



CREATIVE STYLE QUESTIONNAIRE

Personal Report

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Introduction

The CSQ measures aspects of your creative style by asking you questions about how your behaviors, attitudes, and reactions in work situations. Groups of questions relate to different aspects of work behavior and style called competencies. It is the combination of competencies possessed by a person that contributes to their uniqueness.

Competencies are not the only influence on your creative ability, however, as your personality, your talents, your interests, your values, your pattern of intellectual abilities, your life experience and your current life situation also contribute to making you the person you are. Psychological tests do not measure the whole you which is why they need to be interpreted in the context of other information about you.

Please bear the following points in mind as you consider the results from your assessment. First, your profile is based on what you have said about yourself through your responses to the questionnaire so that what we are measuring here is your own perception of what you are like.

Second, the results can also be affected by your strategy for answering the questionnaire - whether this was conscious or unconscious--for example, whether you were very frank, whether you were very self-critical or whether you felt under pressure to convey a more than usually positive impression of yourself.

Third, the CSQ generates a profile of your creative style and competencies based on a comparison of your scores against those of a very large international comparison group of people in managerial and professional positions.

Your results are reported on a 10-point scale known as the Standard Ten (Sten) scoring system. The table below shows what different scores on the assessment scales indicate about your current creative style and competencies.

Sten	Percentile Meaning	Competence
8-10	A score of 8 is higher than about 90% of the comparison group	Very well-developed competency / outstanding strength to capitalize on
7	A score of 7 is higher than about 75% of the comparison group	Well-developed competency / strength
5-6	A score of 5 is higher than about 40% of the comparison group	Moderately well-developed competency / mid-range skill
4	A score of 4 is higher than about 25% of the comparison group	Developing competency / embryonic skill
1-3	A score of 3 is higher than about 10% of the comparison group	Least-developed competency / possible flaw

This report is divided into three sections. First, there is a summary of your style based on your overall score and a graphic representation of your profile. This is followed by concise scale-by-scale interpretations of your Sten scores. The third section provides developmental advice and a link to a booklet providing practical tips and suggestions on how to improve your creative style and skills.

CSQ Scales

The CSQ creative style questionnaire measures five key factors or competencies related to creativity and innovation. These are defined in the table below.

Scale	Definition
Creating and originating	Originates change, makes things better, produces creative ideas and solutions
Challenging and risk taking	Takes risks, challenges accepted practice, bends rules and regulations
Adjusting and changing	Keeps up-to-date with developments, tries new approaches, adapts quickly
Communicating and selling	Expresses views clearly, sells ideas and proposals for change, persuasive
Executing and realizing	Motivated to push for and implement ideas and proposals for change

Summary

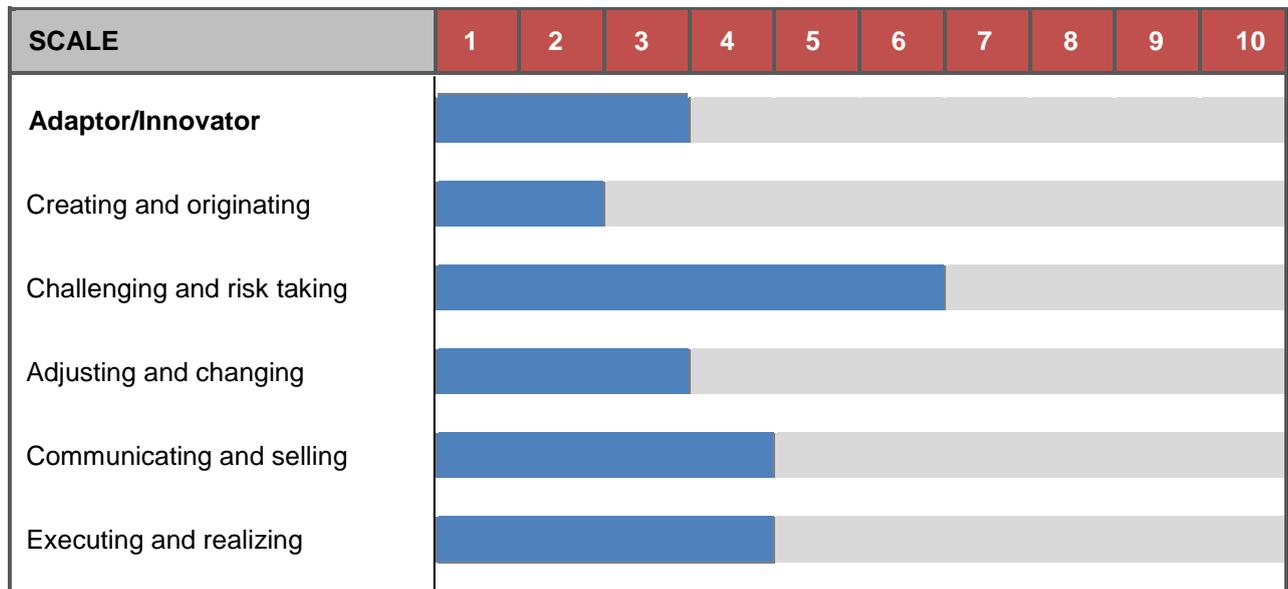
All people have creative ability but individuals express it differently according to their thinking style. Thinking style is a personality characteristic that influences where people look for information, the sort of information they prefer dealing with and the type of environment they prefer working in. When solving problems and making decisions, people divide into two camps--adaptors and innovators.

Adaptors accept problems at face value and focus on solutions that do things better. They prefer structured environments, established ways of doing things and concrete information. They tend to process information in a rational and sequential way. Innovators are the opposite. They dislike established structure and routine, have little regard for rules and look for solutions that focus on doing things differently. They prefer intuitive thinking and are comfortable in situations where there is incomplete information. Feeling comfortable in ambiguous situations, innovators adapt quickly to change.

