

Pre-Interview Selection Report

Strictly Confidential

Sam Sample

25 September 2013

This report is designed to support an interview. Typically, behavioural questions that focus on what the candidate has personally done in the past are generally the most predictive for future job performance.

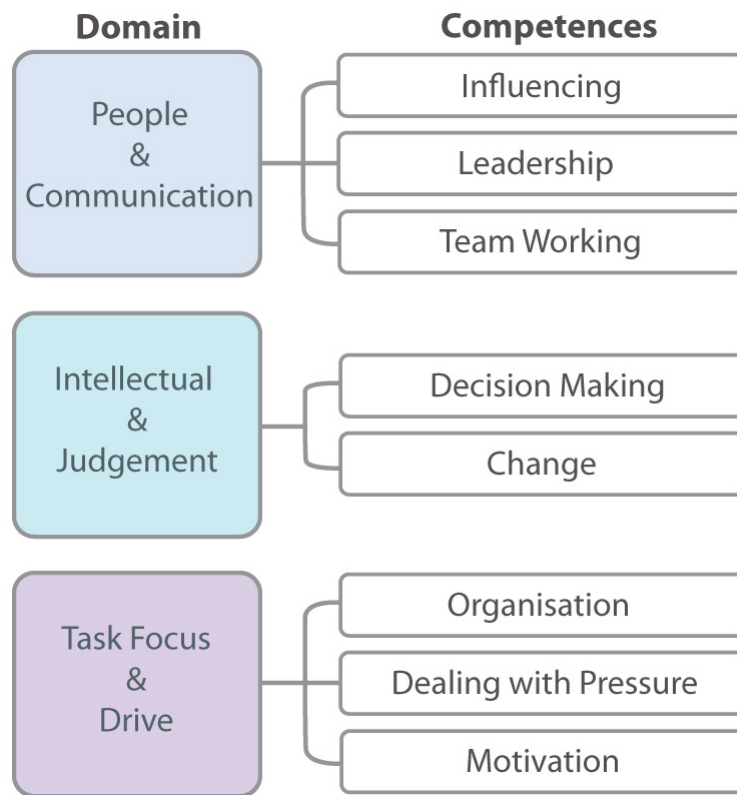
This report is based on Sam's responses to 'identity' - a fully validated psychometric instrument used to gather information about how he sees himself. These self-perceptions are compared with the working population to provide a measure of personality in relation to others.

Please remember these important points about self-perception information:

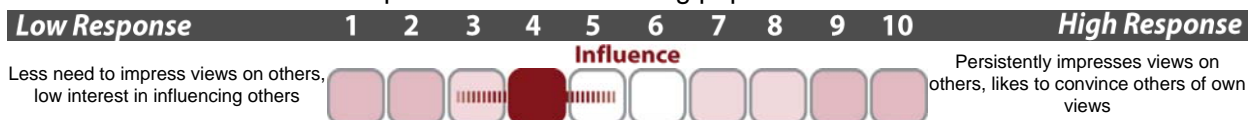
- Not to be taken as a definitive or absolute statement about the 'nature' or behaviour of the respondent.
- About style and preference, NOT about ability without support from other evidence.
- Although broad patterns are likely to be consistent through time, respondents' profiles can change with experience and roles.
- The accuracy of the profile depends on how the respondent has approached this exercise, please see further for a summary of response style.

How to use this report

- 1 Be clear about the key selection criteria and person specification beforehand
- 2 Map your competences or criteria against the 8 generic indicators that form the structure of this report:



- 3 When interpreting the graphs, you will need to understand what the scores mean. 5 and 6 reflect an average response. 4 and 7 are slightly outside of the average band (as below) and other scores are more likely to demonstrate a marked individual characteristic. Remember all the scores reflect a comparison with the working population.



- 4 The narrative supplied will help you interpret the presented graphs.
- 5 Check the Style Scales page to understand how accurate the profile is likely to be and get tips on how to approach the interview generally.
- 6 Areas should be explored further using open and probing questions. Some are provided purely as examples under each indicator area. Try to avoid asking leading questions.
- 7 As you get familiar with the reports, you should become more adept at using only the graphs without needing to read all the accompanying text.

'Quick-Look' Summary of Report

	Page	
Accuracy of Response	4	Accurate
Influencing	5	Further Probing?
Leadership	6	Strong
Team Working	7	Further Probing?
Decision Making	8	Further Probing?
Change	9	Strong
Organisation	10	Further Probing?
Dealing with Pressure	11	Further Probing?
Motivation	12	OK

KEY:

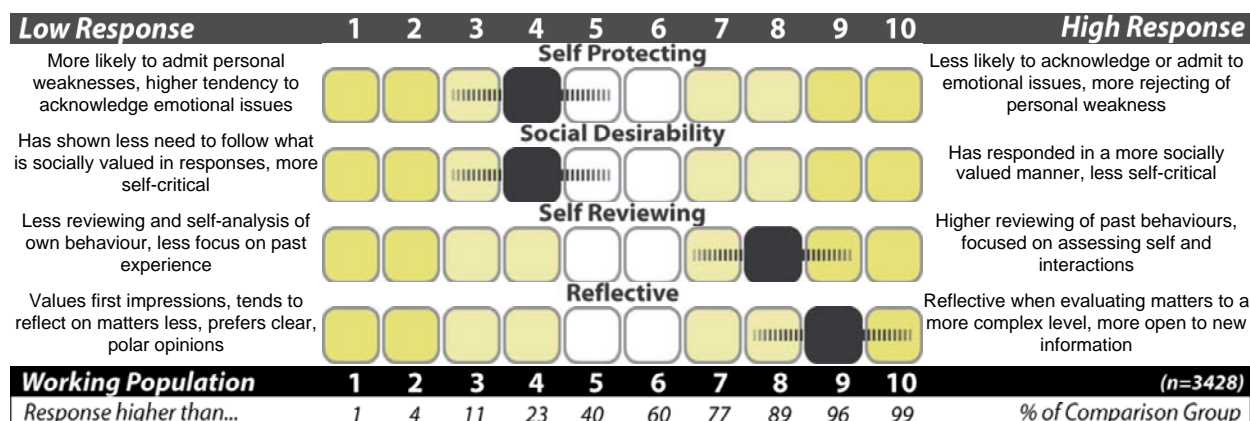
"Caution" = Candidate response style may have been less objective

"Further Probing" = One or more scales indicate that this may not be an area of preference

"OK" = Indicators suggest the candidate is likely to have a moderately effective level of orientation towards this area

"Strong" = Most indicators suggest the candidate is possibly strongly focused in this area

How has the candidate responded to the questionnaire? - Style Scales



The questionnaire provides indicators of how objectively and accurately the respondent has approached the exercise. These are the 'response style' scales.

