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# PERSPECTIVES DEVELOP

Pat Participant

24 September 2019



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## Introduction



### The Assessment

Perspectives is a measure of tendencies and personality preferences and has been developed specifically for online testing.

Perspectives reflects modern neuroscientific thinking about personality which provides a biological basis and functional structure to one of the most widely accepted models of personality today; namely, the 'Big Five' model of personality. The model provides a hierarchical structure arranged under two broad traits, Plasticity (how people adapt to and engage with the world around them) and Stability (how people maintain stable relationships, motivation and emotional states).

		Personality Factor	Facet (Personality Trait)
Plasticity	Ideas	<p><b>Openness</b> High scorers in Openness are characterised by curiosity, imagination, creativity, and innovation.</p>	<p><b>Inquisitiveness</b> Intellectual engagement with ideas and challenges.</p> <p><b>Creativity</b> Creative and artistic engagement.</p>
	People	<p><b>Extraversion</b> Extraverts are energised by social interaction, they enjoy influencing others and may be assertive.</p>	<p><b>Power</b> Desire for power, responsibility and influence over oneself and others.</p> <p><b>Sociability</b> Enjoyment of social engagement and interaction.</p>
Stability		<p><b>Agreeableness</b> Agreeableness is characterised by cooperation, compassion and altruism. High scorers seek interpersonal stability through likeability.</p>	<p><b>Compassion</b> Need to maintain personal bonds, empathy and care for others.</p> <p><b>Diplomacy</b> Desire to maintain social harmony and conform to social norms.</p>
	Results	<p><b>Conscientiousness</b> Conscientiousness relates to dependability, adherence to rules, structure, attention to detail and self discipline.</p>	<p><b>Drive</b> Tendency to persist in the pursuit of long-term goals.</p> <p><b>Orderliness</b> Need to maintain order and structure.</p>
	Resilience	<p><b>Emotional Stability</b> Emotionally stability is characterised by resilience, confidence, self belief and composure in response to uncertainty or perceived threat.</p>	<p><b>Emotionality</b> Tendency to maintain composure, withstand challenges and manage emotions.</p> <p><b>Confidence</b> Tendency to maintain confidence and self-assuredness in the face of challenges or threats.</p>

## The Report

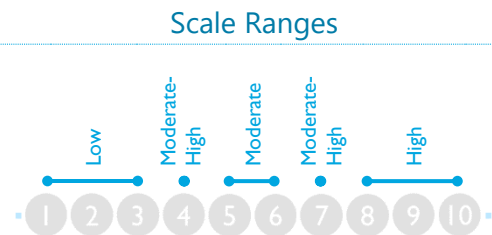
The purpose of this report is to give information about Pat's likely behaviours. The report identifies potential strengths and challenges as well as suggests possible coaching or development actions which can be explored further with him. Use the report to identify development goals, raise Pat's self-awareness, identify potential obstacles and explore ways forward based on the GROW coaching model.

This is a confidential assessment report. As such, the information contained in this report should only be interpreted by a trained professional and in the context of other relevant information (i.e., actual experience, interests, skills, and aptitudes).

Perspectives is an indicator of behaviour and preference only. The publishers, therefore, accept no responsibility for selection or other decisions made using this tool and cannot be held responsible for the consequences of doing so.

## Rating Scale

Charts in this report are described in terms of a standardised Sten score that is presented on a scale of 1 to 10. As a guide, scores of 1 to 3 indicate a strong preference for the left side of the scale, while scores of 5 to 6 indicate a neutral preference for either end of the scale, and scores of 8 to 10 indicate a strong preference for the right side of the scale.



## Comparison Group (Norm)

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

Assessment	Norm Name	Sample Size
Perspectives	New Zealand Participants	2811

## Impression Management

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

Scale	Score	Risk	Interpretation
<b>Social Desirability</b>	5	Moderate	Pat is likely to have responded honestly without projecting an overly positive image of himself. No further action is needed.
<b>Central Tendency</b>	1	Low	Pat is likely to have responded openly without wishing to hide his true personality. No further action is needed.

