



# SYNTHESIS DEVELOPMENT SURVEY

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Personal Report

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## Introduction

This report is based on your responses to the Synthesis personality and emotional intelligence questionnaire. The questionnaire asks questions about your attitudes and typical style of thinking and behaving. Your responses have been compared to those typical of an international comparison group. In this way, we have been able to benchmark various characteristics you possess against this group.

Your personality and emotional intelligence have a significant influence on the way you think, feel and relate to other people. This report is intended to give you a general idea about how your personality and emotional intelligence might be described and to stimulate you to think about the implications for your work and personal life.

Personality traits tend to be fairly stable in adulthood and lead people to act in certain preferred ways. At work, your personality will sometimes help you to carry out work roles effectively and at other times it may get in the way. Leading meetings, fronting presentations and organizing social occasions will come more easily to individuals with high scores on extraversion. By contrast, people with low scores on agreeableness may find it harder to acquire skills in areas such as team or group working and networking because they are more self-sufficient and self-absorbed.

Please remember that this personalized feedback report is based on a self-perception questionnaire which is not infallible. It is perfectly possible for a variety of reasons that you may not recognize yourself in some of the comments made. If this is the case, you might like to check what other people think. It would certainly be a good idea to take views from bosses, peers and direct reports before taking career or development decisions.

Your results are reported as Standard Ten (sten) scores. Stens indicate your standing relative to other people who have taken the test. The table below summarizes what different sten scores mean about your behavioral style and competencies.

Sten	Percentile Meaning	Compared to Average	Competence Indicator
8-10	8 is higher than about 90% of respondents	Much higher than average	Well-developed skill
7	7 is higher than about 75% of respondents	High average	Developed skill
5-6	5 is higher than about 40% of respondents	Average	Mid-range skill
4	4 is higher than about 25% of respondents	Low average	Developing skill
1-3	3 is higher than about 10% of respondents	Much lower than average	Early-stage skill

The report is in two parts. The first part summarizes your personality and emotional intelligence. The second part presents a more detailed analysis of your personal, social and emotional competencies and highlights the strengths and weaknesses of your profile.

## What the Test Measures

Synthesis has twelve scales that measure different areas of personality and emotional intelligence.

Personality Traits	
Creative and Open to Change	Whether you are open to change, creative and risk-taking or straight-thinking, practical, and conventional.
Conscientious and Achieving	Whether you are self-motivated, vigorous and disciplined or spur-of-the-moment, unhurried, and easygoing.
Extravert and Outgoing	Whether you are outgoing, talkative and sociable or introverted, reserved and serious.
Cooperative and Agreeable	Whether you are considerate, good-natured, and friendly or business-like, skeptical, and competitive.
Stable and Calm	Whether you are calm, even-tempered, and relaxed or emotional, prone to worry and likely to become upset.
Emotional Abilities	
Perceiving Emotions	Whether you are able to read non-verbal cues and recognize people's feelings and emotions.
Communicating Emotions	Whether you are able to communicate and share your feelings and emotions with other people.
Sympathizing with Emotions	Whether you show an interest in and empathize with other people's feelings and emotions.
Using Emotions	Whether you use your own and other people's feelings and emotions to help solve problems and make decisions.
Understanding Emotions	Whether you understand how emotions work and how they change and progress over time.
Managing Emotions	Whether you are able to manage your own and other people's feelings and emotions.
Response Style	
Impression management	Whether you have presented a positive profile of your style or whether you have been self-critical and hard on yourself.

## Your Personality and Emotional Intelligence Profile

DIMENSION	STEN										
	1	2	3	4	5	6	7	8	9	10	
<b>General Factor of Personality</b>				< ... >			>				
Creative and Open to Change							< ... >		>		
Conscientious and Achieving				< ... >							
Extravert and Outgoing							< ... >				
Cooperative and Agreeable							< ... >				
Stable and Calm				< ... >							
<b>Emotional Quotient</b>							< ... >		>		
Perceiving Emotions							< ... >		>		
Communicating Emotions							< ... >				
Sympathizing with Emotions							< ... >		>		
Using Emotions							< ... >		>		
Understanding Emotions							< ... >				
Managing Emotions							< ... >		>		
<b>Impression Management</b>							< ... >				
	Low			Average				High			

## Profile Summary

### General Factor of Personality

Synthesis produces a single measure of your personality based on the concept of a General Factor of Personality (GFP) where people with high GFP scores are considered to have good personalities and people with low scores are considered to have difficult personalities. Individuals scoring high on the GFP in this test possess a mix of pleasant and desirable attributes - they are hard-working, outgoing, considerate, emotionally stable and adaptable. Individuals with high GFP scores tend to have higher self-esteem, enjoy better mental health, perform better at work and are more satisfied with their lives.

