



PEOPLE CENTRAL

PERSPECTIVES DEVELOP

Stewart Island

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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 Chris's likely behaviours as well as suggests possible coaching or development actions which can be explored further with him. Use this report to identify development goals, raise Chris'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.

Scale Ranges



Comparison Group (Norm)

Chris'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 Chris's profile.

Scale	Score	Risk	Interpretation
Social Desirability	7	Moderate-High	Chris could have been concerned about presenting himself in a socially acceptable manner. This may be the result of a deliberate effort to present himself in an unusually positive light, or it may simply reflect his true personality. Chris's attitude towards the assessment should be verified before interpreting the results.
Central Tendency	2	Low	Chris is likely to have responded openly without wishing to hide his 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 Chris's assessment results.

Potential Strengths

Potential Challenges

Ideas

- Chris is likely to value progress and change and question the status quo if he can see a better way of working.
- He is likely to strike a balance between being pragmatic and creative.

- Chris may struggle to connect with colleagues who do not share his change mind-set.
- He may need prompting to go and search of a deeper meaning and possibilities when problem-solving.

People

- Chris profiles as having an approachable nature and should have sufficient confidence to build new networks both internal and external to the organisation.
- Chris profiles as having a balance between being assertive without being autocratic.
- More compassionate than the average person, he is likely to think about the needs of others when making a decision.
- Chris may be prepared to occasionally speak his mind and encourage tough debate.

- Chris may dislike working on his own and enjoy the social aspects of working in a team.
- Chris is likely to selectively chose when to step up and take charge of a group and/or situation or when to follow.
- He may delay his own goals in an effort to help others.
- Chris is more likely than others to criticise and create disharmony.

Results

- He should be mindful of the goals he wants to achieve, without needing to strive for them at all costs.
- He profiles as being extremely ordered and self-disciplined and highly effective at developing work processes and schedules.

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

Resilience

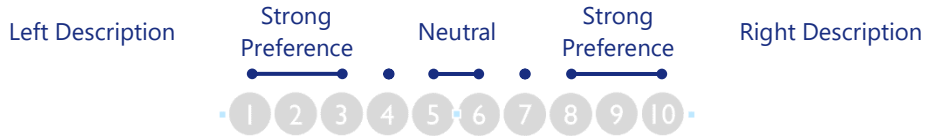
- Chris describes himself as being more emotionally composed than the average person and should take most frustrations in his stride.
- He profiles as being more confident than the average person and should be satisfied with his accomplishments.

- Less likely than some others to show emotion, it may be hard to know exactly what he is thinking or feeling.
- He may lack insight into his shortcomings.



Results at a Glance

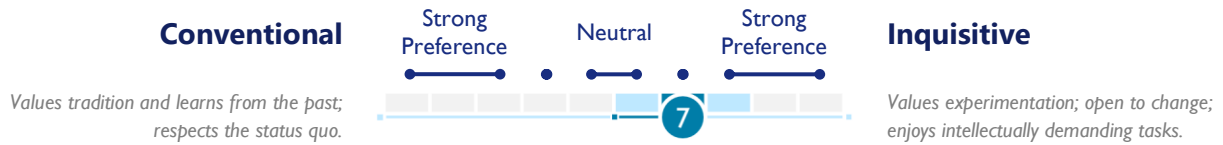
Detailed below is a summary of Chris's underlying trait scores. What this means on-the-job is detailed more fully in the remainder of this report.



	Left Description	Score	Right Description
Ideas	Conventional Values tradition and learns from the past; respects the status quo.	7	Inquisitive Values experimentation; open to change; enjoys intellectually demanding tasks.
	Pragmatic Pragmatic, realistic, and down-to-earth; literal and may prefer common-sense solutions.	5	Creative Imaginative; looks beyond the obvious; may dismiss practical ideas.
People	Subdued May prefer to follow; may prefer to support than lead; may avoid responsibility.	6	Empowered Happy to lead; takes charge; may be assertive and controlling.
	Reserved Private; may prefer own company; may avoid the spotlight.	7	Sociable Outgoing, lively, socially confident, and participating.
Results	Indifferent Unsentimental; inwardly focused; may not readily show empathy for others.	7	Compassionate Empathetic, caring, and compassionate; thinks about others' needs.
	Tough-Minded Fortright, direct, and straight-forward; may challenge others.	4	Diplomatic Discrete, restrained, and conforming; careful to maintain harmony.
Resilience	Relaxed Relaxed; tolerant of distractions; able to separate one's work and personal life.	6	Driven Ambitious; hard-driving; may find it difficult to relax.
	Unstructured Less concerned about rules, process, and planning; may cut corners.	8	Orderly Dependent on rules, process, and structure; likes order and routine.
Emotional Stability	Sensitive Emotionally sensitive; actively seeks to eliminate perceived threats.	7	Composed Emotionally stable and steady; rarely flustered; calming.
	Apprehensive Apprehensive; tends to be self-critical; may dwell on past mistakes.	7	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.

