



# WORK PERSONALITY SURVEY

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Personal Report

**John Smith**

## Introduction

This report is based on your responses to the Work Personality Survey (WPS). The questionnaire asks questions about your attitudes and typical style of behaving. Your responses have been compared to those typical of an international comparison group. In this way, we have been able to benchmark various characteristics you possess against this group.

Your personality has a significant influence on the way you think, feel and relate to other people. This report is intended to give you a general idea about how your personality might be described and to stimulate you to think about the implications for your work and personal life.

Personality traits tend to be fairly stable in adulthood and lead people to act in certain preferred ways. At work, your personality will sometimes help you to carry out work roles effectively and at other times get in the way. Leading meetings, fronting presentations and organizing social occasions will come more easily to individuals with extravert traits. By contrast, people with low scores on the agreeableness scale may take time to acquire skills in areas such as team building, coaching and mentoring because they are more self-sufficient and self-absorbed.

The report covers five broad dimensions of personality which are often referred to as the Big Five personality dimensions: extraversion, agreeableness, conscientiousness, openness to change, and emotional stability. The report considers the likely impact of your personality on your work style and personal competencies using the Universal Competency Framework developed by SHL Group Limited (2007), and it also provides a link to a booklet providing developmental recommendations.

You should bear the following points in mind as you consider the report. First, please remember that the report is based on a self-perception questionnaire - which is not infallible. Second, although we give you a single score for each dimension, it is better to think of your score lying in a range of one point either side of the score reported. This is shown on the profile chart. Third, remember that this assessment is intended to help you clarify your view of yourself and help you to develop and improve yourself.

It is also perfectly possible for a variety of reasons that you may not recognize yourself in some of the comments made. If this is the case, you might like to check what other people think. It would certainly be a good idea to take views from bosses, peers and direct reports before taking career or development decisions.

Your results are reported on a ten point scale known as the Standard Ten (Sten) scoring system. The table below indicates what different Sten scores mean and how they should be interpreted.

Sten Score	Percent of Scores	Meaning
8-10	15	Very high
7	15	High
5-6	40	Average
4	15	Low
1-3	15	Very low

## Assessment Scales

The WPS has twenty personality scales that measure five areas of personality known as the Big Five personality factors.

<b>Warm</b>	High scorers get to know people quickly and their affability and amiability attract people to them.
<b>Gregarious</b>	High scorers enjoy having people around them and tend to be animated and lively in social situations.
<b>Assertive</b>	High scorers express themselves in a direct manner and argue their views in the face of opposition.
<b>Energetic</b>	High scorers present as full of energy displaying a sense of urgency and self-confidence.
<b>Trusting</b>	High scorers assume that others are sincere and genuine. They look for the best in people and take them at face value.
<b>Straightforward</b>	High scorers deal with people in a plain and straightforward manner. They do not flatter or manipulate people to get their way.
<b>Considerate</b>	High scorers make time for people, are good listeners, and take account of people's views, feelings, and emotions.
<b>Modest</b>	High scorers are modest and generally reticent when it comes to talking about their achievements.
<b>Imaginative</b>	High scorers spend time thinking about things and imagining and visualizing different ways of doing and achieving things.
<b>Innovative</b>	High scorers are creative and inventive people who generate novel ideas about how to do things differently.
<b>Rule breaking</b>	High scorers are prepared to challenge the status quo, bend the rules, and take risks to achieve change.
<b>Adaptable</b>	High scorers adapt quickly to change and keep abreast of new developments in areas in which they are interested.
<b>Competent</b>	High scorers are capable and well prepared and are motivated to carry their tasks at work and at home competently.
<b>Organized</b>	High scorers like things to be tidy and orderly in their workspace and at home. They plan and work systematically.
<b>Achieving</b>	High scorers have a very high need for personal achievement, and a dream of what they want to achieve.
<b>Proactive</b>	High scorers have a sense of purpose and direction, make, and carry out plans, and initiate changes and improvements.
<b>Relaxed</b>	High scorers are calm before important occasions, and handle pressure and stress well.
<b>Contented</b>	High scorers are comfortable with themselves, feel positive about the future, and look on the bright side.
<b>Self-Assured</b>	High scorers feel at ease meeting new people and are sure of their ability to handle unfamiliar situations.
<b>Resilient</b>	High scorers manage their emotions effectively and bounce back quickly from disappointments and setbacks.

