Participant: Simon Sample (M)

Participant Report

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Contents

About this Report

This report is based on your responses to the personality questionnaire. It has been written to help you understand your personality, and its likely influence upon how you work. 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. Your technical aptitude is not covered in this report.

The accuracy of this report is determined, in part, by how open and insightful you have been in responding to the questions. 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 comparison group selected for this report is: **Managers and Professionals**.

As you read 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

Left	Score	Right
Tough Minded *(logic and evidence, measurement)*	4	**Empathic** *(feelings and sensitivities, engagement)*
Pragmatic *(grounded, concrete)*	8	**Conceptual** *(theoretical, creative)*
Focussed *(here and now, reality)*	9	**Diffuse** *(thinking more than doing, disconnected)*
Conservative *(loyal, status quo)*	10	**Change Oriented** *(challenge, radical)*

Conscientiousness

Left	Score	Right
Self Referenced *(personal codes and preferences, irreverent)*	2	**Rule Conscious** *(sense of duty, compliant)*
Less Exacting *(accepting, easy going)*	6	**Precise** *(standards, need for achievement)*
Unstructured *(adaptable, comfortable amid ambiguity)*	1	**Methodical** *(order, clarity)*

Extraversion

Left	Score	Right
Detached *(avoids involvement, not popularity-seeking)*	5	**Affiliative** *(approachable, relationships)*
Self Contained *(low social contact, work alone)*	2	**Sociable** *(interactive, stimulated by social contact)*
Less Stimulus Hungry *(considered, serious)*	4	**Enthusiastic** *(active, impulsive)*
Impassive *(diplomatic, quiet)*	1	**Expressive** *(communicative, unrestrained)*
Measured *(guarded, formal)*	1	**Direct** *(straightforward, informal)*
Independent *(autonomous, separate)*	4	**Team Oriented** *(collaborative, association)*
Shy *(reserved, social unease)*	1	**Socially Confident** *(assured, rapport)*

Emotion

Left	Score	Right
Affected by Feelings *(tendency to worry, apprehensive)*	6	**Emotionally Resilient** *(maintains perspective, robust)*
Self Doubting *(internalises anxieties, fear of failure)*	3	**Self Believing** *(confidence, conviction)*
Pessimistic *(downbeat, problem focussed)*	6	**Optimistic** *(positive, empowered)*
Anxious *(uneasy, fretful)*	3	**Calm** *(relaxed, composed)*

Agreeableness

Left	Score	Right
Sceptical *(disbelieving, dubious)*	5	**Trusting** *(unquestioning, benefit of the doubt)*
Assertive *(forceful, insistent)*	3	**Accommodating** *(obliging, conflict avoidance)*
Need for Recognition *(approval seeking, self promotion)*	8	**Modest** *(unassuming, humble)*

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.

Left	Scale	Right
Assertive	3	Accommodating
Measured	1	Direct
Self Doubting	3	Self Believing
Shy	1	Socially Confident
Self Referenced	2	Rule Conscious
Detached	5	Affiliative
Less Exacting	6	Precise
Tough Minded	4	Empathic

Given your responses here, you are probably attracted to positions of status and authority. You describe being driven by strong self-assertion needs, so are likely to have an acute sense of the value of your opinions and a concern to lead and extend your influence at work.

However you do not describe having the directness and openness which normally accompanies high levels of self-assertion. Your responses indicate that whilst you may well have some very strong opinions, you are very careful not to offend when expressing them. This suggests you use a more subtle and indirect approach and are less likely therefore to upset others with ill-judged remarks. Overall you probably put a good deal of thought into how best to pitch your message given the nature of the audience.

It may be useful to consider:

Q. Does my more measured, diplomatic approach usually work for me?

Q. Does this more careful approach to influencing mean I often do not actually say what I really think?

Q. Am I at times capable of shifting my style and being more direct? How easy do I find this? Does it normally pay off?

As a leader you are not likely to reflect an obsessive concern with standards, insisting on things being done in very set and particular ways. Neither is your style likely to be remarkably 'hands off' and 'laissez faire'. The suggestion here is that by not being stuck in a particular pattern you are well-placed to develop your approach according to what works best to get things done to an acceptable standard. You may therefore want to consider for yourself whether you have a fixed style of leadership or prefer to shift your approach from 'close' to 'tight' according to the motivation and skills of your team.

Q. How would I describe my leadership style?

Q. How easy do I find it to provide clarity on priorities and standards?

Responses elsewhere suggest your focus tends to be practical rather than emotional and you are therefore likely to have a fairly unsentimental approach to leadership. What you

indicate is that you may be less well-placed to understand and factor in other people's attitudes and feelings.