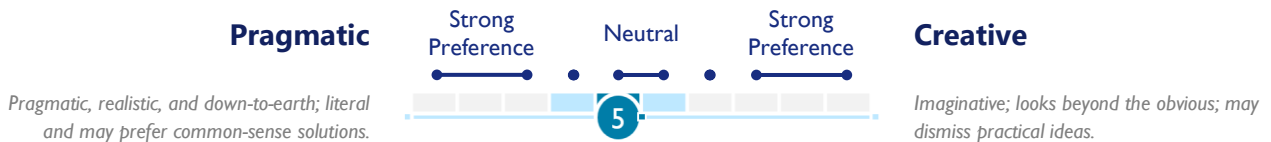


Potential Strengths

- Chris may value progress and change.
- He is likely to be stimulated by fresh ideas and new ways of working.
- He may thrive on role variety.
- He is more likely than most to question the status quo.

Potential Challenges

- Chris may sometimes be quick to discount tried-and-tested ideas.
- He may not always appreciate the value of acquired wisdom and knowledge.
- He may struggle to connect with colleagues who do not share his change mind-set.



Potential Strengths

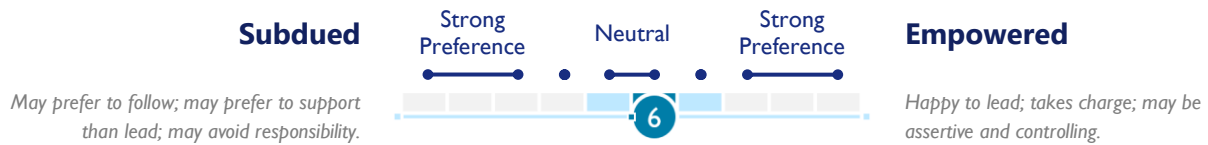
- Chris is likely to strike a balance between being pragmatic and creative.
- He should brainstorm without losing sight of reality.
- He should recognise the creative contribution of others and take steps to implement their ideas.

Potential Challenges

- Chris's practical contribution might be limited in some situations.
- He may need prompting to go and search for deeper meaning and possibilities.

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.

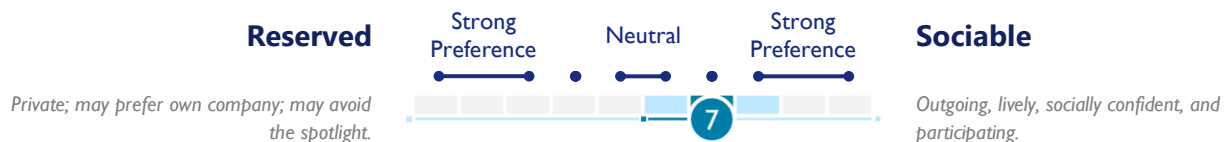


Potential Strengths

- Chris's profile indicates that he 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 he should still be reasonably motivated to influence others and gain their admiration.

Potential Challenges

- Chris may selectively choose when to assert himself and when to hold back.
- He may need to determine when to take control and when to follow.



Potential Strengths

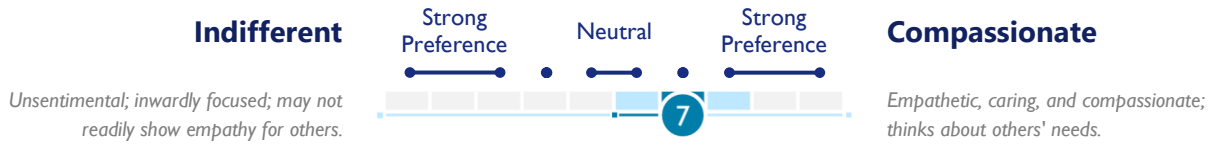
- Chris may be easy to approach and talk to.
- He should feel at ease in unfamiliar social situations.
- Profiling as a confident communicator, Chris is likely to make a positive first impression.
- He should appreciate an environment that offers scope for social interaction.

