PERSPECTIVES

SELECT

Susie Sample

podium

Introduction

The Assessment

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

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

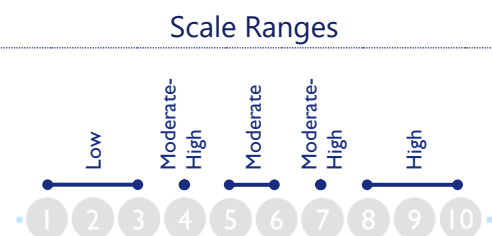|		**Big Five Factor**	**Underlying Trait**
Plasticity	**Ideas**	**Openness** *Cognitive stimulation, intellectual curiosity, and creativity.*	**Inquisitiveness** *Intellectual engagement with ideas and challenges.* **Creativity** *Creative and artistic engagement.*
	People	**Extraversion** *Social and behavioural stimulation.*	**Power** *Power, responsibility, and influence over oneself and others.* **Sociability** *Social interaction and engagement with others.*
Stability		**Agreeableness** *Social stability and social harmony.*	**Compassion** *Empathy, thoughtfulness, concern, and care of others.* **Diplomacy** *Maintaining social harmony and adherence to social norms.*
	Results	**Conscientiousness** *Persistence, dependability, and adherence to rules and structure.*	**Drive** *Persistence in the pursuit of long-term goals.* **Orderliness** *Maintaining order, structure, routine, and process.*
	Resilience	**Emotional Stability** *Resilience, confidence, self-belief and composure in response to uncertainty or perceived threats.*	**Emotionality** *Maintaining composure and effectively managing moods and negative feelings.* **Confidence** *Maintaining confidence and self-assuredness in the face of challenges or threats.*

The Report

This report has been designed to support the interview and reference checking process. It presents Susie's results and provides probing interview questions to help elicit information about her preferences, past behaviour, and performance.

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

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

Rating Scale

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

Scale Ranges

Low	Moderate-High	Moderate	Moderate-High	High
1 2 3	4	5 6	7	8 9 10

Comparison Group (Norm)

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

Assessment	Norm Name	Sample Size
Perspectives	New Zealand Participants	2811

Impression Management

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

Scale	Score	Risk	Interpretation
Social Desirability	5	Moderate	Susie is likely to have responded honestly without projecting an overly positive image of herself. No further action is needed.
Central Tendency	2	Low	Susie is likely to have responded openly without wishing to hide her true personality. No further action is needed.

Executive Summary

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

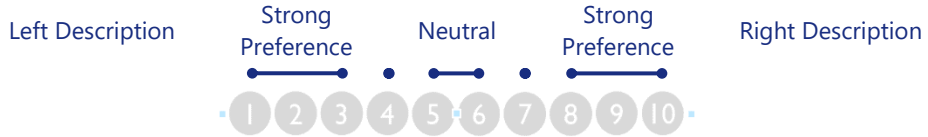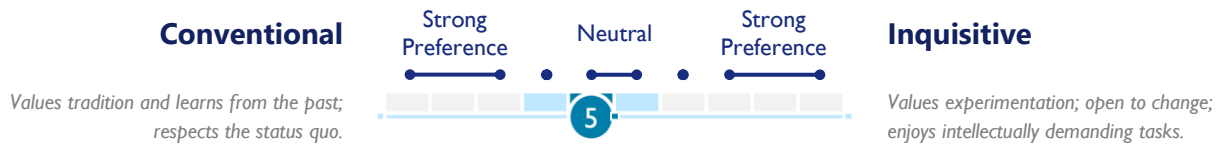| **Potential Strengths**	**Potential Challenges**
Ideas	
• Susie should be reasonably adept at making decisions that combine what has worked well in the past with an openness to new ways of working.	• Susie may need to discipline herself to keep an open mind to new ideas.
• She is likely to have a strong interest in abstract/creative ideas and have the natural inclination to think outside the square.	• Her ideas may be too theoretical to put into practice.
People	
• Susie profiles as having an approachable nature and should have sufficient confidence to build new networks both internal and external to the organisation.	• Susie may dislike working on her own and enjoy the social aspects of working in a team.
• Susie profiles as having a balance between being assertive without being autocratic.	• Susie is likely to selectively chose when to step up and take charge of a group and/or situation or when to follow.
• She should make an effort to balance facts and data with people's feelings and to look at an issue from someone else's perspective.	• She may need to reflect on different ways to communicate to capture people's attention.
• Susie is likely to exercise a cautious check on her behaviour and take care not to offend others.	• Susie may hold back from sharing her views directly.
Results	
• She should be mindful of the goals she wants to achieve, without needing to strive for them at all costs.	• She may not always approach tasks with sufficient urgency.
• She profiles as being extremely ordered and self-disciplined and highly effective at developing work processes and schedules.	• She may be a perfectionist and get bogged down in the detail at the expense of moving ahead with a project.
Resilience	
• Susie is likely to manage her frustrations and emotions as well as most people.	• She may over-react under prolonged pressure.
• She appears as confident as most others and should back herself to handle most challenges.	• She may sometimes dismiss past problems, rather than see them as opportunities to learn.

