PERSPECTIVES
SELECT

Sam Sample

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

The Report

This report has been designed to support the interview and reference checking process. It presents Sam's results and provides probing interview questions to help elicit information about his preferences, past behaviour, and performance.

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.

Scale Ranges

Low | Moderate-High | Moderate | Moderate-High | High

1 2 3 4 5 6 7 8 9 10
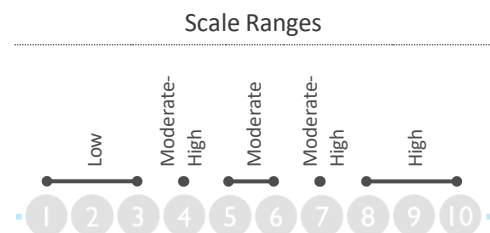
Comparison Group (Norm)

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.

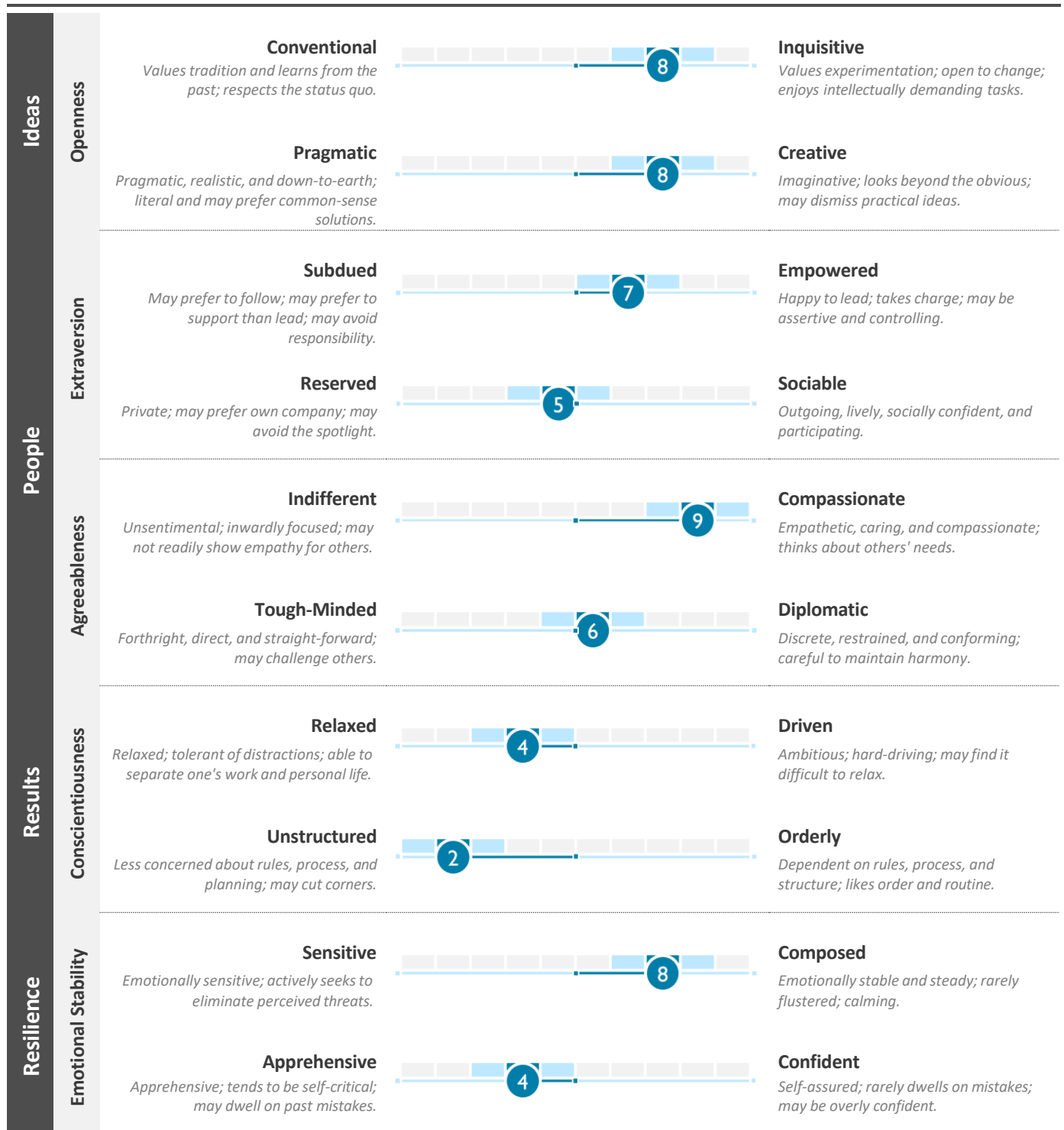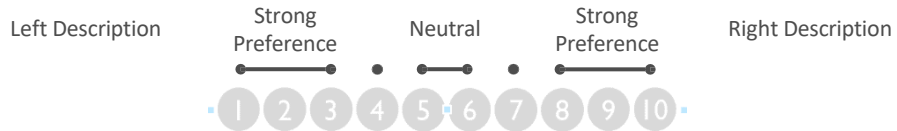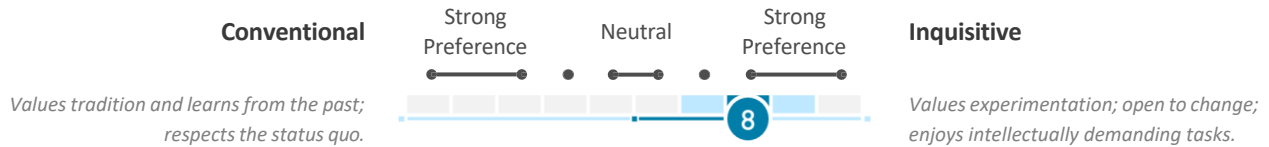|	Potential Strengths	Potential Challenges
Ideas	• Sam is likely to be constantly on the lookout for new ways of working and openly embrace change. • He is likely to have a strong interest in abstract/creative ideas and have the natural inclination to think outside the square.	• Sam may be overly quick 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.

