



# PEOPLE CENTRAL

## PERSPECTIVES SELECT

Sally Sample

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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	<b>Openness</b> Cognitive stimulation, intellectual curiosity, and creativity.	<b>Inquisitiveness</b> Intellectual engagement with ideas and challenges.  <b>Creativity</b> Creative and artistic engagement.
	People	<b>Extraversion</b> Social and behavioural stimulation.	<b>Power</b> Power, responsibility, and influence over oneself and others.  <b>Sociability</b> Social interaction and engagement with others.
Stability		<b>Agreeableness</b> Social stability and social harmony.	<b>Compassion</b> Empathy, thoughtfulness, concern, and care of others.  <b>Diplomacy</b> Maintaining social harmony and adherence to social norms.
	Results	<b>Conscientiousness</b> Persistence, dependability, and adherence to rules and structure.	<b>Drive</b> Persistence in the pursuit of long-term goals.  <b>Orderliness</b> Maintaining order, structure, routine, and process.
	Resilience	<b>Emotional Stability</b> Resilience, confidence, self-belief and composure in response to uncertainty or perceived threats.	<b>Emotionality</b> Maintaining composure and effectively managing moods and negative feelings.  <b>Confidence</b> 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 Sally's results and provides probing interview questions to help elicit information about her preferences, past behaviour, and performance.

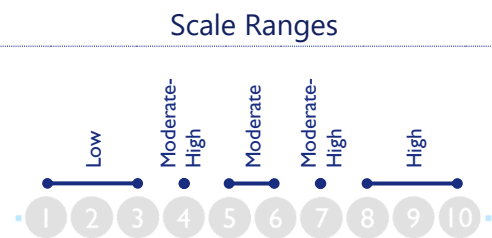
This is a confidential assessment report. As such, the information contained in this report should only be interpreted by a trained professional and in the context of other relevant information (i.e., actual experience, interests, skills, and aptitudes).

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.



## 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	5	Moderate	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 should be reasonably adept at making decisions that combine what has worked well in the past with an openness to new ways of working.
- She is likely to have a strong interest in abstract/creative ideas and have the natural inclination to think outside the square.

- Sally may need to discipline herself to keep an open mind to new ideas.
- Her ideas may be too theoretical to put into practice.

#### People

- Sally profiles as having an approachable nature and should have sufficient confidence to build new networks both internal and external to the organisation.
- 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 is likely to exercise a cautious check on her behaviour and take care not to offend others.

- Sally may dislike working on her own and enjoy the social aspects of working in a team.
- 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 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 profiles as being extremely ordered and self-disciplined and highly effective at developing work processes and schedules.

- She may not always approach tasks with sufficient urgency.
- She may be a perfectionist and get bogged down in the detail at the expense of moving ahead with a project.

#### Resilience

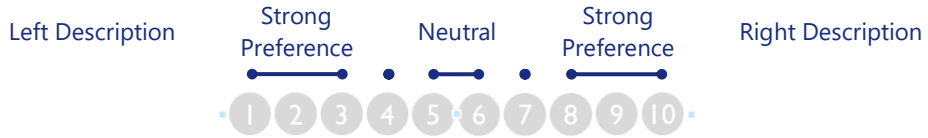
- Sally is likely to manage her frustrations and emotions as well as most people.
- She appears as confident as most others and should back herself to handle most challenges.

- 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

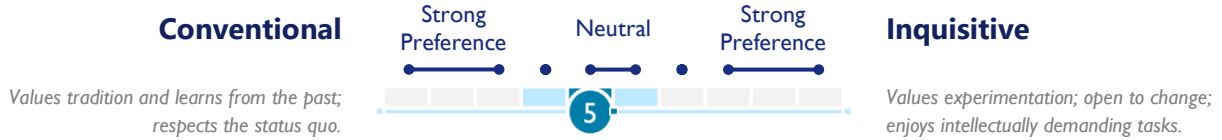
Detailed below is a summary of Sally's underlying trait scores. What this means on-the-job is detailed more fully in the remainder of this report.



