

GLOBAL PERSONALITY INVENTORY

Profile Report

Sample Report

June 17, 2013

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Date Tested: June 17, 2013

Norm Group: Professional/Managerial

Introduction

About the GPI

The Global Personality Inventory (GPI) is a comprehensive assessment, specifically designed to provide a measure of adult personality that is appropriate for cross-cultural use. Offering narrative interpretations for 37 dimensions of personality, the GPI is particularly well suited for a variety of workplace applications, such as: selection, coaching, feedback, training, development and succession planning. Although the GPI offers valuable insight for individuals at all levels, the assessment and its reports are designed specifically for use with managers, executives and professionals. Given the global development and workplace emphasis of the assessment, the GPI provides a measure of common personality dimensions that will work effectively across cultures in supporting employment decisions.

Overview of this Report

This Profile Report is based on the individual's responses to the items that comprise the GPI. Scores are graphically represented for each of the dimensions, while positive and negative attributes are addressed using narrative statements for both low and high scores. The result is a balanced view of the candidate's potential strengths and improvement opportunities, described in a relevant and concise manner.

Using this Report

This report serves as a valuable source of additional information that should be reviewed together with other factors evaluated by the organisation, such as the interview, application form, CV, appropriate credentials, reference checks and possibly other tests to evaluate particular skills, abilities, knowledge or personal characteristics not covered by the GPI, but needed for the job. Information from the GPI should be used in conjunction with other sources of information to make selection decisions and identify development opportunities, rather than be used in isolation.

Information within the Profile Report is presented in a manner such that a higher score on a given dimension suggests a tendency toward exhibiting more of a specific dimension. Note, however, that higher scores are not necessarily better than lower scores. Scores should be interpreted by whether or not they match the desired characteristics of the job. While scores are provided for comparison between candidates, a difference of one point on a given dimension does not substantially impact the applicability of the narrative statements. Users should consider the overall pattern of candidates' scores when evaluating employment decisions and avoid placing too much emphasis on a particular dimension. The most effective use of this Profile Report will include a review of the scores and related narratives within the context of the position requirements under consideration.

