



The British
Psychological Society
Registered Test



Questionnaire to Establish Styles and Traits
A Sample

PREMIUM
OCCUPATIONAL PERSONALITY REPORT
COMPARISON GROUP: MANAGERIAL & PROFESSIONAL

eer112 - Issue 14 - January 2015

INTRODUCTION

The Quest Profiler® has been designed to measure a number of behavioural preferences related to the world of work. It is important to note that the results are based upon behavioural preferences and not ability. As with any assessment or development tool these results should not be used in isolation. A person's potential depends on many factors including ability, motivation, organisational culture and experience. The results in this report should therefore be used as an additional tool to understand how a person is likely to behave within an organisational setting.

This profile is separated into ten main areas:

- **Accuracy Score and Biographical Information (Page 2)**
This section outlines how consistent the participant has been with their responses to the questionnaire.
- **Full Profile (Page 3)**
Provides the complete listing of all behavioural preferences measured by the questionnaire.
- **Leadership Styles (Page 4)**
Provides an insight into the preferred style of working when managing other people.
- **Leadership Approach (Page 5)**
Transactional Managers/Transformational Leaders report.
- **Team Styles (Page 7)**
Provides an insight into the preferred style of working when part of a team.
- **Sales Report (Page 8)**
Reveals what personality can identify about performance in a sales environment.
- **Conflict Handling (Page 9)**
Provides an insight into the methods by which the participant handles workplace conflict.
- **Jungian Type Profile (Page 15)**
This section examines the Jungian Type Profile of the candidate.
- **Emotional Intelligence (Page 17)**
The ability to identify and control their own emotions and those of others.
- **Culture Match (Page 19)**
Provides an indication of the type of culture in which the person would prefer to work.
- **Competency Profile (Page 20)**
Provides estimates of potential with full narrative output and corresponding development interventions.
- **Participant Report (Page 54)**
Narrative text for feedback, designed to be given to the participant.

The degree to which a participant has been open and consistent with their responses will have a bearing on the results. Mechanisms are in place to check the degree of openness or consistency and these should be used to get a feel for the reliability of the results. The score for this can be found below.

Accuracy Score



The questionnaire has been completed in a particularly consistent manner. Responses to questions belonging to the same personality scales have nearly always been answered in the same way. The result is likely to be a very fair representation of the participant.

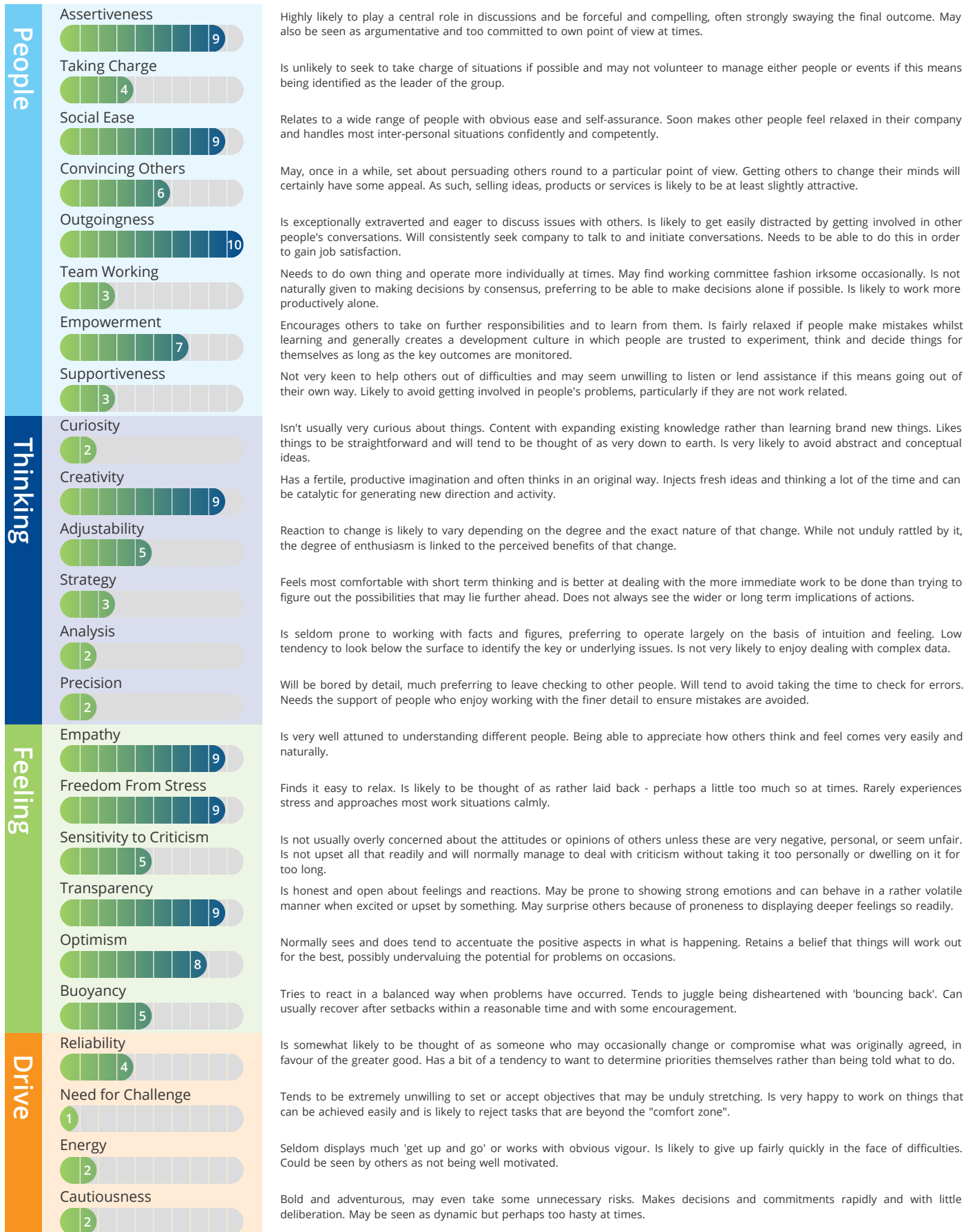
All the scores in this report have been benchmarked against an appropriate comparison group. In the profile the sten scores give you an indication of how the participant's responses compare to other people. For example, if they scored around 5 or 6 then they are broadly typical of most people, whilst scores above or below these values indicate a more extreme preference on that particular scale.

Biographical Information

Name	A Sample	e-mail	expertise@eras.co.uk
Job Title	Consultant Psychologist	Company	eras ltd
Age		Gender	Male
Ethnic Origin		Qualification	Postgraduate degree
Experience	Professional	Function	Human Resources
Industry Sector	Service	Date Completed	01/01/1900
Version	Ipsative	Report Type	Premium
Profile Type	Managerial & Professional		

SUMMARY REPORT FOR A SAMPLE

The Quest Profiler® has been designed to measure a number of behavioural preferences related to the world of work. It is important to note that the results are based upon behavioural preferences and not ability. As with any assessment or development tool these results should not be used in isolation. 01/01/1900 (26mins) - Ipsative - Accuracy Score: 9



