



PEOPLE CENTRAL

PERSPECTIVES DEVELOP

Sally Smith

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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 provides an overview of Sally's likely behaviours as well as suggests possible coaching or development actions which can be explored further with her. Use this report to identify development goals, raise Sally's self-awareness, identify potential obstacles and explore ways forward based on the GROW coaching model.

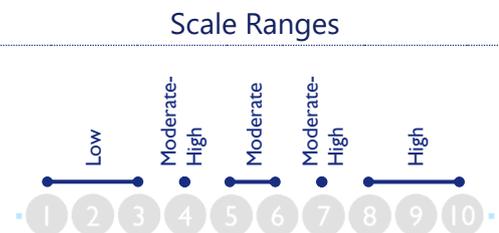
This is a confidential assessment report. As such, the information contained in this report should only be interpreted by a trained professional and in the context of other relevant information (i.e., actual experience, interests, skills, and aptitudes).

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.



Comparison Group (Norm)

Sally'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 Sally's profile.

Scale	Score	Risk	Interpretation
Social Desirability	4	Moderate-Low	Sally is likely to have responded honestly without projecting an overly positive image of herself. No further action is needed.
Central Tendency	2	Low	Sally 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 Sally's assessment results.

Potential Strengths

Potential Challenges

Ideas

- Sally is unlikely to discount lessons from the past when decision making and be wary of 'change for change's sake'.
- She is likely to have a strong operational focus and concern herself with common-sense solutions.

- Sally may discount new ideas if she can't see the value in them.
- She may get so focused on the here-and-now and not look beyond the obvious.

People

- Sally is as likely as most to appreciate a workplace that offers scope for social interaction.
- Sally profiles as having a balance between being assertive without being autocratic.
- 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.
- Sally may be reasonably direct in her communication and openly voice any disagreements.

- Sally may build relationships more smoothly with some people and groups than others.
- Sally is likely to selectively chose when to step up and take charge of a group and/or situation or when to follow.
- She may need to reflect on different ways to communicate to capture people's attention.
- Sally may sometimes hold back in tough feedback situations.

Results

- She is likely to make an effort to balance work tasks so that they do not dominate her personal life.
- She should appreciate the need for planning without getting bogged down by details.

- She may not always deliver results in a timely fashion and may do just enough to get by.
- She may lack the patience for highly detailed planning.

Resilience

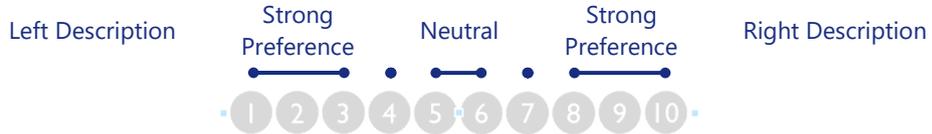
- Sally is likely to manage her frustrations and emotions as well as most people.
- She appears as confident as most others and should back herself to handle most challenges.

- She may over-react under prolonged pressure.
- She may sometimes dismiss past problems, rather than see them as opportunities to learn.



Results at a Glance

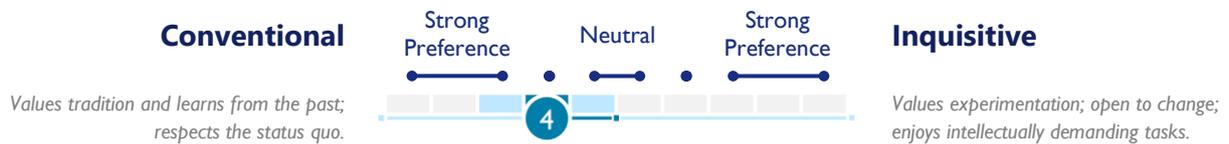
Detailed below is a summary of Sally's underlying trait scores. What this means on-the-job is detailed more fully in the remainder of this report.



Ideas	Openness	Conventional Values tradition and learns from the past; respects the status quo.	4	Inquisitive Values experimentation; open to change; enjoys intellectually demanding tasks.
		Pragmatic Pragmatic, realistic, and down-to-earth; literal and may prefer common-sense solutions.	2	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.	5	Empowered Happy to lead; takes charge; may be assertive and controlling.
		Reserved Private; may prefer own company; may avoid the spotlight.	5	Sociable Outgoing, lively, socially confident, and participating.
	Agreeableness	Indifferent Unsentimental; inwardly focused; may not readily show empathy for others.	6	Compassionate Empathetic, caring, and compassionate; thinks about others' needs.
		Tough-Minded Forthright, direct, and straight-forward; may challenge others.	6	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.	4	Driven Ambitious; hard-driving; may find it difficult to relax.
		Unstructured Less concerned about rules, process, and planning; may cut corners.	6	Orderly Dependent on rules, process, and structure; likes order and routine.
Resilience	Emotional Stability	Sensitive Emotionally sensitive; actively seeks to eliminate perceived threats.	6	Composed Emotionally stable and steady; rarely flustered; calming.
		Apprehensive Apprehensive; tends to be self-critical; may dwell on past mistakes.	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.