	Left Description	Strong Preference	Neutral	Strong Preference	Right Description
Ideas	<b>Openness</b> Values tradition and learns from the past; respects the status quo.	<b>Conventional</b> Values tradition and learns from the past; respects the status quo.	5		<b>Inquisitive</b> Values experimentation; open to change; enjoys intellectually demanding tasks.
		<b>Pragmatic</b> Pragmatic, realistic, and down-to-earth; literal and may prefer common-sense solutions.		8	<b>Creative</b> Imaginative; looks beyond the obvious; may dismiss practical ideas.
People	<b>Extraversion</b> May prefer to follow; may prefer to support than lead; may avoid responsibility.	<b>Subdued</b> May prefer to follow; may prefer to support than lead; may avoid responsibility.	5		<b>Empowered</b> Happy to lead; takes charge; may be assertive and controlling.
		<b>Reserved</b> Private; may prefer own company; may avoid the spotlight.		7	<b>Sociable</b> Outgoing, lively, socially confident, and participating.
	<b>Agreeableness</b> Unsentimental; inwardly focused; may not readily show empathy for others.	<b>Indifferent</b> Unsentimental; inwardly focused; may not readily show empathy for others.		6	<b>Compassionate</b> Empathetic, caring, and compassionate; thinks about others' needs.
		<b>Tough-Minded</b> Forthright, direct, and straight-forward; may challenge others.		10	<b>Diplomatic</b> Discrete, restrained, and conforming; careful to maintain harmony.
Results	<b>Conscientiousness</b> Relaxed; tolerant of distractions; able to separate one's work and personal life.	<b>Relaxed</b> Relaxed; tolerant of distractions; able to separate one's work and personal life.	5		<b>Driven</b> Ambitious; hard-driving; may find it difficult to relax.
		<b>Unstructured</b> Less concerned about rules, process, and planning; may cut corners.		8	<b>Orderly</b> Dependent on rules, process, and structure; likes order and routine.
Resilience	<b>Emotional Stability</b> Emotionally sensitive; actively seeks to eliminate perceived threats.	<b>Sensitive</b> Emotionally sensitive; actively seeks to eliminate perceived threats.		6	<b>Composed</b> Emotionally stable and steady; rarely flustered; calming.
		<b>Apprehensive</b> Apprehensive; tends to be self-critical; may dwell on past mistakes.		6	<b>Confident</b> 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.

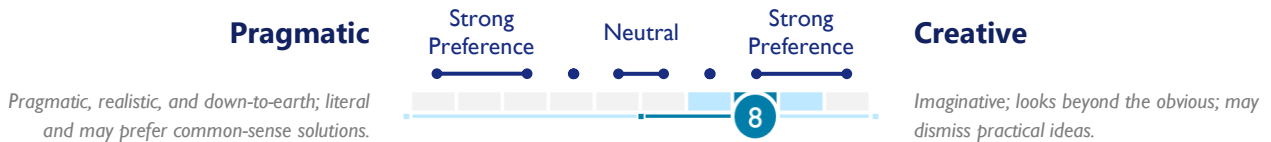


### Potential Strengths

- Sally describes herself as 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

- Sally 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.



### Potential Strengths

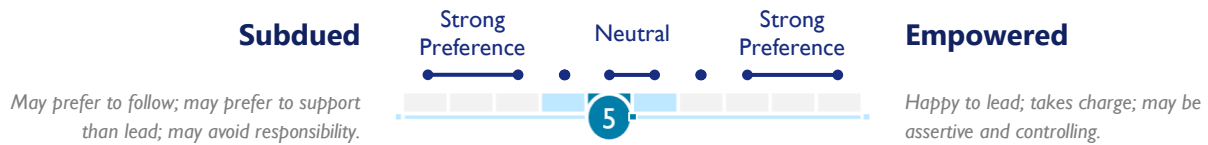
- Sally is likely to have a stronger interest than most in abstract/creative ideas.
- She is likely to have a stronger preference than most others for thinking outside the square.
- She is likely to make a valuable contribution to brainstorming sessions.

