



Participant: Simon Sample (M)

Administrator Report

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About this Report

This report is based on the participant's responses to the personality questionnaire. The initial Personality Profile is structured around a widely-accepted Five Factor Model of personality, and the remainder of the report explains the implications of the profile in terms of five relevant business competencies where personality is a major component. The participant's technical aptitude is not covered in this report.

Tests Direct is committed to broadening access to psychometric tests in order to help people and organizations deepen their understanding of behaviour. This access brings a responsibility - for test users to ensure that they understand the data properly and deploy tests fairly.

The data in this report should be treated as tentative, as providing clues for further exploration rather than being regarded as definitely true or categorical. The bars on the Profile show how the participant compares with other respondents on key aspects of personality. Scores tend to cluster around the middle of the scale, so it is less common for an individual to have a score at either end.

The comparison group selected for this report is: **Managers and Professionals**.

Personality data comes into its own when used as the basis for discussion at an interview. It helps fast-track the interview, and this report therefore includes probe questions to help corroborate the way the participant has described him or herself. Some of the questions ask for specific behavioural examples to validate what the participant is claiming about themselves. Inferences in this report can therefore be tested, refined, accepted or rejected based on further concrete evidence obtained from the participant at interview. In this way, you can gain a more accurate understanding of the person.

As you use this report, be aware that personality is only one of a number of factors determining behaviour. Others include intellect, training and the particular context that the person is operating within. Used wisely, personality data is an insightful and powerful tool, but it is only one part of the picture.

The shelf-life of this report is one year. After this time, re-testing should be considered.

For more information on the appropriate use of personality data, or to find out more about this tool including fuller definitions of the scales, please visit www.tests-direct.com.

Profile of Simon Sample

Openness		
Tough Minded <i>(logic and evidence, measurement)</i>		Empathic <i>(feelings and sensitivities, engagement)</i>
Pragmatic <i>(grounded, concrete)</i>		Conceptual <i>(theoretical, creative)</i>
Focussed <i>(here and now, reality)</i>		Diffuse <i>(thinking more than doing, disconnected)</i>
Conservative <i>(loyal, status quo)</i>		Change Oriented <i>(challenge, radical)</i>
Conscientiousness		
Self Referenced <i>(personal codes and preferences, irreverent)</i>		Rule Conscious <i>(sense of duty, compliant)</i>
Less Exacting <i>(accepting, easy going)</i>		Precise <i>(standards, need for achievement)</i>
Unstructured <i>(adaptable, comfortable amid ambiguity)</i>		Methodical <i>(order, clarity)</i>
Extraversion		
Detached <i>(avoids involvement, not popularity-seeking)</i>		Affiliative <i>(approachable, relationships)</i>
Self Contained <i>(low social contact, work alone)</i>		Sociable <i>(interactive, stimulated by social contact)</i>
Less Stimulus Hungry <i>(considered, serious)</i>		Enthusiastic <i>(active, impulsive)</i>
Impassive <i>(diplomatic, quiet)</i>		Expressive <i>(communicative, unrestrained)</i>
Measured <i>(guarded, formal)</i>		Direct <i>(straightforward, informal)</i>
Independent <i>(autonomous, separate)</i>		Team Oriented <i>(collaborative, association)</i>
Shy <i>(reserved, social unease)</i>		Socially Confident <i>(assured, rapport)</i>
Emotion		
Affected by Feelings <i>(tendency to worry, apprehensive)</i>		Emotionally Resilient <i>(maintains perspective, robust)</i>
Self Doubting <i>(internalises anxieties, fear of failure)</i>		Self Believing <i>(confidence, conviction)</i>
Pessimistic <i>(downbeat, problem focussed)</i>		Optimistic <i>(positive, empowered)</i>
Anxious <i>(uneasy, fretful)</i>		Calm <i>(relaxed, composed)</i>
Agreeableness		
Sceptical <i>(disbelieving, dubious)</i>		Trusting <i>(unquestioning, benefit of the doubt)</i>
Assertive <i>(forceful, insistent)</i>		Accommodating <i>(obliging, conflict avoidance)</i>
Need for Recognition <i>(approval seeking, self promotion)</i>		Modest <i>(unassuming, humble)</i>

Summary

This executive summary provides an overview of the key elements of the profile.