LEADERSHIP STYLE MODEL FOR A SAMPLE

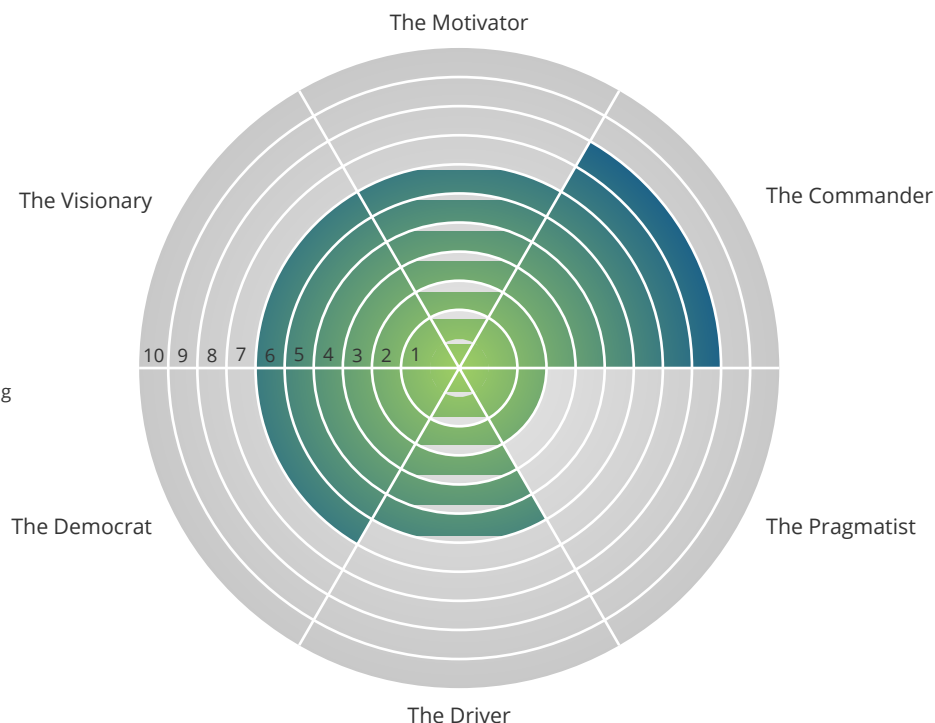
The chart below outlines the behavioural styles A is likely to adopt when managing other people. An indication is provided of how strongly A matches each of six different styles, accompanied by a tailored description. For more subtlety, the style is also presented as a trait, indicating A's degree of match on a standard 1 - 10 (Sten) scale.

Leadership Disposition



WEAK MATCH

Has a slightly low preference for managing or directing the activities of other people



The Motivator



MODERATE MATCH

Likely to have a certain level of motivation themselves and may lead by making some effort to keep the team together and heal the rifts during difficult times. Sometimes this can be done by giving those in that team something to work for. May be something of an inspiration or figurehead but won't always be seen that way.

The Commander



STRONG MATCH

Is likely to lead by mobilising others to follow a definite vision. When difficult decisions are needed, this leader is likely to act as the channel for that change and hold the line to achieve it: 'cometh the hour, cometh the man' (or woman).

The Pragmatist



WEAK MATCH

Is unlikely to want to lead the team by providing them with a detailed analysis of every problem and their potential solutions. This leader is likely to take a few risks before all the evidence has been gathered and researched. The approach adopted is impulsive, rather than cautious.

The Driver



MODERATE MATCH

Is likely, on occasion, to lead by 'rolling their sleeves up and getting on with it'. Having a certain amount of time for the 'just do it' school of thought, this person will sometimes be the one who gets things moving and may dislike excessive procrastination.

The Democrat



MODERATE MATCH

Is moderately likely to lead in part through establishing a collective sense of direction, being focused on people and their needs in the context of those of the organisation. Sometimes open to input from employees, this leader may forge this into a popular consensus when it seems appropriate.

The Visionary



MODERATE MATCH

Has ideas which are occasionally challenging or radical and people may sometimes look to these for inspiration. This can amount to leadership in the sense that people may be swept along and sometimes see this person's thoughts as the way forward.

TRANSFORMATIONAL LEADERSHIP VS. TRANSACTIONAL MANAGEMENT

Introduction

The terms 'Transformational Leadership' and 'Transactional Management' are now used so frequently by theorists that they have acquired a certain mystique. Nevertheless, the concepts are actually easy to grasp and very useful in illuminating one's style, particularly where taking charge of a group of people – however large or small – is part of their role. It is important to note that it is not the case that 'one is bad and the other is good' – a successful organisation will have individuals representing both these styles integral to its success. When one or other is absent, then success is far less likely – indeed noticeable failure is likely to come later, if not sooner.

In rare cases an individual can combine both styles – there is nothing about them that is necessarily incompatible – and lead with a measure of effortless flexibility, depending on the situation. For this reason, the combination is often called 'Situational Leadership' or simply effective corporate leadership.

Organisations or Departments led by Transformational Leaders

Transformational Leaders (never 'managers'!) head organisations or departments that buzz with possibility and innovation. They 'lead from the front' and are charismatic role models for their employees. Ends are likely to be specified but not necessarily means, so employees have considerable scope to use their own imagination and creativity to achieve the desired result.

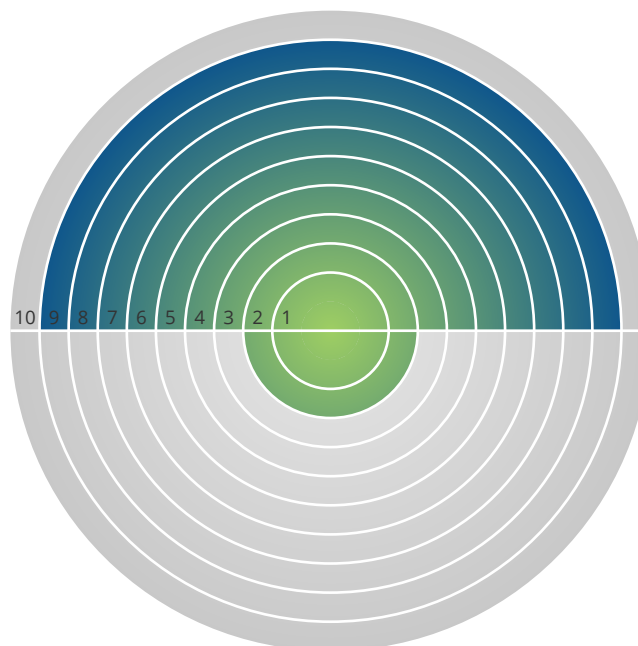
Tolerance of ambiguity is likely to run through such an organisation or department. Those who want clear-cut, straightforward direction may have come to the wrong place! There is a sense of freedom and that rare combination of being relaxed and motivated for those who feel up to it, but there might be a frustrating lack of systems or organisation. Planning may frequently go amiss and timescales offered can be based on purest optimism, rather than rooted in any kind of reality.

Organisations or Departments led by Transactional Managers

Transactional Managers (sometimes called 'Transactional Leaders', though management is a word to which they themselves are likely to have stronger affinity) lead organisations or departments that some might consider old-fashioned, paternalistic or even 'run along military lines'. Some may joke that the manager is something of a dictator, though a benign one for a concern for their employees' welfare is very strong in their makeup.

Sticking to the rules and regulations is necessary. Systems are encouraged and may be complex. There are clear hierarchies, particularly when it comes to responsibility and reward and punishment (the tried and tested 'carrot and stick') are used as motivational tools. Employees feel like cogs in a bigger machine but may be happy with this arrangement and know that if they know their place and perform well, they will be rewarded.

Transformational Leader



Transactional Manager

TRANSFORMATIONAL LEADERSHIP VS. TRANSACTIONAL MANAGEMENT

Transformational Leader



A Transformational Leader inspires and motivates through being an endless fund of ideas and creating an atmosphere in which others will share the vision. Never slow to make a decision, they are dynamic and flexible, ready to adapt quickly where required. Enterprising and dynamic, leading by example, others identify with the Transformational Leader and he or she can find him or herself being identified with an entire project or organisation. Without such leadership, complacency and decay can set in very quickly. Where Transformational Leaders have an 'Achilles Heel' is in following things up and keeping an eye on the detail. This is not their strongest suit and they would prefer to leave this to others.

Which characteristics make A more like a Transformational Leader

- A has a lot of ideas of his own and this is one of the defining aspects of Transformational Leadership - perhaps the most important.
- A is quick to make a decision and happy to take a risk, a quality that Transformational Leaders tend to possess in abundance.
- A's tendency to be able to read and empathise with others characteristically gives Transformational Leaders their appeal and their charisma.
- A dislikes being weighed down with detail, a feature very characteristic of Transformational Leaders. He would rather someone else dealt with it where possible.

Which characteristics make A slightly like a Transformational Leader

- A is occasionally effective in being able to win others round to a particular way of seeing things and this is likely to mean that others will find at least some views expressed engaging ones.

Which characteristics make A less like a Transformational Leader

- Leaders are typically very dynamic, whereas A prefers things to move at a gentler, slower pace. This makes him less like the typical leader.
- A leader likes to take charge, but A tends to see this as having limited appeal which makes him less likely to be one.

