

Williams & Company.

Name: Heather Morgan

Organisation: Lombardini Pharma Inc.

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Type Assessment: Onboarding Assessment

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Signature:

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Executive Summary

Personality (MBTI): INFP (Mediator) — imaginative, empathetic, idealistic, with strong introspection and a deep desire for authenticity. Strengths include insightful understanding, gentle persuasion, and independent thinking. Noted challenges include pragmatism, self-promotion, sensitivity to criticism, and organization.

Strengths Assessment (VIA): Top strengths are Perseverance, Leadership, Prudence, Humility, and Self-Regulation. Lesser strengths include Hope, Judgment, Appreciation of Beauty & Excellence, and Spirituality.

Team Roles: Highest scores in Explorer (17%) and Chairperson (17%). Lowest scores in Executive (6%) and Completer (6%).

Assessment Interview: Based on her MBTI, Strengths, Team Roles, and IQ results, the interview confirmed strong reasoning ability and coordinating/engaging strengths (Explorer, Chairperson), alongside a consistent gap in originating direction and follow-through detail (Creativity, Perspective, Executive, Completer), which Heather herself acknowledged when probed.

Personality Traits

As an INFP (Mediator), the candidate possesses a rich inner world brimming with imagination, empathy, and idealism. The candidate's compassionate nature and deep-seated desire to understand the human experience make the candidate a natural confidant and source of support for those around them. The candidate approaches life with a sense of wonder, always seeking meaning and authenticity in their experiences and relationships.

The candidate's creativity is a wellspring of inspiration, often manifesting in unique ideas and innovative solutions to complex problems. However, this same creativity can sometimes lead the candidate to become lost in daydreams, making it challenging to handle the more practical aspects of life. The candidate has a profound capacity for empathy, allowing them to connect with others on a deep, almost intuitive level.

The candidate's introspective nature drives them to continually explore their own thoughts, feelings, and values. This self-awareness is a powerful tool for personal growth, but it can also lead to excessive self-criticism. The candidate is highly attuned to criticism from others as well, which can sometimes leave them feeling vulnerable or misunderstood.

Despite these challenges, the candidate's unwavering commitment to their ideals and their ability to see the best in others make them a powerful force for good in the world. The candidate's journey is one of balancing their rich inner life with the demands of the external world, always striving to bring more beauty, kindness, and authenticity into their life and the lives of those around them.

Career Path

In their professional life, the candidate is driven by a deep-seated need for meaning and purpose. The candidate thrives in environments that allow them to express their creativity, help others, and stay true to their values. Careers in counselling, teaching, writing, or the arts often appeal to the candidate's nurturing nature and imaginative spirit. However, finding the right fit can be a journey of trial and error, as the candidate strikes a balance between their ideals and the realities of the working world.

The candidate's ability to think outside the box and empathize with others makes them a valuable asset in many fields, particularly those requiring innovative problem-solving or interpersonal skills. Yet, the candidate may struggle with highly structured environments or roles that involve a lot of routine tasks. The candidate's challenge lies in finding a career that not only aligns with their values but also provides the flexibility and autonomy they crave, allowing them to make a meaningful impact while staying true to themselves.

1 Jung, C.G. (1921) *Psychological Types*. Milton Park: Routledge.

2 Myers, I.B., McCaulley, M.H., Quenk, N.L. and Hammer, A.L. (1998) *MBTI Manual: A Guide to the Development and Use of the Myers-Briggs Type Indicator*. 3rd ed. Palo Alto: Consulting Psychologists Press.

Strengths Assessment³

Top Strengths

Perseverance: Finishing what one starts; persevering in a course of action in spite of obstacles; "getting it out the door"; taking pleasure in completing tasks.

Leadership: Encouraging a group of which one is a member to get things done and at the same time maintain good relations within the group; organising group activities and seeing that they happen.

Prudence: Being careful about one's choices; not taking undue risks; not saying or doing things that might later be regretted.

Humility: Letting one's accomplishments speak for themselves; not regarding oneself as more special than one is.

Self-Regulation: Regulating what one feels and does; being disciplined; controlling one's impulses and emotions.

Middle Strengths

Teamwork: Working well as a member of a group or team; being loyal to the group; doing one's share.

Honesty: Speaking the truth but more broadly presenting oneself in a genuine way and acting in a sincere way; being without pretence; taking responsibility for one's feelings and actions.

Kindness: Doing favours and good deeds for others; helping them; taking care of them.

Forgiveness: Forgiving those who have done wrong; accepting others' shortcomings; giving people a second chance; not being vengeful.

Curiosity: Taking an interest in ongoing experience for its own sake; finding subjects and topics fascinating; exploring and discovering.

Social Intelligence: Being aware of the motives/feelings of others and oneself; knowing what to do to fit into different social situations; knowing what makes other people tick.

Love: Valuing close relations with others, in particular those in which sharing & caring are reciprocated; being close to people.

Humour: Liking to laugh and tease; bringing smiles to other people; seeing the light side; making (not necessarily telling) jokes.