Simon describes a strong desire to influence compared to other questionnaire respondents. He indicates the presence of a forceful nature, and a strong sense of his own significance. He is likely to be competitive and ambitious and not afraid of being in positions of authority. There appears therefore to be a basic motivation here to lead. His willingness to compromise and listen would be worth enquiring about at interview.

Oddly, although describing a high level of self-assertion, Simon's ability to influence may be impaired by a seemingly modest level of social confidence. He is likely to operate best when with familiar people. Interviewers will be best placed to assess the effect of this low level of social confidence on his ability to have impact.

Simon's social reticence is also seen in what appears to be a strong preference for being diplomatic and indirect in his approach. He describes being very careful about what he says and how it is put.

Simon describes being both assertive and having a preference for focussing on the objective considerations of task delivery. If a leader, this may mean less awareness of the feelings of others, less interest in putting himself in other people's shoes and seeing issues from their perspectives.

Simon's leadership style is not likely to be characterized by obsessiveness about standards. His self-assertion appears to be combined with some concern with standards, but he is not likely to be overly controlling in style. He appears to balance the requirements to provide some clarity whilst allowing the team sufficient autonomy and discretion.

The way Simon describes himself suggests a much less compliant and more individualistic approach at work. He seemingly likes to do things his own way. The implications of this apparent preference for referencing his behaviour against his own standards and rules may well need to be questioned at interview.

Simon describes, as suggested, less respect for rules and regulations than most. As might be expected, he also appears to be relatively unconcerned with order at the level of day-to-day planning and organizing. This suggests he copes well with ambiguity and unpicking schedules. However, the apparent lack of interest in planning and being systematic in approach may well need to be explored.

Simon's responses suggest a level of general emotional resilience which is fairly typical of the group he is being compared with. With such an average score the work context normally becomes more important. Where there is an increased possibility of sudden and unanticipated demands for performance, Simon might struggle to cope and maintain a sense of perspective.

Simon appears currently to be experiencing a fair amount of anxiety. This suggests Simon is stressed, much more so than most people who complete the questionnaire. This is likely to make him more impatient and tense than others.

Coupled with the average overall emotional control Simon describes is what appears to be a tendency to worry a good deal and, for example, doubt his abilities and judgement. This raises questions about his ability to cope with an emotionally demanding setting.

Simon describes being reasonably affiliative and likely to build effective relationships with colleagues. Normally, people with scores like this put effort into building relationships

where there is some role-related reason for doing so. Whilst reasonably friendly, he is not likely to over-identify with individuals or allow relationships to blur his professional judgement.

Whilst being unlikely to over-identify with individuals, Simon also describes much less need for social interaction and diversion than most. He appears to prefer environments where he is less likely to be distracted socially by others.

Simon also appears unlikely to over-identify with the team. He seems to be less convinced of the value of team-working than many people.

Although describing an average concern for personal involvement with others, Simon also reports much less interest in subjective issues, such as the feelings and sensitivities of others. He appears more focussed on objective realities. Therefore, his ability to see other perspectives would be worth exploring at interview.

When making a decision, Simon describes a willingness to think quite radically about the options available.

Interest in looking beyond current arrangements is also seen in the way he describes enjoying thinking conceptually and exploring abstract possibilities. So decision-making is likely to reflect a strong grasp of the broader context, and a willingness to look beyond the current time horizon.

Although seemingly willing to think quite radically and conceptually, Simon's responses elsewhere suggest his decision-making is less likely to be influenced by a concern with how others might feel about options.

Distortion : Average

Simon has been moderately open and honest about himself when responding to the personality questionnaire. This means he has provided a reasonably accurate picture of how he sees himself and a useful indication of how he would perform in terms of the competencies described below. There may be some areas - anxiety and emotional resilience for example - that could usefully be verified at interview, but by and large the scores can be taken at face value.

Leadership and Influence

People vary in how much they are driven to influence others, and in the ways they go about doing this, and personality plays a significant part here. This area can involve motivating, persuading and monitoring others. Relevant scales are shown below.