Results at a Glance

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

Left Description	Strong Preference	Neutral	Strong Preference	Right Description

Scale: 1 2 3 4 5 6 7 8 9 10

Ideas

Openness

Conventional
Values tradition and learns from the past; respects the status quo.
Score: 5
Inquisitive
Values experimentation; open to change; enjoys intellectually demanding tasks.

Pragmatic
Pragmatic, realistic, and down-to-earth; literal and may prefer common-sense solutions.
Score: 8
Creative
Imaginative; looks beyond the obvious; may dismiss practical ideas.

People

Extraversion

Subdued
May prefer to follow; may prefer to support than lead; may avoid responsibility.
Score: 5
Empowered
Happy to lead; takes charge; may be assertive and controlling.

Reserved
Private; may prefer own company; may avoid the spotlight.
Score: 7
Sociable
Outgoing, lively, socially confident, and participating.

Agreeableness

Indifferent
Unsentimental; inwardly focused; may not readily show empathy for others.
Score: 6
Compassionate
Empathetic, caring, and compassionate; thinks about others' needs.

Tough-Minded
Forthright, direct, and straight-forward; may challenge others.
Score: 10
Diplomatic
Discrete, restrained, and conforming; careful to maintain harmony.

Results

Conscientiousness

Relaxed
Relaxed; tolerant of distractions; able to separate one's work and personal life.
Score: 5
Driven
Ambitious; hard-driving; may find it difficult to relax.

Unstructured
Less concerned about rules, process, and planning; may cut corners.
Score: 8
Orderly
Dependent on rules, process, and structure; likes order and routine.

Resilience

Emotional Stability

Sensitive
Emotionally sensitive; actively seeks to eliminate perceived threats.
Score: 6
Composed
Emotionally stable and steady; rarely flustered; calming.

Apprehensive
Apprehensive; tends to be self-critical; may dwell on past mistakes.
Score: 6
Confident
Self-assured; rarely dwells on mistakes; may be overly confident.

Ideas: Openness

Openness reflects cognitive stimulation. Higher scorers are curious, value creativity, and seek novelty and variety.

Conventional	Strong Preference	Neutral	Strong Preference	Inquisitive

5

Values tradition and learns from the past; respects the status quo.

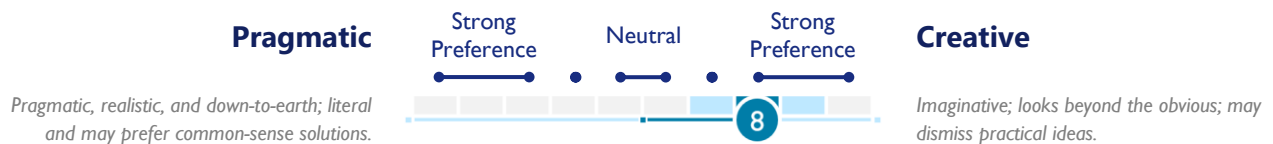*Values experimentation; open to change; enjoys intellectually demanding tasks.*

Potential Strengths

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

Potential Challenges

- Susie may be slower than some others adapting to change.
- She may need to discipline herself to keep an open mind to new ideas.
- She may need some convincing to see the benefit of change.

Pragmatic	Strong Preference	Neutral	Strong Preference	Creative

8

Pragmatic, realistic, and down-to-earth; literal and may prefer common-sense solutions.

