

# PERSPECTIVES WORK STYLES

Sam Sample

Date

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# Introduction



## The 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 (how people adapt to and engage with the world around them) and Stability (how people maintain stable relationships, motivation and emotional states).

		Big Five Factor	Underlying Trait
Plasticity	Ideas	<b>Openness</b> Cognitive stimulation, intellectual curiosity, and creativity.	<b>Inquisitiveness</b> <i>Intellectual engagement with ideas and challenges.</i>  <b>Creativity</b> <i>Creative and artistic engagement.</i>
	People	<b>Extraversion</b> Social and behavioural stimulation.	<b>Power</b> <i>Power, responsibility, and influence over oneself and others.</i>  <b>Sociability</b> <i>Social interaction and engagement with others.</i>
Stability		<b>Agreeableness</b> Social stability and social harmony.	<b>Compassion</b> <i>Empathy, thoughtfulness, concern, and care of others.</i>  <b>Diplomacy</b> <i>Maintaining social harmony and adherence to social norms.</i>
	Results	<b>Conscientiousness</b> Persistence, dependability, and adherence to rules and structure.	<b>Drive</b> <i>Persistence in the pursuit of long-term goals.</i>  <b>Orderliness</b> <i>Maintaining order, structure, routine, and process.</i>
	Resilience	<b>Emotional Stability</b> Resilience, confidence, self-belief and composure in response to uncertainty or perceived threats.	<b>Emotionality</b> <i>Maintaining composure and effectively managing moods and negative feelings.</i>  <b>Confidence</b> <i>Maintaining confidence and self-assuredness in the face of challenges or threats.</i>

## The Report

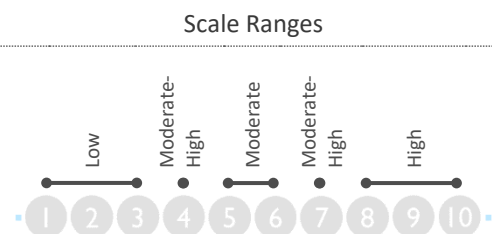
This report provides an overview of Sam's likely behaviours as they relate to different work contexts such as conflict resolution, leading others, and working in a team. The potential strengths and challenges of each preferred style is also discussed.

This is a confidential assessment report. As such, 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).

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. As a guide, scores of 1 to 3 indicate a strong preference for the left side of the scale, while scores of 5 to 6 indicate a neutral preference for either end of the scale, and scores of 8 to 10 indicate a strong preference for the right side of the scale.



## Comparison Group (Norm)

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

Assessment	Norm Name	Sample Size
Perspectives	New Zealand Participants	2811

## Impression Management

In some contexts, test takers may attempt to distort their results. The following scales explore the risk of distortion in Sam's profile.

Scale	Score	Risk	Interpretation
Social Desirability	7	Moderate-High	Sam could have been concerned about presenting himself in a socially acceptable manner. This may be the result of a deliberate effort to present himself in an unusually positive light, or it may simply reflect his true personality. Sam's attitude towards the assessment should be verified before interpreting the results.
Central Tendency	2	Low	Sam is likely to have responded openly without wishing to hide his true personality. No further action is needed.

## Executive Summary

Detailed below is a summary of the potential strengths and challenges that can be inferred from Sam's assessment results.

### Potential Strengths

### Potential Challenges

#### Ideas

- Sam is likely to be constantly on the lookout for new ways of working and openly embrace change.
- He is likely to have a strong interest in abstract/creative ideas and have the natural inclination to think outside the square.

- Sam may be overly quick to reject the old in favour of the new and frustrate others with his need for change.
- His ideas may be too theoretical to put into practice.

#### People

- Sam is as likely as most to appreciate a workplace that offers scope for social interaction.
- Sam may be more willing than most others to take charge in a situation.
- Much more compassionate than the average person, he is likely to put others' needs ahead of his own.
- Sam may be reasonably direct in his communication and openly voice any disagreements.

- Sam may build relationships more smoothly with some people and groups than others.
- He may need to step back so that other less assertive individuals can have their say.
- He may get overly focused on what people think and come across as being too soft-hearted.
- Sam may sometimes hold back in tough feedback situations.

#### Results

- He is likely to make an effort to balance work tasks so that they do not dominate his personal life.
- He is likely to look at a situation from a broad perspective rather than get bogged down by process and rules.