Transactional Manager



A Transactional Manager makes sure that decisions are based on solid analysis of the facts and is unlikely to be caught out by any slips in detail. Organised and efficient, he or she is also typically a good communicator, at least of the facts pertaining to the area of expertise concerned. Patient and tolerant, a Transactional Manager inspires trust and is seen as 'an expert in their field' but sometimes lacks dynamism and charisma. They are often at work 'behind the scenes' rather than boldly fronting a project or leading an organisation. Without Transactional Managers, a project or an organisation can get carried away with 'pie-in-the-sky' crusades and notions which are deeply unrealistic: they are there to 'keep everything shipshape' and be 'a safe pair of hands'.

Which characteristics make A more like a Transactional Manager

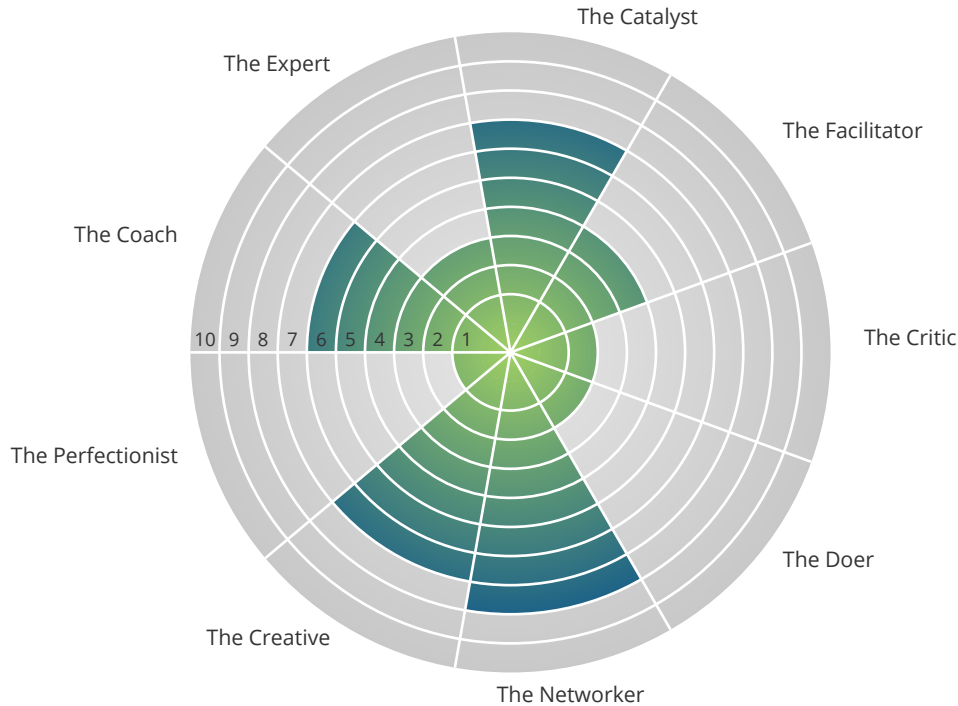
- Being relaxed in the company of strangers is something that comes naturally to A, and this is very characteristic of successful managers.

Which characteristics make A less like a Transactional Manager

- Helping people out when they are in trouble is not something A sees as a major part of their remit, whereas most Transactional Managers see it as very important.
- A doesn't mind changing tack and letting people down occasionally but behaving like this is something typical managers find difficult to bear.
- A generally doesn't like analysing information or ploughing through data too much and this is atypical of Transactional Managers.
- A dislikes dealing with the precise and the exact, but Transactional Managers do enjoy getting into the 'nitty-gritty'.

TEAM STYLE MODEL FOR A SAMPLE

The chart below outlines the behavioural styles A is likely to adopt in a team setting. There are nine distinct styles described and an indication is provided of how strongly A's personality should match each type. For more subtlety, the style is also presented as a trait, indicating A's degree of match on a standard 1 - 10 (Sten) scale.



The Expert



WEAK MATCH

Is unlikely to want to be seen as a backroom expert, particularly if this means working alone. May feel that others possess the detailed expertise and thus prefer to work as part of the group within a team setting.

The Catalyst



STRONG MATCH

Is likely to have a forceful, directive, vociferous approach. This team member often causes - and does not mind - conflict within the group but makes the team make progress and achieve results.

The Facilitator



WEAK MATCH

Is unlikely to act as the 'glue' that holds the team together, preferring to leave all the 'softly-softly stuff' to others. May be seen as assertive or simply preoccupied with other concerns.

The Critic



WEAK MATCH

Does not like to drill down into detail and is not one for stopping the team from running away with fanciful ideas. Casting a critical eye over projects is not an enjoyable prospect and they would be more than happy for someone else to be doing it.

The Doer



WEAK MATCH

Is unlikely to volunteer to help the group by putting all their plans into practice. Doesn't enjoy implementing policy and may not like rigid, unambiguous instructions and parameters.

The Networker



STRONG MATCH

Is likely to maintain contact with a wide variety of people who may be useful to the team. Readily enlists help and mobilises people to work together to get things done. Brings energy and motivation to the team.

The Creative



STRONG MATCH

Is likely to generate ideas for the team to consider. May be seen as radical and original and is often thought-provoking. Their enthusiasm and energy can open the mind of the team to other possibilities.

The Perfectionist



WEAK MATCH

Is likely to want to move forward quickly, even before all the facts have been verified. Is not worried about taking risks and is probably best not depended upon to make sure that all finer detail has been checked.

The Coach



MODERATE MATCH

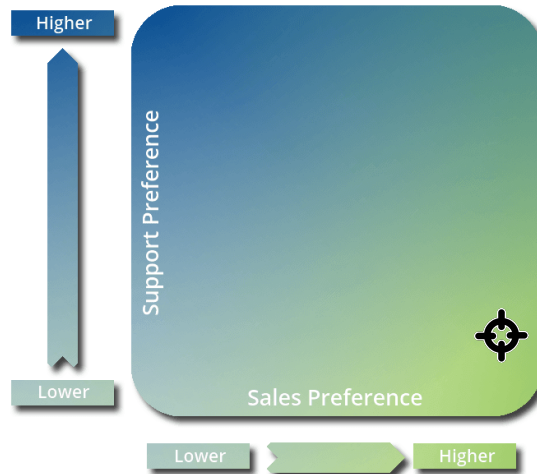
To some extent a democrat, the team may acknowledge that this person plays a part in taking charge of the group. They may do some directing and facilitating activity, trying not to be a 'soft touch' or overly controlling.