## Executive Summary

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

### Potential Strengths

### Potential Challenges

#### Ideas

- Pat may be reasonably adept at making decisions that combine what has worked well in the past with an openness to new ways of working.
- He is likely to have a strong operational focus and concern himself with common-sense solutions.

- Pat may need to discipline himself to keep an open mind to new ideas.
- He may get so focused on the here-and-now and not look beyond the obvious.

#### People

- Pat describes himself as having an approachable nature and should have sufficient confidence to build new networks both internal and external to the organisation.
- Pat may be assertive without being autocratic.
- He may make an effort to balance facts and data with people's feelings and to look at an issue from someone else's perspective.
- Pat may appreciate the benefits of a harmonious workplace and be respectful of other points of view.

- Pat may dislike working on his own and enjoy the social aspects of working in a team.
- He may influence some groups more readily than others,
- He may need to reflect on different ways to communicate to capture people's attention.
- Pat may lack conviction when providing feedback or addressing issues.

#### Results

- He may be mindful of the goals he wants to achieve, without needing to strive for them at all costs.
- He is likely to be extremely ordered and self-disciplined and be highly effective at developing work processes and schedules.

- He may not always approach tasks with sufficient urgency.
- He may be a perfectionist and get bogged down in the detail at the expense of moving ahead with a project.

#### Resilience

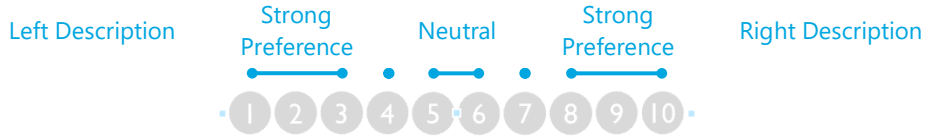
- Pat may manage his frustrations and emotions as well as most people.
- He is more likely than others to experience feelings of self-doubt, which in turn, may prompt him to strive harder.

- Under prolonged pressure, he may over-react.
- He is more likely than some others to worry about what could go wrong.



# Results at a Glance

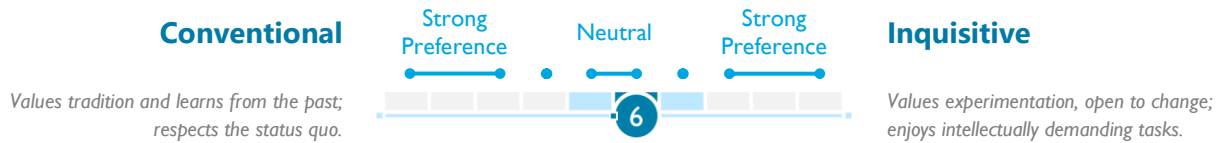
Detailed below is a summary of Pat's facet scores. What this means on-the-job is detailed more fully in the remainder of this report.



Ideas	Openness	<b>Conventional</b> Values tradition and learns from the past; respects the status quo.	6	<b>Inquisitive</b> Values experimentation, open to change; enjoys intellectually demanding tasks.
		<b>Pragmatic</b> Pragmatic, realistic and down-to-earth; very literal; more interested in fact than abstract theory.	3	<b>Creative</b> Imaginative; looks beyond the obvious; thinks outside the square; may dismiss conventional ideas.
People	Extraversion	<b>Subdued</b> May prefer to follow; passive; may prefer to support than lead; may avoid responsibility.	5	<b>Empowered</b> Happy to lead; takes charge; may be assertive and controlling.
		<b>Reserved</b> Private; may prefer own company; may avoid the spotlight.	7	<b>Sociable</b> Outgoing; lively; socially confident and participating; enjoys social contact.
People	Agreeableness	<b>Indifferent</b> Unsentimental; inwardly focused; may not readily show empathy for others.	6	<b>Compassionate</b> Empathetic, caring and compassionate; places others' needs ahead of their own.
		<b>Tough-Minded</b> Fortright, direct and straight-forward; is comfortable challenging others.	7	<b>Diplomatic</b> Discrete, restrained and conforming; careful to maintain harmony.
Results	Conscientiousness	<b>Relaxed</b> Laid-back, tolerant of distractions; able to separate work and personal life.	5	<b>Driven</b> Ambitious, hard-driving; may find it difficult to relax.
		<b>Unstructured</b> Less concerned about rules, process, and planning; may cut corners if 'the end justifies the means'.	8	<b>Orderly</b> Dependent on rules, process, and structure; likes order and routine.
Resilience	Emotional Stability	<b>Sensitive</b> Emotionally sensitive; actively seeks to eliminate perceived threats.	5	<b>Composed</b> Emotionally stable and steady; rarely flustered; calming.
		<b>Apprehensive</b> Apprehensive; tends to be self-critical; may lack self-confidence and dwell on past mistakes.	4	<b>Confident</b> Self-assured; rarely dwells on mistakes; may be overly confident.

