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PERSPECTIVES WORK STYLES

Pat Participant

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Introduction



The Assessment

Perspectives is a measure of tendencies and personality preferences and has been developed specifically for online testing.

Perspectives reflects modern neuroscientific thinking about personality which provides a biological basis and functional structure to one of the most widely accepted models of personality today; namely, the 'Big Five' model of personality. The model provides a hierarchical structure arranged under two broad traits, Plasticity (how people adapt to and engage with the world around them) and Stability (how people maintain stable relationships, motivation and emotional states).

		Big Five Factor	Underlying Trait
Plasticity	Ideas	Openness Cognitive stimulation, intellectual curiosity, and creativity.	Inquisitiveness Intellectual engagement with ideas and challenges. Creativity Creative and artistic engagement.
	People	Extraversion Social and behavioural stimulation.	Power Power, responsibility, and influence over oneself and others. Sociability Social interaction and engagement with others.
Stability		Agreeableness Social stability and social harmony.	Compassion Empathy, thoughtfulness, concern, and care of others. Diplomacy Maintaining social harmony and adherence to social norms.
	Results	Conscientiousness Persistence, dependability, and adherence to rules and structure.	Drive Persistence in the pursuit of long-term goals. Orderliness Maintaining order, structure, routine, and process.
	Resilience	Emotional Stability Resilience, confidence, self-belief and composure in response to uncertainty or perceived threats.	Emotionality Maintaining composure and effectively managing moods and negative feelings. Confidence Maintaining confidence and self-assuredness in the face of challenges or threats.

The Report

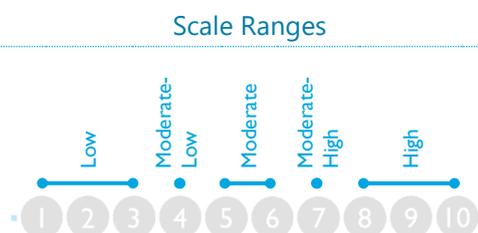
This report provides an overview of Pat's likely behaviours as they relate to different work contexts such as conflict resolution, leading others, and working in a team. The potential strengths and challenges of each preferred style is also discussed.

This is a confidential assessment report. As such, 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).

Perspectives is an indicator of behaviour and preference only. The publishers, therefore, accept no responsibility for selection or other decisions made using this tool and cannot be held responsible for the consequences of doing so.

Rating Scale

Charts in this report are described in terms of a standardised Sten score that is presented on a scale of 1 to 10. As a guide, scores of 1 to 3 indicate a strong preference for the left side of the scale, while scores of 5 to 6 indicate a neutral preference for either end of the scale, and scores of 8 to 10 indicate a strong preference for the right side of the scale.



Comparison Group (Norm)

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

Assessment	Norm Name	Sample Size
Perspectives	International Participants	2811

Impression Management

In some contexts, test takers may attempt to distort their results. The following scales explore the risk of distortion in Pat's profile.

Scale	Score	Risk	Interpretation
Social Desirability	5	Moderate	Pat is likely to have responded honestly without projecting an overly positive image of himself. No further action is needed.
Central Tendency	1	Low	Pat is likely to have responded openly without wishing to hide his true personality. No further action is needed.



Executive Summary

Detailed below is a summary of the potential strengths and challenges that can be inferred from Pat's assessment results.

Potential Strengths

Potential Challenges

Ideas

- Pat should be reasonably adept at making decisions that combine what has worked well in the past with an openness to new ways of working.
- He is likely to have a strong operational focus and concern himself with common-sense solutions.

- Pat may need to discipline himself to keep an open mind to new ideas.
- He may get so focused on the here-and-now and not look beyond the obvious.

People

- Pat profiles as having an approachable nature and should have sufficient confidence to build new networks both internal and external to the organisation.
- Pat profiles as having a balance between being assertive without being autocratic.
- He should make an effort to balance facts and data with people's feelings and to look at an issue from someone else's perspective.
- Pat should appreciate the benefits of a harmonious workplace and be respectful of other points of view.