Response style interpretation (for summary - see box below)

Self-Protecting looks at whether the candidate may have avoided, or been selective in admitting personal weakness or potential emotional issues. This candidate has been more open and objective than most, indicating that responses in this area are likely to be accurate.

The **Social Desirability** scale provides a measure of how overly-positive or exaggerating the candidate may have been in presenting more 'desirable' characteristics. In this case, Sam appears to have responded in an objective manner, indicating he has been less inclined to present himself in a positive manner.

The **Self-Reviewing** scale provides an indicator of the insight the candidate is likely to have into his behaviour generally. Sam has reported to be more self-reviewing than the next person, indicating that he is likely to be more focused on assessing and reporting on his behaviour than most.

Some candidates may answer items in this questionnaire with a 'polar' or less reflective fashion.

The **Reflective** scale provides an indication of how reflective the candidate may be in outlook. Sam is more inclined than most to reflect on matters to a deeper extent and is more likely to have presented a considered and balanced view in this profile.

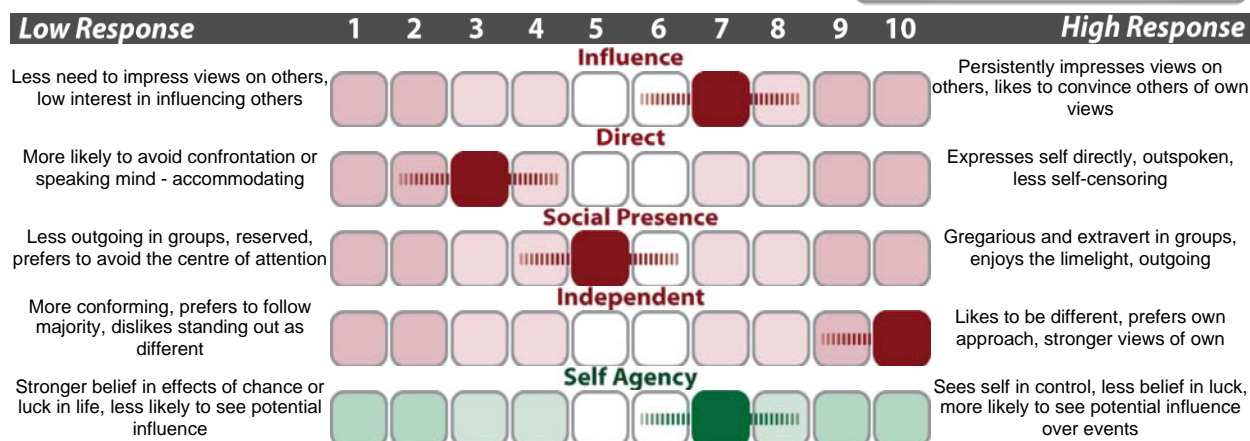
Summary Points for Interviewers

Nothing specific raised from the style scale indicators.

Other indicators in the profile suggest he is more nervous in these situations than most, and he may take a little longer to settle-in and feel comfortable in the interview.

Influencing

**Further
Probing?**



Interpretation of relevant scales: Sam reports to be more focused than most people on impressing his views and opinions on others, probably seeking to change views and sell ideas more persistently than most. When he has a view on matters, he may tend to be less direct than most and often self-censor his contributions to avoid confrontation or offence.

In terms of social confidence and presence around others, Sam reports to be typically outgoing and to be as comfortable as the next person in the centre of attention. He will be more self-assured in his views and outlook than most, and will be more comfortable to take a different view to others or be seen as different. He will be much more self-assured in his own, independent views and outlook.

More happy to be different, he is likely to be more comfortable holding a challenging opinion. The self-score here reflects a stronger belief that he can usefully influence events around him, and this may mean that he is more proactive in seeking to effect matters.

Possible Probing Questions:

Influence: Tell me about a time when it was challenging to 'sell' an idea or point of view to others? How did you convince them? What did you do that was effective? How could you have been more effective?

Direct: What disagreement might you have had recently? How did you tackle this? Have you had to deal with a sensitive issue with a staff member or colleague? How did you find this?

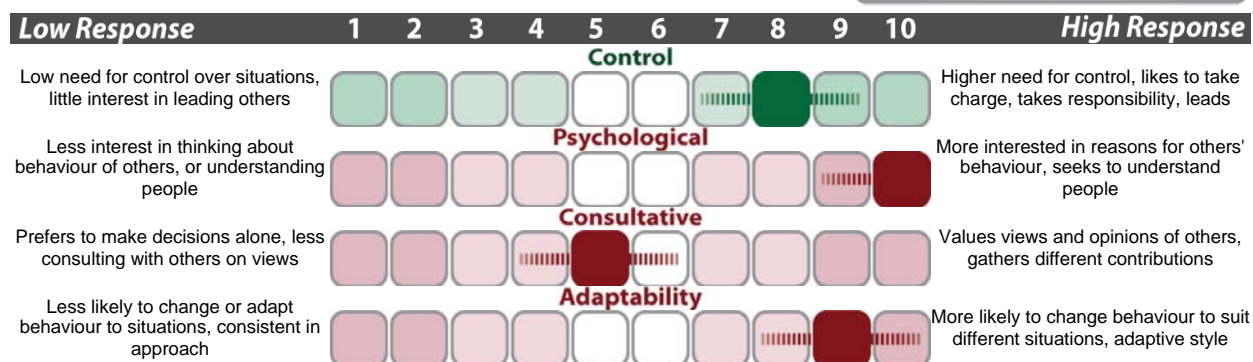
Social Presence: When have you had to interact with a group of people? How would you describe your approach to communicating with others? Have you had to present to people before? How do you find this?

Independent: When have you challenged something - an opinion or idea recently? When have you compromised or changed your view to achieve a consensus? How do you feel about taking a different view to others? How do you seek to influence others?

