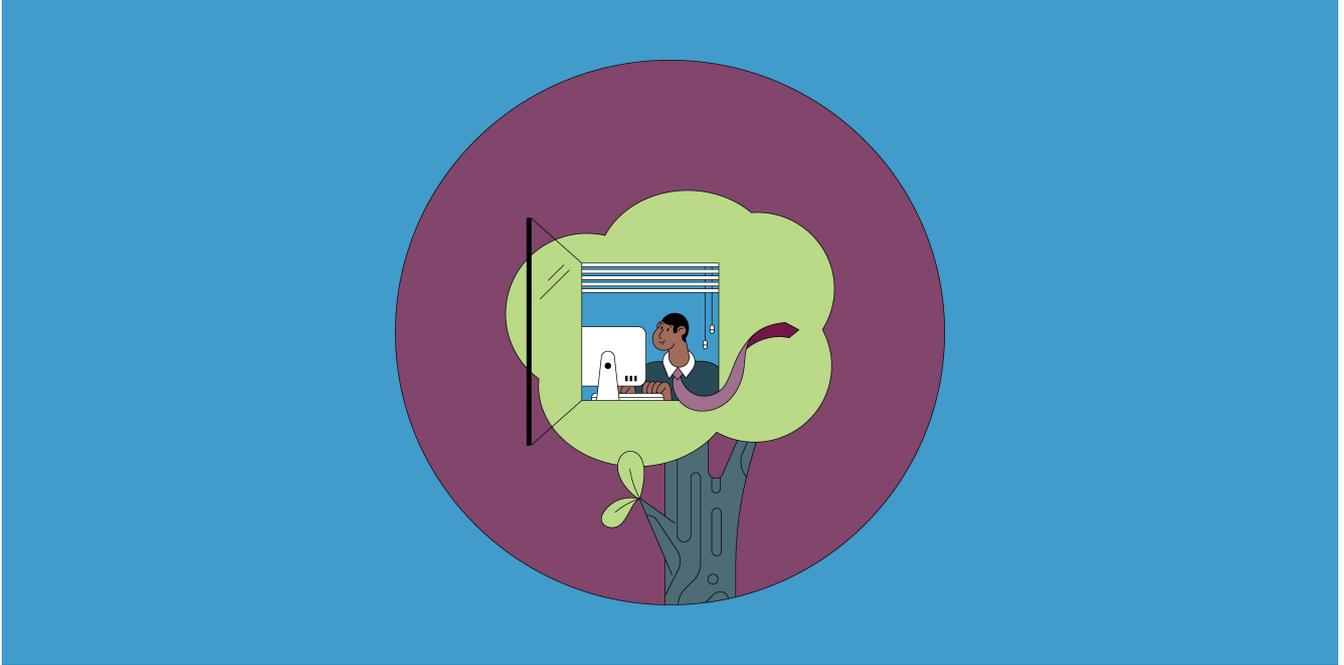


INSIGHTS REPORT

Personality Questionnaire [Enhanced]



Mikel Thomas

Completion Date: 23/06/2021

Your Logo Here

This report could be used by:

Recruiters, line managers, HR and L&D professionals.

This report describes:

Key findings from Mikel's personality profile that relate to the way in which he is likely to respond to people, tasks, demands, rewards and culture at work. The report covers:

1. Interpersonal Style
2. Thinking Style
3. Emotional Style
4. Motivation
5. Culture fit

UNDERSTANDING THIS REPORT

Introduction

This report helps you to understand Mikel's preferred working style. The report describes how Mikel will typically respond in a range of areas which are relevant to his role.

The results in this report were generated from Mikel's responses to the Personality Questionnaire [Enhanced] that he completed on 23/06/2021. Mikel's responses were compared with which comprises a diverse group of individuals who completed Criterion Personality Questionnaires in English from 2015-2020.

Interpreting the results

When reading this report, please remember the following points:

- Scores of **5** or **6** indicate that the individual sees themselves as typical in this area compared to others.
- Scores of **7, 8, 9** and **10** suggest a progressively stronger tendency towards the high end of the scale.
- Scores of **4, 3, 2** and **1** suggest a progressively stronger tendency towards the low end of the scale.

