

identity[®]
personality questionnaire

Feedback 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 they see 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.

About Self-Perception and Personality

There are many reasons why people differ in their approach to work. One area that has been extensively explored by researchers is an area that we commonly refer to as 'personality'. This term is broad and encompasses all that makes us unique. It can be defined as the pattern of thoughts, feelings and behaviours that distinguish one person from the next and is relatively enduring over time. This report provides comprehensive information based on your responses to the questionnaire i.e. it is a 'self-perception' report.

Important points to note about self-perception information:

- In a recruitment situation, this information should never be used in isolation – it supports other evidence.
- Do consider the information from different angles but do not get overly concerned over aspects that you consider to be less accurate. The interpretation of the profile is not infallible.
- With 'self-perception' information, it might be valuable to explore the report with people who know you best.

Understanding your Profile and Report

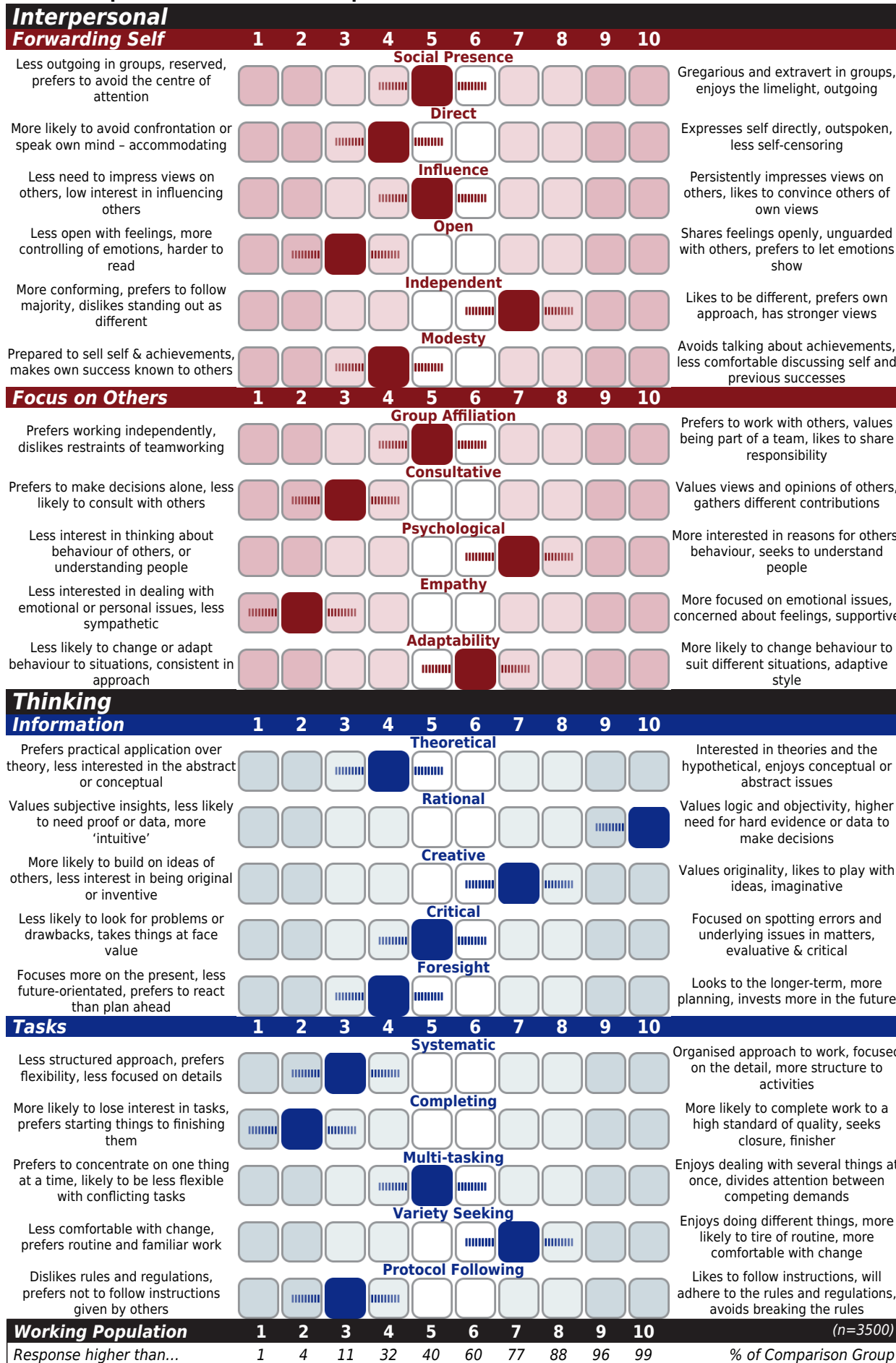
Your primary profile is displayed overleaf. These responses have been compared to a large sample of the professional population who have also completed 'identity'. Your graph indicates how your responses compare to the average for this group. Where the points on the graph fall in the middle – on a 5 or 6 – this is a typical response compared with the working population. Where your graph falls lower or higher than this average response, this is an indication of a characteristic that differentiates you as an individual. The lower or higher the response, the stronger this characteristic is likely to be.

