

CONFIDENTIAL

# PERSONALITY SURVEY REPORT

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Licensed To: Navigator

Report On: **Mr Richard Willmott**

For: **Navigator**

Analyst: No Name

Date: 12/02/2007

# *Understanding people and improving the way they work together*

## **A GUIDE TO INTERPRETING THIS REPORT**

*The following description of Richard's probable behaviour at work is based upon his subconscious knowledge of himself. It is NOT a test or an all encompassing analysis of Richard. The report is designed to be comprehensive, within the limits of the capabilities of human measurement systems. You may not recognise all the behaviours described.*

*However, learned behaviour skills cannot be measured by Personality Survey with precision. A naturally independent person dislikes detail and has a poor sense of time. Time management training can change this without affecting his basic independence.*

*Individuals acquire or develop competencies that affect the way they work and relate to people. Collectively known as "emotional intelligence" (EQ), they are known to have a greater bearing on success than intelligence quotient (IQ) or training (see Goleman "Emotional Intelligence"). Self-awareness, self-regulation, motivation, empathy and social skills are essential to the success of top performers. Clues can be found in the Surveying Personality, while further information can be gained using; the Structured Interview & Learning Abilities questionnaires and a test of emotional stability. Effective management also requires assertiveness skills (very different from aggression or dominance). Training in EQ and assertive techniques will considerably improve both individual and team performance.*

*Should you substantially disagree with the report, please refer to the provider of the report or directly to Adams & Associates (the telephone number and e-mail address are on the front page of the report).*

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### **Glossary of Terms**

*Though we try to avoid jargon there are some terms that are essential. The following phrases may appear in the report that follows, please refer back for the explanation.*

#### ***Emotional Intelligence (EQ)***

*A term describing that combination of self-insight, self-knowledge and interpersonal skills that determines an individual's ability to relate with others effectively, regardless of his or her basic personality type.*

#### **ASSERTIVENESS**

*Learned behaviour that enables an individual to moderate their aggressive or submissive tendencies in day-to-day interactions.*

#### **SYMPATHY versus EMPATHY**

*Empathy describes an ability to understand another's problem dispassionately, to see ways perhaps to alleviate suffering but not to share the pain.*

*Sympathy describes the trait whereby an individual relates so strongly with another's problem that they feel the same pain and sorrow and effectively become part of the problem.*

#### **Stubborn "nice"**

*Used in conjunction with measurements of stubbornness. The avoidance of that which the individual does not wish to do, without actually refusing.*

#### **Stubborn "nasty"**

*Used in conjunction with measurements of stubbornness. A blunt refusal to do that which the individual does not wish to do.*

## **STRESS**

*Personality Survey's ability to measure stress in an individual is a fortuitous by-product of the methodology. It is not a definitive indicator and so it will always be necessary to check with the individual their perception of the level of stress they feel they may be experiencing. If stress is deemed to be present it is advisable to evaluate their working environment.*

## **RICHARD'S BASIC CHARACTER**

### **SUMMARY**

A charismatic, persuasive and forceful individual, Richard is a person who likes people and needs to be liked. A powerful, integrative leader of people, he tries to maintain relationships and rarely, if ever, closes the door.

Very enthusiastic and self centred (not necessarily selfish) he has an innate need to work with and through people but is also a self starter, motivated to achieve and capable of making tough decisions when necessary.

An extremely quick and very mobile person, he is someone who dislikes routine, preferring much pace and variety in his work. There is a tendency to avoid detail and paper work. He is unlikely to conform to conventions if they get in the way of results. He is independently minded and very wayward; nevertheless he will conform if he considers that authority is tough on rule breakers.

### **MOTIVATIONAL FACTORS**

Highly motivated by peer group and public recognition and often a good team person, he needs to achieve profitable (whatever he considers to be profitable) results with and through people.

Status can be an important part of his motivational need. Money tends to be a good motivator, not for its intrinsic value, but to support the good lifestyle to which people such as he frequently aspire.

### **RICHARD'S POTENTIAL STRENGTHS**

Personable and often vivacious, he is excellent at putting others at their ease and will take the lead in social situations. Not afraid to mix social and work life, he will often use his contacts to further both.

An excellent communicator he can be a very good opener in a sales situation, being able to sell ideas and concepts easily.

