assess

Talent Management

Personality Plus

Candidate Name: PB PB

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Introduction

This report describes the personality profile and the workplace behavioral tendencies of PB as identified through a comprehensive assessment of the 36 personality traits covered by ASSESS PersonalityPlus model.
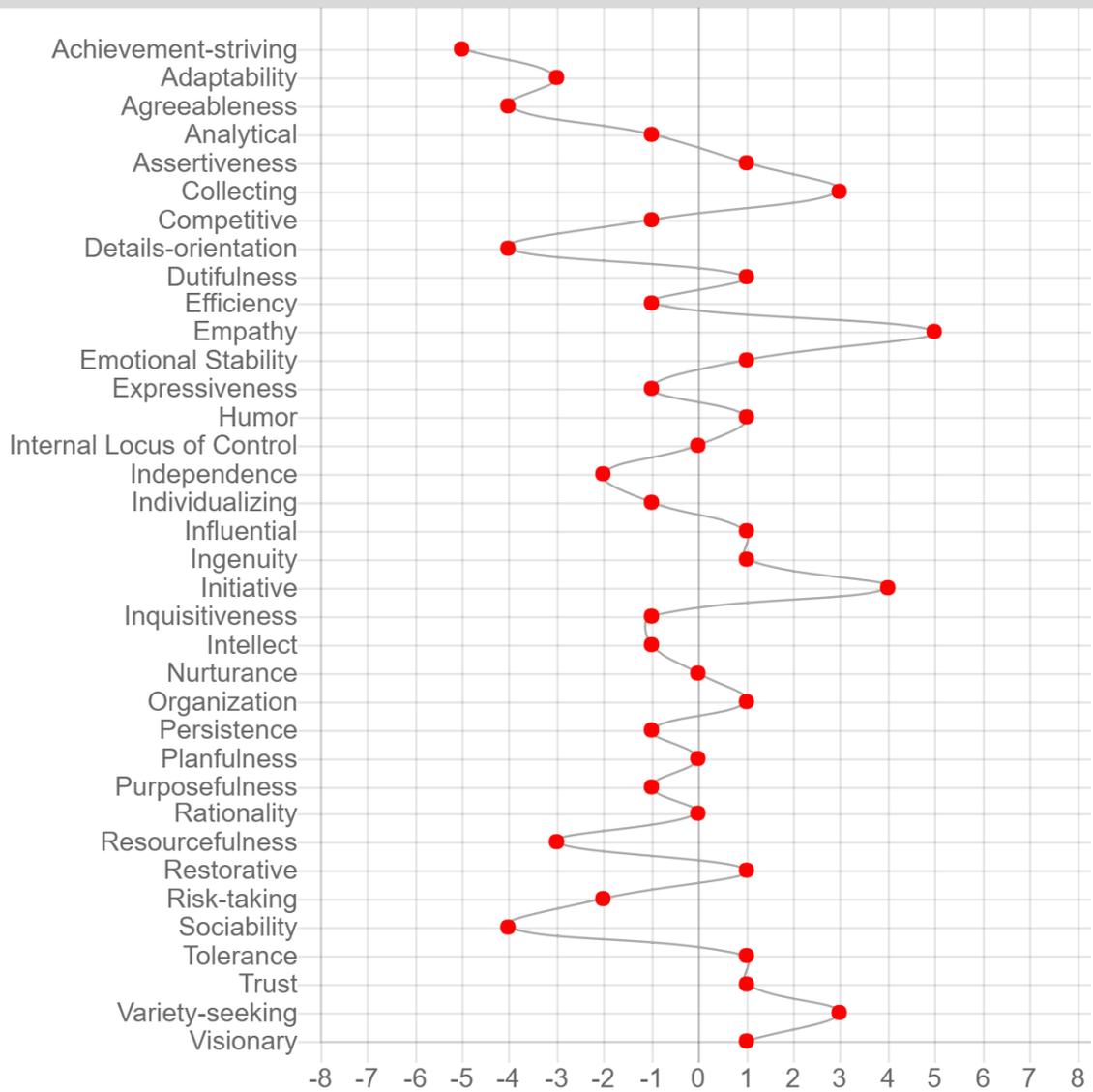
The first section 'Profile Summary' provides a general overview on the top 5 and bottom 5 prevalent traits in PB's personality. The second section 'Profile Graph' provides a graphical illustration that shows PB's scores across the 36 traits on a scale from -8 to 8. This shows a detailed numerical demonstration of PB's personality profile. The third section 'Profile Details' provides a detailed description of PB's personality profile and workplace behaviors tendencies based on her/his scores in the assessment. The fourth section discusses the main potential pitfalls that PB is likely to fall in, and, therefore, should consider based on her/his profile; and the fifth section discusses the Key Development Areas. The sixth and final section lists the definitions of the 36 traits assessed by the PersonalityPlus Assessment.

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 PB answered the questions as well as their self- awareness. Major personal or work-related events may invalidate PB's report, and accordingly a new assessment should be completed.