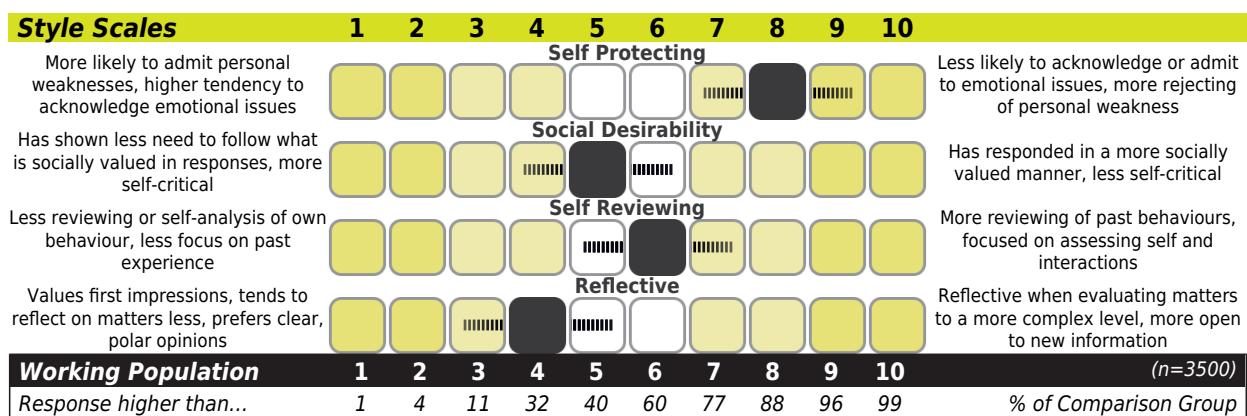
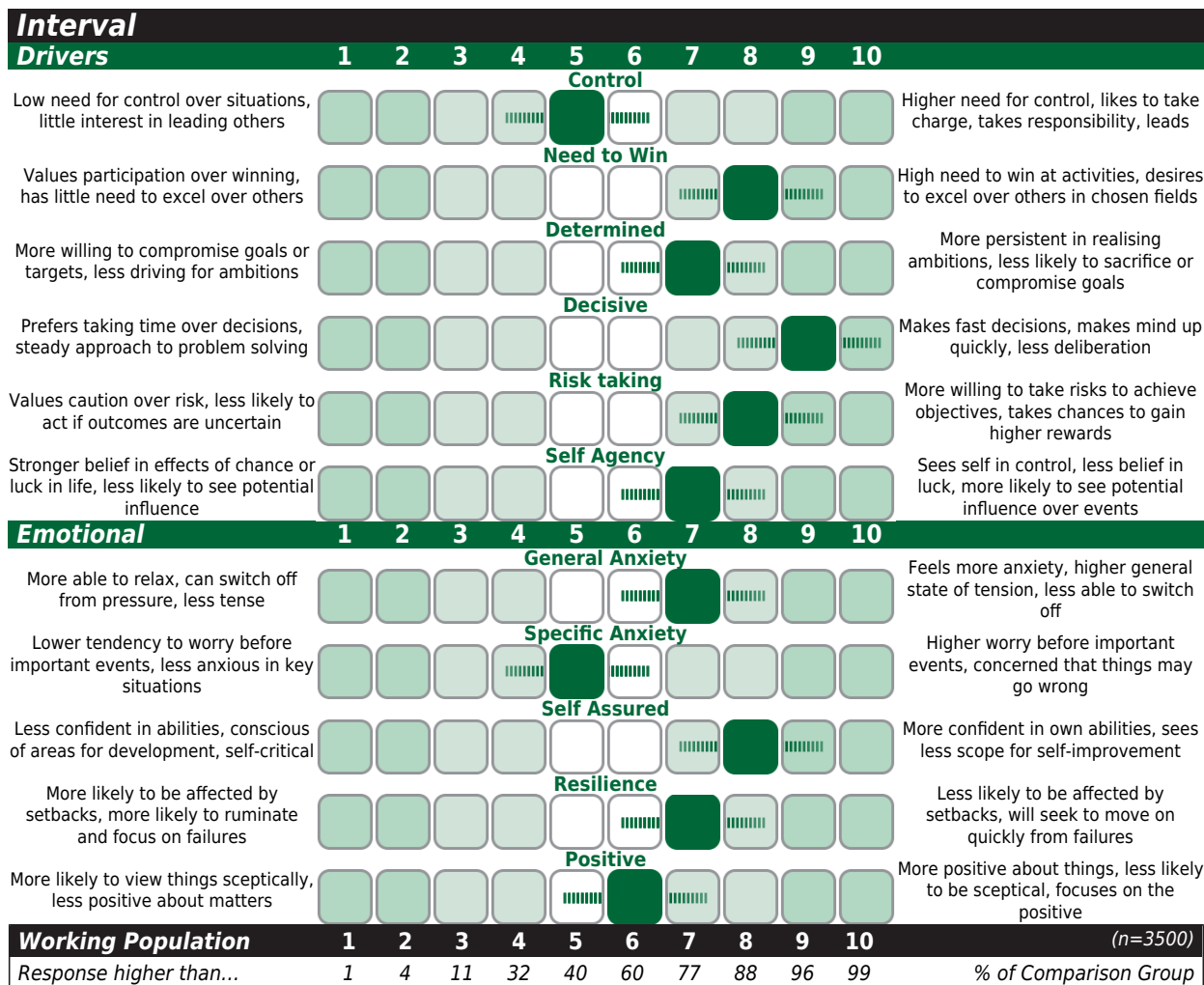
This report looks at the different areas of the profile in turn, as each may have an impact on your behaviour. For each area a general description is provided, followed by potential strengths and potential areas for development. It is important to remember however, that there may be balances or support for specific scales elsewhere in the profile. After looking at the different areas you might gain greater insight by reviewing the profile as a whole. The suggested strengths and development areas are purely suggestions and may be more or less applicable to you, depending on how you manage different situations.

