

***identity***<sup>®</sup>  
personality questionnaire

# Onboarding New Starter Report

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**Sam Sample**

**Generated**  
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the british  
psychological society



# 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 that individual 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 relate to the individual's responses to the different personality scales. The scales in the full profile 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.

# Onboarding Report

## Benefits of Onboarding

It has been shown that the successful onboarding of new employees increases business performance, enhances job satisfaction and reduces turnover of staff. Research shows that building a strong relationship with new colleagues in the earliest stages of employment is particularly important to help you engage, retain, and get the best from your people. With the help of this report, spending some time to better understand new members of your team will benefit the whole team in the following ways:

1. New members will start performing in their role more quickly, and be less reliant on you.
2. You will better understand your new colleague's personal strengths and areas to improve straightaway, ensuring you know how to support and get the best from them.
3. You can build an open relationship and provide greater clarity of the role/ challenges straightaway.
4. Your colleague can make a start on their Personal Development Plan without waiting for a formal appraisal, 6-12 months into the role.
5. Your new colleague is likely to be more engaged, feel more motivated and confident in their new role, helping to reduce the likelihood of them leaving the business early on.

## Prompts when conducting an Onboarding Meeting

Consider exploring:

- What are their strengths - what things do they particularly enjoy doing? Which skills must they apply in the role?
- What are they good at but do not enjoy doing? i.e. strengths that drain them?
- What are their weaknesses - areas that they will need to continue to manage? i.e. where they may need support from others?
- What do they actively want to develop?
- Who are their key customers?
- What resources are available for them e.g. budget, staffing, mentors, training?
- What is the best way to communicate and manage your new starter? e.g. frequency of meetings? How will you both review performance and provide each other with feedback?
- What are the longer term opportunities for the new starter, e.g. skills development, career options, etc?

Then, in conjunction with the requirements of their new role, start to build a development action plan to help them succeed. It is recommended a Review Meeting is also conducted 2-3 months after to assess their progress and set additional targets as necessary.

**This report rank-orders the key traits, based on the strength of Sam's responses. It offers an insight into when Sam's working style is likely to be an asset or an inhibitor to performance.**


**Note: These rankings are only indicators, based on Sam's responses. Therefore, this report should be used as a springboard for further discussions with Sam.**

# Work Preferences - Rank Ordered

The following section of this report is designed to give you an overview of Sam's full personality profile. It has rank ordered Sam's preferences based on the strength of her response.

Note: only preferences that are significantly above or below the average for the working population are indicated here. As you read through the report, think about how you and Sam can work together to both harness her strengths and support her possible areas for improvement.


**VERY STRONG PREFERENCE**



**High Rational** - Sam will place more value in logic and numbers when reviewing information rather than subjective insights or intuitive gut feelings.

- ✓ Sam prefers to take a more objective approach to problem solving and will probably build an evidence based case of what action should be taken and why. Use this to its advantage, e.g. when there is a need to sift through a lot of information.
- ⊘ Avoid placing Sam in situations where she must make decisions based on subjective insights or feelings as this will be much more difficult for her. Work with her to become more comfortable in this area.


**STRONG PREFERENCE**



**Lower Empathy** - Suggests she may feel less comfortable dealing with 'people-focused' aspects of tasks or projects.

- ✓ Sam is less likely to get bogged down in solving people's problems and instead will be more committed to attending to the task in hand.
- ⊘ On the flip side though, there may be times when she comes across as unsupportive of people on a more personal level. To overcome this, she may need more coaching or feedback when leading in areas that are potentially sensitive or contentious to others.


**STRONG PREFERENCE**



**Lower Completing** - Sam may be someone who can leave tasks unfinished.

- ✓ You can harness this to become a strength by giving her work that requires exploration and experimentation where she can pick it up and put it down more easily.
- ⊘ Sam may be less concerned with meeting set deadlines. To avoid this happening take her through a regular, structured progress report to ensure she remains on track.

**STRONG PREFERENCE**



**High Decisive** - Sam reports to prefer to make decisions more quickly, perhaps with less deliberation.

- ✓ More decisive individuals are often effective at thinking on their feet and won't shy away from making a decision when under pressure. In fact, she may work better in situations where decisions need to be reached and actioned quickly.
- ⊘ She may become frustrated when engaging in prolonged discussions, and may become agitated by indecisive colleagues. Play to Sam's strength by using her to unlock situations where no one is taking a decision and momentum is required.