### **RICHARD'S POTENTIAL WEAKNESSES**

Richard has a tendency to be overly verbal and possibly manipulative and political and may try to bluff where his knowledge of a subject is imperfect. There can occasionally be a tendency to "talk a good fight" unless the goal is important. He will comply with authority if it is strong but he is independent and can be opinionated.

### **HIS LEARNING STYLE**

Richard will tend to learn whatever is necessary to achieve his goals. His learning can at times be very wide but shallow or surface deep. However, this is often sufficient to carry him through.

### **HIS QUESTIONING METHOD**

Direct, he will ask questions that elicit information about how he is viewed by others, the intention being to find out "how does this reflect upon me?"

### **HIS CAPABILITY FOR ORGANISATION AND PLANNING**

Generally, people such as Richard do not make good planners. Though his grasp of the broad picture is good, his inherent dislike of detail and rules limits his long term planning ability though this can be improved with good administrative back-up.

However, where people planning is concerned, and in organising functions where interpersonal skills are the major element, he tends to do well. In planning, he will tend to over estimate other people's capabilities.

### **HIS MANAGEMENT TECHNIQUE**

Richard is a good team person, but he will want to be leading it. People such as Richard are good at enthusing and managing people intuitively. He can take care of detail when results depend upon it and will generally work within parameters but prefers to delegate.

### **HIS DECISION MAKING STYLE**

Richard will make decisions easily in consultation with others occasionally in line with authority.

### **ACCEPTANCE OF MANAGERIAL RESPONSIBILITY**

People such as Richard seek managerial responsibility and will often be successful in managing others. Detail will usually be delegated but not ignored, though this will be improved with administrative back-up. The concept of being in management for Richard may at times equate to status.

### **HIS RESPONSE TO A TECHNICAL ENVIRONMENT**

Richard tends to be quite poor at detail and abhors routine and therefore will avoid highly technical environments. It is important though to keep in mind that expertise in a discipline is not uncommon.

### **HIS RESPONSE TO A SALES ENVIRONMENT**

Very positive, enthusiastic and able to both open and close, individuals such as Richard are often highly successful in direct sales environments, advertising and public relations or any environment where interpersonal skills are an important element.

### **HOW RICHARD RELATES TO PEOPLE**

Richard relates very positively with people, likes them and needs to be liked. Charismatic and expressive, as a leader he is good at carrying most people with him and will become tough when it is necessary.

### **HIS RESPONSE TO AUTHORITY**

Richard is an independent person, but he will usually work within the rules, especially if the hierarchy is tough on rule breakers. However, if a result depends upon it, he will act outside the rules or overstep prerogatives.

### **FACTORS THAT THREATEN HIS SELF ESTEEM**

His self esteem is based upon being the centre of his universe. Therefore, losing affection or the regard of colleagues is a serious event.

### **RICHARD'S TIME SCALE**

For Richard "now" is now, at least in theory, and therefore he has a sense of immediacy. However, his enthusiasm may often result in him becoming over extended and taking on more than he can cope with in the time available so that delays occur.

### **FACTORS WHICH MAY DEMOTIVATE RICHARD**

Richard will be demotivated if he is forced to work in an environment that is solitary, requires much routine or is detail oriented.

### **RICHARD'S POTENTIAL AS A CONSULTANT**

Richard's potential as a consultant is likely to be strongly influenced by his level of assertiveness, to counter his potential for verbal aggression. Assuming he has the requisite skills and knowledge, his ability to see "the big picture" and to persuade others will be an advantage. However, his natural fear of rejection may create difficulties for him when presenting unpalatable or unpopular results and recommendations.

Richard may find that operating as part of a team of experts could be a more comfortable way for him to work, rather than operating as an independent because he prefers not to work alone. Co-operating as part of a team will also help in overcoming his natural dislike of routine and detail. Richard has some inbuilt aptitudes for selling and a certain natural level of empathy. His effectiveness as a consultant will be enhanced if he has undergone sales training and his level of emotional intelligence (EQ) is high.

### **RICHARD'S POTENTIAL AS A TEAM LEADER**

*A team leader here refers to those qualities that are necessary in welding together a disparate group of people who develop true synergy. This is not the same as managing an individual or group.*

Richard has the potential to be an effective team leader due to his high levels of natural empathy, enthusiasm and ability to create harmony. He also has a need to produce profitable results "with and through others". He is therefore, capable of making the tough decisions necessary for team management, but with empathy and an understanding of the need to maintain team synergy. However, his impatience and independence may cause him to try to short circuit the more deliberate team member's methods, which will be demotivating and potentially damaging to the team's synergy. Assertiveness and a better understanding and use of emotional intelligence will guard against this tendency.