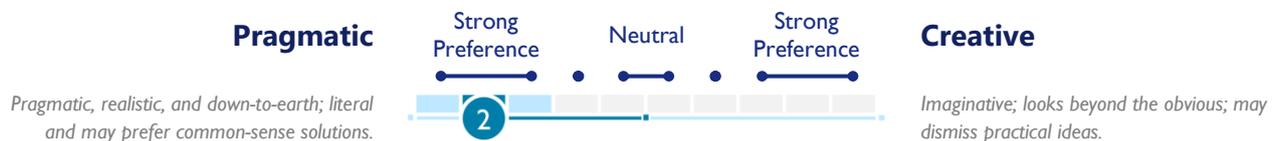


Potential Strengths

- Sally describes herself as having a slightly more conventional outlook on life.
- She may be more comfortable with the past and prefer tried-and-true methods.
- She is likely to be wary of fads and 'change for change's sake'.
- She is unlikely to discount lessons from the past when making decisions.

Potential Challenges

- Sally may discount new ideas if she can't see the value in them.
- She may dislike being seen as different.
- She may feel some discomfort in rapidly changing environments.



Potential Strengths

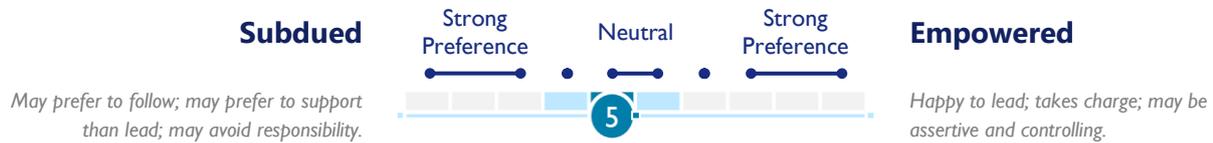
- Sally describes herself as being significantly more down-to-earth than the average person.
- She is likely to concern herself with common-sense solutions.
- She should be skilled at getting things done.
- She is likely to have a strong operational focus and be a sensible pragmatist.

Potential Challenges

- Sally may get so focused on the here-and-now that she does not look beyond the obvious.
- She may lack imagination and creativity.
- She may be overly concrete and literal in her thinking.
- She may discount creative ideas as being impractical.

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.

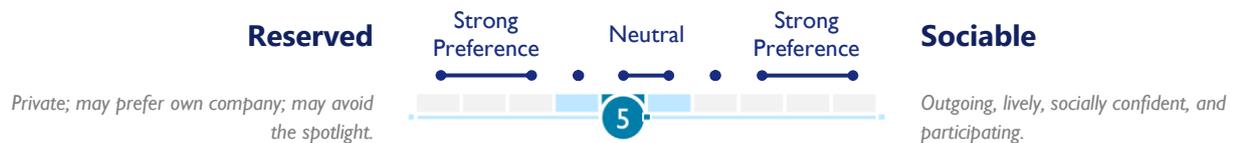


Potential Strengths

- Sally'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

- Sally 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.



Potential Strengths

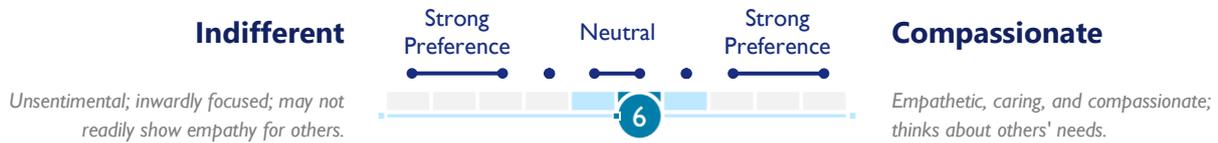
- Sally may be no more or less sociable than the average person.
- While able to work independently, she should still appreciate the chance to check her thinking with others.
- She should have enough social confidence to make a positive first impression.

Potential Challenges

- Sally may relate more smoothly to some people and groups than others.
- She may feel uncomfortable if unexpectedly made the centre of attention.

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.