Results at a Glance

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

Left Description	Strong Preference — Neutral — Strong Preference	Right Description

Ideas — Openness

Conventional
Values tradition and learns from the past; respects the status quo.
8
Inquisitive
Values experimentation; open to change; enjoys intellectually demanding tasks.

Pragmatic
Pragmatic, realistic, and down-to-earth; literal and may prefer common-sense solutions.
8
Creative
Imaginative; looks beyond the obvious; may dismiss practical ideas.

People — Extraversion

Subdued
May prefer to follow; may prefer to support than lead; may avoid responsibility.
7
Empowered
Happy to lead; takes charge; may be assertive and controlling.

Reserved
Private; may prefer own company; may avoid the spotlight.
5
Sociable
Outgoing, lively, socially confident, and participating.

People — Agreeableness

Indifferent
Unsentimental; inwardly focused; may not readily show empathy for others.
9
Compassionate
Empathetic, caring, and compassionate; thinks about others' needs.

Tough-Minded
Forthright, direct, and straight-forward; may challenge others.
6
Diplomatic
Discrete, restrained, and conforming; careful to maintain harmony.

Results — Conscientiousness

Relaxed
Relaxed; tolerant of distractions; able to separate one's work and personal life.
4
Driven
Ambitious; hard-driving; may find it difficult to relax.

Unstructured
Less concerned about rules, process, and planning; may cut corners.
2
Orderly
Dependent on rules, process, and structure; likes order and routine.

Resilience — Emotional Stability

Sensitive
Emotionally sensitive; actively seeks to eliminate perceived threats.
8
Composed
Emotionally stable and steady; rarely flustered; calming.

Apprehensive
Apprehensive; tends to be self-critical; may dwell on past mistakes.
4
Confident
Self-assured; rarely dwells on mistakes; may be overly confident.

Ideas: Openness

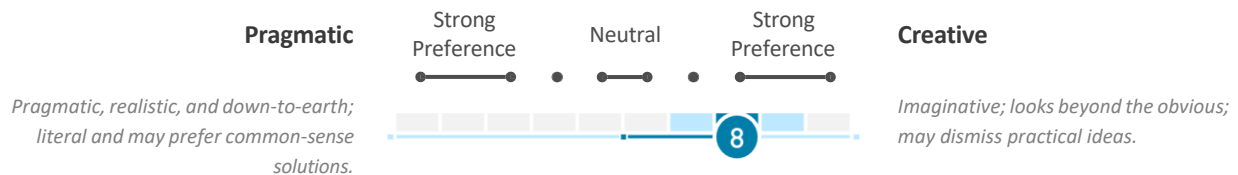Openness reflects cognitive stimulation. Higher scorers are curious, value creativity, and seek novelty and variety.