Potential Challenges

- Chris may defer to the group rather than use his initiative.
- He may dislike working on his own.
- He 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.

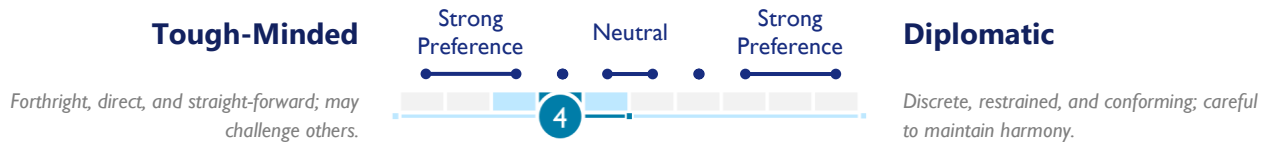


Potential Strengths

- More compassionate than the average person, Chris is unlikely to turn down a request for help.
- He is likely to consider others' needs when making a decision.
- He should pick up on the emotions of a group better than most and contribute positively to team spirit.

Potential Challenges

- Chris may refrain from making difficult decisions that could impact on people he cares about.
- He may delay his goals in an effort to help others.



Potential Strengths

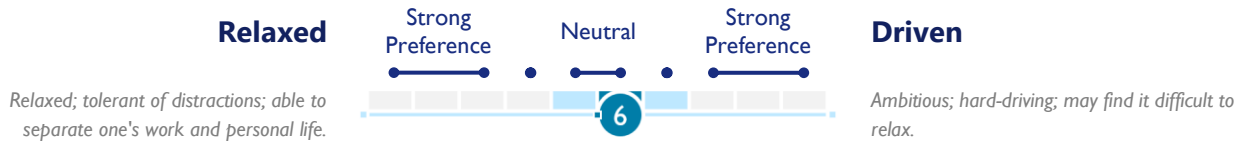
- Chris should speak his mind openly and deal head-on with tricky situations.
- He is unlikely to keep his ideas or opinions to himself.
- He should deal directly with issues and encourage tough debate.

Potential Challenges

- Chris may be more concerned with speaking his mind than worrying about the impression he creates.
- He may need to think before speaking; particularly when dealing with more sensitive issues and/or individuals.
- More likely than most to criticise, he may create disharmony.

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.

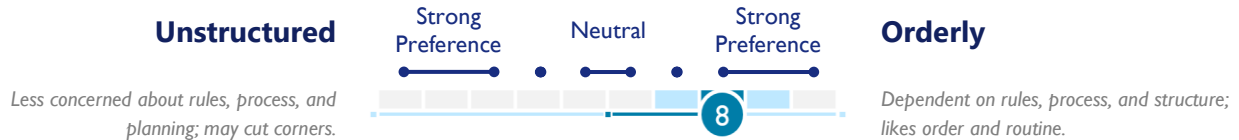


Potential Strengths

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

Potential Challenges

- Chris may need to find a task personally motivating to retain his focus.
- He may not always approach tasks with sufficient urgency.



Potential Strengths

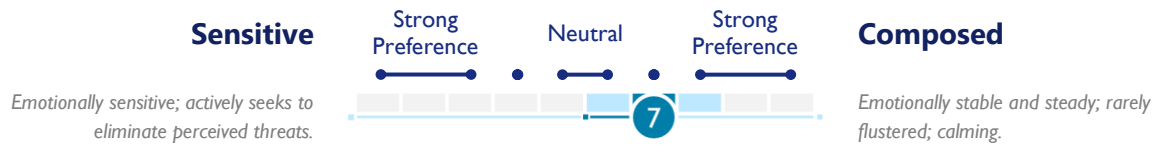
- Chris is likely to be extremely ordered and self-disciplined.
- He is likely to have a strong sense of duty and a clear idea about the 'correct' way to do something.
- He is likely to be persevering and meticulous.
- He should be highly effective at developing work processes and schedules.

Potential Challenges

- Chris may be inflexible in response to sudden change.
- He may have tunnel vision in terms of what is the 'right' way to progress a task.
- In an effort to be precise and organised, his work output may appear low.
- He 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.