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<p>Innovativeness/ Creativity</p>	<p>10</p>	<p>Thrives in a structured environment, relies on existing methods, content to embrace prevailing thinking on major issues. Unlikely to apply new thinking in response to emerging problems, may not recognise or respond to changing variables.</p>	<table border="1"> <thead> <tr> <th>1</th><th>2</th><th>3</th><th>4</th><th>5</th><th>6</th><th>7</th><th>8</th><th>9</th><th>10</th> </tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="background-color: #0070C0;"></td> </tr> </tbody> </table>	1	2	3	4	5	6	7	8	9	10											<p>Applies creative thinking to their work, synthesises diverse ideas, seeks innovative solutions to complex problems. May devote disproportionate efforts to innovation, despite already proven techniques, may show discontent with current practices.</p>
1	2	3	4	5	6	7	8	9	10															
<p>Thought Agility</p>	<p>8</p>	<p>Makes decisions independently, is resilient when ideas are challenged, holds firm to decisions. May be rigid in evaluating new ideas, may ignore valuable insight from others and may repeat errors.</p>	<table border="1"> <thead> <tr> <th>1</th><th>2</th><th>3</th><th>4</th><th>5</th><th>6</th><th>7</th><th>8</th><th>9</th><th>10</th> </tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="background-color: #0070C0;"></td><td></td><td></td> </tr> </tbody> </table>	1	2	3	4	5	6	7	8	9	10											<p>Seeks ideas from others, considers multiple perspectives and alternative views to problems, makes informed decisions. May change views often, may appear too flexible and may diminish the value of their own thinking.</p>
1	2	3	4	5	6	7	8	9	10															
<p>Thought Focus</p>	<p>7</p>	<p>Proposes multiple solutions to problems, values an intuitive approach to decision making that allows for creative and novel ideas. May overlook critical dependencies in evaluating information, may emphasise gut instinct over logic and analysis.</p>	<table border="1"> <thead> <tr> <th>1</th><th>2</th><th>3</th><th>4</th><th>5</th><th>6</th><th>7</th><th>8</th><th>9</th><th>10</th> </tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td style="background-color: #0070C0;"></td><td></td><td></td><td></td> </tr> </tbody> </table>	1	2	3	4	5	6	7	8	9	10											<p>Diagnoses problems quickly, systematically identifies patterns and trends, despite the noise of unconnected or ambiguous data. May undervalue subjective information and diminish others' experience or insight in decision making.</p>
1	2	3	4	5	6	7	8	9	10															
<p>Vision</p>	<p>5</p>	<p>Approaches work with a short-range focus, is rarely occupied by worry over future outcomes. May not consider potential problems, or look beyond the present reality to anticipate the need for change.</p>	<table border="1"> <thead> <tr> <th>1</th><th>2</th><th>3</th><th>4</th><th>5</th><th>6</th><th>7</th><th>8</th><th>9</th><th>10</th> </tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td></td><td style="background-color: #0070C0;"></td><td></td><td></td><td></td><td></td><td></td> </tr> </tbody> </table>	1	2	3	4	5	6	7	8	9	10											<p>Visualises a future reality in analysing circumstances, values a long-range perspective when evaluating courses of action, anticipates opportunities and obstacles. May not consider prior moves or current limitations, may not weigh short-term impact of decisions appropriately.</p>
1	2	3	4	5	6	7	8	9	10															
<p>Attention to Detail</p>	<p>8</p>	<p>Focuses on the big picture when evaluating circumstances, relies on intuition and judgement when making quick decisions. May not organise and finish assignments, may not appreciate specific information, causing a reduction in quality.</p>	<table border="1"> <thead> <tr> <th>1</th><th>2</th><th>3</th><th>4</th><th>5</th><th>6</th><th>7</th><th>8</th><th>9</th><th>10</th> </tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="background-color: #0070C0;"></td><td></td><td></td> </tr> </tbody> </table>	1	2	3	4	5	6	7	8	9	10											<p>Approaches work with precision and careful attention to requirements and procedures, demonstrates great concern over compliance and accuracy. May not appreciate the broader implications of work, may devote disproportionate effort to exhaustive analysis, encouraging inaction.</p>
1	2	3	4	5	6	7	8	9	10															
<p>Work Focus</p>	<p>8</p>	<p>Tends to enjoy change and variety in activities, craves interesting work, responds well to changing priorities. May lack focus and planning in their routine, is easily distracted from work activities, resists mundane or unpleasant tasks.</p>	<table border="1"> <thead> <tr> <th>1</th><th>2</th><th>3</th><th>4</th><th>5</th><th>6</th><th>7</th><th>8</th><th>9</th><th>10</th> </tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="background-color: #0070C0;"></td><td></td><td></td> </tr> </tbody> </table>	1	2	3	4	5	6	7	8	9	10											<p>Works in a focused and purposeful manner, prioritises tasks and plans efforts to achieve specific objectives. May be reluctant to take much-needed breaks, may miss opportunities for social interaction due to intense task focus, may resist unplanned changes in priorities.</p>
1	2	3	4	5	6	7	8	9	10															