**MARKED  
PREFERENCE**



**Lower Open** - Sam will probably be more self-controlled and perhaps seen as more emotionally mature than others.

✓ If this is the case she is likely to be more focused on her tasks and rarely let emotions cloud her judgement.

⊘ She may not want to talk about her feelings, and will need encouragement to do so when appropriate e.g. when under stress Sam is probably a more private individual, and less easy to read by colleagues.

**MARKED  
PREFERENCE**



**Lower Consultative** - Sam states she is more comfortable making decisions alone.

✓ Sam will probably be effective when given responsibility to make her own decisions, and will want to be empowered in this respect.

⊘ Beware that she could make errors of judgement if she relies solely on her own viewpoints, especially when the decision affects other people. Support her to understand why/ when consulting may be required and why this is important.

**MARKED  
PREFERENCE**



**Low Systematic** - Preference for a less structured approach that embraces flexibility and less need to focus on detail.

✓ You should be able to rely on Sam to get started on work quickly and sort out the details along the way.

⊘ Sam may however struggle with the planning and organising of projects or tasks. She may become less engaged when working in areas that require a more meticulous approach. Ensure tasks allow time for her to refine or polish her work.

**MARKED  
PREFERENCE**



**Lower Protocol-following** - Sam may be more inclined to bend or break rules from time to time, especially if she feels they are over-compromising or restricting potential gain.

✓ Use this to its advantage e.g. when there is a need to challenge assumptions or consider alternative ways of doing tasks.

⊘ Take time to ensure she is aware of the risks and consequences of not following important safeguards.

**MARKED  
PREFERENCE**



**High Need to Win** - Sam is likely to be quite competitive.

✓ Sam will respond well to being set stretching targets and being benchmarked against others.

⊘ She will probably want to excel at what she turns her hand to, so do not be afraid to give her feedback on her performance and where she could improve further.

**MARKED  
PREFERENCE**



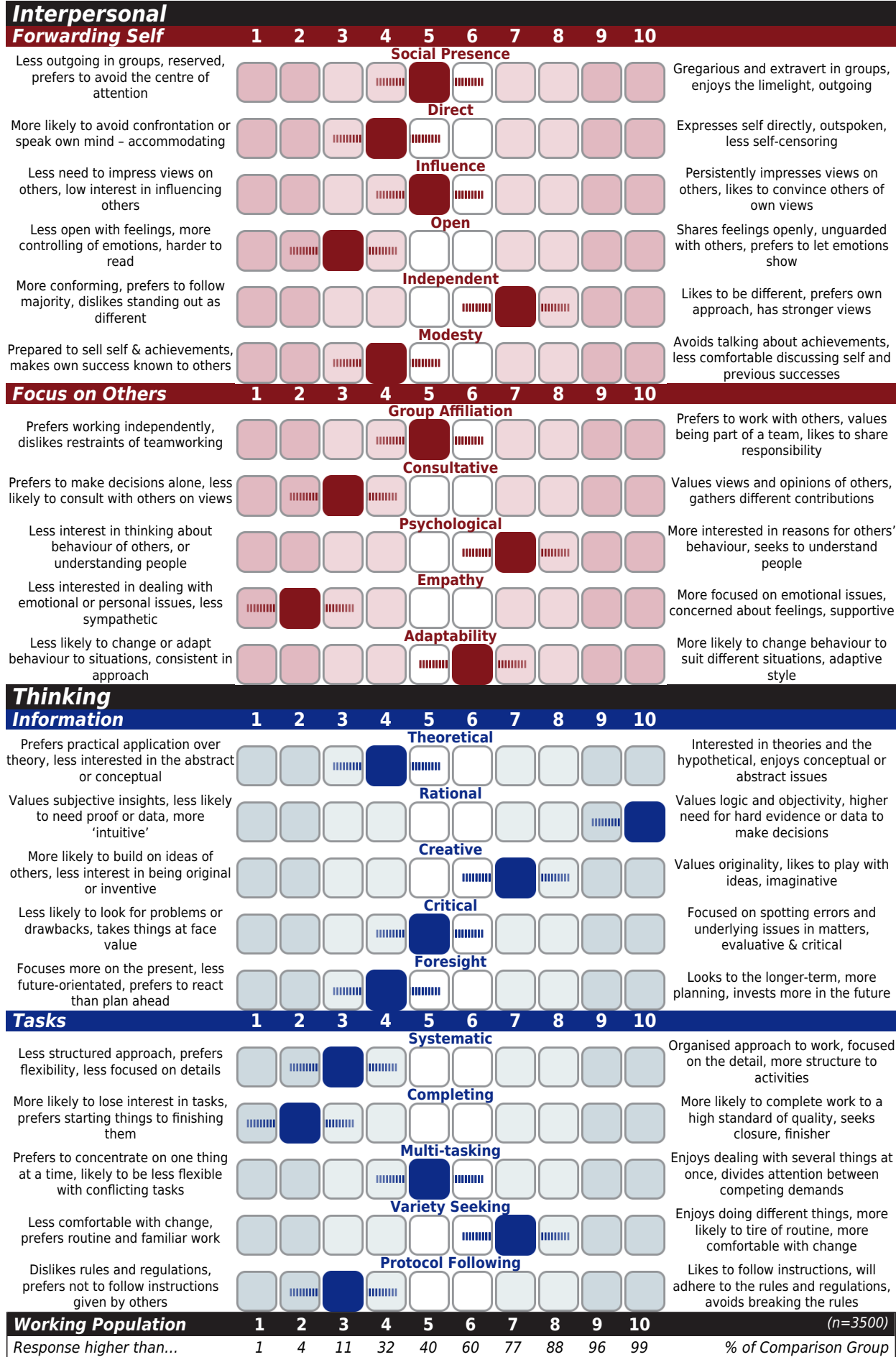
**High Risk Taking** - Sam may be more open to taking risks in order to achieve greater returns.