Further psychological models are presented after the identity scales are described. These look at leadership style, team role etc. Please note that these are derived from research into the relationships between identity profiles and responses to other questionnaires.

The identity questionnaire has been developed by Quest Partnership Ltd, Professional Business Psychologists and members of the British Psychological Society.

Profile-Respondent Name: Sam Sample





Self-Perception Information – Points to Bear in Mind:

- not a definitive statement about how you behave - just an indicator
- about style and preference, NOT about ability without support from further evidence
- a comparative measure of how you see yourself in relation to the rest of the professional working population
- although broad patterns are likely to be consistent through time, your 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

Interpersonal

The identity model looks firstly at areas of interpersonal behaviour. The different elements are grouped into two subareas that measure your preferences for forwarding yourself and your preferences for focusing on those around you.

Forwarding Self

Your responses to the questionnaire indicate that you tend to be typically outgoing and to be as comfortable as the next person being the centre of attention. You report to be less direct than most and to often self-censor your contributions, maybe to avoid confrontation or causing offence to others. In terms of influencing, you present yourself as inclined as most to seek influence over others, having a typical level of desire to impress your point of view on others.

With regards to expressing how you feel inside, colleagues will probably find it a little hard to read your feelings about things, as you tend to be more private with your emotions than most. You will however be seen as emotionally mature and able to control your emotions. Another aspect of how you forward yourself is in terms of independence. Your responses to the questionnaire suggest that you will be more self-assured in your views and outlook than most, and will be more comfortable taking a different view to others or to challenge the norm in your thinking.

Related to this more individual style, you also report to be more comfortable selling yourself and your achievements, making your successes known to others.

Potential Strengths of Your Style

- * You may be seen as accommodating and sensitive to avoid offending others. You probably have a non-threatening style.
- * You will probably manage your emotions well to others, being seen as controlled and mature. You may be able to take a more objective, less emotive approach.
- * You will be seen as free-minded and to add value by challenging the norm. You will be more likely to take an alternative view or to assume a minority position if you feel this is right.
- * By sharing your successes, you are likely to maximise your profile and gain recognition. You can forward yourself and will gain a feeling of pride about your achievements.