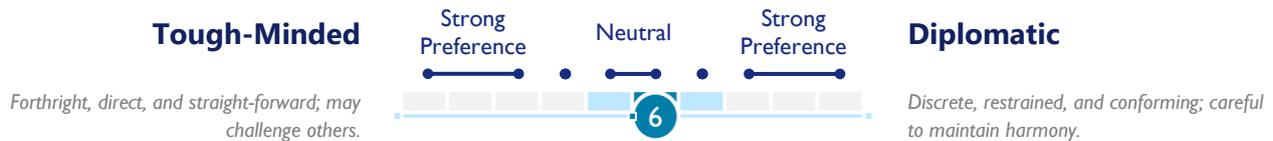


Potential Strengths

- Sally 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

- Sally 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.



Potential Strengths

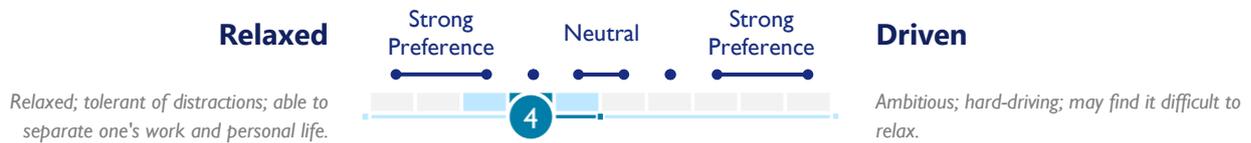
- Sally should be reasonably direct in her communication.
- She should speak her mind openly without being intimidating.
- She should be reasonably confident when it comes to voicing any disagreements.
- While she should appreciate a harmonious workplace, Sally should still recognise conflict as a normal part of day-to-day interactions.

Potential Challenges

- Sally may not always let people know where they stand with her.
- She may sometimes hold back in tough feedback situations.
- She may need to continually work at retaining a balance between diplomacy and directness as required.

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.

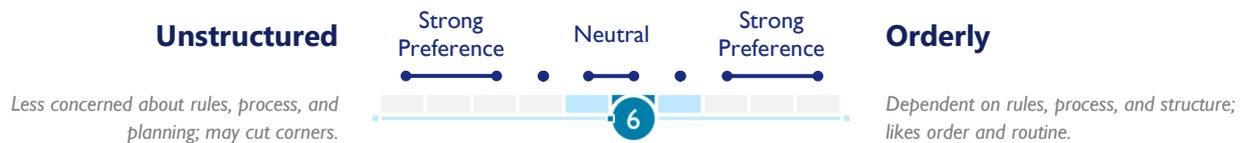


Potential Strengths

- She may try to balance work tasks so that they do not dominate her personal life.
- She should find it reasonably easy to relax at the end of a demanding day.
- She may be reasonably tolerant of interruptions.

Potential Challenges

- Sally may not always deliver results in a timely fashion.
- She may get distracted and waste time pursuing non-essential goals.
- She may sometimes do just enough to get by.



Potential Strengths

- She is likely to appreciate the need for planning without getting bogged down by detail.
- She should be reasonably adept at anticipating problems and roadblocks.
- She should be as effective as most others at coordinating people and resources to get things done.

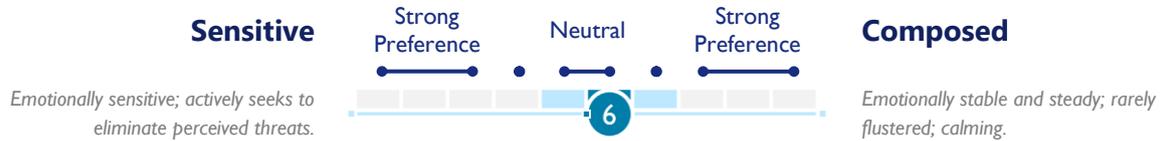
Potential Challenges

- Sally may sometimes underestimate the planning involved to deliver more complex projects.
- She may be more tolerant of loose detail than some others would like.
- She may lack the patience for highly detailed process mapping.



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.