Your GFP sten score is 7. You have scored the same as or higher than about 75% of people in the benchmark group. This is an average/borderline high score. This indicates that you have as many socially and occupationally desirable personality tendencies in your personality profile as the average person in the benchmark group.

### Emotional Quotient

The assessment also provides a single Emotional Quotient (EQ) score based on your scores on the different elements of emotional intelligence shown in the table above. People with high EQ scores recognize, understand, use and manage their own and other people's feelings and emotions skillfully and advantageously whereas people with low EQ scores find this more of a challenge.

Your EQ sten score is 9. You have scored the same as or higher than about 95% of people in the benchmark group. This is a very high score. This suggests that you have a strong set of emotional skills and competencies and you handle yourself and other people in an emotionally intelligent manner.

### GFP / EQ Combination

This assessment indicates that you have a very high EQ and an average GFP. In summary, your personality and emotional intelligence profiles indicate that you have as many desirable personality traits as the average person and you appear to be very emotionally intelligent. The next section of the report describes your profile in more detail and raises questions for your development.

### Impression Management

It seems that you have been as candid and self-critical about your personality traits and emotional competencies as the average person in the benchmark group.

## Emotional Competence Profile

This section presents an analysis of your personal, social and emotional competencies in four broad areas: Work Ethic, Social Skills, Innovation and Change and Feelings and Emotions. The sixteen competency framework below covers many of the key social, personal and emotional competencies in the Emotional Competence Framework published by the Consortium for Research on Emotional Intelligence in Organizations.

DIMENSION		STEN									
		1	2	3	4	5	6	7	8	9	10
Work Ethic	Achievement Drive	Low			Average			High			
	Altruism	Low			Average			High			
	Initiative	Low			Average			High			
	Optimism	Low			Average			High			
Social Skills	Leadership	Low			Average			High			
	Cooperation and Collaboration	Low			Average			High			
	Communication	Low			Average			High			
	Negotiating and Conflict Management	Low			Average			High			
Innovation and Change	Innovativeness	Low			Average			High			
	Change Catalyst	Low			Average			High			
	Assertiveness	Low			Average			High			
	Open-Mindedness	Low			Average			High			
Feelings and	Emotional Awareness	Low			Average			High			
	Empathy	Low			Average			High			
	Self-Control	Low			Average			High			
	Emotional Well-Being	Low			Average			High			
		Low				Average				High	

## Work Ethic

### Introduction

This section describes different aspects of your work ethic. Your profile is based on your personality traits - how conscientious and achieving you are as well as how extravert, considerate, open-minded and self-assured you are.

### Achievement Drive

#### Mid-Range Skill

You present yourself as being fairly conscientious, hardworking and achieving and fairly extraverted, sociable and outgoing. You exhibit a moderate amount of vitality, passion and energy but life is not all about work for you. Achievement drive is one of your mid-range skills.

### Altruism

#### Strength

You are very kind and charitable in addition to being fairly responsible and dependable. You have some of the personality traits of an altruist who puts the group's interests above their own. Altruism is one of your strengths.

### Initiative

#### Strength

You are very creative and imaginative and you are pretty diligent and organized. You seem to possess some of the get-up-and-go required to take opportunities and do what is necessary to get the job done. Initiative is one of your strengths.

### Optimism

#### Mid-Range Skill

You have average scores on the conscientiousness and emotional stability personality scales. This combination indicates that you seem to have the ability to stay reasonably composed, optimistic and focused when you are under pressure and when you experience trying moments.

### Development Questions

- ◆ Do other people recognize your work ethic and motivation to perform excellently?
- ◆ Do you know when to be passive and when to be assertive?
- ◆ Do you weigh up the pros and cons of opportunities sufficiently before acting?
- ◆ Do you show that you understand that success is hard won and you need to put in effort to succeed?

## Social Skills

### Introduction

This section describes different aspects of your social skills. Your profile is based on your personality attributes - for example, how extravert and outgoing you are - and your emotional competencies - for example, how skilled you are at reading and communicating your feelings and emotions.

### Leadership

#### Possible Improvement Area

Successful leaders tend to be outgoing, assertive and self-assured. You are fairly extraverted and outgoing and very cooperative and obliging. You seem to be less assertive and more unassuming than many people in leadership positions.

### Cooperation and Collaboration

#### Strength

You have a very high score on agreeableness and an average score on conscientiousness. In a team context, you most probably come over as being very cooperative and obliging and fairly focused and reliable. This is one of your strengths.

### Communication

#### Outstanding Strength

Your EQ profile indicates that you are skilled at reading people and you show interest in other people's feelings and emotions. You possess the emotional abilities to listen to and communicate well with people. This is one of your great strengths.