Profile Summary

Empathy
Initiative
Collecting
Variety-seeking
Assertiveness

Resourcefulness
Agreeableness
Details-orientation
Sociability
Achievement-striving

Profile Graph

	-8	-7	-6	-5	-4	-3	-2	-1	0	1	2	3	4	5	6	7	8
Achievement-striving				-5													
Adaptability						-3											
Agreeableness					-4												
Analytical								-1									
Assertiveness										1							
Collecting												3					
Competitive								-1									
Details-orientation					-4												
Dutifulness										1							
Efficiency								-1									
Empathy														5			
Emotional Stability										1							
Expressiveness								-1									
Humor										1							
Internal Locus of Control									0								
Independence							-2										
Individualizing								-1									
Influential										1							
Ingenuity										1							
Initiative													4				
Inquisitiveness								-1									
Intellect								-1									
Nurturance									0								
Organization										1							
Persistence								-1									
Planfulness									0								
Purposefulness								-1									
Rationality									0								
Resourcefulness						-3											
Restorative										1							
Risk-taking							-2										
Sociability					-4												
Tolerance										1							
Trust										1							
Variety-seeking												3					
Visionary										1							

Profile Details

Open minded and Understanding. S/he has the tendency to be attentive to others' stances and points of view, and to interpret experiences from their own perceptions. In other words, s/he is likely to approach relationships in an 'others-oriented' manner. Accordingly, s/he is less likely to form quick judgements, and tends to exert effort to identify the underlying reasons of the feelings, actions, and thoughts of others. S/he might even be willing to sense others' needs and concerns; even when being subtle.

Eager to take the initial steps. This could be to address an issue, solve a problem, step up for a challenging situation, or to, simply, move things forward. The internal drive to take charge arises from her/his bias for action and self- motivation to assume control and responsibility; along with a heightened sense of urgency. To a high degree, s/he, therefore, tends to anticipate what needs to be done and act accordingly; and is unlikely to engage in unnecessary planning. In other words, s/he tends to be the kind of person who likes doing things before, or even without, being told or directed. This makes her/him more likely to be capable to identify and seize opportunities that are unexploited by others.

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.

A broad-minded person who tends to appreciate, welcome, and encourage diversity as for her/him, routine causes boredom, which is something s/he is unlikely to tolerate. Accordingly, s/he never ceases to instill variety in the day-to-day tasks; moves between different tasks, and engage oneself in new and varied experiences. This variety-seeking trait might extend to her/his preference for looking for, communicating, and working with people who can project diverse ideas and opinions. Such personality is likely to be open to, and flexible in coping with, the new aspects and dimensions underlying these different experiences, and tends to appreciate the value that the different perspectives, styles, thoughts, and cultures bring and add. S/he, therefore, is likely to be the kind of person who is willing to apply others' diverse perspectives, thoughts, and styles to get results. Additionally, her/his broad-mindedness tends to make her more receptive to and accepting of feedback as it shows her/him different perspectives and ideas.

Decisive, Confident, and Bold. S/he has the tendency to communicate her/his point of view across in a firm manner without aggression or humiliation. In other words, s/he tends to be confident in attending to, and representing, her/his own interests while being considerate and fair to others. In fact, s/he tends to seek to reach the best possible scenario for all parties involved without sacrificing her/his or others' rights or needs; hence a win-win solution. Generally, s/he is likely to excel in jobs which require decisions to be taken firmly and assuredly.

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.

A person who is unlikely to be interpersonally flexible or accomodating. Her/his own self-interest is more likely to drive her/his actions and decisions. Accordingly, s/he is unlikely to mind opposing others with whom her/his opinions or interests come in conflict. S/he is also unlikely to place high value on establishing rapport with others- especially those different than oneself. For these reasons, s/he is more likely to be described as a 'task-oriented' than a 'people-oriented' person.

Big picture thinker who tends not to consume her/himself with the details. This might result from being either uninterested or unwilling to consider the specifics of the issue or subject under consideration. Seeing the issue from a broader perspective is, therefore, what s/he is more willing and likely to do. S/he, thus, is likely to prefer to think big of the topics at hand rather than immersing her/himself deeply into its minutiae. This is likely to make her more of a right-brained person who are more able and willing to develop grandiose plans and come up with creative thoughts and ideas. In fact, s/he could be described as highly observant of the patterns and connections in her/his surrounding environment; especially when it comes to complex relationships.

Introspective, Restrained, and Discreet. S/he does not place high value on the importance of social interaction, and tends to prefer being on the thoughtful or inner-directed side. This, in fact, explains why s/he might be more interested in writing than speaking, and in thinking than talking. Taking in information and reflecting on it is the typical behavior of this introverted personality. Accordingly, s/he is likely to be perceived as a reserved person who is composed in her communications and dealings with others. For her/him, handling social situations is perceived as a burden or uninteresting thing to do. S/he, therefore, tends to not like drawing attention to her/himself and is more likely to keep a low profile.

Content and Satisfied with her/his own current accomplishments. S/he, therefore, tends not to feel the necessity to set higher achievement goals as challenging oneself is unlikely to capture much of her/his attention. S/he is, however, inclined towards delivering consistent results as s/he usually aims to realize averagely, rather than ambitiously, set goals.