Important points

When reading this report, please remember the following points:

- **Personality is not fixed** - it may vary over time, change through training/development, or simply vary depending on the situation.
- There are **no rights or wrongs**. The scores do not measure ability, skills, capability or competence. They are merely indications of preferences or typical styles of behaviour.
- The questionnaire is **very reliable but is not infallible**.
- The profile is intended to clarify Mikel's **self-perceptions** - it does not provide an objective measure.
- For further interpretation of the candidate's profile, you should seek the advice of a trained platform user.
- These results **must be kept within the boundaries of confidentiality** agreed with Mikel.
- The results must not be used for any purpose other than that agreed with Mikel.
- These results **must be kept securely and not retained** beyond the period agreed with Mikel.

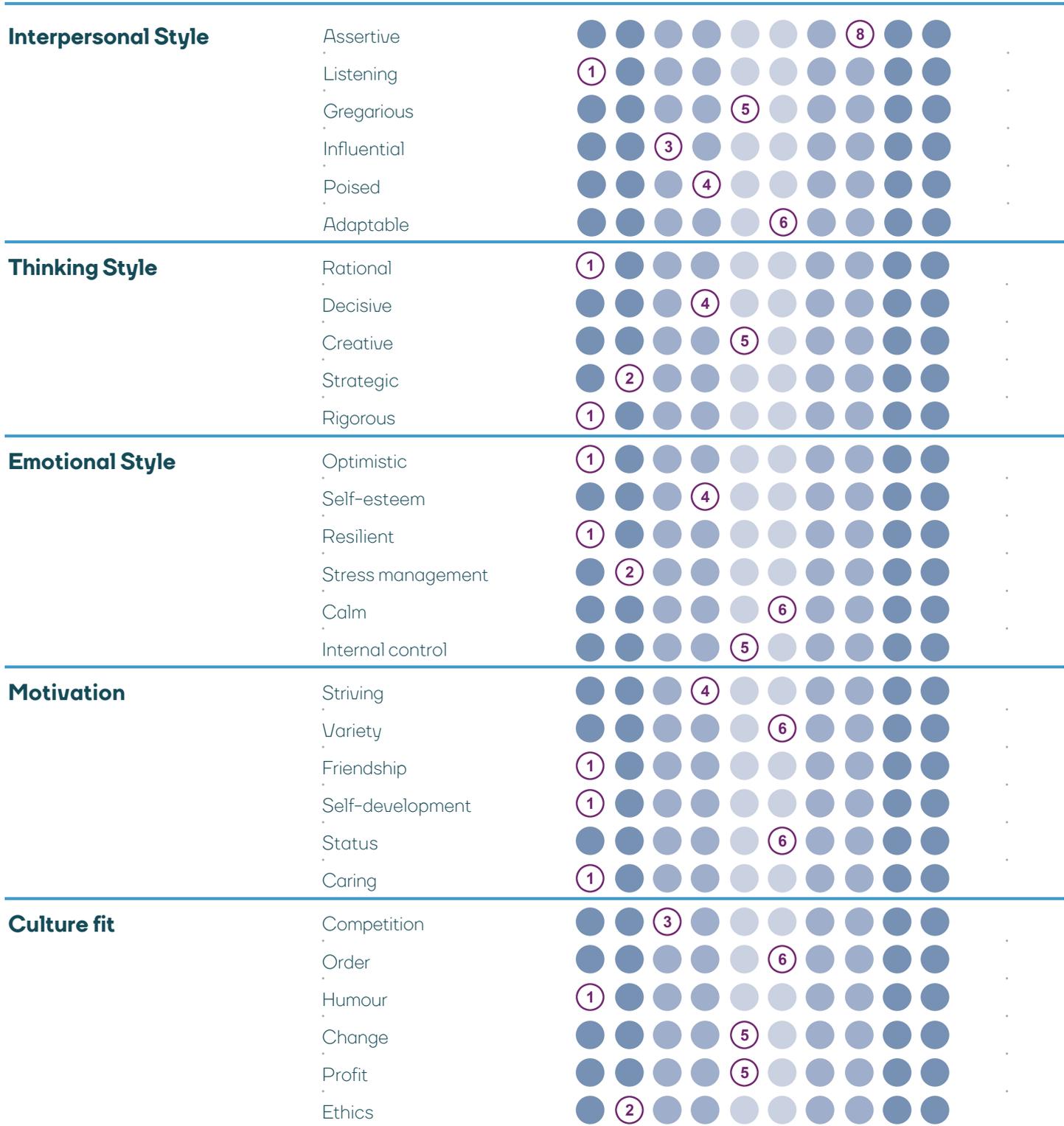
Further information about Mikel

Further reports can be downloaded for Mikel, which provide additional information about his personality:

