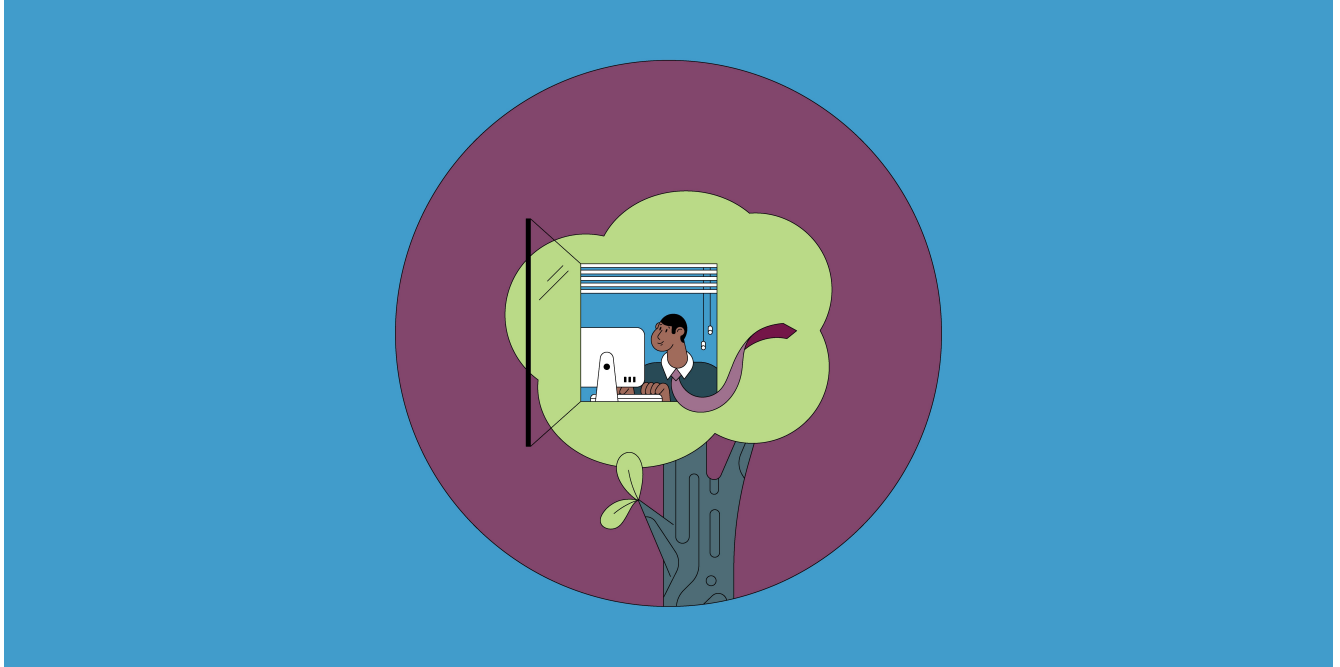# INSIGHTS REPORT

Clevry Personality Questionnaire [Enhanced]

Olivia Hansen

Completion Date: 04/12/2025

This report could be used by:

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

This report describes:

Key findings from Olivia's personality profile that relate to the way in which she 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 describes how Olivia will typically respond in a range of areas which are relevant to her preferred working style. The results in this report were generated from Olivia's responses to the Clevry Personality Questionnaire [Enhanced] that she completed on 04/12/2025. Olivia's responses were compared with the comparison group which comprises a diverse group of 355 – 22,074* individuals who completed Clevry Personality Questionnaires in English between 2021 and 2022..