Imaginative; looks beyond the obvious; may dismiss practical ideas.

Potential Strengths

- Susie is likely to have a stronger interest than most in abstract/creative ideas.
- She is likely to have a stronger preference than most others for thinking outside the square.
- She is likely to make a valuable contribution to brainstorming sessions.
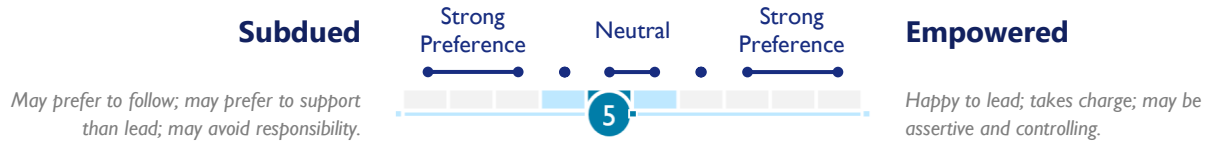
Potential Challenges

- Susie is likely to have little interest in mundane, practical matters.
- In her pursuit of creative ideas, she may lose sight of what is realistic and practical.
- She may be absent-minded.
- Her ideas may be too theoretical to put into practice.

PEOPLE CENTRAL

People: Extraversion

Extraversion reflects one's need for social and behavioural stimulation. Extroverted individuals tend to be socially confident and may seek influence over others.

Subdued	Strong Preference	Neutral	Strong Preference	Empowered

5

May prefer to follow; may prefer to support than lead; may avoid responsibility.

Happy to lead; takes charge; may be assertive and controlling.
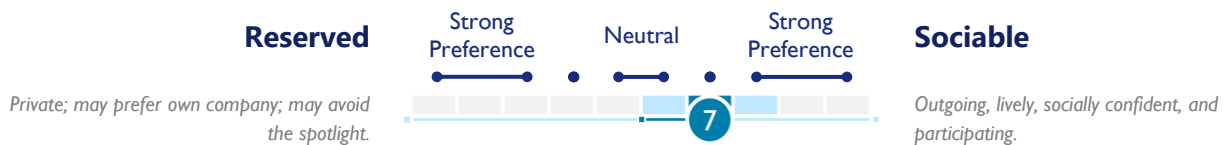
Potential Strengths

- Susie's profile indicates that she should be as willing as most people to take charge in a situation, while being equally happy to take a back seat as required.
- With a moderate level of energy she should still be reasonably motivated to influence others and gain their admiration.

Potential Challenges

- Susie may selectively choose when to assert herself and when to hold back.
- She may need to determine when to take control and when to follow.

Reserved	Strong Preference	Neutral	Strong Preference	Sociable

7

Private; may prefer own company; may avoid the spotlight.

Outgoing, lively, socially confident, and participating.
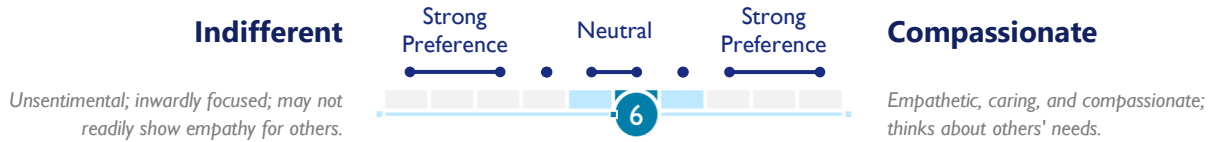
Potential Strengths

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

Potential Challenges

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

People: Agreeableness

Agreeableness relates to one's concern for social stability or social harmony. Agreeable individuals value cooperation over conflict and are compassionate towards others.

Indifferent

Unsentimental; inwardly focused; may not readily show empathy for others.

