

PARTICIPANT REPORT

Sam Sample

INTRODUCTION

There are many reasons why people behave differently and one of the reasons is the difference between people's personality. The area of personality has been extensively explored by researchers and psychologists. 'Personality' can be defined as the pattern of thoughts, feelings and behaviours that distinguish one person from the next and remains relatively consistent over time. We measure personality directly from your unique approach in dealing with each of the Mosaic tasks. Therefore, we do not rely on you telling us what you think you are like.

Here are some important points to note about the information:

- Statements in this report are not definitive about your behaviour, they are indicators of how you might behave.
- The information relates to your style and preferences not your ability.
- Although personality tends to remain consistent through our lives, they can change and the shelf-life on the information is typically 12 months.
- The results offer a comparative measure compared to the general working population who has also completed the set of Mosaic Personality Tasks.
- Do consider the information from different perspectives but do not get overly concerned if you feel certain areas of your personality report is inaccurate. The interpretation of this report is not infallible.

About this report

The main profile of your personality is displayed in the next few pages. This is based on your approach in how you completed the set of Mosaic Personality Tasks. The graph indicates where you fall compared to the average of the working population.

Ten-point Sten scores are used in this report. This compares you against others that have completed the Mosaic tasks. The scale indicates the level of preference you display. A 5 or 6 would indicate a typical preference. Whereas, a 1 would indicate an extremely low preference, and a 10 would indicate an extremely high preference.

Second_Name

The report looks at different areas of personality: Conscientiousness, Emotional Stability, Openness to Experience, Agreeableness and Extraversion.

Conscientiousness

Individuals who are conscientious tend to be more aware of their actions and the consequences of their behaviours compared to their counterparts. They often have a stronger sense of responsibility and come across as more careful with duties that they are assigned to. People who are higher in conscientious tend to be more achievement focused and strongly believe in their own competence. On the other hand, people who are lower in conscientiousness prefer a less systematic and flexible approach to work and may come across as more relaxed.

Extraversion

Individuals with more extravert preferences enjoy interacting with the outside world, and can become bored if they do not get enough stimulation and interaction with people. They are more likely to be outgoing, cheerful, assertive and to seek excitement. By contrast individuals with more introvert preferences tend to be quiet, low-key, deliberate and disengaged from the social world. They are not necessarily shy nor unhappy; they simply prefer less stimulation and interaction with the outside world.

Openness to Experience

The Openness to Experience factor is characterised by an individual's willingness to explore thoughts, ideas and emotions. People who are higher on this scale would probably enjoy intellectual pursuits and are more likely to come up with unconventional ideas. They may also have more awareness of and interest in their own emotions. On the other hand, people who are lower on Openness would have a more pragmatic focus with their thinking and prefer to adhere to regular routines.

Agreeableness

Individuals who are higher on agreeableness tend to be more co-operative and trusting of other people. They work well with others as part of a team and come across as effective team members. People who are agreeable tend to avoid conflict and seek to appease others. On the other hand, individuals who are lower on the agreeableness scale are more independent minded and less concerned with pleasing other people. They may come across as less sympathetic and feel more comfortable expressing their views/opinions, disagreeing with others.

Emotionally Steady

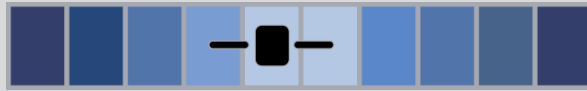
People who score higher in emotional stability tend to remain calmer through stressful situations as they worry less about problems and view problems in proportion to their importance. On the other hand, people who score lower in emotional stability tend to react more intensely to events and experience negative emotions more frequently compared to others.

PERSONALITY PROFILE

Sten 1 2 3 4 5 6 7 8 9 10 Sten

Prefers a more flexible and relaxed approach to work; more reserved about own ability to accomplish things

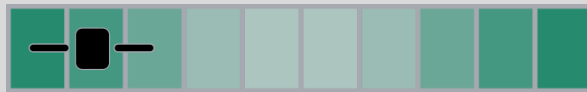
CONSCIENTIOUSNESS



Prefers a well-organised and hardworking approach; has confidence in own ability to accomplish things

Independent-minded and comfortable making impartial decisions; less likely to be concerned with others' well-being or to compromise own interests

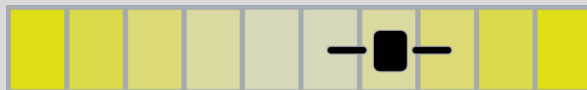
AGREEABLENESS



More inclined to be helpful, considerate, caring and sympathetic; more willing to compromise own interests when with others

Prefers facts and practicality over intellectual pursuits; less inclined to be open-minded or to be interested in own / others' emotions

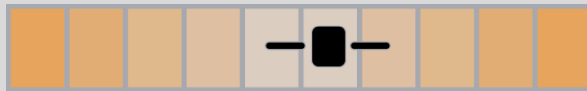
OPENNESS TO EXPERIENCE



Likely to enjoy intellectual pursuits to be intellectually open minded and to be open to experiencing own / others' emotions

More likely to seek privacy, quiet and to take less of a part in group settings; less inclined to be bored or to seek excitement

EXTRAVERSION



Likely to be outgoing, assertive and enthusiastic; more inclined to be bored and to seek excitement