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Facet

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<p>Influence</p>	<p>10</p>	<p>Tends to support prevailing positions, avoids confrontation when negotiating, likely to follow existing leaders. May avoid occasions to sway others, may not be able to gain commitment for important decisions, resists mentoring opportunities.</p>	<table border="1"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="background-color: #0070C0;"></td> </tr> </table>	1	2	3	4	5	6	7	8	9	10											<p>Persuades others to take action, influences opinions and builds support for decisions, negotiates effectively. May sway opinions away from desired sentiment, may dominate discussions and alienate other parties in negotiations.</p>
1	2	3	4	5	6	7	8	9	10															
<p>Taking Charge</p>	<p>8</p>	<p>Appreciates group consensus, follows guidance and prioritisation provided by others, is likely to seek direction. May resist guiding others when required, may avoid decision making, is reluctant to provide feedback to others.</p>	<table border="1"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="background-color: #0070C0;"></td><td></td><td></td> </tr> </table>	1	2	3	4	5	6	7	8	9	10											<p>Readily takes on leadership responsibilities, directs others to take action, prioritises and evaluates others' efforts. May be reluctant to follow guidance, may not appreciate their own need for accountability, may appear too quick to offer direction.</p>
1	2	3	4	5	6	7	8	9	10															
<p>Ego-Centred</p>	<p>5</p>	<p>Maintains a humble view of their abilities and their contribution, tends to appreciate the success of others. May not adequately recognise their own strengths, may not pursue or celebrate public recognition for their team.</p>	<table border="1"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> <tr> <td></td><td></td><td></td><td></td><td style="background-color: #0070C0;"></td><td></td><td></td><td></td><td></td><td></td> </tr> </table>	1	2	3	4	5	6	7	8	9	10											<p>Appears highly confident in their standing among peers, resists feelings of inadequacy, craves recognition for accomplishments. May avoid sharing credit for accomplishments, may appear condescending to peers, may prioritise self-interests over teamwork.</p>
1	2	3	4	5	6	7	8	9	10															
<p>Intimidating</p>	<p>2</p>	<p>Uses power and influence appropriately in guiding others, solicits feedback, prefers a collaborative and comfortable working environment. May have difficulty defending positions, may be overly concerned with being liked by others, may not challenge others over poor performance.</p>	<table border="1"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> <tr> <td></td><td style="background-color: #0070C0;"></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </table>	1	2	3	4	5	6	7	8	9	10											<p>Thrives in an independent working environment, asserts themselves easily, acts decisively in challenging situations. May appear harsh and domineering, uses criticism and fear to influence others, may be insensitive to concerns over others' feelings.</p>
1	2	3	4	5	6	7	8	9	10															
<p>Manipulation</p>	<p>3</p>	<p>Seeks the well-being of others, even to their own detriment, openly shares information, admits mistakes readily. May fail to advance their own position, defers opportunities to others, may be naïve regarding others' intentions at times, may accept disproportionate blame for group mistakes.</p>	<table border="1"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> <tr> <td></td><td></td><td style="background-color: #0070C0;"></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </table>	1	2	3	4	5	6	7	8	9	10											<p>Excels in competitive situations, may perform well in contentious negotiations, guards valuable information. May take advantage of others, may withhold information for personal gain, may shift blame for mistakes to avoid accountability.</p>
1	2	3	4	5	6	7	8	9	10															
<p>Micro-Managing</p>	<p>4</p>	<p>Delegates responsibilities appropriately to line managers, allows others to maintain control over detailed work, cultivates trust toward team decision making. May overlook important details, may not provide guidance when needed to impact positively on others' decision making.</p>	<table border="1"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> <tr> <td></td><td></td><td></td><td style="background-color: #0070C0;"></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </table>	1	2	3	4	5	6	7	8	9	10											<p>Maintains careful scrutiny of work product, provides constant guidance in important decisions, pays attention to minute details. Tends to closely monitor others' work unnecessarily, reluctant to delegate authority and is reluctant to share the decision making process.</p>
1	2	3	4	5	6	7	8	9	10															

