

# Personality Assessment Report

*Strictly Confidential – this report is subject to Data Protection considerations<sup>1</sup>*

## Business Advisor Recruitment

Name: **Sarah Candidate** Date: **15 Jan 04**

Report produced by Quest Partnership Business Psychologists

The candidate completed 'identity' – a valid psychometric personality questionnaire. Identity was specifically designed to measure aspects of personality relevant to work and professional performance. The responses of the candidate are compared against a large, representative group of the working population.

The identity information represents the self-perceptions of the candidate, and as such, should be used **only in a supportive** manner with evidence elsewhere in the assessment. Note that some suggested interview prompts are included at the end of this report. The sections below are structured around the model of personality as assessed by the identity questionnaire.

### Candidate Response Style

The questionnaire includes an assessment of how objectively the candidate has completed the exercise, and thus how much confidence one can invest in this report. Sarah is likely to have completed the questionnaire with a typical level of self-reflection and objectivity, indicating that the contents of this report can be treated with confidence.

### Interpersonal Area

#### Forwarding Self

An independent-minded individual, Sarah will often take a challenging approach and will not shy from going against the grain if necessary. Expressive of her viewpoint, she will make her thoughts clear to others and will probably hold fairly strong opinions. She reports only a typical need to impress her views on others however, which suggests that she is unlikely to be pushy or argumentative. She should be seen as outgoing, and generally articulate and expressive in groups.

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<sup>1</sup> The responsibility for compliance with Data Protection legislation is the responsibility of the end users of this report. Quest Partnership advise that this report cannot be used for any purpose other than to inform the selection decision for the above vacancy, without the express permission of the named respondent. It can only be circulated to individuals involved in this process. It is recommended that this document is destroyed after 6 months.

Perhaps seeing little benefit from a modest approach, she is not reserved and will sell herself and her abilities to others. She should be able to present herself and her successes in a clear manner.

### **Focus on Others**

Sarah's responses are mainly in the average band for these indicators, seeing herself therefore as typical of the working population in this area. She reports a slightly lower interest in consulting with others when making decisions. As such, she will probably be more self-assured in her own judgement. Given her more decisive and independent thinking style, she may be less inclined to discuss matters with others before acting. This may reflect her current or recent role/s, if success has required her to act more autonomously in this regard.

Reporting to adapt her behavioural style a little less than others, she is likely to show a predictable and consistent approach to matters. However, there may be an opportunity for her to expand her repertoire of approaches to deal with different people or situations more effectively. This may be a fruitful development area, given the variety of clients and interfaces in the Advisor role.

## **Cognitive**

### **Information**

Sarah will probably prefer to use her overall feel for information when making decisions. Less likely to assume an analytical or logical approach, she will rely more on intuition and look to the broader issues. She will not need data to arrive at conclusions and she will be less interested in breaking information down in a systematic fashion. She is more likely to arrive at conclusions by employing a 'top-down' thinking style, focused more by wider priorities, than the alternative 'bottom-up' approach of evidence gathering and fact-finding.

Much more creative and interested in possibilities, she should be more positive towards change. Although more likely to act decisively in ambiguous situations, she may at times jump into solutions or skate-over the potential pitfalls or drawbacks in proposals. She will however, be more comfortable to take risks and act without needing all the facts or information in. Criticism from elsewhere in team, from a more 'Devil's Advocate' perspective could help shape her decisions in more complex areas.

## **Tasks**

Preferring variety, change and creativity, Sarah is less interested in dealing with routine work, particularly that requires a more systematic approach. She will tire of detail a little more quickly than most and demonstrate a typical degree of focus on finishing. She may be a little less planful or organised than most of her peers.

Sarah prefers to work in her own way, rather than following existing procedure or protocol. She may become stifled in a procedural or bureaucratic environment.

## **Internal**

### **Drivers**

Sarah has a typical need for control over the environment around her, feeling no more or less drive to influence events than the next person. She is however, more competitive than most, suggesting that she will want to do well and be seen to do well by others. Responding to a challenge, she will benchmark herself against others and proactively seek to improve her performance.