- Pat may dislike working on his own and enjoy the social aspects of working in a team.
- Pat is likely to selectively chose when to step up and take charge of a group and/or situation or when to follow.
- He may need to reflect on different ways to communicate to capture people's attention.
- Pat may lack conviction when providing feedback or addressing issues.

Results

- He should be mindful of the goals he wants to achieve, without needing to strive for them at all costs.
- He profiles as being highly ordered and self-disciplined and highly effective at developing work processes and schedules.

- He may not always approach tasks with sufficient urgency.
- He may be a perfectionist and get bogged down in the detail at the expense of moving ahead with a project.

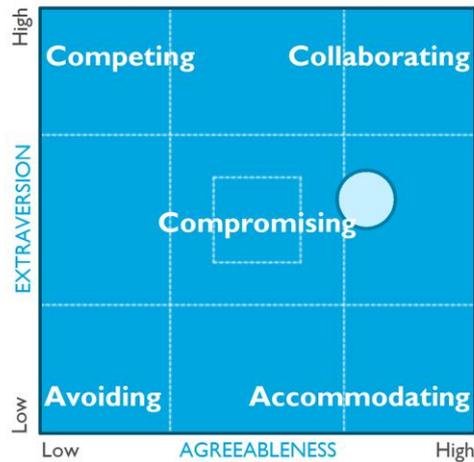
Resilience

- Pat is likely to manage his frustrations and emotions as well as most people.
- He is more likely than others to experience feelings of self-doubt, which in turn, may prompt him to strive harder.

- He may over-react under prolonged pressure.
- He is more likely than some others to worry about what could go wrong.

Conflict Styles

Conflict Styles describe the preferred style Pat is likely to adopt in mediation and negotiation situations. Each style can be described in terms of how individuals relate to and cooperate with others (Agreeableness), and how they take charge and assert themselves (Extraversion). Effective conflict resolution is contextual and the most effective negotiators are able to adapt their style according to the situation.



Primary Style: Collaborating

Individuals who adopt this approach are likely to combine both assertive and cooperative styles. Often high profile team members, they will work with others towards finding a win-win solution that satisfies everyone's concerns. Adopting this style can facilitate more open discussion, a more equal distribution of tasks, and more creative brainstorming of solutions.

Best Contribution

- When maintaining the relationship is as important as the issues at hand.
- When consensus and commitment are valued and trust is high.
- When each party is relatively equal in status or when the most powerful party supports a win-win collaborative solution.
- When the solution is dependent on both parties working together.
- When both parties have objectives that are too important to compromise.
- When there is sufficient time to resolve each issue in turn.

Potential Challenges

- This approach requires a shared commitment from all parties to look for a mutually beneficial solution.
- It may not be appropriate in situations where a fast decision is required and time is short.
- It may require more time and a concerted effort from both parties to achieve a win-win outcome.
- Overuse of the collaborating style can lead to feelings of disempowerment and a loss of initiative.
- To reach consensus typically requires a high degree of trust among all parties.

Conflict Styles Table

The following table ranks each conflict style according to how well it fits Pat's profile. Pat's preference for each style is determined by his agreeableness and extraversion.

Conflict Style	Description	Supporting Behaviours	
		Agreeableness	Extraversion
1st Collaborating	These individuals strive to collaborate with others in an effort to resolve conflict.	High	High
2nd Compromising	These individuals adopt a balanced approach to resolving conflicts.	Moderate	Moderate
3rd Accommodating	These individuals are likely to accommodate the needs of others.	High	Low
4th Competing	These individuals adopt a competitive stance when dealing with conflict or negotiations.	Low	High
5th Avoiding	These individuals tend to avoid addressing conflict directly.	Low	Low

The following terms are used to describe how each style is associated with the supporting behaviours.

High

Moderate

Low

The following colours are used to reflect how closely Pat's profile matches the supporting behaviours.