Potential Drawbacks of Your Style

- * There may be times you over-compromise your valid views to avoid what you perceive as confrontation or offence.
- * There may be scope for you to share a greater understanding of yourself with colleagues by sharing your feelings more. Might you be able to enhance your influence by appealing more to the emotional dimension at times?
- * Perhaps having stronger views than others, sometimes you may be seen as hard to influence or occasionally argumentative.
- * Whilst proud of your achievements, might you sometimes convey a degree of self-promotion?

Focus on Others

Your responses to the Questionnaire suggest that you have a typical degree of preference towards the sharing of responsibility within a team and working in conjunction with others. As such, you will probably demonstrate an average degree of team orientation. You probably prefer to take decisions more autonomously, and will tend to consult with others less than most. You may tend to act more on your own judgement, and be more conscious of wasting time if you canvas opinions.

With regards to thinking about other people, it is likely that you are more interested in the perspectives of different types of people. You will potentially be more insightful of different individuals' outlooks or motivations. In terms of dealing with colleagues' emotional issues, you will probably be much less interested in this area than most, possibly seeing this area as little of your concern. You may take a professional outlook, perhaps believing others' personal issues are their own responsibility to manage.

The final scale in this section of the profile looks at the extent to which you adapt your behaviour towards different situations or people. You would appear to have responded with a typical evaluation of the extent to which you change your behaviour to suit different situations. You are likely to strike a balance between consistency and adaptability.

Potential Strengths of Your Style

- * You will probably be more able to make decisions alone without needing to refer to others, or spending time in canvassing views.
- * Your insight into others is likely to enhance your understanding of people and improve your interactions. You should be more mindful of the agendas or perspectives of other parties when seeking influence.
- * You should be able to dispassionately separate feelings from what needs to be done. You may take a more commercial, or tough-minded approach to business.

Potential Drawbacks of Your Style

- * If you sometimes do not consult with others about decisions that may affect them, you may be seen as overconfident in the breadth of your judgement or perhaps be seen as autocratic by others.
- * Generally, interest in others is a strength. Depending on the extent to which you focus here, high responses here can indicate an over-focus at times on the process of getting results through people, when a more results focused approach might deliver more.
- * If there is an expectation in your role to support the emotional needs of others, you may at times be perceived as unsympathetic towards the feelings or issues of others.

Cognitive

'Cognitive' is a broad term that refers to the 'act of thinking'. Here it refers to your preferences in the two areas of using information and approaching tasks.

Information

Firstly, your profile suggests that you are focused on more practical and concrete matters and less interested in more hypothetical matters. This probably indicates that you see less relevance in theories or other abstract possibilities. The type of information that you prefer to use when making judgements will be much more logical and objective. You are likely to be distrusting of unsupported impressions or subjective feelings, preferring things to be quantified. You are likely to use reasoning and evidence to build up to your opinions. The Critical scale of the profile suggests that you will have a typically evaluative outlook and probably be as able to spot flaws or drawbacks in matters as most people.

In terms of creativity and making unusual links between different sources of information, you have reported to be more orientated in this area than most people, seeing yourself as imaginative and valuing originality. You will enjoy exploring new ideas and possibilities.

The extent to which you look to the future and plan ahead is also measured by the questionnaire. When compared with the comparison group, your responses suggest that you will do this less than most. This probably indicates that you have less inclination to plan into the future, and may prefer to take things as they come. You may be more effective and responsive towards emerging issues.

Potential Strengths of Your Approach

- * You may be more focused on practical, 'real-world' issues of direct relevance?
- * You will be more effective in using data and logical analysis?
- * You are more likely to produce creative and unusual ideas.
- * You can react and be focused on meeting current demands.

Potential Drawbacks of Your Approach

- * You may be less comfortable dealing with abstract or diffuse problems or theories, if the value of these is less direct.
- * You may not be as comfortable taking clear action in ambiguous situations where no data or measurements exist.
- * You may at times get over-absorbed in your own creative thoughts.
- * As you report to be very reactive to events, there may be scope to reduce future problems by looking ahead and planning more over the longer term.

Tasks

Your profile suggests that you have a less structured and systematic approach to your work. You will be less interested in details and prefer just to start work rather than think about structure first. In terms of finishing things, you are likely to be much less focused in this respect. You much prefer the stimulation of starting projects, but will be less driven towards closure or focusing on quality issues. This tendency may also mean that you can be more open to new requirements and demonstrate higher flexibility, dropping work quickly as these demands change. When managing work, you probably prefer to have a balanced demand on your workload, being most happy with a few assignments that you can comfortably give attention to, without too much 'juggling'.