## Ideas: Openness

Openness reflects cognitive stimulation. Higher scorers value creativity, seek novelty and variety. Accordingly, they may display a preference for working at an abstract, theoretical level.

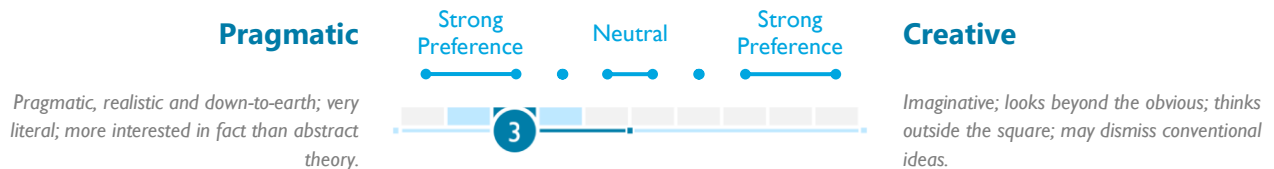


### Potential Strengths

- Pat describes himself as being no more or less open to change than the average person.
- While receptive to new ideas, he may be wary of fads.
- He should be reasonably adept at making decisions that combine what has worked well in the past and future considerations.

### Potential Challenges

- Pat may be slower than some others adapting to change.
- He may need to discipline himself to keep an open mind to new ideas.
- He may need some convincing of the benefits of doing things differently.



### Potential Strengths

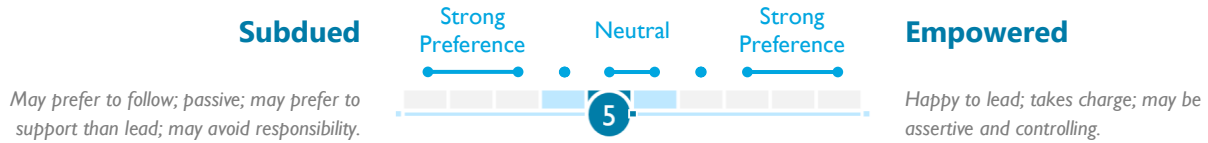
- Pat describes himself as being significantly more down-to-earth than the average person.
- He is likely to concern himself with common-sense solutions.
- He is likely to be skilled at getting things done.
- He is likely to have a strong operational focus and be a sensible pragmatist.

### Potential Challenges

- Pat may get so focused on the here-and-now that he does not look beyond the obvious.
- He may lack imagination and creativity.
- He may be overly concrete and literal in his thinking.
- He may discount creative ideas as being impractical.

## People: Extraversion

Extraversion reflects social and behavioural stimulation. Extraverts find social interaction, influence and assertiveness in the company of others rewarding and energising.

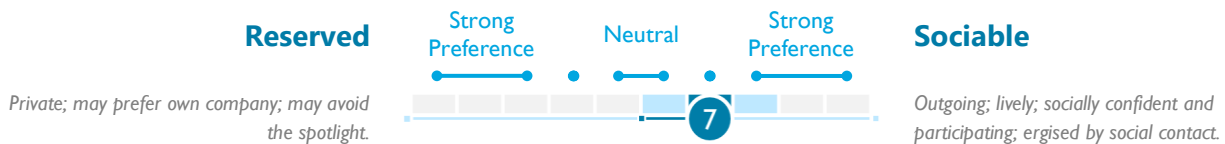


### Potential Strengths

- Pat's profile indicates that he is likely to be as willing as most people to take charge in a situation, though he can be equally happy to take a back seat or let others assume the lead depending on the situation.
- His about average level of energy means he is as likely as most to be actively engaged in earning others' admiration and influence.