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Facet

Sten

<p>Passive-Aggressive</p>	<p>3</p>	<p>Offers opinions that are consistent with behaviour, cooperates when agreeing to do so, aligns words with actions. May miss underlying concerns of others in advocating a position, may reveal too much information early when negotiating for a cause.</p>	<table border="1"> <thead> <tr> <th>1</th><th>2</th><th>3</th><th>4</th><th>5</th><th>6</th><th>7</th><th>8</th><th>9</th><th>10</th> </tr> </thead> <tbody> <tr> <td></td><td></td><td style="background-color: #0070C0;"></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </tbody> </table>	1	2	3	4	5	6	7	8	9	10											<p>May be savvy in evaluating the use of power and control, may consider political manoeuvres in achieving objectives. May act inconsistently with their stated opinions, may tend to undermine authority quietly, while appearing supportive, may promote self interests despite appearing cooperative.</p>
1	2	3	4	5	6	7	8	9	10															
<p>Consideration</p>	<p>8</p>	<p>Not likely to be influenced by the needs or feelings of others, not easily distracted from tasks because of opportunities to help others. May appear too callous or aggressive at times, may not appreciate the needs or concerns of those around them.</p>	<table border="1"> <thead> <tr> <th>1</th><th>2</th><th>3</th><th>4</th><th>5</th><th>6</th><th>7</th><th>8</th><th>9</th><th>10</th> </tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="background-color: #0070C0;"></td><td></td><td></td> </tr> </tbody> </table>	1	2	3	4	5	6	7	8	9	10											<p>Seeks opportunities to help those in need, displays genuine warmth and generosity, is concerned for the needs of others. May prioritise sensitivity to others' feelings over task accomplishment, may be reluctant to make difficult staffing decisions.</p>
1	2	3	4	5	6	7	8	9	10															
<p>Empathy</p>	<p>6</p>	<p>Avoids becoming involved in others' personal lives, tends not to be hindered in making hard decisions by concern over hurting others' feelings. May overly emphasise their own perspective of a situation, unlikely to allow a personal connection with others, may overlook important considerations in making decisions.</p>	<table border="1"> <thead> <tr> <th>1</th><th>2</th><th>3</th><th>4</th><th>5</th><th>6</th><th>7</th><th>8</th><th>9</th><th>10</th> </tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td></td><td></td><td style="background-color: #0070C0;"></td><td></td><td></td><td></td><td></td> </tr> </tbody> </table>	1	2	3	4	5	6	7	8	9	10											<p>Understands the needs and feelings of others, connects with others on an emotional level, places others' feelings ahead of their own. May lose objectivity in evaluating others' behaviour, may allow others' feelings to overshadow their own needs or disproportionately influence their decision making.</p>
1	2	3	4	5	6	7	8	9	10															
<p>Sociability</p>	<p>10</p>	<p>Interacts with others using a reserved and professional demeanour, is rarely distracted by the need for social interaction in accomplishing work. May be intimidated by the need to communicate with strangers, may avoid opportunities to interact with coworkers, may appear cold and aloof.</p>	<table border="1"> <thead> <tr> <th>1</th><th>2</th><th>3</th><th>4</th><th>5</th><th>6</th><th>7</th><th>8</th><th>9</th><th>10</th> </tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="background-color: #0070C0;"></td> </tr> </tbody> </table>	1	2	3	4	5	6	7	8	9	10											<p>Enjoys opportunities to interact with others, displays a friendly and outgoing demeanour, seeks to make new friends and acquaintances. May crave interaction despite the need for a focused, quiet work environment, may compete with others for attention, may dislike working alone.</p>
1	2	3	4	5	6	7	8	9	10															
<p>Social Astuteness</p>	<p>6</p>	<p>Offers a stable and consistent style when interacting with others, takes others' comments at face value and does not render judgements regarding others' motivations. May miss critical indicators of others' concerns or intentions, may not appreciate the need for adjusting one's approach in communication or negotiation.</p>	<table border="1"> <thead> <tr> <th>1</th><th>2</th><th>3</th><th>4</th><th>5</th><th>6</th><th>7</th><th>8</th><th>9</th><th>10</th> </tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td></td><td></td><td style="background-color: #0070C0;"></td><td></td><td></td><td></td><td></td> </tr> </tbody> </table>	1	2	3	4	5	6	7	8	9	10											<p>Observes social cues and considers others' intentions, adapts approach to influence others, values the perceptions and expectations of others in communication. May appear inconsistent at times when changing styles to match others' perceptions, may rely too much on perception and inference rather than on what others have actually stated.</p>
1	2	3	4	5	6	7	8	9	10															
<p>Trust</p>	<p>10</p>	<p>Evaluates the possibility of ulterior motives and hidden agendas in others' communication, is less likely to be taken advantage of by others' dishonest actions. May miss opportunities to experience open and trusting relationships with coworkers, may approach others with cynicism, even when unwarranted.</p>	<table border="1"> <thead> <tr> <th>1</th><th>2</th><th>3</th><th>4</th><th>5</th><th>6</th><th>7</th><th>8</th><th>9</th><th>10</th> </tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="background-color: #0070C0;"></td> </tr> </tbody> </table>	1	2	3	4	5	6	7	8	9	10											<p>Places a great deal of trust in others' intentions, approaches interactions openly with faith in others' honesty and reliability. May not discern others' attempts at manipulation, may tend to appear naïve at times, may not adequately scrutinise others' motives.</p>
1	2	3	4	5	6	7	8	9	10															