- He may not always deliver results in a timely fashion and may do just enough to get by.
- He may disregard well-established rules and systems and may create stress for others due to incomplete or loose planning.

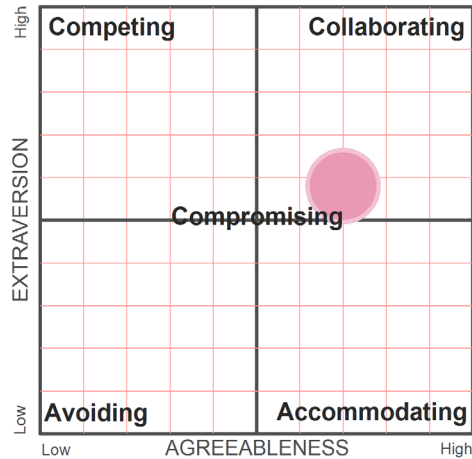
#### Resilience

- Sam describes himself as being an emotionally stable person and is unlikely to let criticism and upset throw him off balance.
- He is more likely than others to experience feelings of self-doubt, which in turn, may prompt him to strive harder.

- Far less likely to show emotion, it may be difficult to know what Sam is thinking or feeling.
- He is more likely than some others to worry about what could go wrong.

## Conflict Styles

Conflict Styles describe the preferred style Sam is likely to adopt in mediation and negotiation situations. Each style can be described in terms of how individuals relate to and cooperate with others (Agreeableness), and how they take charge and assert themselves (Extraversion). Effective conflict resolution is contextual and the most effective negotiators are able to adapt their style according to the situation.



### Primary Style: Compromising

Individuals who adopt this approach are likely to compromise when trying to resolve a conflict. They are flexible and will expect other parties to give up something as well. This approach may result in the adoption of a middle-ground stance, where each side will reciprocally seek as well as offer compromise. This approach can be appropriate when the outcome or goal sought is moderately important and not worth a more assertive or collaborative approach.

#### Best Contribution

- When harmony must be preserved and disruption avoided.
- When the general wellbeing of the team will benefit from both parties giving in on some of their demands.
- When there is a need to resume negotiations after a stalemate between equally powerful parties.
- When it is not feasible to satisfy every demand.
- When both parties goals have merit.

#### Potential Challenges

- Making too many concessions whereby the final agreement does not meet either sides' basic requirements.
- Reaching a stage where all parties have compromised but are still not satisfied.
- Individuals who compromise may still resent the solution; giving rise to lingering resentment or anger.
- A compromising style may require close monitoring to ensure that agreements do not slip.

## Conflict Styles Table

The following table ranks each conflict style according to how well it fits Sam's profile. Sam's preference for each style is determined by his agreeableness and extraversion.

Conflict Style	Description	Supporting Behaviours	
		Agreeableness	Extraversion
1st <b>Compromising</b>	These individuals adopt a balanced approach to resolving conflicts.	Moderate	Moderate
2nd <b>Collaborating</b>	These individuals strive to collaborate with others in an effort to resolve conflict.	High	High
3rd <b>Accommodating</b>	These individuals are likely to accommodate the needs of others.	High	Low
4th <b>Competing</b>	These individuals adopt a competitive stance when dealing with conflict or negotiations.	Low	High
5th <b>Avoiding</b>	These individuals tend to avoid addressing conflict directly.	Low	Low

The following terms are used to describe how each style is associated with the supporting behaviours.

High

Moderate

Low

The following colours are used to reflect how closely Sam's profile matches the supporting behaviours.



Strong



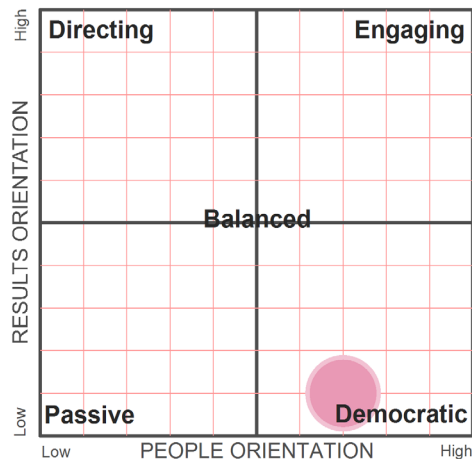
Partial



Weak

## Leadership Styles

Leadership Styles describe the preferred style Sam is likely to adopt when managing/leading others. Leadership Styles are based on the Leadership Grid developed by Samert Blake and Jane Mouton. Each style can be described in terms of how it relates to two behavioural dimensions, people-orientation and results-orientation. Effective leadership is contextual and the most effective leaders are able to adapt their style according to the workplace factors and the team they are leading.