More emotionally changeable and experiences more negative emotions

EMOTIONALLY STEADY

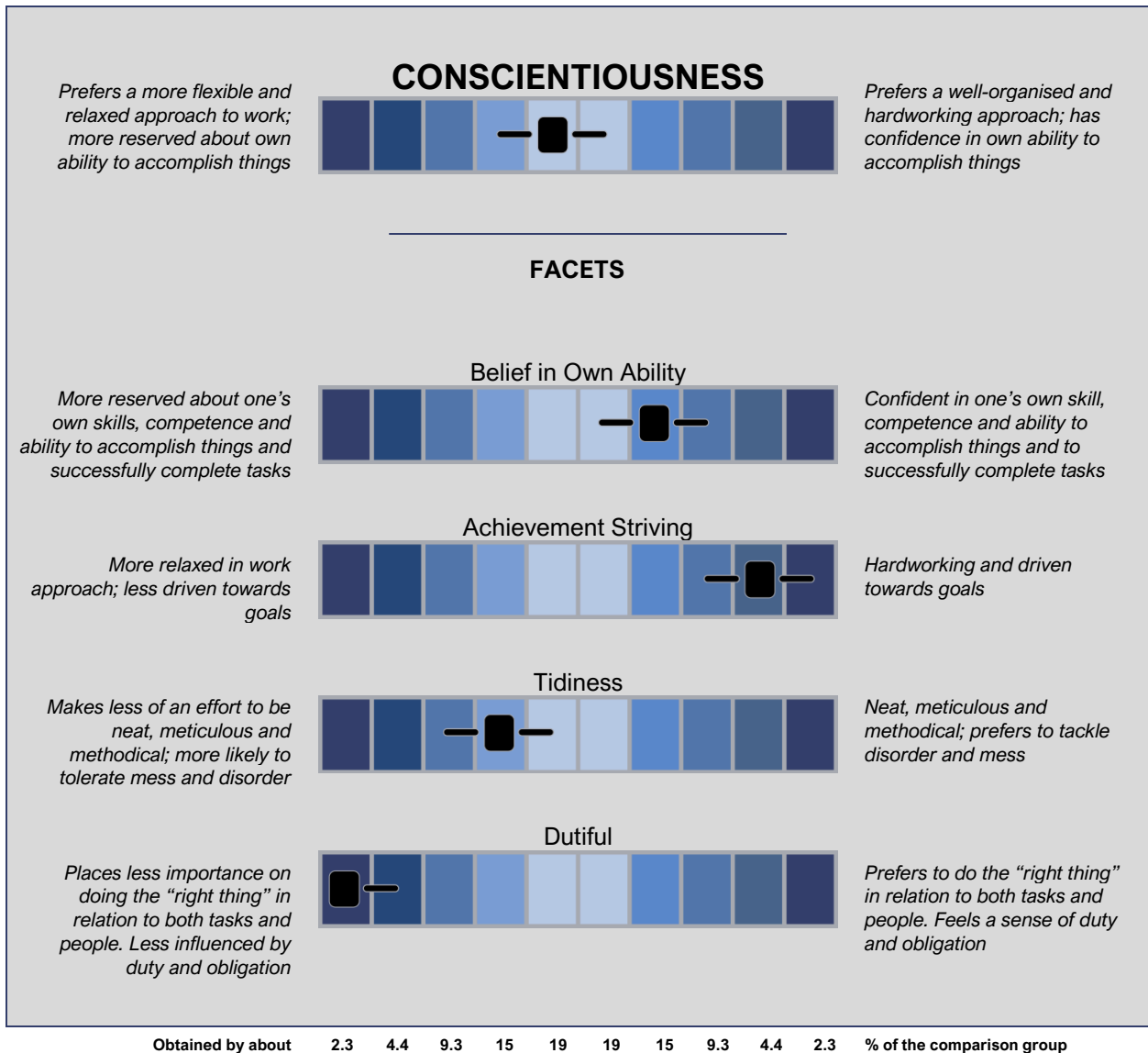


More emotionally stable, composed and experiences less negative emotions

Obtained by about 2.3 4.4 9.3 15 19 19 15 9.3 4.4 2.3 % of the comparison group

CONSCIENTIOUSNESS

Sten 1 2 3 4 5 6 7 8 9 10 Sten



Belief in own Ability: You are relatively confident in in your own abilities. You should be happy to try new challenges, believing that you have a reasonable chance of success.