### Potential Challenges

- Sally 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: Extraversion

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

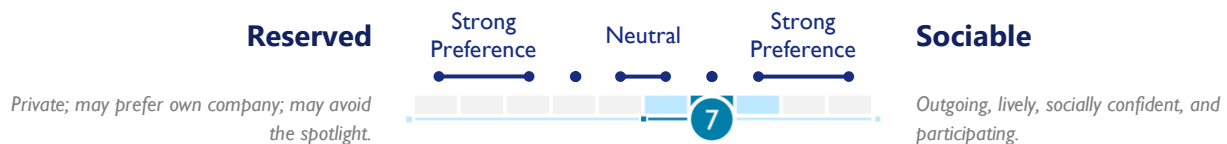


### Potential Strengths

- 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

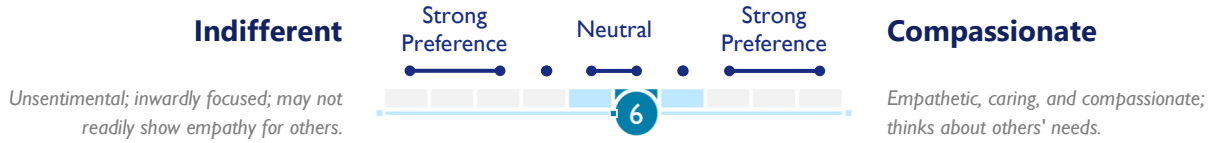
- Sally may be easy to approach and talk to.
- She should feel at ease in unfamiliar social situations.
- Profiling as a confident communicator, Sally is likely to make a positive first impression.
- She should appreciate an environment that offers scope for social interaction.

### Potential Challenges

- Sally 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.

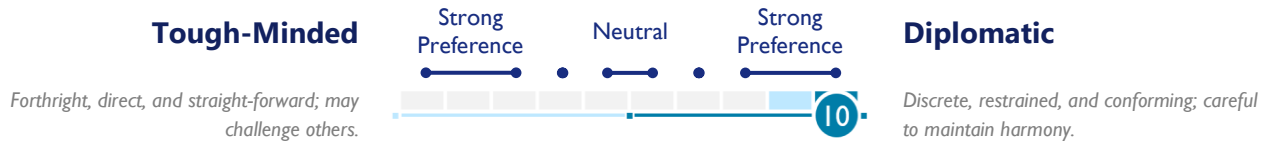


### Potential Strengths

- 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 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.

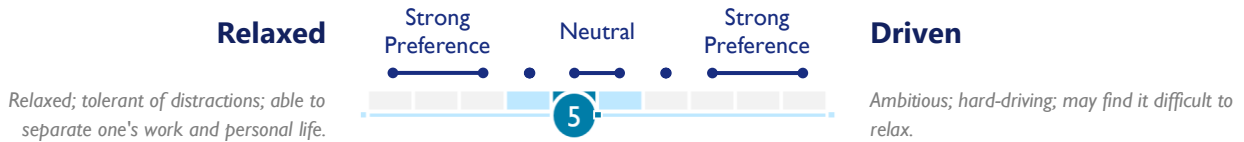
### Potential Challenges

- Sally 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.

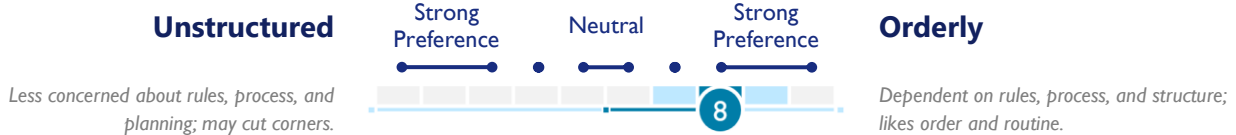


### Potential Strengths

- Sally 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

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



### Potential Strengths

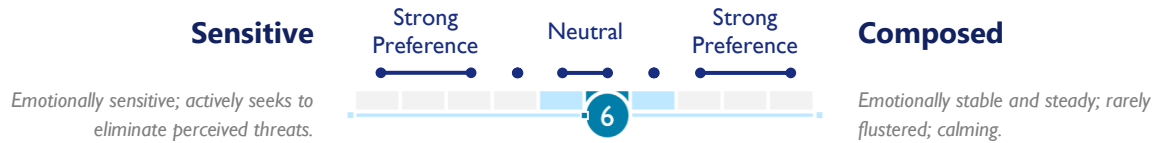
- Sally is likely to be extremely ordered and self-disciplined.
- She is likely to have a strong sense of duty and a clear idea about the 'correct' way to do something.
- She is likely to be persevering and meticulous.
- She should be highly effective at developing work processes and schedules.