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 Olivia'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 Olivia.
- The results must not be used for any purpose other than that agreed with Olivia.
- These results **must be kept securely and not retained** beyond the period agreed with Olivia.
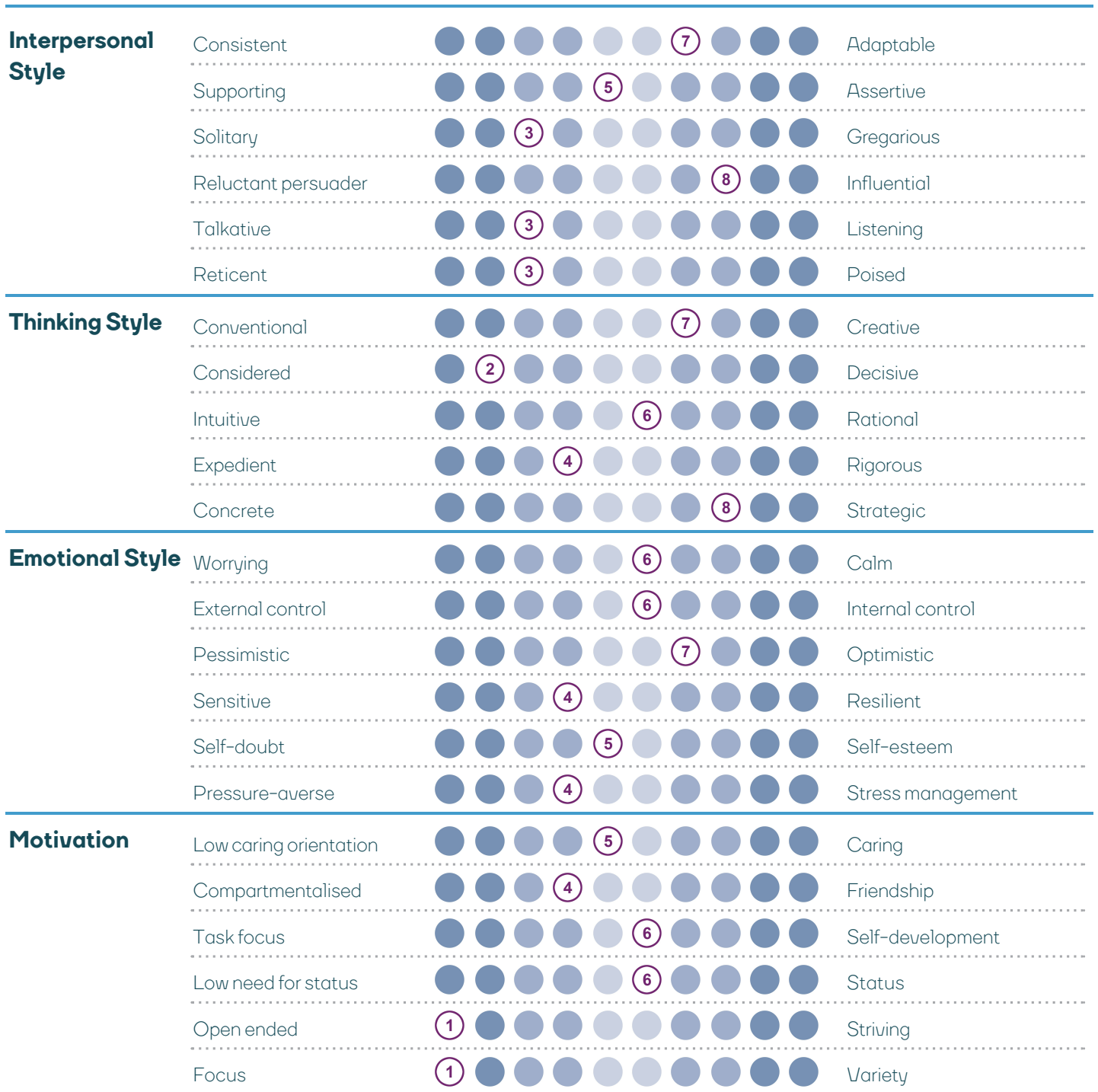
Further information about Olivia

Further reports can be downloaded for Olivia, which provide additional information about her personality:

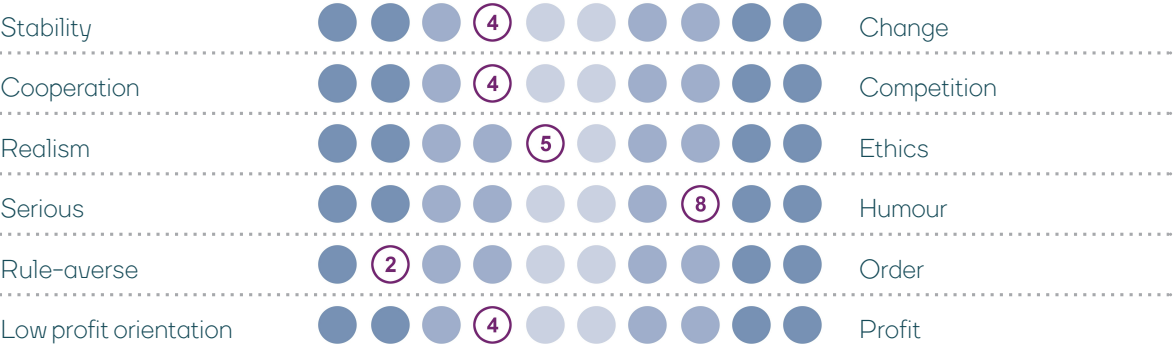- **Interviewer report** - Suggests interview questions based on Olivia's profile.
- **Personal feedback report** - Provides Olivia with valuable advice for self-development.
- **On-boarding report** - Summarises key results from Olivia's personality profile that will help to motivate and engage her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

OLIVIA'S PROFILE SUMMARY

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

Interpersonal Style

Left	Score	Right
Consistent	7	Adaptable
Supporting	5	Assertive
Solitary	3	Gregarious
Reluctant persuader	8	Influential
Talkative	3	Listening
Reticent	3	Poised

Thinking Style

Left	Score	Right
Conventional	7	Creative
Considered	2	Decisive
Intuitive	6	Rational
Expedient	4	Rigorous
Concrete	8	Strategic

Emotional Style

Left	Score	Right
Worrying	6	Calm
External control	6	Internal control
Pessimistic	7	Optimistic
Sensitive	4	Resilient
Self-doubt	5	Self-esteem
Pressure-averse	4	Stress management

Motivation

Left	Score	Right
Low caring orientation	5	Caring
Compartmentalised	4	Friendship
Task focus	6	Self-development
Low need for status	6	Status
Open ended	1	Striving
Focus	1	Variety

Culture fit

		Score	
Stability		4	Change
Cooperation		4	Competition
Realism		5	Ethics
Serious		8	Humour
Rule-averse		2	Order
Low profit orientation		4	Profit

OLIVIA'S STRONGEST PREFERENCES

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

Striving
Area: Motivation

Lower

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.

Variety
Area: Motivation

Lower

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

Order
Area: Culture fit

Lower

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

Decisive
Area: Thinking Style

Lower

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

Strategic
Area: Thinking Style

Higher

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

INTERPERSONAL STYLE

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

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

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

● ● ● ● ⑤ ● ● ● ●

Assertive
Dominant. Makes presence felt. Sometimes forceful around others.

Solitary
Enjoys own company. Happy to work alone. Inclined to be less sociable than others.
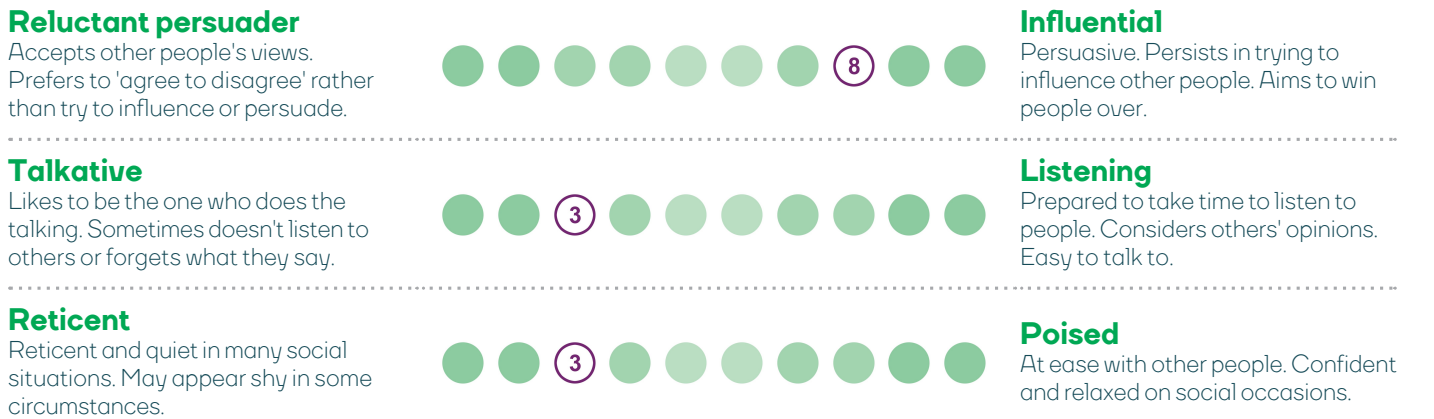
● ● ③ ● ● ● ● ● ●