A risk-taker, Sarah will trust her judgement on a course of action, even when outcomes are less clear. As such, she will be more likely to take chances to gain higher rewards. She is likely to feel frustrated with indecisive or cautious colleagues/clients, as she likes to move forward with less consideration for the finer points of quality or detail.

### **Emotional**

Sarah reports to feel a higher state of general tension than most. This may be related to a strong focus on work and achieving results, as the other indicators suggest a resilient and confident individual. It may be that Sarah could benefit from taking more formal time-out from work pressure in order to unwind and relax more. She clearly invests a good deal of personal energy into her work.

## Preferred Team Role Combination

### Driving and Innovating (related to 'Shaper-Plant')

Sarah should be particularly adept at convincing others about the value of an idea or product. She will probably be seen as a sociable, physically restless person who can argue her point of view well. Although she likes people and enjoys working in a group, she may generally be more convinced of her own ideas rather than running with other people's suggestions. She will enjoy shaping a project to her own design and pushing it to completion without being constrained by regulations. Her success as in a managerial/consultative role may depend on her ability to inspire enthusiasm for her plans and focus on the details of implementation. Her experience may be more towards achieving success on a more autonomous basis. On some occasions she will like to use her strong imaginative and intellectual qualities in a sociable way so that she can be appreciated for her wit and drive. She is best applied in a role where difficult goals need to be achieved and where she can use creative ability and flexibility to overcome obstacles in her path.

