

identity[®]
personality questionnaire

Talent Report

Sam Sample

Generated
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the british
psychological society



Registered Test



What is 'identity®'

This report is based on the individual's responses to 'identity' – a fully validated psychometric instrument, used to gather information about how the person sees themselves. These self-perceptions are compared with the working population to provide a measure of 36 different personality scales when seen in relation to others.

Important points to note about self-perception information:

- **It is not a definitive statement about how the person behaves - it is just an indicator**
- **Information relates to their working style and preferences - not ability**
- **Although broad patterns can be consistent across time, a person's profile can change with experience.**

The tables in the report show the individual's responses to the different personality scales. The scales use Sten scores i.e. a score from 1 to 10.

***Responses '5' or '6'** are considered to be typical of most people in the working population and therefore more people score 5 and 6. Responses more to the left or right of these scores show stronger preferences in that particular direction.

***Responses '4' and '7'** are slight preferences, **'3' and '8'** are stronger preferences.

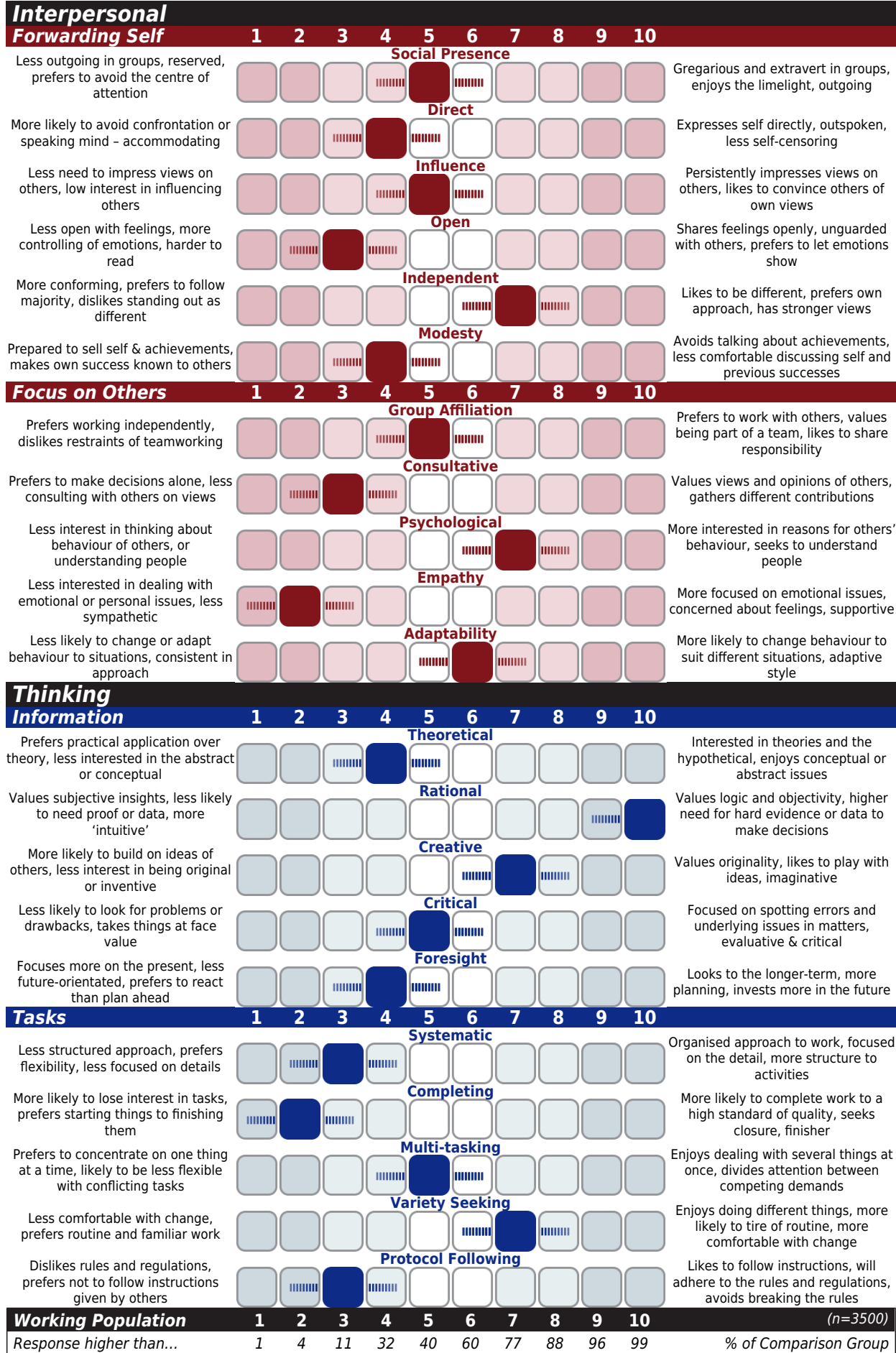
***Responses '1, 2' and '9, 10'** are more extreme and distinctive preferences that will characterise the person when compared to the working population. Many fewer people score at these extremes.

