

identity

the self-perception questionnaire

Comprehensive Report

Strictly Confidential

Sam Sample

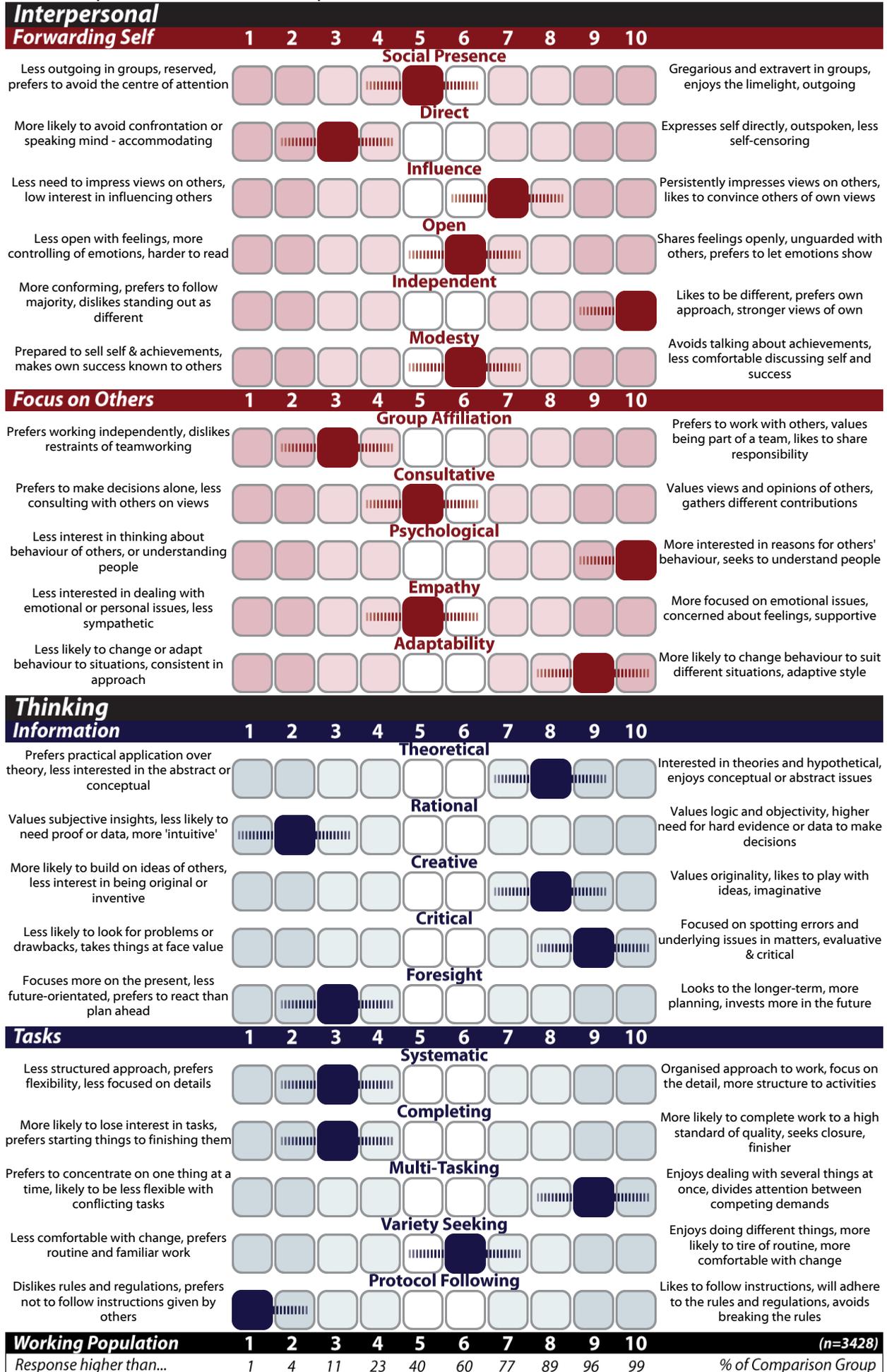
Friday, February 12, 2016

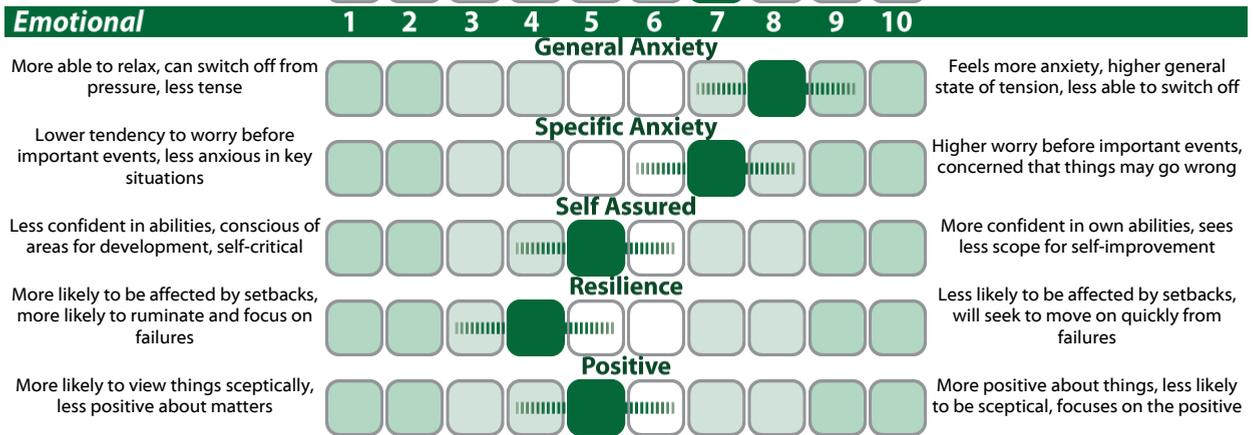


The
British
Psychological
Society

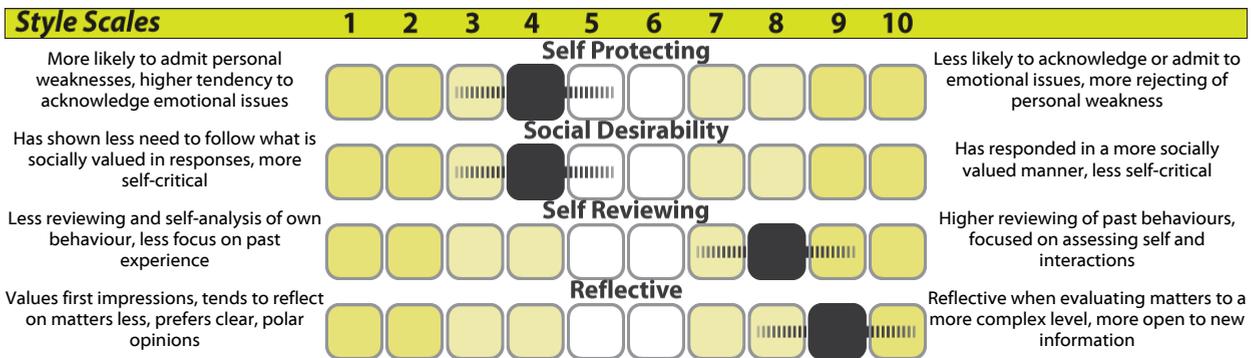


Profile-Respondent Name: Sam Sample





Working Population	1	2	3	4	5	6	7	8	9	10	(n=3428)
Response higher than...	1	4	11	23	40	60	77	89	96	99	% of Comparison Group



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Self-Perception Information - Points to Bear in Mind:

- not a definitive statement about how you behave - just an indicator
- about style and preference, NOT about ability without support from further evidence
- a comparative measure of how you see yourself in relation to the rest of the professional working population
- although broad patterns are likely to be consistent through time, your profile can change with experience and role
- this profile should not be interpreted by anyone who is not trained or professionally supported to do so

Introduction

This report is based on Sam's responses to 'identity' - a fully validated psychometric instrument used to gather information about how he sees himself. These self-perceptions are compared with a professional working population (sample size=3428) to provide a measure of personality in relation to others. Please ensure that this report containing personal information is handled confidentially and professionally and in keeping with data protection legislation.