Conventional	Strong Preference	Neutral	Strong Preference	Inquisitive

8

Values tradition and learns from the past; respects the status quo.

Values experimentation; open to change; enjoys intellectually demanding tasks.

Potential Strengths

- Sam may be suited to a role that provides significant latitude to experiment.
- He is likely to be constantly on the lookout for new ways of working.
- He is likely to feel at ease in dynamic environments that are constantly evolving.

Potential Challenges

- Sam may be overly quick to reject the old in favour of the new.
- He may be quick to lose motivation if a project lacks the scope for experimentation.
- He may frustrate others with his need for change.
- His need for change may be interpreted as indecision.

Pragmatic	Strong Preference	Neutral	Strong Preference	Creative

8

Pragmatic, realistic, and down-to-earth; literal and may prefer common-sense solutions.

Imaginative; looks beyond the obvious; may dismiss practical ideas.

Potential Strengths

- Sam is likely to have a stronger interest than most in abstract/creative ideas.
- He is likely to have a stronger preference than most others for thinking outside the square.
- He is likely to make a valuable contribution to brainstorming sessions.

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.

People: Extraversion

Extraversion reflects one's need for social and behavioural stimulation. Extroverted individuals tend to be socially confident and may seek influence over others.
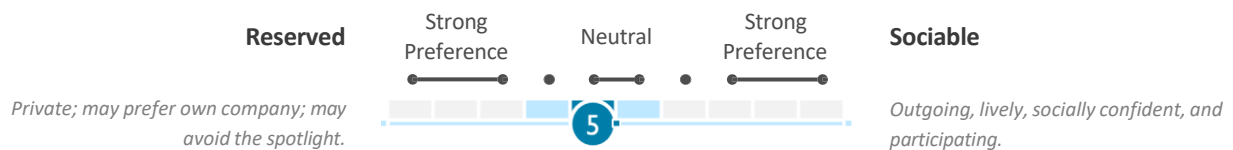
Subdued	Strong Preference	Neutral	Strong Preference	Empowered

May prefer to follow; may prefer to support than lead; may avoid responsibility.

7

Happy to lead; takes charge; may be assertive and controlling.
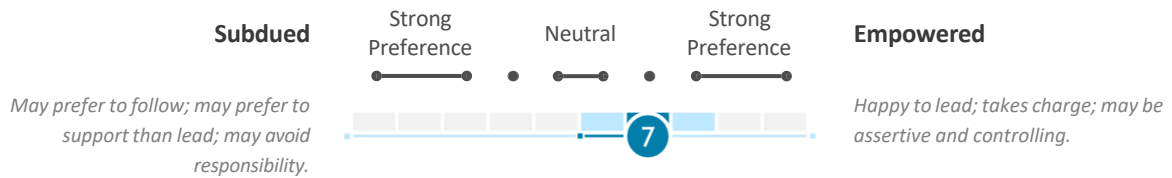
Potential Strengths

- Sam may be more willing than most others to take charge in a situation and make his own decisions.
- He is likely to find comfort in a role that offers scope for some influence and responsibility over others.

Potential Challenges

- Sam may need to step back so that other less assertive individuals can have their say.
- He may not enjoy having his authority or scope of influence restricted.

Reserved	Strong Preference	Neutral	Strong Preference	Sociable

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

5

Outgoing, lively, socially confident, and participating.

Potential Strengths

- Sam may be no more or less sociable than the average person.
- While able to work independently, he should still appreciate the chance to check his thinking with others.
- He should have enough social confidence to make a positive first impression.

Potential Challenges

- Sam may relate more smoothly to some people and groups than others.
- He may feel uncomfortable if unexpectedly made the centre of attention.

People: Agreeableness

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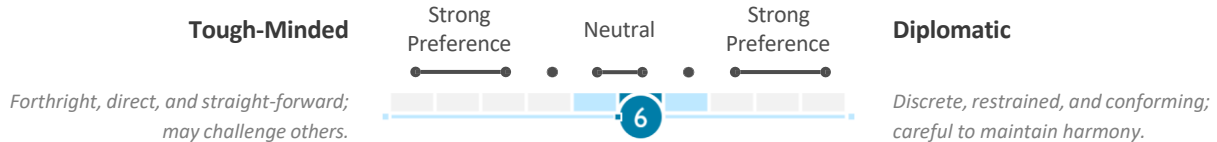
Indifferent	Strong Preference	Neutral	Strong Preference	Compassionate

9

Unsentimental; inwardly focused; may not readily show empathy for others.