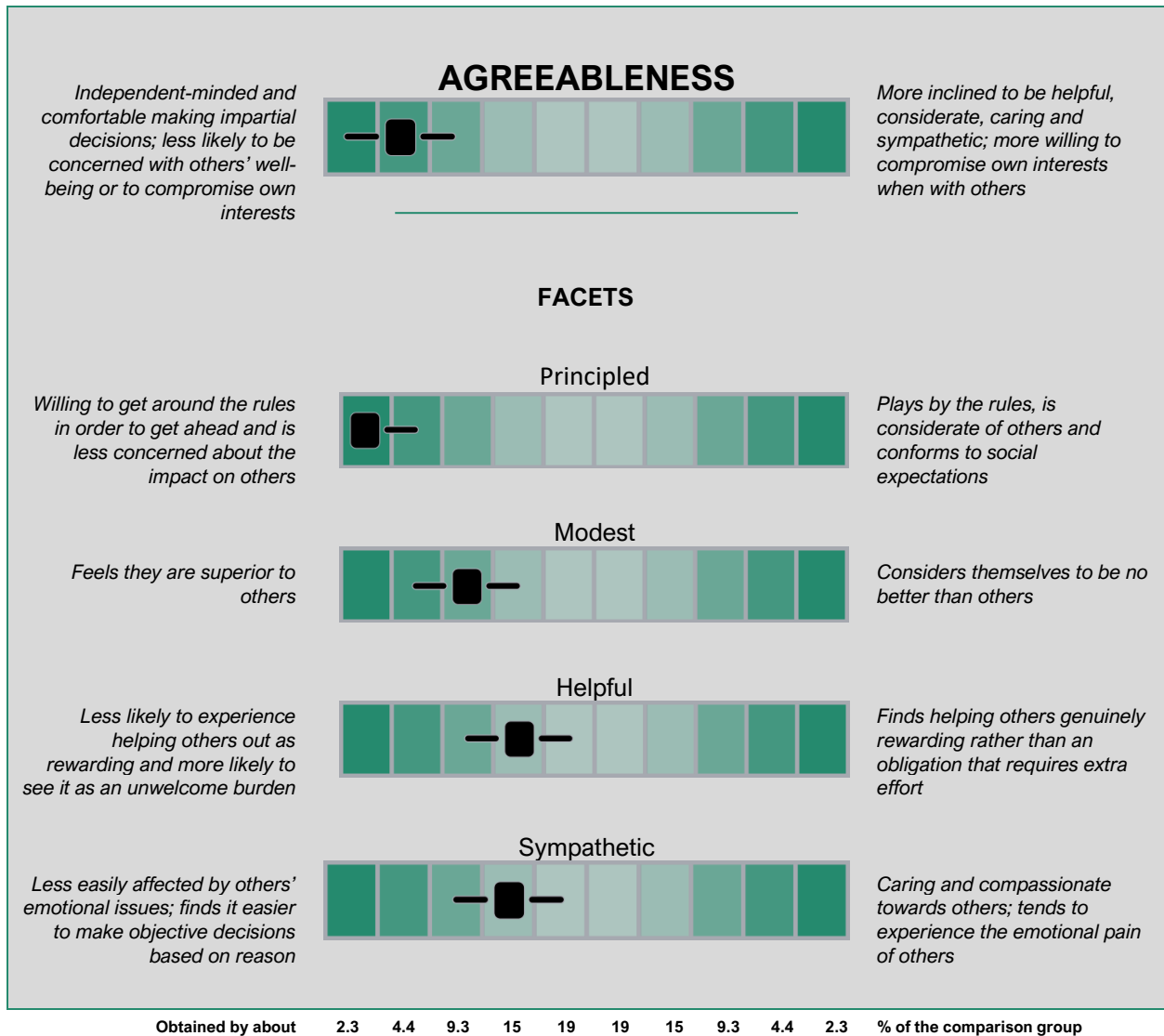
Achievement Striving: You are likely to be extremely focused on achieving ambitious targets. You should come across as highly dedicated, hardworking and driven. This should enable you to achieve a great deal. However, you may be so focused on achieving, that other things risk being sacrificed.

Tidiness: You may have a slight preference for keeping things flexible and open. You are slightly less bothered about the need to keep things tidy and organised.

Dutiful: You may feel constrained by regulations and be happy to bend the rules in order to get things moving. You are unlikely to feel bound by responsibility and be happy to allow others to take over. You may be more focused on your own needs.

AGREEABLENESS

Sten 1 2 3 4 5 6 7 8 9 10 Sten



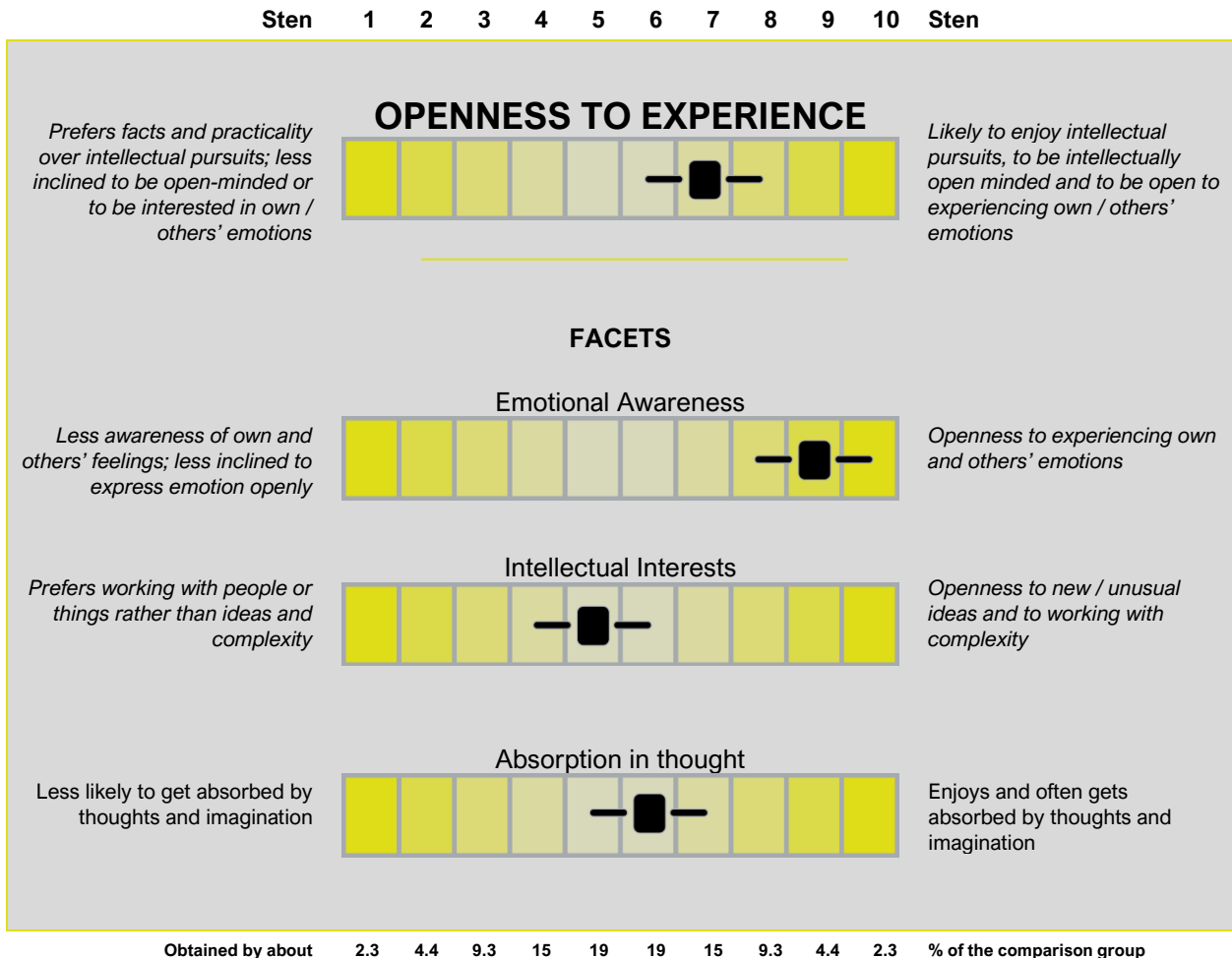
Principled: Willing to bend the rules to gain an advantage. You may be seen as less of a team player. You may be unconcerned about how others regard you and focus more on your own priorities.