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

Compared to other people, Olivia has a tendency to demonstrate flexibility in her approach to different individuals or circumstances. Her responses indicate that she is reasonably **adaptable** to accommodate the demands of different situations.

She is **similar to many respondents** in the comparison group in that they can sometimes be **assertive**, while on other occasions they prefer a more gentle interpersonal style. In some group situations she may take the lead, while in others she might prefer to adopt a supporting role.

She is happier working alone than working with other people. Her responses suggest she likes to keep herself to herself and is **less gregarious** than most other people who have completed the questionnaire.

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

⚫⚫⚫⚫⚫⚫⚫ ⑧ ⚫⚫

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

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

⚫⚫ ③ ⚫⚫⚫⚫⚫⚫⚫

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

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

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

She is comfortable with the challenges of persuading others to a particular point of view. Her responses indicate that Olivia is more **influential** than other respondents, putting energy into changing people's opinions.

Olivia describes herself as somebody who has a preference for being expressive and is **less patient** when it comes to **listening**. She tends to talk about her opinions more readily than she takes on the views of others.

Olivia describes herself as appearing to be fairly shy and nervous in some social situations. She may often appear quiet and reticent with people they do not know well. Olivia **does not appear to be very poised** and socially confident in some situations.

THINKING STYLE

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

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

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

● ② ● ● ● ● ● ● ●

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

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

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

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

● ● ● ④ ● ● ● ● ●

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

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

● ● ● ● ● ● ● ⑧ ● ●

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

Olivia has a slight preference for creating new ideas and solutions, rather than relying on tried and tested methods. Her **creative** tendency suggests a leaning towards innovation and perhaps slightly less enthusiasm for working within existing guidelines or procedures.

Olivia has a strong preference for taking time to reach decisions. She demonstrates a ponderous and contemplative decision-making style. She dislikes making rushed judgements and **avoids being decisive** until she has considered all the options.

Olivia has a **balanced** approach to problem-solving, sometimes using inspiration or personal experience, while at other times deploying **rational** analysis to make decisions. She is reasonably comfortable with both intuition and scientific thinking, and is not strongly inclined towards one or the other.

Her responses indicate that she is slightly **less rigorous** than other people who have completed the questionnaire. She sometimes likes to get work completed quickly and may sometimes take short cuts.

Olivia has a fairly strong preference for approaching plans and decisions from a broad, **strategic** perspective. She tends to focus on long-term strategic considerations.

EMOTIONAL STYLE

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

●●●●● **6** ●●●●

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.

