

big five personality questionnaire

Work Style Report

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Introduction

This report is based on your responses to the Big Five Personality Questionnaire (B5PQ). The questionnaire asks questions about your attitudes and typical style of 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 has 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 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 get in the way. Leading meetings, fronting presentations and organizing social occasions will come more easily to individuals with extravert traits. By contrast, people with low scores on the agreeableness scale may take time to acquire skills in areas such as team building, coaching and mentoring because they are more self-sufficient and self-absorbed.

The report covers five broad dimensions of personality which are often referred to as the Big Five personality dimensions: extraversion, agreeableness, conscientiousness, openness to change, and emotional stability. The report considers the likely impact of your personality on your work style and personal competencies using the Universal Competency Framework developed by SHL Group Limited (2007), and it also provides a link to a booklet providing developmental recommendations.

You should bear the following points in mind as you consider the report. First, please remember that the report is based on a self-perception questionnaire - which is not infallible. Second, although we give you a single score for each dimension, it is better to think of your score lying in a range of one point either side of the score reported. This is shown on the profile chart. Third, remember that this assessment is intended to help you clarify your view of yourself and help you to develop and improve yourself.

It is also 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 on a ten point scale known as the Standard Ten (Sten) scoring system. The table below indicates what different Sten scores mean and how they should be interpreted.

Sten Score	Percent of Scores	Meaning
8-10	15	Very high
7	15	High
5-6	40	Average
4	15	Low
1-3	15	Very low

Assessment Scales

The B5PQ has twenty personality scales that measure five areas of personality known as the Big Five personality factors.

Warm	High scorers get to know people quickly and their affability and amiability attract people to them.
Gregarious	High scorers enjoy having people around them and tend to be animated and lively in social situations.
Assertive	High scorers express themselves in a direct manner and argue their views in the face of opposition.
Energetic	High scorers present as full of energy displaying a sense of urgency and self-confidence.
Trusting	High scorers assume that others are sincere and genuine. They look for the best in people and take them at face value.
Straightforward	High scorers deal with people in a plain and straightforward manner. They do not flatter or manipulate people to get their way.
Considerate	High scorers make time for people, are good listeners, and take account of people's views, feelings and emotions.
Modest	High scorers are modest and generally reticent when it comes to talking about their achievements.
Imaginative	High scorers spend time thinking about things and imagining and visualizing different ways of doing and achieving things.
Innovative	High scorers are creative and inventive people who generate novel ideas about how to do things differently.
Rule breaking	High scorers are prepared to challenge the status quo, bend the rules, and take risks in order to achieve change.
Adaptable	High scorers adapt quickly to change, and keep abreast of new developments in areas in which they are interested.
Competent	High scorers are capable and well prepared, and are motivated to carry their tasks at work and at home competently.
Organized	High scorers like things to be tidy and orderly in their workspace and at home. They plan ahead and work systematically.
Achieving	High scorers have a very high need for personal achievement, and a dream of what they want to achieve.
Proactive	High scorers have a sense of purpose and direction, make and carry out plans, and initiate changes and improvements.
Relaxed	High scorers are calm before important occasions, and handle pressure and stress well.
Contented	High scorers are comfortable with themselves, feel positive about the future, and look on the bright side.
Self-Assured	High scorers feel at ease meeting new people and are sure of their ability to handle unfamiliar situations.
Resilient	High scorers manage their emotions effectively and bounce back quickly from disappointments and setbacks.

Personality Profile Summary

Extraversion

Extraverts and introverts represent the opposite ends of a key personality trait that affects where people prefer to focus their energy and attention. Extraverts tend to direct their energy outwards to the external world of people and activities while introverts are more self-contained. Your responses to the questionnaire indicate that your level of extraversion is within the average range. The manner in which the various facets of extraversion combine within you to result in an average score overall is explored later in this report.

Agreeableness

Agreeableness is about the role you typically assume when interacting with others. The label 'agreeableness' is meant in the most literal sense - that is, the extent to which you tend to 'agree' with or accommodate to what others want. You describe yourself as being as willing as most to co-operate and maintain interpersonal harmony. You are generally trusting and amenable, but not to the extent of always giving in. More detail on how your overall score on Agreeableness affects your work style is given later in this report.