Assertive		Accommodating
Measured		Direct
Self Doubting		Self Believing
Shy		Socially Confident
Self Referenced		Rule Conscious
Detached		Affiliative
Less Exacting		Precise
Tough Minded		Empathic

Simon is likely to be attracted to positions of authority as he describes being driven by strong self-assertion needs. He is likely to have a profound sense of the value of his opinions, and a desire to lead and extend his influence. His score suggests he likes to make things happen, and happen his way.

Interestingly, Simon does not describe having the directness and openness which normally accompanies a high level of self-assertion. So he may well have some strong opinions, but when expressing these he is tactful and seemingly very careful not to offend. Simon is inclined to use subtle and indirect approaches to influencing and is much less likely therefore to make ill-judged remarks which upset others.

At interview, it may be useful to test whether this combination of self-assertion and indirectness does indeed result in a more subtle and diplomatic approach to influencing.

Q. Can you give an example of how you have changed your approach when dealing with some opposition to your judgement?

Q. Your responses suggest you combine a desire to influence with a noticeably diplomatic and tactful style. Can you give an example of when this more diplomatic approach has helped you to influence others?

The way Simon provides leadership is not likely to reflect an obsessive concern with standards, with having things done in very set and particular ways, nor is he likely to be especially 'hands off' and 'laissez faire'. The indications from his questionnaire responses are Simon will be able to operate between these two extremes and utilize elements of

both.

Because he is not psychologically 'lodged' in a particular style, Simon should be in a good position to identify what will work best under the circumstances. It may be useful to test this suggestion, particularly if he is being considered for a position of authority. The interview can be used to establish whether Simon thinks he has a fixed position or prefers to shift his style according to the situation.

Q. If we think about leadership style along a line running from 'tight and close' at one end through to 'loose and general' at the other, where in general would you see yourself sitting?

Responses elsewhere suggest Simon has a fairly unsentimental, output-focussed approach to leadership. What his responses suggest is that he may be less well-placed to understand and factor in subjective considerations like other people's attitudes and feelings.

At interview, it may be useful to get more evidence of Simon's ability as a leader to take account of other people's feelings.

Q. Can you give an example of encouraging a colleague? What was the issue? What did you do? What was the outcome?

Structure and Compliance

This area relates to whether the person prefers an ordered and organized workplace, or one with more flexibility and fluidity. It indicates the extent to which they will favour operating within a structured, process-driven environment, and their likelihood of complying with rules and procedures. Relevant scales are shown below.

Self Referenced		Rule Conscious
Unstructured		Methodical
Focussed		Diffuse

Simon's responses suggest he does not identify with workplace environments characterized by high levels of structure and regulation. He describes feeling less constrained by other people's expectations or organizational norms, and there is a possibility therefore of a somewhat individualistic approach to delivery.

His responses suggest he very much prefers to do things his own way. This may involve interpreting organizational policy and process as well as any external regulatory frameworks in a pragmatic, perhaps even arbitrary manner.

The working environments Simon prefers are likely to be those where the regulatory and policy frameworks are loose rather than highly prescriptive. Presumably the systems and processes he is happiest with are those which provide him with a fair amount of freedom.

Clearly this distinctive score needs to be explored at interview.

Q. Your responses to the personality questionnaire suggest you like to interpret and apply rules flexibly. How would people around you become aware of this at work?

Q. Are there some rules in the workplace which need to be adhered to strictly? What kinds of rules and regulations do you think are best interpreted more flexibly?

Q. Have you worked in environments where you have had to follow rules strictly?

Further evidence of Simon being less well-adapted psychologically to follow process and procedure or to operate within externally imposed regulations and standards, is seen elsewhere in the questionnaire.

According to responses on the Unstructured versus Methodical scale, Simon also seems to emphasize and demonstrate pragmatism and flexibility in his own day-to-day working style. He appears less organized in his approach to delivery. His responses here suggest a preference for working things out as he goes along, rather than careful planning and organizing. There is a possibility therefore that things are left to chance or to the last moment.

