

## ASSESS PersonalityPlus Report

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Candidate Name

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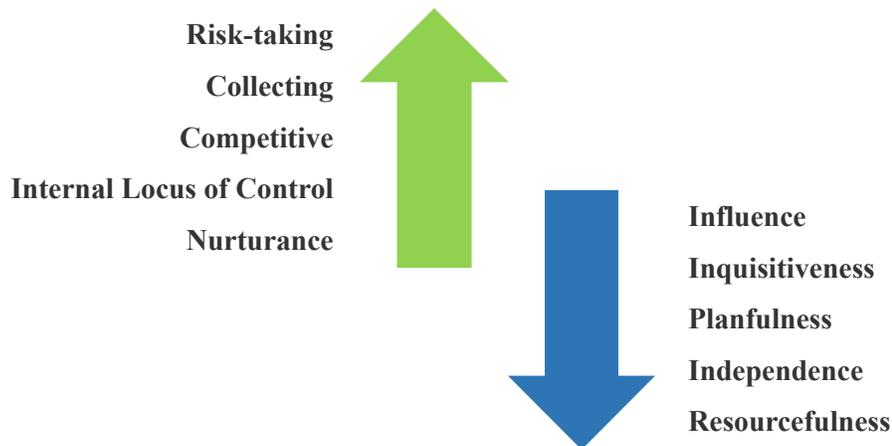
### Introduction

This report describes the personality traits and the behavior tendencies of Candidate. Out of 37 traits covered by ASSESS PersonalityPlus model, these results report the top 5 traits which are most prevalent and the bottom 5 traits which are least prevalent in Candidate's personality. These are presented by the green and blue arrows in the figure below, respectively.

The report provides a high-level summary and description of Candidate's personality profile followed by more detailed information on the potential pitfalls and key development areas.

This report has a shelf-life of 24 months and should be treated confidentially. The accuracy of this report depends on the frankness with which Candidate answered the questions as well as their self-awareness. Major personal or work-related events may invalidate Candidate's report, and accordingly a new assessment should be completed.

### Profile Summary



### Profile

**Risk-tolerant and Risk-seeker.** The positive risk-appetite s/he has makes her/him willing to tolerate the uncertainty and ambiguity embedded in making decisions out of which high value outcome might be produced. In other words, s/he can capitulate the human urge to "always be sure", and decide and act without having access to the full picture. S/he might even be energized when faced with ambiguity and uncertainty. Accordingly, s/he is likely to spot and chase new opportunities despite not being fully aware of all their consequences; as those tend to be perceived by her/him as chances that should be seized.

**Collector and Archiver.** S/he likes aggregating, assembling, and accumulating tangible things such as books, stamps, and coins, and documenting and archiving intangible things such as ideas and vocabulary. This results out of valuing the future utility of things. In other words, s/he tends to be driven by the future benefit

that can be gained from today's activities. Accordingly, s/he might, more likely than others, be concerned with future resource constraints.

Winning-oriented who strive to stand out from the crowd. S/he tends to view various situations as games with winning and losing parties. This explains the tendency for her/him to be in a continuous race to outperform others, never ceasing to compare her/his performance to them. In fact, s/he is inclined to preferring to be accountable and/or receive acknowledgment for individual- rather than group- contributions. Perceiving others as competitors makes the idea of having lower performance or achievements intolerable. S/he is, therefore, continuously motivated by the fear of failure or loss, and, thus, others' accomplishments are perceived as stimulants for stretching her/his own capabilities.

Has a high sense of personal control and responsibility. S/he tends to be confident about her/his capability to control whatever is happening around her/him. In other words, s/he is the kind of person who views her/himself as making things happen. As a result, s/he is likely to hold her/himself accountable for her/his behaviors and decisions; as well as to act persistently to reach the intended results. It is, therefore, expected that s/he is less likely to feel like the victim of the circumstances during failures or setbacks. On the contrary, s/he is more likely to observe factors that s/he can deploy to effect positive outcomes and change. Her/his motivation tends to depend more on internal rather than external factors as s/he is inclined to attribute the product of her/his actions to her/his exerted effort and own choices.

Coach, Mentor, Guide, and Tutor. S/he tends to have a capacity-building mindset that makes her/him believe that people's capabilities and skills can be developed and improved; and that anyone who is being individually guided and consulted can do, or even move beyond what s/he is expected to achieve. Whatever her/his role is, s/he tends to put high value on supporting others to continuously improve and develop. Accordingly, s/he tends to emphasize the significance of spotting individual development needs, building on people's strengths, overcoming their weaknesses, and identifying opportunities for their learning.