Modest: You enjoys talking about your achievements and have self-confidence. You possibly like the attention that you get. However, you may over-rate your own abilities.

Helpful: Slightly more focused on your own responsibilities, you may prefer to work independently. However, you should still be willing to assist others when asked and be a reasonably flexible team member.

Sympathetic: Whilst you may prefer to focus more on achieving business targets, you should still come across as somewhat supportive and considerate towards others.

OPENNESS TO EXPERIENCE



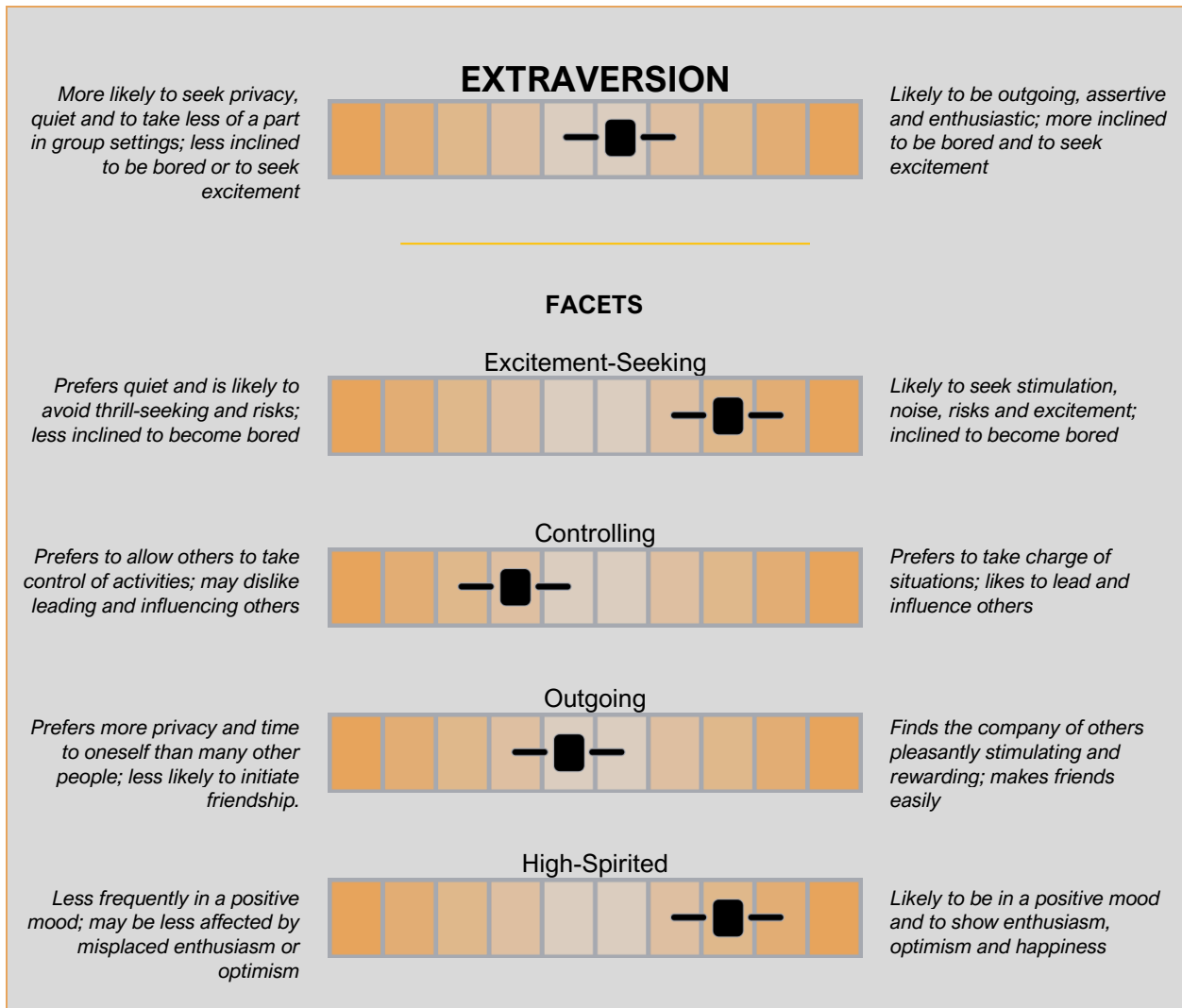
Emotional Awareness: You have a high awareness of your own emotions and also are very in tune with others' feelings and emotions. You are likely to be able to express and deal effectively with your own and others' emotional challenges.