Love of Learning: Mastering new skills, topics, and bodies of knowledge, whether on one's own or formally; related to the strength of curiosity but goes beyond it to describe the tendency to add systematically to what one knows.

³ Peterson, C. and Seligman, M.E.P. (2004) *Character Strengths and Virtues: A Handbook and Classification*. Oxford: Oxford University Press/American Psychological Association.

Gratitude: Being aware of and thankful for the good things that happen; taking time to express thanks.

Creativity: Thinking of novel and productive ways to conceptualise and do things; includes artistic achievement but is not limited to it.

Fairness: Treating all people the same according to notions of fairness and justice; not letting feelings bias decisions about others; giving everyone a fair chance.

Bravery: Not shrinking from threat, challenge, difficulty, or pain; speaking up for what's right even if there's opposition; acting on convictions even if unpopular; includes physical bravery but is not limited to it.

Perspective: Being able to provide wise counsel to others; having ways of looking at the world that make sense to oneself/others.

Zest: Approaching life with excitement and energy; not doing things halfway or half-heartedly; living life as an adventure; feeling alive and activated.

Lesser Strengths

Hope: Expecting the best in the future and working to achieve it; believing that a good future is something that can be brought about.

Judgment: Thinking things through and examining them from all sides; not jumping to conclusions; being able to change one's mind in light of evidence; weighing all evidence fairly.

Appreciation of Beauty & Excellence: Noticing and appreciating beauty, excellence, and/or skilled performance in various domains of life, from nature to art to mathematics to science to everyday experience.

Spirituality: Having coherent beliefs about the higher purpose and meaning of the universe; knowing where one fits within the larger scheme; having beliefs about the meaning of life that shape conduct and provide comfort.

Team Roles

Explorer:	17%
Chairperson:	17%
Team Player:	14%
Innovator:	11%
Analyst:	11%
Expert:	11%
Driver:	8%
Executive:	6%
Completer:	6%

Explorer: The explorer is generally an extrovert by nature. He or she is cheerful, gregarious. The explorer is also investigative, interested and curious about things. Because explorers like to improvise and communicate with others, they will have little problem presenting ideas to the team and developing new contacts.

Chairperson: The chairperson has a strong coordinating role. With an emphasis on procedures, the chairperson will try to bring and keep the team together. He or she is communicative and deals with the members of the team in a respectful and open-minded way.

Team player: The team player is caring, avoids conflicts, and fosters harmony. Being someone who likes to help other people, the team player is generally considered agreeable and friendly. He or she is diplomatic and emphasizes solidarity and team cohesion.

Innovator: The innovator is often the creative generator of a team. He or she has a strong imagination and a desire to be original. The innovator prefers to be independent and tends to approach tasks in a scientific way. As a creative individual the innovator may play a crucial role in the way a team approaches tasks and solves problems.

Analyst: The analyst has a tendency to be reserved and critical. The analyst will also react to plans and ideas in a rational and sensible way. He or she will favour a prudent approach to matters and will evaluate them according to their accuracy before acting.

Expert: The expert has the skills and expertise required for the specific task at hand. He or she has a strong focus on the task and may get defensive when others interfere with his or her work. The expert prefers to work alone and team members often have a great deal of trust and confidence in him or her.

Driver: The driver is generally very ambitious and energetic. He or she may appear as impatient and impulsive. The driver is a strong motivator and will challenge others at

crucial times. Although the actions of the driver may sometimes seem somewhat emotional, they do play a crucial role in pushing the team forward to succeed.

Executive: The executive is sometimes also referred to as the organizer. The executive is generally disciplined and eager to get the job done. He or she is efficient, practical, and systematic. Executives are well organized and diligent, and quickly turn the ideas of a team into concrete actions and practical plans.

Completer: The completer is very conscientious and feels responsible for the team's achievements. Completers are concerned when errors are made and they tend to worry because of their controlling nature. The completer is also known as the finisher because they are most effectively used at the end of a task, to polish and scrutinize the work for errors, subjecting it to the highest standards of quality control.