✓ She will be particularly energised by roles that allow her to lead change or reshape how things are done. Use this as a strength to raise others' expectations of what is achievable.

⊘ Be aware that Sam might feel frustrated in a culture that does not support taking a chance to gain higher returns. How can this be managed?

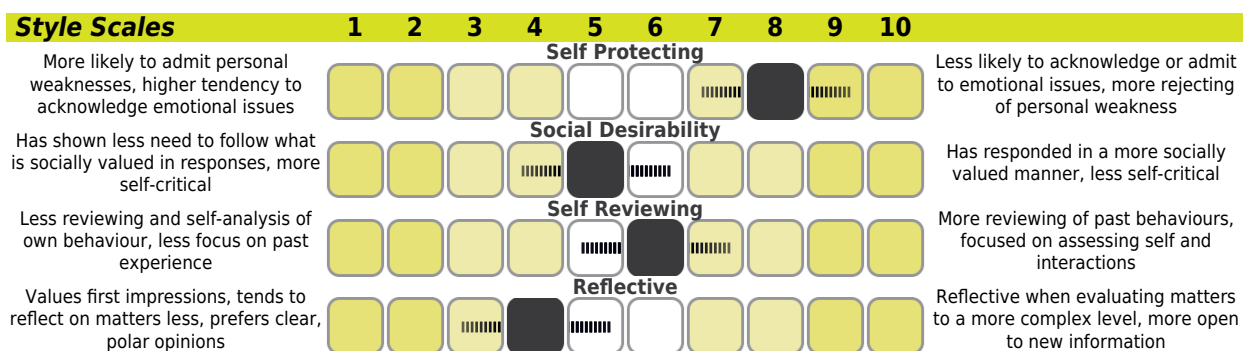
Sam's full identity profile is presented overleaf.

**Profile-Respondent Name: Sam Sample**





<b>Working Population</b>	1	2	3	4	5	6	7	8	9	10	<i>(n=3500)</i>
Response higher than...	1	4	11	32	40	60	77	88	96	99	% of Comparison Group



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Self-Perception Information – Points to Bear in Mind:

- not a definitive statement about how the individual will behave – just an indicator
- about style and preference, NOT about ability without support from further evidence
- a comparative measure of how the individual sees themselves in relation to the rest of the professional working population
- although broad patterns are likely to be consistent through time, an individuals’ profile can change with experience and role
- this profile should not be interpreted by anyone who is not trained or professionally supported to do so