

Sam Sample
09 Jun 2020

EXPERT

EXTENDED REPORT

PERSONALITY & VALUES QUESTIONNAIRE





REPORT STRUCTURE

The Extended Report presents Sam Sample's profile results in the following sections:

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DISCLAIMER

This is a strictly confidential assessment report on Sam Sample which is to be used under the guidance of a trained professional. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of Sam Sample.

This profile arises from a self-report questionnaire and must be interpreted in the light of corroborating evidence gained from feedback and in the context of the role in question taking into account available data such as performance appraisals, actual experience, motivation, interests, values, abilities and skills. As such the authors and distributors cannot accept responsibility for decisions made based on the information contained in this report and cannot be held directly or indirectly liable for the consequences of those decisions.

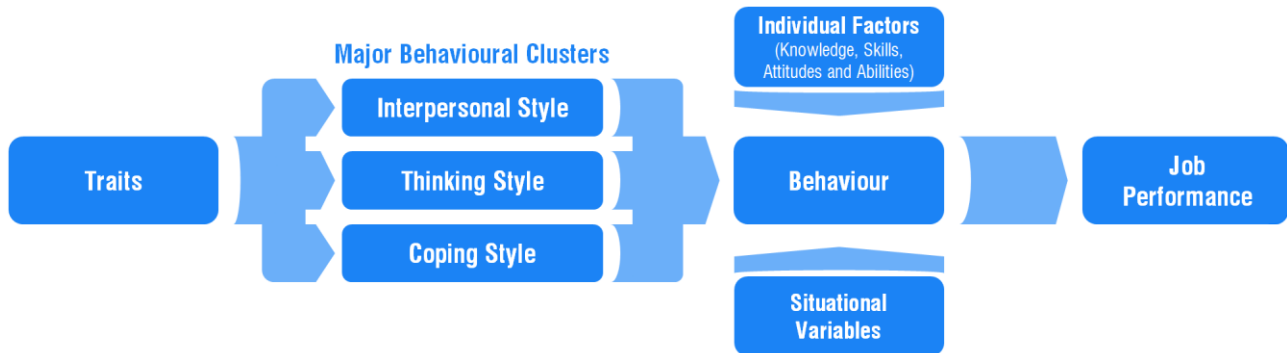


GUIDE TO USING THIS REPORT

INTRODUCTION

The Personality & Values Questionnaire (PVQ) is an assessment of personality, values and individual differences. The PVQ is based on one of the most researched and respected models of personality, identifying behaviour preferences across Cattell's 16 personality constructs (Cattell, 1946) from the Fifteen Factor Personality Questionnaire (15FQ+) and additional scales from the Values and Motives Inventory. The combination of personality and values provides a comprehensive insight into how people typically think, feel and interact in ways that may be productive or counter-productive for an organisation.

Extensive research, conducted over many years, has consistently demonstrated that 10-30% of the variance in job performance is attributable to personality differences. Moreover, a person's potential for burnout, their trainability and subsequent job satisfaction, have all been shown to be strongly influenced by personality. Thus, personality assessment forms a central part of most careers guidance and counselling programmes, with the aim of helping individuals maximise their potential by finding an optimal match between their personality and their choice of career. The model below illustrates the relationship between behavioural preferences and job performance:



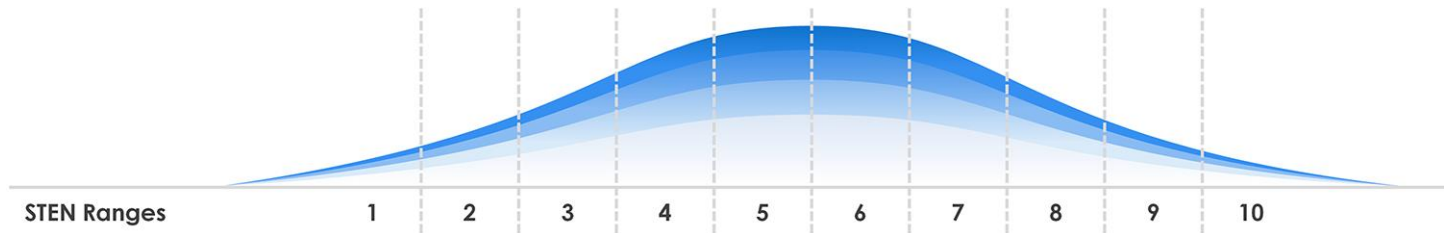
THE EXTENDED REPORT

The Extended Report is the most comprehensive of the PVQ expert reports. The main narrative is broken down into four major behavioural clusters: Interpersonal Style, Thinking Style, Coping Style, and values and motives. Further information is provided on behavioural styles and likely business outcomes such as Team Roles, Leadership Styles, Subordinate Styles, Influencing Styles, Career Themes and Culture Fit. This is followed by a brief summary of potential strengths and development areas. The report also provides an appendix of profile charts which covers the factors measured by the PVQ.