### Primary Style: Democratic

Democratic leaders are concerned with building consensus through participation and encouraging an equal contribution from all team members. Leaders who subscribe to this style typically retain final decision-making responsibility. They often act as a facilitator and mediator between team members to ensure the maintenance of a healthy, respectful team culture. They encourage and reward creativity and inspire trust and respect among staff.

#### Best Contribution

- Where there is a need for more creative, innovative ideas that all team members can own.
- When there is a need to lift productivity, inclusiveness, and group member commitment.
- This style is effective with collaborative staff who enjoy working with others and sharing their ideas.

#### Potential Challenges

- This leadership style is less effective in situations where roles are poorly defined or time is of the essence.
- The inclusive style of a democratic leader may heighten team stress in situations that require quick judgement and decision making.
- It assumes that all staff are sufficiently informed and have the necessary skills to contribute equally.
- If the group does not have the necessary knowledge or expertise it may lead to poor quality decision making.

## Leadership Styles Table

The following table ranks each leadership style from highest to lowest according to how well it fits Sam's profile. Sam's preference for each style is determined by his people orientation.

Leadership Style	Description	Supporting Behaviours	
		People	Results
1st <b>Democratic</b>	Democratic leaders are concerned with encouraging group participation and building consensus.	High	Low
2nd <b>Balanced</b>	These leaders balance the team's needs with delivering objectives.	Moderate	Moderate
3rd <b>Passive</b>	Passive leaders give their team the latitude and freedom to make their own decisions and manage their own deliverables.	Low	Low
4th <b>Engaging</b>	Engaging leaders are results-driven and attempt to influence others and motivate them to achieve their objectives.	High	High
5th <b>Directing</b>	The primary concern for directing leaders is to achieve results.	Low	High

The following terms are used to describe how each style is associated with the supporting behaviours.

High

Moderate

Low

The following colours are used to reflect how closely Sam's profile matches the supporting behaviours.



Strong



Partial



Weak





## Team Roles

Team Roles describe the preferred roles Sam is likely to adopt when working in a team. Effective teams require a diverse range of roles to suit the team's objectives and complement one another.

### Primary Role: Networker

Networkers are communicative and optimistic individuals. They are primarily concerned with developing and maintaining contacts as well as taking advantage of opportunities.

#### Best Contribution

- When needing to liaise across levels and with stakeholders both internal and external to the organisation.
- When team members need to do their best, especially in times of pressure and crisis.
- When there is a need to build constructive and effective relationships.
- When diplomacy is required.

#### Potential Challenges

- Getting too fixated on one's own interests at the expense of the team.
- Becoming distracted by the social aspects of working in a team.
- Relying too heavily on smooth interpersonal skills.
- Coming across as over-the-top with more low-key team members.

## Team Roles Table

The following table ranks each team role from highest to lowest according to how well it fits Sam's profile. Sam's preference for each role is determined by his capacity to work with ideas, people, and results.

Rank	Team Role	Description	Supporting Behaviours		
			Ideas	People	Results
1st	<b>Networker</b>	Communicative and optimistic individuals who look for opportunities and build contacts.	High	High	Low
2nd	<b>Coordinator</b>	Assertive individuals who coordinate ideas, resources, and clarify goals.	High	High	High
3rd	<b>Innovator</b>	Creative individuals who enjoy exploring innovative solutions and opportunities.	High	Low	Low
4th	<b>Team Builder</b>	People-orientated individuals who foster team spirit.	Low	High	Low
5th	<b>Planner</b>	Systematic individuals who turn ideas into plans and actions.	High	Low	High
6th	<b>Driver</b>	Results-orientated individuals who drive team performance.	Low	High	High
7th	<b>Observer</b>	Detached individuals who prefer working independently of the team.	Low	Low	Low
8th	<b>Implementer</b>	Dutiful and detail-conscious individuals who are concerned with meeting standards and deadlines.	Low	Low	High

The following terms are used to describe how each role is associated with the supporting behaviours.