- Might not be able to make objective and practical decisions especially in decisions affecting different people with some closer in relationship to her/him than others
- Might place higher value on the significance of others' needs and concerns than one's own; hence, developing either extreme selflessness or becoming emotionally overwhelmed
- Might deviate from addressing an issue or solving a problem as a result of an excessive focus on empathetically understanding others' stances

- Might miss seeking others' consultation, advice, or input when there is a need to as a result of being ready to take a decision and act alone
- Might waste resources as a result of focusing on taking charge on the expense of not thinking thoroughly of how to tackle the issue under consideration which would lead to duplication of effort i.e. might push for solutions on the expense of conducting adequate/comprehensive analysis
- Might not be an effective coach as a result of her/his tendency to do rather than delegate

- Might become overly attached to archiving and storing rather than the practical use or assessing the actual 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.

- May place more emphasis on encouraging the flow of diverse thoughts and ideas than on accomplishing goals
- May overemphasize the need for variety and place less value on the evaluation and assessment of its actual need
- Might not tolerate working in a monotone working environment that does not entail variety (something which is not always feasible)

- May convey a sense of arrogance or over-confidence if being assertive is not properly communicated.
- Being assertive may, sometimes, hurdle the closing of business deals in which one should be more diplomatic.
- An 'assertive' communication style may not be suitable in some contexts which entails some sensitive aspects such as the political context.

- Might get intimated when facing unexpected critical situations that require novel or different way of being tackled.
- Is likely to impose one way to do things.
- Might over-exploit 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.

- Is likely to become more defensive than objective when facing criticism.
- Might not be able to handle interpersonal relationships with different types of people.
- Might seek a competitive win-lose, rather than a win-win, relationship.

- Might overlook important aspects that have a significant impact on the overall goal as a result of having low tolerance for details
- Might believe that the ends justify the means (focus more on the bigger idea than the process used to achieve the goal)
- Might develop unrealistic ambitions or out of the box ideas that are not feasible.

- Is unlikely to read and/or be responsive to social cues and interpersonal dynamics which would affect the quality of social interactions
- Is likely to face difficulty in having access to contacts or in building networks that would give

her/him access to resources or knowledge

- Is likely to face pressure in situations requiring visibility; which might hinder her/him from engaging effectively in certain activities or job-related tasks (e.g. presentations)

- Is unlikely to put extra effort to grow and develop.
- Is not likely to see the available developmental resources or opportunities for learning.
- Is likely to be reluctant to engage in learning experiences because of fear of committing mistakes.

Key Development Areas

- Should not involve compassion and sympathy in her/his decision-making
- May need to balance between satisfying her/his own needs, on one hand, and others' needs on the other hand
- Might need to balance between understanding others' emotions and managing them; hence, developing a critical component of Emotional Intelligence which is Relationship Management

- Should not let her/his tendency to act or decide lets her/him compromise thinking thoroughly of the consequences of the action or decision
- Should not let her/his initiative spirit hinder her/his ability and willingness to collaborate with others, work effectively in teams or groups, or empower others for their development and nurturance
- Should not let her/his heightened sense of urgency to take charge cause her/him to be continuously anxious or stressed

- 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 come at the cost of effective performance and goal achievement.

- Should balance between seeking variety and achieving results
- Should evaluate, both, the risks or perils of too much variety and change and not only focus on assessing the positive value or outcome associated with it
- Should learn how to contain or overcome negative emotions (including anxiety and frustration) that are associated with a routine working environment; or learn how to instill variety more narrowly within her/his job boundaries

- Might need to emphasize her/his cooperative spirit and willingness to discuss and negotiate.
- May, sometimes, need to act sensitively in conveying firm messages.
- Might, sometimes, need to act empathetically rather than firmly.

- 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.

- Should challenge her/himself with dealing with different types of people; especially those who are not close in character to one's self.
- Should share more with people, seek more input from them, demonstrate more interest in their concerns, and tune in with their styles and approaches.
- Might need to understand the significance of building quality relationships to the accomplishment

of work goals.

- Should break down the big picture by thinking about the issue reversely from the end to the beginning
- Might need to create lists that would help her/him consider aspects or steps that can otherwise be overlooked
- Should consider reorganizing priorities by continuously rethinking of the overall goal and its practical execution.

- Should develop her/his communication and interpersonal skills to have better access to social connections and networks – something which is especially crucial within the business context
- Might need to work on improving her/his non-verbal communication skills (gestures, posture, and eye contact) so as not to make others confuse her/his tendency to keep a low profile with having low self-esteem or confidence

- Might need to pay attention to not letting the low ceiling of goals s/he puts for her/himself affects her/his internal drive negatively and put limitations on her/himself that would lead to under-using her/his capabilities or wasting her/his potential.
- Must pay attention to not missing on seizing and exploiting new prospects or possibilities as a result of being content and satisfied with her/his current performance.
- Might need to view obstacles as tempting to overcome rather than merely stumbling blocks to endure.

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-orientation

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.

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.

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.

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.

Individualizing

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.

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.

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.

Nurturance

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

Organization

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.

Rationality

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.

Interviewer's Notes

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. Assessees 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.