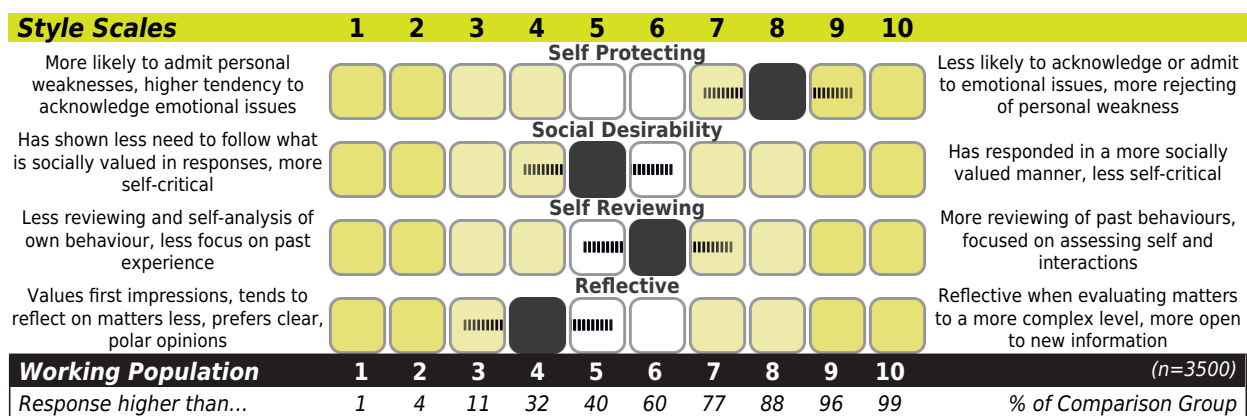
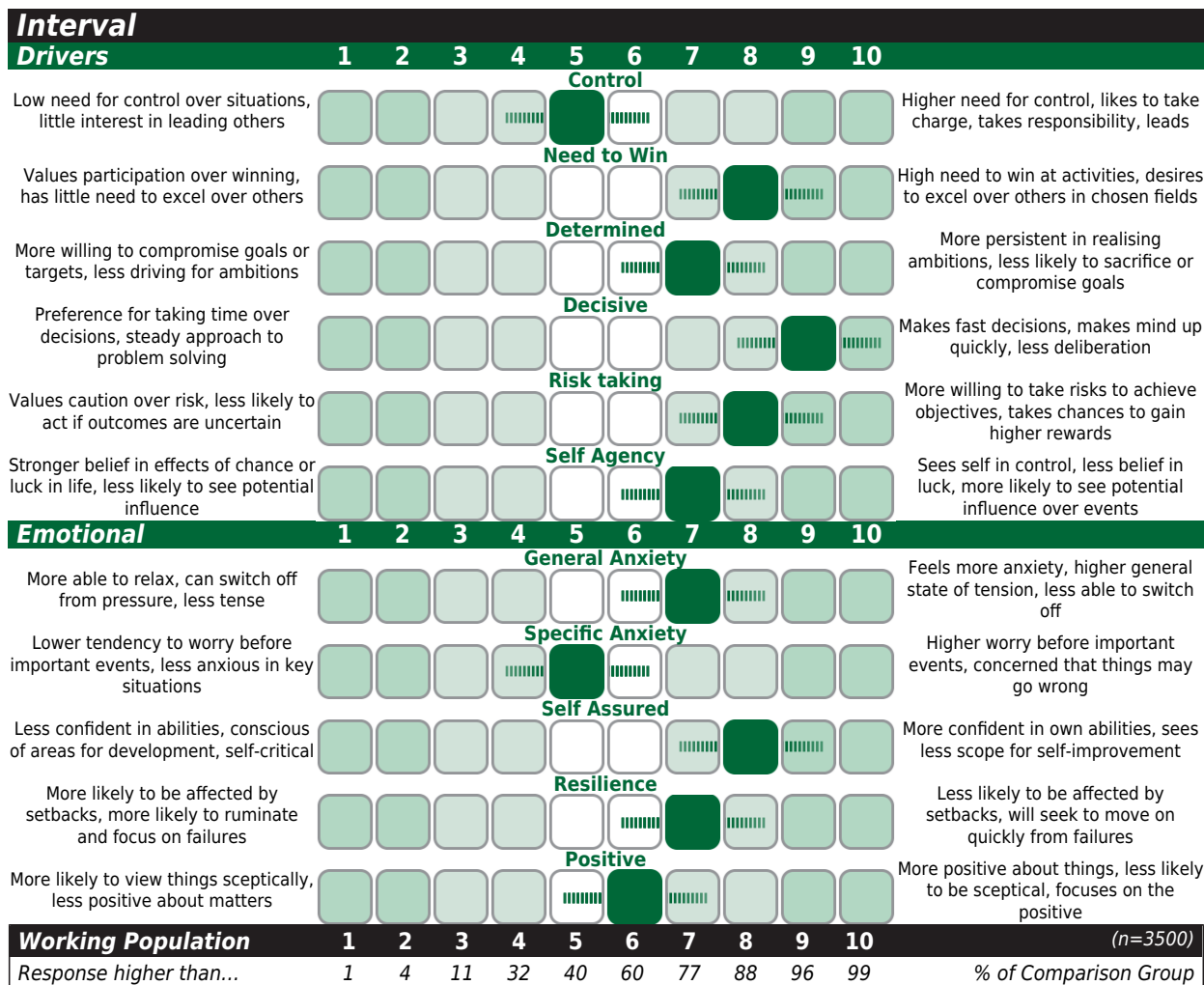
Keeping this report secure

Please ensure that this report containing personal information is handled confidentially and professionally and in keeping with Data Protection and GDPR legislation.