REFERENCE GROUP (NORM) USED

A reference group is used to evaluate Sam's results. Her results are presented as standardised STEN scores with Mean=5.5 and SD=2 as demonstrated in the following chart.



The following norm was used to generate this report:

Test	Norm Used	Sample Size
Personality & Values Questionnaire (PVQ)	Professionals and Managers	481

UNDERSTANDING THE CHARTS AND TABLES

Much of the information provided in this report is presented in the form of charts or tables, which is why it is important to be able to read them accurately and make use of the information contained within them. The following elements are used to present the data in the charts and tables:

Element	Description
Raw	The Raw score is simply the (un-scaled) sum of item scores in the 'keyed' direction.
STEN Score	The STEN score is a standardised scale used to compare respondent results. The score has a Mean of 5.5 and Standard Deviation of 2. This score is presented as a 10-point scale in the results chart.
Standard Error of Measurement (SEm)	The Standard Error of Measurement is a measure of the range within which an individual's hypothetical 'true' score is likely to fall within 68% probability. It is presented as blue error bar surrounding the respondent's obtained STEN score in the results chart.
Percentile Score (%ile)	A value which reflects the percentage of people in a sample who score below a given raw score. This score is presented as a numerical value between 0 and 100 in the results chart.



PERSONALITY AND VALUES ASSESSMENT

RESPONSE STYLE

The PVQ contains a number of measures that examine the way in which respondents have approached the questionnaire:

- The response style indicators would suggest that Sam was happy to present herself openly, honestly and without wishing to project a positive or distorted image of herself.

INTERPERSONAL STYLE

Profile Description

- Sam's results suggest that she is no more or less empathic than the average person. While she should be capable of being warm and friendly to others, the situation may have an effect on when she may be observed as being personable. It is possible that her warmer side becomes more apparent as relationships become more familiar or longer term.
- Sam's profile suggests she is no more or less inclined than most to feel anxious in social settings. Her profile further indicates that she is likely to have sufficient social confidence to make a positive first impression without coming across as being over-the-top.
- Sam profiles as being a very autonomous, self-sufficient person who may prefer making her own decisions. With such a strong preference for individual activity, she may not always see the need to keep others informed and go off on a tangent. Encouraging Sam to check her thinking with others should improve the quality of her decisions and ensure colleagues are not left behind.
- Sam profiles as having confidence in her intellectual ability and, as a result, should enjoy working on tasks that offer some stimulation and challenge. In line with this, she should be open to new learning and have the confidence to talk through reasonably complex ideas when required.
- Presenting herself as a very assertive individual, Sam should feel at ease in a position of leadership. Likely to face conflict and adversity head on, she should be happy taking an unpopular stand if necessary. At times, she may need to consciously step back, so as to ensure that other less assertive individuals can have their say.
- Sam profiles as being direct and to the point in her communications. While some situations may call for a more open and forthright approach, she may distance others unnecessarily by coming across as excessively blunt and off-hand. Probably tending to speak first and think later, she may be seen as lacking tact.
- Sam's profile suggests that she is as likely as most to enjoy convincing others of her point of view. While she should be interested in work that involves influencing others, she is likely to need to believe in the ideas, products or services she is offering in order to effectively persuade others.
- Not particularly suspicious or sceptical, Sam is likely to give people the benefit of the doubt. She should, however, understand that people cannot always be taken at face value and therefore exercise some caution with people who have previously let her down, or with individuals she does not know.
- Presenting herself as a naturally sober and serious person, Sam is likely to have little time for light-hearted entertainment, preferring instead to engage in more serious activities. Lacking a sense of playful spontaneity, she may appear somewhat constricted or stiff in social settings. Having said this, colleagues should see her as a sensible person who is disinclined to act on impulse.

Development Recommendations

- Encourage Sam to check her thinking with others in order to improve the quality of her decisions and ensure colleagues are not left behind.
- Promote an environment that encourages a collaborative/team-based approach to work.
- Remind Sam not to quickly dismiss other points of view and to consider others' views to see if they can be adopted or tweaked. If their views are not applicable, then she should provide well-reasoned arguments as to why they may not be appropriate.
- Support Sam respond with tact and diplomacy in high pressure conflict situations. There are many skills and techniques that can help manage conflict that are often taught as part of communication, conflict resolution or even customer service skills training courses.



- Coaching Sam on how to effectively deal with conflict and conducting role plays with 'difficult' customers can also be of benefit.
- Encourage Sam to show enthusiasm when attempting to stimulate others.