SALES REPORT FOR A SAMPLE

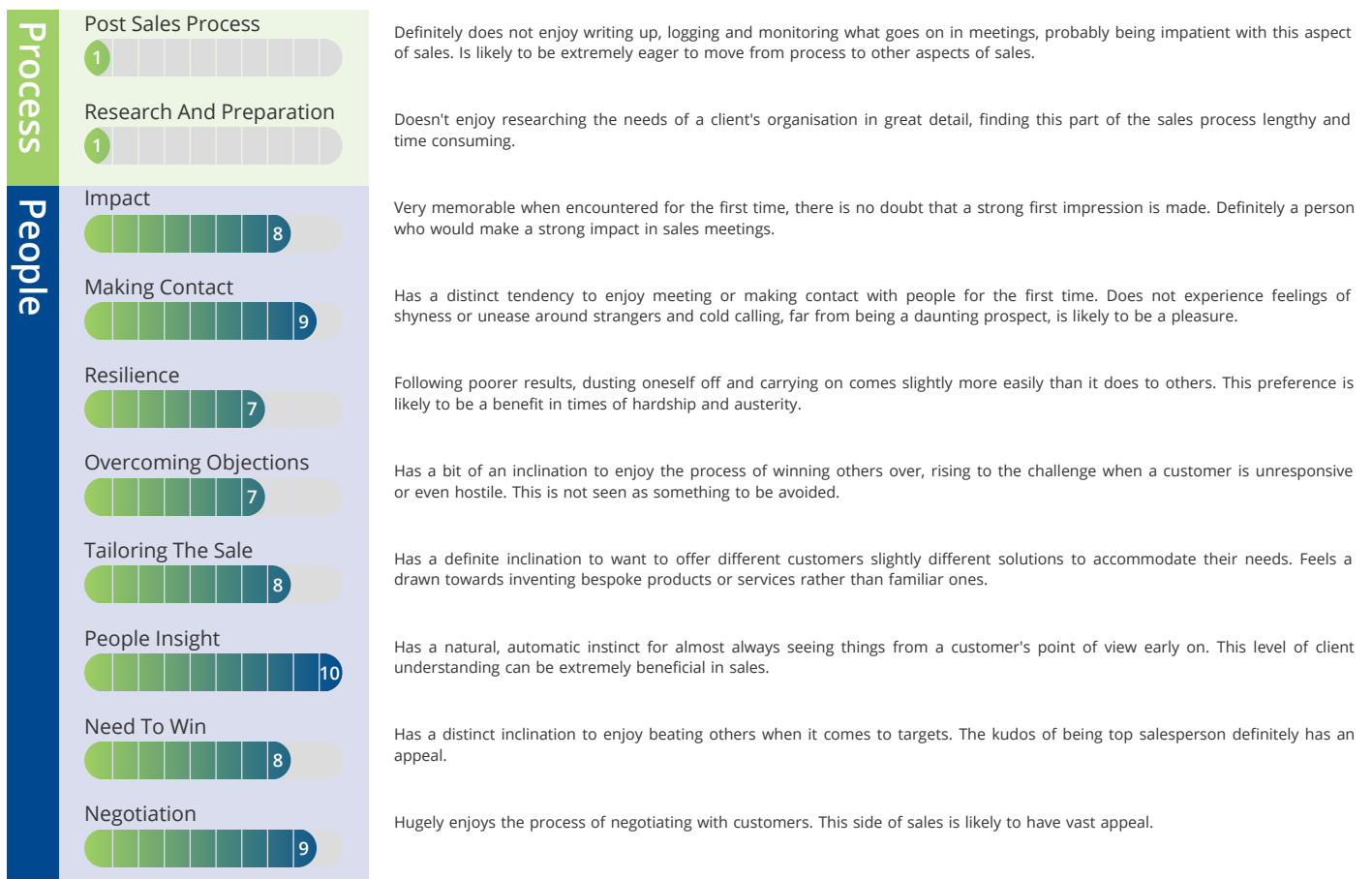
Personality's contribution to an individual's performance in the specific area of sales is a major one. Looking at the activity of selling as a whole, an individual might more instinctively prefer either sales in the classic sense or support, possibly of others who are more at the front end – or indeed both aspects. This illustration shows how the two areas interact specifically for A.

A's Preference:

A enormously enjoys the client-facing side of sales, interacting with potential new customers and the buzz of closing a sale. On the other hand, the processes and systems associated with selling are likely to have considerably less appeal and even logging sales, timesheets, follow-up activity and so on may be a source of frustration. He would rather be 'out there doing it' than recording what happened and planning what to do next.

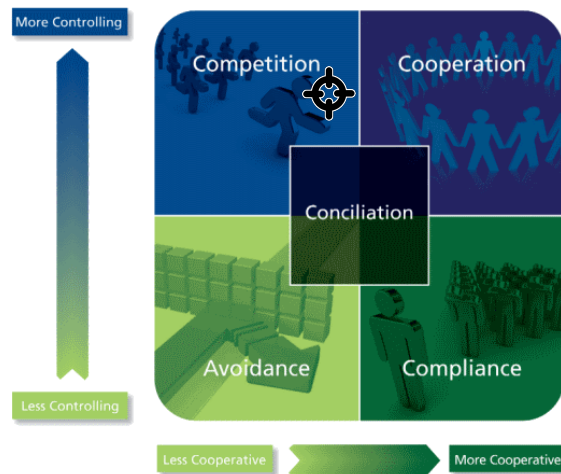


The profile below shows how readily A might take to more specific aspects of sales, both on the process side and, perhaps more obviously, in terms of interaction with people. Different kinds of sales roles will vary in terms of what is specifically required when it comes to these areas.



CONFLICT HANDLING FOR A SAMPLE

People respond to conflict in different ways, and understanding these different behaviours can help in the resolution of conflict and the introduction of suitable interventions. Additional training and development through 360-degree assessment, teambuilding activities, coaching, training and simulations can also help. On the graphic below, the cross indicates A's conflict style in relation to all scales.

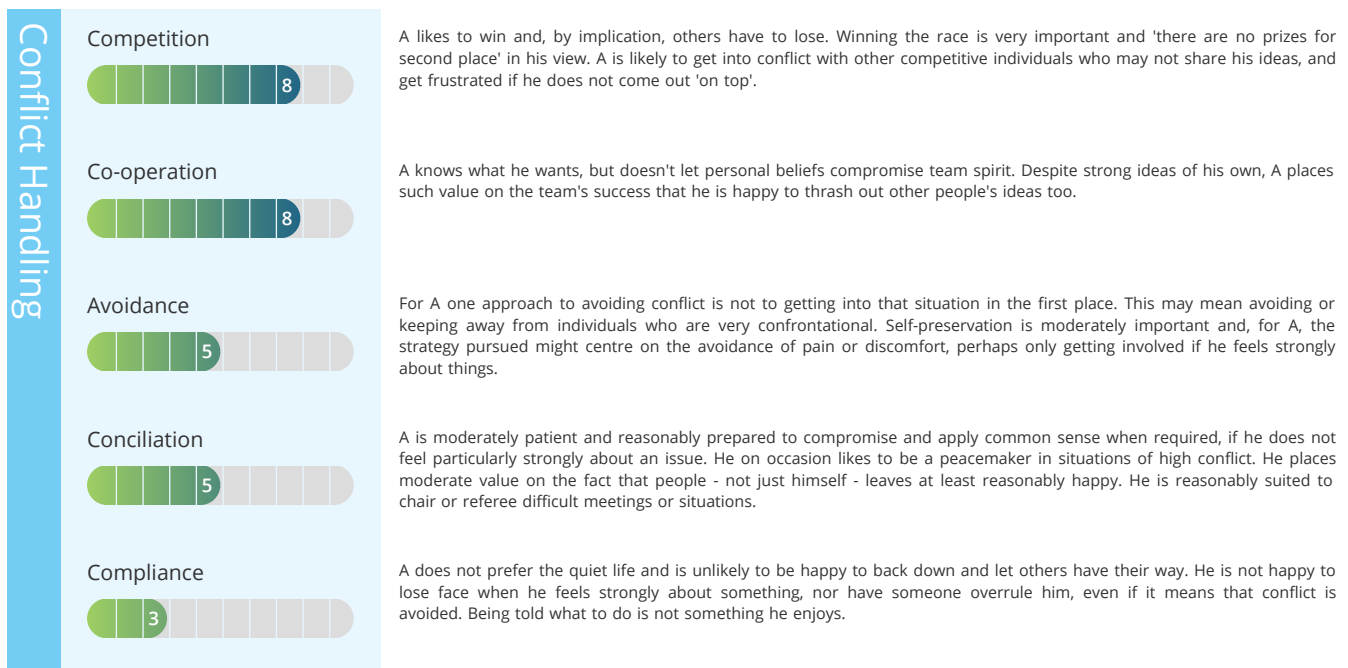


Where individuals show a moderate or typical preference for a conflict style (around Stens 5-6), the description produced may appear contradictory when it is compared with text relating to very high or low preferences for adopting other conflict styles. It is worth remembering that a typical or moderate conflict style means that the individual will behave that way only some of the time or exhibit only some aspects of the description. For moderate preferences, individuals can change their conflict style depending on how strongly they feel about issues. A's behaviours, and how they interact with the behaviours of others, are explained in more detail on the pages that follow.

Ratings Personality

- 1 - 4 They are unlikely to display the behaviour.
- 5 - 6 It is possible that they will display it.
- 7 - 10 They are likely to display this behaviour.

A's behaviours, and how they interact with the behaviours of others, are explained in more detail on the pages that follow.