The profile is described in the following pages of this report. Firstly, Sam's response style to the questionnaire is explored below. Following this, his profile is related to organisational competences. In the latter sections of the report, secondary psychological models may be presented which are derived from the primary Identity profile by research.

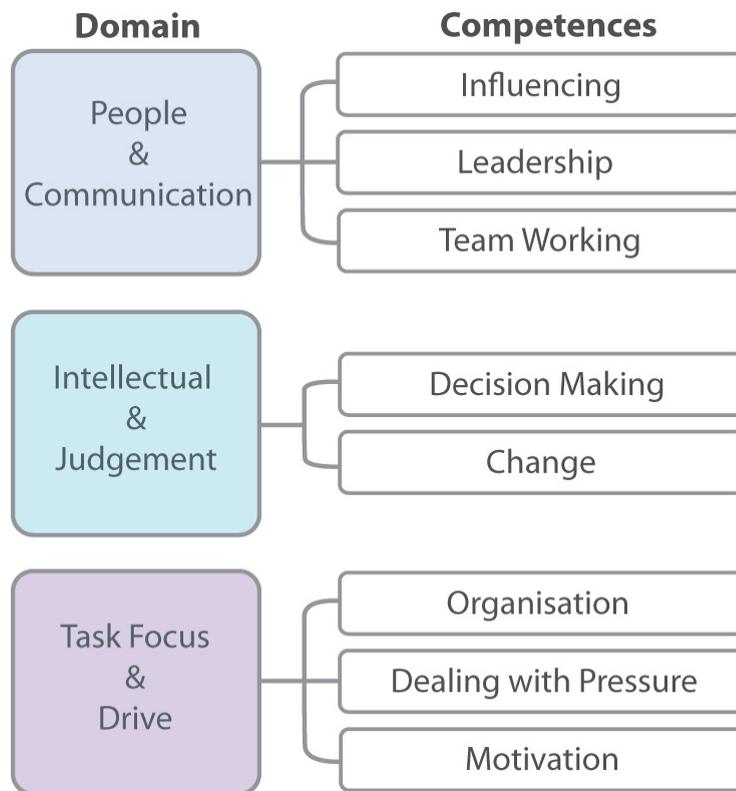
Style Scales - How Objectively Has the Respondent Answered Identity?

The Identity Questionnaire contains several measures of response style that indicate how objectively Sam has responded to the items.

On the basis of these scales, he appears to have been reflective and self-critical when completing the questionnaire. This indicates that reasonable confidence can be invested in the accuracy of this report.

Identity - Competency Based Interpretation

The following is based on the eight competence areas below, identified from research as significant for success in most key roles. Please note that some scales of Identity may be relevant to more than one competence.



People and Communication

Influencing

Sam's responses to the questionnaire indicate that he tends to be typically outgoing and to be as comfortable as most in the centre of attention. He will tend to be less outspoken with his views, maybe more conscious not to criticise others or to act without sensitivity. He may prefer to avoid confrontation. More interested in others' perspectives, he will want to try and pitch his communication sensitively. Although Sam may tend to be less forthcoming with sharing his opinions, he is likely to be much more independent-minded. As such, he should be more comfortable in taking a position that goes against the grain, or is different to the consensus view.

More focused than most people on impressing his views and opinions on others, probably seeking to change views and sell ideas more persistently than most. More adaptable in behaviour, this may also mean he is able to assume different styles and tailor his approach to better influence different audiences or in different situations.