Empathetic, caring, and compassionate; thinks about others' needs.
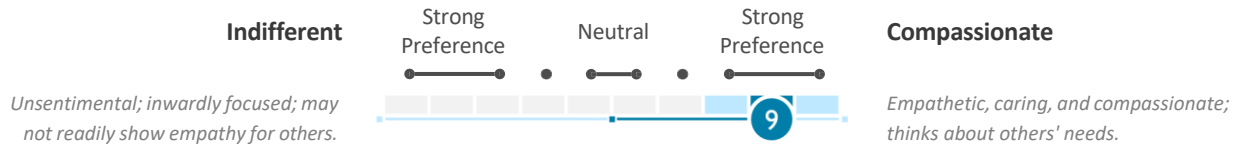
Potential Strengths

- Much more compassionate than the average person, Sam is likely to genuinely care about people.
- With this profile, 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 put others' needs ahead of his own.

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'.
- His concern for others may result in him making too many concessions.

Tough-Minded	Strong Preference	Neutral	Strong Preference	Diplomatic

6

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

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

Potential Strengths

- Sam should be reasonably direct in his communication.
- He should speak his mind openly without being intimidating.
- He should be reasonably confident when it comes to voicing any disagreements.
- While he should appreciate a harmonious workplace, Sam should still recognise conflict as a normal part of day-to-day interactions.

Potential Challenges

- Sam may not always let people know where they stand with him.
- He may sometimes hold back in tough feedback situations.
- He may need to continually work at retaining a balance between diplomacy and directness as required.

Results: 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.
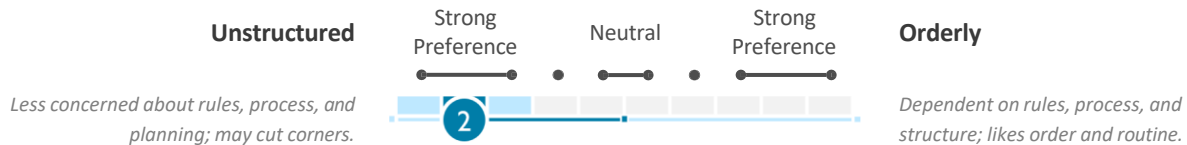
Relaxed	Strong Preference	Neutral	Strong Preference	Driven

4

Relaxed; tolerant of distractions; able to separate one's work and personal life.

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

Potential Strengths	Potential Challenges
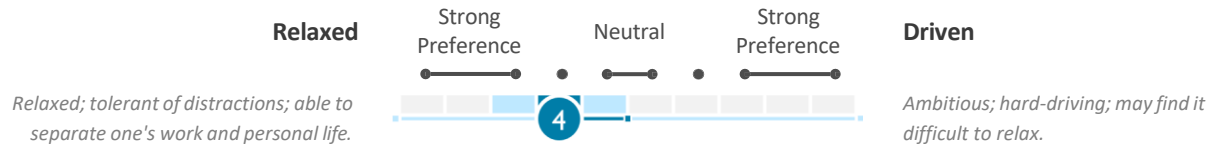
Potential Strengths

- He may try to balance work tasks so that they do not dominate his personal life.
- He should find it reasonably easy to relax at the end of a demanding day.
- He may be reasonably tolerant of interruptions.

Potential Challenges

- Sam may not always deliver results in a timely fashion.
- He may get distracted and waste time pursuing non-essential goals.
- He may sometimes do just enough to get by.

Unstructured	Strong Preference	Neutral	Strong Preference	Orderly

2

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

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

Potential Strengths

- Sam should take a relaxed approach to scheduling and planning.
- He may prefer to solve problems as they arise or at the last minute.
- He is likely to tolerate clutter.
- He may prefer looking at a situation from a broad perspective, rather than get bogged down by process and rules.

Potential Challenges

- Sam may be a more in-the-moment planner.
- He may disregard well-established rules and systems.
- He may be untidy and disorganised.
- He may be confusing to work for, and with.
- He may lose effectiveness if things don't go to plan.

