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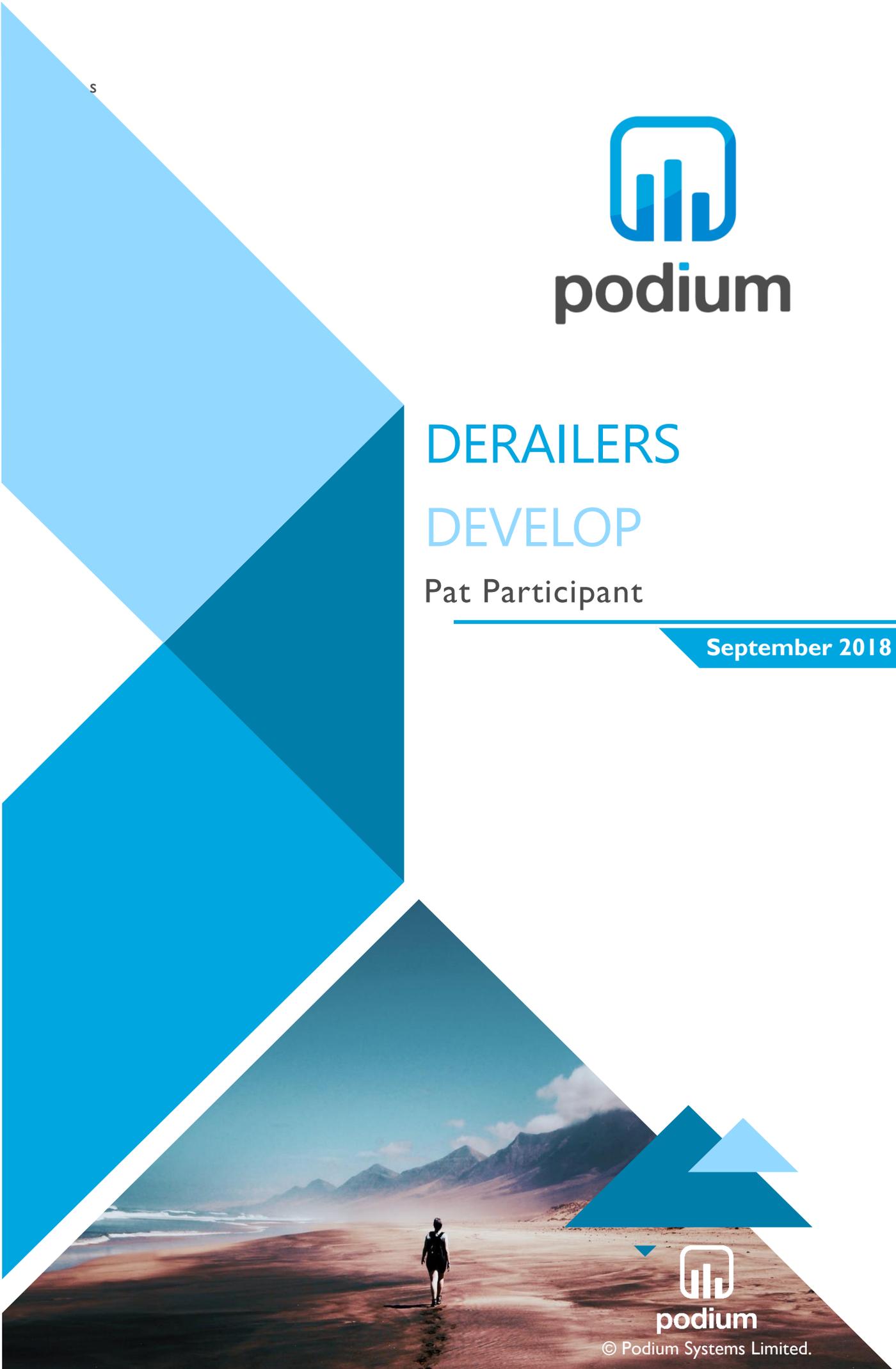
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DERAILERS

DEVELOP

Pat Participant

September 2018



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Introduction



The Assessment

The Derailers personality assessment is a measure of a person's risk of exhibiting limiting behaviours commonly referred to as 'the dark side'. The premise is that traits typically associated with positive work outcomes can also exhibit counterproductive behaviours.

Derailers was designed to screen for prediction of job performance and identify behaviours that can interfere with interpersonal work relationships and prevent employees achieving their work goals. It measures six limiting behavioural areas, all associated with extreme scores on the big 5 personality model.