## Personality Profile Summary

### Extraversion

Extraverts and introverts represent the opposite ends of a key personality trait that affects where people prefer to focus their energy and attention. Extraverts tend to direct their energy outwards to the external world of people and activities while introverts are more self-contained. Your responses to the questionnaire indicate that you see yourself as being towards the extraverted end of the spectrum. The manner in which your extraversion manifests itself is explored later in the report.

### Agreeableness

Agreeableness is about the role you typically assume when interacting with others. The label 'agreeableness' is meant in the most literal sense - that is, the extent to which you tend to 'agree' with or accommodate to what others want. You describe yourself as being as willing as most to co-operate and maintain interpersonal harmony. You are generally trusting and amenable, but not to the extent of always giving in. More detail on how your overall score on Agreeableness affects your work style is given later in this report.

### Openness to Change

A person's openness to change has an influence on the sorts of ideas they produce and how they respond to new experiences. Your overall score on openness to change falls into the slightly above average range. This characteristic allows you to 'think outside of the box' and to be open to experimenting with untried ideas. People with this characteristic need to be careful that their pioneering attitude does not lead them to disregard the value that people less open to change place on established methods and more down to earth solutions.

### Conscientiousness

How conscientious or easygoing a person is tends to affect motivation at work as well as personal organization and self-discipline. Your responses to the questionnaire indicate that you are slightly more conscientious than the average person. You have pretty high standards and do your best to achieve your goals.

### Emotional Stability

Emotional stability measures the degree to which you are cool, calm and collected or have a tendency to worry. Your responses to the questionnaire indicate that you are as emotionally stable as the average person. You are generally calm and able to deal with stress as effectively as most people.

### Impression management

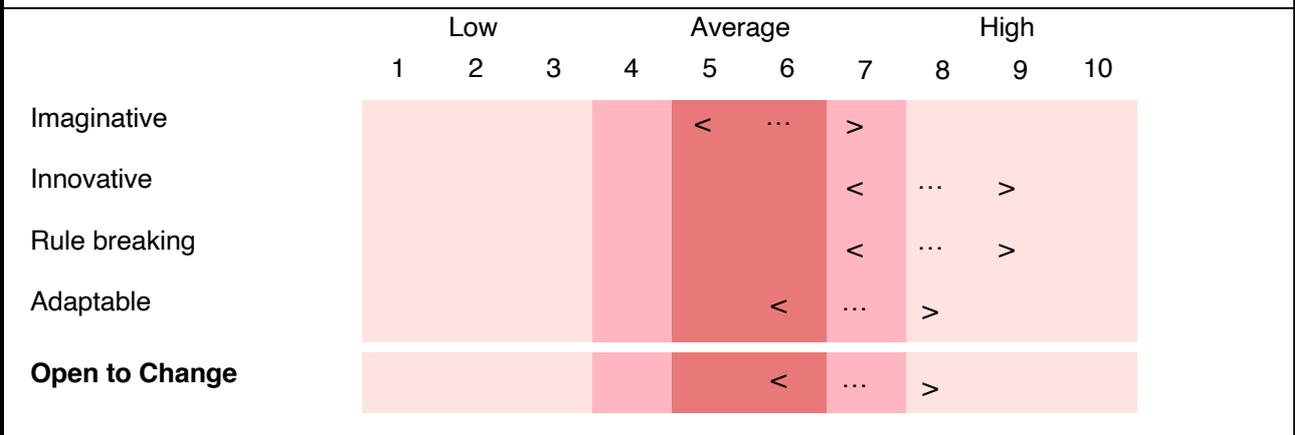
Our analysis of your results indicates that you seem to have responded to the questionnaire in a slightly more positive or socially desirable way than many people. This may not have been conscious and may reflect your natural style or it may be specific to the way you responded to the questionnaire.

The next section describes your personality profile in more detail and summarises the potential implications for eight competency areas: Leading and Deciding, Supporting and Cooperating, Interacting and Presenting, Analyzing and Reporting, Creating and Conceptualizing, Organizing and Executing, Adapting and Coping and Enterprising and Performing. These are the top level 'Great Eight' competencies in SHL's Universal Competency Framework.