Openness to Change

A person's openness to change has an influence on the sorts of ideas they produce and how they respond to new experiences. Your responses to the questionnaire indicate that you are as open-minded as most people. You see the value in proven or established ways of doing things but are willing to consider new ways of doing things.

Conscientiousness

How conscientious or easygoing a person is tends to affect motivation at work as well as personal organization and self-discipline. Your responses to the questionnaire indicate that you are slightly more conscientious than the average person. You have pretty high standards and do your best to achieve your goals.

Emotional Stability

Emotional stability measures the degree to which you are cool, calm and collected or have a tendency to worry. Your responses to the questionnaire indicate that you see yourself as somewhat more emotionally stable than the average person. The advantage of this is that you present yourself as secure, mentally resilient and generally relaxed even under stressful conditions. People with this characteristic can have a calming effect on others when there is a crisis although it is important to ensure that others do not mistake your calmness for complacency. The possible risk of your style is that, because you are so calm, some people may think that you haven't understood the gravity of the situation.

Impression management

Our analysis of your results indicates that you seem to have generally responded to the questionnaire in a candid way.

The next section describes your personality profile in more detail and summarises the potential implications for eight competency areas: Leading and Deciding, Supporting and Cooperating, Interacting and Presenting, Analyzing and Reporting, Creating and Conceptualizing, Organizing and Executing, Adapting and Coping and Enterprising and Performing. These are the top level 'Great Eight' competencies in SHL's Universal Competency Framework.

Extraversion										
	Low			Average				High		
	1	2	3	4	5	6	7	8	9	10
Warm				<	...	>				
Gregarious	<			...	>					
Assertive				<	...	>				
Energetic						<	...	>		
Extravert				<	...	>				
Key factor summary	You appear to be as extravert as the average person.									
Personality trait description										
Warm	You are as warm, affectionate and friendly as the average person. You tend to form friendships and attachments to others fairly easily, and you get to know people as quickly as the average person does.									
Gregarious	You are somewhat less likely than most to want to be in large social groups and quite like doing things on your own. You may prefer to be with a few close friends than surrounded by lots of people you don't know very well.									
Assertive	In your style of influence, you maintain a balance between directness and tact. You will express your views and concerns in some situations but not in others. Most of the time, you probably express your views as assertively as the average person.									
Energetic	You describe yourself as a more than averagely energetic person. You display a sense of urgency and selfconfidence. You are willing to take on extra work and you are prepared to put in extra hours to get things done. You like to be busy and active.									
Personal competency implications										
Leading & deciding ----- Interacting & presenting	Neutral Impact. Your level of extraversion is unlikely to really help or hinder you acquiring competencies related to leading and deciding, and interacting and presenting.									

Agreeableness										
	Low			Average				High		
	1	2	3	4	5	6	7	8	9	10
Trusting				<	...	>				
Straightforward				<	...	>				
Considerate				<	...	>				
Modest				<	...	>				
Agreeable				<	...	>				
Key factor summary	Your overall score on agreeableness is within the average range.									
Personality trait description										
Trusting	Your responses suggest that you are as trusting as most people. You judge whether others are honest and sincere based on the evidence. You balance trust and scepticism according to the situation.									
Straightforward	You are as straightforward as the average person in the way you deal with others. You are at times frank and sincere and at other times you are prepared to flatter and manipulate people to achieve your objectives.									
Considerate	You place as much emphasis as most people on showing consideration for others. This suggests you will usually make time for people, listen to their views and take account of their feelings and emotions but not to the extent of allowing appeals to sympathy to sway your decisions.									
Modest	You are as willing as most to talk about your successes and achievements. You do not brag but you are not unnecessarily modest. You neither undersell nor oversell your contributions.									
Personal competency implications										
Supporting & cooperating	Neutral Impact. Your level of agreeableness is unlikely to really help or hinder you acquiring competencies related to supporting and cooperating.									
Enterprising & performing	Neutral Impact. Your level of agreeableness is unlikely to really help or hinder you acquiring competencies related to enterprising and performing.									