In terms of selling himself, Sam reports a typical degree of modesty, and he is likely to be as comfortable talking about himself and his successes as the next person.

Leadership

Sam presents himself as having a high need for control over activities around him, and he will seek to balance the need for consulting with others but also assuming a more individual approach to making decisions. Independent minded, he will be happy to 'go at it alone' and will often not feel the need to conform to the majority viewpoint during discussions, simply for the sake of maintaining group harmony.

Less direct in his approach, Sam may be more sensitive to causing offence in others. Sam may be more likely to hold back, and perhaps more likely to avoid confrontation. He will however, be as generally empathic as the next person, probably no more or less focused on trying to support colleagues than most. He has a sound insight into the motives underlying people's behaviour which he may then draw upon to help motivate others and he is able to adjust his approach to managing people in order to get the very best from the team. Reporting to be much more evaluative than most, as such he should review performance more critically, inclined to look for ways of improving or remedying mistakes.

Team Working

Less affiliative than most, he is likely to prefer some degree of professional distance from colleagues and contacts. He may be more comfortable operating in roles affording him a degree of self-determined working. Sam's profile suggests a moderate level of interest in supporting colleagues and in sharing feelings with others. He will probably be as oriented towards building personal relationships and be as supportive emotionally as the next person.

Although as likely as the next person to canvas views and consult with colleagues before making a decision, Sam will also tend to be much more independent minded than most, and will probably tend to lead with his own views. Competitive by instinct, he will want to win and do well at the tasks he engages in, probably spurring the team to do so also.

Intellectual & Judgement

Decision Making

Sam is more attuned to tackling information, and will tend to identify potential issues or errors more easily than most. He relishes the process of critically evaluating and assessing information, acting as a strong Devil's Advocate. He may need to be careful not to be seen as being overly critical, or coming across as negative towards proposals at times. Complimenting this higher critical-mindedness, is a much stronger willingness to take on roles which entail an element of risk-taking. He will very critically weigh up the options and perhaps be more able to take a calculated risk in order to achieve greater gains.

Having a greater intuitive outlook, Sam will rely less on hard objective facts or data. Whilst this is likely to mean he can apply more 'instinct' or go with an overall feel, there can be occasions when he misses opportunities to use evidence to help shape his own insights. Sam has some interest in wanting to understand and grasp concepts or theories that underpin the areas that he is working on. He will operate on a more conceptual plane, curious to explore more abstract information or complexities.

Generally when moving from deliberation to action, he will thrive in an environment that requires him to make rapid decisions under time pressure. He will probably get more quickly frustrated with colleagues who do not share his drive to take responsive action. Perhaps related to this need to act quickly, Sam will tend to react and focus more on the immediate task demands, rather than to look and plan longer-term. He may show less attention towards considering the future circumstances.

Change

In terms of a focus on change, Sam sees himself as more personally creative than most and is interested in the more hypothetical and abstract possibilities of change. This indicates his thinking and attention is on a more conceptual plane, and perhaps focused more on 'what could be'.

As a much more evaluative and critically-minded person, Sam will be more likely to pick up things that could be improved, either by spotting problems or identifying less effective working practice. Related to a more independent style, he is much less likely to follow rules or be respecting of protocol. He is more likely than most to challenge existing wisdom or bend the rules in order to achieve his objectives. A key predictor of change behaviour is risk-orientation. Sam may be much more likely to take a risk and thus probably more radical with changes. More conscious of his ability to influence events around him, he is also likely to be more proactive in minimising the likelihood of failure.

Task Orientation and Drive

Organisation

Requiring less well-thought out plans, Sam also reports to be less focused on completion to deadlines, perhaps preferring looser milestones for delivery and remaining open to changes. He is probably less likely to take a disciplined and systematic approach to managing the structure of activities, preferring to jump into things. Sam is more likely to react to current demands and prefer a responsive rather than planful approach. He is less likely to enjoy tackling methodical work, preferring to be loose and open. More evaluative than most, he will probably be very effective at spotting the flaws in proposals and plans, without needing to immerse himself in the intricacies. Less keen to follow rules, and much less concerned about protocol, he will not wish to follow plans closely, preferring to interpret guidelines and take his own approach to meeting objectives.