THINKING STYLE

Profile Description

- Sam profiles as a particularly spontaneous, expedient person who may have difficulty adhering to strict procedures. Tending to solve problems as they arise rather than follow a detailed plan of action, Sam is likely to work the most productively with others who can 'dot the i's and cross the t's' on her behalf.
- Sam's profile indicates that she will be influenced by sentimentality and subjectivity rather more than logic and her objective appraisal of a situation. When dealing with other people, she will want to know how they will react to an idea or a proposed course of action. Nevertheless, she will still consider what is fair and reasonable given the requirements of a situation and will not make her decisions only on the basis of what other people feel.
- As a creative, imaginative individual, Sam should have a strong interest in abstract ideas and look beyond the obvious when problem solving. While effective at brainstorming, she may need the input of more practically-minded colleagues to translate her creative ideas into reality.
- Her results suggest that she has a strong dislike for what she sees as bureaucratic process, and may be ideally suited to working in a role that provides the latitude to work through issues in her own way. Likely to favour new, radical approaches, Sam may frustrate others by being overly quick to reject existing systems and processes.
- Sam profiles as being particularly concerned about maintaining her social standing and reputation. As such, she is likely to place considerable value on self-control and self-discipline and take care not to do or say anything that would seem inappropriate. She profiles as having a well-defined set of moral values, yet may at times come across as being inflexible in her approach.
- Sam's profile indicates that she achieves a balance in her focus on short-term and long-term objectives.

Development Recommendations

- Set Sam clear targets and goals.
- Ensure she stays mindful of the importance of planning to achieving targets.
- Training in time management skills is very likely to benefit Sam.
- Sam might be expected to benefit from mentoring aimed at promoting a more logical and analytical approach to problem solving.
- Encourage her to examine her biases to ensure they do not cloud her judgement.
- Ensure that abstract, theoretical approaches to problem solving are valued by Sam's colleagues.
- Encourage Sam to 'keep her feet firmly on the ground' when solving problems and ensure that the solutions she generates are practical and realistic.
- While it is good to experiment and search for new ways of doing things, encourage Sam not to discount conventional methods out of hand.

COPING STYLE

Profile Description

- Sam's profile indicates that she has a relatively low level of personal drive and energy. Less passionate and enthusiastic about work than most, Sam may show signs of fatigue more easily than some and may not have sufficient stamina to meet demanding work schedules.
- Sam is no more affected by feelings than most other people. While generally capable of keeping her emotions in check, more intense situations may cause her to become a little uncomfortable or find it difficult to control her emotions.
- Reasonably secure and self-assured, she should expect the best when embarking on a project and is unlikely to worry about the risk of failure.
- Sam's profile suggests that she will approach problems anticipating success from the outset. She is likely to persevere when things go wrong, expecting that with sufficient effort she will be able to find a solution.
- Sam's profile suggests that she should achieve a balance between being patient and hard-driving. As such, she should strive for a balance between work and personal interests so that one does not dominate the other.



- Sam may come across as being somewhat tense and temperamental. At times, people with this profile can have a low tolerance for petty inconveniences. Scoring in this range, she may become annoyed or irritable when things go wrong.

Development Recommendations

- Overall levels of energy and drive can be improved through social connections, physical fitness, health and reflection.
- Help her recognise when feelings of anger or frustration are being triggered, and work with her to develop methods for controlling her reactions in such situations.

VALUES AND MOTIVES

Interpersonal Values

- Rating altruism as being of fairly low importance, Sam may selectively help those in need and may believe that people are better served if they take responsibility for their own lives and do not rely solely on others for support.
- By placing some emphasis on close personal relationships, she expresses a preference for sharing feelings and emotions with sympathetic others and will be driven to seek understanding friends and colleagues who will provide some support in times of need.
- She professes to have a below average need for affiliation and is not likely to place a lot of importance on the companionship of others. Given the choice, she may place more emphasis on solitary pursuits, where she does not have to constantly interact with people.

Professional Values

- Sam rates achievement and recognition as highly as most people and will gain as much satisfaction from succeeding in challenging tasks as her peers. Having said this, she is unlikely to set herself overly demanding standards simply to gain the respect of others.
- Placing some value on economic status and the associated trappings of wealth, she will regard her own financial position as a measure of success and aspire to the accumulation of wealth. She is the kind of person who will want a little more than just financial comfort.
- Sam places a very low emphasis on safety and security and is a risk-taker who is driven to experience life in all its variety. She expresses a very strong need for stimulation and excitement.
- Sam's profile indicates that she is fairly motivated by competition and a desire to win. As a result, she is likely to enjoy working in competitive environments.
- Sam expresses a very strong appreciation for aesthetics and cultural activities such as art, music and literature and is of the view that they are worth following for their own sake. Often people with this profile enjoy discussing issues which appear to have little bearing on everyday life.

Personal Values

- Obtaining results that suggest she values work as much as the average person, Sam is likely to believe work is reasonably important and she would be expected to be as committed to work as most other people. Consequently, she is likely to fit as well as most in working environments that have a long-hours culture.
- For Sam, truthfulness and personal integrity are of importance in living one's life. Having a belief in the principles of right and wrong, she will tend to measure her own and others' actions in terms of these fundamental principles.
- Not in the least concerned about traditional values, Sam is very unlikely to consider loyalty and adherence to laws as valued qualities of an employee. Typically, people with such a profile believe that one should follow the spirit, rather than the letter, of the law and will show little hesitation breaking existing rules if they think the rules are unjust.
- Very strongly inclined to believe in standing up for her own views in spite of what others might think, Sam is likely to be very critical of those who attempt to impose their perspective onto others. A non-conformist, she strongly values personal freedom and is unlikely to submit to the views of others without convincing.