### **RICHARD'S POTENTIAL AS A TEAM MEMBER**

*A team member is an individual who shares the same aims and objectives as the team and is prepared to put aside their own needs and requirements in favour of those of the group when necessary.*

Richard's potential as a team member is very high since he has abundant empathy, enthusiasm and a strong need to work closely with and through others. His natural ambition can be easily channelled toward group achievements while his enthusiasm and energy can be a very positive driving force for the team. His need to produce productive results combined with impatience and independence however, will make him very difficult to manage. He should actively work to improve his level of emotional intelligence to guard against upsetting the team synergy by trying to take command.

### **HOW TO MANAGE RICHARD EFFECTIVELY**

Richard will work best and most efficiently when he feels that you like and understand him. You would do well to discuss your ideas with him - and involve him in your decision making - so that he feels he has some influence on the course you propose to adopt. Avoid giving him routine and bureaucratic duties. Richard's need for independence can be troublesome, so it will be necessary clearly to identify boundaries and limits, insisting that he adheres to them.

Richard needs recognition; therefore judicious and appropriate public praise will motivate him to your cause, as will the opportunity to earn status. The manager who takes the trouble to relate with Richard will gain much, while an authoritarian stance will lose you his initiative.

It is advisable to agree performance criteria with him and to review these at regular intervals in as friendly a manner as possible, commensurate with maintaining good order and discipline. You should encourage a positive and happy atmosphere. It is also quite important to identify to Richard what he can gain from co-operation with you since he also has a need to achieve tangible goals.

## **POINTS FOR FURTHER CONSIDERATION**

### **POSSIBLE RESPONSE TO CHANGES AT WORK**

*Behaviours described here indicate what Richard may THINK is necessary to be successful, or survive, in his current work environment. It is not a description of how he necessarily behaves at work. It will however, give useful clues to the environment, culture or management ethos in which he works. Potential changes to behaviour identified here are ALWAYS caused by the environment, not the individual. Some statements may appear to be contradictory and so further clarification should be sought from an Analyst or Adams & Associates directly.*

*To succeed or survive Richard may think he should:*

*(N.B. If there are no points shown here then Richard perceives no changes are necessary to his behaviour and so the environment is probably congenial to him.)*

### **PERCEIVED ADAPTATIONS TO WORK:**

*To be successful or survive in his current work environment Richard perceives it may be necessary to reverse his major drives. Since this is a perception only the behaviour described may not necessarily follow. Its cause or causes are rooted in the work environment and or the culture of the organisation he works in.*

In the work environment Richard's behaviour is likely to change. He will become a forceful director of people, demanding and possibly competitive. Though his people skills are unlikely to desert him, his major aim now will be to win. It is likely that he will become an inspiring forceful leader if necessary, to achieve objectives. Achievement will be pursued at the expense of maintaining empathetic relations with others. Decision making can be tough and uncompromising when required.

### **PROBABLE BEHAVIOUR UNDER PRESSURE**

*When placed under severe pressure, Richard's normal behaviour is likely to be modified in one or more, or all, of the following ways:*

### **POSSIBLE SIGNIFICANT BEHAVIOUR CHANGE**

*The major motivational factors reverse when Richard is placed under extreme pressure. This can change his behavioural response from the norms that colleagues and managers have come to expect. It is important to bear in mind that potential pressure behaviour represents only about 5 percent of working life time.*

When placed under great pressure, Richard's behaviour is likely to change. He will become a forceful director of people, demanding and possibly competitive. Though his people skills are unlikely to desert him, his major aim now will be to win. It is likely that he will become an inspiringly forceful leader but if necessary, achievement will be pursued at the expense of maintaining empathetic relations with others. Decision making can be tough and uncompromising when required.

He will exhibit a very marked tendency to operate within rules and constraints due to a recognition that authority is strong enough to enforce said rules and conventions.

### **STRESS MEASUREMENT**

Richard currently appears to be experiencing a negligible level stress.

**No Analyst's Comments have been provided in this report**