CONFLICT HANDLING FOR A SAMPLE

Co-operation

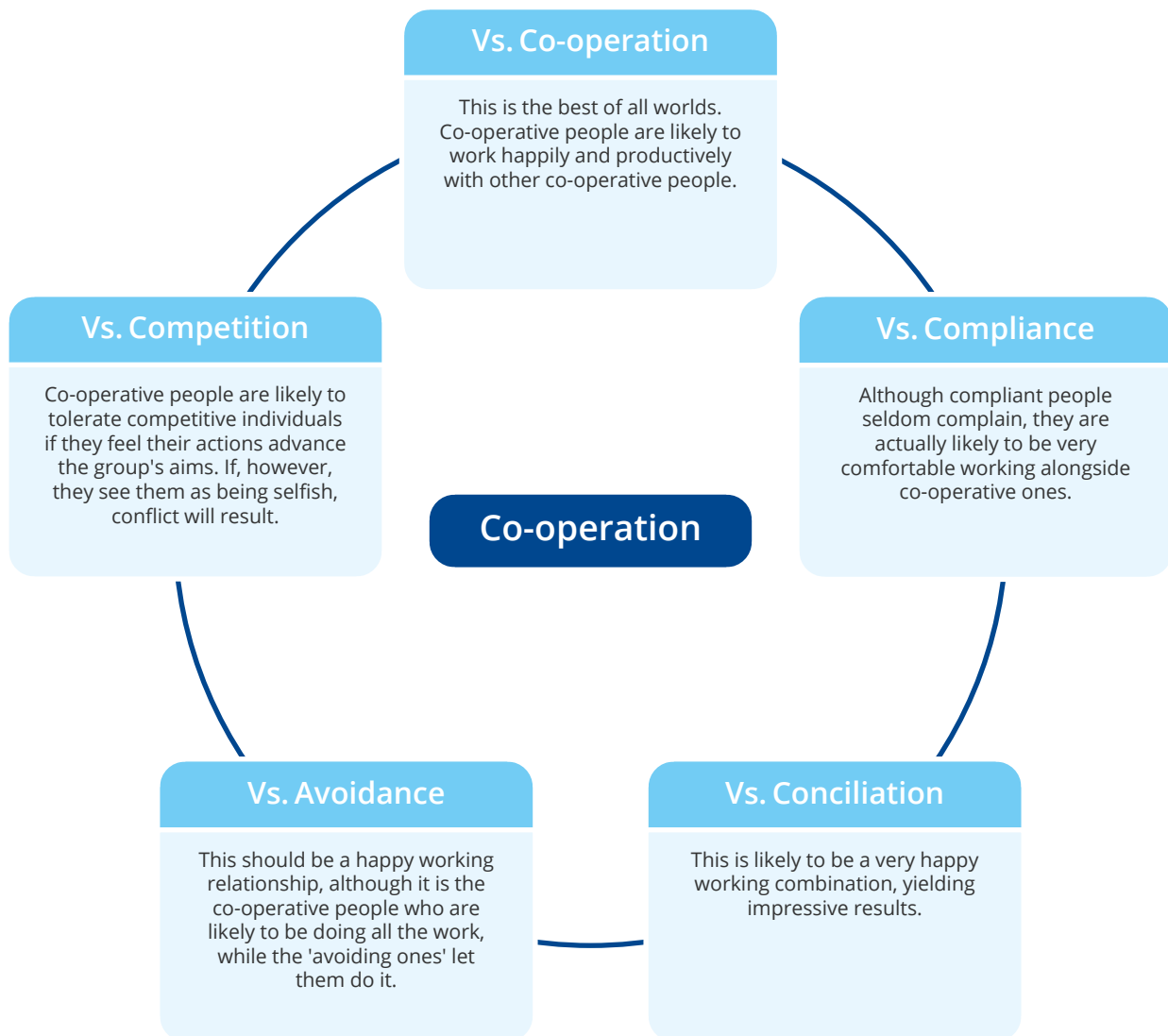


A knows what he wants, but doesn't let personal beliefs compromise team spirit. Despite strong ideas of his own, A places such value on the team's success that he is happy to thrash out other people's ideas too.

- A uses a collaborative style, confronting problems head-on, while valuing both ultimate results and relationships with others
- A sees conflicts as problems to be solved through finding solutions agreeable to everyone ('win-win' situations)

The table below gives examples of situations when it is desirable, or less desirable, to have a higher score for Co-operation

When It Is More Desirable	When It Is Less Desirable
When long-term relationships should be fostered	When a decision needs to be taken quickly
When urgency is not an issue	When you know that no-one - including you - is going to put much time and effort into making things work
When you care about other people but also have very strong feelings about a particular course of action	When discussion would be an unnecessary waste of time and everyone should 'just do it'



JUNGIAN TYPE PROFILE FOR A SAMPLE

The idea of personality types was pioneered by the Swiss psychoanalyst Carl Jung with his book *Psychological Types* in the early twenties. It was here that the terms Extraversion-Introversion, Sensing-Intuition and Thinking-Feeling were first introduced to the world. The notion of defining these terms using psychometrics, first introduced in the sixties, belongs to the mother-and-daughter team of Katherine Briggs and Isabel Myers who also brought a new element (Judging-Perceiving) to Jung's model.

Many modern personality theorists find types over-simplistic and likely to stereotype individuals by 'boxing' them into distinct categories. While the trait approach used throughout The Quest Profiler® emphasises individual differences, the type approach focuses on similarities and is thus somewhat reductive. Nevertheless, the simplicity of types has a certain appeal: while people dislike being 'pigeon-holed', they enjoy describing themselves in straightforward terms and types certainly thrive on that. The belief of Briggs and Myers that there are no ultimate rights or wrongs about personality has also had lasting appeal.

Your type can in fact be engineered from a combination of four traits. A's type, made up from a combination of these four areas of personality would be:

E N F P

The highlighting of any of the letters above indicates that there is not significant preference for either end of that continuum. It therefore follows that the more highlighted letters there are, the less valid the selected type and associated statement below will be.

The table below shows in very general terms what different combinations of these characteristics mean, classifying everyone into one of 16 possible 'types'. However, if a person does not have significant preferences in a particular area (as noted above) then the table is likely to oversimplify that person's behaviour and the types should be regarded with that proviso in mind. For more specific feedback please see the following page.

ENFJ	ENFP	ENTJ	ENTP
Full of ideas, as well as open to the ideas of others. Likes to have frameworks and rules despite an essentially easy-going nature.	Emotional and spontaneous. Loves to be with people and to be creative in their company.	A communicative ideas person but one who is serious and unsentimental where rules and plans are concerned.	A free-thinking, lively and spontaneous individual. Ideas may be radical, even anarchic.
ESFJ	ESFP	ESTJ	ESTP
Instinctively believes rules and regulations are for the best. A communicator rather than an innovator.	Emotionally expressive and talkative, preferring to leave the planning and ideas to others.	A talker, but one who is serious, precise and meticulous, liking systems and regulations.	A ready communicator, not inclined to plan but mindful of the authority of others. Not easily moved by sentiment.
INFJ	INFP	INTJ	INTP
Emotional but not in an ostentatious way. Prepared to plan quietly and come up with new ideas.	Preferring to react to things as they happen, a quiet but, deep down, emotional innovator.	An unassuming, tough organiser with plenty of ideas to contribute when called upon.	Radical and spontaneous but in an understated, subtle way. Prepared to be tough.
ISFJ	ISFP	ISTJ	ISTP
Instinctive and given to emotion, tends to be quieter and prefers clear rules and parameters.	Free and unstructured, liking to follow own path but is fairly low-key about it and less likely to try new things.	Tough and uncompromising, with a liking to plan and stick to the rules. Not a natural talker.	Mixing an instinctively spontaneous nature with a respect for the tried and tested. Reserved but tough when needed.

JUNGIAN TYPE PROFILE FOR A SAMPLE

Representing types on a continuum (effectively seeing them as traits) can also be very instructive because, as can be seen on the table below, this approach reveals not only what you tend to be (eg. Extravert or Introvert) but also to what extent (ie. very strongly or just a little).

For a more detailed interpretation see below.



Which Underlying Aspects of Personality (Traits) Contribute to A's Type?

The following text describes the aspects of A's personality that contribute to his position on each trait. If we see the letters that define his type as opposite ends of the four continua (E-I, S-N, T-F and J-P), then....

Extraversion vs. Introversion :

The following points describe the aspects of A's personality that cause him to tend more toward the Extraversion end of this continuum.