DERIVED DIMENSIONS

This section provides scores and brief descriptions for a variety of derived criterion scales. The derived criterion scales are designed to add further useful insight into the candidate's character and most likely work place behaviour. Test users should consider these criterion scores to be hypotheses about the respondent's likely work based behaviour, which should be tested with reference to the PVQ profile and other sources of information.

The derived dimensions measured include:

Team Roles

Describe how Sam Sample is likely to interact with her colleagues in a team situation.

Leadership Styles

Describe which of a range of leadership styles Sam Sample is most likely to adopt.

Subordinate Styles

Describe which of a range of subordinate styles she is most likely to adopt.

Influencing Styles

Describe which of a range of influencing styles she is most likely to adopt.

Career-Themes

Provide a match between Sam Sample's personality profile and those of the broad occupational groups listed.

Culture Fit

Describes Sam Sample's preference to work under different workplace conditions.



TEAM ROLES

The Team Roles describe how Sam Sample is likely to interact with her colleagues in a team situation. The specific ways in which she will express her preferred team style may, however, vary according to the situation. In addition, this behavioural style takes no account of her intellectual approach to problems and the quality of her decisions. The scores below indicate Sam Sample's general propensity for a particular team role orientation. It must be noted that different styles may be adopted according to the demands of the situation and consequently a description of Sam Sample's predominant and secondary team styles is provided.

TEAM ROLE CHART

Role	Score	1	2	3	4	5	6	7	8	9	10
Coordinator	4.4				4.4						
Shaper-Driver	5.8					5.8					
Evaluator-Critic	8.3							8.3			
Implementer	1.1	1.1									
Team Builder	5				5						
Resource-Investigator	5.3					5.3					
Inspector-Completer	3.1			3.1							
Innovator	10									10	

Team Role Combination – Evaluator-Critic/Innovator

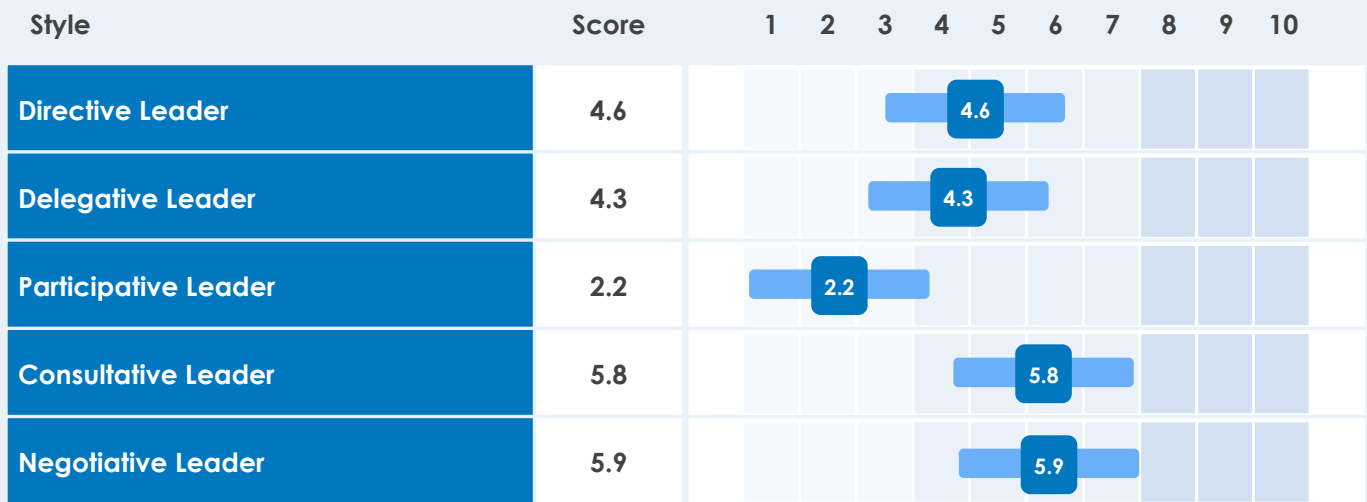
Sam Sample is likely to have a shrewd and penetrating mind, together with the capacity to evaluate her own ideas and those of others and come up with an integrative statement about what should be done. Although she is likely to have the capacity to be creative herself, her tendency may be to sit back and think while others do the talking. Her keen critical abilities may help her to sort through ideas with the effect that her contributions will be planned carefully. However, her somewhat sceptical style and capacity to identify the flaws in arguments may cause her to censor herself and thus inhibit her own ability to be innovative. She may need encouragement to recognise her own creativity and promote her ideas. Perhaps she could make a more creative contribution in a group if she was encouraged to reveal her own thoughts more regularly instead of coming in only to evaluate the ideas of others. However, this may not be an easy stance for her to take because she gets caught up in her own thoughts and plans and does not necessarily share them with others. Hence, she may work best when she is encouraged to positively state a position that incorporates expertise into a group plan of action. Given the right circumstances, she could be an excellent strategist.