Uninfluential and Inconspicuous. S/he is not likely to inspire others or win their concession, commitment, or support, sway their opinions in the direction s/he wants, nor get them to buy into her/his vision. This might be attributable to maintaining a low-profile, or to communicating in an either too much simple, demotivating, or too much complex manner that no one can relate to. S/he is, therefore, unlikely to be positioning her/his arguments and views in a compelling or thrilling manner that would enable her/him to gain others' buy-in and subordination.

Incurious and Unconcerned. S/he tends not to have a great appetite for learning and knowing more. Accordingly, s/he is unlikely to research a new piece of information or, more generally, seek to gain more knowledge. In other words, s/he is more inclined to work with the readily available information than actively seek new ones. For her/him, exploring new fields and areas of knowledge may not be of much interest. However, s/he might have the tendency to focus on, and be interested in, developing her/his expertise in a specific area rather than broadening her/his knowledge base.

Unplanned, Short-term focused, and Casual. S/he tends not to place high value on the significance of planning ahead; and is, thus, unlikely to construct preset schedules and action plans. This might be attributable to the fact that s/he finds more pleasure in living in the moment and being immersed in the present than thinking of the future. This makes her/him more likely to be spontaneous in acting and behaving; and to depend more on improvisation than planning in advance. On the other hand, her/his tendency to act on a whim might, therefore, make her/him flexible in responding effectively to unanticipated events.

Conforming and Complying. S/he is likely to follow the norms, customs, and traditions in thinking and behaving. In other words, her/his opinions and actions are not likely to deviate from what is being dominant or common within a relevant context. Accordingly, s/he has high tendency to consult others before taking decisions to ensure that her/his behaviors are matching the prevalent expectations.

Typical and Customary. S/he tends to have a fixed mindset with regards to depending merely on the accessible resources and, thus, having limited range of alternatives, ideas, and solutions. This might be attributable to different factors such as facing difficulty in figuring out where to get resources; having poor planning and/or time-management skills; lack of experience; being disorganized; or not being able to differentiate between important and urgent matters.

## Potential Pitfalls

- Might rush into making decisions or acting without having enough data/ information
- Might underestimate the need of others for clarity before acting or deciding
- May take risks just for the sake of adventure without proper justification for the positive value/outcome
  
- Might become overly attached to archiving and storing than the practical use or value of what s/he is collecting and archiving.
- May become less efficient in spending time, effort, and, sometimes, money to acquire and compile if there is no real value - tangible or intangible – that gets produced out of the process.
- Might become less effective when the situation calls for a short-term action and the focus is, instead, on assembling and storing.
  
- Might not act as a good team player and/or might be reluctant to be a member of a team.
- May not be motivated to perform and accomplish unless simulated by competition from others.
- Is likely to become always anxious and stressed as result of having the continuous desire to win and outperform others.
  
- Might become obsessed and overly anxious with trying to control and improve the situation.
- May excessively blame her/himself with a sense of guilt if s/he was not able to achieve the intended results.
- Is likely to drive her/himself towards perfection which becomes emotionally and psychologically stressful.
  
- May place a higher priority on coaching, exposure, and providing feedback than on achieving goals
- May overestimate the potential and readiness of development of others
- Might impose her/his own development agenda on others; or excessively focus on using a single development method or tool
  
- Might push too strongly for one point of view or argument
- Might fail to develop and articulate logical arguments for her/his stances
- Might respond inappropriately/ negatively to the reactions or positions of others
  
- Is likely to be satisfied with her/his stage of psychological development and maturity or thinks s/he knows it all.
- Might not be open-minded in terms of being willing and able to understand other perspectives, ideologies, value, beliefs, and behaviors.

- Is likely to miss on recognizing new ideas as they appear as a result of her//his mind not being active enough to capture novel aspects, variables, or possibilities.
- Might forgo potential opportunities or long-term benefits in favor of short-term payoffs as a result of lacking direction and a sense of purpose
- Might lead to higher financial costs or cash flow problems due to compromising the value of strategizing, long-term planning, and scheduling
- Might take decisions that do not have sustainable positive outcome on the long run
- Is unlikely to have her/his own independent thinking that makes her/him able to identify and work according to her/his own interests, needs, or desires.
- Is unlikely to be innovative or creative.
- Might become overly concerned with obedience and following rules and instructions.
- Might get intimidated when facing unexpected critical situations that require novel or different way of being tackled.
- Is likely to impose one way to do things.
- Might overexploit the same used resources as a result of not being able to find new ones.
- Is unlikely to be responsive enough; and is expected to be a slow decision-maker.