Self-Agency: Can you give me an example of when you have influenced events significantly by taking action? What is a key achievement that you are proud of, and how did you achieve this?

Leadership

Strong



Interpretation of relevant scales: Sam reports to be more concerned than most to assume personal control over matters, and as such may be more likely to take the lead or responsibility at work. As someone who tends to be much more orientated towards understanding and predicting the behaviour of others, he will probably have a greater insight into how best to manage and lead different people. He may be more effective at understanding the perspectives of others. When making decisions, he is as likely to consult with others and involve people as most. He will probably operate in a typically democratic and participative manner. Sam's score on Adaptability reflects a stronger orientation towards changing his behaviour to suit different situations. He is likely to use a broader repertoire of different approaches to use in different settings, valuing flexibility over consistency.

Possible Probing Questions:

Control: Tell me about a time you have had to step in and take action to help a team move forward? What happened? What is your philosophy to leading / working in a team? Examples of when you have applied this? How do you ensure that people in your team know what is expected of them? How specifically do you manage this?

Psychological: How are you perceived by others? What might be some misperceptions about you? How does your style impact on others? Who do you work best with? How do you get the best from team members? What is most important to you when working with people? In terms of leadership, what do you see to be your areas for self-improvement?

Consultative: As a team member or leader, describe how you have worked with others on a key assignment? When do you ask for other people's opinions, and when do you just get on with it? Why?

Adaptability: Give me an example of when you had to significantly alter your normal approach in dealing with an individual or situation. Why was this necessary? How did you achieve this? When have you had to deal with someone or some people that were very different from yourself? How did you tackle this?

Team Working

Further Probing?



Interpretation of relevant scales: In terms of orientation towards teamwork, Sam reports a preference towards individual working, tending to be less comfortable sharing responsibility with other team members. He may be less comfortable working on team-based projects. Despite a preference for autonomy in this respect, he is likely to be fairly interested in the personal feelings or personal issues of fellow team colleagues. He will probably be as focused on addressing this area as much as most. Colleagues will generally find it typically easy to read his feelings about matters, as he reports an average degree of openness with his emotions and feelings.

With regards to his drives for achievement, Sam reports a fairly high competitive need to 'win', which suggests that in a team situation, he may show a stronger interest in achieving personal goals. He may tend to benchmark himself personally, rather than as a member of the team.

Possible Probing Questions:

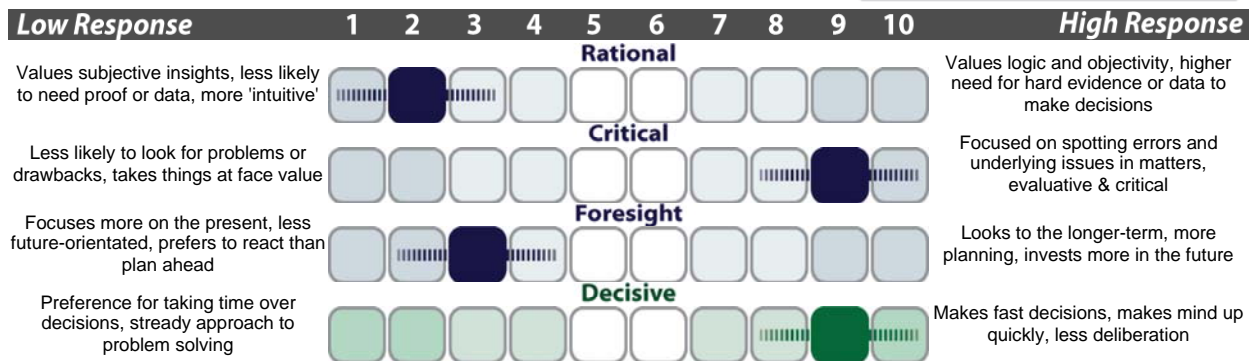
Group Affiliation: Tell me about your involvement in a team project recently - what was your role and contribution? What are your strengths in a team setting? What do you see to be your weaknesses in a team setting? How would others describe your team contributions? Please provide specific evidence of these.

Empathy: Can you give me an example of when you have had to deal with a personal problem with a colleague or staff member? When have you had to tackle a sensitive issue? How do you feel about tackling such issues?

Open: To what extent do you express your feelings at work? Tell me about a time you have motivated others - what did you do? How and what did you communicate? When have you shared feedback with a team?

Need to Win - What really motivates you? Tell me about an achievement that you are very proud of? Tell me a time when you have worked as part of a team to achieve some demanding goals? What did you do specifically to achieve this?

Decision Making

Further
Probing?

Interpretation of relevant scales: Sam reports to have a much more intuitive, subjective approach to making decisions, being much less concerned about data or more objective measures and preferring to use his overall feel for a situation. In terms of his analytical focus, he will probably be more critically evaluative than the next person. He is likely to be good at spotting the errors or flaws in work or proposals that others miss.

His responses to the profile suggest that he will look ahead less than most and as such, may have less inclination to plan into the future in any great detail, and may prefer to take things as they come. In terms of decisiveness, Sam has reported to be much less concerned than most with deliberating over information, preferring to act quickly. He is likely to be more comfortable responding rapidly and thinking on his feet, and will jump into decisions quickly.

Possible Probing Questions:

Rational: Describe how you dealt with a recent complex issue. What factors did you consider to be important? Tell me about your experience in dealing with more ambiguous situations? How did you feel? What did you learn?