Trait	Associated Positive Behaviours	Associated Limiting Behaviours
Reserved <i>Preference for being private and independent.</i>	<ul style="list-style-type: none"> • Being able to work independently of others • Preferring a few close friends. • Tending to focus on their own issues. 	<ul style="list-style-type: none"> • Avoiding others and maintaining interpersonal distance. • Lacking affection and disinterest in other people or building relationships. • Feeling or appearing dejected or glum.
Sensitive <i>Preference for focusing on shortcomings and displaying emotions.</i>	<ul style="list-style-type: none"> • Unlikely to overestimate their likelihood of success. • Being better prepared for challenges by bracing themselves mentally for unpleasant possibilities. 	<ul style="list-style-type: none"> • Having a negative outlook and low self-esteem. • Being moody or anxious. • Feeling insecure and suspicious of others.
Competitive <i>Preference for being competitive with others and direct in their communication style.</i>	<ul style="list-style-type: none"> • Being very goal-oriented. • Speaking their mind and standing up for what they believe. • Being a tough negotiator who seeks to get the best outcomes themselves. 	<ul style="list-style-type: none"> • Hostility and aggression towards others. • Desire to achieve their goals at any expense and being manipulative in their interactions with others. • Self-centeredness, selfishness and little regard for others' opinions and feelings.
Adventurous <i>Preference for being impulsive and taking risks.</i>	<ul style="list-style-type: none"> • Easily adapting to changing plans. • Tolerating uncertainty and being more willing than most to take risks. • Look at situations from a broad perspective, rather than get bogged down by process and rules. 	<ul style="list-style-type: none"> • Having short attention spans and unable to concentrate for long. • Being irresponsible and not following through with commitments. • Acting recklessly and making rash impulsive decisions.
Diligent <i>Preference for being organised and meticulous with a strong sense of duty.</i>	<ul style="list-style-type: none"> • Being dedicated to work; believing that failure is the result of a lack of effort. • Having a strong preference for order and striving for perfection. • Being very persevering and meticulous. 	<ul style="list-style-type: none"> • Being rigid and inflexible. • Setting unrealistic targets for themselves and others. • Being intolerant of mistakes and view any shortcomings as a failure.
Unconventional <i>Preference for being creative and looking beyond the obvious.</i>	<ul style="list-style-type: none"> • Offering a unique perspective on matters and considering issues others have overlooked. • Seeing connections between ideas not easily apparent to others. 	<ul style="list-style-type: none"> • Having unusual thought processes and unconventional beliefs. • Seeming eccentric to other people. • Being unable to explain how or why they did things.



The Report

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



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).



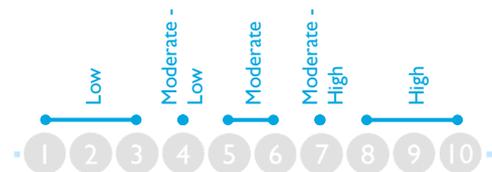
Waiver

Derailers 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. The scale is described in terms of the risk of exhibiting maladaptive behaviours, whereby scores of 1 to 3 are considered low risk, scores of 5 to 6 are moderate risk, and scores of 8 to 10 are considered high risk.



Comparison Group (Norm)

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

Assessment	Name	Size
Derailers	International Participants	925



Impression Management

The impression management indicators would suggest that Pat was happy to present himself openly, honestly and without wishing to project a positive or distorted image of himself.

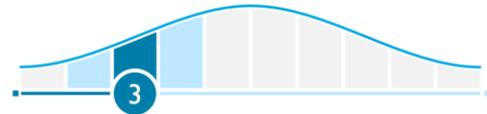
Profile Summary

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



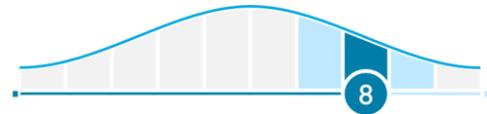
Reserved

Pat's score indicates a **low** risk of displaying limiting behaviours associated with being 'reserved'.



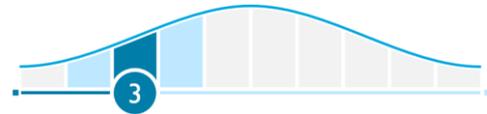
Sensitive

Pat's score indicates a **high** risk of displaying limiting behaviours associated with being 'emotionally sensitive'.