### Key Development Areas

- Should conduct objective and thorough risk – or SWOC– analysis for risk-taking decisions
- May need to implement risk-mitigation techniques and strategies when taking decisions or embarking on a project that entail risks
- Should be ready to justify risk-taking through communicating the expected positive outcome
- May need to learn how to objectively, rather than emotionally or subjectively, evaluate the value of things.
- Should balance between the short-term and the long-term practical use of stuff.
- May need to allocate the right amount of time and expend the optimum amount of effort in collecting and storing so that it does not at the cost of effective performance and goal achievement.
- Must learn how to develop patience and relax, and learn how to derive and internal sense of motivation to achieve and accomplish.
- Should perceive ‘losing’ as a learning opportunity and a source of inspiration than a defeat; and to redefine ‘winning’ in terms of comparing one’s performance to self over time rather than to others.
- Should recognize that the pie sometimes gets bigger through synergistic rather than individual contribution.

- Might need to understand that there are factors beyond one's control that determine the outcomes of one's effort and capability.
- Might need to develop the capability of emotionally letting go of specific situations-especially tough ones – that are beyond her/his control and attribute it to 'fate'.
- Should guard against being emotionally blackmailed by others who may use her/his unjustifiable sense of guilt and perception of being unduly responsible for others' happiness.
- Must make sure to align individuals' personal and career development and nurturance goals with organizational objectives
- Should link developmental goals to people's level of willingness and ability for nurturance through depending on objective measures (e.g. psychometric assessments) of assessing others' development potential and needs
- Should engage others (including subordinates) in identifying their development needs; and use multiple integrated tools that are fit to meet those needs
- Might need to balance between being flexible and determined through listening actively to others and responding skillfully to their positions, objections, or concerns; knowing when to negotiate and where the line is drawn, when to communicate future possibilities positively, and when to raise a flag; and when to compromise and what to hold on to
- Should have confidence in her/his ideas, vision, and purpose
- Might need to develop her/his presentation skills and tailor her/his communication style to the target audience
- Should train herself/himself to intentionally pause and question the held assumptions.
- Should get out of her/his comfort zone and tap into an unfamiliar subject matter.
- May need to listen to others without forming judgements to be able to absorb what they are saying and warm up to new perspectives.
- Should set frequent actionable plans with targets and measurement points to incentivize oneself to think on a longer-term (by identifying and prioritizing tasks)
- Should allocate time to exercise thinking of possible future scenarios for a given situation and conducting a SWOC analysis and/or identifying the various factors that might affect the outcome of a decision on, both, the short-term and the long-term
- Should continuously link today's tasks to longer-term decisions and goals
- Should seek to have her/his own identity rather than merely act as a follower of others' expectations.
- Should not let her/his keenness to seek others' consultation confuse her/him when making decisions if s/he already has certain inclination to decide or act in a specific way.
- Might need to ensure that her/his inclination to seek others' consultancy does not make her/him dependent and reliant on them for making decisions or solving problems.

- Might need to know how to bargain/negotiate for securing resources; including establishing and maintaining long-term win-win relationships that would enable securing resources (hence, networking and building contacts).
- Might need to appreciate the significance of delegation and empowerment to make the best use of people/ human resources, as well as time.
- May need to plan ahead of time.

## Trait Definitions

**Achievement-striving** A personality trait that refers to the willingness and continuous eagerness to put strenuous effort to accomplish and achieve goals.

**Adaptability** A personality trait that refers to the willingness to adjust oneself readily to the needs and requirements of various situations and/or conditions.

**Agreeableness** A personality trait that refers to being interpersonally flexible in terms of having the tactful attributes of being kind, helpful, sympathetic, and considerate; along with the willingness to place others' interests above one's own.

**Analytical** A personality trait that refers to the tendency to conceptualize the big picture, and break it down into smaller operationalized components; all done in a systematic manner.

**Assertiveness** A personality trait that refers to being self-assured in standing up for one's own or others' opinions and rights.

**Collecting** A personality trait that refers to the interest to acquire and compile, both, tangible and intangible things such as information, books, ideas, and vocabulary.

**Competitive** A personality trait that refers to the strive to always come first; hence, refusing to come second.

**Details-oriented** A personality trait that refers to keenness to pay attention to, and dig deep into, the details; through dwelling upon the issue or the subject under consideration.

**Dutifulness** A personality trait that refers to self-awareness about one's own duties and responsibilities, and carefulness to fulfill them, while being rule-conscious and self-disciplined. It is basically about exhibiting or having a sense of duty.

**Efficiency** A personality trait that refers to accomplishing the expected goals with the expenditure/usage of the exact amount of available resources.

**Empathy** A personality trait that refers to the tendency to put oneself in the shoes of others and having the willingness to understand issues from their perspective(s).

**Emotional Stability** A personality trait that refers to the tendency to moderate one's own emotions under stressful situations and/or circumstances; and to contain negative feelings as excessive fear, anxiety, anger, worry, envy, depression, frustration, and loneliness.