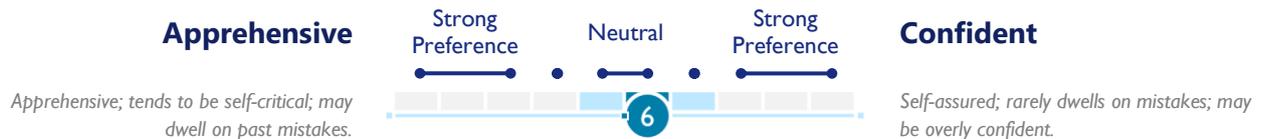


Potential Strengths

- Sally 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

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



Potential Strengths

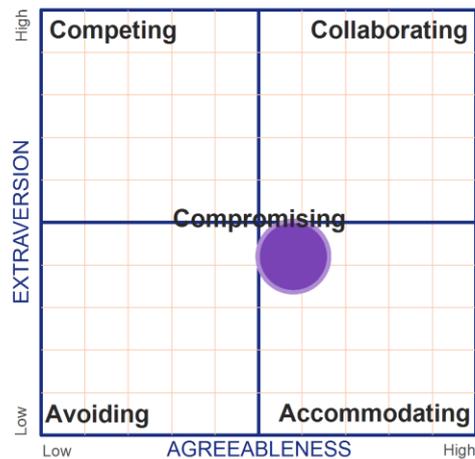
- Sally appears as confident as most others.
- She should possess a reasonable insight into her short-comings.
- She is likely to accept accolades and blame to the same extent.
- She should back herself to handle most challenges.

Potential Challenges

- Sally'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 Sally 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: Compromising

Individuals who adopt this approach are likely to compromise when trying to resolve a conflict. They are flexible and will expect other parties to give up something as well. This approach may result in the adoption of a middle-ground stance, where each side will reciprocally seek as well as offer compromise. This approach can be appropriate when the outcome or goal sought is moderately important and not worth a more assertive or collaborative approach.

Best Contribution

- When harmony must be preserved and disruption avoided.
- When the general wellbeing of the team will benefit from both parties giving in on some of their demands.
- When there is a need to resume negotiations after a stalemate between equally powerful parties.
- When it is not feasible to satisfy every demand.
- When both parties goals have merit.

Potential Challenges

- Making too many concessions whereby the final agreement does not meet either sides' basic requirements.
- Reaching a stage where all parties have compromised but are still not satisfied.
- Individuals who compromise may still resent the solution; giving rise to lingering resentment or anger.
- A compromising style may require close monitoring to ensure that agreements do not slip.

Conflict Styles Table

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

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

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 Sally's profile matches the supporting behaviours.



Strong



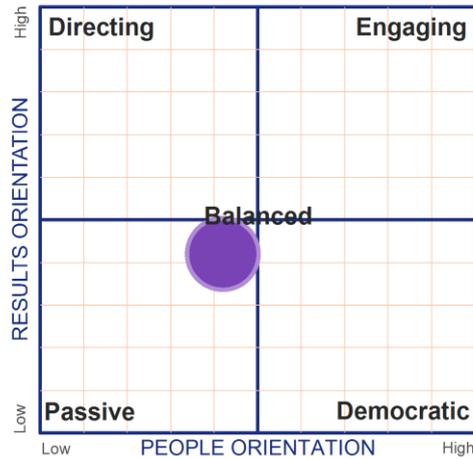
Partial



Weak

Leadership Styles

Leadership Styles describe the preferred style Sally 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

- When there are conflicting priorities and staff and stakeholder relationships need to be maintained.
- When multiple perspectives need to be considered.
- This style is most appropriate for staff who can be relied upon to provide sound and informed opinions.

Potential Challenges

- In a desire to balance competing needs, minority opinions may still be overridden.
- In an effort to accommodate everyone, a balanced leader may come across as lacking a clear vision and direction.
- 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 Sally's profile. Sally'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 Passive	Passive leaders give their team the latitude and freedom to make their own decisions and manage their own deliverables.	Low	Low
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 Engaging	Engaging leaders are results-driven and attempt to influence others and motivate them to achieve their objectives.	High	High

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 Sally's profile matches the supporting behaviours.



Strong



Partial



Weak



Team Roles

Team Roles describe the preferred roles Sally 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: Observer

Observers prefer to work on their own. Grounded in the here and now, they may dislike discussing abstract ideas with limited practical utility.

Best Contribution

- Adopting this style is seldom effective so it is not recommended to disengage from the group.
- This role may be adopted if one's stake in team outcomes is low, there are deeper problems around a lack of team engagement, or individuals have limited influence over their work.

Potential Challenges

- Losing interest in anything that lies outside one's immediate areas of responsibility.
- Creating resentment by not participating in the team.
- Off-loading work to others and not carrying one's share of the load.

Team Roles Table

The following table ranks each team role from highest to lowest according to how well it fits Sally's profile. Sally'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 Observer	Detached individuals who prefer working independently of the team.	Low	Low	Low
2nd Team Builder	People-orientated individuals who foster team spirit.	Low	High	Low
3rd Implementer	Dutiful and detail-conscious individuals who are concerned with meeting standards and deadlines.	Low	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 Networker	Communicative and optimistic individuals who look for opportunities and build contacts.	High	High	Low
7th Planner	Systematic individuals who turn ideas into plans and actions.	High	Low	High
8th Coordinator	Assertive individuals who coordinate ideas, resources, and clarify goals.	High	High	High

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 Sally's profile matches the supporting behaviours.