●●●●● **6** ●●●●

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

Pessimistic
Often anticipates the negative. Sometimes pessimistic about the future. Sees problems more than benefits.
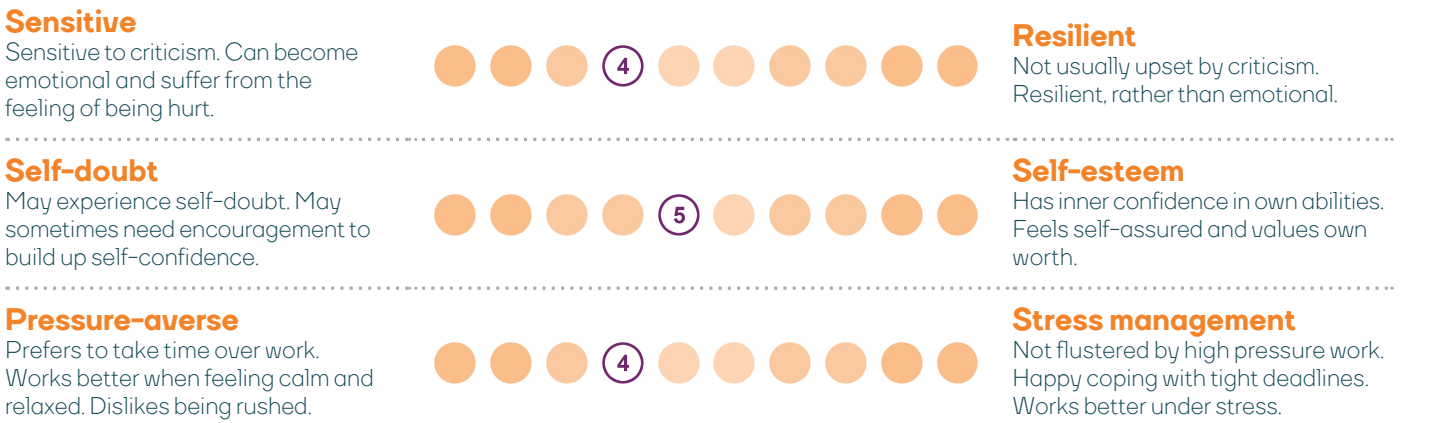
●●●●●● **7** ●●●

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

Olivia describes themself as someone who is **moderately calm** and fairly typical in her levels of anxiety, as compared with most people. She tends not to worry excessively, but neither is she unusually relaxed.

Olivia describes herself as someone who feels a **moderate sense of personal control**. She is typical of other people in the extent to which she tries to influence events towards the outcomes she wants.

Her responses suggest that she generally expects things to turn out for the best. Compared to other people she describes herself as feeling reasonably confident about the future. She has a slight tendency to accentuate the positive and feel **optimistic** in many situations.

EMOTIONAL STYLE

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

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

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

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

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

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

Her responses suggest that she sometimes finds it **difficult to be resilient** when responding to setbacks and negative messages. Olivia describes herself as fairly sensitive to criticism and may feel slightly hurt when she receives negative feedback.

Olivia has **moderate self-esteem**. Although she usually feels reasonably positively about herself, she may sometimes experience some self doubt. Compared with other people, she tends to feel fairly positively about herself and is typical of most people in how much confidence she has about her abilities.

Olivia describes herself as someone who works best when she is calm and relaxed. She may sometimes **struggle** with **stress management** when working under pressure, and finds it slightly more difficult to perform when stress levels rise.

MOTIVATION

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

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

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

⬤ ⬤ ⬤ ④ ⬤ ⬤ ⬤ ⬤ ⬤

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

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

⬤ ⬤ ⬤ ⬤ ⬤ ⑥ ⬤ ⬤ ⬤

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

Olivia may get **some fulfilment** from work which involves **caring** for others, but no more so than most people. She may sometimes find enjoyment in providing help to others, while at other times she may feel frustrated by people who require a great deal of assistance.

Olivia's motivation to seek opportunities to form new relationships at work is slightly less than average. She indicates that, compared to other people, she has a slight preference to keep her personal life separate from work. Olivia **may tend to avoid** close personal **friendships** with work colleagues.

Olivia has a **moderate** value for **self-development**. Her responses suggest that she may seek out opportunities to develop new knowledge and skills either when she has free time or when she feels her performance is below standard.

MOTIVATION

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

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

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.

① ⬤ ⬤ ⬤ ⬤ ⬤ ⬤ ⬤ ⬤ ⬤

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.

① ⬤ ⬤ ⬤ ⬤ ⬤ ⬤ ⬤ ⬤ ⬤

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

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

Olivia is much **less focused on striving** and achievement. Her job satisfaction stems more from working on a job than completing it. She does not have a need for constant challenge, and may be more focused on the process than the outcome.

Olivia finds settling down to focus on a single job a great deal more motivating than juggling many different tasks at once. She describes herself as feeling **unhappy** in a role where the nature of her work **frequently changes** and she has to perform many tasks in parallel.