**Enthusiasm** A personality trait that refers to having a great positive energy and excitement that drives almost all actions.

**Expressiveness** A personality trait that refers to the tendency to convey feelings, thoughts, and intentions effectively.

**Humor** A personality trait that refers to having an amusing, entertaining, and funny spirit.

**Independence** A personality trait that refers to using one's own judgment in terms of thinking, acting, and behaving rather than conforming to, or being easily influenced or controlled by, others' expectations and behaviors.

**Individualization** A personality trait that refers to a person's willingness to spot, understand, and value differences between people; and to relate individually to each and every person with whom the interaction is taking place.

**Influential** A personality trait that refers to the tendency to impact others' thinking, opinions, decisions, and actions without forcefully obliging them.

**Ingenuity** A personality trait that refers to 'creativity' in terms of generating new and novel ideas.

**Initiative** A personality trait that refers to being proactive - rather than reactive or a follower - in taking the leading action/ behavior.

**Intellect** A personality trait that refers to the interest and tendency to pursue complex forms or areas of knowledge, as philosophical or profound matters, at the abstract or metaphysical level.

**Internal Locus of Control** A personality trait that refers to the tendency to believe in being capable to control the events taking place in one's own environment and its consequences, and to hold oneself accountable for the outcomes of one's own decisions.

**Inquisitiveness** A personality trait that refers to being intellectually eager in terms of the pursuit of more information and knowledge for the sake of continuous learning.

**Nurturance** A personality trait that refers to the propensity to support others' intellectual, social, and personal development.

**Organizing** A personality trait that refers to the tendency to assemble and categorize in an orderly way.

**Persistence** A personality trait that refers to the tendency to endure and maintain exerting effort to achieve a goal in the face of difficulties and obstacles.

**Planfulness** A personality trait that refers to the willingness and tendency to create future and long-term actionable plans.

**Purposefulness** A personality trait that refers to being goal-oriented in terms of, both, thinking and behaving.

**Rational** A personality trait that refers to the compatibility of, and between, one's own thoughts and opinions and her/his behaviors; with well-grounded justification for such beliefs and actions.

**Resourcefulness** A personality trait that refers to the tendency to make a creative use of the resources available- usually scarce- to overcome difficulties and obstacles.

**Restorative** A personality trait that refers to having the willingness and interest in refurbishing things to their original status including tangible and intangible things; especially as the underlying problem(s) is(are) more complex and unfamiliar.

**Risk-taking** A personality trait that reflects the interest in uncertain higher value outcome or expectation over more certain, lower outcome.

**Sociability** A personality trait that describes someone who is outgoing, friendly, and affable.

**Tolerance** A personality trait that refers to broad-mindedness in terms of accepting and showing respect for differences in general- whether in opinions, thoughts, or behaviors.

**Trust** A personality trait that refers to having the ability to rely on others based on a firm belief in others' natural sincerity, integrity, and competency.

**Variety-seeking** A personality trait that refers to the active hunting of diverse ideas, people, opinions, and experiences.

**Visionary** A personality trait that refers to having powerful imagination in terms of thinking about the future; and having an abstract idea of what should happen/ be done in the future.

This section provides general considerations and reminders to interviewers with respect to use of ASSESS PersonalityPlus Report.

### **1. Chance**

Assessment is occasionally subject to chance. Assesseees may occasionally misunderstand the question, may interpret the meaning of words incorrectly, or may choose by mistake a response she/he did not intend to choose.

If there are doubts about whether the person has had adequate understanding of the assessment instructions, then a complete reassessment is required, given that the reassessment does not provide the assessee with an unfair advantage. Alternatively, other evidence gathered from interview, academic achievement, experience, behavioural or situational performance can provide assistance in decision making. In all cases great care must be exercised in interpretation of all evidence.

### **2. Extreme Highs and Lows**

Extreme high or low scores are uncommon and may involve irregularity.

When the profile of assessment scores shows one or more pronounced highs or lows, then some inconsistency may be evident. A skilfully conducted interview is necessary to find out the reason for inconsistency, without upsetting the candidate by inadvertently suggesting that the assessee did not provide frank or genuine responses.

Where an extreme score is scrutinized for validity and reliability, an interview must be considerately handled to avoid giving the impression that a single assessment has been sufficient to disqualify the candidate for a job or impair his development potential.

### **3. General Recommendations on Fair Practice**

It is important to explain procedures and practices before administering ASSESS PersonalityPlus, and ensure that the candidate understands these procedures and practices.

Assessments results should not be offered as a reason for non-acceptance of a candidate.

ASSESS assessments and thhe question inventories should never be used in isolation to justify redundancy decisions. Such use could be construed as unfair.