<b>Extraversion</b>										
	Low			Average				High		
	1	2	3	4	5	6	7	8	9	10
Warm					< ... >					
Gregarious					< ... >					
Assertive					< ... >					
Energetic					< ... >					
<b>Extravert</b>					< ... >					
<b>Key factor summary</b>	You came out as slightly more extravert than the average person.									
<b>Personality trait description</b>										
Warm	You are rather more warm, affectionate and friendly than the average person. You usually form friendships and attachments to others pretty easily and you like to be with people. You usually get to know people quite quickly.									
Gregarious	You are very much more outgoing than the average person. You enjoy having people around you and you tend to be animated and lively in social situations.									
Assertive	You describe yourself as very forceful and persuasive when putting a view across. You express yourself in a direct manner, you tell people when you think they are wrong, and you can argue your views in the face of opposition. You like to influence people and you take charge when the opportunity arises.									
Energetic	You present as full of energy displaying a sense of urgency and self-confidence. You are willing to take on extra work and you are prepared to put in extra hours to get things done. You are the sort of person who is likely to initiate changes and improvements. You like to lead a busy and active life.									
<b>Personal competency implications</b>										
Leading & deciding ----- Interacting & presenting	Slightly Positive Impact. Your extravert personality characteristics should help you acquire competencies related to leading and deciding, and interacting and presenting.									

<b>Agreeableness</b>										
	Low			Average				High		
	1	2	3	4	5	6	7	8	9	10
Trusting				<	...	>				
Straightforward					<	...	>			
Considerate				<	...	>				
Modest			<	...	>					
<b>Agreeable</b>				<	...	>				
<b>Key factor summary</b>	Your overall score on agreeableness is within the average range.									
<b>Personality trait description</b>										
Trusting	Your responses suggest that you are as trusting as most people. You judge whether others are honest and sincere based on the evidence. You balance trust and scepticism according to the situation.									
Straightforward	You are as straightforward as the average person in the way you deal with others. You are at times frank and sincere and at other times you are prepared to flatter and manipulate people to achieve your objectives.									
Considerate	You place as much emphasis as most people on showing consideration for others. This suggests you will usually make time for people, listen to their views and take account of their feelings and emotions but not to the extent of allowing appeals to sympathy to sway your decisions.									
Modest	You tend to talk somewhat more openly about your aspirations and successes than most people. It is often necessary to sell your views and ideas and promote your successes and achievements in order to get noticed and to get on in your work but be careful that you are not seen as overselling yourself.									
<b>Personal competency implications</b>										
Supporting & cooperating	Neutral Impact. Your level of agreeableness is unlikely to really help or hinder you acquiring competencies related to supporting and cooperating.									
Enterprising & performing	Neutral Impact. Your level of agreeableness is unlikely to really help or hinder you acquiring competencies related to enterprising and performing.									

### Openness to Change



**Key factor summary** You come across as somewhat more change-oriented than the average person.

**Personality trait description**

Imaginative	You use your imagination as much as the average person. You probably achieve a balance between practical and imaginative ideas according to the needs of the situation.
Innovative	You present yourself as more of an innovator than most people in the comparison group. Innovators are creative and inventive people who develop new perspectives on things.
Rule breaking	You are more prepared than most people to challenge the system to achieve change. You recognize that it is often necessary to bend the rules and take risks in order to make progress.
Adaptable	You present yourself as flexible and adaptable. At work, you will generally adapt quickly to change, and you will usually be willing to try new ways of doing things and new ways of working provided that you are consulted about changes. You probably keep abreast of changes and developments in areas of interest to you.

**Personal competency implications**

Analyzing & interpreting ----- Creating & conceptualizing	Slightly Positive Impact. Your imaginative and innovative thinking style should help you demonstrate competencies related to analyzing and interpreting, and creating and conceptualizing.
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<b>Conscientiousness</b>											
	Low			Average				High			
	1	2	3	4	5	6	7	8	9	10	
Competent							<	...	>		
Organized							<	...	>		
Achieving							<	...	>		
Proactive								<	...	>	
<b>Conscientious</b>							<	...	>		
<b>Key factor summary</b>	Your overall score on conscientiousness is just above the average range for the comparison group.										
<b>Personality trait description</b>											
Competent	In terms of the extent to which you consider yourself generally competent and capable, you scored towards the higher end of the spectrum for the comparison group. This suggests that you feel well prepared and motivated to deal successfully with your work.										
Organized	Your responses suggest that you are slightly more personally organized and attentive to detail than many people. You like things to be tidy and orderly in your workspace and at home. You like to plan ahead and work systematically.										
Achieving	You are generally well-motivated and have a good sense of direction in your life. You are concerned to improve your skills and competencies and get on in your chosen occupation.										
Proactive	Your responses suggest that you are a self-starter. You are well above the average range in this respect. You get down to work quickly and can be relied on to get on with things on your own. You have a sense of purpose and direction, make and carry out plans and initiate changes and improvements to make things better.										
<b>Personal competency implications</b>											
Organizing & executing	Slightly Positive Impact. Your above average competence and organization skills should help you acquire competencies related to organizing and executing.										
Enterprising & performing	Slightly Positive Impact. Your above average achievement motivation and proactivity should help you acquire competencies related to enterprising and performing.										