Intellectual Interests: You are moderately interested in intellectual stimulation so will be comfortable dealing with concepts and theories in your work. You do not mind conducting analysis or research.

Absorption in Thought: You may be moderately balanced in terms of being absorbed in thought. Therefore, when you think it is appropriate, you will give an issue greater time and deeper thought.

EXTRAVERSION

Sten 1 2 3 4 5 6 7 8 9 10 Sten



Excitement Seeking: You feel comfortable undertaking activities which involve an element of risk. You enjoy activities that stimulate you and provide some excitement. You will be interested to explore new approaches. You prefer a fast-paced work environment. You will get bored very easily.

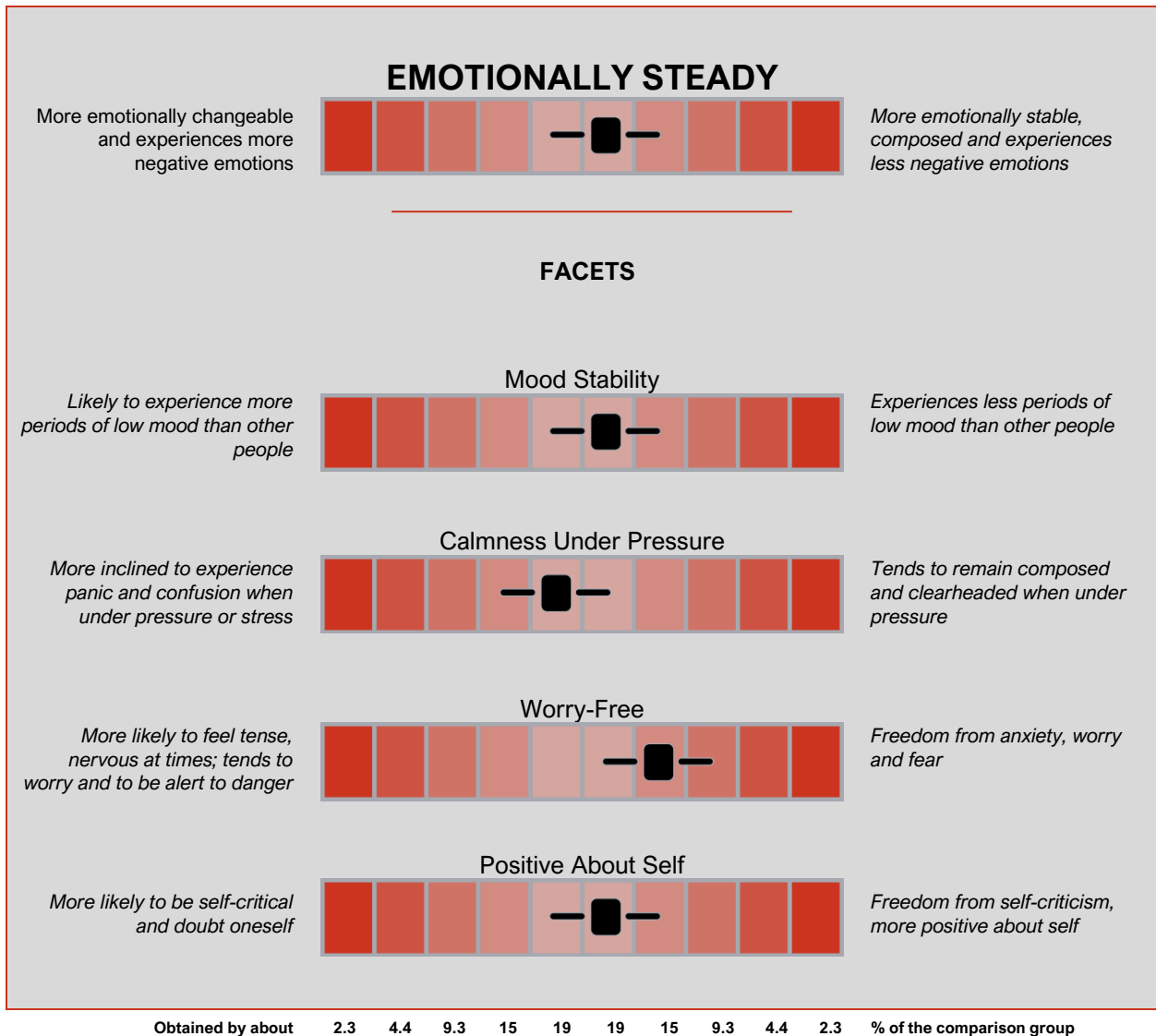
Controlling: You will be slightly less comfortable asserting yourself compared to most. Therefore, at times you may avoid influencing or leading others if you can avoid it.

Outgoing: When interacting with others you report to be typically outgoing. Like most you enjoy a certain level of social interaction.

High-Spirited: More positive in your outlook than most, you may be less focused on possible problems and are likely to be optimistic about outcomes.