Strong Preference   Neutral   Strong Preference

6

Compassionate

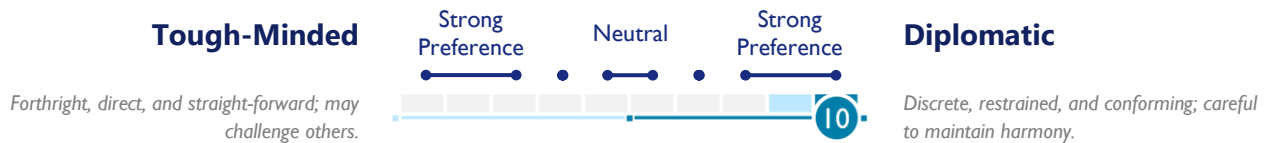*Empathetic, caring, and compassionate; thinks about others' needs.*

Potential Strengths

- Susie describes herself as no more or less compassionate than other people.
- While she is willing to cater to others' needs, she is unlikely to neglect her own needs.

Potential Challenges

- Susie may need to consciously work at balancing her needs with those of others. This extends to being able to support friends and colleagues at a personal level as required, while still keeping her own goals and priorities in focus.

Tough-Minded

Forthright, direct, and straight-forward; may challenge others.

Strong Preference   Neutral   Strong Preference

10

Diplomatic

Discrete, restrained, and conforming; careful to maintain harmony.

Potential Strengths

- Susie is more likely than others to seek harmony and avoid conflict.
- She is likely to exercise a cautious check on her behaviour and take care not to offend others.
- She is likely to moderate what she says or does to suit the demands of the situation.
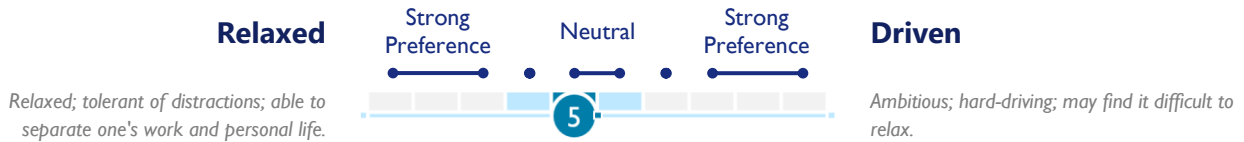
Potential Challenges

- Susie may need to check that the intent of her message does not get lost in an effort to be diplomatic.
- She is much more likely than others to hide her true feelings to keep the peace.
- She may hesitate to share her views directly.
- She may struggle facing conflict head-on.

Results: Conscientiousness

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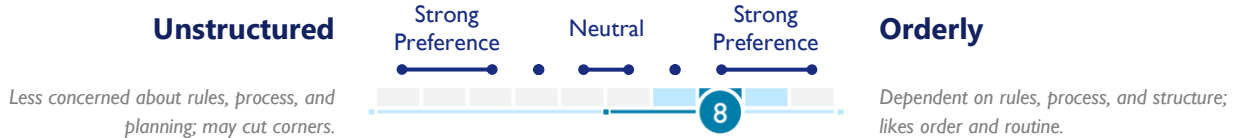
Relaxed	Strong Preference	Neutral	Strong Preference	Driven

Relaxed; tolerant of distractions; able to separate one's work and personal life.

5

Ambitious; hard-driving; may find it difficult to relax.

Potential Strengths

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

Potential Challenges

- Susie may need to find a task personally motivating to retain her focus.
- She may not always approach tasks with sufficient urgency.

Unstructured	Strong Preference	Neutral	Strong Preference	Orderly

Less concerned about rules, process, and planning; may cut corners.

8

Dependent on rules, process, and structure; likes order and routine.

Potential Strengths

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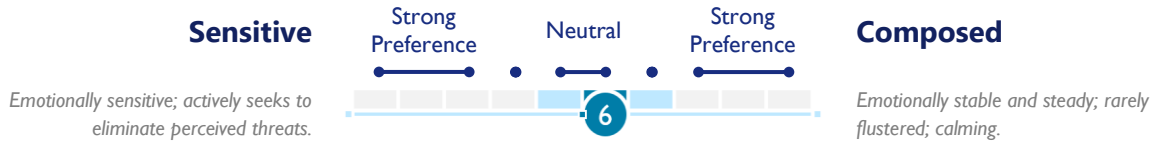
Potential Challenges

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

PEOPLE CENTRAL

Resilience: Emotional Stability

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

Sensitive	Strong Preference	Neutral	Strong Preference	Composed

Sensitive
Emotionally sensitive; actively seeks to eliminate perceived threats.