With regards to your need for change, you appear to have a stronger motivation than most to explore new work areas and experiment with different approaches. You are more likely to be drawn towards variety and dislike routine. Similarly, you are likely to have less patience than most with rules and regulations, being more averse than most to follow instructions provided by others.

Potential Strengths of Your Style

- * Your less systematic approach may mean you can take a more flexible approach and see wider issues.
- * You are likely to be more flexible to fast changing demands and enjoy getting new activities started.
- * You will be more open to change and more experimental in outlook.
- * You may tend to show more initiative and make your own rules, rather than looking to precedent.

Potential Drawbacks of Your Style

- * Are there ways of becoming more organised and systematic in your approach to work? You may be missing opportunities to better attend to important details or produce plans?
- * You may tend to put things down as quickly as you pick them up. Do you ensure you see projects through to completion?
- * You will probably be less suited to a routine role, and perhaps get bored more easily than most.
- * You may be more easily stifled by regulations or other impositions of organisations.

Internal

This part of the profile looks at the more internal aspects of your temperament. The questionnaire measures elements of drive and also relevant emotional indicators.

Drivers

This section looks firstly at your need for control over situations. Your responses suggest that you are typically orientated towards assuming the lead yourself. You are likely to require an average degree of personal control over matters or over a team. In terms of competitiveness, or needing to excel over others, you report to having a higher need to 'win' at what you turn your hand to. Recognition and high performance is important to you personally.

Your responses to this section of the questionnaire indicate a more determined and less compromising approach to achieving objectives. You will probably overcome more stretching demands to attain your ambitions than most.

The Decisive scale looks at how quickly you like to decide on action. Your responses suggest that you are much less concerned than most with deliberating over information, preferring to act quickly. You are likely to be more comfortable responding rapidly and thinking on your feet, and will jump into decisions quickly. Associated with your higher decisiveness in this respect, you are also more likely to take a risk than most. You will probably be more able to act when the outcomes are less certain.

People differ in how much influence they perceive they have over what happens to them, and the extent of control that external forces, e.g. luck, have over them. This is measured by the 'Self-Agency' scale. Your responses suggest that you see yourself as being more able to influence events around you. This may mean that you can be more aware of the potential impact you can have over your work and environment. You see your actions as more important in determining your life than do most others.

Potential Strengths of Your Style

- * You will be driven to do better than others in what you turn your hand to.
- * You will be more driving and focused on reaching challenging goals.
- * You will be more able to think on your feet and act speedily.
- * More risk-taking, you are likely to be more able to initiate change.
- * You may be more proactive in seeking to influence events around you.

Potential Drawbacks of Your Style

- * If your competitive drive is mainly towards your personal objectives - you may be seen as less collaborative, or needing to beat others.
- * As you are ambitious, you may feel higher levels of stress through not compromising your goals. At times, you may need to review how achievable or realistic your targets or aspirations are.
- * Sometimes you may jump into action without sufficiently thinking through the consequences.
- * You may feel frustrated in a culture that does not support taking a chance for gaining bigger returns.
- * You may feel a burden of personal responsibility for events, increasing your stress.

Emotional

In terms of your general levels of anxiety, you report to have more tension and anxiety than others most of the time, probably finding it harder to switch off from your work objectives and relax. The Specific Anxiety scale looks at how you feel about specific events that may cause worry. You report a typical level of nerves before such situations. In terms of learning for the future, you probably see yourself in a more self-assured and confident manner than most. You might see less scope for self-improvement or development to meet the demands upon you.

You report to be less concerned about failures or setbacks, generally bouncing back from these and seeking to move forward. You will not tend to take these overly to heart. With regards to your general outlook, you will probably take a balanced view between perceiving things positively and adopting a more questioning or sceptical stance.

Potential Strengths of Your Style

- * You are likely to invest a good deal of personal energy and commitment into your work.
- * You should come across as fairly confident and self-assured.
- * You will be more resilient in the face of failure or setbacks.

Potential Drawbacks of Your Style

- * You may need to take more time-out or manage your levels of stress.
- * You may be less focused on your areas for self-improvement. Do you spend much time considering ways to improve your performance even further?
- * You may not always focus sufficiently on what there is to learn from problems or setbacks.

Style Scales

The style scales provide an indication of some factors that may have influenced the accuracy of your profile:

You may have responded in a more tough-minded manner about your feelings.