LEADERSHIP STYLES

Based on the work of the American Organisational Psychologist Bass, the Leadership Styles describe which of a range of styles Sam Sample is most likely to adopt. This may be of relevance to a variety of situations where there is a requirement to manage others. As with most personality characteristics, the profile only describes Sam Sample's most likely styles and not performance. Effective performance will depend on many factors including the organisational culture in which the individual is operating.

LEADERSHIP STYLES CHART



Primary Leadership Style: Negotiative Leader

Negotiative leaders motivate subordinates by encouraging them, through incentives etc., to work towards common objectives. Hence, through a process of negotiation attempts will be made to arrive at some mutually equitable arrangement with the other members of the team so as to motivate them to work in a particular way. Negotiative leaders tend to rely on their skills of persuasion to achieve their stated goals. Many Negotiative leaders have well developed image management skills and they typically utilise these to moderate their approach according to the circumstances in which they find themselves. This capability, coupled with a desire to achieve, can mean that sometimes they adopt unconventional methods to achieve their desired objectives.

Secondary Leadership Style: Consultative Leader

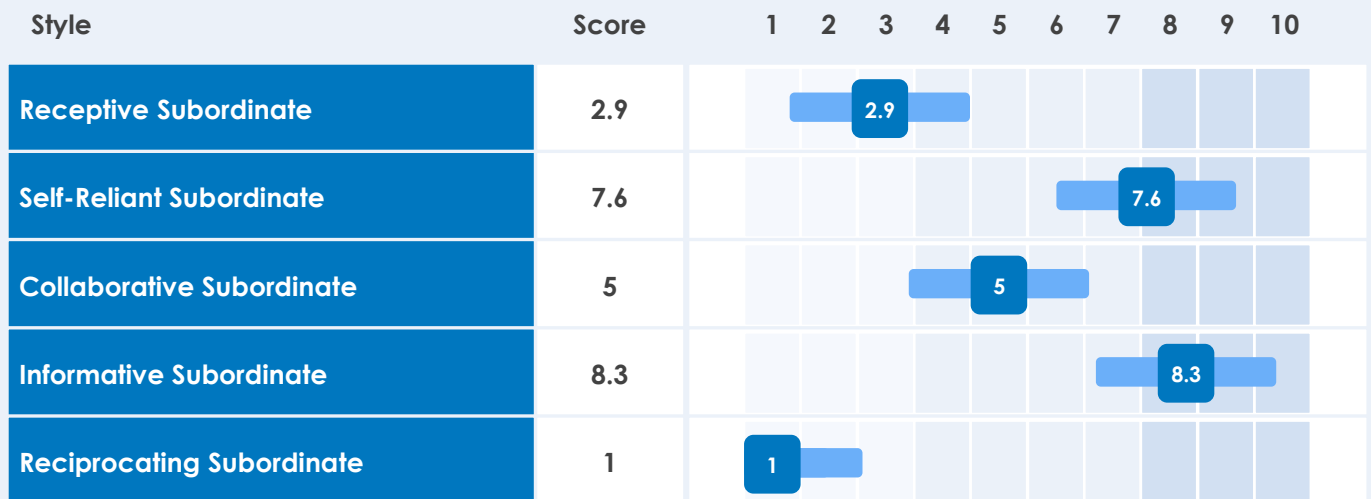
The Consultative leadership style combines elements of both democratic and Directive leadership orientations. They value group discussion and tend to encourage contributions from the separate members of the team. However, although group discussions will be largely democratic in nature, Consultative leaders typically make the final decision as to which of the varying proposals should be accepted. Hence, the effectiveness of this leadership style will be dependent upon the individual's ability to weigh the advantages and disadvantages of each of the varying ideas produced by the members of the group and their capacity to encourage them to accept a final decision that may not necessarily be that favoured by the majority.



SUBORDINATE STYLES

Based on the work of the American Organisational Psychologist Bass, the Subordinate Styles describe which of a range of styles Sam Sample is most likely to adopt. This may be of relevance to a variety of situations where a particular management style is in place. As with most personality characteristics, the profile only describes the style of management to which Sam Sample is most likely to respond and not effectiveness. Effective performance will depend on many factors including the organisational culture in which the individual is operating.

SUBORDINATE STYLES CHART



Primary Subordinate Style: Informative Subordinate

Managers generally approach Informative Subordinates in the knowledge that their ideas and opinions will be sound and informed. Informed Subordinates typically produce creative ideas and innovative solutions. Their capacity to subject their own ideas and those of others to a detailed critical analysis usually means that their proposed solutions rarely have any major flaws. Consultative leaders will value such individuals within their team, viewing them as a useful and reliable source of information.