It may be useful to consider:

Q. How do I get the best out of others?

Q. How easy do I find it to give emotional forms of support?

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	2	Rule Conscious
Unstructured	1	Methodical
Focussed	9	Diffuse

Your responses suggest you do not identify with workplace environments characterized by high levels of structure and regulation. You do not seem to enjoy having to follow rules and may well adopt a somewhat more individualistic approach to work. The implication here is that you like to do things your way. This may involve being very pragmatic and flexible in the way you interpret external regulatory frameworks and a willingness to overlook internal rules and procedures.

So your responses suggest you prefer regulatory environments which are looser, more flexible, and where there is more scope for interpretation. You are likely to find bureaucratic environments highly constraining.

Given the extremity of the score here it may be useful to consider:

Q. How would people around me become aware of this part of my personality?

Q. Does this element of my personality make life difficult for me at work?

Q. Are there some rules I am prepared to comply with?

Further evidence of being less well-adapted psychologically for work in regulated, process-driven environments is seen in your responses that emphasise your adaptability and willingness to tolerate a degree of disorder. This suggests that not only do you interpret rules and regulations very pragmatically, but you are also very flexible in your day-to-day working style.

Highly bureaucratic and process-oriented working environments will not suit you, irrespective of any other intellectual or technical qualities you may bring to the role. Situations requiring the ability to cope with ambiguity and respond to changes in circumstances are likely to be much more suitable.

This does however raise a more general question about your approach to organization. Taken at face value, your responses suggest you may leave things to chance and allow issues to drift. We therefore recommend you consider:

Q. How effective is my approach to organizing?

Q. Do I leave things to chance at times?

This lack of suitability for highly organized and process-driven environments seems also to be confirmed by additional indications that compared to most people you exercise less control over your attention. So as well as being less compliant and less controlled behaviourally, you may not always find it easy to focus on the task in hand.

This again suggests you will not enjoy working in process-driven, highly regulated environments where attention to detail is important. The implication is you run the risk of appearing not to be entirely on top of the more immediate and pressing priorities of the workplace.

It may be useful to consider how this particular trait interacts with other aspects of your personality to influence your performance at work:

Q. How would those around me become aware of this part of my personality?

Q. Does this sometimes mean I miss important detail?

Q. Do I sometimes get accused of being disconnected from the immediate practicalities?

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	6	Emotionally Resilient
Self Doubting	3	Self Believing
Sceptical	5	Trusting
Anxious	3	Calm
Pessimistic	6	Optimistic

You describe exercising a level of emotional resilience and control over your feelings that is similar to other questionnaire respondents. Your responses here mean you should by and large feel able to cope with the demands of work. But like most people, there may well be limits to your resilience.

The implications of an average score are more often than not determined by context. So the extent to which your role confronts you with unremitting pressure and/or sudden and unexpected demands for performance will be relevant here.

If you are in an occupation where the demands can be anticipated and the emotional wear and tear is not excessive, the level of resilience you describe will protect you quite well. Even so there will inevitably be some demands you find more taxing than others and it may be useful to consider more specifically what these are:

Q. What circumstances, people or events do I find more taxing emotionally at work?

Q. Do I cope with these effectively?

Q. Might there be ways I could improve the way I cope (e.g. seeking support from colleagues)?

Whilst you describe having as much general emotional resilience as other people, your responses portray you as someone with less self-confidence than this might imply. You indicate a tendency to 'internalize' your anxieties, and so take your worries out on yourself.

The way you describe yourself also suggests you have much less faith in your own abilities compared to others. It indicates the potential to be self-critical, self-blaming and to worry a good deal about your shortcomings. It also suggests a strong sense of personal responsibility for any difficulties you experience at work.

Fear of failure is likely to be a significant motivator causing you to work hard to avoid it. And when it does occur it is likely to be particularly difficult for you to accept.

So beneath what appears to be a reasonable level of general emotional resilience, there is a significant level of self-doubt and lack of self-belief. It may be that you have experienced these feelings for some time or it can be that this is a relatively recent part of your psychological make-up. Whatever the cause or the duration, it suggests you can be very

self-critical and so take it to heart when things go wrong.

Clearly this means you are never likely to be accused of being complacent or overly self-satisfied. And as suggested the fear of failure may be a significant psychological driver for you. It may therefore be worth considering:

Q. Am I conscious of what it is that triggers the feelings of self-doubt I describe here? Would there be better ways of dealing with these triggers?