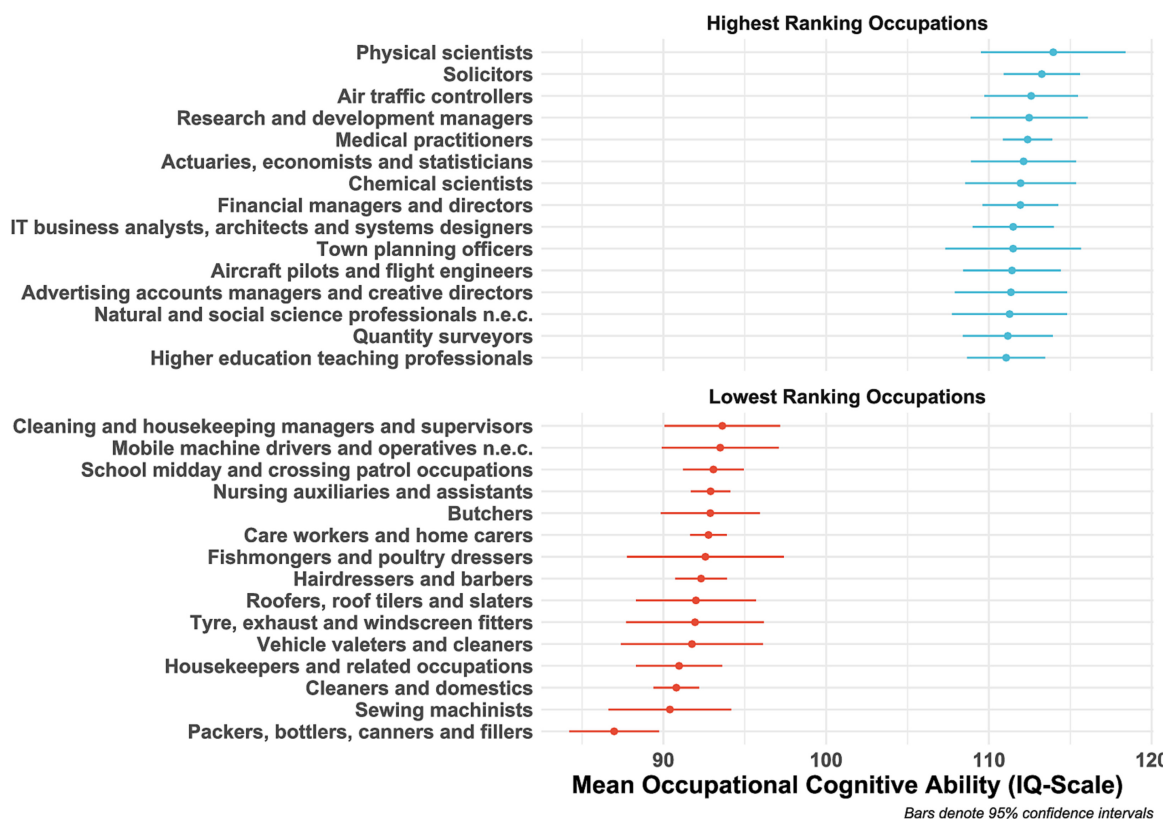
IQ Assessment

Intelligence Quotient Score: 122.6.

IQ Bands

Over 140:	Genius or near genius
120 - 140:	Very superior intelligence
110 - 119:	Superior intelligence
90 - 109:	Normal or average intelligence
80 - 89:	Dullness
70 - 79:	Borderline deficiency
Under 70:	Definite feeble-mindedness

Current Research on IQ by Occupation⁴



⁴ Wolfram, T. (2023) '(Not just) Intelligence stratifies the occupational hierarchy: Ranking 360 professions by IQ and non-cognitive traits', *Intelligence*, 98, 101755.

Assessment Interview

I opened by grounding the conversation in her IQ score of 122.6 — very superior intelligence — and asked for a concrete example of using that reasoning ability under pressure, using STAR. She described a time she'd spotted a flaw in a project plan that others had signed off on, walked me through the situation, what she did, and the outcome. It was specific and coherent, no padding.

I moved to the MBTI profile — INFP, someone driven by authenticity, empathy, and idealism, but with a noted tendency to struggle with pragmatism and routine. I asked her to defend the Career Path finding directly: that she's drawn to counselling, teaching, writing, or the arts rather than more structured commercial roles, and that highly regimented environments may drain her. She didn't dispute it — she said she does her best work when she believes in the purpose behind it, and structure for its own sake tires her out. I pushed on whether that was compatible with a leadership role in a company like this one. She argued that leadership itself gives her the autonomy that keeps her engaged, even if the underlying work is structured.

On the Strengths Assessment, I noted that Perseverance and Leadership top her profile, alongside Prudence, Humility, and Self-Regulation — but that Creativity and Perspective sit only in the middle tier. I asked for a time she'd been the one to provide "wise counsel" rather than just execute a plan. She struggled a little here, eventually offering an example that was more about task delivery than big-picture guidance — which, unprompted, she acknowledged herself.

Finally, I raised the Team Roles result — her highest scores split between Explorer (17%) and Chairperson (17%), with Executive and Completer at the bottom (6% each). I asked what that meant practically: does she coordinate and generate momentum, but struggle to be the one who finishes and polishes? She agreed, and gave an example of relying on a colleague to handle the final quality check on a piece of work she'd led.

My overall read: intellectually strong and self-aware, with real strength in coordinating and engaging others, but a personality and strengths profile that leans away from structure, finishing detail, and originating new direction. Worth exploring in a follow-up whether she compensates for this deliberately in a team, or whether it's a blind spot.

Interviewer: Jasmin Clark, MSc (Associate)

Date: 10 July 2026

Signature:

A handwritten signature in black ink, appearing to be 'Jasmin Clark', with a stylized flourish at the end.