## Preferred Leadership Profile

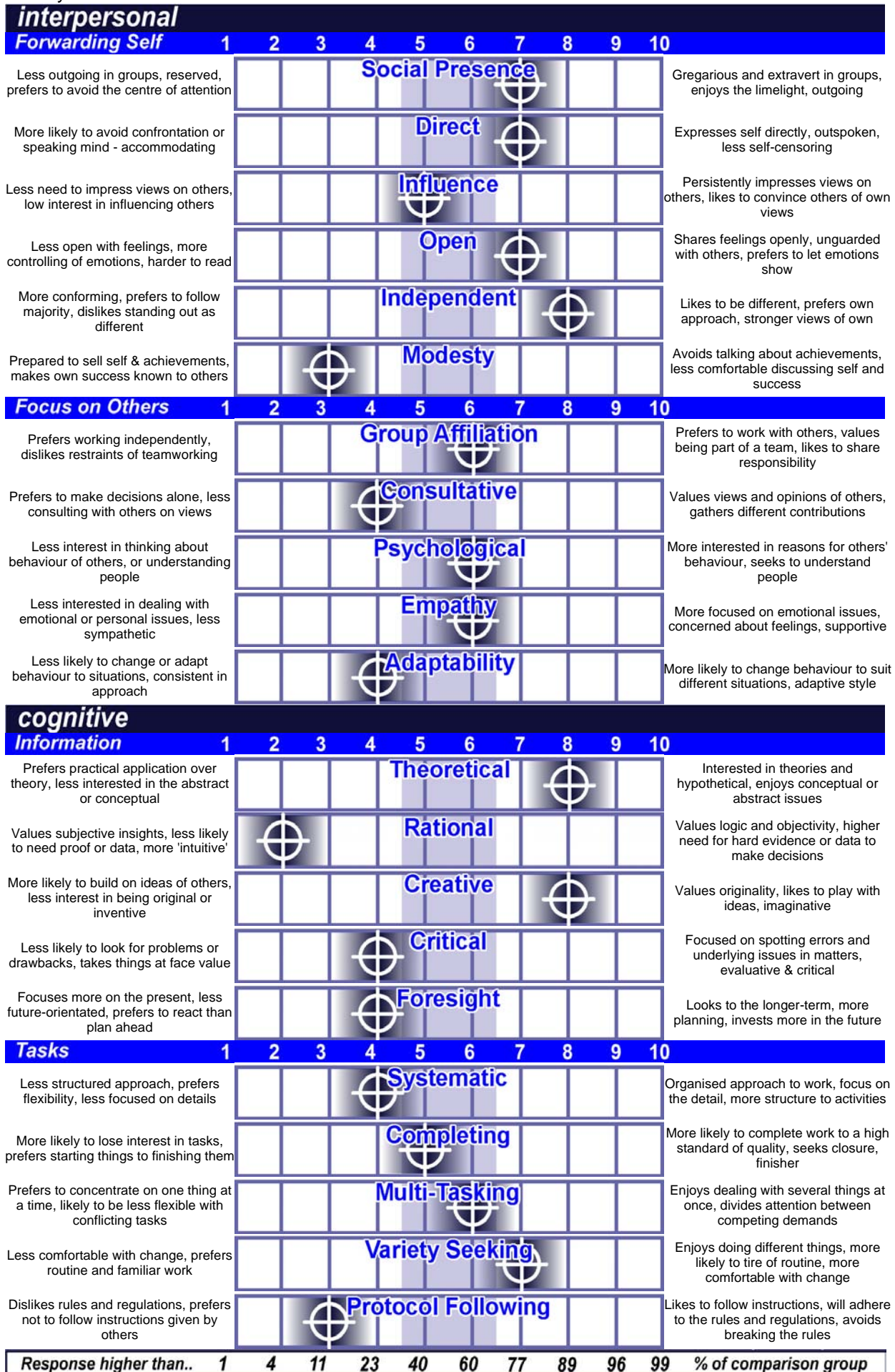
### Networking Leader

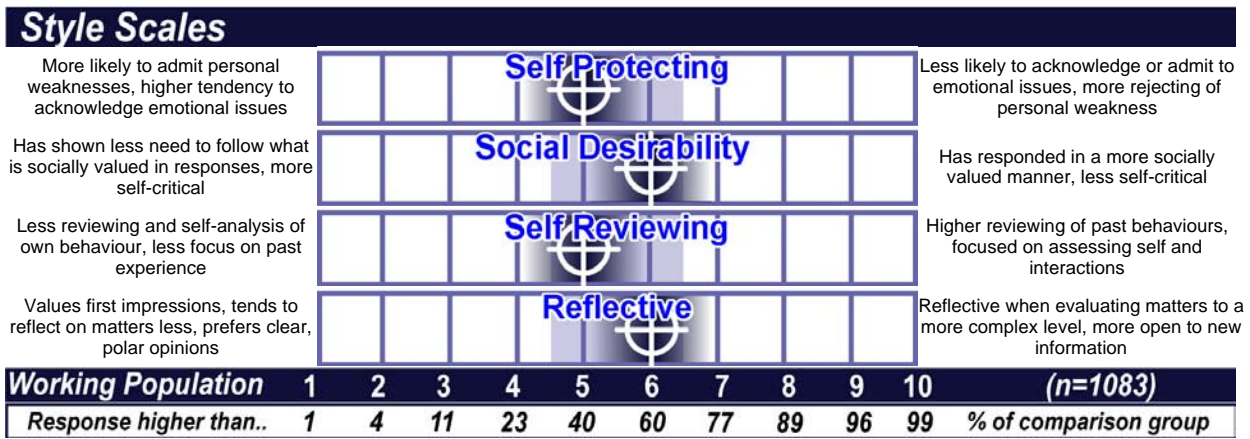
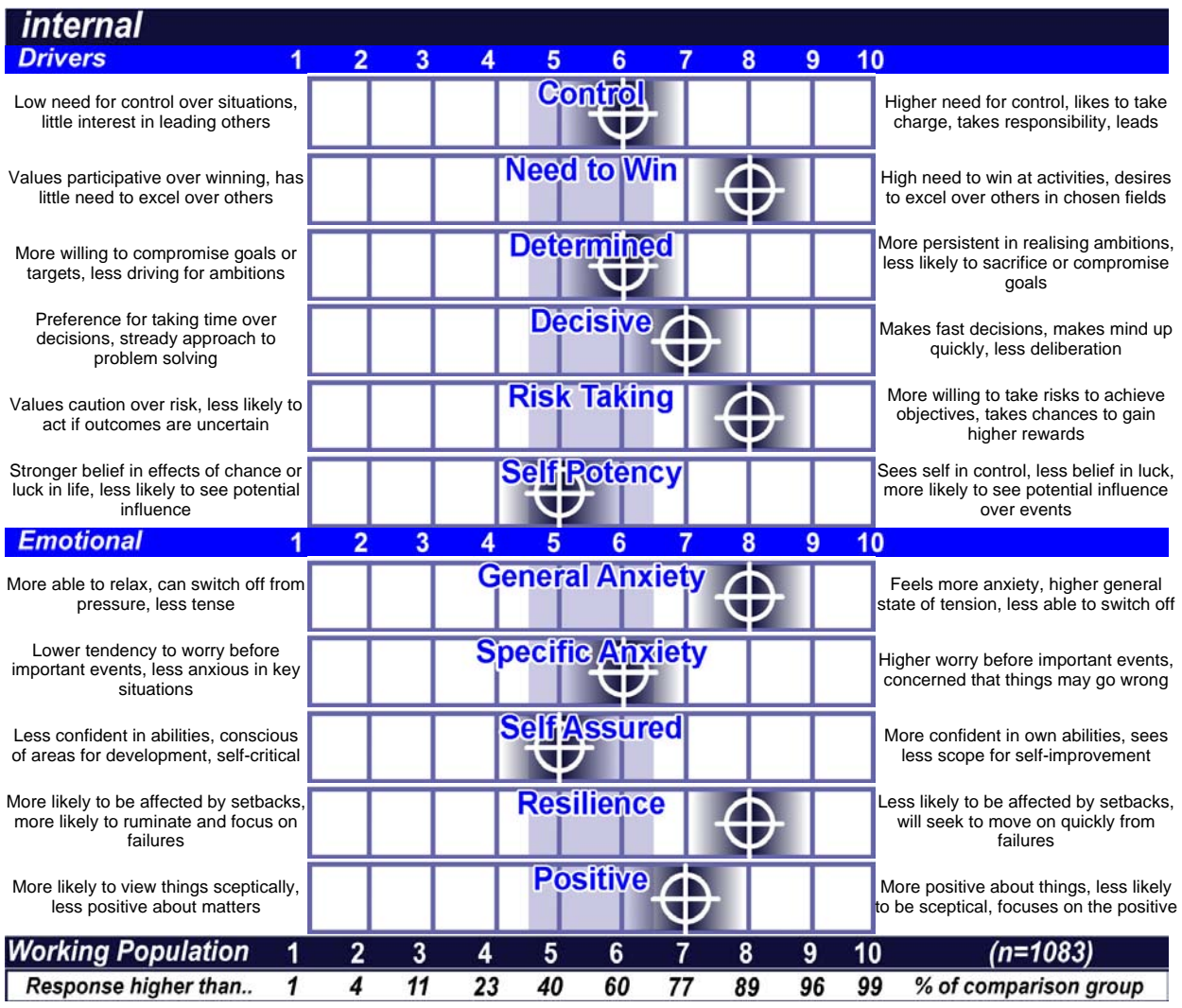
The Networking Leader will be more driven to develop contacts and networks outside of the immediate work area. Focused on building relationships both internally and externally, they are less inclined to get absorbed in task demands, keeping a wider interest. They may also be more energetic and exploratory in their approach to work. Related to the 'Resource Investigator' team role, the Networker is more likely to take an interest in innovation and bringing new ideas into their work. They are also more risk-taking in their outlook on life.

## Interview Prompts

- **Flexibility, Compromising and Team Working** – explore how Sarah has worked as part of a peer-group team, how has she dealt with disagreements in policy making / decision making? Can she adapt her style and compromise when necessary in order to reach a consensus? When has she been influenced recently?
- **Critical Analysis v.s. Risk** – an intuitive decision maker, clearly Sarah can use her 'gut-feel'. Can she also provide evidence of balancing this approach with a more analytical, and logical process of evidence-sifting when required? Evidence of employing business metrics or more systematic tools to problems? When has a decision not gone as well as she would have liked? Did she consider the risks sufficiently?

Identity Profile for Sarah Candidate





**Self-Perception Information - Points to Bear in Mind:**

- not a definitive statement about the 'nature' of the respondent
- about style and preference, NOT about ability without support from further evidence
- a comparative measure of how the respondent sees him/herself in relation to the rest of the working population
- although broad patterns are likely to be consistent through time, respondents' profiles can change with experience and role
- this profile should not be interpreted by anyone who is not trained or professionally supported to do so

## Identity-Derived Secondary Psychological Models

