



WORK PERSONALITY SURVEY

Personal Report

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Introduction

This report is based on your responses to the Work Personality Survey (WPS). 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 10-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 | Percent | Meaning |
|------|---------|-----------|
| 8-10 | 15 | Very high |
| 7 | 15 | High |
| 5-6 | 40 | Average |
| 4 | 15 | Low |
| 1-3 | 15 | Very low |

Assessment Scales

The WPS 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 you see yourself as being towards the extraverted end of the spectrum. The manner in which your extraversion manifests itself is explored later in the 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 overall score on openness to change falls into the slightly above average range. This characteristic allows you to 'think outside of the box' and to be open to experimenting with untried ideas. People with this characteristic need to be careful that their pioneering attitude does not lead them to disregard the value that people less open to change place on established methods and more down to earth solutions.

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

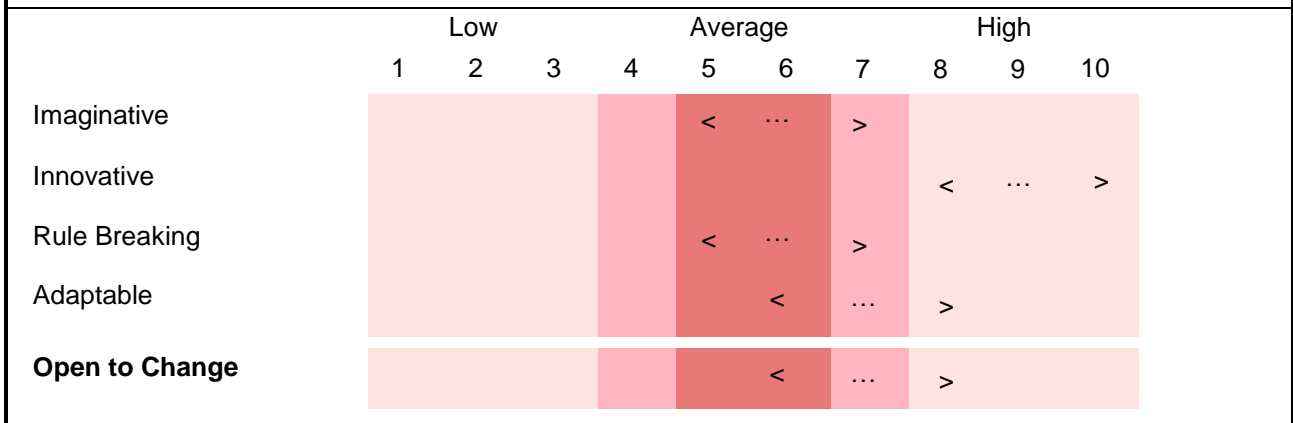
Our analysis of your results indicates that you seem to have responded to the questionnaire in a slightly more positive or socially desirable way than many people. This may not have been conscious and may reflect your natural style or it may be specific to the way you responded to the questionnaire.

The next section describes your personality profile in more detail and summarizes 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 | You came out as slightly more extravert than the average person. | | | | | | | | | |
| PERSONALITY TRAIT DESCRIPTION | | | | | | | | | | |
| Warm | You are rather more warm, affectionate and friendly than the average person. You usually form friendships and attachments to others pretty easily and you like to be with people. You usually get to know people quite quickly. | | | | | | | | | |
| Gregarious | You are very much more outgoing than the average person. You enjoy having people around you and you tend to be animated and lively in social situations. | | | | | | | | | |
| 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 self-confidence. 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 and Deciding, Interacting and Presenting | Slightly Positive Impact. Your extravert personality characteristics should help you acquire 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 | 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 skepticism 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 somewhat more emphasis than most people on showing consideration for others. This suggests that you make time for people, listen carefully to their views and take account of their feelings and emotions. You involve people in decisions and make them feel welcome. | | | | | | | | | |
| 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 and Cooperating | Neutral Impact. Your level of agreeableness is unlikely to really help or hinder you acquiring competencies related to supporting and cooperating. | | | | | | | | | |
| Enterprising and 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



| | |
|-------------------|---|
| Key Factor | You come across as somewhat more change-oriented than the average person. |
|-------------------|---|