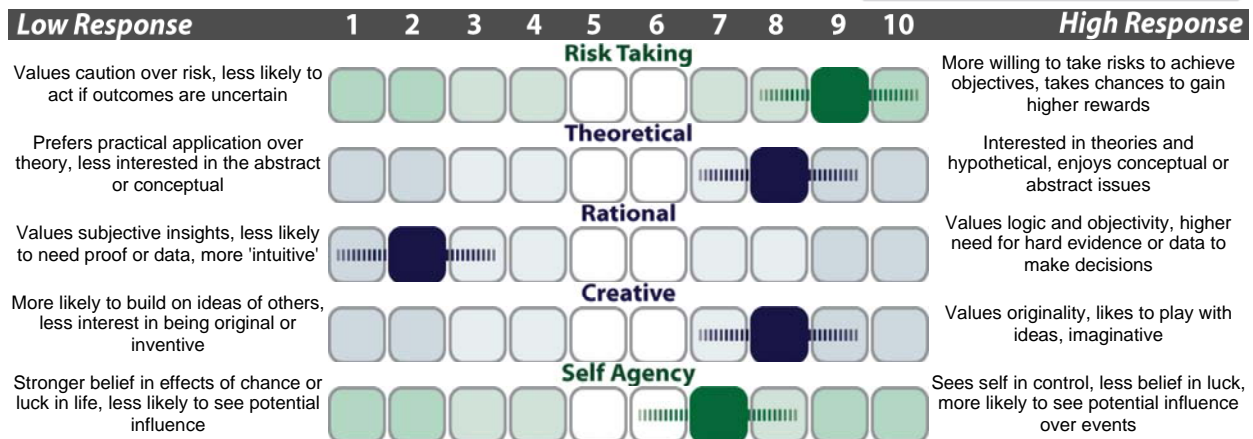
Critical: Tell me about a time you dealt with a complex proposal or issue? What did you do about this? Tell me about a time when you did not sufficiently evaluate the situation or its implications. What was your learning? Do you like taking on the evaluative role?

Foresight: Talk me through how you have planned a recent key project? What are the key objectives in your current position? What are your plans for your career? Have you been involved in more strategic/long-term planning? Tell me about the plans you have made for the key objectives in your current position?

Decisive: Can you provide an example of when you have had to think on your feet or make a speedy decision recently? How would you describe your decisiveness? Have you recently had to focus on a detailed problem or convoluted issue? How did you use this information? Tell me about a time, when in hindsight you had made a poor decision? What was your learning from this?

Change

Strong



Interpretation of relevant scales: An important attribute seen in those who are change-focused is an ability to act when outcomes are less certain. Sam is likely to be much more comfortable acting in risky or more ambiguous areas, being more focused on the potential benefits of upsetting the status quo. There may be a tendency however, for this candidate to take risks without sufficient thought or more systematic assessment. He tends to orientate himself towards the more conceptual or theoretical side of matters. This may mean he is more likely to look at possibilities or hypotheticals that might drive change.

Driving and potentially enhancing Sam's focus on change is his much lower need for objective data or rationally-based evidence before acting. He will be more focused on using an overall feel or more subjective information. In reference to personal creativity and innovation, he has reported to be more orientated in this area than most people, seeing himself as imaginative and often original. In general outlook, the 'self-agency' scale reflects his belief that he can usefully influence events around him, and this may mean that he can be more focused on change and influencing his work area.

Possible Probing Questions:

Risk-Taking: How have you contributed to organisational changes? What risks did this entail? How would you describe the level of risk to you and the organisation? How did you feel about this?

Theoretical: When have you applied a concept or idea to improve working processes? What have ideas have you implemented? What concepts or new methods could be introduced to our industry / your current role to improve things? Example?

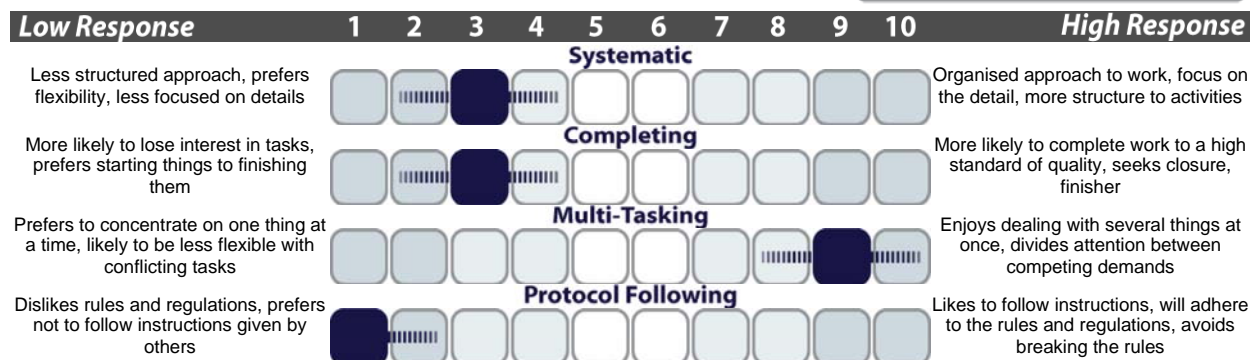
Rational: When have you gone with your 'gut-feel' or intuition about something? Tell me when you might have experimented with a new idea? When have you acted without having all the facts about something?

Creative: Tell me about a creative idea you have produced - what happened to it? How have you contributed to change; what was your input specifically?

Self-Agency: What are some of the issues that you have encountered in your current role? What can we do about these? What effect do you think you could have on the role / this organisation? To what extent do you believe you can really change things? How? Examples?

Organisation

**Further
Probing?**



Interpretation of relevant scales: Sam reports to assume a less structured and systematic approach to his work. He will be less interested in details and prefers just to start work rather than think about structure first. In terms of finishing work, he will probably be less focused in this area than most. He will be more interested in the conception and starting of work, and will be more likely to lose interest in assignments if they become protracted. This preference may also suggest that the candidate can be more flexible than most, being more open to changing tack once embarked on a course of action.

The profile suggests that he will be much less adept or comfortable with following instructions or protocol. In terms of multi-tasking, he will prefer to have a good deal of things on the go at once, relishing the challenge of prioritising and dealing with many demands on his time. He will probably thrive in a dynamic and demanding environment.

Possible Probing Questions:

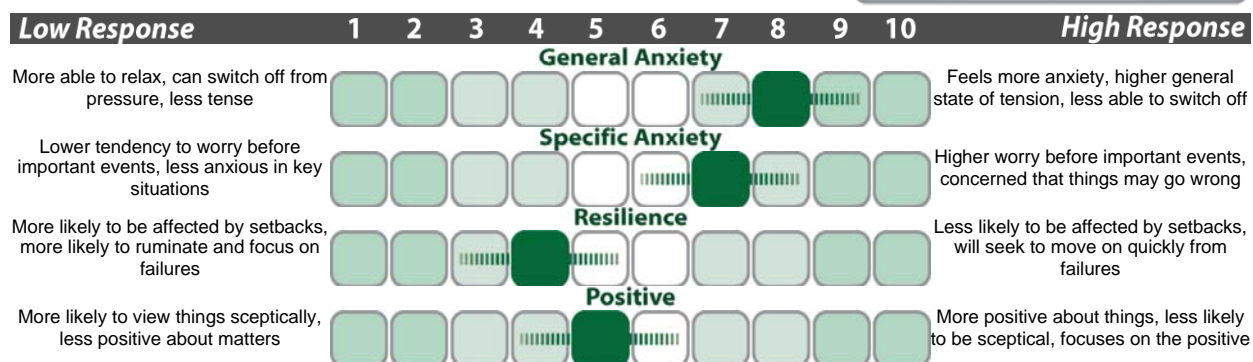
Systematic: Can you describe your approach to managing your workload? Can you give me some concrete examples of when you have demonstrated this style?