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Facet

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Desire for Achievement	10	Sets conservative goals for performance, approaches work without the need to be recognised for achievement. May resist calls for increased effort and sacrifice in order to exceed expectations, may not be motivated to advance in position or to receive additional rewards.	1	2	3	4	5	6	7	8	9	10	Pursues challenging and rewarding goals, seeks high standards of performance, enjoys the opportunity to surpass others' accomplishments. May tend to set unrealistic goals for themselves and others, may not be content with previous accomplishments.
Energy Level	8	Enjoys a consistent and measured pace in their work, unlikely to be frustrated when faced with a slow-paced work environment. May not increase effort and energy level when under a heavy workload, may tend to avoid contributing to projects involving longer working hours or a fast-paced approach.	1	2	3	4	5	6	7	8	9	10	Thrives in a fast-paced and challenging environment, exerts extra effort and shows high energy levels, even when faced with an exhausting workload. May tend to overwork themselves, may push others to work beyond their comfort level, may become bored easily during less challenging times.
Initiative	10	Unlikely to take impulsive action in response to a problem, avoids becoming overwhelmed by taking on emerging projects. May reject opportunities to offer their opinion or contribute to solving emerging problems, may avoid taking on new challenges.	1	2	3	4	5	6	7	8	9	10	Proactively approaches problems, seeks out additional responsibilities, enjoys the opportunity to take on new challenges. May tend to over-commit themselves to a growing workload, may take quick action or express new ideas without fully considering ramifications to existing projects or challenges.
Adaptability	7	Accepts the need for structure and order in their work, appreciates the need for consistency and adherence to existing plans and methods. May appear inflexible when approached with changing circumstances, may miss opportunities to improve processes and may take considerable time to make adjustments.	1	2	3	4	5	6	7	8	9	10	Readily adapts to changing and unfamiliar situations, enjoys variety in their work, shows versatility in working with diverse environments and individuals. May become bored easily with the status quo, may unnecessarily seek change, may not appreciate existing synergies when modifying approach to work and people.
Emotional Control	10	Demonstrates emotional responses openly, provides a clear sense of their opinion regarding positive and negative circumstances. May have difficulty composing their response to events, may react strongly to comments or criticism from others.	1	2	3	4	5	6	7	8	9	10	Maintains composure during times of conflict and hostility, remains calm in stressful circumstances, avoids extreme positive or negative emotions. May not respond strongly when required, may guard their emotions closely when others seek social cues to suggest an approach or reaction.
Impressing	10	Communicates in a direct and forthright manner, speaks openly about their views, is not concerned with impressions made on others. May be reluctant to promote their strengths when opportunities arise, may appear blunt and insensitive in rendering their opinions.	1	2	3	4	5	6	7	8	9	10	Strives to maintain a good impression of their abilities, works to please stakeholders, shows an awareness of perception and its role in shaping future opportunities. May downplay improvement opportunities and tend to avoid seeking guidance or correction, may offer a false impression of their abilities.