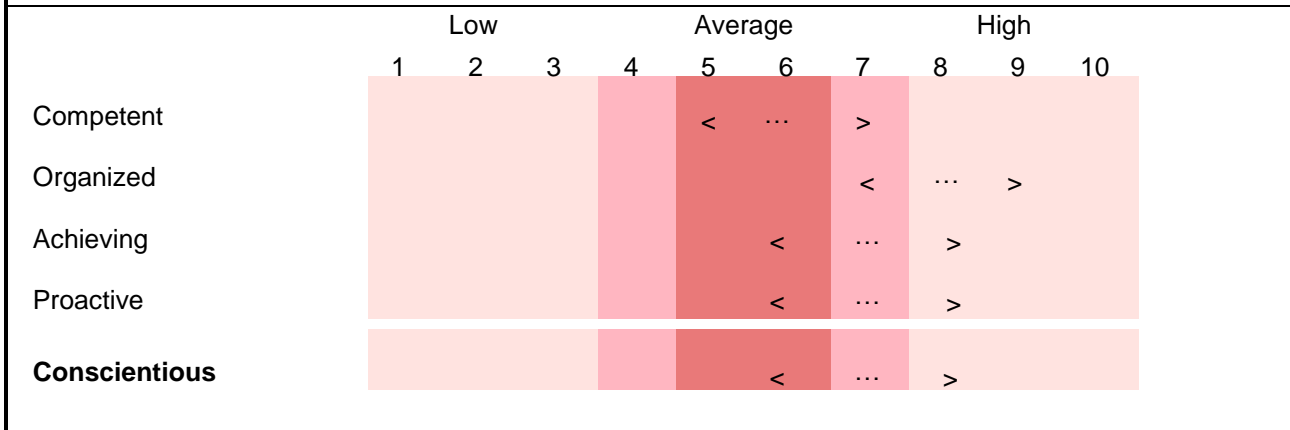
PERSONALITY TRAIT DESCRIPTION

| | |
|---------------|--|
| Imaginative | You use your imagination as much as the average person. You probably achieve a balance between practical and imaginative ideas according to the needs of the situation. |
| Innovative | You present yourself as more of an innovator 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 present yourself as flexible and adaptable. At work, you will generally adapt quickly to change, and you will usually be willing to try new ways of doing things and new ways of working provided that you are consulted about changes. You probably keep abreast of changes and developments in areas of interest to you. |

PERSONAL COMPETENCY IMPLICATIONS

| | |
|--|---|
| Analyzing and Interpreting, Creating and 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



| | |
|-------------------|---|
| Key Factor | Your overall score on conscientiousness is just above the average range for the comparison group. |
|-------------------|---|