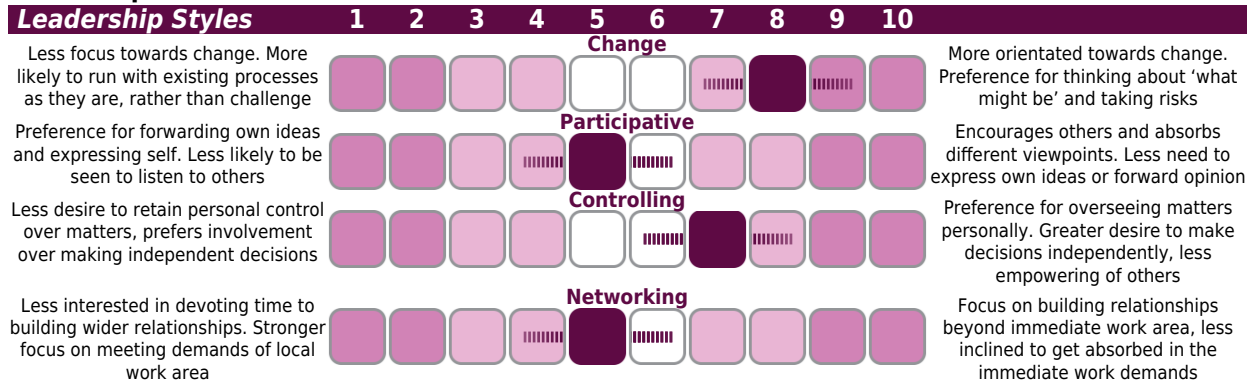
Your response style seemed to reflect a typical need to present yourself in a positive manner.

Your responses are probably typically self-aware as you report an average degree of self-reviewing activity.

Your preference for clear opinions may have meant you preferred a more polar or clear-cut response to the questionnaire.

Leadership Preference

Sam Sample



The following section describes your preference in relation to the leadership model above:

Higher Change

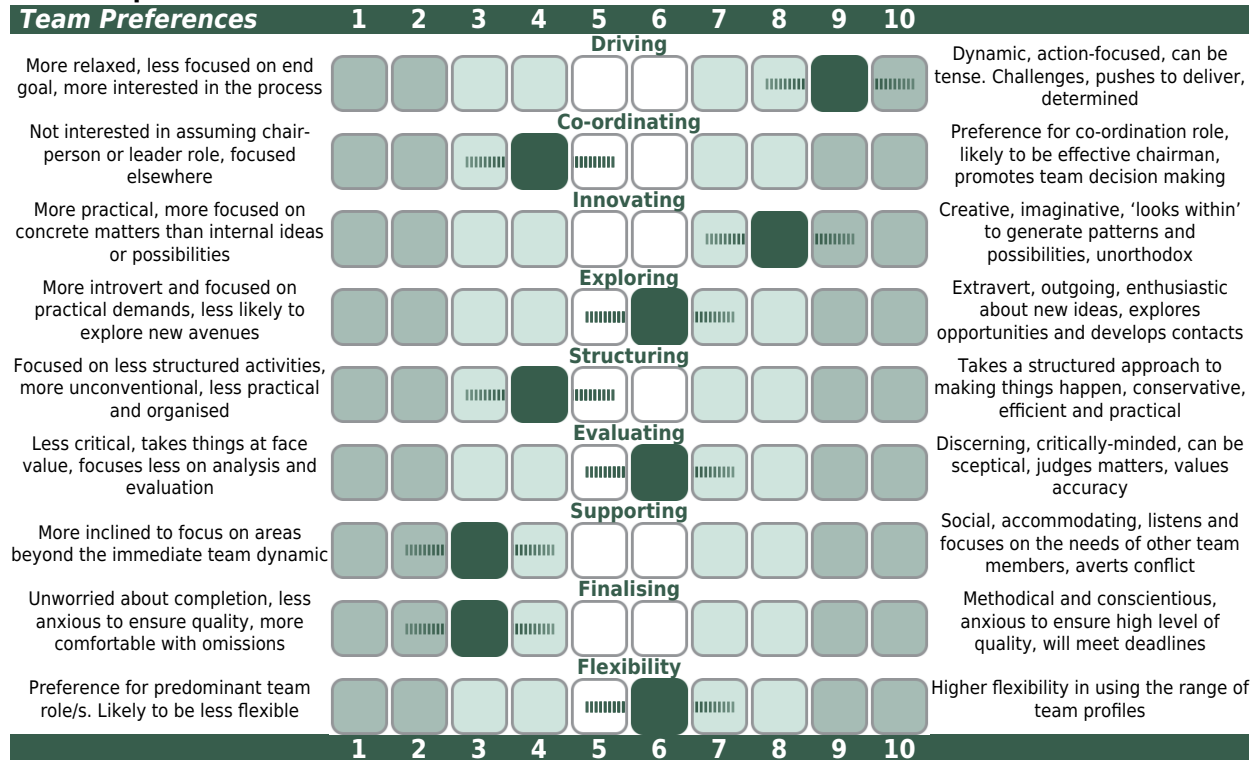
Change leadership, entails a focus more on 'what could be', rather than immediate task preferences. Thus, the change leader is less interested in structure or closure, perhaps at times not always highly organised - and much more energised by taking risks. Their orientation towards risk-taking behaviour 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.