The shelf-life of the information contained in this report is typically 12 months. It should only be used for the specific purpose outlined to the individual before they completed the questionnaire – it should not be used for a different purpose without the express approval of the individual.

Profile-Respondent Name: Sam Sample





This profile should not be interpreted by anyone who is not trained or professionally supported to do so.

The Talent Report

Firstly, Sam's Style scales are explored below. Then the profile, as shown on the preceding pages, is related to organisational competences. In the latter sections of the report, secondary psychological models may be presented which are derived from the primary Identity profile.

Style Scales - How Objectively Has the Respondent Answered Identity?

The Identity Questionnaire contains several measures of response style that indicate how objectively Sam has responded to the items.

From this area of the profile there are indications of a potentially less discerning response style. This may be conscious or not on Sam's part, or perhaps a more underlying aspect of her personality. It is recommended that further evidence is sought to support the content of this report. Specifically:

* The **Self-Protecting** scale suggests that Sam has responded in a less open fashion about potential negative emotional matters. This may be due to a higher level of defensiveness when responding to these type of scales, or perhaps she genuinely experiences less intense emotions or feelings than the next person. These aspects of the report should be treated with caution.

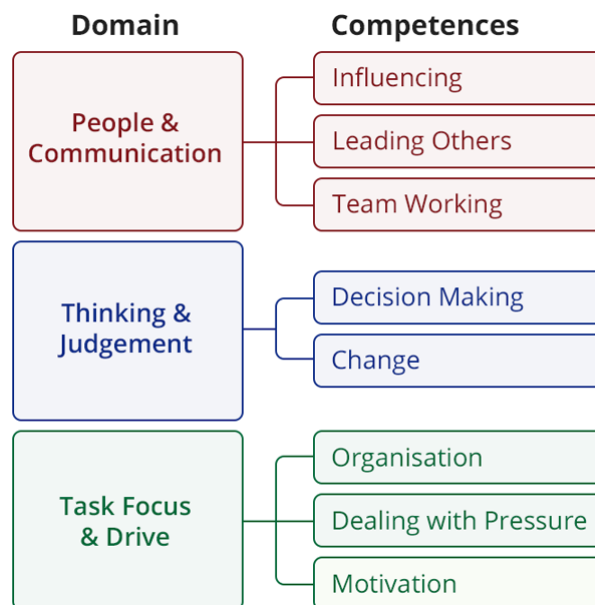
The Talent Model

Talented individuals need be to effective in all three of the domain areas described in this report:

People & Communication; Thinking & Judgement; Task Focus & Drive

That is to say, if an individual is significantly weak in one of these areas then there may be an issue.

The Talent Model is based on the eight competence areas shown below, that load onto the 3 domains. Research has identified that these competences are important for success in most key roles. Appropriate Identity scales from the profile load onto the competences. Note that some scales of Identity may be relevant to more than one competence. The identity scales are referred to within the competences sections on the following pages.



People and Communication

Influencing

Sam's responses to the questionnaire indicate that she tends to be typically outgoing and to be as comfortable as most in the centre of attention. She may be less outspoken with her views, maybe more conscious not to criticise others or to act without sensitivity. She may prefer to avoid confrontation. More interested in others' perspectives, she will want to try and pitch her communication sensitively. Although Sam may tend to be less forthcoming with sharing her opinions, she is likely to be more independent-minded. As such, she should be more comfortable in taking a position that goes against the grain, or is different to the consensus view.

As inclined as most to persuade others, she has a typical level of desire to impress her point of view.

Related to a more individual, independent style, Sam also reports to be more comfortable selling herself and her achievements, proud of her past successes. Similarly she is more open with the expression of her emotions. She will more freely share how she is really feeling with others.

Leading Others

Sam reports an average interest in taking control, but a lower interest in consulting widely before making any decisions. As such, she may be missing out on opportunities to solicit others' opinions, or encourage greater participation at times.

Sam is more likely to hold back from saying what she really thinks, maybe less focused on tackling disagreements or conflict. She may also be less focused on the feelings of others around her, perhaps taking a more objective, dispassionate approach at work. She should seek to understand the motives underlying people's behaviours however, despite her reported level of empathy, which she may consequently draw upon to help motivate others.

Team Working

As affiliative and interested in being part of a team as the next person, Sam should be typically outgoing and orientated towards groups of people. As such, she will probably be as happy working within teams or more individually. More private with her emotions, and more likely to keep her feelings to herself, Sam will probably be seen as more mature emotionally. Being much less interested in others' feelings also, she may take a more private and detached perspective in this area whilst at work. She may be seen as more controlled.

With reference to making decisions, Sam will probably be less inclined to refer to colleagues before acting. She is more comfortable to act independently or go against the consensus view. She may be more willing to take sole responsibility for reaching conclusions and perhaps to provide direction. Sometimes, others may find her hard to influence, as she holds stronger views than most. Competitive by instinct, she will want to win and do well at the tasks she engages in, probably spurring the team to do so also.