Completing: Tell me about a task where you had some challenging deadlines to meet? Tell me about a time when you had to adapt the way you were doing something. What was the challenge here? Give me an example of when you have had to deal with changes in demands quickly?

Multi-Tasking: Can you provide an example of when you have managed a lot of different demands upon your time or projects? How do you approach your work, and prioritise what needs to be done?

Protocol-Following: How do you feel about rules and regulations? When have you undertaken a task that has required strict adherence to instructions or regulations? When have you rejected a rule or a procedure in order to get something done differently?

Dealing with Pressure

Further
Probing?

Interpretation of relevant scales: Sam reports to feel more tension and anxiety than others most of the time, probably finding it harder to switch off from his work objectives and relax. With regards to more specific sources of anxiety, he will worry more than most before specific events, tending to be more nervous and concerned about things going wrong.

Related to resilience, Sam reports to be more sensitive to setbacks or problems than most. He will tend to reflect more on past failures, and may take a little longer to bounce back from issues. With regards to his overall outlook on events, he will probably take a balanced view between perceiving things positively and adopting a more questioning or possibly sceptical stance.

Possible Probing Questions:

General Anxiety: How do you balance the stresses of work? Can you talk me through a time you had a significant problem at work which created a lot of pressure? What happened and what did you do to rectify it? Explore evidence for managing pressure and maintaining a focus on broader issues.

Specific Anxiety: Tell me about a challenge you undertook recently or an important event that you really needed to go well - how did it go and how did you feel as you were managing it? How did you ensure it went well?

Resilience: Tell me about a significant setback you have had recently? How did you feel about this at the time? Has this changed anything? What would you do next time in a similar situation?

Positive: Would you describe your outlook as being more optimistic or pessimistic. Why is this? What do you think the future holds for this job, for this work area? What are the threats or opportunities for us? What are your aspirations for the future?

Motivation

OK



Interpretation of relevant scales: Sam has reported a typical level of determination to achieve goals, and will probably seek a balance between stretching himself and ensuring that goals are realistic and not overly pressuring. He indicates a more competitive drive than most, wanting to win and be seen to do well against others. He will probably be more concerned to excel over others than most.

At this time, he is likely to see an average amount of self-improvement possible in his approach. He reports to be as self-assured in his abilities as the next person. He has a typical motivation towards variety and trying out new roles and work areas. The area of 'Self Agency' also provides an angle on possible motivation levels. his score here reflects a stronger belief that he can usefully influence events around him, and this may mean that he is more proactive in seeking to effect matters.

Possible Probing Questions:

Determined: Give me an example of when you have achieved a goal that was challenging. What were the obstacles you overcame? How have you changed your goals or adapted your plans?

Self-Agency: Give me an example of when you have influenced the course of your development or career significantly - what did you do and what effect did it have? Tell me about a recent experience that did not go particularly well - what was the cause (does the candidate take responsibility appropriately)? How did you feel about this at the time? What did you learn?

Need-To-Win: Tell me about a time you have shared success with others, maybe in a team? How do you benchmark your performance and how do you know when you are doing well? How would you describe your level of competitiveness and need to achieve? Can you give an example?

Self-Assured: How would you like to develop in this post? What are you looking to improve? Can you tell me about a time you moved out of your comfort-zone ?

Variety-Seeking: To what extent do you need change and variety in your role? When have you dealt with fast changing work? When have you dealt with more routine or protracted assignments? How did you ensure that results were achieved?

Feedback Report

Strictly Confidential

Sam Sample

Wednesday, September 25, 2013



The
British
Psychological
Society



About Self-Perception and Personality

There are many reasons why people differ in their approach to work. One area that has been extensively explored by researchers is an area that we commonly refer to as 'personality'. This term is broad and encompasses all that makes us unique. It can be defined as the pattern of thoughts, feelings and behaviours that distinguish one person from the next and is relatively enduring over time. This report provides comprehensive information based on your responses to the questionnaire i.e. it is a 'self-perception' report. Important points to note about self-perception information:

- It is not a definitive statement about how you behave - just an indicator
- Information relates to your style and preference - not ability
- It offers a comparative measure of how you see yourself compared with most other people
- Although broad patterns can be consistent across time, your profile can change with experience. Therefore the shelf-life of the information contained in this report is typically 12 months.
- In a recruitment situation, this information should never be used in isolation - it supports other evidence
- Do consider the information from different angles but do not get overly concerned over aspects that you consider to be less accurate. The interpretation of the profile is not infallible.
- With 'self-perception' information, it might be valuable to explore the report with people who know you best.