- A relaxed ease in social situations is inclined to make A more of an Extravert.
- The fact that A is a lively, talkative person is inclined to make him more of an Extravert.
- Not having much of an interest in Analysis is a more Extravert characteristic.

Sensing vs. Intuitive:

The following points describe the aspects of A's personality that cause him to tend more toward the Intuitive end of this continuum.

- A creative, imaginative approach suggests a tendency towards Intuition.
- Not enjoying the checking of details tends to appeal more to Intuitive people.
- Being fairly typical when it comes to welcoming changes does not suggest a strong inclination for Sensing nor Intuition.

Thinking vs. Feeling:

The following points describe the aspects of A's personality that cause him to tend slightly toward the Feeling end of this continuum.

- Transparency, the tendency to wear your heart on your sleeve, is very much associated with Feeling.
- Not having time for people's personal problems tends to be associated with Thinking.
- A shorter-term, rather than Strategic, view, perhaps driven by personal needs, is likely to be linked to Feeling.
- Being neither oversensitive to nor indifferent to personal criticism suggests a balance between Thinking nor Feeling.

Judging vs. Perceiving :

The following points describe the aspects of A's personality that cause him to tend more toward the Perceiving end of this continuum.

- A lack of Caution is much more a Perceiving characteristic.
- Using one's instinct rather than Analysis is very much a Perceiving preference.
- Being imprecise and uninterested in detail is characteristic of Perceiving people.

EMOTIONAL BEHAVIOURS FOR A SAMPLE

Emotional Intelligence



Emotional intelligence is simply the ability to recognise and use emotions, as well as to understand and manage them. It refers both to one's own emotions and those of other people. It should not be confused with merely being emotional (it is perfectly possible to be extremely emotional but to have very little emotional intelligence). In many situations, emotional intelligence is as important, if not more so, than traditional intelligence, yet it is only relatively recently that it has been recognised as valuable. In the past, people like doctors and teachers frequently lacked emotional intelligence, something which would make their jobs extremely difficult in today's world.

People who are emotionally intelligent are able to spot how others are feeling as well as being aware of their own feelings and moods. They can use these emotions effectively as sources of motivation or inspiration. Their understanding of emotions makes it easy for them to empathise with others, to 'see things from other people's point of view' or 'know what it's like to be in their shoes'. Furthermore, they know how to react to different emotions and manage them effectively, often being a source of help or comfort even to those less emotionally intelligent than themselves.

Based on A's personality, the following behaviours can give clues about aspects of A's emotional intelligence...

High Emotional Intelligence	Moderate Emotional Intelligence	Low Emotional Intelligence
A finds it easy to get to know other people and see things from their point of view, which is a real cornerstone of emotional intelligence. Indeed, it is the most crucial underpinning area of personality by far.	Because A is not unusually upset by criticism, it is likely that he can remain relatively unfazed, even in emotionally charged situations. To have some ability to 'keep one's head when all about are losing theirs' is likely to contribute to the successful application of emotional intelligence.	None specified
Finding it easy to understand others also suggests that A will have no difficulty in relating to individuals and can use emotion effectively to achieve particular ends.		
It is likely that others will warm to A's empathic approach and share their emotions openly and freely which should lead to a productive working environment.		
An inclination to make decisions on the basis of 'gut feel' without getting too weighed down by facts and figures suggests that A operates more on an emotional level than a data-based one, which is helpful when 'tuning in' to the emotional climate in any given situation.		
Being something of a risk-taker, A is likely to be instinctive in approach, and this instinct, when applied to the human condition, can contribute to emotional intelligence.		

EMOTIONAL BEHAVIOURS FOR A SAMPLE

Level Of Emotion



As well as having an understanding of one's own emotions and those of others (Emotional Intelligence), people experience emotions to differing extents. Some are relatively unaffected by emotions while others feel them very intensely. How emotional one is as a person is not the same thing as being Emotionally Intelligent but it is a useful aspect of their personality to understand. An emotional individual really 'feels' things and is likely to respond accordingly, be it expressed as passion, anger, elation or despair. Far from being cold and clinical, an emotional person's hot-bloodedness tends to inspire a reaction in others, though this may not always be a sympathetic or understanding one.

Strong Emotional Behaviour	Moderate Emotional Behaviour	Non-emotional Behaviour
Being less analytical, it is likely that A will take more of a 'gut feel' approach to decision making and this instinctive style is generally linked with emotion.	Although A is not unusually sensitive to criticism, he does feel it sometimes and this can be a little upsetting for him.	Stress and pressure rarely trouble A which marks him out as a calm, easy-going individual less prone to emotions (particularly negative ones).
	A is not lacking in buoyancy but neither is it particularly high, suggesting that there are times when he will feel 'down' for a while.	

CULTURE MATCH MODEL FOR A SAMPLE

This chart outlines the type of organisational/departmental culture A is likely to prefer. Please note that, in some cases, a match to a 'sub-culture' (such as a particular department or team) may be more relevant than to the degree of match to an organisation. There are eight distinct cultures described and an indication is provided of how strongly A's personality should match each culture.

Achievement



MODERATE MATCH

This person occasionally likes to set their own agenda and work under their own rules. They want a degree of control over their own work and may like to be recognised for personal achievements. They can sometimes find it hard to tolerate other people's rules or procedures and are prone to occasionally doing things their own way. Cultures where rules are more important than results may sometimes act as a demotivator.

Security



WEAK MATCH

This person is not particularly worried about stability and it is not a major factor in their job satisfaction. They like risks and may not stay in one job for a long time if it is not dynamic enough. They are not typically motivated by consistency in their work pattern. They like to take chances and are natural risk-takers, not striving for predictability. They will enjoy organisations that are very radical or prone to change, in which people are encouraged to take risks to further their careers.

Technical



WEAK MATCH

This person is unlikely to be particularly motivated by being seen as the 'back-room' expert. They probably don't feel pressure to impress people with their analytical brilliance or their ability to deliver everything that has been asked of them. This person is more likely to ensure that other people have all the detailed or expert answers whilst they focus on implementation. Seeking reassurances in terms of their knowledge is unlikely to be a motivator.

Management



MODERATE MATCH

This person is balanced between preferring more technical / functional jobs and those which require them to be a manager. They don't mind occasionally being the problem solver and influencer within a group but on other occasions are happy to let someone else do it. Sometimes they may be happy to manage or supervise people, enjoying to a certain extent the responsibility involved in motivating, training and directing the work and thinking of others. When someone robs them completely of control, it could be a bit demotivating. They may not enjoy environments where they are not in charge of other people, at least to some degree.

Work/Life Balance



STRONG MATCH

This person focuses on their whole pattern of living and expresses a strong desire to lead a balanced life, in and out of the working environment. They achieve their balance between work and life by integrating the two. They do enjoy work, but realise that it is just one of many parts of life that are important, subscribing to the philosophy of 'work to live', rather than 'live to work'. They will not enjoy pressurised, driven environments where they are expected to work long hours for little or no reward, or businesses where their values are not reflected or shared by others.

Co-operation/Service



WEAK MATCH

This person is driven by the desire to use their own talents to the full, rather than those of a team. Working in a competitive or challenging environment is likely to hold no fear for them. They will feel comfortable working in a company where a more self-seeking, 'survival of the fittest' type of regime is in place and where strong emphasis is placed on individual performance.

Entrepreneurial Flair



STRONG MATCH

This person likes to invent things, be creative and - most of all - to run their own business or discrete part of a business, ownership being very important to them. They differ from those who simply seek a lot of autonomy in that they will share the workload with others. Liking the challenge of starting new projects or businesses, they have lots of interests and energy and will often have multiple projects going at the same time, easily getting bored if this is not the case. They enjoy cultures where they can implement new ideas, where frequent change is taking place and where these new ideas are embraced.

Challenge



WEAK MATCH

This person generally does not seek the stimulation of having very difficult problems to tackle. Such people rarely change jobs when the current one gets predictable. Indeed, knowing what to expect each day and not having to cope with changing demands will be a motivator. Single mindedness may not be particularly apparent, nor the desire to conquer and emerge as winners. They are unlikely to enjoy heavily competitive environments and are more likely to feel happy in cultures where very difficult targets and objectives are not set.