### Potential Challenges

- Sally 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.

## 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.

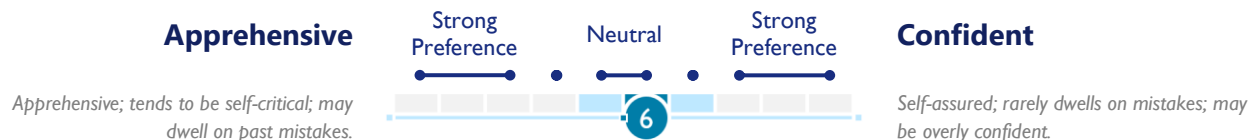


### Potential Strengths

- 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.

# Interview Prompts

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

<b>Ideas</b>	<b>Openness</b>	<b>A balance between being conventional and inquisitive.</b> <ul style="list-style-type: none"> <li>Describe a time that demonstrates your ability to see an issue from a broad perspective.</li> <li>Where in this role do you see room for innovation and how would you implement this?</li> </ul>	<b>Much more creative and intuitive than average.</b> <ul style="list-style-type: none"> <li>Provide an example that demonstrates your ability to attend to more operational pursuits.</li> <li>Describe an innovative work-related project that makes you particularly proud.</li> <li>Provide an example of your ability to recognise a good idea from many.</li> </ul>
	<b>Extraversion</b>	<b>A balance between following and taking charge.</b> <ul style="list-style-type: none"> <li>Provide an example that demonstrates your ability to assert yourself without being intimidating.</li> <li>What considerations did you take into account?</li> </ul>	<b>More sociable and outgoing than average.</b> <ul style="list-style-type: none"> <li>Provide an example which highlights your ability to work well with all sorts of people, both internal and external to the organisation.</li> <li>If you were to give advice to someone about how to network and build rapport, what would you say?</li> </ul>
	<b>Agreeableness</b>	<b>A balance between compassion and self-focus.</b> <ul style="list-style-type: none"> <li>Who do you find it easier to relate to; data-driven or more feelings-driven people? Give an example to support your decision.</li> </ul>	<b>Much more diplomatic than average.</b> <ul style="list-style-type: none"> <li>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?</li> <li>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?</li> </ul>
	<b>Conscientiousness</b>	<b>A balance between being relaxed and driven.</b> <ul style="list-style-type: none"> <li>While working towards a goal, what steps do you take to ensure you do not lose sight of other unexpected opportunities that arise?</li> <li>What recent, challenging goal have you set yourself? How are you going towards achieving it?</li> </ul>	<b>Much more orderly and organised than average.</b> <ul style="list-style-type: none"> <li>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?</li> <li>Explain a practice or procedure you've used to ensure that things get done as planned without constant attention from you.</li> </ul>
<b>People</b>			
<b>Results</b>			

Resilience	Emotional Stability	<b>A balance between being sensitive and composed.</b>	<b>A balance between being apprehensive and confident.</b>
		<ul style="list-style-type: none"><li>• Describe a pressured situation in which you were pushed to the limit.</li><li>• Give an example that highlights your ability to remain resilient under pressure.</li></ul>	<ul style="list-style-type: none"><li>• What has been your most recent setback at work? What did you learn from the situation?</li><li>• 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?</li></ul>



## 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	
<b>Plasticity</b>	<b>Plasticity reflects the need for reward, stimulation and engagement. Higher scorers seek to explore new goals, relationships, and ways of interpreting the world.</b>				
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.				
<b>Stability</b>	<b>Stability reflects a tendency towards self-regulation. Higher scorers are less prone to impulsive behaviour.</b>				
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.				