Strong



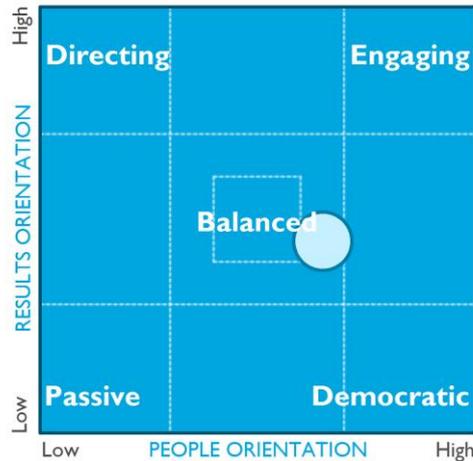
Partial



Weak

Leadership Styles

Leadership Styles describe the preferred style Pat is likely to adopt when managing/leading others. Leadership Styles are based on the Leadership Grid developed by Robert Blake and Jane Mouton. Each style can be described in terms of how it relates to two behavioural dimensions, people-orientation and results-orientation. Effective leadership is contextual and the most effective leaders are able to adapt their style according to the workplace factors and the team they are leading.



Primary Style: Balanced

Balanced leaders give equal priority and importance to the team's needs and delivery objectives. They are results-focused and goal-orientated while also encouraging a contribution from all team members. Rather than rely on group consensus to make a final decision, balanced leaders maintain authority and typically have the final say regarding which recommended proposal will be adopted.

Best Contribution

- When there are conflicting priorities and staff and stakeholder relationships need to be maintained.
- When multiple perspectives need to be considered.
- This style is most appropriate for staff who can be relied upon to provide sound and informed opinions.

Potential Challenges

- In a desire to balance competing needs, minority opinions may still be overridden.
- In an effort to accommodate everyone, a balanced leader may come across as lacking a clear vision and direction.
- This leader may be confusing to work with, and for, which in turn may lower employee satisfaction and morale.

Leadership Styles Table

The following table ranks each leadership style from highest to lowest according to how well it fits Pat's profile. Pat's preference for each style is determined by his people orientation.

Leadership Style	Description	Supporting Behaviours	
		People	Results
1st Balanced	These leaders balance the team's needs with delivering objectives.	Moderate	Moderate
2nd Democratic	Democratic leaders are concerned with encouraging group participation and building consensus.	High	Low
3rd Engaging	Engaging leaders are results-driven and attempt to influence others and motivate them to achieve their objectives.	High	High
4th Passive	Passive leaders give their team the latitude and freedom to make their own decisions and manage their own deliverables.	Low	Low
5th Directing	The primary concern for directing leaders is to achieve results.	Low	High

The following terms are used to describe how each style is associated with the supporting behaviours.

High

Moderate

Low

The following colours are used to reflect how closely Pat's profile matches the supporting behaviours.



Strong



Partial



Weak

Team Roles

Team Roles describe the preferred roles Pat is likely to adopt when working in a team. Effective teams require a diverse range of roles to suit the team's objectives and complement one another.

Primary Role: Team Builder

Team Builders are sociable and people-orientated individuals. They are primarily concerned with how others feel and with fostering a strong team morale.

Best Contribution

- Helping individual team members achieve and maintain effectiveness.
- Creating a climate in which people want to achieve their best.
- Nurturing open dialogue and debate.
- Making each individual feel their contribution is important.

Potential Challenges

- Being insufficiently firm with poor performers.
- Holding back from making the tough calls.
- Blurring the boundaries between the work and non-work lives of team members.
- Slowing down decisions by making everything open to consultation.

Team Roles Table

The following table ranks each team role from highest to lowest according to how well it fits Pat's profile. Pat's preference for each role is determined by his capacity to work with ideas, people, and results.

Rank	Team Role	Description	Supporting Behaviours		
			Ideas	People	Results
1st	Team Builder	People-orientated individuals who foster team spirit.	Low	High	Low
2nd	Driver	Results-orientated individuals who drive team performance.	Low	High	High
3rd	Networker	Communicative and optimistic individuals who look for opportunities and build contacts.	High	High	Low
4th	Observer	Detached individuals who prefer working independently of the team.	Low	Low	Low
5th	Coordinator	Assertive individuals who coordinate ideas, resources, and clarify goals.	High	High	High
6th	Implementer	Dutiful and detail-conscious individuals who are concerned with meeting standards and deadlines.	Low	Low	High
7th	Innovator	Creative individuals who enjoy exploring innovative solutions and opportunities.	High	Low	Low
8th	Planner	Systematic individuals who turn ideas into plans and actions.	High	Low	High

The following terms are used to describe how each role is associated with the supporting behaviours.