- **Interviewer report** - Suggests interview questions based on Mikel's profile.
- **Personal feedback report** - Provides Mikel with valuable advice for self-development.
- **On-boarding report** - Summarises key results from Mikel's personality profile that will help to motivate and engage him as he takes up his new role.
- **Team strengths report** - Explores Mikel's style and areas of strength within a team.

MIKEL 'S PROFILE SUMMARY

This is a summary of Mikel 's preferences compared to other people:



MIKEL 'S STRONGEST PREFERENCES

These are the top five personality dimensions where Mikel described himself as being most different from other people, and whether his average responses were higher or lower.

Listening Area: Interpersonal Style	 Lower	Likes to be the one who does the talking. Sometimes doesn't listen to others or forgets what they say.
Rigorous Area: Thinking Style	 Lower	Gets work done as quickly as possible. Looks for ways to cut corners. More expedient than careful.
Self-development Area: Motivation	 Lower	Feels that self-development is less important than getting a job done. Satisfied with current performance.
Caring Area: Motivation	 Lower	Inclined to believe that people should look after themselves. Impatient with people who need help all the time.
Resilient Area: Emotional Style	 Lower	Sensitive to criticism. Can become emotional and suffer from the feeling of being hurt.

INTERPERSONAL STYLE

Supporting

Dislikes being bossy. Tends to play supporting roles rather than directive ones.



Assertive

Dominant. Makes presence felt. Sometimes overbearing with others.

Talkative

Likes to be the one who does the talking. Sometimes doesn't listen to others or forgets what they say.



Listening

Prepared to take time to listen to people. Considers others' opinions. Easy to talk to.

Solitary

Enjoys own company. Happy to work alone. Inclined to be less sociable than others.



Gregarious

Likes the company of other people. Sociable. Works well with others. May dislike working alone.

He is more **assertive** than most respondents in the comparison group. His responses suggest he is inclined to make his presence felt in a group, and enjoys being a fairly dominant force in many situations.

Mikel describes himself as somebody who has a very strong preference for being expressive and is much **less patient** when it comes to **listening**. He talks about his opinions more readily than he takes on the views of others.

He is **moderately gregarious** but no more so than most other people who have completed the questionnaire. His responses suggest he is comfortable either working with other people or working alone.

INTERPERSONAL STYLE

Reluctant persuader

Accepts other people's views. Prefers to 'agree to disagree' rather than try to influence or persuade.



Influential

Persuasive. Persists in trying to influence other people. Aims to win people over.

Reticent

Reticent and quiet in many social situations. May appear shy in some circumstances.



Poised

At ease with other people. Confident and relaxed on social occasions.

Consistent

Rarely alters behaviour to create an impression in different circumstances. Personality consistent across situations.



Adaptable

Adapts style of behaviour to suit different individuals. Changes personality in different situations.

He avoids pushing his opinions on others and is uncomfortable with the challenges of persuading others to a particular point of view. His responses indicate that Mikel is **less influential** than other respondents.

Mikel describes himself as sometimes appearing to be a little shy and nervous in certain social situations. He may occasionally seem quiet and reticent with people he does not know well. Mikel **may not appear to be very poised** and socially confident in some situations.

Mikel is **moderately adaptable** compared with other people. While he is sometimes ready to demonstrate flexibility in his approach to different individuals or circumstances, he also likes to show a degree of consistency in his style of communication.

THINKING STYLE

Intuitive

Intuitive. Likes to rely on feeling rather than gathering too much data. Guided by experience more than rational analysis.



Rational

Scientific and analytical when dealing with problems. Logical by nature. Prefers to rely on data.

Considered

Takes time to consider all options before taking a course of action. Dislikes making snap decisions.



Decisive

Quick to take decisions. Prefers to reach decisions rapidly rather than leave issues open.