### Potential Challenges

- Pat may selectively choose when to assert himself and when to hold back.
- He may need to determine when to take control and when to follow.



### Potential Strengths

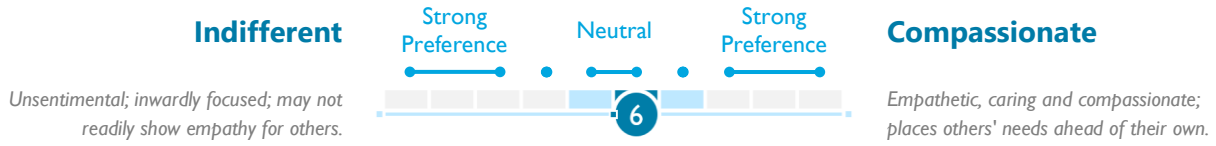
- Pat may be easy to approach and talk to.
- He may feel at ease in unfamiliar social situations.
- Likely to be a confident communicator, Pat may make a positive first impression.
- He is likely to appreciate an environment that offers scope for social interaction.

### Potential Challenges

- Pat may defer to the group rather than use his initiative.
- He may dislike working on his own.
- He may get distracted by the social aspects of working in a team.

## People: Agreeableness

Agreeableness reflects social stability or social harmony. Agreeable individuals tend to be altruistic, value cooperation over conflict and are compassionate towards others.

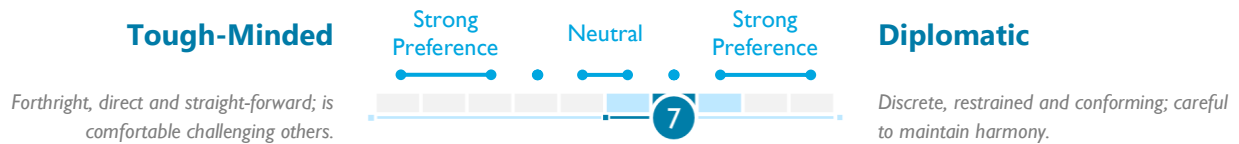


### Potential Strengths

- Pat describes himself as no more or less compassionate than most people.
- While he is likely to make an effort to cater to others' needs, he is unlikely to neglect his own needs.

### Potential Challenges

- Pat may need to consciously work at balancing his needs with those of others.



### Potential Strengths

- Pat may appreciate the benefits of a harmonious workplace and avoid offending or upsetting others where he can.
- He may be mindful of the impression he creates.
- He may be respectful of other points of view.

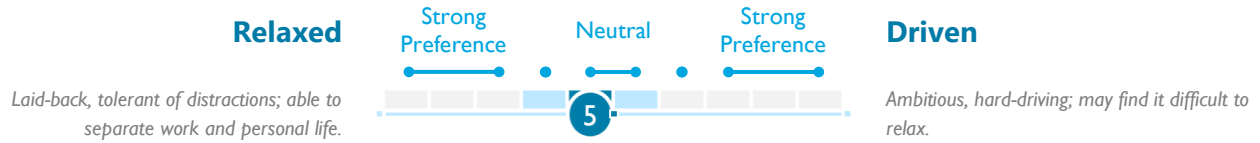
### Potential Challenges

- Pat may need to work on ways to communicate his views diplomatically without hiding his true feelings.
- He may lack conviction when providing feedback or addressing issues.
- He may hold back, rather than deliver tough feedback.



## Results: Conscientiousness

Conscientiousness describes motivational stability in the pursuit of long-term goals and adherence to rules. High scorers have a strong preference for planning, structure, attention to detail and goal setting.

