

PERSPECTIVES

DEVELOP

Sam Sample

Date

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Introduction



This Assessment

Perspectives is a measure of tendencies and personality preferences and has been developed specifically for online testing.

Perspectives reflects modern neuroscientific thinking about personality which provides a biological basis and functional structure to one of the most widely accepted models of personality today; namely, the 'Big Five' model of personality. The model provides a hierarchical structure arranged under two broad traits, Plasticity and Stability, based on how people adapt to changing and unpredictable environments, and maintain stable relationships, motivation and emotional states.

Plasticity

Reflects the need for reward, stimulation and tendencies to explore new goals, interpretations and strategies

Extraversion

Reflects the need for social stimulation.

Active / Passive

Sociable / Distant

Openness

Reflects the need for cognitive stimulation.

Inquisitive / Conventional

Intuitive / Practical

Stability

Reflects the need for stability and tendencies to self-regulate and protect existing goals, interpretations and strategies.

Conscientiousness

Reflects the need for motivational stability.

Driven / Relaxed

Disciplined / Informal

Emotional Stability

Reflects the need for emotional stability.

Composed / Emotional

Confident / Apprehensive

Agreeableness

Reflects the need for social harmony.

Compassionate / Hard-headed

Cooperative / Competitive



This Report

The purpose of this report is to give information about Sam's likely behaviours. The report identifies potential strengths and challenges as well as suggests possible coaching or development actions which can be explored with him.



Private and Confidential

This is a confidential assessment report. It was requested for a specific purpose and has influenced the information and conclusions drawn. The information contained in this report should only be interpreted by a trained professional and in the context of other relevant information (i.e., actual experience, interests, skills, and aptitudes).



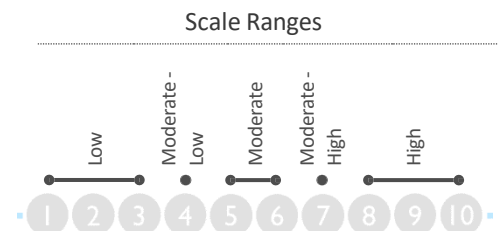
Waiver

Perspectives is an indicator of behaviour and preference only. The publishers, therefore, accept no responsibility for selection or other decisions made using this tool and cannot be held responsible for the consequences of doing so.



Rating Scale

Charts in this report are described in terms of a standardised Sten score that is presented on a scale of 1 to 10 and which allows us to compare respondent results. As a guide, scores of 1 to 3 are considered low, while scores of 5 to 6 are moderate, and scores of 8 to 10 are considered high.



Comparison Group (Norm)

Sam's results have been compared against the following norm group.

Assessment	Name	Size
Perspectives	New Zealand Applicants	1650



Impression Management

Sam could have been rather concerned to present himself in a socially acceptable manner. This indication may be the result of a deliberate intention to present himself unusually positively, or it may be a reflection his true personality.

Profile Summary

Detailed below is a summary of Sam's results. What this means on-the-job is detailed more fully in the remainder of this report.

Low Score Description



High Score Description

Plasticity	Extraversion Passive Acquiescent, obliging, may prefer to follow.	9	Active Dominant, takes charge; may be overly controlling.
	Distant Private, reserved; may prefer own company; may avoid the spotlight.	10	Sociable Outgoing; socially confident and participating.
	Conventional Conservative, conventional, values tradition; respects the status quo.	7	Inquisitive Values change and new learning. Liberal minded and prepared to experiment.
	Practical Pragmatic, realistic, down-to-earth; focused on the here-and-now.	8	Intuitive Imaginative, innovative; strong interest in ideas; thinks outside the square.
Stability	Relaxed Laid back, tolerant of distractions; able to separate work and personal lives.	8	Driven Ambitious, hard-driving; may find it difficult to relax.
	Informal Less concerned about rules, process, and planning; may cut corners.	9	Disciplined Dependent on rules, process, and structure; likes order and routine.
	Emotional Emotionally reactive; mood swings; feelings easily hurt.	6	Composed Emotionally stable, steady, and resilient; rarely flustered; calming.
	Apprehensive Apprehensive; tends to be self-critical; dwells on past mistakes.	7	Confident Self-assured; rarely dwells on mistakes; may be overly confident.
	Hard-Headed Rational and objective; focused on data and facts; unsentimental.	8	Compassionate Empathetic, caring and compassionate; feelings over logic.
	Competitive Forthright, direct and straight-forward; may challenge others.		Cooperative Discrete, restrained and conforming; may be careful to maintain harmony.



