EQ Consultants

PERSPECTIVES

DEVELOP

Sample Report

May 2019

podium

Introduction

This 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 and Stability, based on how people adapt to changing and unpredictable environments, and maintain stable relationships, motivation and emotional states.

Plasticity
Reflects the need for reward, stimulation and tendencies to explore new goals, interpretations and strategies

Extraversion
Reflects the need for social stimulation.

Active / Passive

Sociable / Distant

Openness
Reflects the need for cognitive stimulation.

Inquisitive / Conventional

Intuitive / Practical

Stability
Reflects the need for stability and tendencies to self-regulate and protect existing goals, interpretations and strategies.

Conscientiousness
Reflects the need for motivational stability.

Driven / Relaxed

Disciplined / Informal

Emotional Stability
Reflects the need for emotional stability.

Composed / Emotional

Confident / Apprehensive

Agreeableness
Reflects the need for social harmony.

Compassionate / Hard-headed

Cooperative / Competitive

This Report

The purpose of this report is to give information about the participant's likely behaviours. The report identifies potential strengths and challenges as well as suggests possible coaching or development actions which can be explored with them.

Private and Confidential

This is a confidential assessment report. It was requested for a specific purpose and has influenced the information and conclusions drawn. 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).

Waiver

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 and which allows us to compare respondent results. As a guide, scores of 1 to 3 indicate a strong preference for the low-end of the scale, while scores of 5 to 6 indicate no preferences for either end of the scale, and scores of 8 to 10 indicate a strong preference for the high-end of the scale.

Scale Ranges

Low — Moderate-Low — Moderate — Moderate-High — High

1 2 3 4 5 6 7 8 9 10
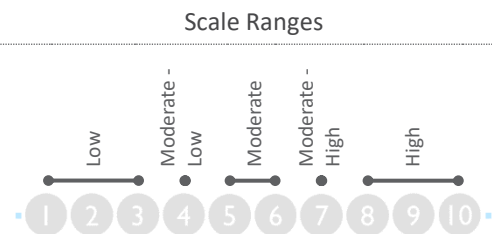
Comparison Group (Norm)

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

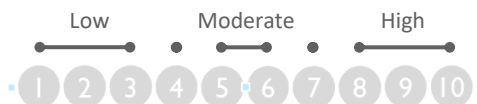| Assessment	Name	Size
Perspectives	Australasian Participants	3054

Impression Management

The participants could have been concerned to present themselves in a socially acceptable manner. This may be the result of a deliberate intention to present them self unusually positively, or it may be a reflection their true personality.

Profile Summary

Detailed below is a summary of the participant's results. What this means on-the-job is detailed more fully in the remainder of this report.

Low Score Description	Low	Moderate	High	High Score Description

1 2 3 4 5 6 7 8 9 10

Extraversion

Passive
Acquiescent, obliging, may prefer to follow.
6
Active
Dominant, takes charge; may be overly controlling.

Distant
Private, reserved; may prefer own company; may avoid the spotlight.
6
Sociable
Outgoing; socially confident and participating.

Openness

Conventional
Conservative, conventional, values tradition; respects the status quo.
7
Inquisitive
Values change and new learning. Liberal minded and prepared to experiment.

Practical
Pragmatic, realistic, down-to-earth; focused on the here-and-now.
6
Intuitive
Imaginative, innovative; strong interest in ideas; thinks outside the square.

Plasticity

Conscientiousness

Relaxed
Laid back, tolerant of distractions; able to separate work and personal lives.
7
Driven
Ambitious, hard-driving; may find it difficult to relax.

Informal
Less concerned about rules, process, and planning; may cut corners.
6
Disciplined
Dependent on rules, process, and structure; likes order and routine.

Emotional Stability

Emotional
Emotionally reactive; mood swings; feelings easily hurt.
8
Composed
Emotionally stable, steady, and resilient; rarely flustered; calming.

Apprehensive
Apprehensive; tends to be self-critical; dwells on past mistakes.
5
Confident
Self-assured; rarely dwells on mistakes; may be overly confident.

Agreeableness

Hard-Headed
Rational and objective; focused on data and facts; unsentimental.
7
Compassionate
Empathetic, caring and compassionate; feelings over logic.

Competitive
Forthright, direct and straight-forward; may challenge others.
6
Cooperative
Discrete, restrained and conforming; may be careful to maintain harmony.

Stability

Results in Detail

Plasticity: Extraversion

Extraversion explores someone's need for social stimulation and encompasses elements such as sociability, energy, and warmth. It also includes preferences for influence and assertiveness in the company of others.

Passive

Acquiescent, obliging, may prefer to follow.

Low   Moderate   High

6
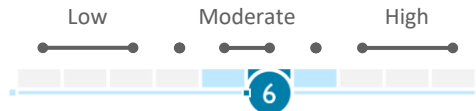
Active

Dominant, takes charge; may be overly controlling.

