demonstrates respect for crew input, while remaining prepared to assert authority when workload or safety requires it. Leadership emerges as a clear strength, expressed less through dominance and more through calm ownership of situations, mentoring, and behind-the-scenes organisational support.

Problem solving and decision making are grounded in experience and sound judgement. Ability-test results indicate average verbal reasoning and multitasking capability, comparatively lower numerical and logical reasoning under time pressure, and clear strengths in spatial orientation, auditory processing, and hand-eye coordination. In operational contexts, Per compensates for logical reasoning load through structured procedures, anticipation, and situational discipline, supporting stable and defensible decision making in complex environments.

Situational awareness and workload management are well developed. Per demonstrates exceptional stress tolerance, remaining composed, focused, and effective under sustained operational pressure and in high-workload or time-critical situations. He recounts demanding scenarios, including crew incapacitation and technical abnormalities, without emotional escalation, maintaining control, effective prioritisation, and task focus.

Overall, Per presents as a reliable, safety-oriented Captain with a clear inclination to lead and assume authority. From a development perspective, continued engagement with complex problem-solving tasks is likely to support cognitive flexibility and decision quality under time pressure, while conscious attention to inclusive leadership behaviours may further strengthen crew effectiveness.

No further psychological assessment is required at this stage.

Safety and Dependability for Aviation

Workplace safety is fundamental to the success and sustainability of aviation organisations, where roles require high levels of precision, accountability, and focus. In such environments, inattentiveness, fatigue, stress, aggression, or risk-taking can result in severe injuries, operational disruptions, or reputational harm. Research highlights that individuals who are committed to their job and the organisation, take responsibility, and avoid risks, are better equipped to thrive in these demanding contexts.

The profile below provides a view of the individual's ability to contribute to a safe and compliant work environment.

Overall Safety and Dependability

Low Moderate High

Safety and Dependability for Aviation

Likelihood to commit to safety standards, promote a safety culture, and avoid risks.



Safety Attitudes and Behaviours

Low Moderate High

Showing Organisational Commitment

Showing commitment to the organisation's goals, norms and values.



Taking Responsibility for Safety

Acting in the interest of the organisation and supporting others in maintaining a safe work environment.



Focusing on the Task at Hand

Focusing on achieving targets and executing tasks in a safe manner.



Considering Consequences of Actions

Maintaining awareness of the potential outcomes of decisions and actions.



Avoiding Risks and Harmful Actions

Adhering to rules and avoiding harmful or irresponsible actions.




Fit to ICAO Competency Framework

Per Nilsson's profile is based on links established between the output of the behavioural potential questionnaires and the ICAO competency framework. It should be noted that five of the eight ICAO competencies have been assessed and the other competencies (aeroplane flight path management – automation, aeroplane flight path management - manual control, situation awareness and management of information) should be assessed with work sample tests such as a flight simulator.

Procedures & Regulations


Low Moderate High

Minimises risk through the application of procedures and compliance with regulations  7

Communication

Builds rapport and engages with others  5

Is comfortable having to persuade others  6

Projects social confidence and explains things clearly  5

Is comfortable challenging ideas and voicing opinions  5

Leadership & Teamwork

Is comfortable leading and taking control  9

Projects confidence and values own contributions  4

Shows empathy and focuses on understanding others  4

Encourages team contributions and involves others  4

Values, trusts and tolerates the differences in people  5

Problem Solving & Decision Making

Analyses and processes information  6

Interprets data from available sources  4

Is practically minded and applies common sense  5

Is determined and willing to take decisions  6

Workload Management

Manages time by being punctual  7

Checks details and ensures accuracy  7

Sets priorities, plans and organises work  6

Is comfortable multi-tasking to produce output  9

APPENDIX: COMPETENCY DEFINITIONS

Saville 36 Dimension Definitions

Solving Problems

Examining Information	Analyses and processes information; asks probing questions; strives to find solutions to problems.
Documenting Facts	Writes fluently when documenting facts; understands arguments logically; focuses on finding facts.
Interpreting Data	Interprets data rationally by quantifying issues; applies technology as a means to evaluating data; evaluates information objectively.
Developing Expertise	Is open to taking up learning opportunities; is quick in acquiring knowledge and skills; develops expertise by updating specialist knowledge.
Adopting Practical Approaches	Applies practical skills when investigating issues; prefers to learn by doing; is practically minded and applies common sense.
Providing Insights	Is focused on continuously improving things; provides insights by identifying key issues; makes intuitive judgements.
Generating Ideas	Is creative in producing ideas; assumes an original approach when generating ideas; adopts radical solutions.
Exploring Possibilities	Is conceptual when developing ideas; applies theories to problem solving; prefers to learn by thinking and identifying underlying principles.
Developing Strategies	Is focused on developing strategies; thinks in the longer term and anticipates trends; envisages the future and adopts a visionary approach.