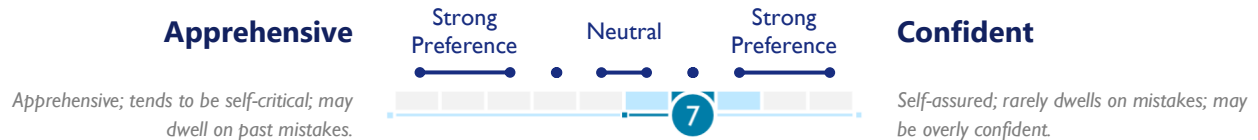


Potential Strengths

- Chris profiles as being more emotionally composed than the average person.
- He should have sufficient energy to meet most challenges.
- Under periods of prolonged pressure, he should take most frustrations in his stride.
- He is likely to handle criticism more effectively than others.

Potential Challenges

- Others may see Chris as somewhat complacent when things go wrong.
- Less likely than some others to show emotion, it may be hard to know exactly what he is thinking or feeling.
- He may not relate so easily to people whose actions are based on feelings.



Potential Strengths

- Chris describes himself as being more confident than the average person.
- He is unlikely to dwell on things that do not go his way.
- Satisfied with his accomplishments, he should expect success more than failure.

Potential Challenges

- Chris's self-confidence may prompt him to get out of his depth.
- He may miss opportunities to learn from past mistakes.
- He may lack insight into his shortcomings.



Coaching Recommendations

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

Ideas	Openness	<p>More inquisitive than average.</p> <ul style="list-style-type: none"> • Confirm this stance and explore how this contributes to his role success. • Explore if this preference towards new experiences benefits or hinders his goal achievement. • Discuss how he might ensure this preference doesn't lead him to ignore proven approaches. 	<p>A balance between pragmatism and creativity.</p> <ul style="list-style-type: none"> • Confirm this balanced preference and explore which trait behaviours might benefit a coaching approach. • How will he ensure his flexibility for action contributes to goal achievement; can this inform an action plan? 	
	People	Extraversion	<p>A balance between following and taking charge.</p> <ul style="list-style-type: none"> • Confirm this observation with Chris. • Explore if he which of these approaches (assertive versus subdued) is advantageous for goal performance and when. • Discuss if he needs support or is willing to adopt one style more predominantly than others. 	<p>More sociable and outgoing than average.</p> <ul style="list-style-type: none"> • Confirm this observation with him. • How does a preference for social confidence support goal achievement for him? • Does Chris recognise any risks from his strength of personality, such as perhaps reducing the exposure of less outgoing colleagues? • How willing is he to remain aware of these risks?
		Agreeableness	<p>More compassionate than average.</p> <ul style="list-style-type: none"> • Check that Chris agrees with this observation. • Can getting very close to colleagues have any downsides in terms of goal or role performance? • Discuss strategies with him for maintaining interpersonal distance where this may be beneficial. 	<p>More tough-minded than average.</p> <ul style="list-style-type: none"> • Discuss if he recognises this observation. • Discuss how this has been a beneficial attribute for Chris. • Explore if this trait has any risks for goal achievement or role success; is it possible at times he may 'speak first and think later'?

Results	<p>Conscientiousness</p> <p>A balance between being relaxed and driven.</p> <ul style="list-style-type: none"> • Confirm he recognises this observation • Explore the situations in which he may take work home or find it hard to switch off. Also discuss the situations in which his energy can wear. • Explore how current goals or role requirements fit with this style. 	<p>Much more orderly and organised than average.</p> <ul style="list-style-type: none"> • Confirm this is the case and explore how this trait influences work performance for Chris. • Discuss with him if this trait is always beneficial or if it inhibits his ability to work in a flexible, agile way. • Explore if this trait will support goal or role success. Is there a willingness to recognise possible downsides for this style?
Resilience	<p>Emotional Stability</p> <p>More composed than average.</p> <ul style="list-style-type: none"> • Confirm this observation with Chris. • Whilst this trait should be a strength for him, there may be some risks in that he may be seen as lacking an emotional connection by some. Discuss if this is a risk in his current or future role options. If so, what strategies exist to address? 	<p>More confident than average.</p> <ul style="list-style-type: none"> • Confirm he agrees with this observation. • Whilst this level of confidence can be a strength, it can carry the risk of becoming a blind spot for development or make him less receptive to feedback. To what extent is Chris alert to this risk and genuinely open to challenge?



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?