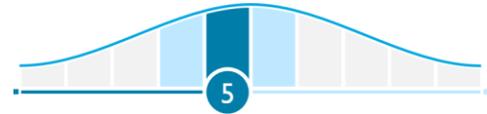
Competitive

Pat's score indicates a **low** risk of displaying limiting behaviours associated with being 'competitive'.



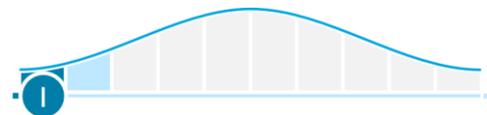
Adventurous

Pat's score indicates a **moderate** risk of displaying limiting behaviours associated with being 'adventurous'.



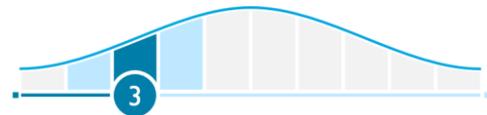
Diligent

Pat's score indicates a **low** risk of displaying limiting behaviours associated with being 'diligent'.



Unconventional

Pat's score indicates a **low** risk of displaying limiting behaviours associated with being 'unconventional'.

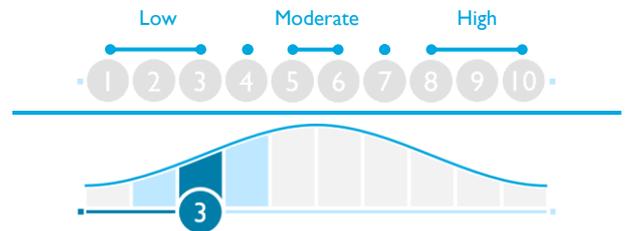




Results in Detail

Reserved

Pat's score indicates a **low** risk of displaying limiting behaviours associated with being 'reserved'.



Potential Strengths

- Pat has a strong preference for social activities and enjoys being around others very much.
- He should find it relatively easy to build relationships and make new friends and should generally be open to expanding his network.
- He will almost always be in a good mood.
- He should be genuinely interested in what is happening in the lives of those around him and it is likely that others will often come to him when in need.

Potential Challenges

- Pat's preference for teamwork may hinder his ability to work independently when the situation requires it.
- While he is likely to enjoy building and maintaining close relationships, he may display his emotions very openly, regardless of the context.
- He may have a stronger desire than most to be liked.
- Pat may get distracted by the social aspects of working in a team.
- Because of Pat's enthusiasm in getting to know others and tendency to initiate contact easily with anyone, he may sometimes come across as 'over the top' to those who are more reserved and shy.
- His high levels of energy and interest in engaging many things may sometimes distract him from important tasks.

Development Recommendations

- Depending on who he is interacting with, he may at times need to adopt a more subdued approach.
- As autonomous tasks are often part of work, he may benefit from learning to spend some time on his own and enjoying his own company.
- Pat may need to be reminded that, although keeping the needs of others in mind is important, his own needs and priorities should not be neglected.
- He may benefit from learning to focus his energy on the important tasks he has to do first. For example, he may find it helpful to list the things he has to do in order of priority.

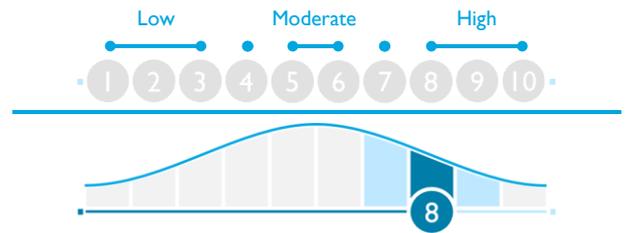
Implication Notes - *list possible work implications.*

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

Sensitive

Pat's score indicates a **high** risk of displaying limiting behaviours associated with being 'emotionally sensitive'.

Although highlighted as a high risk, such behaviours may only display themselves when under stress or extreme work conditions.



Potential Strengths

- Pat's high level of anxiety means he is not likely to overestimate his likelihood of success.
- It may also allow him to be better prepared by bracing himself mentally for unpleasant possibilities.

Potential Challenges

- Many events and situations are likely to arouse Pat's emotions or trigger a change in his emotions.
- He may often feel intensely depressed, guilty and anxious about things and will most likely not be able to bounce back from these feelings without help.
- Pat may have difficulty trusting other people and may have a tendency to question the sincerity of existing relationships.
- He will most likely worry about both past experiences and future negative eventualities and find uncertainty daunting.
- It is likely that Pat will perceive others to be much better than him and may believe he cannot do well in the tasks assigned to him at work.