EMOTIONALLY STEADY

Sten 1 2 3 4 5 6 7 8 9 10 Sten



Mood Stability: You are likely to adjust between times of calm and periods of pressure as well as most people. Your mood swings will be typical of most people in that most of the time you will have reasonable control and able to bounce back from set-backs as well as most.

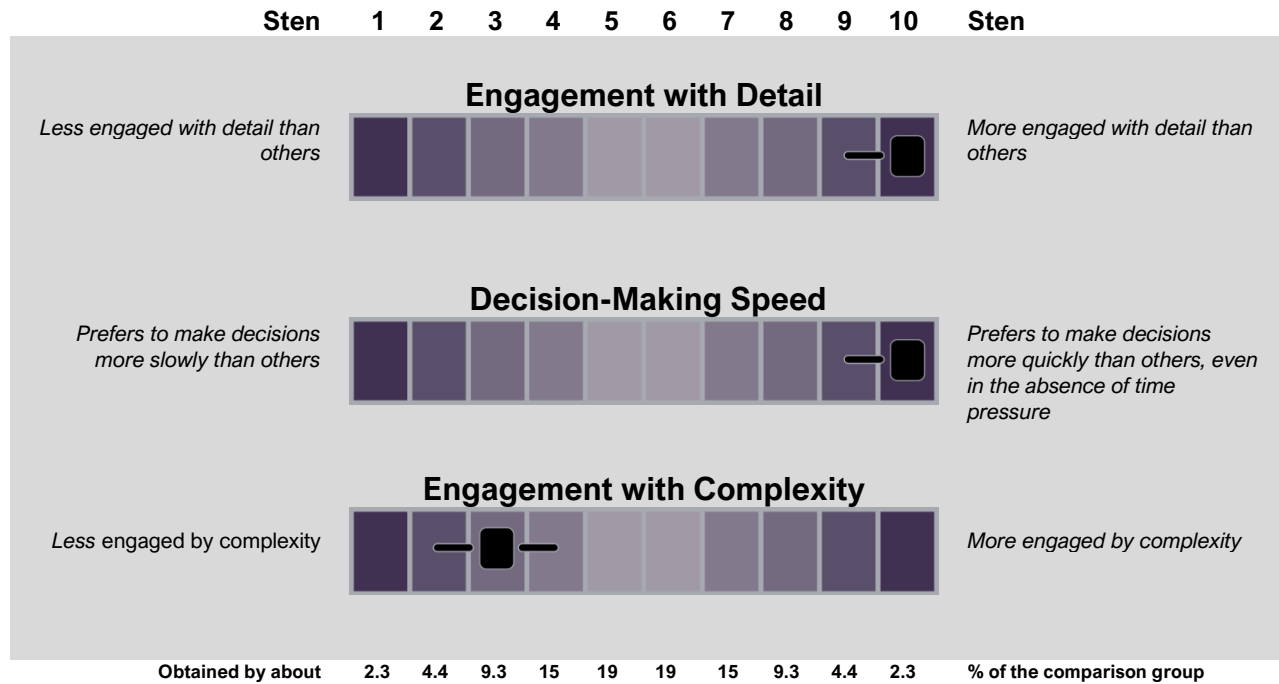
Calmness Under Pressure: In highly demanding achievement situations you should be moderately effective. You should be able to remain calm and focused when dealing with pressured situations.

Worry-Free: You try to manage your stress levels reasonably well in that you can cope with many issues relatively well. When dealing with more challenging situations you may experience worry and get somewhat stressed.

Positive about Self: You are moderately positive in terms of his belief in yourself. You are aware of your own capabilities and would appreciate that you are is effective in some areas and less effective in other areas. Therefore, you are likely to feel both positive as well as negative about your capabilities.

THINKING STYLES

The scores shown below were collected when you completed Mosaic. These are based on the thinking styles you used when completing the tasks e.g. how long you took to complete the activities, your preferences when working with detail and with complexity.