Secondary Subordinate Style: Self-Reliant Subordinate

Self-Reliant Subordinates tend to be most effective when working in an environment that allows them freedom to express their own ideas. They are generally innovative individuals who are also concerned with achieving results; thus, their ideas will typically be imaginative but tailored to solving the particular problem in question. However, problems may occur if such individuals are required to work in environments that require strict adherence to existing procedures and methods. In such situations Self-Reliant Subordinates tend to feel that their individuality is being stifled thus causing them to become discontented and irritable. It would therefore be inappropriate to pair them with a manager with a directive style as this will invariably result in a mismatch of approaches.



INFLUENCING STYLES

The Influencing Styles describe which of a range of styles Sam Sample is most likely to adopt. This may be of interest in relevance to a variety of situations where there is a requirement to influence others or sell a product, service or idea. As with most personality characteristics, the profile only describes Sam Sample's most likely styles and not performance. Effective performance will depend on many factors including the type of product, the customer, the specific situation and the organisational culture in which the individual is operating. Equally, different styles may be adopted according to the demands of the situation and consequently a description of Sam Sample's predominant and Secondary Influencing Style is provided.

INFLUENCING STYLES CHART

Style	Score	1	2	3	4	5	6	7	8	9	10
Confident Communicator	6.6							6.6			
Rapport Creator	4.2				4.2						
Culture Fitter	1.5		1.5								
Culture Breaker	7.4							7.4			
Enthusiast	3.2			3.2							
Perseverer	1.8		1.8								
Business Winner	7.5							7.5			
Technician	6.5							6.5			
Admin. Support	2.9			2.9							
Team Manager	6.3							6.3			

Primary Influencing Style: Business Winner

The Business Winner typically attracts new opportunities from previously unknown sources. This will often be achieved through a combination of persistence and the preparedness to try novel and unconventional approaches to influencing or selling. With a tendency to be highly competitive they usually work hard for their successes but their tendency to be unconventional may cause discomfort amongst their colleagues. The Business Winner will usually be a particular asset in those times when existing areas have become saturated or when there is a particular requirement to expand into new markets.

Secondary Influencing Style: Culture Breaker

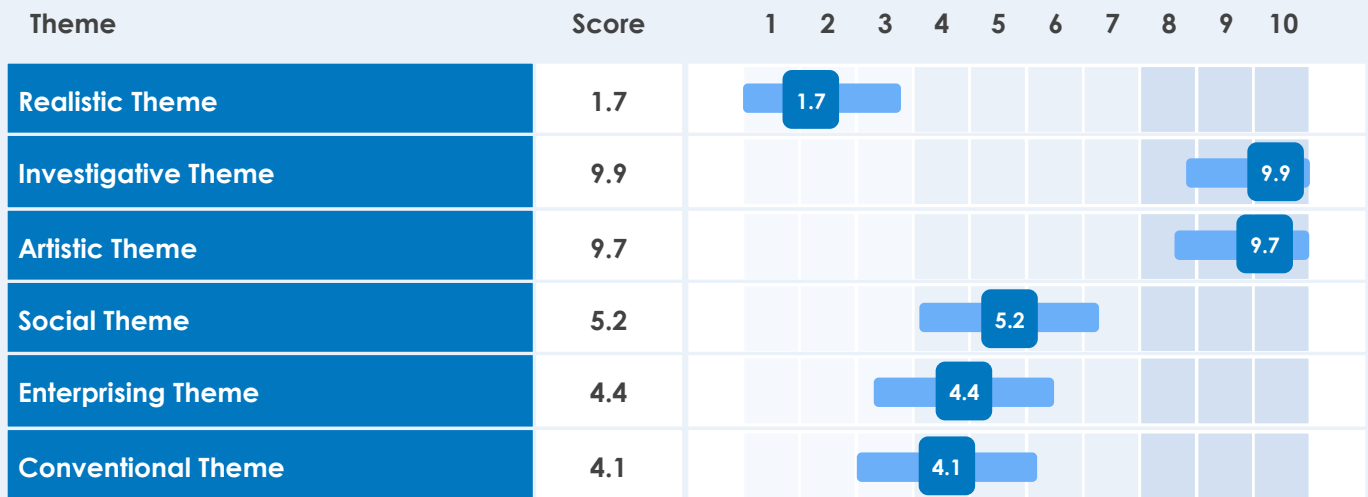
In contrast to many other approaches the Culture Breaker will generally take a radical stance, presenting ideas which are likely to be different from the culture of the client's organisation. Through presenting such radical ideas they will tend to create an image of knowledgeable integrity. The recipient is then likely to feel that they are receiving information based on a reasoned assessment of their needs. Obviously, the success of this approach is dependent upon the confidence and technical competence of the Culture Breaker.