Strong



Partial



Weak



Coaching Recommendations

Share the feedback report with Sally and corroborate the results with her before considering any development interventions. Adopt a supportive and balanced approach to ensure observations are supported and accepted.

Ideas	Openness	<p>More conventional than average.</p> <ul style="list-style-type: none"> • Ensure Sally recognises and accepts her conventional preferences. How does this manifest at work? • Explore if she has experienced any consequences, positive or negative of change. • Discuss upcoming changes with Sally. Explore if her conventional approach influences her attitude towards change and exploring new ideas. 	<p>Much more pragmatic than average.</p> <ul style="list-style-type: none"> • Confirm she recognises this preference. • Explore if there have been times when her approach has been an obstacle or a benefit to task success. • What options for action can she consider to ensure she doesn't dismiss more creative options? 		
		People	Extraversion	<p>A balance between following and taking charge.</p> <ul style="list-style-type: none"> • Confirm this observation with Sally. • Explore if she which of these approaches (assertive versus subdued) is advantageous for goal performance and when. • Discuss if she needs support or is willing to adopt one style more predominantly than others. 	<p>A balance between being reserved and sociable.</p> <ul style="list-style-type: none"> • Confirm that Sally agrees with this observation. • Explore which situations would elicit each behavioural possibility and if one style (outgoing versus reserved) has greater advantage for goal achievement. • What options can she identify for adopting alternative behaviours to support goal achievement.
				Agreeableness	<p>A balance between compassion and self-focus.</p> <ul style="list-style-type: none"> • Check that she recognises and agrees with this observation. Seek examples of when she has done both. • Ensure Sally recognises when getting close or maintaining distance enhances role performance or goal achievement. • Help Sally reflect on what situations require compassion and firmness and have her practice moving between both styles.

Results	Conscientiousness	<p>More relaxed than average.</p> <ul style="list-style-type: none"> • Confirm she is aware of this trait. • Whilst some may appreciate her laid-back nature, others may perceive this trait as indicative of a lack of drive. Does Sally recognise this risk? Would this present obstacles to goal achievement? • Can she think of strategies to mitigate these risks? 	<p>A balance between being unstructured and organised.</p> <ul style="list-style-type: none"> • Confirm this finding with her. • Discuss current goals or role requirements and establish if future success would benefit from moving towards more trait driven behaviours; including either a greater adherence to procedures or greater expediency.
	Emotional Stability	<p>A balance between being sensitive and composed.</p> <ul style="list-style-type: none"> • Confirm this description with Sally. • Explore with her if career goals place any greater premium on emotional stability than her current role. 	<p>A balance between being apprehensive and confident.</p> <ul style="list-style-type: none"> • Confirm this observation with Sally. • Discuss if she has any apprehension about achieving her current coaching goals or development ambitions.



Development Plan

Use this section to help guide and document your coaching discussion. The forms are based on the GROW coaching model which was designed to help identify goals (Goal), build self-awareness (Reality), explore development options (Options or Obstacles) and gain commitment to act (Will).

Goal

What do you want to achieve or change? Identify SMART goals that are Specific, Measurable, Attainable, Realistic and Time-bound.

Reality

What aspects of your feedback do you feel contribute to your goal achievement or hinder you from achieving your goals?

Options

What options do you have for achieving your goals and making a change? What are some of the obstacles keeping you from pursuing these options?

Will

What will you do to move forward towards your goal? What will you do if you face challenges? How will you review progress?



Appendix: Higher-Order Profile

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

Scale	Description	Low	Moderate	High
		1 2 3	4 5 6	7 8 9 10
Plasticity	Plasticity reflects the need for reward, stimulation and engagement. Higher scorers seek to explore new goals, relationships, and ways of interpreting the world.			
Openness	Openness reflects cognitive stimulation. Higher scorers are curious, value creativity, and seek novelty and variety.			
Extraversion	Extraversion reflects one's need for social and behavioural stimulation. Extroverted individuals tend to be socially confident and may seek influence over others.			
Stability	Stability reflects a tendency towards self-regulation. Higher scorers are less prone to impulsive behaviour.			
Agreeableness	Agreeableness relates to one's concern for social stability or social harmony. Agreeable individuals value cooperation over conflict and are compassionate towards others.			
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.			
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.			