6

Composed
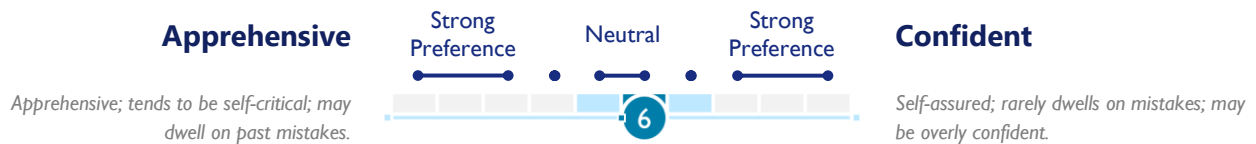*Emotionally stable and steady; rarely flustered; calming.*

Potential Strengths

- Susie is likely to manage her frustrations and emotions as well as most people.
- She should be reasonably effective at handling personal criticism without losing her cool.

Potential Challenges

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

Apprehensive	Strong Preference	Neutral	Strong Preference	Confident

Apprehensive
Apprehensive; tends to be self-critical; may dwell on past mistakes.

6

Confident
Self-assured; rarely dwells on mistakes; may be overly confident.
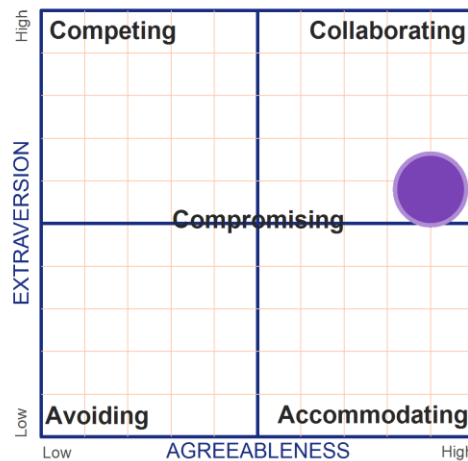
Potential Strengths

- Susie appears as confident as most others.
- She should possess a reasonable insight into her short-comings.
- She is likely to accept accolades and blame to the same extent.
- She should back herself to handle most challenges.

Potential Challenges

- Susie's confidence may be tested under prolonged pressure.
- She may lack some insight into her personal areas for development.
- She may sometimes dismiss past problems, rather than see them as opportunities to learn.

Conflict Styles

Conflict Styles describe the preferred style Susie is likely to adopt in mediation and negotiation situations. Each style can be described in terms of how individuals relate to and cooperate with others (Agreeableness), and how they take charge and assert themselves (Extraversion). Effective conflict resolution is contextual and the most effective negotiators are able to adapt their style according to the situation.

Primary Style: Collaborating

Individuals who adopt this approach are likely to combine both assertive and cooperative styles. Often high profile team members, they will work with others towards finding a win-win solution that satisfies everyone's concerns. Adopting this style can facilitate more open discussion, a more equal distribution of tasks, and more creative brainstorming of solutions.

Best Contribution

- When maintaining the relationship is as important as the issues at hand.
- When consensus and commitment are valued and trust is high.
- When each party is relatively equal in status or when the most powerful party supports a win-win collaborative solution.
- When the solution is dependent on both parties working together.
- When both parties have objectives that are too important to compromise.
- When there is sufficient time to resolve each issue in turn.

Potential Challenges

- This approach requires a shared commitment from all parties to look for a mutually beneficial solution.
- It may not be appropriate in situations where a fast decision is required and time is short.
- It may require more time and a concerted effort from both parties to achieve a win-win outcome.
- Overuse of the collaborating style can lead to feelings of disempowerment and a loss of initiative.
- To reach consensus typically requires a high degree of trust among all parties.

Conflict Styles Table

The following table ranks each conflict style according to how well it fits Susie's profile. Susie's preference for each style is determined by her agreeableness and extraversion.

	Conflict Style	Description	Supporting Behaviours	
			Agreeableness	Extraversion
1st	Collaborating	These individuals strive to collaborate with others in an effort to resolve conflict.	High	High
2nd	Compromising	These individuals adopt a balanced approach to resolving conflicts.	Moderate	Moderate
3rd	Accommodating	These individuals are likely to accommodate the needs of others.	High	Low
4th	Competing	These individuals adopt a competitive stance when dealing with conflict or negotiations.	Low	High
5th	Avoiding	These individuals tend to avoid addressing conflict directly.	Low	Low

The following terms are used to describe how each style is associated with the supporting behaviours.