CAREER-THEME SCALES

Career-Themes are based on the work of Holland. These provide a match between Sam Sample's personality profile and those of the broad occupational groups listed. The scores take no account of other important factors such as interests, aptitudes, qualifications and work experience.

CAREER-THEME CHART



Realistic Theme

Activities involving manipulation of mechanical devices and principles of mechanics and physics. High scorers are likely to be technically orientated, repairing mechanical devices, working on motor cars. They may also enjoy outdoor activities.

Investigative Theme

Activities involving the manipulation of ideas and scientific principles. High scorers will enjoy applying logical and/or scientific principles to the resolution of experimental problems. They may enjoy laboratory work.

Artistic Theme

Activities centred around the expression of artistic and creative ideas. High scorers are typically interested in the Arts in the broadest manifestation e.g. art, music, writing, composing, dance, design etc.

Social Theme

Activities centred on helping or caring for others. High scorers tend to express an interest in charitable work, involving caring for the elderly, children with special needs or counselling, teaching and generally assisting others to achieve their potential.

Enterprising Theme

Activities involving the attainment of objectives through people. High scorers generally express an interest in managing or leading others or taking charge of situations. As such they are attracted to business related situations where they are able to exercise leadership skills.

Conventional Theme

Activities involving organising, administration and well established work practices. High scorers enjoy developing and maintaining systems, operating business machines, doing paperwork, bookkeeping and accountancy.



CULTURE FIT

The culture fit scores estimate Sam's preference to work under certain workplace conditions. Not all the conditions provided are relevant to all organisations, which is why it is recommended to identify which conditions best fit the culture of the organisation before exploring Sam's specific workplace preferences.

The results of the culture fit profile can help determine the types of motivators and environments that stimulate Sam and which, in turn, can help her perform at her best.

CULTURE FIT CHART

Roles which require/provide...	Score	1	2	3	4	5	6	7	8	9	10
Working under pressure	7							7			
Working under constantly changing conditions	5					5					
Working long hours	6						6				
Maintaining high standards	6						6				
Working in a competitive environment	7							7			
Exercising diplomacy	1	1									
Addressing the public and giving presentations	6						6				
Working closely with others	3			3							
Financial rewards and incentives	7							7			



ADDITIONAL COMMENTS

The following section lists a number of points which can be inferred from Sam Sample's assessment report. The interviewer may wish to use these as the basis for further probing during the interview or counselling discussions.

POTENTIAL STRENGTHS

- Will tend to assert herself and make her views very clear to people.
- Will prefer to avoid making hasty decisions.
- Will tend to take into account relevant feelings and emotions when making decisions.
- Will be inclined to question traditional beliefs and outmoded practices.
- May be self-sufficient, without the need for group support.
- Wishing to present herself positively, she may tend to maintain a disciplined control over the expression of her feelings and emotions.
- Will have a tendency to be effective in situations where she has a number of ongoing commitments, where she can concentrate on the global requirements of a task.
- Should be able to focus her efforts on the most important and/or rewarding projects without being deflected by remote prospects.
- Has the ability and inclination to look beyond the obvious.
- With a tendency toward the unconventional and creative, she may be effective in generating original, possibly radical, solutions to problems.

POTENTIAL DEVELOPMENT NEEDS

- May seem somewhat forceful and inattentive to the needs of others in achieving her objectives.
- May tend to deliberate a little too much at times, and avoid making some decisions.
- May experience difficulty in emotionally tough situations.
- May tend to be highly critical of the status quo.
- May tend to be something of a loner and not 'walk the talk' as much as might be necessary.
- Her behaviour may be influenced more by social values and the expectations of others than by her own needs and values.
- May have difficulty adhering to highly structured work procedures and may overlook the detailed requirements of a task.
- May be disinclined to persevere when confronted with tedious tasks.
- May not be sufficiently pragmatic and may be inattentive to practical matters.
- May tend to be unconventional and/or unpredictable.

POTENTIAL MOTIVATORS

- Situations which allow her to express or experience creativity.

POTENTIAL DEMOTIVATORS

- Situations in which her freedom of expression is restricted.



PVQ PROFILES

INTERPERSONAL STYLES PROFILE

Left Description	1	2	3	4	5	6	7	8	9	10	Right Description	%ile
Distant Aloof Reserved, Distant, Detached, Impersonal.					5						Empathic Affable, Personable, Warm-hearted.	34
Retiring Timid, Self-conscious, Hesitant in social settings.					6						Socially-bold Venturesome, Talkative, Socially confident.	62
Self-sufficient Solitary, Self-reliant, Individualistic.		2									Group-oriented Sociable, Group dependent, a 'Joiner'.	3
Low Intellectance Lacking confidence in own intellectual abilities.						7					High Intellectance Confident of own intellectual abilities.	76
Accommodating Passive, Mild, Humble, Deferential.								9			Assertive Dominant, enjoys taking charge.	94
Direct Genuine, Artless, Open, Forthright, Straightforward.	1										Restrained Diplomatic, Socially astute, Socially aware, Discreet.	2
Weak interest in persuading others.					6						Persuasive Strong interest in persuading others.	59
Suspicious Sceptical, Cynical, Doubting, Critical.					5						Trusting Accepting, Unsuspecting, Credulous, Tolerant.	45
Sober Serious Restrained, Taciturn, Cautious.		2									Enthusiastic Lively, Cheerful, Happy-go-Lucky, Carefree.	3