CULTURE FIT

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

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

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

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

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

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

She has a slight preference for the familiar rather than the new and feels that continued **change** at work can sometimes be **disruptive**. She may feel slightly unsettled in a culture characterised by novelty and change, and may prefer a more traditional organisational culture.

Olivia's responses suggest that they tend to **dislike competition**. She feels that rivalry may sometimes do more harm than good and may feel uncomfortable in a highly competitive environment.

Olivia has a **typical** value for **ethics** when compared with other people who have completed the questionnaire. Although she is somewhat reluctant to compromise on moral or ethical standards, she may feel slightly constrained if required to operate within a highly restrictive professional framework.

CULTURE FIT

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

⬤⬤⬤⬤⬤⬤⬤ ⑧ ⬤⬤

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

Rule-averse
Values freedom and spontaneity. Frustrated by regulation and restrictive procedures.

⬤ ② ⬤⬤⬤⬤⬤⬤⬤⬤

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

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

⬤⬤⬤ ④ ⬤⬤⬤⬤⬤⬤

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

Olivia prefers to work in a light-hearted and cheerful environment. She favours working with others who like to have a laugh at work and can see **humour**, even in difficult situations. Olivia values a business culture that encourages fun and feels that work should include opportunities to have a laugh and a joke now and then.

She has a very strong value for working in a culture that is **unstructured** and free from procedures, controls and rules for how work should be done. She is at her most comfortable working in an environment and job where she has free rein to do work in a way that she pleases.

Olivia is **not always driven** primarily by the concept of making a **profit**. She is sometimes less interested in financial indicators than other measures of work performance, and she may feel slightly uneasy about the ways in which some modern businesses pursue profits.

OLIVIA'S POTENTIAL PROFILE

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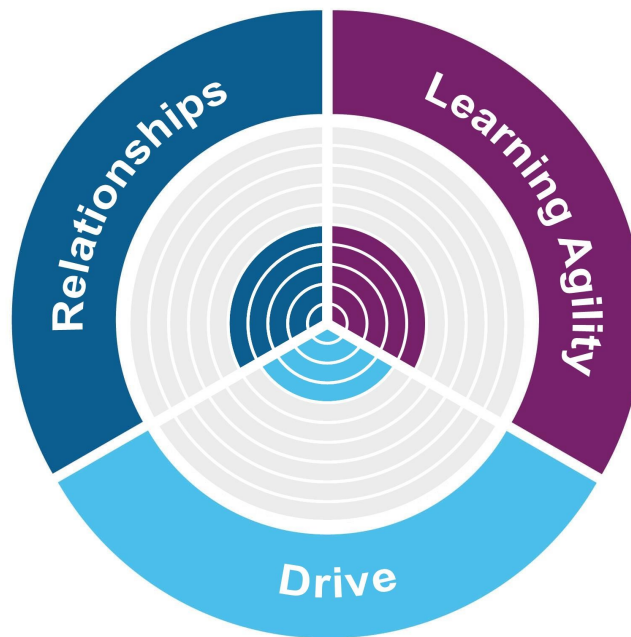
Potential to progress

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 responsibilties.

● ● ● ● ⑤ ● ● ● ● ●

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.

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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.

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Relationships

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

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OLIVIA'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 Olivia's response style while she 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 Olivia to minimise the effects of her particular style of responding.

How did Olivia describe herself?

1

Olivia's response style suggests that she tended to be very open about her possible weaknesses when responding to the personality questionnaire. She tended to be **self-critical** when responding to the questions and probably made very little effort to manage the impression her answers created. Caution should be exercised when interpreting the results and Olivia should be asked to comment on her profile during an exploration discussion to ensure her self-perceptions are sufficiently accurate.

Advice for feedback discussions:

- Adopt a warm and encouraging approach during the interview and use open and concrete competency-based questions to establish an accurate picture of Olivia's strengths and weaknesses
- Ensure that Olivia has the opportunity to describe her strengths as well as any weaknesses she 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 Olivia presents herself to build a clear picture of her personality.