High	Moderate	Low

The following colours are used to reflect how closely Susie's profile matches the supporting behaviours.
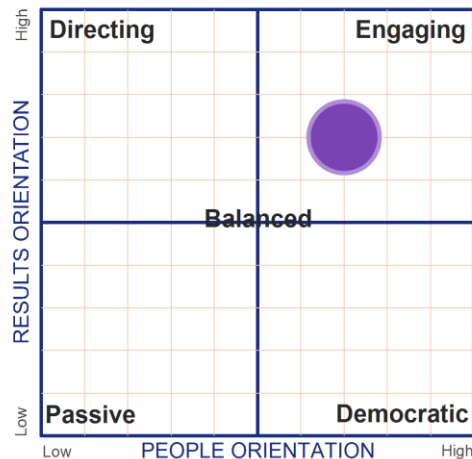
Strong   Partial   Weak

Leadership Styles

Leadership Styles describe the preferred style Susie is likely to adopt when managing/leading others. Leadership Styles are based on the Leadership Grid developed by Robert Blake and Jane Mouton. Each style can be described in terms of how it relates to two behavioural dimensions, people-orientation and results-orientation. Effective leadership is contextual and the most effective leaders are able to adapt their style according to the workplace factors and the team they are leading.

Primary Style: Balanced

Balanced leaders give equal priority and importance to the team's needs and delivery objectives. They are results-focused and goal-orientated while also encouraging a contribution from all team members. Rather than rely on group consensus to make a final decision, balanced leaders maintain authority and typically have the final say regarding which recommended proposal will be adopted.

Best Contribution	Potential Challenges
• When there are conflicting priorities and staff and stakeholder relationships need to be maintained.	• In a desire to balance competing needs, minority opinions may still be overridden.
• When multiple perspectives need to be considered.	• In an effort to accommodate everyone, a balanced leader may come across as lacking a clear vision and direction.
• This style is most appropriate for staff who can be relied upon to provide sound and informed opinions.	• This leader may be confusing to work with, and for, which in turn may lower employee satisfaction and morale.

Leadership Styles Table

The following table ranks each leadership style from highest to lowest according to how well it fits Susie's profile. Susie's preference for each style is determined by her people orientation.

	Leadership Style	Description	Supporting Behaviours	
			People	Results
1st	**Balanced**	These leaders balance the team's needs with delivering objectives.	Moderate	Moderate
2nd	**Engaging**	Engaging leaders are results-driven and attempt to influence others and motivate them to achieve their objectives.	High	High
3rd	**Democratic**	Democratic leaders are concerned with encouraging group participation and building consensus.	High	Low
4th	**Directing**	The primary concern for directing leaders is to achieve results.	Low	High
5th	**Passive**	Passive leaders give their team the latitude and freedom to make their own decisions and manage their own deliverables.	Low	Low

The following terms are used to describe how each style is associated with the supporting behaviours.

High	Moderate	Low

The following colours are used to reflect how closely Susie's profile matches the supporting behaviours.

■ Strong   ■ Partial   ■ Weak

Team Roles

Team Roles describe the preferred roles Susie is likely to adopt when working in a team. Effective teams require a diverse range of roles to suit the team's objectives and complement one another.

Primary Role: Coordinator

Coordinators are socially confident individuals. They concern themselves with getting the best out of a group by organising people and resources and figuring out the ideal process to get things done.

Best Contribution	Potential Challenges
• Simplifying complex processes in the absence of other leadership.	• Being overly rigid and controlling.
• Organising people and activities.	• Taking on too much and not delegating effectively.
• Getting more out of limited resources.	• Spending too long refining a process without finishing it.
• Refocusing team objectives.	• Setting unreasonably high standards.
• Combining tasks and integrating activities in new and varied ways.	• Over-managing others without giving them the opportunity to contribute.

Team Roles Table

The following table ranks each team role from highest to lowest according to how well it fits Susie's profile. Susie's preference for each role is determined by her capacity to work with ideas, people, and results.