Conventional

Happy to stick with clearly defined systems which work. Prefers following procedures to creating new methods.



Creative

Looks for new approaches. Enjoys trying new ideas. Prefers inventing new methods to applying old ones.

Concrete

Concerned with concrete practicalities. Less interested in the theory or the wider implications. Applies thinking to operational considerations.



Strategic

Approaches issues from a theoretical perspective. Concerned with underlying principles. Prefers strategy to operational specifics.

Expedient

Gets work done as quickly as possible. Looks for ways to cut corners. More expedient than careful.



Rigorous

Thorough and conscientious. Likes to do things properly. Takes time, and avoids short cuts.

Mikel has a strong preference for making decisions on the basis of intuition and is much **less inclined** towards **rational** analysis. He relies heavily on inspiration or personal experience as ways of solving problems and is much less at home with logical or scientific thinking.

Mikel has a slight preference for taking time to reach decisions. He is comfortable with a contemplative decision-making style but may be less comfortable making rushed judgements. He may prefer to **avoid being decisive** until he has considered all the options.

Mikel has a **balanced** working style; sometimes adopting a **creative** approach to find new solutions to problems, but also happy to work in a methodical way when this is required.

Mikel has a very strong preference for dealing with **practical** issues rather than strategic thinking. He would much rather get on with things than contemplate the wider implications, and may leave the long-term vision to somebody else.

His responses indicate that he is much **less rigorous** than most other people who have completed the questionnaire. He likes to get work completed as quickly as possible and may often look for a "quick fix".

EMOTIONAL STYLE

Pessimistic

Often anticipates the negative. Sometimes pessimistic about the future. Sees problems more than benefits.



Optimistic

Expects things to turn out for the best. Confident about the future. Accentuates the positive.

Self-doubt

May experience self-doubt. May sometimes need encouragement to build up self-confidence.



Self-esteem

Has inner confidence in own abilities. Feels self-assured and values own worth.

Sensitive

Sensitive to criticism. Can become emotional and suffer from the feeling of being hurt.



Resilient

Not usually upset by criticism. Resilient, rather than emotional.

His responses suggest that he generally expects things to turn out badly. Compared to other people he has a strong tendency to accentuate the negatives and feel **pessimistic** in many situations.

Mikel may sometimes need encouragement from others to build up his inner confidence. His slight **self doubt** means that he may occasionally feel inadequate and may be a little self-critical about his own capabilities.

His responses suggest that he finds it very **difficult to be resilient** when responding to setbacks and negative messages. Mikel describes himself as highly sensitive to criticism and may feel hurt when he receives negative feedback.

EMOTIONAL STYLE

Pressure-averse

Prefers to take time over work. Works better when feeling calm and relaxed. Dislikes being rushed.



Stress management

Not flustered by high pressure work. Happy coping with tight deadlines. Works better under stress.

Worrying

Often feels anxious. May worry and feel tense. Finds it difficult to relax.



Calm

Unlikely to become tense or flustered. Cool and calm even in difficult situations.

External control

Feels that events are outside own control. Sometimes leaves things to fate. Attributes outcomes to good and bad luck.



Internal control

Feels a strong sense of personal control. Responsible for own destiny. Tries to influence events towards preferred outcomes.

Mikel describes himself as someone who works best when he is calm and relaxed. He is very likely to **struggle** with **stress management** when working under pressure, and finds it very difficult to perform when stress levels rise.

Mikel describes himself as someone who is **moderately calm** and fairly typical in his levels of anxiety, as compared with most people. He tends not to worry excessively, but neither is he unusually relaxed.

Mikel describes himself as someone who feels a **moderate sense of personal control**. He is typical of other people in the extent to which he tries to influence events towards the outcomes he wants.

MOTIVATION

Open ended

More interested in the process of work than the results. Content to do work which has no obvious outcome. Sometimes able to enjoy doing nothing.



Striving

Likes work that has a clear outcome. Motivated by pursuing achievements. Unhappy doing nothing.

Focus

Dislikes frequent changes between tasks. Prefers settling down to work rather than juggling many tasks.



Variety

Enjoys variety in day-to-day work. Prefers doing many tasks in parallel.

Compartmentalised

Tends to avoid close relationships with work colleagues. Keeps personal life separate from work.



Friendship

Regards work as a social opportunity. Would like job to provide chances to form new relationships.