Development Recommendations

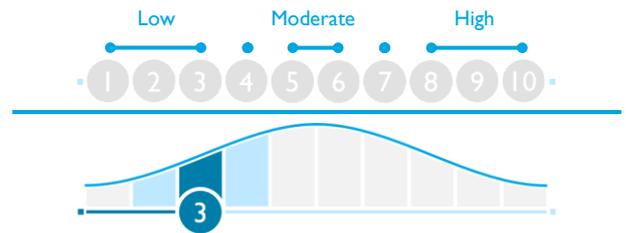
- To cope with his changing emotions, it may be helpful for Pat to identify what triggers them.
- He may also want to consider talking to someone he trusts or even seek counselling to help him find ways to effectively deal with his negative emotions.
- Instead of focusing on past events which he cannot change or future ones which he cannot control, he may benefit from focussing on the present and on the tasks he has to accomplish now.
- He should also acknowledge his own abilities and stop second-guessing himself. Whenever he starts doubting himself, he may find it helpful to make a list of his achievements and use it to remind himself of what he can accomplish.
- Pat may also find it helpful to seek feedback from colleagues before blaming himself for something as others are likely to perceive the situation differently. He should recognise that he is not always solely responsible for how things turn out and should learn to trust himself more often.

Implication Notes - *list possible work implications.*

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

Competitive

Pat's score indicates a **low** risk of displaying limiting behaviours associated with being 'competitive'.



Potential Strengths

- Pat is unlikely to use flattery or influence to try and achieve a goal.
- He is likely to only have honest interactions with others, making sure that co-workers understand how and why he went about doing something.
- He will most likely find it easy to follow instructions and is very likely to consider others' feelings before adopting any course of action. Thus, it is likely that colleagues will enjoy working with him.

Potential Challenges

- Pat strongly dislikes conflict and is likely to avoid confrontation at any cost.
- Pat is careful about how he goes about achieving his goals and does not like being in the limelight.
- He would be expected to be quite reluctant to express his views and opinions in meetings. When he does express himself he may do so in an indirect and overly-cautious manner.

Development Recommendations

- Pat's tendency to remain calm in most situations may result in others perceiving him as being indifferent to what is happening.
- Pat's cautious approach may sometimes result in him missing out on invaluable opportunities that he may perceive to be too risky.
- He should recognise that anger is a completely normal human emotion, and in the appropriate context, it is healthy to express it.
- Pat should be made to realise that standing up for what he believes in and expressing his opinion could help him establish a better relationship with co-workers. This is because they might come to him for help as they've seen proof that he is not afraid to speak his mind.

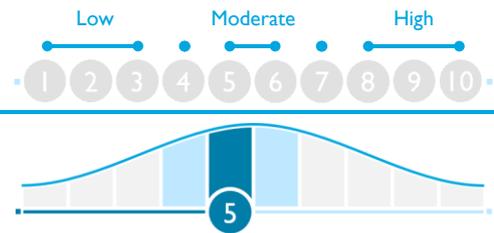
Implication Notes - *list possible work implications.*

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

Adventurous

Pat's score indicates a **moderate** risk of displaying limiting behaviours associated with being 'adventurous'.

Although highlighted as a moderate risk, such behaviours may still display themselves when under stress or extreme work conditions.



Potential Strengths

- Depending on the circumstances, Pat may tolerate some uncertainty and might be willing to take some risks.
- Pat is likely to carefully consider important decisions, especially when he is made aware of the scale of the situation.

Potential Challenges

- Although Pat will most likely plan some actions in advance, he is just as likely to take risks and act on impulse.
- He may become distracted and may need breaks so as not to become bored with the task at hand.
- Pat will generally follow through on his plans, but may not honour all commitments, especially if he considers them to be overly rigid, boring or unimportant.