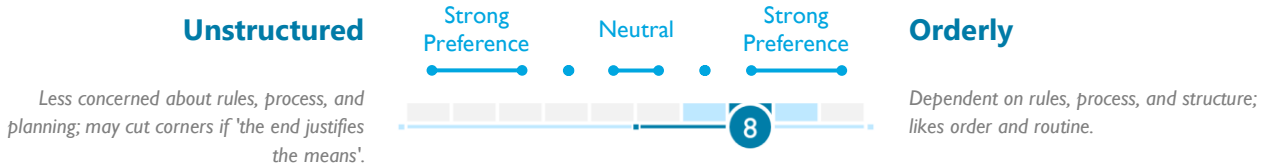


### Potential Strengths

- Pat should be no more or less driven than the average person.
- He should be mindful of the goals he wants to achieve, without needing to strive for them at all costs.
- He should be reasonably effective at getting things done.

### Potential Challenges

- Pat may need to find a task personally motivating to retain focus.
- He may not always approach tasks with sufficient urgency.



### Potential Strengths

- Pat is likely to be extremely ordered and self-disciplined.
- He is likely to have a strong sense of duty and a clear idea about the 'correct' way to do something.
- He is likely to be persevering and meticulous.
- He is likely to be highly effective at developing work processes and schedules.

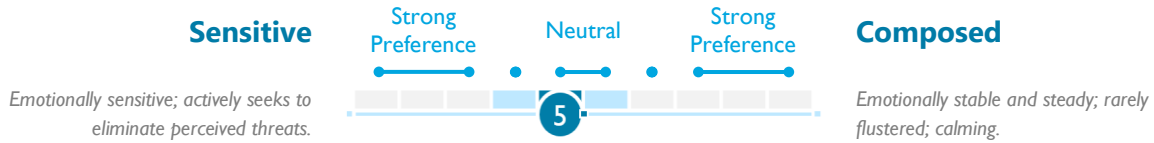
### Potential Challenges

- Pat may be inflexible in response to sudden change.
- He may have tunnel vision in terms of what is the 'right' way to progress a task.
- In an effort to be precise and organised, his work output may appear low.
- He may discount the human element in planning.



## Resilience: Emotional Stability

Emotional Stability refers to how people maintain emotional defences in response to uncertainty and threats. It includes concepts of resilience, composure, confidence and freedom from self-doubt.

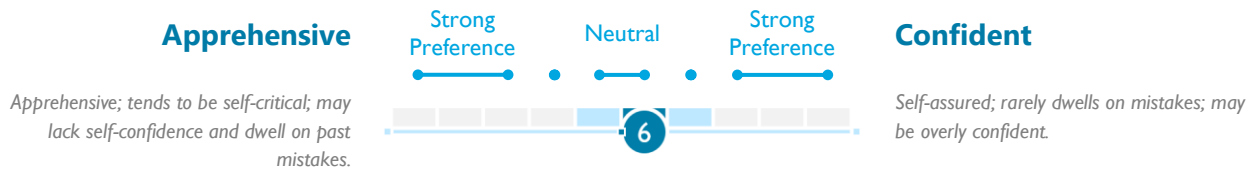


### Potential Strengths

- Pat should be able to manage his frustrations and emotions as well as most people.
- He should be reasonably effective at handling personal criticism without losing his cool.

### Potential Challenges

- Pat's capacity to handle pressure may be dependent on the circumstances.
- Under prolonged pressure, he may over-react.



### Potential Strengths

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

### Potential Challenges

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



# Coaching Recommendations

Share the feedback report with Pat and corroborate the results with him before considering any development interventions. Be sure to adopt a supportive and balanced approach to ensure observations are supported and accepted.