Resilience: 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.
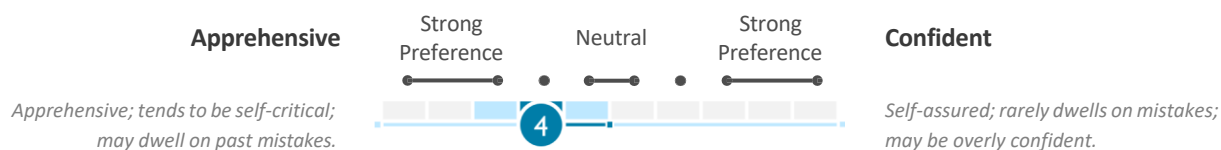
Sensitive	Strong Preference	Neutral	Strong Preference	**Composed**

8

Emotionally sensitive; actively seeks to eliminate perceived threats.

Emotionally stable and steady; rarely flustered; calming.
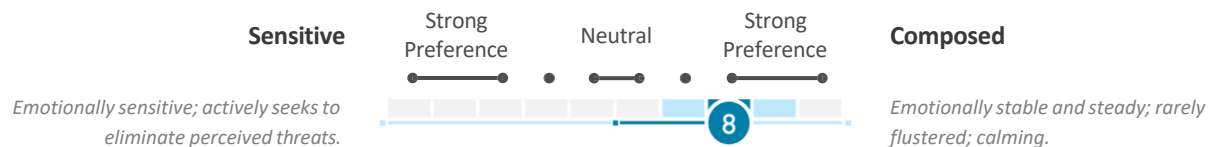
Potential Strengths

- Sam is likely to maintain composure, even in high pressured situations.
- Emotionally stable, he is unlikely to let criticism and upset throw him off balance.
- He should have sufficient energy to meet most challenges.

Potential Challenges

- Far less likely to show emotion, it may be difficult to know what Sam is thinking or feeling.
- He may have less insight into others' emotions when overloaded with work.
- He may struggle to relate to people whose actions are based on feelings.
- He may seem emotionally flat in some situations.

Apprehensive	Strong Preference	Neutral	Strong Preference	**Confident**

4

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

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

Potential Strengths

- Sam may downplay his strengths in some situations.
- He may possess a clearer insight into his shortcomings than some others.
- Even though he may experience some feelings of self-doubt, this may prompt Sam to strive harder.

Potential Challenges

- Sam describes himself as being slightly more self-doubting than the average person.
- He may downplay his achievements.
- He is more likely than some others to worry about what could go wrong.
- He may lose confidence when things get tough.

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.
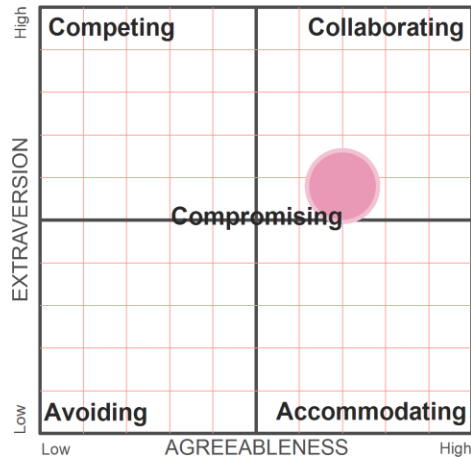
Primary Style: Compromising

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	Potential Challenges
• When harmony must be preserved and disruption avoided.	• Making too many concessions whereby the final agreement does not meet either sides' basic requirements.
• When the general wellbeing of the team will benefit from both parties giving in on some of their demands.	• Reaching a stage where all parties have compromised but are still not satisfied.
• When there is a need to resume negotiations after a stalemate between equally powerful parties.	• Individuals who compromise may still resent the solution; giving rise to lingering resentment or anger.
• When it is not feasible to satisfy every demand.	• A compromising style may require close monitoring to ensure that agreements do not slip.
• When both parties goals have merit.	