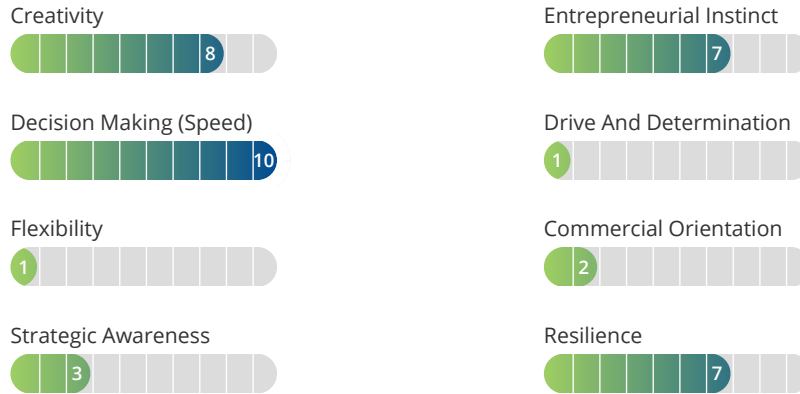
Motivators

Is Likely To Enjoy	Is Unlikely To Enjoy
Most aspects of a competitive environment complete with opportunities for new business	An atmosphere which tends to be a little dull and uncompetitive
Work that can be achieved fairly easily with only occasional challenges	Excessive obstacles at work
The opportunity to enjoy a lot of leisure time largely unencumbered by work	Work where the time and effort required can make the work/life balance difficult to achieve
Trying to meet own needs ahead of group ones	A certain amount of sacrifice on other people's behalf
Neither close supervision, nor total autonomy	More rules than are needed
Unpredictability at work	An environment that offers only minimal surprise or change
Consulting others for technical information	Being cast in the role of 'technical wizard'
The occasional opportunity to manage someone	Never having the chance to manage others

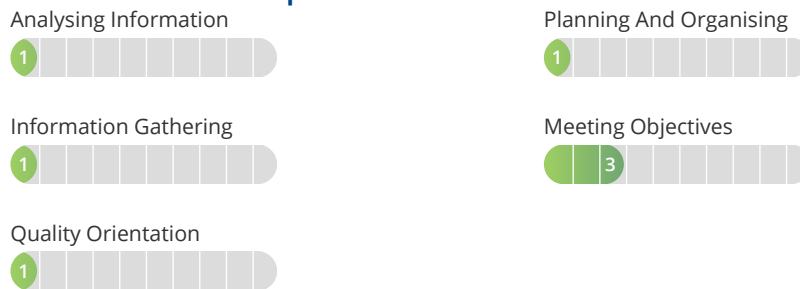
COMPETENCY REPORT FOR A SAMPLE

The profile below outlines a set of competency strengths and development needs against a generic framework. Please note that these are based on combinations of personality dimensions only that have been found to accurately predict both self-ratings and managers' ratings of competence. Ability, experience and motivation also play a part in competencies and these should also be taken into account.

Vision Domain



Operations Domain



Communication Domain



Relationship Domain



COMPETENCY REPORT FOR A SAMPLE

Vision : Decision Making (Speed)



Definition of Competency (not participant) - Generates and promotes solutions. Sees clearly which is the best way forward and makes decisions and commitments within appropriate time frames. Influences others to reach conclusions and gain agreements.

Indicators of Speed	Indicators of Moderation	Indicators of Caution
<p>Needs adventure and is motivated by an element of chance</p> <p>Incisive thinking is a very definite strength but it should be noted that this would not suit a situation where caution is appropriate</p> <p>Can be too prone to accepting risk, often unnecessarily so.</p> <p>Will often make a big impact on shaping discussion and getting the agreement of others to what they want to do and so influence the future to quite an exceptional degree</p> <p>Is likely to get deeply frustrated in a role in which the decision-making processes are slow and deliberative or in a risk-averse arena</p>	None specified	None specified

Potential Interview Questions for A Sample

Tell me about a time when you took a calculated risk - probably one of many.

Probe 1: How else could you have approached it?

Probe 2: Why did you have to take this risk?

Probe 3: What was the outcome?

It's something you seem to do a lot, but when was the last time you made a really quick but important decision?

Probe 1: Why did this decision have to be made quickly?

Probe 2: Faced with the same decision, what would you do differently?

Negative Behaviours	1	2	3	4	5	Positive Behaviours
Wavers and procrastinates.						Is decisive and resolute.
Keeps changing their mind.						Knows what to do next.
Has courage of own convictions.						Doesn't need to have decisions ratified by everyone else.
Cannot act without endless deliberation.						Makes appropriate use of instinct.
1 = Poor 2 = Marginal 3 = Acceptable 4 = Good 5 = Outstanding						

Evidence:

Summary Rating (1-5):

COMPETENCY REPORT FOR A SAMPLE

Vision : Decision Making (Speed)



Definition of Competency (not participant) - Generates and promotes solutions. Sees clearly which is the best way forward and makes decisions and commitments within appropriate time frames. Influences others to reach conclusions and gain agreements.

It should be noted that the competency described here refers to the speed at which decisions are made, rather than their quality. Of course, for professionals there is much to be said for making decisions quickly. Former ICI chief and industrial trouble-shooter Sir John Harvey-Jones summed this up when he said that 'in business, speed is more important than direction'. Nevertheless, we recognise this as an overstatement intended for effect and there will be situations where caution is more appropriate, particularly where there are strong 'health and safety' or financial implications. 'More haste, less speed' is advice that should be heeded where being rash could have lasting negative consequences for a department or an entire organisation.

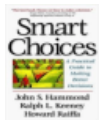
Reading that may aid development:



Judgement in Managerial Decision Making
Max Bazerman & Don Moore
John Wiley & Sons, 2008



Decision Making and Problem Solving Strategies
John Adair
Kogan Page, 2010



Smart Choices: A Practical Guide to Making Better Decisions
John Hammond, Ralph Keeney & Howard Raiffa
Harvard Business School, 1998

Training & Coaching Suggestions:

It is unlikely that someone will attend a course purely to make decisions with a greater sense of caution. Nevertheless, judgement in Decision Making often forms a component of leadership training and encouraging you to look at things from all angles and not be rushed into anything is often covered. Much can also be learned from shadowing a colleague respected for making sound decisions and talking to them about their thought processes.

Potential Training Courses:

- ILM/CMI Level 5 in Leadership and Management Skills (senior/middle managers)
- Solving Problems and Decision Making
- ILM/CMI Level 3 in Leadership and Management Skills (junior managers)

Behavioural Change:

- Evaluate how much information is needed to make your decision. Are you racing headlong into a decision which risks alienating lots of people? Might it perhaps be catastrophic in a wider sense? Sometimes the knee-jerk response is not the best one.
- Learn from other people's mistakes: where have things gone wrong before? What can be done to prevent this happening again?
- Think through the potential consequences of the decisions you make. Every action sets off other actions. How well have you thought it through?
- Tolerate ambiguity: not every decision is necessarily 100% right or wrong.
- When making a major decision, write down the pros and cons and, if necessary, apply a weighting of your choice to these, depending on how important each one is. A quick tally should lend a degree of objectivity to your decision.