Influencing People

Interacting with People	Is lively and projects enthusiasm; is talkative in making contact; is focused on interacting and networking with people.
Establishing Rapport	Builds rapport and puts people at ease; is engaging and welcomes people; finds it easy to make friends.
Impressing People	Is comfortable attracting attention; impresses others by promoting personal achievements; seeks to gain recognition and praise from others.
Convincing People	Is comfortable having to persuade others; shapes opinions by being outspoken; seeks to negotiate with others.
Articulating Information	Is articulate in giving presentations; is eloquent and explains things well; projects social confidence when articulating information.
Challenging Ideas	Prepared to disagree and question assumptions; challenges ideas and established views; comfortable arguing own perspective.
Making Decisions	Is determined and decides on actions; willingly assumes responsibility; is definitive and stands by own decisions.
Directing People	Is comfortable leading people; coordinates and directs groups; seeks to control things.
Empowering Individuals	Motivates individuals by empowering them; seeks to inspire people and groups; gives encouragement to others.

Adapting Approaches

Conveying Self-confidence	Is self-assured and projects inner confidence; is confident and determines own future; values own contributions.
Showing Composure	Stays calm and relaxed during events; is not worried and tolerates stress levels; is composed in dealing with pressure.
Resolving Conflict	Is comfortable calming upset people; handles angry individuals well; is focused on resolving conflict and arguments.
Thinking Positively	Is optimistic and positive; recovers easily from setbacks and obstructions; is jovial and projects cheerfulness.
Embracing Change	Copes with change and variety; tolerates uncertainty and ambiguity; adapts to new challenges.
Inviting Feedback	Is receptive to feedback and acknowledges criticism; open to critique and critical thinking; gathers feedback from others.
Understanding People	Shows empathy and compassion; attends and listens to people; is attentive and understands the motivation in others.
Team Working	Works participatively with others; is democratic and encourages team contributions; collaboratively involves others in decision-making.
Valuing Individuals	Shows consideration towards others; tolerates the differences in people; values and trusts people.

Delivering Results

Meeting Timescales	Is target focused and meets deadlines; is punctual and keeps to schedule; is reliable in completing tasks.
Checking Things	Is meticulous in finding errors; ensures accuracy by being thorough and checking details; produces high quality work by being detailed.
Following Procedures	Conforms and adheres to rules; closely follows instructions and procedures; minimises risks by sticking to processes.
Managing Tasks	Manages tasks by being organised and methodical; plans activities systematically; sets priorities for tasks.
Upholding Standards	Behaves ethically and justly; is discreet and maintains confidentiality; meets commitments by acting with integrity.
Producing Output	Is focused on activity and works quickly; keeps busy and maintains productivity; is comfortable multi-tasking to produce output.
Taking Action	Takes action to make things happen; uses initiative to start things up; shows drive and invests personal energy.
Seizing Opportunities	Identifies business opportunities; creates additional sales for future growth; wants to win and outperform competitors.
Pursuing Goals	Strives to achieve outstanding results; is ambitious and acts with determination; persists through difficulties to achieve results.

ABOUT

The Introduction of the new European Aviation Safety Agency (EASA) regulation CAT.GEN.MPA.175(b) in February 2021, was the result of an EASA-led taskforce recommendation in response to the Germanwings Flight 9525 accident. The regulation requires Aircraft Operating Certificate (AOC) holders to ensure that a psychological assessment of all pilots is conducted prior to their commencement of flying duties.

The new regulation on psychological assessment is being introduced alongside the requirement for AOC holders to have a Pilot Peer Support Programme in place and for periodic drug and alcohol testing to be conducted. These European regulations reflect a global need for the aviation industry to support and promote pilot wellbeing. As far as flight crew and the flying public are concerned, the introduction of a psychological assessment will provide additional transparency around selection practices and will certainly install a sense of assurance that meaningful standards are being applied to contribute to overall flight safety.

The EASA regulation CAT.GEN.MPA.175(b) as well as the IATA guidance material and best practices for pilot aptitude testing were used to develop this report. It is highly recommended that behavioural competencies are explored further in a competency-based behavioural interview, if such an interview did not form part of this assessment process.

It is important to note that this report does not replace a clinical interview assessing mental health and related conditions that could disqualify a candidate from operating as a pilot. In line with the EASA recommendations, it is thus advised that an examination for psychopathology and psychological adjustment should be part of the Class 1 medical examination. Outlier data points in this report are recommended to be explored during an interview following this assessment. They are not meant to disqualify a candidate nor to be the only topics discussed in an interview. Such an interview and the hiring decision are at the discretion of the AOC. Neither TTS, nor AeroAssess will accept any liability for any hiring decisions.

Using this summary and additional reports

This Talent Match Report provides an overview of the key results attained from the assessment and compares this with critical behavioural requirements for a specific role. This report should be read with the detailed reports from each of the assessment methods. The summary report is not intended to be comprehensive and should not be used as the single source of information in the making of any final talent decisions.