High

Moderate

Low

The following colours are used to reflect how closely Sam's profile matches the supporting behaviours.



Strong



Partial



Weak

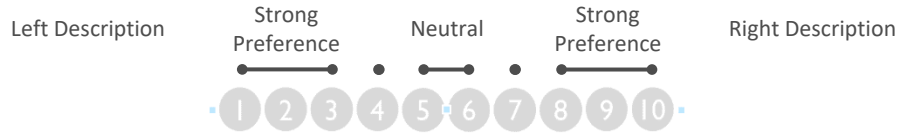
## Appendix: Higher-Order Profile

Detailed below is a higher-order profile summary of Sam’s stability, plasticity and big five scale results. Use this profile to gain a higher-level understanding of Sam’s results.

Scale	Description	Low	Moderate	High	
		1 2 3 4 5 6 7 8 9 10			
<b>Plasticity</b>	<b>Plasticity reflects the need for reward, stimulation and engagement. Higher scorers seek to explore new goals, relationships, and ways of interpreting the world.</b>				
Openness	Openness reflects cognitive stimulation. Higher scorers are curious, value creativity, and seek novelty and variety.				
Extraversion	Extraversion reflects one’s need for social and behavioural stimulation. Extroverted individuals tend to be socially confident and may seek influence over others.				
<b>Stability</b>	<b>Stability reflects a tendency towards self-regulation. Higher scorers are less prone to impulsive behaviour.</b>				
Agreeableness	Agreeableness relates to one’s concern for social stability or social harmony. Agreeable individuals value cooperation over conflict and are compassionate towards others.				
Conscientiousness	Conscientiousness describes motivational stability or persistence in the pursuit of long-term goals and adherence to rules. High scorers have a strong preference for planning, structure, attention to detail, and goal setting.				
Emotional Stability	Emotional Stability refers to how people maintain emotional defences in response to uncertainty and threats. It includes concepts of resilience, composure, confidence, and freedom from self-doubt.				

# Appendix: Underlying Traits

Detailed below is a summary of Sam’s underlying trait scores.



	Left Description	Score	Right Description
Ideas	<b>Conventional</b> <i>Values tradition and learns from the past; respects the status quo.</i>	8	<b>Inquisitive</b> <i>Values experimentation; open to change; enjoys intellectually demanding tasks.</i>
	<b>Pragmatic</b> <i>Pragmatic, realistic, and down-to-earth; literal and may prefer common-sense solutions.</i>	8	<b>Creative</b> <i>Imaginative; looks beyond the obvious; may dismiss practical ideas.</i>
People	<b>Subdued</b> <i>May prefer to follow; may prefer to support than lead; may avoid responsibility.</i>	7	<b>Empowered</b> <i>Happy to lead; takes charge; may be assertive and controlling.</i>
	<b>Reserved</b> <i>Private; may prefer own company; may avoid the spotlight.</i>	5	<b>Sociable</b> <i>Outgoing, lively, socially confident, and participating.</i>
Results	<b>Indifferent</b> <i>Unsentimental; inwardly focused; may not readily show empathy for others.</i>	9	<b>Compassionate</b> <i>Empathetic, caring, and compassionate; thinks about others' needs.</i>
	<b>Tough-Minded</b> <i>Forthright, direct, and straight-forward; may challenge others.</i>	6	<b>Diplomatic</b> <i>Discrete, restrained, and conforming; careful to maintain harmony.</i>
Resilience	<b>Relaxed</b> <i>Relaxed; tolerant of distractions; able to separate one's work and personal life.</i>	4	<b>Driven</b> <i>Ambitious; hard-driving; may find it difficult to relax.</i>
	<b>Unstructured</b> <i>Less concerned about rules, process, and planning; may cut corners.</i>	2	<b>Orderly</b> <i>Dependent on rules, process, and structure; likes order and routine.</i>
Emotional Stability	<b>Sensitive</b> <i>Emotionally sensitive; actively seeks to eliminate perceived threats.</i>	8	<b>Composed</b> <i>Emotionally stable and steady; rarely flustered; calming.</i>
	<b>Apprehensive</b> <i>Apprehensive; tends to be self-critical; may dwell on past mistakes.</i>	4	<b>Confident</b> <i>Self-assured; rarely dwells on mistakes; may be overly confident.</i>