Understanding your Profile and Report

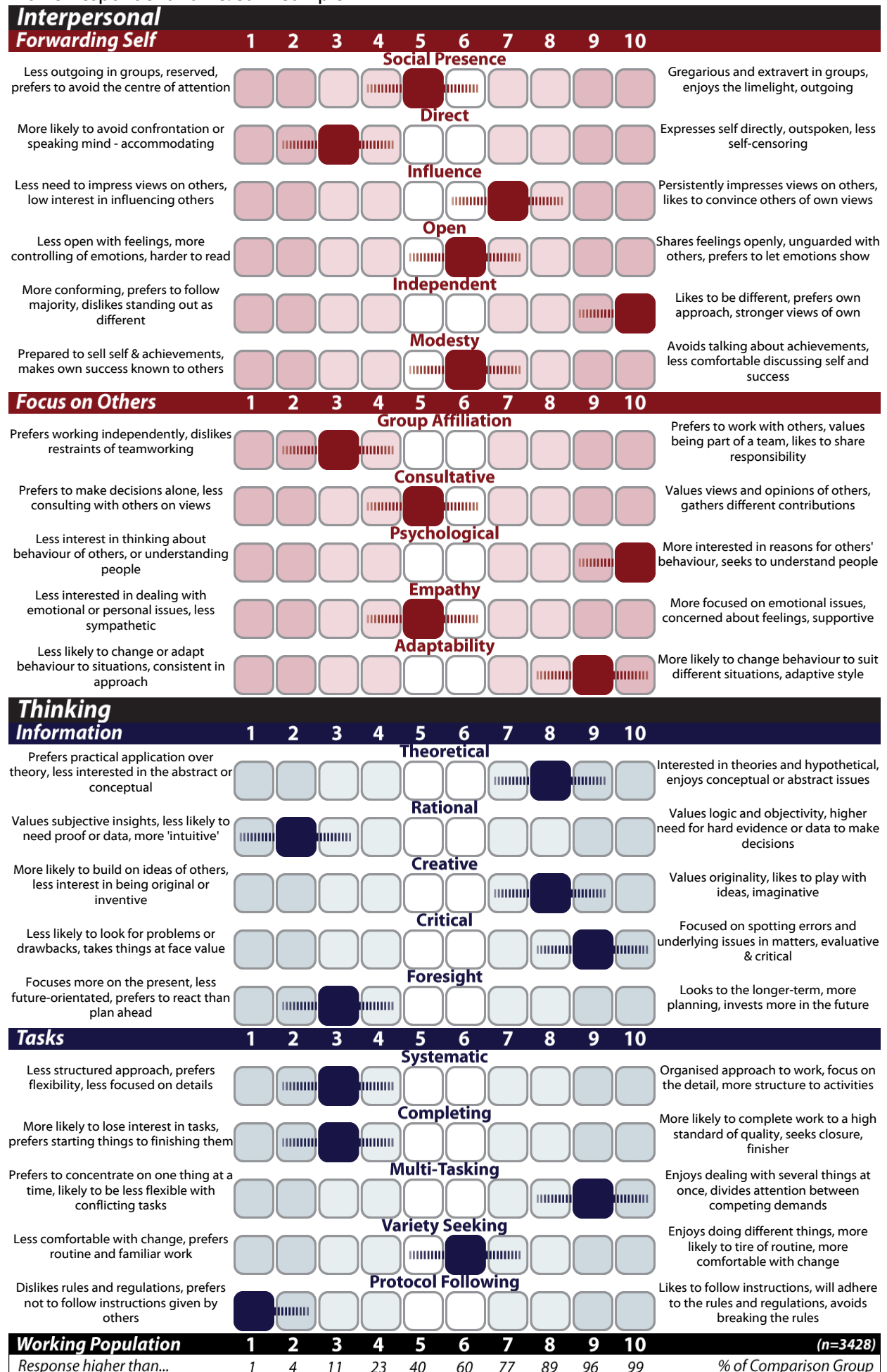
Your primary profile is displayed overleaf. These responses have been compared to a large sample of the professional population who have also completed 'identity'. Your graph indicates how your responses compare to the average for this group. Where the points on the graph fall in the middle - on a 5 or 6 - this is a typical response compared with the working population. Where your graph falls lower or higher than this average response, this is an indication of a characteristic that differentiates you as an individual. The lower or higher the response, the stronger this characteristic is likely to be.

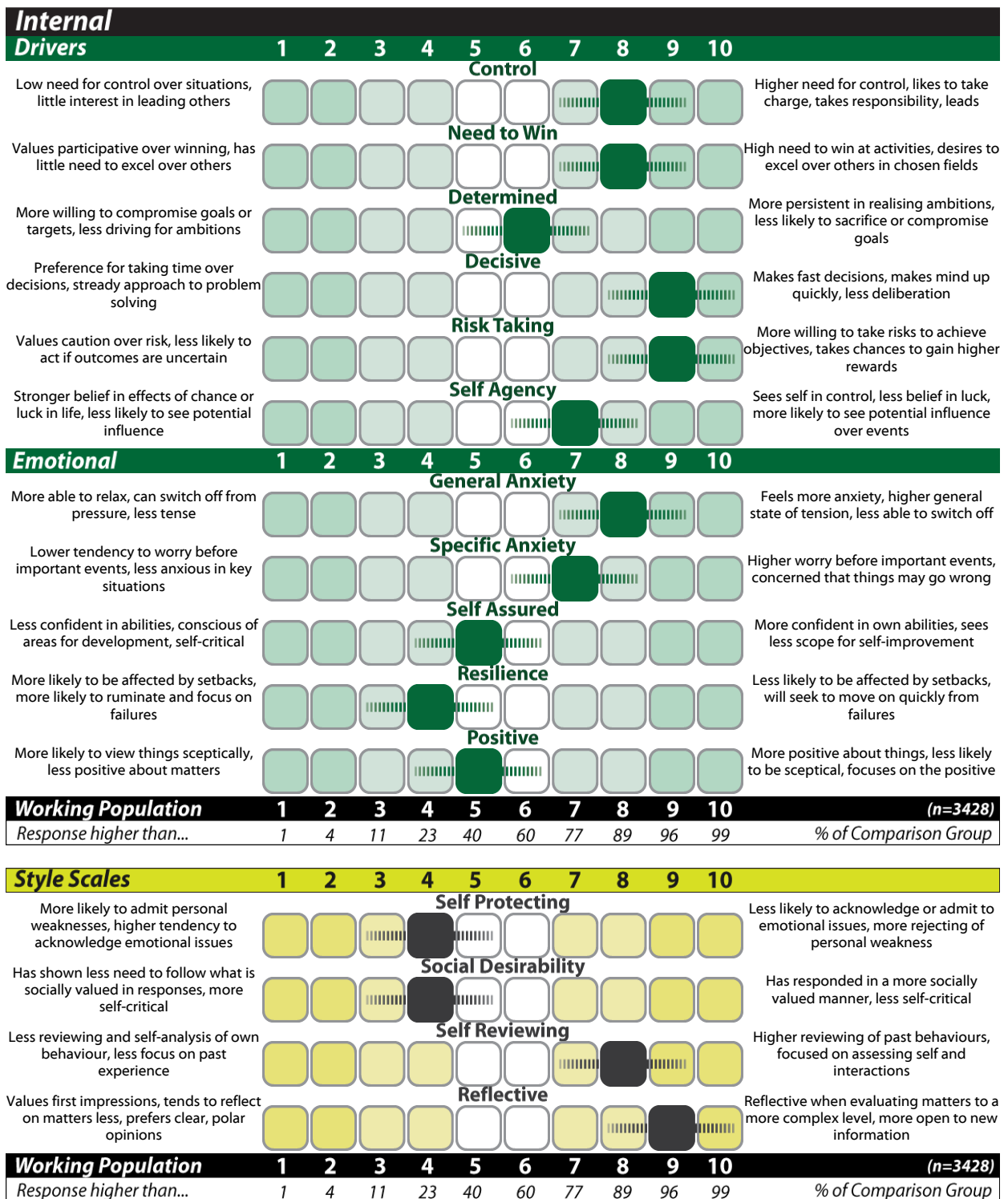
This report looks at the different areas of the profile in turn as each may have an impact on your behaviour. For each area a general description is provided, followed by potential strengths and potential areas for improvement. It is important to remember however, that there may be balances or support for specific scales elsewhere in the profile. After looking at the different areas you might gain greater insight by reviewing the profile as a whole. The suggested strengths and development areas are purely suggestions and may be more or less applicable to you, depending on how you may manage to different situations.