Q. I describe being quite self-critical and taking things to heart when things go wrong. Would others around me become aware of this?

Q. Does the modest level of self-belief I describe affect my performance at work?

Q. Do I place unrealistic expectations on myself?

Although you describe having a level of emotional resilience much the same as the average person, you also indicate currently experiencing a significantly higher level of anxiety than most. So although having reasonable defences against anxiety, you describe actually experiencing a considerable amount of worry right now. This may be temporary and reflect particular current difficulties which you will no doubt be aware of. Whatever the origin, it suggests you may for the time being come across as somewhat tense and irritable, with a high level of urgency in your manner.

So it may be useful to consider:

Q. Am I coping effectively with what is causing me to describe myself here as more stressed?

As well as describing average defences against anxiety, your responses suggest an average level of optimism about what you are able to achieve at work. This does not imply an unusually high level of enthusiasm, and neither does it suggest you assume you can accomplish very little. But it does hint at minor frustrations at work causing you to be cautious in your enthusiasm and optimism about the future.

It may be useful to consider:

Q. What do I see myself accomplishing in my career in the next three to five years?

Q. What elements of the role do I particularly enjoy? What do I 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	5	Affiliative
Assertive	3	Accommodating
Independent	4	Team Oriented
Measured	1	Direct
Self Contained	2	Sociable
Tough Minded	4	Empathic
Need for Recognition	8	Modest

You describe an average level of need for involvement with others. This suggests that, whilst clearly not being aloof or indifferent, you are likely to be fairly pragmatic in the way you build relationships. This is of course not unusual. You are likely to put effort into maintaining and enhancing relationships if there is some objective, role-related reason for doing so. The quality of your relationships with others may therefore vary from one person to the next.

The way you describe yourself here suggests you make a fairly clear distinction between your professional and personal existences. You are not likely to over-identify with others to the point where your judgement is undermined by sentimental considerations, or on the other hand to come across as distant and unapproachable.

From a developmental perspective it may be useful to consider:

Q. Are there times when I need to put more effort into enhancing relationships than comes naturally to me?

Responses elsewhere suggest you may be driven more by a need for power and authority than for affiliation per se. Your relationships with others at work are therefore likely to reflect a concern to influence rather than a desire for involvement. There is a suggestion here that a degree of competitiveness may at times characterize your working relationships. Though you might do it, it would probably go against your instincts to suspend your own agenda to accommodate a colleague.

As might be expected given the average level of warmth you describe, you also indicate some degree of affinity with teams and team-working arrangements. This suggests you have the capacity to engage with teams when required, but are also content to fall back on your own resources when necessary. You are not the sort of person to subordinate your own judgement simply to maintain consensus within the group.

Elsewhere on the questionnaire you describe a strong preference for relatively formal, professional relationships with others. One possibility here is people are more likely to know you for your role rather than personally as an individual. It may therefore be you are quite difficult to get to know. Your responses indicate a preference for conducting yourself from behind a well-constructed and managed professional 'front'. This suggests

a measured style of relating to others. It indicates that a degree of tact and diplomacy will characterize the way you relate to others. You are not likely to make thoughtless or inadvertent remarks which upset or embarrass others.

Interestingly, although you describe a moderate level of concern with the quality of your relationships, you do not indicate being particularly sociable in the sense of a desire to interact with others. The score here suggests you prefer working alone and may find it difficult to operate in an environment where there is an extensive requirement to mix with others.

From a developmental perspective it may be useful to consider:

Q. How would others become aware of this part of my personality?

Q. To what extent if any does this element of my personality impact on my performance at work?

Q. How do I cope when I have to work in environments which require high levels of social interaction?

Although you describe being reasonably friendly and interested in others, your responses do not indicate a similar level of social confidence. This is not likely to be 'news' to you, but the score here suggests you can take a while to warm to social encounters. Because of the anxiety you sometimes feel in such situations you may not always make a positive first impression.

More specifically you may take longer than some people to establish yourself with others who are unfamiliar to you. It is possible you find the more informal elements of social interaction such as 'small talk' more difficult. The positive implication of your score is you are never likely to be accused of being overly confident, but it may also mean you risk underselling yourself at interview.

Developmentally it may be useful to consider the implications of the way you describe yourself here.

Q. To what extent do people around me become aware of the level of social confidence I describe here?

Q. Does this level of social confidence impact on my relationships or effectiveness at work?

Q. Do I have ways of 'parking' my social anxiety and presenting myself more confidently when necessary?

Q. Are there some settings and social demands I find especially difficult? Are there ways I could handle these more effectively?