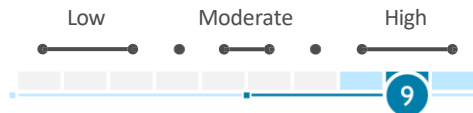
Results in Detail

Plasticity: Extraversion

Extraversion explores someone's need for social stimulation and encompasses elements such as sociability, energy, and warmth. It also includes preferences for influence and assertiveness in the company of others.

Passive

Acquiescent, obliging, may prefer to follow.



Active

Dominant, takes charge; may be overly controlling.

Potential Challenges

- Sam may be overly controlling and domineering.
- He may stifle the input of others.
- He may be disinclined to listen to others' views.
- He may be intolerant of other ways of working.

Potential Strengths

- Sam profiles as being a particularly assertive individual.
- He should relish a position of leadership.
- He may be the one that others turn to for direction in a crisis.
- He is likely to be energised by a role that offers scope for influence and responsibility.

Development Recommendations

- Remind Sam not to quickly dismiss other points of view and to consider others' views to see if they can be adopted or tweaked.
- Encourage him to empower others to make decisions in their area of work.
- Work with him to develop non-aggressive leadership techniques such as transformational leadership which aims to create positive change in those being led.

Implication Notes - list possible work implications.

Development Notes - list possible development interventions or actions.

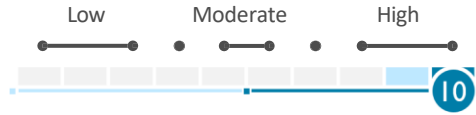


Plasticity: Extraversion

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Distant

Private, reserved; may prefer own company; may avoid the spotlight.



Sociable

Outgoing; socially confident and participating.

Potential Challenges

- Sam may struggle working on his own for extended periods of time.
- His preference for team interaction may undermine his ability to deliver work in a timely manner.
- He may come across as being too 'over the top'.

Potential Strengths

- Sam should find it far easier than most to build social networks.
- He should relate well to all kinds of people.
- He should enjoy socialising with colleagues and have a wide circle of friends.

Development Recommendations

- Encourage Sam to help colleagues who are less outgoing feel more comfortable engaging with others. This can be accomplished by spending time with them, listening to their ideas and encouraging them to share their ideas.
- Remind him to check that all team members are able to have their say.

Implication Notes - list possible work implications.

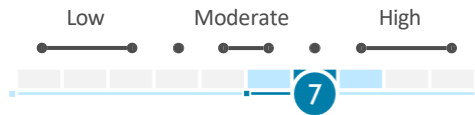
Development Notes - list possible development interventions or actions.

Plasticity: Openness

Openness reflects one's need for cognitive stimulation, their degree of intellectual curiosity, creativity, and need for novelty and variety. It also examines one's preference for working at an abstract, theoretical level.

Conventional

Conservative, conventional, values tradition; respects the status quo.



Inquisitive

Values change and new learning. Liberal minded and prepared to experiment.

Potential Challenges

- Sam may sometimes be quick to discount tried-and-tested ideas.
- He may not always appreciate the value of acquired wisdom and knowledge.
- He may struggle to connect with colleagues who do not share his change mind-set.

Potential Strengths

- Sam should value progress and change.
- He is likely to be stimulated by fresh ideas and new ways of working.
- He should thrive on role variety.
- He is more likely than most to question the status quo.

Development Recommendations

- While it is good to experiment and search for new ways of doing things, encourage Sam not to discount conventional methods out of hand.

Implication Notes - list possible work implications.

Development Notes - list possible development interventions or actions.

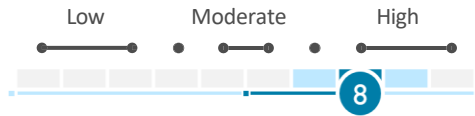


Plasticity: Openness

continued

Practical

Pragmatic, realistic, down-to-earth; focused on the here-and-now.