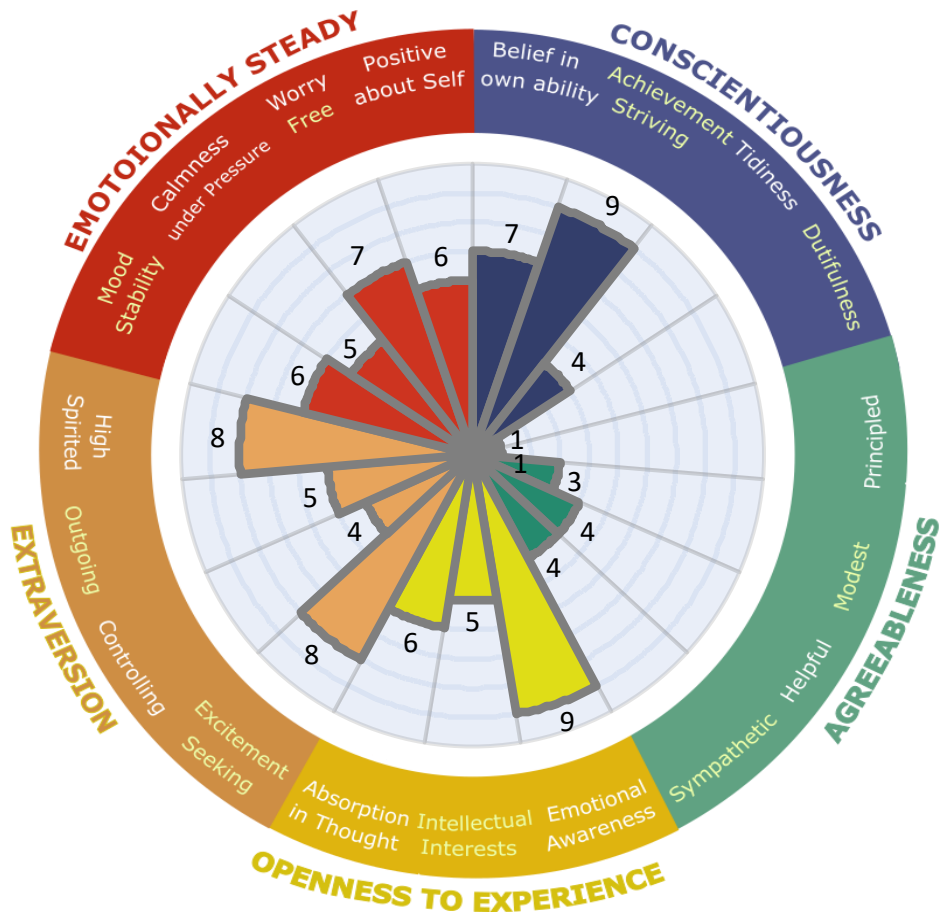


Engagement with Detail: Highly focused on detail, you are likely to try and ensure that standards are met and all contingencies covered. Your meticulous approach and high focus on fine detail may sometimes mean that you can miss deadlines or not appreciate the bigger picture.

Decision-Making Speed: You like to do things very quickly even in the absence of time pressures. You will be highly decisive and happy to make immediate snap decisions. You will process and think very quickly in order to do this. You will not be concerned about missing some detail or not having all the facts.

Engagement with Complexity: You may be slightly below average in terms of your ability to handle complexity. You may be just slightly less accurate with your thought processes. This may effect your planning.

THE MOSAIC GRAPH



COMPETENCY POTENTIAL PROFILE



COMPETENCY POTENTIAL

Personality provides an assessment of competence *potential*. The actual competence level achieved will be determined by other things like experience, skills, training, and knowledge.

Leading Others

You are likely to be effective working with people. You will be focused on what the team needs to achieve and likely to enjoy leading the team and setting direction. You may like influencing others and in guiding the team and supporting individuals. You are likely to be capable of handling pressure.

Achievement Orientation

Likely to feel positive about yourself and your abilities, you should be decisive and willing to persuade others to your point of view. You should not feel too pressured by work and aim to reach your targets.

Planning

You may be slightly less focused on planning. You may not enjoy too much detailed work and may not always see the need to be highly organised.

Influencing

You are likely to demonstrate good influencing skills. You are likely to be aware of the feeling and motivations of others and also sufficiently self-aware to display confidence in your own ideas.

Innovation

You may be slightly more innovative than most and likely to come up with your own ideas. You may enjoy exploring options and to work with others to develop solutions to solve problems or to improve current processes.

Change & Adaptability

You are likely to be able to adapt your behaviour to some extent to deal with different people and situations. You can cope with change reasonably well and in many cases can appreciate the need for change.

Resilience

You will try to remain relatively resilient in most situations. However, there may be the occasional more challenging situation that might test you.

Analysing Information

Although you may prefer to move things forward, you should still display some focus on detail and try to use the information you have.

Working with People

As comfortable working independently as within a team, you are likely to be willing to express your opinions. You are likely to be aware of others' views and feelings and demonstrate reasonable interpersonal skills.

Principles & Values

You may be less concerned about ensuring that all agreed principles, values, and standards are followed. You may focus on your personal needs and goals a bit more than the needs of others or the team.

POTENTIAL STRENGTHS & AREAS FOR DEVELOPMENT

In the section below you will find feedback on some of your strengths and areas to develop. The areas to develop typically include some questions for you to consider. Please take your time to consider the feedback carefully, seeking feedback from others where appropriate.

Please note that feedback is given only for facets where you have scored either at the extreme low (Potential area to develop) end or the extreme high (Potential Strength) end.

POTENTIAL STRENGTHS

► Achievement Striving

You will probably come across as being more hardworking and driven towards the goals which you set for yourself (or that have been set for you). This will enable you to achieve a great deal and perhaps fulfil your personal potential.

Potential Development Areas

You can sometimes be too focused on your goals and work and lose sight of the bigger picture of life. It may be useful to sometimes remind yourself to take a step back and consider the implications of placing a heavy emphasis on goals.

Whilst making permanent personality changes can be very challenging, to “switch on” a more relaxed working style i.e. that is less driven and places a higher priority on achieving work/life balance, try:

- (i) Working at a more even and methodical pace, one that you are more likely to be able to sustain
- (ii) Reducing the targets that you set for yourself
- (iii) Spending less time intensely focusing on planning your approach to tasks and on solving problems

► Emotional Awareness

You tend to focus more on your own emotions and those of others. It is likely that you have quite high self-awareness, understand your own emotions well and are also aware of other people’s emotions.

Potential Development Areas

Although your focus on both your own and other people’s emotions and feelings in comparison with others may be useful in many instances, it may sometimes get in the way at work. How do you ensure that your focus on emotions does not get in the way of your focus on objectives? Sometimes tough or difficult decisions need to be made that can impact negatively on others. Have you ever avoided taking this type of decision?