Intellectual & Judgement

Decision Making

Sam has a moderate interest in applying critical thinking to solving business problems. She will be comfortable evaluating and assessing information, picking up errors as well as most people. She does tend to demonstrate a willingness to take on work that requires risk-taking. She is less cautious and perhaps more willing to take a risk in order to achieve greater gains.

Having a strong analytical and logical approach with a reliance on objective evidence or metrics, there is a danger that she might be less comfortable in dealing with ambiguous areas or more subjective, person-centred viewpoints. She should however be able to apply a very rational, more factual analysis to problems, where this is appropriate. Sam has less interest in applying theories or concepts, and will be engaged on more practical applications to solve more direct problems.

Generally, when moving from deliberation to action, she will thrive in an environment that requires her to make rapid decisions under time pressure. She will probably get more quickly frustrated with colleagues who do not share her drive to take responsive action. Perhaps related to this need to act quickly, Sam will tend to react and focus more on the immediate task demands, rather than to look and plan longer-term. She may show less attention towards considering the future circumstances.

Change

In terms of a focus on change, Sam sees herself as more personally creative than most on a practical ideas level. She tends to be less interested in more conceptual or abstract matters, preferring solutions that meet current, more concrete problems. She is however, more interested in variety, so should be more open to novel methods and more unusual ideas, providing they have a practical application. She will also be more responsive and flexible in approach, being able to change focus once embarked on work. She is less concerned with following a set path to completion and perhaps more open to new options.

As a typically evaluative and critical person, Sam will probably be as focused as the next person in looking for ineffective processes or problems that may need improving or changing. Related to a more independent style, she is less likely to follow rules or be respecting of protocol. She is more likely than most to challenge existing wisdom or bend the rules in order to achieve her objectives. A key predictor of change behaviour is risk-orientation. Sam may be more likely to take a risk and thus probably more radical with changes. More conscious of her ability to influence events, she is also likely to be more proactive in minimising the likelihood of failure.

Task Orientation and Drive

Organisation

Requiring less structured plans, Sam also reports to be much less focused on completion to deadlines, perhaps preferring looser milestones for delivery and remaining open to changes. She is probably less likely to take a disciplined and systematic approach to managing the structure of activities, preferring to jump into things. Sam is more likely to react to current demands and prefer a responsive rather than planful approach. She is less likely to enjoy tackling methodical work, preferring to be loose and open. Less keen to follow rules, and less concerned about protocol, she will not wish to follow plans closely, preferring to interpret guidelines and take her own approach to meeting objectives.

Taking a typical approach to multi-tasking, she will be as able to switch between different demands as comfortably as the next person.

Dealing with Pressure

Please note that Sam's response to the self-protecting scale is much higher than most, and this raises a question mark over how objectively she has completed these more emotive aspects of the questionnaire. She may have been more dismissive of negative emotional factors, indicating either a degree of defensiveness (perhaps not wanting to admit personal weakness). Alternatively, she may genuinely not experience negative feelings as strongly as the next person, being less 'emotional'. Further linking with other evidence would be advisable.

On the basis that some aspects of the profile do suggest a degree of frankness in some areas of her emotional side, it may simply be an area that she chooses not to focus attention towards particularly. Sam's responses to the anxiety scales, if accurate, suggest that she may tend to experience a higher degree of tension in her everyday work, perhaps because she expends a good deal of personal energy in her job. Although she is likely to be as confident and free from worry as most, there may be scope for her to improve her well-being by relaxing more and taking a calmer approach. Generally, Sam will be as positive in outlook as most. She is probably less inclined to take failure personally and will probably tackle problems in a less emotive manner, seeking to look at issues objectively. Feeling that she has fewer areas to improve in her personal performance at this time, Sam will probably be more confident in her ability to take on more demanding roles. She may see less scope currently for self-development, more self-assured than most.

Motivation

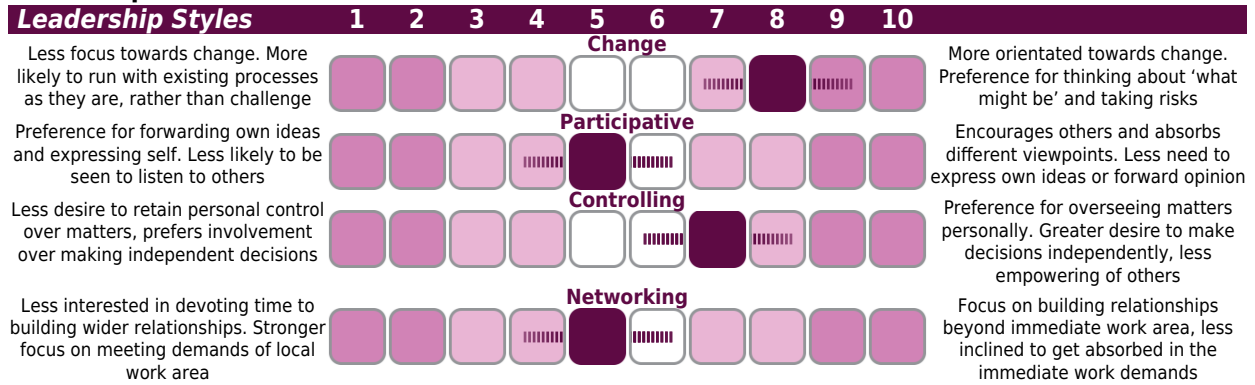
Demonstrating a higher achievement orientation than most, she will be proactive and determined in pursuing her goals. She is also driven by a higher level of competitiveness, suggesting that her energy will be directed towards realising her personal ambitions and perhaps trying to excel over others. Such a style is likely to be conveyed in a passion to win and move forward. Her achievement orientation is also expressed by her belief that she has a firm control over events and situations and therefore she is the main influence on the direction of her career and success. Sam's approach may take its toll on her tension levels, in that she devotes so much personal energy to work, that she may find it harder to switch off and relax from her responsibilities.