Intuitive

Imaginative, innovative; strong interest in ideas; thinks outside the square.

Potential Challenges

- Sam is likely to have little interest in mundane, practical matters.
- In his pursuit of creative ideas, he may lose sight of what is realistic and practical.
- He may be absent-minded.
- His ideas may be too theoretical to put into practice.

Potential Strengths

- Sam is likely to have a stronger interest than most in abstract/creative ideas.
- He should be highly skilled at thinking outside the square.
- He should make a valuable contribution to brainstorming sessions.

Development Recommendations

- Sam might be expected to benefit from coaching/training aimed at promoting a more logical and practical approach to problem solving.
- Encourage him to examine data and facts more closely to ensure his understanding of a problem is accurate.

Implication Notes - list possible work implications.

Development Notes - list possible development interventions or actions.

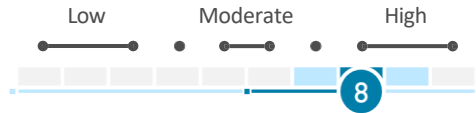


Stability: Conscientiousness

Conscientiousness can be described as motivational stability and relates to concepts of organisation, dependability, and self-discipline. This includes preferences for planning, structure, attention to detail and goal setting.

Relaxed

Laid back, tolerant of distractions; able to separate work and personal lives.



Driven

Ambitious, hard-driving; may find it difficult to relax.

Potential Challenges

- Sam may push for results at all costs.
- He may get short-tempered with things or people that get in his way.
- He may see little distinction between work and home and struggle to 'switch off'.

Potential Strengths

- Sam profiles as having an extremely high level of personal drive.
- Nothing should stand in his way of achieving his goals.
- He is likely to push himself and others to finish projects on time and to standard.
- He should use his time with far greater efficiency than others.

Development Recommendations

- Provide Sam with recognition for his effort and contributions in order to motivate him to continue to perform and deliver.
- Work with Sam to review his objectives and plans to ensure they are sufficiently realistic and achievable.

Implication Notes - list possible work implications.

Development Notes - list possible development interventions or actions.

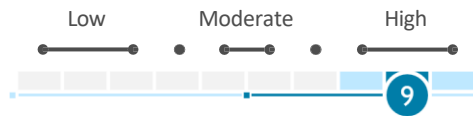


Stability: Conscientiousness

continued

Informal

Less concerned about rules, process, and planning; may cut corners.



Disciplined

Dependent on rules, process, and structure; likes order and routines.

Potential Challenges

- Sam may be inflexible in response to sudden change.
- He may have tunnel vision in terms of what is the 'right' way to progress a task.
- In an effort to be precise and organised, his work output may appear low.
- He may discount the human element in planning.

Potential Strengths

- Sam is likely to be extremely ordered and self-disciplined.
- He should have a strong sense of duty and a clear idea about the 'correct' way to do something.
- He is likely to be persevering and meticulous.
- He should be highly effective at developing work processes and schedules.

Development Recommendations

- Notice and praise behaviours that reflect flexibility.
- Inform Sam of when he demonstrates inflexible, rigid behaviour.
- Encourage Sam to focus on the 'bigger picture' before addressing issues related to detail.

Implication Notes - list possible work implications.

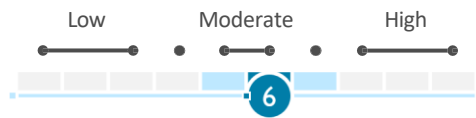
Development Notes - list possible development interventions or actions.

Stability: Emotional Stability

Emotional Stability includes concepts of resilience, composure, and pressure tolerance. It also includes confidence, self-belief and freedom from self-doubt.

Emotional

Emotionally reactive; mood swings; feelings easily hurt.



Composed

Emotionally stable, steady, and resilient; rarely flustered; calming.

Potential Challenges

- Sam's capacity to handle pressure may be dependent on the circumstances.
- Under prolonged pressure, he may over-react.

Potential Strengths

- Sam should manage his frustrations and emotions as well as most people.
- He should be reasonably effective at handling personal criticism without losing his cool.