Whilst making permanent personality changes can be very challenging, to “switch on” a less emotion-sensitive approach when your immediate work environment requires this, try:

- (i) Being more decisive. Your focus on your own and other people’s emotions can make you very careful and cautious at times – you are probably keen to avoid negative reactions. This can lead to indecision. Be sure first of all that your decision is fair, and then don’t hesitate in implementing it.
- (ii) Taking more risks in order to accelerate your personal development and growth. You are normally very aware of your own emotional reactions, and “manage yourself” quite carefully as you meet your work objectives and targets. From time to time you could try deliberately putting yourself outside your comfort zone in order to really challenge and stretch yourself. Think less about it and just do it!

► Excitement Seeking

You feel more comfortable undertaking activities which involve risk and often seek thrills or excitement. You are not overwhelmed by fast-moving work environments that may involve an element of risk.

Potential Development Areas

Although it is sometimes useful to take risks, do you appreciate the downside of the risks you take, and have you got a habit of putting contingency plans in place? Additionally, how well do you cope with the more mundane but necessary aspects of work and life? Are you able to discipline yourself to cope with these?

Whilst making permanent personality changes can be very challenging, to “switch on” more of a cautious and risk averse approach when your immediate working environment requires this try:

- (i) Guarding against boredom as best you can. Although it will be very challenging for you to maintain this over the long term, in the short term make every effort to stay focused on what you are doing and avoid boredom in any way you can.
- (ii) Resisting the temptation to rush, to take shortcuts and to impulsively deviate from a steady approach, particularly when things seem routine, easy and straightforward
- (iii) Making the extra effort to check or contingency plan before taking a risk. Remember it may not seem like a risk to you, but it will do to many others. Try contingency planning to turn what others may regard as dangerous risks into more acceptable calculated risks.

► High-Spirited

You’re more likely to come across as being optimistic and to focus on the positives of a situation

Development tip

There may have been instances where you may have been ‘overly-optimistic’ about a situation or set of circumstances. How do you ensure your outlook is realistic? What happens if your plan does not work out?

Whilst making permanent personality changes can be very challenging, to “switch on” less of a high-spirited approach when your immediate work environment requires this e.g. working in a serious, sober or risk-averse environment try:

- (i) Focusing on the facts and details of a situation rather than just assuming “everything will be OK”. What would be the right way forward to manage any risks or unknown outcomes?
- (ii) Adjusting to the fact that many other people will not share your light-hearted and optimistic outlook. They may not be re-assured by such an approach and instead will want to spend more time focusing on potential negatives and possible setbacks. You may need to “force” yourself to do the same!
- (iii) Adjusting your approach for more day-to-day work. Recognise that you will probably find more straightforward and routine activities more boring than others. Nevertheless, if the working environment demands it, you will need to make an extra effort to remain focused and thorough on those aspects.

POTENTIAL AREAS TO DEVELOP

► Dutiful

You see more of a need to bend the rules and feel more comfortable delegating obligations, duties and responsibilities to other people. This may enable you to achieve more in a shorter period of time and to avoid obligations and responsibilities that you do not enjoy fulfilling.

Potential Development Area

You probably find obligations, rules and regulations are a source of irritation and constraint. Do you appreciate the importance of rules and regulations and why they were put in place? Also, when delegating work and responsibilities, how do you ensure quality and standards meet the requirements of the project?

Whilst making permanent personality changes can be very challenging, to “switch on” a more Dutiful style when your immediate working environment requires this, try:

- (i) Focusing more on the rules, protocols or accepted practices at work when achieving the objectives or outcomes required. “How” you achieve objectives is often as important as “what” you achieve.
- (ii) Ensuring that you are focused on your responsibilities and making the best use of your time at work i.e. fulfilling your duties and obligations as expected.
- (iii) Avoiding taking shortcuts and unnecessary risks wherever possible.

► Principled

You are probably more willing to bend the rules when it comes to dealing with people, or to manipulate the situation to gain an advantage for yourself over others. This can enable you to make progress on your own issues or solve situations, especially in the short term.

Potential Development Areas

From time to time you may be perceived by others as going too far in your bending of the rules, and in your manipulation of situations. Occasionally you run the risk of being perceived by others as someone who manipulates people in order to get ahead. Do you appreciate the benefits of playing by the rules and considering the impact on others? Rules and regulations are often put in place for a reason.

Whilst making permanent personality changes can be very challenging, you can “switch on” a more principled approach when your immediate work environment requires this e.g. when the treatment of people is important, in teamworking situations etc. Try:

- (i) Relaxing your preference for getting ahead personally and instead focus more on the moral standards on how people should be treated. Although you prefer to bend the rules and manipulate people situations to suit your own needs, this is not a desirable approach in many working environments. Can you compromise your own needs a little when this is needed and instead do the right thing for other people?

Taking a more moral and considerate approach at work. It may not be possible to bend the rules, procedures and processes. Often rules and standards for how people should be treated are there for a reason, not to be worked around or manipulated. Are you able to take a moral and considerate approach when required?

► Modest

You tend to feel you have more to offer than the average person, which allows you to put yourself forward for all kinds of activities and projects at work. As a result, you are more likely to make the most of your potential.

Potential Development Area

Others may become irritated at your confidence, willingness to push yourself forward and tendency to highlight your skills. Because you tend to see yourself as more capable than others, you don't lack the confidence to take on challenges and new activities. However, it may affect how people around you perceive you and your profile as a team player may suffer.

Whilst making permanent personality changes can be very challenging, you can “switch on” a more modest approach when your immediate work environment requires this. Try:

- (i) From time to time carrying out the detailed work needed behind the scenes without telling anyone or expecting anyone else to notice or thank you for it.

Accepting that other people are often as good as you, and that you don't deserve special attention for your skills or work completed.