SUMMARY REPORT FOR A SAMPLE

The Quest Profiler® has been designed to measure a number of behavioural preferences related to the world of work. It is important to note that the results are based upon behavioural preferences and not ability. As with any assessment or development tool these results should not be used in isolation. 01/01/1900 (26mins) - Ipsative - Accuracy Score: 9

People	Assertiveness	Highly likely to play a central role in discussions and be forceful and compelling, often strongly swaying the final outcome. May also be seen as argumentative and too committed to own point of view at times.
	Taking Charge	Is unlikely to seek to take charge of situations if possible and may not volunteer to manage either people or events if this means being identified as the leader of the group.
	Social Ease	Relates to a wide range of people with obvious ease and self-assurance. Soon makes other people feel relaxed in their company and handles most inter-personal situations confidently and competently.
	Convincing Others	May, once in a while, set about persuading others round to a particular point of view. Getting others to change their minds will certainly have some appeal. As such, selling ideas, products or services is likely to be at least slightly attractive.
	Outgoingness	Is exceptionally extraverted and eager to discuss issues with others. Is likely to get easily distracted by getting involved in other people's conversations. Will consistently seek company to talk to and initiate conversations. Needs to be able to do this in order to gain job satisfaction.
	Team Working	Needs to do own thing and operate more individually at times. May find working committee fashion irksome occasionally. Is not naturally given to making decisions by consensus, preferring to be able to make decisions alone if possible. Is likely to work more productively alone.
	Empowerment	Encourages others to take on further responsibilities and to learn from them. Is fairly relaxed if people make mistakes whilst learning and generally creates a development culture in which people are trusted to experiment, think and decide things for themselves as long as the key outcomes are monitored.
	Supportiveness	Not very keen to help others out of difficulties and may seem unwilling to listen or lend assistance if this means going out of their own way. Likely to avoid getting involved in people's problems, particularly if they are not work related.
Thinking	Curiosity	Isn't usually very curious about things. Content with expanding existing knowledge rather than learning brand new things. Likes things to be straightforward and will tend to be thought of as very down to earth. Is very likely to avoid abstract and conceptual ideas.
	Creativity	Has a fertile, productive imagination and often thinks in an original way. Injects fresh ideas and thinking a lot of the time and can be catalytic for generating new direction and activity.
	Adjustability	Reaction to change is likely to vary depending on the degree and the exact nature of that change. While not unduly rattled by it, the degree of enthusiasm is linked to the perceived benefits of that change.
	Strategy	Feels most comfortable with short term thinking and is better at dealing with the more immediate work to be done than trying to figure out the possibilities that may lie further ahead. Does not always see the wider or long term implications of actions.
	Analysis	Is seldom prone to working with facts and figures, preferring to operate largely on the basis of intuition and feeling. Low tendency to look below the surface to identify the key or underlying issues. Is not very likely to enjoy dealing with complex data.
	Precision	Will be bored by detail, much preferring to leave checking to other people. Will tend to avoid taking the time to check for errors. Needs the support of people who enjoy working with the finer detail to ensure mistakes are avoided.
Feeling	Empathy	Is very well attuned to understanding different people. Being able to appreciate how others think and feel comes very easily and naturally.
	Freedom From Stress	Finds it easy to relax. Is likely to be thought of as rather laid back - perhaps a little too much so at times. Rarely experiences stress and approaches most work situations calmly.
	Sensitivity to Criticism	Is not usually overly concerned about the attitudes or opinions of others unless these are very negative, personal, or seem unfair. Is not upset all that readily and will normally manage to deal with criticism without taking it too personally or dwelling on it for too long.
	Transparency	Is honest and open about feelings and reactions. May be prone to showing strong emotions and can behave in a rather volatile manner when excited or upset by something. May surprise others because of proneness to displaying deeper feelings so readily.
	Optimism	Normally sees and does tend to accentuate the positive aspects in what is happening. Retains a belief that things will work out for the best, possibly undervaluing the potential for problems on occasions.
	Buoyancy	Tries to react in a balanced way when problems have occurred. Tends to juggle being disheartened with 'bouncing back'. Can usually recover after setbacks within a reasonable time and with some encouragement.
Drive	Reliability	Is somewhat likely to be thought of as someone who may occasionally change or compromise what was originally agreed, in favour of the greater good. Has a bit of a tendency to want to determine priorities themselves rather than being told what to do.
	Need for Challenge	Tends to be extremely unwilling to set or accept objectives that may be unduly stretching. Is very happy to work on things that can be achieved easily and is likely to reject tasks that are beyond the "comfort zone".
	Energy	Seldom displays much 'get up and go' or works with obvious vigour. Is likely to give up fairly quickly in the face of difficulties. Could be seen by others as not being well motivated.
	Cautiousness	Bold and adventurous, may even take some unnecessary risks. Makes decisions and commitments rapidly and with little deliberation. May be seen as dynamic but perhaps too hasty at times.

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The following pages provide examples of additional reporting options for The Quest Profiler.

These include:

Appendix 1 - Job Analysis:
Used to identify the key behaviours and competencies for a role.

Appendix 2 - Job Match Matrix:
Matches a group of candidates against the key requirements of the role (scores only).

Appendix 3 - Matched Quest Report:
The Quest Profiler report is matched to the key requirements of the role.

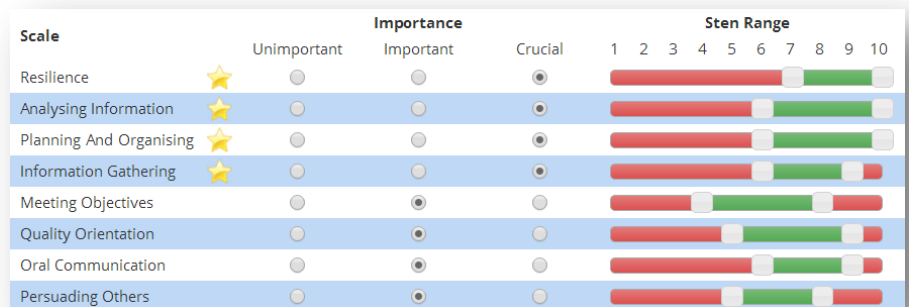
Job | Analysis

There are two options:

- Create a Custom Profile (selecting your own behaviours and competencies) or
- Complete the Job Analysis Questionnaire (to allow the system to create your ideal role profile)

Custom Profile

This process allows clients to select the most important competencies for a particular role. Once completed, these can be matched against a candidate report. The system will automatically calculate the percentage of candidates likely to be included in the Role Profile.



Weak	Moderate	Strong	V. Strong	Exceptional
25%	21.7%	20%	18.4%	14.9%

Job Analysis Questionnaire

If you are unsure which are the most important competencies and behaviours, the Job Analysis Questionnaire will help identify them.

Job Analysis (Questionnaire)

Instructions:

Page 1 of 30

In each block of statements please indicate:

The **one** statement that is **most** important for the job.

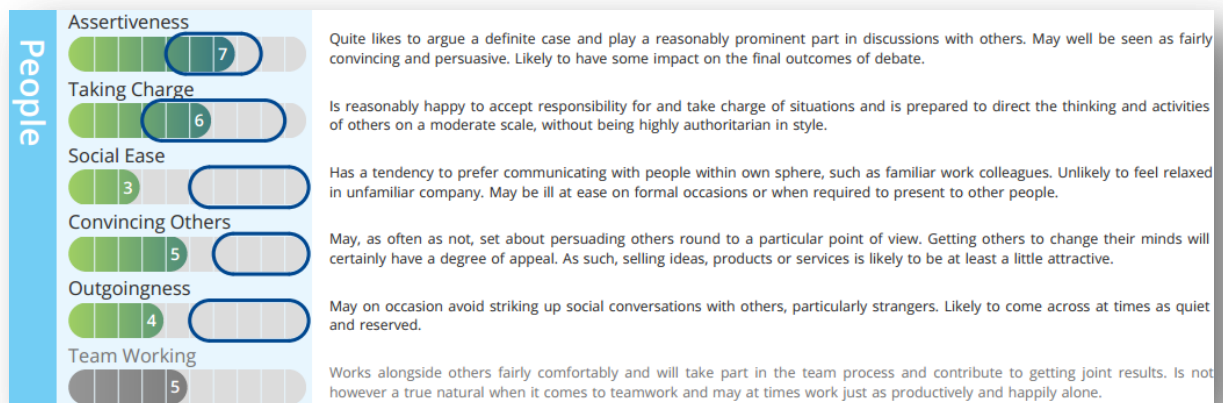
The **one** statement that is **least** important for the job.

	Most important for the job	Least important for the job
1: Make decisions without having to seek advice	<input type="radio"/>	<input type="radio"/>
2: Give staff autonomy	<input type="radio"/>	<input type="radio"/>
3: Demonstrate empathy towards clients and colleagues	<input type="radio"/>	<input type="radio"/>
4: Help to encourage an environment of teamwork	<input type="radio"/>	<input type="radio"/>
5: Maintain values and standards	<input type="radio"/>	<input type="radio"/>

Next Page

[illegible]

The profile below has been matched against a specific role using the Job Analysis process and a person's output report. The blue circle shows the ideal range for the behaviour.



The competencies below have been matched against a specific role using the Job Analysis process and a person's output report. The blue circle shows the ideal range for the competency.