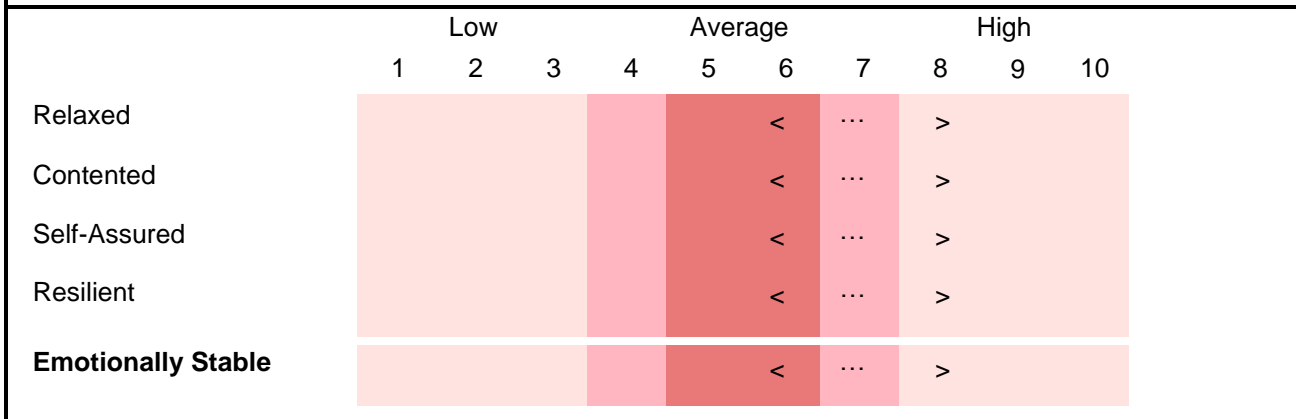
PERSONALITY TRAIT DESCRIPTION

| | |
|-----------|--|
| Competent | In terms of the extent to which you consider yourself generally competent and capable, you scored within the average range for the comparison group. This suggests that you feel as well prepared and motivated to deal successfully with your work as do most people. |
| 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 | Your responses suggest that you are a self-starter. You score slightly higher in this respect than the average person. You get down to work quickly and can be relied on to get on with things on your own. You have a sense of purpose and direction, make and carry out plans and initiate changes and improvements to make things better. |

PERSONAL COMPETENCY IMPLICATIONS

| | |
|-----------------------------|---|
| Organizing and Executing | Slightly Positive Impact. Your above average competence and organization skills should help you acquire competencies related to organizing and executing. |
| Enterprising and Performing | Slightly Positive Impact. Your above average achievement motivation and proactivity should help you acquire competencies related to enterprising and performing. |

Emotional Stability



Key Factor

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 generally at ease meeting new people and are sure of your ability to handle unfamiliar situations. You are able to stand up for yourself and you are comfortable with bosses and senior managers. You handle people with more self-assurance than most people. |
| Resilient | Your responses suggest that you are towards the higher end of the average range in terms of your level of emotional resilience. You generally remain calm under pressure and feel able to cope when things go wrong. You can manage your emotions and readily bounce back from disappointments and setbacks. |

PERSONAL COMPETENCY IMPLICATIONS

| | |
|---------------------|---|
| Adapting and 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

The potential impact of your personality profile on job performance is reviewed in the Personality Competency Implications table below. This table defines the likely impact of high, average, and low personality scale scores on job performance using the Great Eight Competencies.

Personality characteristics that are likely to facilitate job performance and are advantageous traits are defined as potential strengths. Personality characteristics that are likely to make it harder to perform well and are disadvantageous traits are defined as potential areas of limitation. It is important to note that whether a high or low score on a personality scale is an advantageous or a disadvantageous trait depends on the competency in question.

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 behavior 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](#) to download suggestions for developmental activities and a personal improvement planning template.

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 | 4 | 5 | 3 | 4 | 4 | | | | | | | | | | | | | | | | | | | | | |
| Supporting and Cooperating | | | | | | 3 | 3 | 4 | 3 | 3 | | | | | | | | | | | | | | | | |
| Interacting and Presenting | 4 | 5 | 3 | 4 | 4 | | | | | | | | | | | | | | | | | | | | | |
| Analyzing and Interpreting | | | | | | | | | | | 3 | 5 | 3 | 4 | 4 | | | | | | | | | | | |
| Creating and Conceptualizing | | | | | | | | | | | 3 | 5 | 3 | 4 | 4 | | | | | | | | | | | |
| Organizing and Executing | | | | | | | | | | | | | | | | 3 | 5 | 4 | 4 | 4 | | | | | | |
| Adapting and Coping | | | | | | | | | | | | | | | | | | | | | 4 | 4 | 4 | 4 | 4 | |
| Enterprising and Performing | | | | | | 3 | 3 | 2 | 3 | 3 | | | | | | 3 | 5 | 4 | 4 | 4 | | | | | | |

| | | |
|---|-------------------|---|
| 5 | Key strength | Very likely to have a positive impact |
| 4 | Likely strength | Likely to have a positive impact |
| 3 | Neutral | Likely to have neither a positive nor a negative impact |
| 2 | Likely limitation | Likely to have a negative impact |
| 1 | Key limitation | Very likely to have a negative impact |