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Facet

Sten

<p>Negative Affectivity</p>	<p>1</p>	<p>Demonstrates a positive outlook on life, appears satisfied with their work and social status, seems generally agreeable. May be content in circumstances, despite an obvious need for improvement, may not push themselves or others toward higher achievement.</p>	<table border="1"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> <tr> <td style="background-color: #0070C0;"></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </table>	1	2	3	4	5	6	7	8	9	10											<p>Is not easily impressed with their own achievements, readily evaluates work and surroundings, freely points out concerns to others. May appear overly cynical, offers a negative outlook on life, may indicate a poor attitude toward others.</p>
1	2	3	4	5	6	7	8	9	10															
<p>Openness</p>	<p>10</p>	<p>Holds firm to their values and beliefs, prefers to work with others sharing similar viewpoints, tends to resist conforming to others' opinions. May be uncomfortable working with individuals from diverse backgrounds, may experience conflict with differing viewpoints, may be unlikely to consider other perspectives.</p>	<table border="1"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="background-color: #0070C0;"></td> </tr> </table>	1	2	3	4	5	6	7	8	9	10											<p>Readily accepts other viewpoints, treats all individuals equally, works well with others, despite different beliefs and cultural backgrounds. May not fully appreciate the impact of opinions on working conditions, may not recognise sources of conflict among others.</p>
1	2	3	4	5	6	7	8	9	10															
<p>Optimism</p>	<p>10</p>	<p>Maintains a guarded response to most circumstances, emphasises the challenges and risks of situations. Tends to be sceptical of positive outcomes, may become discouraged and pessimistic in the face of challenge.</p>	<table border="1"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="background-color: #0070C0;"></td> </tr> </table>	1	2	3	4	5	6	7	8	9	10											<p>Approaches challenges with enthusiasm, maintains a positive outlook in all circumstances, appears cheerful and optimistic. May not consider the significance of certain problems, may appear unaware or naive of troubling conditions.</p>
1	2	3	4	5	6	7	8	9	10															
<p>Self Awareness/ Self Insight</p>	<p>8</p>	<p>Makes decisions unaffected by concerns over their own motives or limitations, is not preoccupied with understanding their own behaviour. May not appreciate certain strengths or identify development opportunities, unlikely to evaluate the rationale behind personal decisions.</p>	<table border="1"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="background-color: #0070C0;"></td><td></td><td></td> </tr> </table>	1	2	3	4	5	6	7	8	9	10											<p>Offers a realistic view of their strengths and weaknesses, maintains an appropriate awareness of limitations, considers the impact of motives and values on their own behaviour. May avoid taking appropriate risks in light of personal limitations, may become discouraged by weaknesses.</p>
1	2	3	4	5	6	7	8	9	10															
<p>Self Confidence</p>	<p>10</p>	<p>Acts cautiously in areas outside their expertise, appears quite humble in evaluating their own skills and abilities. May tend to doubt their own competence unnecessarily, may be reluctant to try new things, may seek help often when challenged.</p>	<table border="1"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="background-color: #0070C0;"></td> </tr> </table>	1	2	3	4	5	6	7	8	9	10											<p>Believes in their abilities, maintains strong determination in the face of obstacles, exudes confidence. May appear conceited at times, may not appreciate the significance of certain obstacles, may undervalue others' accomplishments.</p>
1	2	3	4	5	6	7	8	9	10															
<p>Stress Tolerance</p>	<p>10</p>	<p>Responds to stressful situations overtly, shows emotion and concern in difficult circumstances. May lose productivity in stressful situations, may worry unnecessarily about potential outcomes not within their control.</p>	<table border="1"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td style="background-color: #0070C0;"></td> </tr> </table>	1	2	3	4	5	6	7	8	9	10											<p>Handles pressure well, remains calm and relaxed in stressful situations, appears resilient despite adversity. May not show adequate concern for serious problems, may tend to downplay significance of troubling events.</p>
1	2	3	4	5	6	7	8	9	10															