In terms of positivity, Sam will generally be optimistic and happy about how things are likely to turn out, negative about matters only when there is real cause.

The variety seeking area in the profile suggests that she is more likely to personally need variety in her day-to-day activities, tiring more easily of routine. As such, she should be more motivated to experiment outside of her usual work activities.

Leadership Preference

Sam Sample



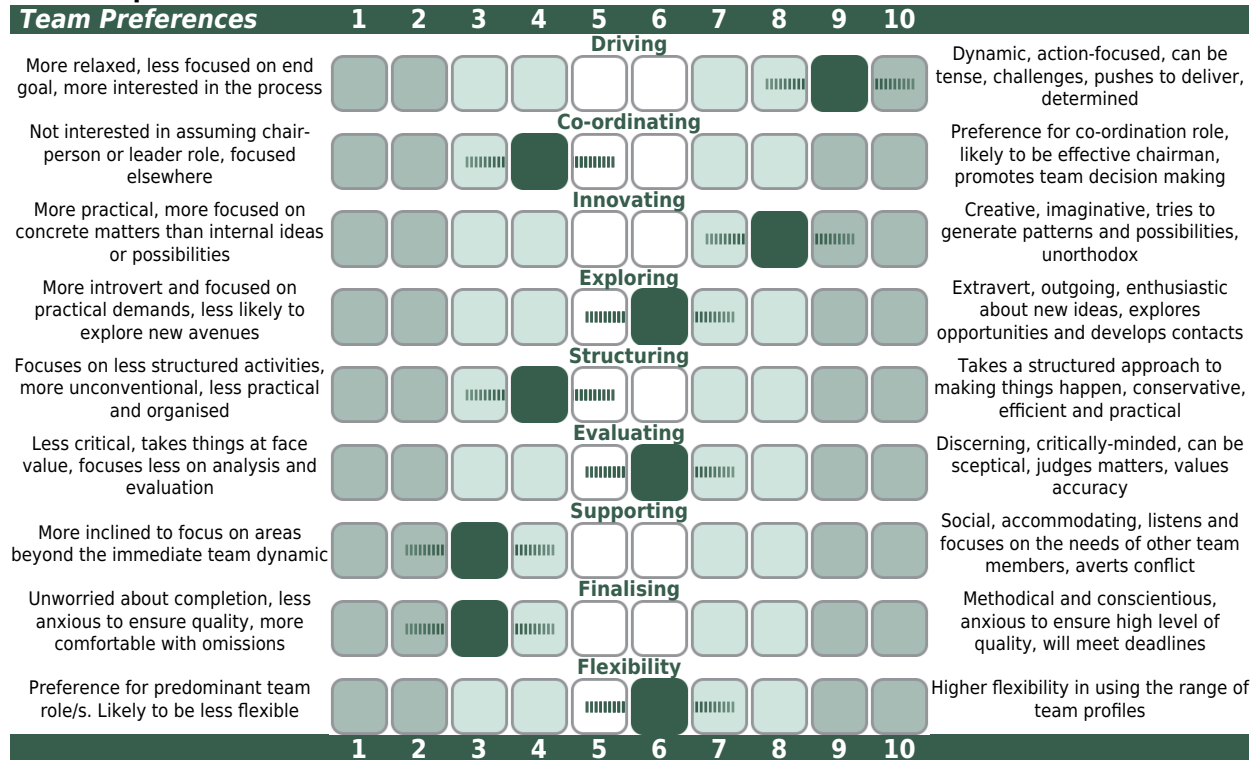
The following section describes Sam's preference in relation to the leadership model above:

Higher Change

Change leadership, entails more focus on 'what could be', rather than immediate task preferences. Thus, the change leader is less interested in structure or closure, perhaps at times not always highly organised – and much more energised by taking risks. Their orientation towards risk-taking behaviour may mean that at times they can act impulsively and be overly confident in their own judgement. In terms of their approach to problem solving, they are likely to be comfortable relying on their subjective insights and possess an innovative bent in their judgement, more happy to adopt non-standard approaches to work. Future focused, Change Leaders should look strategically ahead to see what opportunities they can exploit. They are also likely to be more prepared to challenge rules and push boundaries to explore what is possible.