Further psychological models are presented after the identity scales are described. These look at leadership style, team role etc. Please note that these are derived from research into the relationships between identity profiles and responses to other questionnaires.

The identity questionnaire has been developed by Quest Partnership Ltd. professional Business Psychologists and members of the British Psychological Society.

Profile-Respondent Name: Sam Sample





Self-Perception Information - Points to Bear in Mind:

- not a definitive statement about how you behave - just an indicator
- about style and preference, NOT about ability without support from further evidence
- a comparative measure of how you see yourself in relation to the rest of the professional working population
- although broad patterns are likely to be consistent through time, your profile can change with experience and role
- this profile should not be interpreted by anyone who is not trained or professionally supported to do so

Interpersonal

The identity model looks firstly at areas of interpersonal behaviour, The different elements are grouped into two subareas that measure your preferences for forwarding yourself and your preferences for focusing on those around you.

Forwarding Self

Your responses to the questionnaire indicate that you tend to be typically outgoing and to be as comfortable as the next person in the centre of attention. You report to be less direct than most and to often self-censor your contributions, maybe to avoid confrontation or causing offence to others. You will however, present your case when you feel that this is appropriate or important. In terms of influencing, you present yourself as more focused than most people on impressing your views and opinions on others, probably seeking to change views and sell ideas more persistently than most.

With regards to expressing how you feel inside, colleagues will probably find it typically easy to read your feelings about matters, as you report an average degree of openness with your emotions and feelings. Another aspect of how you forward yourself is in terms of independence. Your responses to the questionnaire suggest that you will be much more self-assured in your own, often challenging views and outlook. More happy than most to be different, you are likely to be more comfortable going against the grain or taking an alternative opinion.

You tend to report a typical degree of modesty, and are likely to be as comfortable talking about yourself and your successes as the next person.

Potential Strengths of Your Style

- * You may be seen as accommodating and sensitive to avoid offending others. You probably have a non-threatening style?
- * You will be seen to assert your views and convince others? You are more likely to assume a sales role or to adopt a more negotiative approach?
- * You will be seen as free-minded and to add value by challenging the norm? You will be more likely to take an alternative view or to assume a minority position if you feel this is right?

Potential Drawbacks of Your Style

- * There may be times you over-compromise your valid views to avoid what you perceive as confrontation or offence?
- * You may at times be viewed as over-persistent in pressing your view? Might there be scope to listen more to others ideas, or encourage these at times?
- * Perhaps having stronger views than others, sometimes you may be seen as hard to influence or occasionally argumentative?

Focus on Others

Your responses to the Questionnaire suggest that you have a preference towards individual working, perhaps feeling less effective when sharing responsibility with other team members. You may need to input more energy when working on team-based projects. You report to take a balanced view on consultation, probably being comfortable to reach decisions alone. You are likely however, to also be aware of the value that canvassing views from others can bring.

With regards to thinking about other people, it is likely that you are much more orientated towards understanding and predicting the behaviour of others. You will probably have a greater insight into different individuals' outlooks or motivations and be keen to explore their perspectives. In terms of dealing with colleagues' emotional issues, you will probably be fairly interested in the personal issues of fellow team colleagues. You will generally address this level as much as most.

The final scale in this section of the profile looks at the extent to which you adapt your behaviour towards different situations or people. You would appear to have a stronger orientation towards changing your behaviour to suit different situations. You are likely to use a broader repertoire of approaches and behaviours to use in different settings, valuing flexibility over consistency.

Potential Strengths of Your Style

- * You should be able to work independently, maybe concentrating on a task for a longer period of time, perhaps requiring less support from others?
- * Your insight into others is likely to enhance your understanding of people and improve your interactions? You should be more mindful of the agendas or perspectives of other parties when seeking influence?
- * You are likely to be more flexible and adaptive to different situations and demands? This may make you more effective in conveying the right message to different audiences?

Potential Drawbacks of Your Style

- * You may be seen as less engaged with the team's interests at times, perhaps due to a preference for getting on with things alone?
- * Generally, interest in others is a strength. Depending on the extent to which you focus here, high responses here can indicate an over-focus at times on the process of getting results through people, when a more results focused approach might deliver more?
- * Although adaptive to different people and likely to draw from a wider range of behaviours or approaches, if you tend to be very changeable in approach, you may need to be cautious not to be seen as inconsistent in your treatment of different people?

Cognitive

'Cognitive' is a broad term that refers to the 'act of thinking'. Here it refers to your preferences in the two areas of using information and approaching tasks.

Information

Your profile suggests firstly that you are focused on the more conceptual or theoretical side of matters. This probably means that you are more likely to look at possibilities and hypotheticals than most. The type of information that you prefer to use when making judgements will be much more intuitive and subjective, as you would rather use your overall feel for a situation. You may have less need to logically analyse or quantify things, although you may be competent to do so if the situation demands this approach. Your impressions are also likely to be critically assessed for potential flaws or problems, as you also report to be more evaluative than most.

In terms of creativity and making unusual links between different sources of information, you have reported to be more orientated in this area than most people, seeing yourself as imaginative and valuing originality. You will enjoy exploring new ideas and possibilities.