Development Recommendations

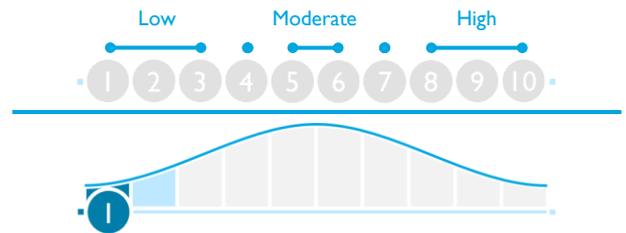
- While Pat recognises that planning ahead can be effective, he should also be aware that a certain degree of flexibility is necessary. As a result, it is likely that he will generally be able to accommodate unexpected events in his plans.
- This can be an asset, especially when working on dynamic projects or with clients who are not very clear about what they want.
- To increase his levels of concentration and his ability to respect work commitments, he may find it helpful to eliminate distractions from his work environment and make lists and timetables of the tasks he has to accomplish.
- Pat may also find it helpful to set deadlines for himself that are earlier than the actual deadline to make sure that all his work is finished by the target date.

Implication Notes - *list possible work implications.*

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

Diligent

Pat's score indicates a **low** risk of displaying limiting behaviours associated with being 'diligent'.



Potential Strengths

- Rather than focusing on every single detail Pat is likely to prefer taking a holistic approach to tasks and should acknowledge that people are allowed to make mistakes.
- He is not likely to consider failure to be the result of a lack of effort. As a result, when a plan fails, he is much more willing than the average person to implement a different strategy to fulfil a plan.
- He has realistic expectations for himself and others and recognises that depending on the circumstances, it may not always be possible to meet them.

Potential Challenges

- Pat will most likely dislike structure and order and will prefer to deal with things as they come.
- Pat is likely to enjoy having a lot of flexibility and may feel constrained by routine.
- He may be laid-back and tolerant of mistakes.

Development Recommendations

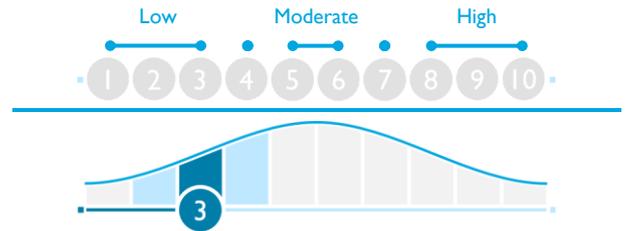
- Pat's relaxed approach may make it challenging for him to work in an environment that requires more structure.
- While gaining a holistic understanding of a situation is useful, sometimes being thorough and mindful of details can lead to even greater understanding and better outcomes.
- His laid-back approach and recognition that not all expectations can be met may result in him coming across as complacent and unambitious. As a result, Pat may benefit from adding some structure to his work and having more challenging expectations for himself and others.
- He may want to create a schedule with deadlines or consult a colleague who is known for being more structured and methodical in order to try and integrate more structure into his work scheme.

Implication Notes - *list possible work implications.*

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

Unconventional

Pat's score indicates a **low** risk of displaying limiting behaviours associated with being 'unconventional'.



Potential Strengths

- Pat tends to believe in things that can be backed up by objective evidence and his convictions are usually held by many others as well.
- He is likely to be very conscious of his surroundings and is expected to pay attention to how things are unfolding around him.
- His thoughts are usually very clear and unfold logically from each other.
- He is also likely to be very articulate and knows how to logically convey his thoughts to others.
- More conventional than the average person, he is likely to dress and act appropriately and according to the context he finds himself in.

Potential Challenges

- Pat's personal convictions and beliefs are usually aligned with cultural norms, though he may struggle to connect with more creative colleagues.
- He may lack imagination and creativity and may be overly literal in his thinking.

Development Recommendations

- Pat's strong preference for objective approaches may sometimes result in him ignoring more creative and maybe sometimes unusual, but more effective, solutions to problems. As a result, he may benefit from being more open to varied views even though they may at first appear to be quite unconventional.
- He may benefit from being around more creative people with differing views, which he can subsequently compare and adapt to his own before making a decision.
- Because Pat's views and convictions are very much aligned with those of most people, he may benefit from communicating with people who have different cultural views and beliefs to his own.
- His ability to articulate ideas is a strength that he should capitalise on at work. It is likely to be very useful when he has to put his ideas forward during presentations or meetings.
- He can also make the most of this skill by helping others who are not as good at expressing themselves as he is, for example, by sharing his communication strategies with them.

Implication Notes - *list possible work implications.*

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



Development Plan

Use this section to summarise and document Pat'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 Pat and read the report prior to conducting a coaching session.
2. Corroborate the results with Pat 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 him.

	Activities	Objectives	Resources	Timelines	Measures
1					
2					
3					
4					
5					