Team Role Profile

Sam Sample



Preferred Team Profile:

Highest Team Role preferences are reported here:

Driving

Highly driven towards achievement, high scorers are likely to be the task leaders of the team. Their key strength is in shaping the way in which team effort is applied, directing the group onto primary objectives and priorities. In doing so, they provide the necessary pressure to galvanise the team into action. They may also be instrumental in helping the team to overcome any setbacks, even though they may initially show a strong emotional response themselves. Nonetheless, their generally resilient nature should allow them to thrive under pressurised situations. Quick to challenge and generally self-assured, they will direct tasks and people assertively and are likely to freely express their thoughts and opinions to others.

Less Preferred Team Profile:

Supporting

Individuals scoring at the lower end of this scale, may take less of a personal interest in others and provide less social support. As a result, they may orient themselves less towards other team members, preferring more engagement with the task at hand.

Finalising

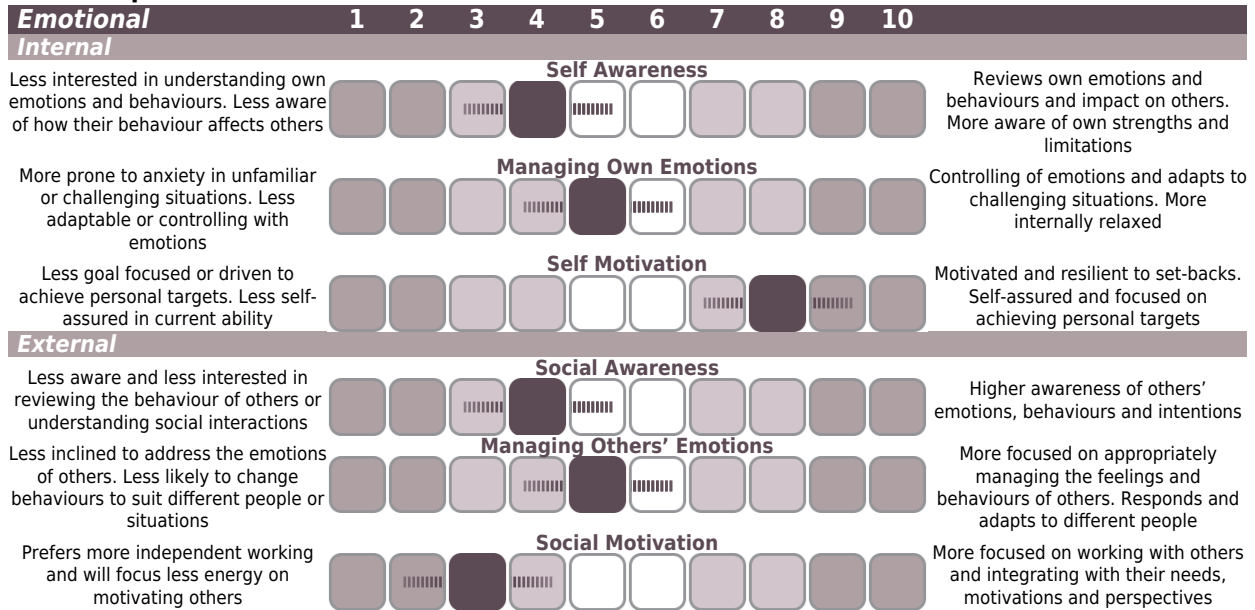
Individuals scoring low on this team scale will typically prefer to maintain a greater flexibility in work-style. Therefore, they will be less focused on ensuring tasks are completed and less preoccupied with ensuring high standards of quality, so that they can remain open to taking on new tasks or demands.

Flexibility Measure

The Flexibility scale looks at how likely an individual is to review their approach when team working and adopt different team behaviours to suit the needs of the situation. On the basis of Sam's responses she is as likely as most people to use a range of team profiles when working in groups.

Emotional Focus

Sam Sample



Emotional Focus refers to an individual's orientation towards the emotional factors underlying both their own behaviour (Internal measures), and also that of others (External measures).

Self Awareness

Lower responders on this scale are less concerned with analysing their past behaviours or interactions. Perhaps seeing their time better spent on more fruitful activities, they may see introspection as a waste of energy. Less sensitive in this respect, they are unlikely to become self-absorbed, but may miss opportunities to better understand potential areas for development.

Managing Own Emotions

Average responses on this scale indicate a balanced emotional response to events. The average respondent will be sensitive to significant failures or setbacks, but generally keep their feelings in check when appropriate. They will be relatively effective in responding to their anxieties, or adapting their approach to work in order to keep their stress contained.

Self Motivation

The higher response pattern indicates someone who is more personally committed and focused on targets and ambitions. They often have a higher degree of confidence in their abilities and a more positive outlook on life. Probably more pro-active, they are likely to seek out new challenges and persevere at what they turn their hand to.

Social Awareness

Lower responders devote less attention to analysing other people. Their focus at work will probably be on the task element, rather than towards the 'people processes'. They may prefer not to get too involved with others' personal problems and probably have less interest in understanding others' motivations or emotions.