High

Moderate

Low

The following colours are used to reflect how closely Pat's profile matches the supporting behaviours.



Strong



Partial



Weak

Appendix: Higher-Order Profile

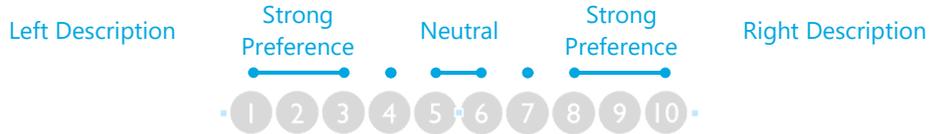
Detailed below is a higher-order profile summary of Pat's stability, plasticity and big five scale results. Use this profile to gain a higher-level understanding of Pat's results.

Scale	Description	Low Moderate High 1 2 3 4 5 6 7 8 9 10
Plasticity	Plasticity reflects the need for reward, stimulation and engagement. Higher scorers seek to explore new goals, relationships, and ways of interpreting the world.	
Openness	Openness reflects cognitive stimulation. Higher scorers are curious, value creativity, and seek novelty and variety.	
Extraversion	Extraversion reflects one's need for social and behavioural stimulation. Extroverted individuals tend to be socially confident and may seek influence over others.	
Stability	Stability reflects a tendency towards self-regulation. Higher scorers are less prone to impulsive behaviour.	
Agreeableness	Agreeableness relates to one's concern for social stability or social harmony. Agreeable individuals value cooperation over conflict and are compassionate towards others.	
Conscientiousness	Conscientiousness describes motivational stability or persistence in the pursuit of long-term goals and adherence to rules. High scorers have a strong preference for planning, structure, attention to detail, and goal setting.	
Emotional Stability	Emotional Stability refers to how people maintain emotional defences in response to uncertainty and threats. It includes concepts of resilience, composure, confidence, and freedom from self-doubt.	



Appendix: Underlying Traits

Detailed below is a summary of Pat's underlying trait scores.



	Left Description	Strong Preference	Neutral	Strong Preference	Right Description
Ideas	Openness	Conventional Values tradition and learns from the past; respects the status quo.	6		Inquisitive Values experimentation; open to change; enjoys intellectually demanding tasks.
		Pragmatic Pragmatic, realistic, and down-to-earth; literal and may prefer common-sense solutions.	3		Creative Imaginative; looks beyond the obvious; may dismiss practical ideas.
People	Extraversion	Subdued May prefer to follow; may prefer to support than lead; may avoid responsibility.	5		Empowered Happy to lead; takes charge; may be assertive and controlling.
		Reserved Private; may prefer own company; may avoid the spotlight.	7		Sociable Outgoing, lively, socially confident, and participating.
People	Agreeableness	Indifferent Unsentimental; inwardly focused; may not readily show empathy for others.	6		Compassionate Empathetic, caring, and compassionate; thinks about others' needs.
		Tough-Minded Forthright, direct, and straight-forward; may challenge others.	7		Diplomatic Discreet, restrained, and conforming; careful to maintain harmony.
Results	Conscientiousness	Relaxed Relaxed; tolerant of distractions; able to separate one's work and personal life.	5		Driven Ambitious; hard-driving; may find it difficult to relax.
		Unstructured Less concerned about rules, process, and planning; may cut corners.	8		Orderly Dependent on rules, process, and structure; likes order and routine.
Resilience	Emotional Stability	Sensitive Emotionally sensitive; actively seeks to eliminate perceived threats.	5		Composed Emotionally stable and steady; rarely flustered; calming.
		Apprehensive Apprehensive; tends to be self-critical; may dwell on past mistakes.	4		Confident Self-assured; rarely dwells on mistakes; may be overly confident.