Q. Have you ever had to work in an environment where you have had to do things in very set and particular ways?

Q. What would you see as the key to effective planning and delivery?

The above description of being unsuited to highly organized or process-driven environments, particularly where compliance with policy or external standards is important, is backed up by other responses indicating Simon is uninterested in staying

close to the detail.

So as well as seeming to be less compliant and more disorganized, Simon also appears to exercise a lower than average level of control over his own attention. The risk here is that he may appear disconnected from the immediate job requirements, and perceived by others around him to be operating on a somewhat different wavelength.

Q. Have you ever worked in a role where attention to detail was important? How easy did you find that?

And/or

Q. Your responses to the personality questionnaire suggest you like to look beyond the immediate and obvious detail. How would those around you become aware of this?

Resilience

One of the most fundamental ways in which people differ is in the extent to which they experience strong emotions, such as anxiety or guilt, and are able to channel these feelings constructively. This area is about coping with challenging situations, operating effectively under pressure, and maintaining control in order to achieve objectives. Relevant scales are shown below.

Affected by Feelings		Emotionally Resilient
Self Doubting		Self Believing
Sceptical		Trusting
Anxious		Calm
Pessimistic		Optimistic

Simon describes exercising a level of emotional resilience and control over his feelings which is about average for his comparison group.

The implications of this average score are determined by context, the extent to which the role confronts an individual with unremitting and/or sudden and unexpected demands which need to be adapted to quickly.

If the role being applied for has requirements to cope with sudden changes, or more generally, is a highly demanding and exposed role where performance is very apparent, then this will be worth exploring. If the role is one where demands are evenly spread and can be anticipated, it is likely to be less significant.

In most cases Simon is likely to face some events, circumstances or people he finds particularly taxing emotionally, and others he feels better equipped to deal with. More evidence and reassurance on this can be acquired at interview.

Q. What circumstances, events or people at work have you found more taxing emotionally in recent weeks or months?

Q. Can you give an example of when you have had to cope with a significant setback at work? What was the issue? What did you do?

Whilst Simon describes having as much general emotional resilience as those around him, interestingly he describes much less self-confidence than might have been expected.

Simon's score here is a distinctive one, suggesting the tendency to internalise anxieties, to take them out on himself, is an important part of his personality.

Elsewhere in the questionnaire there are items designed to identify those with a tendency to project their anxieties onto others. Simon's responses to these questions suggest he is inclined to see fault not only in himself but also in others. Crudely speaking we tend to use one of these coping strategies or the other, but in this instance it seems both are at play.

Simon's moderate level emotional resilience seems to be combined with quite a lot of self-doubt. This is a distinctive element of his personality, which at face value implies little faith in his own abilities. It suggests he worries a good deal, perhaps even to the point of losing sleep or experiencing other physical symptoms. This generally goes hand-in-hand

with a very strong sense of personal responsibility for outcomes. Fear of failure is likely to be a significant motivator, and Simon can be expected to work hard to avoid it.

So beneath what appears to be a reasonable level of general emotional resilience, there is a rather surprising level of self-doubt and lack of self-belief.

At interview more reassurance will be required of whether this level of self-belief undermines his ability to cope with stress at work.

Q. What duties and responsibilities come naturally? What would come less naturally and require more effort?

Q. Your responses suggest you can worry a fair bit about your own performance and judgement. How would others become aware of this in the workplace?

Although Simon describes having a fairly typical level of emotional resilience, he reports significantly increased levels of anxiety over recent times.

This is the reactive form of anxiety, the type usually driven by particular stressors operating in a person's life. So although having reasonable defences against anxiety, Simon may well appear particularly tense and irritable with a heightened sense of urgency. As suggested, this amount of stress may well be temporary and reflect specific current difficulties.

At interview it may be useful to probe further into what these might be.

Q. Is there anything in particular in your life which is currently making you feel more stressed than you do normally?

As well as describing average defences against anxiety, Simon also has an average level of optimism about what he is able to achieve at work. The score is not an extreme one - it does not suggest an especially high level of optimism and enthusiasm, but neither does it imply Simon feels unable to accomplish what he wants.

Although there may be difficulties preventing him being more enthusiastic about the possibilities work offers, it is equally likely this score simply reflects Simon's natural level of optimism.