Potential Challenges

- The participant is likely to selectively choose when to step up and lead and when to hold back.
- They may need help to identify when the role of leader versus follower is required.

Potential Strengths

- The participants should be as willing as most people to take charge in a situation.
  They should be comfortable with expressing their opinion, while still being receptive to others' contributions.
- The participant should be assertive without being autocratic.

Development Recommendations

- The participant may benefit from leadership training that focuses on building adequate assertiveness skills.
- Work with them to develop leadership techniques such as transformational leadership which aims to create positive change in those being led.

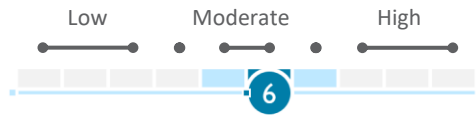### Implication Notes - *list possible work implications.*

Development Notes - *list possible development interventions or actions.*

Plasticity: Extraversion continued

Distant

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

Low   Moderate   High

6

Sociable

Outgoing; socially confident and participating.

Potential Challenges

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

Potential Strengths

- The participant should be no more or less sociable than the average person.
- While able to work independently, they should still appreciate the chance to check their thinking with others.
- They should have enough social confidence to make a positive first impression.

Development Recommendations

- Work with the participant on further developing their ability to connect with new people.
- Encourage them to practice giving short talks and become a more effective communicator.

### Implication Notes - *list possible work implications.*

Development Notes - *list possible development interventions or actions.*

Plasticity: Openness

Openness reflects one's need for cognitive stimulation, their degree of intellectual curiosity, creativity, and need for novelty and variety. It also examines one's preference for working at an abstract, theoretical level.

Conventional

Conservative, conventional, values tradition; respects the status quo.

Low	Moderate	High

7
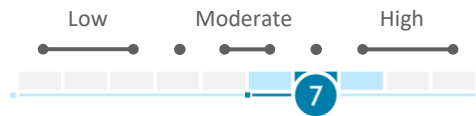
Inquisitive

Values change and new learning. Liberal minded and prepared to experiment.

Potential Challenges

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

Potential Strengths

- The participant should value progress and change.
- They are likely to be stimulated by fresh ideas and new ways of working.
- They should thrive on role variety.
- They are more likely than most to question the status quo.

Development Recommendations

- While it is good to experiment and search for new ways of doing things, encourage the participant not to discount conventional methods out of hand.

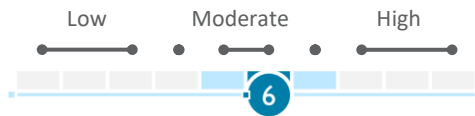### Implication Notes - *list possible work implications.*

Development Notes - *list possible development interventions or actions.*

Plasticity: Openness　continued

Practical	Low	Moderate	High	Intuitive

Practical

Pragmatic, realistic, down-to-earth; focused on the here-and-now.

6

Intuitive

Imaginative, innovative; strong interest in ideas; thinks outside the square.

Potential Challenges

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

Potential Strengths

- The participant should strike a balance between being pragmatic and creative.
- They should brainstorm without losing sight of reality.
- They should recognise the creative contribution of others and take steps to implement their ideas.

Development Recommendations

- Actively promote the use of intuition as a valued tool for problem-solving.
- Explore with them how to best move ideas from concept to reality.

### Implication Notes - *list possible work implications.*

Development Notes - *list possible development interventions or actions.*

Stability: Conscientiousness

Conscientiousness can be described as motivational stability and relates to concepts of organisation, dependability, and self-discipline. This includes preferences for planning, structure, attention to detail and goal setting.

Relaxed   Low   Moderate   High   **Driven**

Laid back, tolerant of distractions; able to separate work and personal lives.

7
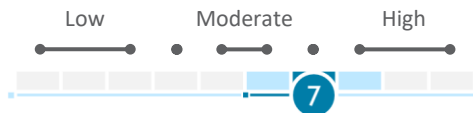
Ambitious, hard-driving; may find it difficult to relax.

Potential Challenges

- The participant may push for results with little concern for others.
- They may get frustrated by people or things that get in their way.
- They may lack balance between their work and personal life.

Potential Strengths

- The participant should be more focused than the average person in pursuing their goals.
- They should use their time effectively.
- They are likely to focus on the task at hand and not get distracted pursuing non-essentials.

Development Recommendations

- Provide the participant with recognition for their effort and contributions in order to motivate them to continue to perform and deliver.
- Work with the participant to review their objectives and plans to ensure they are sufficiently realistic and achievable.

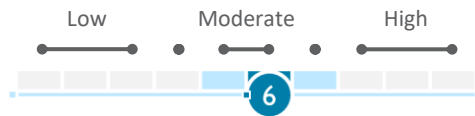### Implication Notes - *list possible work implications.*

Development Notes - *list possible development interventions or actions.*

Stability: Conscientiousness   continued

Informal   Low   Moderate   High   **Disciplined**

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

6

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

Potential Challenges

- The participant may sometimes underestimate the planning involved to deliver multi-faceted, complex projects.
- They may be more tolerant of loose detail than some others would like.
- They may lack the patience for highly detailed process mapping.