Ideas	Openness	<p>A balance between conventional and inquisitive.</p> <ul style="list-style-type: none"> <li>• Confirm this is the case and explore in what situations he promote change.</li> <li>• Discuss upcoming changes with Pat. Explore if his flexible approach influences his attitude towards change.</li> <li>• How does this stance benefit or hinder his ability to explore new ideas?</li> </ul>	<p>Much more pragmatic and down-to-earth than average.</p> <ul style="list-style-type: none"> <li>• Confirm he recognises this preference.</li> <li>• Explore if there have been times when his rather literal approach has been an obstacle or a benefit to task success.</li> <li>• What options for action can he consider to ensure he allows for creative options?</li> </ul>
	Extraversion	<p>A balance between following and taking the lead.</p> <ul style="list-style-type: none"> <li>• Confirm this observation with Pat.</li> <li>• Explore if Pat recognises which of these approaches (assertive versus subdued) would be advantageous for goal performance.</li> <li>• Discuss if he needs support or would be willing to adopt one style more predominantly if goal achievement requires.</li> </ul>	<p>Potentially more sociable and outgoing than average.</p> <ul style="list-style-type: none"> <li>• Confirm this observation with him.</li> <li>• How does this social confidence support goal achievement for him?</li> <li>• Does Pat recognise any risks from his strength of personality, such as perhaps reducing the exposure of less outgoing colleagues?</li> <li>• How willing is he to remain aware of these risks?</li> </ul>
	Agreeableness	<p>A balance between being compassionate and self-interested.</p> <ul style="list-style-type: none"> <li>• Check that he recognise and agrees with this observation. Seek examples of when he has done both.</li> <li>• Ensure Pat recognises when getting close or maintaining distance enhances role performance or goal achievement.</li> <li>• Help Pat reflect on what situations require compassion and firmness and have him practice moving between both styles.</li> </ul>	<p>More diplomatic than average.</p> <ul style="list-style-type: none"> <li>• Discuss if he recognises this observation.</li> <li>• Discuss how this has been a beneficial attribute for Pat.</li> <li>• Explore if this trait may constrain goal achievement or role success; is it possible he may find it difficult to criticise or challenge others?</li> </ul>
People			

Results	<p><b>Conscientiousness</b></p> <p>A balance between being easygoing and driven.</p> <ul style="list-style-type: none"> <li>• Confirm he agrees with this assessment result.</li> <li>• Explore in what situations he may 'take work home' or find it hard to switch off. Also discuss if there have been times when he have been perceived as lacking commitment.</li> <li>• Explore how current goals or role requirements fit with this style.</li> </ul>	<p>Much more orderly and organised than average.</p> <ul style="list-style-type: none"> <li>• Confirm this is the case and explore how this trait influences work performance for Pat.</li> <li>• Discuss with him if this trait is always beneficial or if there have been times when others have suggested that he is inflexible.</li> <li>• Explore if this trait will support goal or role success for him. Is there a willingness to recognise possible downsides for this style?</li> </ul>
Resilience	<p><b>Emotional Stability</b></p> <p>A balance between being sensitive and composed.</p> <ul style="list-style-type: none"> <li>• Confirm this description with Pat.</li> <li>• Explore with him if current goals or role development need places any greater premium on emotional stability than their current role.</li> </ul>	<p>More apprehensive than average.</p> <ul style="list-style-type: none"> <li>• Confirm if this is the case with him and how this may impact current role performance.</li> <li>• Discuss with him how any confidence issues might affect him at work.</li> <li>• What options can Pat identify to address any challenges this causes?</li> <li>• How willing is Pat to explore strategies to manage this issue?</li> </ul>



## Development Plan

Use this section to help guide and document your coaching discussion. The forms are based on the GROW coaching model which was designed to help identify goals (Goal), build self-awareness (Reality), explore development options (Options or Obstacles) and gain commitment to act (Will).

### Goal

What do you want to achieve or change? Identify SMART goals that are Specific, Measurable, Attainable, Realistic and Time-bound.

### Reality

What aspects of your feedback do you feel contribute to your goal achievement or hinder you from achieving your goals?

### Options

What options do you have for achieving your goals and making a change? What are some of the obstacles keeping you from pursuing these options?

### Will

What will you do to move forward towards your goal? What will you do if you face challenges? How will you review progress?

1

2

3

4

5

## Appendix: Higher-Order Profile

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

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