Development Recommendations

- Encourage Sam to see the positives in challenging situations.
- If Sam is upset about something, try to understand the situation from his perspective.

Implication Notes - list possible work implications.

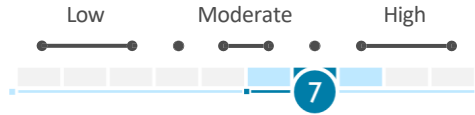
Development Notes - list possible development interventions or actions.

Stability: Emotional Stability

continued

Apprehensive

Apprehensive; tends to be self-critical; dwells on past mistakes.



Confident

Self-assured; rarely dwells on mistakes; may be overly confident.

Potential Challenges

- Sam's self-confidence may prompt him to get out of his depth.
- He may miss opportunities to learn from past mistakes.
- He may lack insight into his shortcomings.

Potential Strengths

- Sam profiles as being more confident than the average person.
- He is unlikely to dwell on things that do not go his way.
- He should be satisfied with his accomplishments.
- He should expect success more than failure.

Development Recommendations

- Help Sam adopt a more balanced approach to self-evaluation by highlighting the benefits of recognising opportunities for growth and development, and by learning from past mistakes.

Implication Notes - list possible work implications.

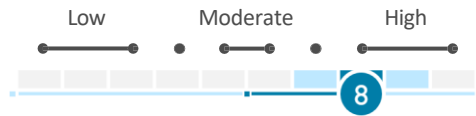
Development Notes - list possible development interventions or actions.

Stability: Agreeableness

Agreeableness relates to one's concern for social stability or social harmony. Agreeable individuals value cooperation over conflict and are compassionate towards others.

Hard-Headed

Rational and objective; focused on data and facts; unsentimental.



Compassionate

Empathetic, caring and compassionate; feelings over logic.

Potential Challenges

- Sam may get overly focused on what people think and lose sight of the result he needs to achieve.
- He may come across as being too 'soft'.
- He may make too many concessions when dealing with poor performers.
- He may struggle to connect with more data-driven people.

Potential Strengths

- Much more compassionate than the average person, Sam should genuinely care about people.
- He should consider the feelings and needs of others when making a decision.
- He may be the one others turn to for emotional support.
- He is likely to communicate in a way that engages and ignites enthusiasm.
- He is likely to put others needs ahead of his own.

Development Recommendations

- Sam might be expected to benefit from mentoring aimed at promoting a more logical and analytical approach to problem solving.
- Encourage him to examine his biases to ensure they do not cloud his judgement.
- Encourage him to use his understanding of the customer to improve the service he provides.

Implication Notes - list possible work implications.

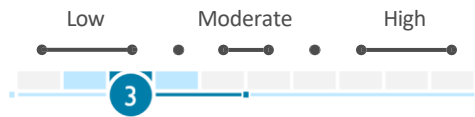
Development Notes - list possible development interventions or actions.

Stability: Agreeableness

continued

Competitive

Forthright, direct and straight-forward; may challenge others.



Cooperative

Discrete, restrained and conforming; may be careful to maintain harmony.

Potential Challenges

- Sam may be more concerned about speaking his mind than he is about managing others' feelings.
- He may come across as being overly combative.
- He may be too direct and critical and distance people unnecessarily.

Potential Strengths

- Sam profiles as having a significantly more direct communication style compared to the average person.
- He is unlikely to hold back from speaking his mind, and as a consequence, colleagues should know where they stand with him.
- Sam is likely to have a very 'take me as I am' attitude.

Development Recommendations

- Support Sam to 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.

Implication Notes - list possible work implications.

Development Notes - list possible development interventions or actions.

Development Plan

Use this section to summarise and document Sam's development plan; marking development activities, objectives, resources, timeframes and how development will be measured.

We recommend the following steps are applied to fully benefit from this report:

1. Share the feedback report with Sam and read the report prior to conducting a coaching session.
2. Corroborate the results with Sam and explore other sources along with any implications before considering any development interventions.
3. Adopt a supportive and balanced approach to ensure observations are supported and accepted.
4. Take notes and agree on action plans with him.

	Activities	Objectives	Resources	Timelines	Measures
1					
2					
3					
4					
5					