More evidence of his sense of accomplishment and optimism about the future can be gathered at interview.

Q. What do you see yourself achieving at work in the next three to five years?

Q. What elements of your work do you particularly enjoy? What do you find less enjoyable?

Relationship Building

At work people typically operate within a team, or among a broader group (or network) of colleagues and contacts. This area relates to interacting effectively, and contributing towards the attainment of goals in agreement and co-ordination with others. People vary in the extent to which they accommodate others' ideas, demonstrate warmth, and are committed to a team ethos, and personality can significantly influence these behaviours. Relevant scales are shown below.

Detached		Affiliative
Assertive		Accommodating
Independent		Team Oriented
Measured		Direct
Self Contained		Sociable
Tough Minded		Empathic
Need for Recognition		Modest

Simon describes an average level of concern for involvement with others. Whilst clearly not aloof or indifferent, he is likely to be fairly pragmatic and rational in the way he builds relationships with others at work. This suggests Simon is likely to put effort into maintaining and enhancing relationships if there is some objective, role-related reason for doing so. What follows from this is that the quality of his relationships may vary from person to person, and seldom get too personal.

A further likelihood is that he makes a fairly clear distinction between his professional and personal lives. Simon is not likely to over-identify with others to the point where his judgement is undermined by subjective and sentimental considerations. However, neither is he likely to come across as remote and indifferent. At interview it may nonetheless be useful to get more evidence of his ability to build and enhance relationships.

Q. Can you give an example of when you have had to improve a relationship with a colleague at work? What was the issue? What did you do? What was the outcome?

Simon describes a strong need for power and authority, so this is likely to be a more significant element of his motivational make up than the need for affiliation and involvement. His relationships therefore probably reflect a concern to influence rather more than a desire to be involved or needing to be liked. There is a suggestion here that a degree of competitiveness may characterize his relationships with others in the workplace.

It may be useful to explore this at interview.

Q. Do you have an example of when you have helped to improve the way a team worked together or performed a task?

As might be expected given the average level of warmth towards others that Simon indicates, he also describes being fairly typical in the extent to which he values teams and team-working arrangements. This suggests a capacity to engage with teams when required and to fall back on his own resources as necessary. Because he is not so team-focused he would abandon his own judgement simply in order to maintain a consensus, as a team member Simon is quite well placed to offer independent thinking.

Simon also describes a strong preference for relatively formal professional relationships with others. People are more likely to know Simon for the role he performs than at a more personal level. Some may even feel he is difficult to get to know. The score here suggests Simon's relations with others are likely to be conducted from behind a well-constructed and maintained 'professional front'. Because of this more measured way of relating to others, he is never likely to make thoughtless or inadvertent remarks which might upset and embarrass others.

Despite indicating a moderate concern with the quality of his relationships, Simon has not responded in a way that suggests he is particularly sociable at work. The strength of Simon's need for interpersonal contact is quite weak when compared to others in the selected comparison group. From this we infer that Simon is quite content to work alone if required and may find it difficult to function in an environment where there is a requirement for high levels of social interaction. Certainly, he is not going to go out of his way to mix with other people at work.

Although Simon describes being reasonably friendly, this is not backed up by a similar level of social confidence. His responses suggest the presence of a degree of anxiety in social situations. This means Simon may take a while to warm to social encounters. It also suggests he may not find it easy to make a positive first impression.

Interviewers should therefore be aware of the possibility that Simon may undersell himself significantly at interview. It generally takes him longer than others to establish himself with people he has not worked with before.

So the score here suggests Simon operates best with team members with whom he is already familiar. He is never likely to be accused of being arrogant or over-confident, but there is a risk that his reticence in social situations may sometimes be misinterpreted as aloofness by those who do not know him well.

Alongside the reasonable level of affiliativeness seen in Simon's responses, there also appears to be a degree of empathy towards others.

Whereas affiliativeness refers to the desire to engage and take an interest in people, empathy is about putting oneself in their shoes to appreciate the situation from the other person's perspective. From Simon's score on the Empathy scale it seems he does indeed have the capacity for a degree of intuitiveness about others.