Team Role	Description	Supporting Behaviours		
		Ideas	People	Results
1st Coordinator	Assertive individuals who coordinate ideas, resources, and clarify goals.	High	High	High
2nd Networker	Communicative and optimistic individuals who look for opportunities and build contacts.	High	High	Low
3rd Planner	Systematic individuals who turn ideas into plans and actions.	High	Low	High
4th Driver	Results-orientated individuals who drive team performance.	Low	High	High
5th Innovator	Creative individuals who enjoy exploring innovative solutions and opportunities.	High	Low	Low
6th Team Builder	People-orientated individuals who foster team spirit.	Low	High	Low
7th Implementer	Dutiful and detail-conscious individuals who are concerned with meeting standards and deadlines.	Low	Low	High
8th Observer	Detached individuals who prefer working independently of the team.	Low	Low	Low

The following terms are used to describe how each role is associated with the supporting behaviours.

| High | Moderate | Low |

The following colours are used to reflect how closely Susie's profile matches the supporting behaviours.

■ Strong   ■ Partial   ■ Weak

Interview Prompts

The following questions have been designed to support the interview and reference checking process. Use these questions as a guide to probe Susie's preferences, past behaviour, and performance.

Ideas

Openness

A balance between being conventional and inquisitive.

- Describe a time that demonstrates your ability to see an issue from a broad perspective.
- Where in this role do you see room for innovation and how would you implement this?

Much more creative and intuitive than average.

- Provide an example that demonstrates your ability to attend to more operational pursuits.
- Describe an innovative work-related project that makes you particularly proud.
- Provide an example of your ability to recognise a good idea from many.

People

Extraversion

A balance between following and taking charge.

- Provide an example that demonstrates your ability to assert yourself without being intimidating.
- What considerations did you take into account?

More sociable and outgoing than average.

- Provide an example which highlights your ability to work well with all sorts of people, both internal and external to the organisation.
- If you were to give advice to someone about how to network and build rapport, what would you say?

Agreeableness

A balance between compassion and self-focus.

- Who do you find it easier to relate to; data-driven or more feelings-driven people? Give an example to support your decision.

Much more diplomatic than average.

- Describe a time when you dealt directly with a conflict or dispute. What was the situation and what did you learn about yourself as a result?
- Describe a time when you had to take the lead on an issue that was not going to please everyone. What strategies did you use to keep the end goal in sight?

Results

Conscientiousness

A balance between being relaxed and driven.

- While working towards a goal, what steps do you take to ensure you do not lose sight of other unexpected opportunities that arise?
- What recent, challenging goal have you set yourself? How are you going towards achieving it?

Much more orderly and organised than average.

- Describe a situation that demonstrates your ability to impact an organisation, people, or results in the absence of full facts or details. How did you compensate for the absence of information?
- Explain a practice or procedure you've used to ensure that things get done as planned without constant attention from you.

Resilience

Emotional Stability

A balance between being sensitive and composed.

- Describe a pressured situation in which you were pushed to the limit.
- Give an example that highlights your ability to remain resilient under pressure.

A balance between being apprehensive and confident.

- What has been your most recent setback at work? What did you learn from the situation?
- What would others see to know you are committed to continuous learning?/nWhat specifically have you done to step outside your comfort zone in recent times?

Appendix: Higher-Order Profile

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

Scale	Description	Low Moderate High
Plasticity	**Plasticity reflects the need for reward, stimulation and engagement. Higher scorers seek to explore new goals, relationships, and ways of interpreting the world.**	6
Openness	Openness reflects cognitive stimulation. Higher scorers are curious, value creativity, and seek novelty and variety.	7
Extraversion	Extraversion reflects one's need for social and behavioural stimulation. Extroverted individuals tend to be socially confident and may seek influence over others.	6
Stability	**Stability reflects a tendency towards self-regulation. Higher scorers are less prone to impulsive behaviour.**	8
Agreeableness	Agreeableness relates to one's concern for social stability or social harmony. Agreeable individuals value cooperation over conflict and are compassionate towards others.	9
Conscientiousness	Conscientiousness describes motivational stability or persistence in the pursuit of long-term goals and adherence to rules. High scorers have a strong preference for planning, structure, attention to detail, and goal setting.	7
Emotional Stability	Emotional Stability refers to how people maintain emotional defences in response to uncertainty and threats. It includes concepts of resilience, composure, confidence, and freedom from self-doubt.	6