Managing Others' Emotions

Moderately focused on reviewing how others might be thinking and feeling, average responders tend to strike a balance between going about their own business and spending time to interact with others in order to motivate and influence them. They are likely to be relatively confident in managing the feelings and behaviours of others. They should have some ability to adapt their own behaviour to suit different

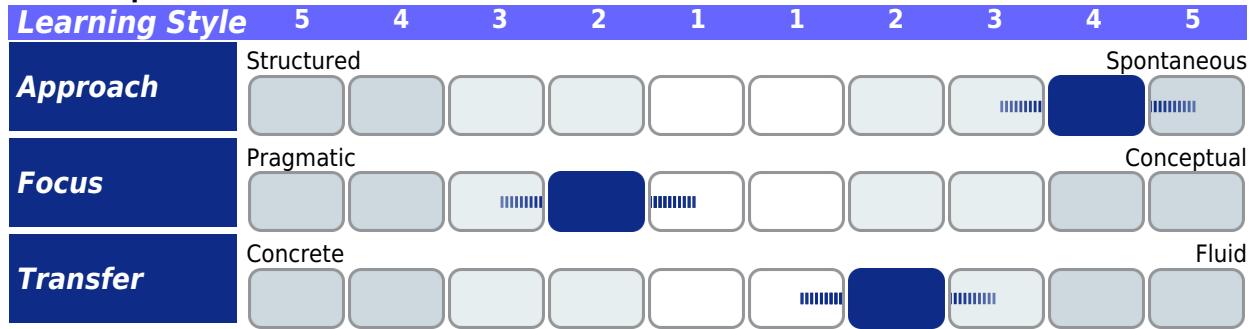
individuals or groups.

Social Motivation

This scale concerns social orientation and a focus on integrating with others. The lower response on this scale suggests an interest more towards autonomous working, free from the constraints or distraction of team-based working. Often, lower responses can indicate a desire to retain responsibility for managing things alone, rather than devoting time to building relationships and achieving results collectively with others.

Learning Orientation

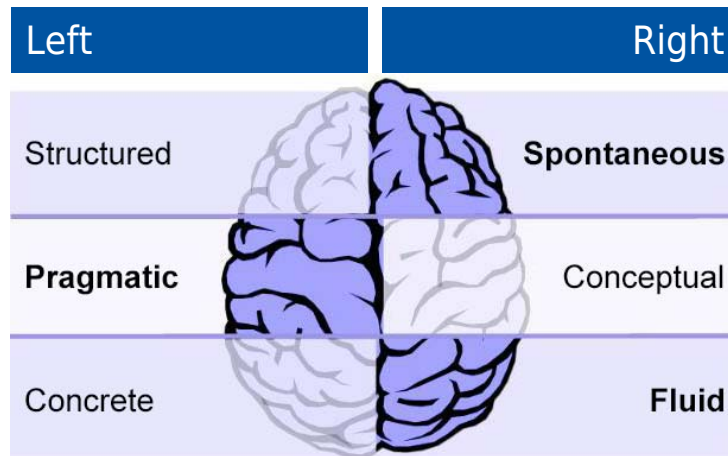
Sam Sample



The diagram below presents preferences in a different way. It is a simpler way of presenting where preferences are, and shows which side of the brain you prefer to use when processing information. In general the left and right sides of the brain process information in different ways. We tend to process information using our dominant side although some individuals are more balanced and adept at using both sides.

The **left side** of the brain is associated with logical, sequential and linear processing of information ie starting with the detail and building up.

The **right side** of the brain is associated with intuitive, random and holistic processing of information ie starting with the big picture and working up the detail later.



Exploring Your Reported Preferences

The model explores three key areas, highlighting how Sam may prefer to go about learning things or doing new things:

- .. Approach to learning: To what extent does Sam need structure and organisation during learning?
- .. Focus on learning: How interested is Sam in the underlying concepts and workings?
- .. Transfer of learning: Does Sam focus on a specific problem, or transfer learning across situations?

Approach: Spontaneous

Sam’s response here indicates a strong preference for a more Spontaneous style.

Spontaneous learners get the best out of learning when they are allowed to get stuck in quickly and try things for themselves. They are liable to become impatient and bored if the learning environment is too structured or does not have sufficient ‘hands-on activities’. Their attention may also tend to wander and they are likely to need interesting things to keep them focused.

Spontaneous learners are more likely to:

- learn through trial-and-error.
- be happy with less structured approaches to learning.
- be content with ‘loose’ and brief guidelines and they will be happy to get on with their assignments

with minimal guidance.

- need lots of variety in their day-to-day activities and may get bored with routine or repetitive tasks.
- be comfortable to get started on a task without needing to plan it out first; can be impatient with instructions or briefings.
- enjoy spontaneity and are not worried if they do not know what is coming up next.

Focus: Pragmatic

Sam's response here indicates a preference for a more Pragmatic style.

Pragmatic learners are focused on the practical, tangible and more immediate benefits of learning things. 'What can I use this information for?' will be a question often in their mind. They are more 'hands-on' and are likely to make their minds up about things quickly as they prefer to keep things simple and easy-to-understand. They may also get bored learning about theories or concepts that are complex or less relevant – as all they want to do is get on with things practically.