However, this is not to the extent that sentimentality or other emotive responses are likely to undermine his judgement. The responses here suggest Simon is able, within limits, to balance an appreciation of the way people feel about issues with a focus on task accomplishment.

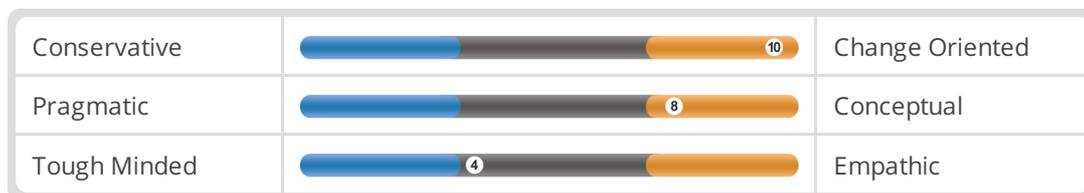
It may be useful to test out this suggestion of awareness of other perspectives balanced with an appreciation of more practical considerations.

Q. Can you give an example of when you have made a decision in which you have had to balance a concern with practical task considerations with an awareness of team members' feelings?

Responses elsewhere suggest Simon does not place much emphasis on praise or recognition in his relationships. In fact, his responses to the questionnaire suggest a degree of modesty. So Simon's motivation at work does not appear to depend on his successes being acknowledged by others.

Decision Making

This area relates to how people tend to make decisions. Do they focus upon subjective considerations, such as the likely impact of the decision upon others, or are they more concerned with objective matters such as practicalities and costs? Personality also influences whether people are speculative and imaginative, or prefer to focus upon immediate and tangible facts. Relevant scales are shown below.



Simon describes being much less traditional in outlook than most, more willing to question current policy and practice. His fairly extreme score here suggests he assumes change rather than stability is the norm. This distinctive element of his personality implies a willingness to think quite radically about the options available. Often people who describe themselves like this, who have a less traditional outlook, will also be less willing for instance to defer to traditional forms of authority, rank and status.

This pronounced trait suggests Simon is likely to see fewer 'givens' in his environment, less to constrain the possibilities when making decisions. He describes a strong desire to find constructive opportunities for change. This may even mean a willingness to challenge some of the basic assumptions underpinning the way things are currently done.

If being interviewed it may be useful to test this suggestion.

Q. Can you give an example of when you have been able to identify an opportunity for constructive change? What was the issue? What did you suggest? What was the outcome?

Q. Given what you understand about this role and the way we do things currently, does anything strike you as an area which might benefit from review?

Interest in looking beyond current arrangements is seen elsewhere in Simon's responses. He describes enjoying thinking conceptually and exploring abstract possibilities. This suggests his decision-making is likely to reflect a strong grasp of the broader context, and a willingness to look beyond the current time horizon. So his decision-making is likely to be informed by relevant concepts and theories.

The combination of a strong interest in change and a willingness to think very broadly suggests he enjoys those elements of work which enable the fulfilment of the more analytical and creative parts of his nature. The downside of this may be that he runs the risk of being seen as somewhat disconnected from the day-to-day practicalities.

At interview it may be useful to explore this further.

Q. What do you see as the single most important trend (political, economic, social, technological, legal or environmental) likely to impact on this role in the next three to five years?

Interestingly, although willing to think quite radically and conceptually, Simon's decision-making is less likely to be influenced by how others might feel about the various options.

He describes a concern to stay focussed on the practical realities and appears less willing to give subjective considerations much weight.

Whilst there is likely to be some conceptual sophistication in Simon's decision-making, there appears alongside this to be a strong concern to be rational and to emphasize the factual content of issues. This means he is well-placed to cut through any 'emotional noise' which may attach to options and take dispassionate, evidence-based decisions.

This may however mean that stakeholders' objections are not effectively anticipated and the anxieties which change might elicit are not given sufficient consideration.

At interview it may be useful to get more evidence of an ability to put himself in other people's shoes and see issues from their perspective.

Q. Can you give an example of making a decision where there have been significant anxieties or strong feelings about possible options? What was the issue? What were the feelings or sensitivities? How did they impact on your thinking or decision-making?



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