<b>Emotional Stability</b>										
	Low			Average			High			
	1	2	3	4	5	6	7	8	9	10
Relaxed					< ... >					
Contented					< ... >					
Self-Assured					< ... >					
Resilient					< ... >					
<b>Emotionally Stable</b>					< ... >					
<b>Key factor summary</b>	Your overall score on emotional stability is within the average range for the comparison group.									
<b>Personality trait description</b>										
Relaxed	You are as calm and relaxed as the average person. You show concern about important things but can relax and unwind. You tend to worry about things to the same extent as most.									
Contented	Your responses suggest that you feel generally comfortable with yourself and happy with your life. You feel positive about the future and look on the bright side.									
Self-Assured	You feel as comfortable in social situations as most people. Your responses place you in the average range for self-assurance.									
Resilient	Your responses suggest that you are within the average range in terms of your level of emotional resilience. You generally remain calm under pressure and feel able to cope when things go wrong. You manage your emotions and bounce back from disappointments and setbacks as effectively as most people.									
<b>Personal competency implications</b>										
Adapting & coping	Neutral Impact. Your emotional stability profile indicates that you will find it as easy/natural as the average person to demonstrate competencies related to adapting and coping - that is, handling change, managing pressure and coping with setbacks.									

## Next Steps

The potential impact of your personality profile on job performance is reviewed in the Personality Competency Implications table below. This table defines the likely impact of high, average, and low personality scale scores on job performance using the Great Eight Competencies.

Personality characteristics that are likely to facilitate job performance and are advantageous traits are defined as potential strengths. Personality characteristics that are likely to make it harder to perform well and are disadvantageous traits are defined as potential areas of limitation. It is important to note that whether a high or low score on a personality scale is an advantageous or a disadvantageous trait depends on the competency in question.

Consider discussing these results with your boss, mentor or other colleagues and reviewing where their assessments differ from your own, and why. Factoring in other peoples' assessments alongside your own is important, as there is plenty of evidence that shows that self-assessments rarely match those of other work colleagues one hundred percent.

Having considered your own assessment together with the views of key colleagues, where should you start when addressing development? Many development experts warn against focusing exclusively on weaker areas, unless there are some aspects of behaviour which could be 'fatal flaws'. Fatal flaws are likely to inhibit career development and should be addressed first.

If there are no fatal flaws, or once these have been addressed, the advice of many experts is to focus on one's strengths. There is compelling data which shows that effective performance is directly correlated with the number of strengths a person possesses. We, and our bosses, tend to be drawn towards worrying about our less strong performance areas but a better strategy may be to build on one's strengths.

[Click here](https://www.myskillsprofile.com/Work_Personality_Survey_Development_Tips.pdf) to download suggestions for developmental activities and a personal improvement planning template. ( [https://www.myskillsprofile.com/Work\\_Personality\\_Survey\\_Development\\_Tips.pdf](https://www.myskillsprofile.com/Work_Personality_Survey_Development_Tips.pdf) )