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	Compromising	These individuals adopt a balanced approach to resolving conflicts.	Moderate	Moderate
2nd	Collaborating	These individuals strive to collaborate with others in an effort to resolve conflict.	High	High
3rd	Accommodating	These individuals are likely to accommodate the needs of others.	High	Low
4th	Competing	These individuals adopt a competitive stance when dealing with conflict or negotiations.	Low	High
5th	Avoiding	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.
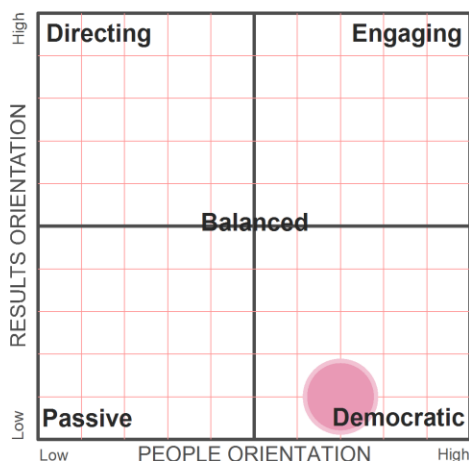
Primary Style: Democratic

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	Potential Challenges
• Where there is a need for more creative, innovative ideas that all team members can own.	• This leadership style is less effective in situations where roles are poorly defined or time is of the essence.
• When there is a need to lift productivity, inclusiveness, and group member commitment.	• The inclusive style of a democratic leader may heighten team stress in situations that require quick judgement and decision making.
• This style is effective with collaborative staff who enjoy working with others and sharing their ideas.	• 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	**Democratic**	Democratic leaders are concerned with encouraging group participation and building consensus.	High	Low
2nd	**Balanced**	These leaders balance the team's needs with delivering objectives.	Moderate	Moderate
3rd	**Passive**	Passive leaders give their team the latitude and freedom to make their own decisions and manage their own deliverables.	Low	Low
4th	**Engaging**	Engaging leaders are results-driven and attempt to influence others and motivate them to achieve their objectives.	High	High
5th	**Directing**	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	Potential Challenges

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.

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

Interview Prompts

The following questions have been designed to support the interview and reference checking process. Use these questions as a guide to probe Sam's preferences, past behaviour, and performance.

Ideas	**Openness**	**Much more inquisitive than average.** • Share a time when you introduced a change that did not work. What did you learn about this experience? • Where in this role do you see room for innovation and how would you implement this?	**Much more creative and intuitive than average.** • Provide an example that demonstrates your ability to attend to more operational pursuits. • Describe an innovative work-related project that makes you particularly proud. • Provide an example of your ability to recognise a good idea from many.
People	**Extraversion**	**More interested in taking charge than average.** • Describe a time when you were pivotal in defusing a volatile situation. What tactics did you use? • Share an example that highlights your capacity to be assertive, without being intimidating.	**A balance between being reserved and sociable.** • If you were to give advice to someone about how to network and build rapport, what would you say?
	Agreeableness	**Much more compassionate than average.** • Describe a time in which you became too wrapped up in the needs of others and lost sight of the result or goal you needed to achieve. • Describe a situation where being more hard-headed and less compassionate might have improved the outcome of a situation.	**A balance between diplomacy and tough-mindedness.** • Describe a time when you had to take the lead on an issue that was not going to please everyone. What strategies did you use to keep the end goal in sight?
Results	**Conscientiousness**	**More relaxed than average.** • What recent situation tested your ability to stay calm and composed? • While working towards a goal, what steps do you take to ensure you do not lose sight of other unexpected opportunities that arise?	**Much more unstructured than average.** • Describe a situation that demonstrates your ability to plan and break a task into process steps. • Give an example when loose planning or cutting corners with planning got you into trouble. What have you learnt from that situation?
Resilience	**Emotional Stability**	**Much more composed than average.** • Describe a pressured situation in which you were pushed to the limit. • Give an example that highlights your ability to remain resilient under pressure.	**More apprehensive than average.** • What has been your most recent setback at work? What did you learn from the situation? • What would others see to know you are committed to continuous learning? • What specifically have you done to step outside your comfort zone in recent times?

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
Plasticity	**Plasticity reflects the need for reward, stimulation and engagement. Higher scorers seek to explore new goals, relationships, and ways of interpreting the world.**	8
Openness	Openness reflects cognitive stimulation. Higher scorers are curious, value creativity, and seek novelty and variety.	9
Extraversion	Extraversion reflects one's need for social and behavioural stimulation. Extroverted individuals tend to be socially confident and may seek influence over others.	6
Stability	**Stability reflects a tendency towards self-regulation. Higher scorers are less prone to impulsive behaviour.**	5
Agreeableness	Agreeableness relates to one's concern for social stability or social harmony. Agreeable individuals value cooperation over conflict and are compassionate towards others.	8
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.	2
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.	6