About the success profile

The success profile for this role was developed using a well-researched framework of behaviour. The most critical behaviours for this role were selected from this framework by subject matter experts.

About the assessment methods

The use of the assessment methods contained in this report is limited to those people who have received specialist training in its use and interpretation. Questionnaires were completed online and without supervision. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data.

About the scores

The overall fit score is a weighted score based on the individual's fit against the essential and important behaviours, as well as the essential skills and capabilities for this role. The results are based on a 1 to 10 scale where 1 is unlikely to be successful and 10 is highly likely to be successful in the particular role.

The summary profile includes a summary of behaviours and capabilities that are seen as key strengths, good potential, development opportunities or possible risks for the role and are defined below.

Possible risks for this role

Behaviours or capabilities in this block are essential or important for success in the role, but the individual has extremely low or very low potential in these areas. Sustained performance in these areas is unlikely and presents significant risks for future success.

Key strengths for this role

Behaviours or capabilities in this block are essential or important for success in the role, and the individual has extremely high or very high potential in these areas. Sustained performance in these areas is very likely and presents significant strengths that should lead to future success.

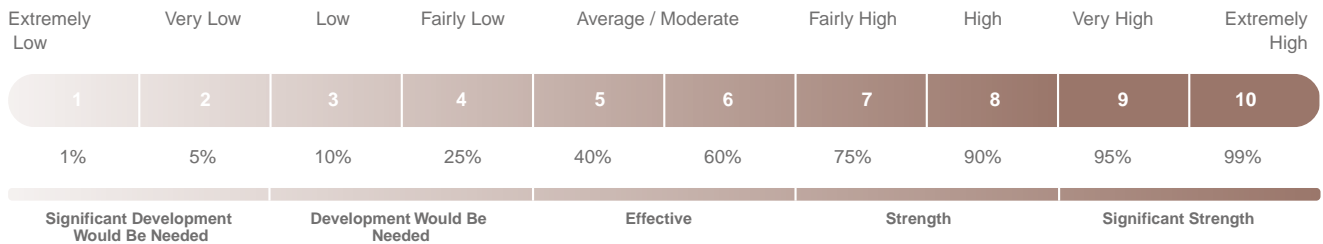
Development opportunities for this role

Behaviours or capabilities in this block are essential or important for success in the role, but the individual has low or fairly low potential in these areas. Where possible, these areas should be developed to ensure sustained performance in this role.

Good potential for this role

Behaviours or capabilities in this block are essential or important for success in the role, and the individual has high or fairly high potential in these areas. These areas could be used to ensure sustained performance in this role.

The individual profile scores from the assessments have been compared with other individuals who have previously completed the assessment (more about this in the technical information section at the back of the report). Results are based on a 1 to 10 scale as shown below.



*Percentage better than comparison group

About this report

This report is based on assessments that explore an individual's motives, preferences, needs and talents in critical work areas. This report may also explore an individual's leadership challenges and/or strategic capability.

Since some of the questionnaires used in this report are self-report measures, the results reflect the individual's self-perceptions. Nevertheless, extensive research has shown these questionnaires to be a valid measure of how people will operate in the workplace.

It should be remembered that the information contained in this report is potentially sensitive and every effort should be made to ensure that it is stored in a secure place. This report has been generated electronically. TTS-Top Talent Solutions, or its suppliers cannot guarantee that it has not been changed or edited. We accept no liability for the consequences of the use of this report, howsoever arising.

TECHNICAL INFORMATION

Job/Role Data		Date
Job or role involved	Captain	
Job Analysis	tts-define	09 Jan 2025

Assessment Methods	Details	Date
Professional Styles (IA)	Norm: Professionals & Managers (INT, IA, 2021)	21 Jan 2026
Demographics	Norm: No Norm Applicable	21 Jan 2026
Scales nav (sense of direction)	Norm: general adult population	21 Jan 2026
(OBI) Organisational Behaviours Index v8.0	Norm: OBI General Population 2016	21 Jan 2026
Scales verbal mobile (consumer compact)	Norm: general adult population	21 Jan 2026
Scales numerical mobile (consumer compact)	Norm: general adult population	21 Jan 2026
wingChallenge (complex control)	Norm: Pilots(Global) – First officers/Experience Pilots	21 Jan 2026
Scales atc (auditory comprehension)	Norm: Pilots(Global) – Captains	21 Jan 2026
Result Entry - AEROASSESS Flight Crew CBI	Norm: No Norm Applicable Completed by: Karien Stadler (Info)	26 Jan 2026
gapChallenge	Norm: general adult population	21 Jan 2026
Scales mt (aviation) (multitasking capability)	Norm: Pilots(Global) – Captains	21 Jan 2026

Input Data

RA = 6 | CNS = 6 | Gender (Demographics) = male

TMR template, version 7.2 of January 2026

The following foundational model(s) was/were developed from the assessments included in this project by applying predictive analytics and data algorithms:

- Safety and Dependability for Aviation