Sample Report

Date Tested: Jun 17, 2013 Norm Group: Professional/Managerial

Facet		Sten											
Competitiveness	8	Enjoys environments where cooperation is emphasised, prefers to collaborate with others in achieving goals, may promote the success of others. May decrease effort in order to avoid opposing others, is reluctant to evaluate their own performance in comparison to peers, avoids productive rivalry.	1	2	3	4	5	6	7	8	9	10	Strives to surpass others' accomplishments, enjoys situations where performance is recognised, seeks to prove themselves. May undervalue opportunities to cooperate with others, may be overly discouraged when a winning outcome is not available, may overshadow others' accomplishments.
Desire for Advancement	10	Tends to be more motivated by mastery of skills and job security than advancement, seeks to meet expectations without pursuing increases in status. May avoid opportunities for career advancement, may be reluctant to set challenging goals, is content to meet expectations without striving to exceed them.	1	2	3	4	5	6	7	8	9	10	Derives satisfaction from accomplishing challenging goals, works diligently to be set apart from peers, seeks to increase status and prestige. May set unrealistic expectations for their efforts, may be disinterested in routine and unrecognised work, may take undue risk in order to advance their standing.
Independence	4	Enjoys working collaboratively, appreciates guidance from others in making important decisions, willingly seeks direction. May defer decisions to others unnecessarily, may hesitate to take action, may ask for help often when approaching projects.	1	2	3	4	5	6	7	8	9	10	Takes actions without hesitation, works effectively without immediate supervision, prefers autonomy and self-reliance in their work. May be reluctant to accept feedback or direction regarding decisions, may avoid opportunities to work with others.
Risk Taking	9	Prefers a safe and predictable working environment, emphasises proven methods and extensive information when making decisions. May be reluctant to take risks when required, may seek comfort in predictability, may miss rewarding opportunities found in less stable circumstances.	1	2	3	4	5	6	7	8	9	10	Seeks entrepreneurial opportunities and a sense of adventure, enjoys taking chances, readily accepts risk in achieving success. May relinquish small gains in order to seek greater, but less likely achievements, may take unproven approaches unnecessarily, may disregard significant risk in decisions.
Dutifulness	10	Appreciates alternative societal norms and principles not shared by others, may challenge common perceptions. May de-emphasise the importance of professional standards, may tend to disregard rules and norms that prevent them from achieving goals.	1	2	3	4	5	6	7	8	9	10	Adheres to a strict appreciation for moral and ethical behaviour, acts from a strong sense of obligation, considers right and wrong in making decisions. May appear inflexible or legalistic in approaching ambiguous circumstances, may confront others who fail to operate within an acceptable code of conduct.
Interdependence	8	Values individual achievement, seeks to accomplish objectives without the help or involvement of others. May be motivated by personal success to the detriment of group needs, may emphasise their own desires in decision making.	1	2	3	4	5	6	7	8	9	10	Emphasises the needs of the group above their own, enjoys working closely with others, offers cooperation and flexibility in achieving group success. May avoid opportunities to showcase their individual performance, may overlook the importance of individual contribution.

Sample Report

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Responsibility	9	Expresses a willingness to challenge rules and policies, may work more effectively in settings where frequent evaluations are offered using objective performance criteria. May act impulsively, may not accept the consequences of their actions, may require close supervision.	1	2	3	4	5	6	7	8	9	10	Demonstrates reliability and self-discipline in their behaviour, completes work as promised and in a timely manner. May tend to avoid challenging accepted methods when necessary, may overburden themselves with a desire to meet commitments.