The fairly typical level of concern to develop effective relationships described earlier is associated in some people with a degree of woolly-minded sentimentality. However in your case you describe being hard-nosed and data driven.

Your responses suggest a clear preference for focussing on the practical and technical realities of delivering outcomes. In your dealings with others in the team you are not likely to get caught up in the emotive content of issues. Rather the score here suggests the ability to cut through any 'emotional noise' and focus on what in more practical terms needs to be done. You are less likely to be burdened by concerns with how others

in the team might feel about decisions.

The downside of this is not being especially perceptive or empathic about other team members. What is important to you is what in observable terms is actually being achieved. In a position of authority it may not come naturally to provide the more emotional forms of support that other members of the team sometimes need.

From a developmental perspective it may be useful to consider:

*Q. How easy do I find it to anticipate other people's reactions?*

Q. To what extent am I able to provide emotional forms of support in the workplace such as encouragement?

Q. How easy do I find it to work with others who are narrowly focussed on subjective considerations such as how others feel about issues?

Responses elsewhere on the questionnaire suggest you do not place a significant premium on recognition in your relationships with other team members. In fact your responses suggest a degree of modesty. You are not seemingly looking to others to provide you with praise or admiration.

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.

Conservative	� 10	Change Oriented
Pragmatic	8	Conceptual
Tough Minded	4	Empathic
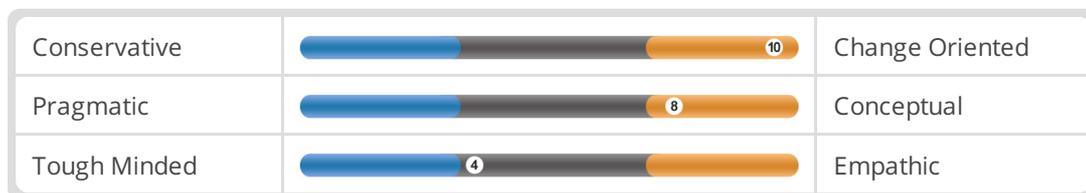
Your questionnaire responses describe you as being less traditional in outlook than most, more willing to question current policy and practice. You are therefore likely to assume that change rather than stability is the norm and to think radically about the options available. People who describe themselves like this, who share your less traditional outlook, are often also less willing to defer to traditional forms of authority, rank and status.

You indicate seeing relatively few 'givens' in your environment, not many fixed constraints to reduce the possibilities available when making decisions. So it seems you have a strong desire to find constructive opportunities for change and this may include being willing to challenge some of the basic assumptions behind the way things are currently done.

It may be useful to ask yourself:

Q. How would people around me become aware of this strong interest in change?

Q. Do I have sufficient scope in my role for this element of my personality to become apparent?

Q. Do my ideas sometimes get nowhere? And if so, what do I need to do differently to ensure they have more impact?

Q. Does anything in my current role seem to be an area which might benefit from a review or change? How could I make this happen?

This interest in looking beyond current arrangements is also seen elsewhere in your responses. You appear to enjoy thinking conceptually and looking further ahead than the immediate time horizon. This suggests your decision-making reflects a strong grasp of the broader context. Your choices are 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 you enjoy those elements of work which enable you to fulfil the more analytical and creative parts of your nature. However, the downside may be that you run the risk of being seen as somewhat disconnected from day-to-day practicalities.

It may be useful to consider:

Q. Do I have opportunities currently to fulfil the analytical and creative elements of my personality?

Q. How would those around me become aware of this part of my personality?

Q. Do I sometimes get accused of being too analytical and divorced from the practical realities?

Interestingly although you indicate being willing to think radically and conceptually, you do not appear to be particularly concerned about how others feel about your decisions. Instead you prefer to stay focussed on the practical realities, giving less weight to subjective considerations such as the acceptability of options to stakeholders.

This suggests that whilst your decision-making is likely to be conceptually sophisticated, it sits alongside a concern to be rational and to emphasize the factual content of issues. This means you appear well-placed to cut through any 'emotional noise' and able to take dispassionate, evidence-based decisions.

This ability to stay focussed on the evidence and practicalities may well be an area of strength. However it may also mean that whilst your decisions are rational and practical, you may not always anticipate the objections and anxieties so often elicited by change.

You may therefore find it useful to consider how easy you find it to put yourself in the shoes of others and see events from their perspectives.

Q. Do I give enough weight to subjective considerations such as the acceptability of options when making decisions?

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