Openness to Change										
	Low			Average				High		
	1	2	3	4	5	6	7	8	9	10
Imaginative							<	...	>	
Innovative						<	...	>		
Rule breaking				<	...	>				
Adaptable					<	...	>			
Open to Change					<	...	>			
Key factor summary	Your overall score on openness to change is within the average range for the comparison group.									
Personality trait description										
Imaginative	You have a well-developed imagination which you enjoy using. You score significantly higher than most people in this. At work, you probably like to spend time thinking about things and imagining and visualizing different ways of doing and achieving things.									
Innovative	Your responses suggest you are somewhat more innovative than most people in the comparison group. Innovators are creative and inventive people who develop new perspectives on things.									
Rule breaking	You follow/break the rules as much as the average person. In other words, you generally stick to accepted ways of doing things but you will challenge the system in order to achieve change if you feel strongly enough about it.									
Adaptable	You score within the average range for flexibility and adaptability. You see the value in tried and tested methods but you retain an open mind about new ways of doing things. You adapt reasonably well to change provided that you have been consulted about it and you are persuaded about the benefits.									
Personal competency implications										
Analyzing & interpreting ----- Creating & conceptualizing	Slightly Positive Impact. Your imaginative and innovative thinking style should help you demonstrate competencies related to analyzing and interpreting, and creating and conceptualizing.									

Conscientiousness										
	Low			Average				High		
	1	2	3	4	5	6	7	8	9	10
Competent							<	...	>	
Organized							<	...	>	
Achieving							<	...	>	
Proactive					<	...	>			
Conscientious					<	...	>			
Key factor summary	Your overall score on conscientiousness is just above the average range for the comparison group.									
Personality trait description										
Competent	In terms of the extent to which you consider yourself generally competent and capable, you scored well above the average range for the comparison group. This suggests that you feel well prepared and motivated to deal successfully with your work.									
Organized	Your responses suggest that you are highly personally organized and attentive to detail. You like things to be tidy and orderly in your workspace and at home. You like to plan ahead and work systematically.									
Achieving	You are generally well-motivated and have a good sense of direction in your life. You are concerned to improve your skills and competencies and get on in your chosen occupation.									
Proactive	You seem to have as much initiative and willingness to work in a proactive way as the next person. This indicates that you generally get down to work fairly quickly, but there are times when you procrastinate and need a push to get started. Much probably depends on how motivated and interested you are feeling.									
Personal competency implications										
Organizing & executing	Positive Impact. Your competence and organization skills should really help you acquire competencies related to organizing and executing.									
Enterprising & performing	Neutral Impact. Your level of achievement motivation and proactivity is unlikely to really help or hinder you acquiring competencies related to enterprising and performing.									

Emotional Stability										
	Low			Average				High		
	1	2	3	4	5	6	7	8	9	10
Relaxed				<	>		...	>		
Contented				<		>		...		
Self-Assured				<	>		...			
Resilient								<		...
Emotionally Stable				<	>		...			
Key factor summary	Your overall score on emotional stability is slightly higher than the average for the comparison group.									
Personality trait description										
Relaxed	You present yourself as a generally relaxed individual. You usually feel calm and you don't have many worries. You are quite calm before important occasions and handle pressure and stress pretty well.									
Contented	Your responses suggest that you feel generally comfortable with yourself and happy with your life. You feel positive about the future and look on the bright side.									
Self-Assured	You feel as comfortable in social situations as most people. Your responses place you in the average range for self-assurance.									
Resilient	You present yourself as more emotionally resilient than most people. You remain calm under pressure and know how to cope when things go wrong. You can manage your emotions and readily bounce back from disappointments and setbacks.									
Personal competency implications										
Adapting & coping	Slightly Positive Impact. Your emotional stability should make it somewhat easier for you to demonstrate competencies related to adapting and coping - that is, handling change, managing pressure and coping with setbacks.									

Next Steps

In order to help you consider the potential implications of your personality on your work style and performance, the Personal Competency Implications table on page 12 summarises the likely impact of your personality profile on job performance using the Universal Competency Framework developed by SHL Group Limited (2007).

Potential strengths are shown as amber green (AG) or green (G) in the table on page 12. These aspects of personality are likely to have a positive impact on performance. Potential chinks in your armour are shown as amber red (AR) or red (R) in the table, and these aspects of personality can get in the way of effective job performance. Amber (A) areas are considered to have a neutral impact.

Consider discussing these results with your boss, mentor or other colleagues and reviewing where their assessments differ from your own, and why. Factoring in other peoples' 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 together with the views of key colleagues, where should you start when addressing development? Many development experts warn against focusing exclusively on weaker areas, unless there are some aspects of behaviour which could be 'fatal flaws'. Fatal flaws are likely to inhibit career development and should be addressed first.