Higher Controlling

The Controlling leader is more likely to drive things personally to get results. At their best, they can weld others around them towards a goal. Sometimes, however, they can become autocratic and make decisions by appealing to existing protocol or methods. At times, they can be seen to 'do things by the book'. They are likely to be adept at operating within defined parameters and ensuring others comply with the rules. Highly controlling leaders may be less comfortable dealing with alternative viewpoints that run counter to their own. They will need to ensure that they do not try to do everything themselves and ensure they empower the team.

Team Role Profile

Sam Sample



Preferred Team Profile:

Your 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 profile, 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

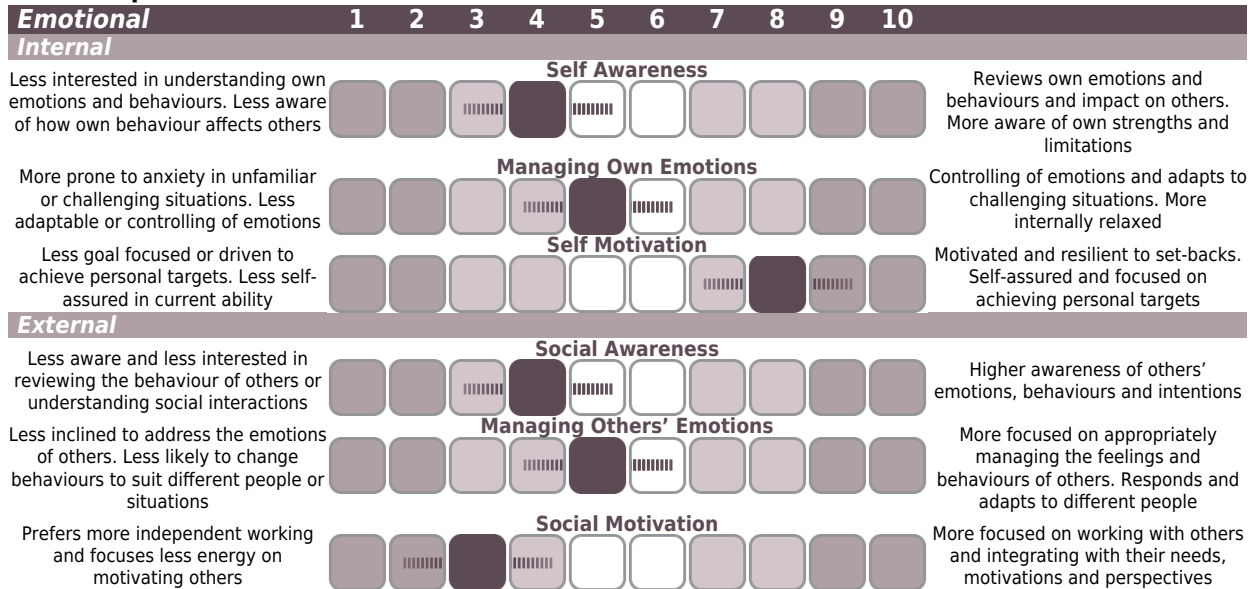
Individuals scoring low on this team profile will typically prefer to maintain a greater flexibility in workstyle. Therefore, they will be less focused on ensuring tasks are completed or preoccupied with ensuring high standards of quality, so that they can remain open to taking on new tasks or demands.