Mikel is slightly **less focused on striving** and achievement. His job satisfaction may stem more from working on a job than completing it. He does not always have a need for constant challenge, and may sometimes be more focused on the process than the outcome.

Mikel finds **variety** and frequently changing demands in his role **moderately satisfying**. He describes himself as being typical in terms of how happy he feels in a job where the demands of his work frequently changes.

Mikel is not motivated by opportunities to form new relationships at work. He indicates that, compared to other people, he has a strong preference for keeping his personal life separate from work. Mikel demonstrates a **strong tendency** to avoid close personal **friendships** with work colleagues.

MOTIVATION

Task focus

Feels that self-development is less important than getting a job done. Satisfied with current performance.



Low need for status

Not interested in status. More influenced by the actual content of a job than the status it might bring.



Low caring orientation

Inclined to believe that people should look after themselves. Impatient with people who need help all the time.



Self-development

Keen to improve. Values training and developing new skills. Prioritises self-development over other concerns.

Status

Likes the prestige that comes with more senior positions. Motivated by status.

Caring

Prefers jobs that benefit others in some way. Motivated by work that involves caring about others.

Mikel does **not** have a strong value for **self-development**. His responses suggest that he does not seek out opportunities to develop new knowledge and skills.

Mikel indicates that, compared with other people, he places only a **moderate value** on the prestige and status that comes with more senior positions. He indicates that **status** is not a particularly significant motivational factor for him at work.

Mikel gets very **little fulfilment** from work which involves **caring** for other people, such as colleagues, customers or those he manages. He is frustrated by people who need help, and feels that he is poorly suited to a caring role.

CULTURE FIT

Cooperation

Would rather co-operate than compete. Feels no sense of rivalry. Attaches low value to competition as a motivator.



Competition

Enjoys working in a competitive environment. Compares own performance with that of others. Plays to win.

Rule-averse

Values freedom and spontaneity. Frustrated by regulation and restrictive procedures.



Order

Likes to have clearly defined rules. Prefers an orderly environment with boundaries and controls.

Serious

Prefers a culture that is serious and professional. Less keen on frivolity at work.



Humour

Values working in a fun environment. Often light hearted at work. Likes the occasional laugh now and then.

Mikel's responses suggest that he **dislikes competition**. He feels that rivalry may do more harm than good and dislikes the idea of winners and losers. Consequently, he may feel uncomfortable in a highly competitive environment.

He is **typical** of most people in the degree to which he is happy to work in an environment and job where there are clear **boundaries**, controls and rules for how work should be done. He may feel most comfortable in a job and culture that balances rules with freedoms to do work as he pleases.

Mikel feels that work should always be taken seriously. He takes a **dim view of humour** and flippancy at work and prefers to focus on more serious issues rather than joke around. Mikel strongly values a sober and professional atmosphere at work and does not tolerate frivolity.

CULTURE FIT

Stability

Finds frequent change disrupting. Comfortable performing in a familiar role. Prefers a stable organisational culture.



Change

Likes to work within a culture of organisational change. Prefers innovation to tradition.

Low profit orientation

Believes that other considerations should take priority over pursuit for profit. Uncomfortable in an environment where profit is paramount.



Profit

Believes that making a profit should always be the prime motivator. Enjoys working in a profit-orientated culture.

Realism

Frustrated by ethical restrictions. Prefers an environment that stresses hard commercial realities.



Ethics

Prefers a working culture which takes a strong moral position. Values professional ethics.

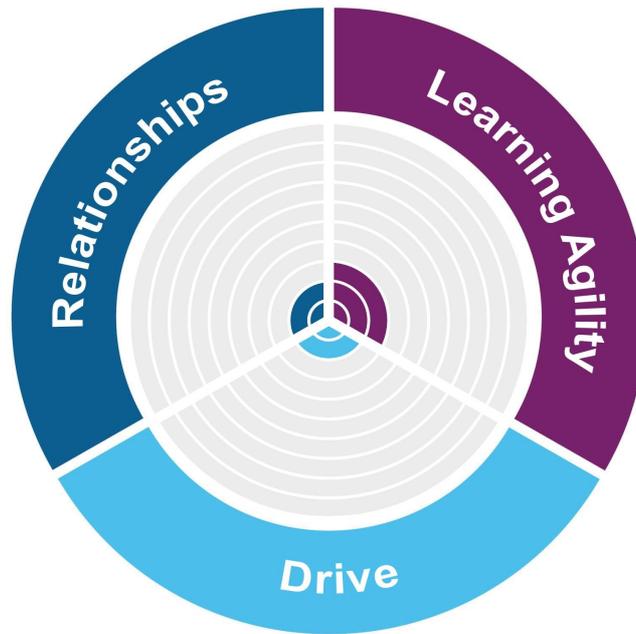
He has a **balanced** attitude to **change**. While he may enjoy some of the challenges of executing change in an evolving organisation, he may also feel that continued change at work can sometimes be disruptive.