### Negotiating and Conflict Management

#### Strength

You are fairly cool and self-assured and very cooperative and obliging and you try to find common ground and win-win solutions when you are in negotiating situations or face conflict. This is one of your strengths.

### Development Questions

- ♦ Do you have the assertiveness and social skills to inspire and lead people?
- ♦ Do you know how to influence others and are you ready and willing to do so?
- ♦ Do you allow people to take advantage of your understanding/sympathetic nature?
- ♦ Do you give way too much for too little and are you prepared to play hardball when there is nothing to lose?



## Innovation and Change

### Introduction

This section describes different aspects of your creative style and approach to change. This is based on your personality attributes - for example, how open-minded and determined you are - and your emotional competencies - for example, whether you use your feelings and emotions in problem solving and decision making.

### Innovativeness

Outstanding Strength	Your responses indicate that you are a very creative and innovative person who relies a lot on their intuition to solve problems and generate novel and original ideas about how to do things differently. Innovativeness is one of your key strengths.
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### Change Catalyst

Strength	You are very creative and curious and fairly extraverted and outgoing. These personality tendencies will tend to help you champion the case for change. Facilitating change is one of your strengths.
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### Assertiveness

Strength	You are pretty self-confident and you are very resourceful and creative. You are able to manage your feelings and emotions moderately well and you stay fairly composed and levelheaded when you have to explain and defend your views and ideas. Assertiveness is one of your strengths.
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### Open-Mindedness

Outstanding Strength	You are very creative and innovative and you are very good-natured and congenial and these traits suggest that you are very receptive to other people's thoughts and ideas. Open-mindedness is one of your big strengths.
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### Development Questions

- Should you be making more use of evidence and less use of intuition in problem solving and decision making?
- Do you underestimate the difficulties experienced by others in adapting to change?
- Are you willing to ask people to criticize your thoughts and ideas in order to help test them?
- Are you prepared to entertain ideas for change that are less radical and original than your own?

## Feelings and Emotions

### Introduction

This section describes different aspects of your feelings and emotions. This is based on your personality traits (for example, how stable and self-assured you are) and your emotional competencies (for example, how well you are able to use and manage feelings and emotions).

### Emotional Awareness

Outstanding Strength	You pay a lot of attention to emotions and their effects and you use feelings and emotions to help solve problems and make decisions. Emotional awareness is one of your great strengths.
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### Empathy

Strength	You seem to be fairly open about your own feelings and emotions and you seem to be very thoughtful and sensitive to other people's feelings and emotions. Empathy seems to be one of your strengths.
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### Self-Control

Strength	You seem to have a fair understanding of emotions and their effects and you appear to manage and control your feelings and emotions very well. Self-control is one of your strengths.
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### Emotional Well-Being

Mid-Range Skill	You are fairly calm and relaxed and fairly friendly and outgoing and you tend to have a fairly positive and optimistic outlook on life. This is one of your mid-range skills.
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### Development Questions

- ♦ Do you rely too much on intuition to make decisions?
- ♦ Are you able to set aside your feelings and emotions and make tough decisions when the situation requires it?
- ♦ Are you exploiting your emotional skills and abilities?
- ♦ Can you stay calm and composed when you suffer setbacks?

## Next Steps

We recommend that you consider your results alongside other sources of feedback you have been given about your current performance and future potential—for example, from job performance reviews, from coaches/mentors or from direct reports or peers.

Think about sharing your results with other people and inviting them to comment on the strengths and weaknesses of your style. Look at where their assessments differ from your own and why. Factoring in other people's assessments alongside your own is important as there is plenty of evidence that shows that self-assessments rarely match those of other work colleagues one hundred percent.

Having considered your own assessment from the questionnaire together with the views of key colleagues, where should you start when addressing development? Many development experts would advise against focusing exclusively on weaker areas unless there are some aspects of your behavior which could be 'fatal flaws'. As a guide, these could be areas where your sten score is 3 or less. Fatal flaws are likely to inhibit development of other areas of performance and should be addressed first.

If there are no fatal flaws, or once these have been addressed, many experts would advise you to focus on your strengths in order to develop outstanding strengths. There is compelling data which shows that strong performance is directly correlated with the number of strengths a person possesses. Although we and our bosses tend to be drawn towards worrying about our less strong areas, a better strategy may be to build on and improve what you are already good at.

To help you think about and plan your learning, download the [Synthesis Improvement Tips Booklet](#). It contains reading recommendations, practical performance improvement tips and ideas, and a planning template.

## About This Report

This report was generated using MSP's online assessment system. It is based on a behavioral style assessment test called SYNTHESIS.

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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