THINKING STYLES PROFILE

Left Description	1	2	3	4	5	6	7	8	9	10	Right Description	%ile
Expedient Spontaneous, Disregarding of rules & obligations.		2									Conscientious Persevering, Dutiful, Detail conscious.	5
Sentimental Intuitive, Subjective.			4								Rational Logical, Objective.	20
Concrete Solution-focused, Realistic, Practical, Down-to-earth.								9			Abstract Imaginative, Absent-minded, Impractical.	96
Conventional Traditional, Conservative, Conforming.								9			Radical Experimenting, Open to change, Unconventional.	94
Informal Undisciplined, Uncontrolled, Lax, Follows own urges.							8				Self-disciplined Compulsive, Fastidious, Exacting willpower.	88
Short-term focus Focused on the 'here and now' & fulfilling immediate obligations.	1										Long-term focus Focused on the future, Willing to delay gratification.	2



COPING STYLES PROFILE

Left Description	1	2	3	4	5	6	7	8	9	10	Right Description	%ile
Lacking energy and drive Not enthusiastic about work, Low stamina.				4							Energetic High levels of drive and activity, High stamina.	28
Affected by Feelings Emotional, Changeable, Labile, Moody.					5						Emotionally Stable Mature, Calm, Phlegmatic.	47
Self-doubting Worrying, Insecure, Apprehensive.					5						Confident Secure, Self-assured, Unworried, Guilt-free.	42
Resigned Not motivated to persevere in the face of challenges.								8			Resilient Strives to overcome setbacks and challenges.	87
Impatient Restless, Hard-driving.						6					Patient Relaxed, Laid-back.	57
Tense-driven Impatient, Low frustration tolerance, Irritable.				4							Composed Relaxed, Placid, Patient.	27



VALUES AND MOTIVES PROFILE

Interpersonal Values

	1	2	3	4	5	6	7	8	9	10	%ile
Need for Altruism High scorers rate altruism as being of very high importance. As such, wherever possible, they will attempt to alleviate their suffering.				4							28
Need for Affection High scorers have a tendency to want to get close to people, liking others to show warmth and affection.							7				70
Need for Affiliation High scorers need require a great deal of contact with other people and will go out of their way to meet people.				4							23

Professional Values

	1	2	3	4	5	6	7	8	9	10	%ile
Need for Achievement High scorers rate high achievement and recognition as being of overriding importance.						6					53
Need for Economic Status High scorers place a high value on economic status and wealth and are very likely to be impressed by and aspire to the accumulation of wealth.							7				73
Need for Safety High scorers express a very strong need for safety and security and will steer clear of situations in which there is an element of risk or danger.											13
Need for Competition High scorers are motivated by competition and a desire to win at any cost.							7				73
Need for Aesthetics High scorers express a very strong appreciation for aesthetics and cultural activities such as art, music and literature.								8			92

Personal Values

	1	2	3	4	5	6	7	8	9	10	%ile
Work Ethic High scorers believe work is quite important and, they would be expected to be much more committed to work than most other people.						6					66
Moral Values High scorers believe in basic principles of right and wrong and tend to measure their actions (and others') in terms of these principles.							7				82
Traditional Values High scorers believe that rules and laws are meant to be obeyed and not broken, and will be inclined to maintain the status quo.											10
Independence High scorers are individualists who believe in standing up for their own views regardless of what others might think.											10



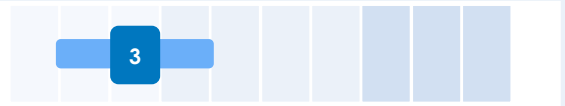
RESPONSE STYLE INDICATORS

Distortion Scales

Low Medium High
1 2 3 4 5 6 7 8 9 10

Social Desirability

A high score indicates that the respondent answered in a way which may present an unrealistically positive image of themselves.

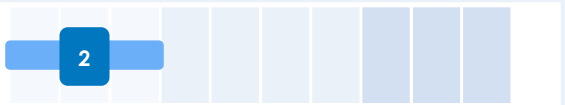


Risk Scales

Low Medium High
1 2 3 4 5 6 7 8 9 10

Central Tendency

A high score suggests that the respondent has been indecisive and/or non-committal in their answers.



Acquiescence

A high score suggests that the respondent has responded to questionnaire items affirmatively more often than most others.



Infrequency

A high score indicates that the respondent has provided unusual responses and may not have attended diligently to the questionnaire.