Mikel is **reasonably comfortable** with the view that business is about making a **profit**. He tends to balance financial indicators with other measures of work performance. While he is likely to be reasonably comfortable in a commercially-focused culture, he may feel slightly uneasy about the ways in which some modern businesses pursue profits.

Mikel has a very strong sense of pragmatic expediency and a much **less prominent value for ethics** when compared with other people who have completed the questionnaire. He feels that sometimes principles must give way to practical considerations, and may feel constrained if required to operate within a highly restrictive professional framework.

MIKEL 'S POTENTIAL PROFILE

You should explore potential when you need to establish the ease with which Mikel could progress into a more senior or complex role in future.



Potential to progress

Overall potential for future progression on the basis of Drive, Relationships and Learning Agility scores. Likely to demonstrate the desire and ability to deliver more for the organisation by taking on new and more challenging responsibilities.



Learning agility

Responds effectively to new challenges and situations and applies learning to improve performance in other situations. Responds well to change. Demonstrates self-awareness, tolerance of ambiguity and emotional management.



Drive

Strong achievement focus, positive and optimistic emotional style and an attitude for making things happen. Drive for success enhances effectiveness in more demanding roles.



Relationships

Manages relationships effectively. Delivers well through effective active listening, adapting approach with different people and informal networking.



MIKEL 'S RESPONSE STYLE

When people complete a personality assessment they demonstrate a range of styles in the way they give us their answers. Some people are self-critical in the way they describe themselves, while others may present themselves in a very positive light, either because of their favourable self-image, a lack of self-awareness, or even through trying to manage the impression they create through their answers.

We monitored Mikel 's response style while he completed the personality questionnaire. The results of this monitoring are presented below, along with some advice about how you can adapt your approach when interpreting and exploring the personality profile with Mikel to minimise the effects of his particular style of responding.

How did Mikel describe himself?



Mikel 's response style suggests that he tended to be fairly open about his possible weaknesses when responding to the personality questionnaire. He tended to be slightly **self-critical** when responding to the questions and probably makes few efforts to manage the impression his answers create. Some caution may be necessary when interpreting the results and Mikel should be asked to comment on his profile during an exploration discussion to ensure his self-perceptions are sufficiently accurate.

Advice for feedback discussions:

- Adopt an encouraging approach during the interview and use open and concrete competency based questions to establish an accurate picture of Mikel 's strengths and weaknesses
- Ensure that Mikel has the opportunity to describe his strengths as well as any weaknesses he may have in relation to the role

WHAT YOU NEED TO KNOW ABOUT RESPONSE STYLES



It may have many causes

People's response style can affect the way they behave in many situations; not just the way they complete personality questionnaires. Someone with a self-critical response style may tend to present themselves in a less favourable light generally. People who describe themselves very positively may really believe this self-image because of low self-awareness or high self-esteem. People may be motivated to deliberately impression manage when making a positive impact is important, such as when going for a job.



It's often linked with job performance

Psychologists have identified a link between impression management and effective performance across a range of different jobs and professions. In modern organisations, where managing perceptions is critical, demonstrating effective impression management skills can be critical to success in a role.



It's important to follow up this profile

It's possible to appear to be impression managing or very self-critical when in fact you're describing yourself completely truthfully. Take care not to assume all results in this personality profile are the result of response style. It's important to make sure that you and the individual confirm the profile by corroborating it with clear evidence of past performance and behaviour. As a feedback provider, you should use the insights in this report to probe beneath the way Mikel presents himself to build a clear picture of his personality.