Potential Strengths

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

Development Recommendations

- Work with the participant to build contingencies into plans and remind them to be prepared to switch to different strategies when initial ones are unsuccessful.

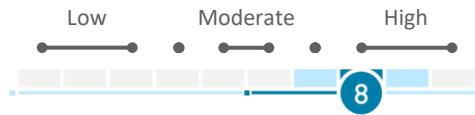### Implication Notes - *list possible work implications.*

Development Notes - *list possible development interventions or actions.*

Stability: Emotional Stability

Emotional Stability includes concepts of resilience, composure, and pressure tolerance. It also includes confidence, self-belief and freedom from self-doubt.

Emotional   Low   Moderate   High   **Composed**

Emotionally reactive; mood swings;   8   Emotionally stable, steady, and resilient;
feelings easily hurt.   rarely flustered; calming.

Potential Challenges	Potential Strengths

Potential Challenges

- Far less likely to show emotion, it may be difficult to know what the participant is thinking or feeling.
- He may have less insight into others' emotions when overloaded with work.
- They may struggle to relate to people whose actions are based on feelings.
- They may seem emotionally flat in some situations.

Potential Strengths

- The participant should maintain composure, even in high pressured situations.
- They profile as being an emotionally stable and resilient person.
- They are unlikely to let criticism and upset throw them off balance.
- They should have sufficient energy to meet most challenges.

Development Recommendations

- Remind the participant that being impulsive may help them seize opportunities.
- They should try to identify when it's best to be guarded and restrained and when it's most appropriate to take impulsive and quick action.

Implication Notes - *list possible work implications.*

Development Notes - *list possible development interventions or actions.*

Stability: Emotional Stability   continued

Apprehensive

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

Low   Moderate   High

5

Confident

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

Potential Challenges

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

Potential Strengths

- The participant appears as confident as most others.
- They should possess a reasonable insight into their short comings.
- They should accept accolades and blame to the same extent.
- They should back themselves to handle most challenges.

Development Recommendations

- Support staff in taking personal responsibility for their own mistakes.
- Ensure feedback is provided in a constructive manner by building on the positive aspects of the participant's performance; recognising achievements, and framing any shortcomings as opportunities for development.

Implication Notes - *list possible work implications.*

Development Notes - *list possible development interventions or actions.*

Stability: Agreeableness

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

Hard-Headed   Low   Moderate   High   **Compassionate**
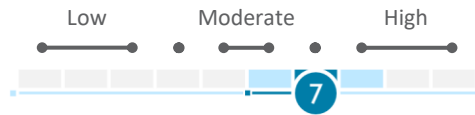
Rational and objective; focused on data and facts; unsentimental.   **7**   Empathetic, caring and compassionate; feelings over logic.

Potential Challenges

- The participant may refrain from making difficult decisions that could impact on people he cares about.
- They may delay their own goals in an effort to help others.
- They may take longer to connect with more data-driven people.

Potential Strengths

- More compassionate than the average person, the participant is unlikely to turn down an offer of help.
- They should think about the needs of others when making a decision.
- They should pick up on a group 'vibe' better than most and contribute positively to team spirit.

Development Recommendations

- The participant might be expected to benefit from mentoring aimed at promoting a more logical and analytical approach to problem solving.
- Encourage them to use their understanding of the customer to improve the service they provide.

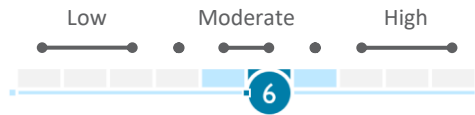### Implication Notes - *list possible work implications.*

Development Notes - *list possible development interventions or actions.*

Stability: Agreeableness continued

Competitive

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

Low   Moderate   High

6

Cooperative

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

Potential Challenges

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

Potential Strengths

- The participant should be reasonably direct in their communication.
- They should speak their mind openly without being intimidating.
- They should be reasonably confident when it comes to voicing any disagreements.
- While they should appreciate a harmonious workplace, the participant should still recognise conflict as a normal part of day-to-day interactions.

Development Recommendations

- Remind the participant to check that the intent of their message has not been lost that in their effort to be diplomatic.

Implication Notes - *list possible work implications.*

Development Notes - *list possible development interventions or actions.*

Development Plan

Use this section to summarise and document the participant's development plan; marking development activities, objectives, resources, timeframes and how development will be measured.

We recommend the following steps are applied to fully benefit from this report:

1. Share the feedback report with the participant and read the report prior to conducting a coaching session.
2. Corroborate the results with the participant and explore other sources along with any implications before considering any development interventions.
3. Adopt a supportive and balanced approach to ensure observations are supported and accepted.
4. Take notes and agree on action plans with them.

	Activities	Objectives	Resources	Timelines	Measures
1					
2					
3					
4					
5					