Pragmatic learners are more likely to:

- focus on practical aspects e.g. how they can apply learnt skills to something useful.
- be focused on concrete, more immediate benefits of learning.
- not necessarily see the point of understanding the theory or spending time on conceptual discussions.
- believe in keeping things neat and simple.
- make their minds up quickly and think on their feet.
- prefer hands-on practical jobs.
- be more focused on the task at hand and not likely to be side-tracked by conceptual details.
- be seen as 'down-to-earth', having 'common-sense' and be good at getting things done.

Transfer: Fluid

Sam's response here indicates a preference for a more Fluid style.

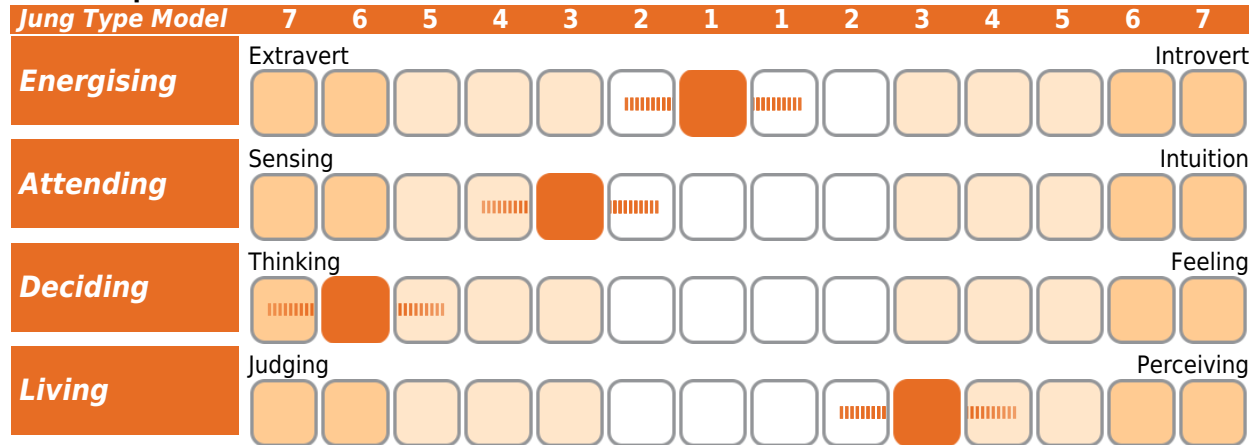
Fluid learners have a facility to apply their learning across a wider range of new situations and experiences. They may feel frustrated in having to follow step-by-step instructions and are happier in environments that allow them to apply their creativity. They like to have opportunities to apply their new found skills and develop new ones. They are therefore more able to adapt and deal with changing circumstances.

Fluid learners may be more likely to:

- enjoy tackling several things at the same time.
- like exploring the links or connections between things.
- automatically consider widening the original application after learning – 'what else can I do with this knowledge?'
- see if it is possible to transfer and adapt learning from one situation to other very different situations.
- boost their learning by drawing on their own previous experiences, perhaps from totally different areas.
- be more able to adapt to changing situations.

Type Preferences

Sam Sample



Extravert (E) is energised by the external world of people, activity and things. They tend to be sociable and communicative and might dislike extended periods of isolated thinking activities.

Introvert (I) is energised by their own internal world of thoughts, emotions and ideas. Can be self-absorbed in thought; can be more of a private person.

Sense (S) attends to information by relying on the five senses. Therefore, focused on the real, tangible and practical issues.

Intuition (N) attends to information by seeking the connections and interrelations between things and exploring the possibilities. Applies intuition, insight and will be good at spotting patterns, trends.

Think (T) makes decisions based on rational and logical thought processes. Applies analysis and objective methods steering clear of subjectivity or being tainted by emotions.

Feel (F) makes decisions based on personal values, feelings and emotions and considering the likely impact on people concerned.

Judge (J) lives life in a planned and organised way. They are highly methodical and well-structured and might get irritated by late changes to their plans.

Perceive (P) lives life in a more flexible, spontaneous way. Does not naturally like to plan, works best when decisions draw close and responds well to unexpected pressures.

The four Psychological Preferences provides 16 Type Preferences. Sam's Type Preference is described as:

E S T P

ESTPs possess a real zest for life and choose to live their lives spontaneously and energetically. The ESTP's social gregariousness and their outgoing personality means that they are likely to be very popular amongst work colleagues and team members. Outspoken, they will freely express what they think and self-censor to a lesser extent than most. As such they should be relied upon for their honest opinions, although at times they could possibly be seen as abrasive. ESTPs are impulsive individuals who attend to the here-and-now, capitalising on each moment. Indeed, they are much less concerned with planning long-term goals and more orientated towards dealing with immediate needs and concerns as and when they arise. As a result they may occasionally miss deadlines especially when they have failed to take a more planful approach. Prone to risk taking, they are thrilled by the lure of making a big win even if there is a chance of making a significant loss.

When making decisions ESTPs use their Thinking preference primarily in an external sense to rationally solve problems and engage in logical analysis. Rarely restricted by procedure or protocol, the ESTP may sometimes have trouble working in highly bureaucratic structures where there is a lot of protocol to follow. However, when working within such structures they will usually find new and unconventional ways to work with existing systems. Among the ESTP's many strengths are their ability to work flexibly, they will readily adapt as the demands of a situation or people change, and their talent for quickly identifying the most expedient route to achieve a goal or to meet a need.