If there are no fatal flaws, or once these have been addressed, the advice of many experts is to focus on one's strengths. There is compelling data which shows that effective performance is directly correlated with the number of strengths a person possesses. We, and our bosses, tend to be drawn towards worrying about our less strong performance areas but a better strategy may be to build on one's strengths.

[Click here](http://www.myskillsprofile.com/B5PQ_Development_Advice.pdf) to download suggestions for developmental activities and a personal improvement planning template. (http://www.myskillsprofile.com/B5PQ_Development_Advice.pdf)

Profile Chart

Scale	Low			Average				High			Trait Description		
	1	2	3	4	5	6	7	8	9	10			
Warm				<	...	>					Gets to know people quickly, cheers people up, enjoys contact	Extravert	
Gregarious			<	...	>						Likes to be surrounded by people, talks a lot, enjoys social occasions		
Assertive				<	...	>					Communicates views and ideas, seeks to influence people, takes control		
Energetic						<	...	>			Keeps busy, reacts quickly, is always on the go, fills spare time with activity		
Trusting					<	...	>				Believes that people have good intentions, trusts people to be honest	Agreeable	
Straightforward					<	...	>				Behaves straightforwardly, does not manipulate or use people		
Considerate				<	...	>					Shows concern, listens well, makes people feel welcome		
Modest					<	...	>				Keeps quiet about achievements, avoids talking about self		
Imaginative								<	...	>	Has strong imagination, sets aside time for thinking, enjoys daydreaming	Open to Change	
Innovative						<	...	>			Generates original solutions to problems, has lots of ideas for change		
Rule breaking				<	...	>					Prepared to bend the rules and take risks to achieve change		
Adaptable					<	...	>				Tries new ways of working, adapts quickly to change, prefers variety to routine		
Competent								<	...	>	Completes tasks, excels at work, gets things done efficiently	Conscientious	
Organized									<	...	>		Likes to be organized, keeps things tidy, does things according to a plan
Achieving						<	...	>			Works hard, sets high standards, does more than is expected of him or her		
Proactive					<	...	>				Gets down to work quickly, initiates activities, prepares in advance		
Relaxed						<	...	>			Has fewer worries than most people, finds it easy to unwind	Emotionally Stable	
Contented						<	...	>			Comfortable with self, happy with life, positive about future		
Self-Assured				<	...	>					Confident in unfamiliar surroundings and with new people		
Resilient									<	...	Calm under pressure, copes with problems, overcomes setbacks quickly		
Impression management				<	...	>					Responses appear to be candid and self-critical	MD	
1 2 3 4 5 6 7 8 9 10													
Extravert				<	...	>					Warm, gregarious, assertive, energetic	Key Factors	
Agreeable				<	...	>					Trusting, straightforward, considerate, modest		
Open to Change					<	...	>				Imaginative, innovative, rule-breaking, adaptable		
Conscientious						<	...	>			Competent, organized, achieving, proactive		
Emotionally Stable						<	...	>			Relaxed, contented, self-assured, resilient		

Personal Competency Implications

Great 8 Competency	Warm	Gregarious	Assertive	Energetic	Extraversion	Trusting	Straightforward	Considerate	Modest	Agreeableness	Imaginative	Innovative	Rule breaking	Adaptable	Openness to Change	Competent	Organized	Achieving	Proactive	Conscientiousness	Relaxed	Contented	Self-Assured	Resilient	Emotional Stability
Leading and deciding	A	AR	A	AG	A																				
Supporting and cooperating						A	A	A	A	A															
Interacting and presenting	A	AR	A	AG	A																				
Analyzing and interpreting											G	AG	A	A	A										
Creating and conceptualizing											G	AG	A	A	A										
Organizing and executing																G	G	AG	A	AG					
Adapting and coping																					AG	AG	A	G	AG
Enterprising and performing						A	A	A	A	A						G	G	AG	A	AG					

G	Key strength	Very likely to have a positive impact
AG	Likely strength	Likely to have a positive impact
A	Neutral	Likely to have neither a positive nor a negative impact
AR	Likely limitation	Likely to have a negative impact
R	Key limitation	Very likely to have a negative impact

Notes