The CSQ provides a single measure of your creative style which is your total score across the five dimensions measured by the questionnaire. The profile chart below shows this Adaptor/Innovator total score and your score on each of the CSQ scales.

Your Sten score of 3 tells you that your total score is greater than or equal to 10 percent of all CSQ test takers in the international comparison group. Your responses to the assessment indicate that you have the personality traits and personal qualities and competencies of a person with an adaptive style of problem solving and decision making.

CREATIVE STYLE PROFILE



Creativity and Innovation Competencies

Creating and originating

This scale assesses how you go about tackling problems and generating ideas and solutions. People with an adaptive style of problem solving tend to come up with ideas for continuous improvement and incremental change—that is, improving products and services by increasing efficiency and doing things better. People with an innovative style of problem solving are more likely to come up with novel and radical ideas about how to do things differently—that is, delivering products and services in a completely different manner.

You got a Sten score of 2 on this scale. You have presented yourself as a logical, methodical, and practical person who thinks about and approaches problems and decisions using tried and tested ways and established methods and procedures.

Challenging and risk taking

This scale assesses your willingness to challenge the system and bend the rules and take risks to bring about change. Adaptors tend to see themselves and are seen by others as people who are safe, trustworthy, and dependable. They tackle problems in tried and tested ways and are reluctant to break rules and take risks. Innovators tend to see themselves and are seen by others as change agents who think outside the box and who challenge rules and take risks.

You got a Sten score of 6 on this scale. This is an average score and it indicates that you are probably as willing as most other people to bypass existing standards and practices and bend rules and take risks to achieve change and make things better.

Adjusting and changing

This scale assesses how open you are to new thinking and developments, and how easily you find it to adjust and adapt to change. People with an adaptive style tend to prefer stability, permanency, and continuity. Adaptors are more likely to be ambivalent and / or resistant to change and to be more set in their ways. People with an innovative style are more visionary, imaginative, and inquisitive and are more likely to keep up to date with new technology and the latest developments. Innovators tend to enjoy trying new ways of doing things.

You got a Sten score of 3 on this scale. Your responses to the assessment indicate that you may give the impression of being indifferent to or resistant to change. It also seems that you find it quite hard to keep abreast of the latest thinking and developments.

Communicating and selling

This scale assesses how skillful you are at communicating, selling, and defending your ideas and proposals for change. People with an adaptive style tend to be concerned about moving forward consensually and tend to communicate their views and ideas in a modest, self-effacing, and unassuming fashion. People with an innovative style tend to communicate and push their views and opinions in a more vigorous, forceful, and assertive manner and tend to be less concerned about other people's views and feelings.

You got a Sten score of 4 on this scale. Your responses to the questionnaire suggest that you are not totally confident that you possess the personality traits and communication skills to explain, sell and defend your ideas and proposals for improvement.

Executing and realizing

This scale assesses whether you have the determination, motivation, and get-up-and-go to improve products and services and bring about change. At one end of the continuum are adaptors / steady workers who move things forward slowly but surely and at the other end are innovators / risk takers who are quicker to act and more ambitious, task-oriented and driven. Adaptors tend to provide stability, order and continuity to teams and innovators tend to provide vision, confidence, and ambition.

You got a Sten score of 4 on this scale. Your responses to the assessment indicate that you tend to see yourself as a person who can be relied on to work slowly and steadily to help develop and implement plans to improve the organization's products and services.

Development Advice

Most people don't need to completely change their style to act in a more creative and innovative manner. The following kinds of changes have been suggested by experts in the field of creativity and innovation.

ADAPTOR	INNOVATOR
Creating and originating	
Try idea generation techniques such as brainstorming and spider diagrams to produce lots of ideas for improvement. Think about how to do things better and how to do things differently.	Don't ignore ideas for continuous improvement / incremental change. Demonstrate that you have thought about ideas for doing things better even though your preference is for doing things differently.
Challenging and risk taking	
Don't throw your natural caution to the wind, but consider the possibility that you may have to bend the rules and take calculated risks if you really want to make progress and achieve change.	Evaluate the benefits and risks of different options including your preferred option. Listen to other people's views and concerns and consider how you would manage the consequences if things don't go to plan.
Adjusting and changing	
Don't reject a new approach just because the way you do things at present works well. The rate of change is speeding up and you need to keep up-to-date with developments in technology and continuously improve your products and services.	Your interest in new ideas, approaches and technical developments and your willingness to try them out are strengths. Hold onto these qualities but don't let them prevent you from assessing and quantifying the benefits of change.
Communicating and selling	
Incremental improvements to business processes often produce very large savings, but they may get overlooked because it is not immediately obvious what the benefits are. Think about how to demonstrate the benefits of your proposals.	Don't assume that other people will immediately understand and see the benefits of what you are proposing. Think about how to pitch your idea to stakeholders and how to involve stakeholders in the idea's development.
Executing and realizing	
Don't give up on your ideas for new products and services or improving existing ones just because other people don't immediately support them. You need to be prepared to work hard and keep on trying if you want to get things changed.	The more radical your idea, the more opposition you are likely to run into. In the history of innovation, there are countless examples of people who had to fight hard to get their ideas implemented. Take the long view.

[Click here](#) to download the CSQ Development Guide. This provides further practical tips and suggestions on how to improve your creative style and skills

About This Report

This report was generated using MSP's online assessment system. It is based on a behavioral style test called the Creative Style Questionnaire (CSQ).

The report is generated by analyzing the answers of the respondent and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data.

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