The extent to which you look to the future and plan ahead is also measured by the questionnaire. When compared with the comparison group, your responses suggest that you will do this less than most. This probably indicates that you have less inclination to plan into the future, and may prefer to take things as they come. You may be more effective and responsive towards emerging issues.

Potential Strengths of Your Approach

- * You are likely to have a strong intellectual curiosity and be good with theory?
- * You are able to make decisions in more ambiguous areas, when less objective evidence exists to support action?
- * You are more likely to produce creative and unusual ideas?
- * You are likely to be better at spotting flaws and act as Devil's Advocate?
- * You can react and be focused on meeting current demands?

Potential Drawbacks of Your Approach

- * You may miss the practical issues or become immersed at times in interesting theories that may have less relevance?
- * You may over-estimate the value of your subjective evaluations at times, when gathering more evidence could help support your decisions in some contexts?
- * You may at times get over-absorbed in your own creative thoughts?
- * If you adopt a critical perspective alone, sometimes you may over-focus on the drawbacks, or potentially dampen enthusiasm if you become negative?
- * If you becoming very reactive to events, there may be scope to reduce future problems by looking ahead and planning more over the longer term?

Tasks

Your profile suggests that you have a less structured and systematic approach to your work. You will be less interested in details and prefer just to start work rather than think about structure first. In terms of finishing things, you are probably less focused in this area than most. You will be more interested in the conception and starting of work, and will be more likely to lose interest in assignments if they become protracted. This preference may also suggest you can be more flexible than most, being more open to changing direction once embarked on a course of action. When managing work, you probably prefer to have a good deal of things on the go at once, relishing the challenge of prioritising and dealing with many demands on your time. You will probably thrive in a dynamic and demanding environment.

With regards to your need for change, you appear to have a typical motivation towards variety and trying out new roles and work areas. The Protocol Following scale suggests that you are probably more comfortable than most to adhere to instructions or protocol. You value the need to follow rules and regulations as laid down.

Potential Strengths of Your Style

- * Your less systematic approach may mean you can take a more flexible approach and see wider issues?
- * You are likely to be more flexible to fast changing demands and enjoy getting new activities started?
- * You will be effective and energetic in managing a lot of work?
- * You may tend to show more initiative and make your own rules, rather than looking to precedent?

Potential Drawbacks of Your Style

- * Are there ways of becoming more organised and systematic in your approach to work? You may be missing opportunities to better attend to important details or produce plans?
- * You may tend to put things down as quickly as you pick them up? Do you ensure you see projects through to completion?
- * Whilst effective at juggling different demands, do you always give each assignment the due attention and focus it needs for a high quality end-result?
- * You may be more easily stifled by regulations or other impositions of organisations?

Internal

This part of the profile looks at the more internal aspects of your temperament. The questionnaire measures elements of drive and also relevant emotional indicators.

Drivers

This section looks firstly at your need for control over situations. Your responses suggest that you are more concerned than most to assume personal control over matters, and as such may be more likely to take the lead or responsibility at work. In terms of competitiveness, or needing to excel over others, you report to having a higher need to 'win' at what you turn your hand to. Recognition and high performance is important to you personally.

Your responses to this section of the questionnaire indicate a typical level of determination to achieve goals, and you will probably seek a balance between stretching yourself to attain demanding targets and ensuring that goals are realistic.

The Decisive scale looks at how quickly you like to decide on action. Your responses suggest that you are much less concerned than most with deliberating over information, preferring to act quickly. You are likely to be more comfortable responding rapidly and thinking on your feet, and will jump into decisions quickly. Associated with your higher decisiveness in this respect, you are also more likely to take a risk than most. You will probably be more able to act when the outcomes are less certain.

People differ in how much influence they perceive they have over what happens to them, and the extent of control that external forces, e.g. luck, have over them. This is measured by the 'Self-Agency' scale. Your responses suggest that you see yourself as being more able to influence events around you. This may mean that you can be more aware of the potential impact you can have over your work and environment. You see your actions as more important in determining your life than do most others

Potential Strengths of Your Style

- * You may have a stronger potential for leading and taking control of matters?
- * You will be driven to do better than others in what you turn your hand to?
- * You will be more able to think on your feet and act speedily?
- * More risk-taking, you are likely to be more able to initiate change?
- * You may be more proactive in seeking to influence events around you?

Potential Drawbacks of Your Style

- * If you have strong personal drivers to take charge - you may be seen at times as uncomfortable relinquishing control to others at times?
- * If your competitive drive is mainly towards your personal objectives - you may be seen as less collaborative, or needing to beat others?
- * Sometimes you may jump into action without sufficiently thinking through the consequences?
- * You may feel frustrated in a culture that does not support taking a chance for gaining bigger returns?
- * You may feel a burden of personal responsibility for events, increasing your stress?

Emotional

In terms of your general levels of anxiety, you report to have more tension and anxiety than others most of the time, probably finding it harder to switch off from your work objectives and relax. You also report a higher level of tension related to specific events. This indicates that you probably feel a few more nerves or worries inside when you feel that you need to do well. In terms of learning for the future, you probably see an average amount of self-improvement possible in your approach. You report to be as self-assured in your abilities as the next person.

You report to be a little more sensitive to setbacks or problems than most. You will tend to reflect more on past failures, and will tend to take these more personally. This may reflect a greater care and concern to do well. With regards to your general outlook, you will probably take a balanced view between perceiving things positively and adopting a more questioning or sceptical stance.

Potential Strengths of Your Style

- * You are likely to invest a good deal of personal energy and commitment into your work?
- * You may be more focused on possible problems and will be concerned that things go well?
- * You are more likely to consider, and learn from mistakes?

Potential Drawbacks of Your Style

- * You may need to take more time-out or manage your levels of stress?
- * Your nerves or worries may be unproductive and a waste of your energies?
- * You may become pre-occupied with your failures or over-emphasise what has gone wrong? Do you celebrate successes sufficiently?

Style Scales

The style scales provide an indication of some factors that may have influenced the accuracy of your profile:

You responded in a more open and objective fashion about your feelings.
You were probably less concerned than most about presenting yourself in a positive light.
You report a higher degree of self-reviewing behaviour, which indicates that you should be more self-aware of your behaviour.
Your tendency to reflect on matters may mean that you took a more considered and reflective approach to the questionnaire.