### Profile Chart

Scale	Low			Average				High			Trait Description																																																																								
	1	2	3	4	5	6	7	8	9	10																																																																									
Warm					<	...	>				Gets to know people quickly, cheers people up, enjoys contact	Extravert																																																																							
Gregarious							<	...	>		Likes to be surrounded by people, talks a lot, enjoys social occasions																																																																								
Assertive							<	...	>		Communicates views and ideas, seeks to influence people, takes control																																																																								
Energetic							<	...	>		Keeps busy, reacts quickly, is always on the go, fills spare time with activity																																																																								
Trusting				<	...	>					Believes that people have good intentions, trusts people to be honest	Agreeable																																																																							
Straightforward					<	...	>				Behaves straightforwardly, does not manipulate or use people																																																																								
Considerate				<	...	>					Shows concern, listens well, makes people feel welcome																																																																								
Modest			<	...	>						Keeps quiet about achievements, avoids talking about self																																																																								
Imaginative					<	...	>				Has strong imagination, sets aside time for thinking, enjoys daydreaming	Open to Change																																																																							
Innovative							<	...	>		Generates original solutions to problems, has lots of ideas for change																																																																								
Rule breaking							<	...	>		Prepared to bend the rules and take risks to achieve change																																																																								
Adaptable						<	...	>			Tries new ways of working, adapts quickly to change, prefers variety to routine																																																																								
Competent						<	...	>			Completes tasks, excels at work, gets things done efficiently	Conscientious																																																																							
Organized						<	...	>			Likes to be organized, keeps things tidy, does things according to a plan																																																																								
Achieving						<	...	>			Works hard, sets high standards, does more than is expected of him or her																																																																								
Proactive							<	...	>		Gets down to work quickly, initiates activities, prepares in advance																																																																								
Relaxed					<	...	>				Has fewer worries than most people, finds it easy to unwind	Emotionally Stable																																																																							
Contented						<	...	>			Comfortable with self, happy with life, positive about future																																																																								
Self-Assured						<	...	>			Confident in unfamiliar surroundings and with new people																																																																								
Resilient						<	...	>			Calm under pressure, copes with problems, overcomes setbacks quickly																																																																								
Impression management			<	...	>						Responses appear to be candid and self-critical	MID																																																																							
<table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th></th> <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>Extravert</td> <td></td> <td></td> <td></td> <td></td> <td>&lt;</td> <td>...</td> <td>&gt;</td> <td></td> <td></td> <td></td> <td>Warm, gregarious, assertive, energetic</td> </tr> <tr> <td>Agreeable</td> <td></td> <td></td> <td></td> <td>&lt;</td> <td>...</td> <td>&gt;</td> <td></td> <td></td> <td></td> <td></td> <td>Trusting, straightforward, considerate, modest</td> </tr> <tr> <td>Open to Change</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>&lt;</td> <td>...</td> <td>&gt;</td> <td></td> <td></td> <td>Imaginative, innovative, rule-breaking, adaptable</td> </tr> <tr> <td>Conscientious</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>&lt;</td> <td>...</td> <td>&gt;</td> <td></td> <td></td> <td>Competent, organized, achieving, proactive</td> </tr> <tr> <td>Emotionally Stable</td> <td></td> <td></td> <td></td> <td></td> <td>&lt;</td> <td>...</td> <td>&gt;</td> <td></td> <td></td> <td></td> <td>Relaxed, contented, self-assured, resilient</td> </tr> </tbody> </table>													1	2	3	4	5	6	7	8	9	10	Extravert					<	...	>				Warm, gregarious, assertive, energetic	Agreeable				<	...	>					Trusting, straightforward, considerate, modest	Open to Change						<	...	>			Imaginative, innovative, rule-breaking, adaptable	Conscientious						<	...	>			Competent, organized, achieving, proactive	Emotionally Stable					<	...	>				Relaxed, contented, self-assured, resilient	Key Factors
	1	2	3	4	5	6	7	8	9	10																																																																									
Extravert					<	...	>				Warm, gregarious, assertive, energetic																																																																								
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### Personal Competency Implications

Great 8 Competency	Warm	Gregarious	Assertive	Energetic	Extraversion	Trusting	Straightforward	Considerate	Modest	Agreeableness	Imaginative	Innovative	Rule breaking	Adaptable	Openness to Change	Competent	Organized	Achieving	Proactive	Conscientiousness	Relaxed	Contented	Self-Assured	Resilient	Emotional Stability
Leading and deciding	4	5	5	5	4																				
Supporting and cooperating						3	3	3	2	3															
Interacting and presenting	4	5	5	5	4																				
Analyzing and interpreting											3	5	5	4	4										
Creating and conceptualizing											3	5	5	4	4										
Organizing and executing																4	4	4	5	4					
Adapting and coping																					3	4	3	3	3
Enterprising and performing						3	3	3	4	3						4	4	4	5	4					

5	Key strength	Very likely to have a positive impact
4	Likely strength	Likely to have a positive impact
3	Neutral	Likely to have neither a positive nor a negative impact
2	Likely limitation	Likely to have a negative impact
1	Key limitation	Very likely to have a negative impact

## Notes