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 your responses, you are 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 most likely to be relatively confident in managing the feelings and behaviours of others. They should have an ability to adapt their own behaviour to suit

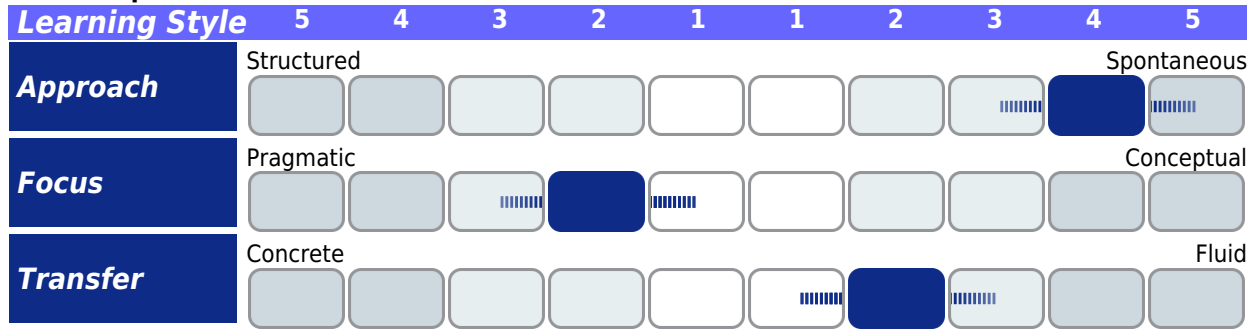
different individuals or groups.

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

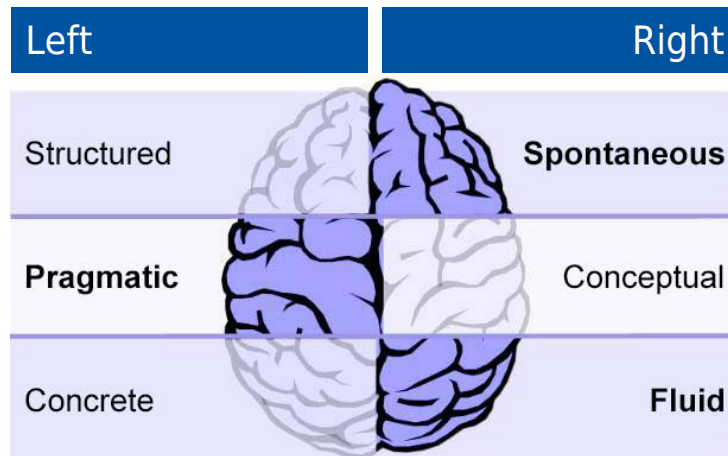
Sam Sample



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 i.e. starting with the detail and building up.

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



Exploring Your Reported Preferences

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

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

Approach: Spontaneous

Your response here indicates

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

Your 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 can they apply the 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 with 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

Your response here indicates a preference for a more Fluid style.

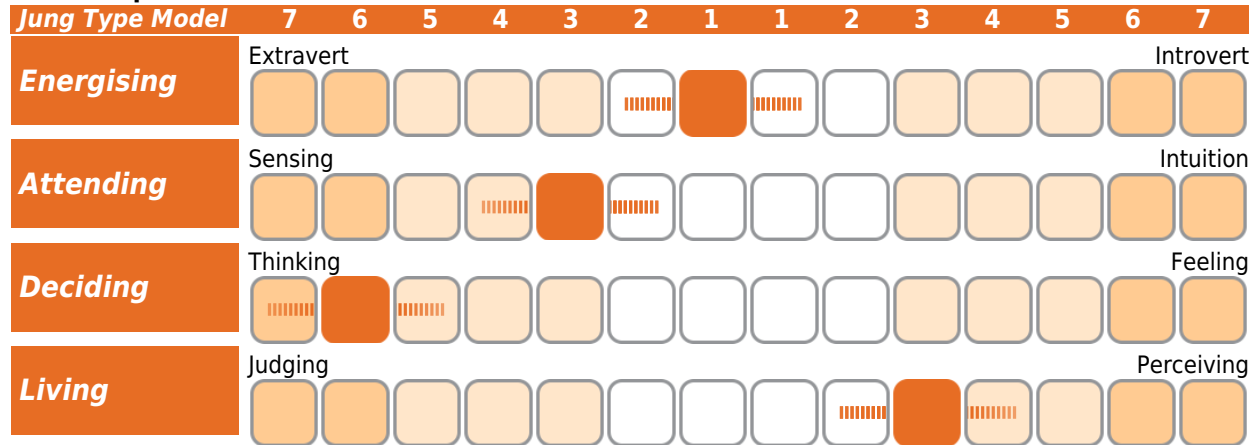
Fluid learners have a facility to apply their learning across a wider range of new situations and experiences. They may feel frustrated in having to follow step-by-step instructions and are happier in environments that allow them to apply their creativity. They like to have opportunities to apply their 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. Your 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.