When tackling a workload, he will be much more able to switch between different pressures speedily and probably more efficiently. He will relish the challenge of juggling competing demands. He may also tire more easily of working on a single project for a protracted period of time.

Dealing with Pressure

Sam's responses to the anxiety scales suggests that he is more sensitive to tension than most. He will also find key or challenging situations more stressful on his nerves, probably because he wants to do well. Probably investing a good deal of his personal energies into work, he will find it harder to switch off from pressure. Although taking setbacks and problems more to heart than most people, Sam does however report a typical level of optimism, perhaps indicating that he is sensitive to failure, but as confident as most that things will work out for the best. Sam reports an average level of self-confidence in his abilities at this time. This suggests he is reasonably untroubled by gaps in his skills, although is probably as open as the next person to ways of improving.

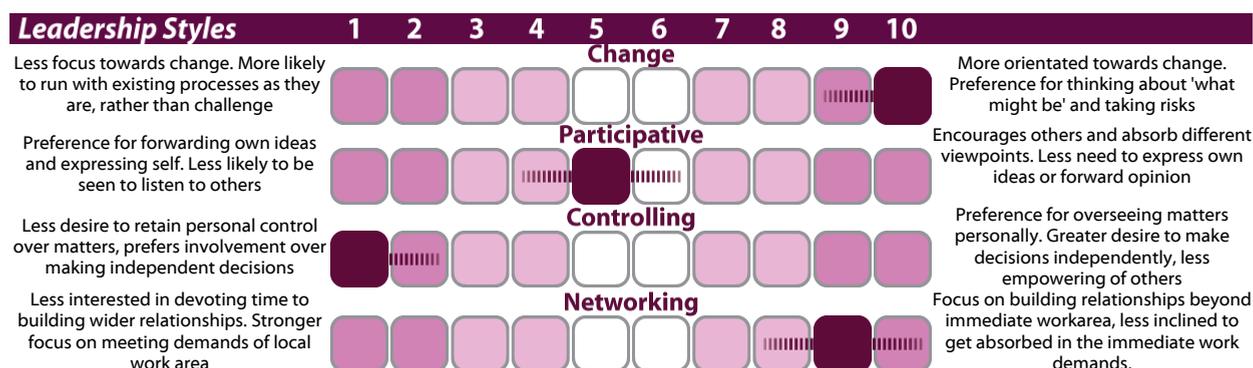
Motivation

He is driven by a higher level of competitiveness, suggesting that his energy will be towards realising his personal ambitions and trying to excel in his approach. Such a style is likely to be conveyed in a passion to improve and raise his game. He will however, be more aware of a need to control events in order to determine his own destiny. He believes less in luck, and more that his actions are the chief influence on what happens to him. Sam reports a higher level of stress and less ability to switch off from the pressures of work, suggesting that he may sacrifice his personal time dealing with work related matters.

In terms of positivity, Sam will generally be optimistic and happy about how things are likely to turn out, negative about matters only when there is real cause.

Leadership Preference

Sam Sample



The following section describes Sam's preference in relation to the leadership model above:

Higher Change

Change leadership, entails a focus more on 'what could be', rather than immediate task preferences. Thus, the change leader is less interested in structure or closure, perhaps at times not always highly organised - and much more energised by taking risks. Their orientation towards risk-taking behaviour may mean that at times they can act impulsively and be overly confident in their own judgement. In terms of their approach to problem solving, they are likely to be comfortable relying on their subjective insights and possess an innovative bent in their judgement, more happy to adopt non-standard approaches to work. Future focused, Change Leaders should look strategically ahead to see what opportunities they can exploit. They are also likely to be more prepared to challenge rules and push boundaries to explore what is possible.

Higher Networking

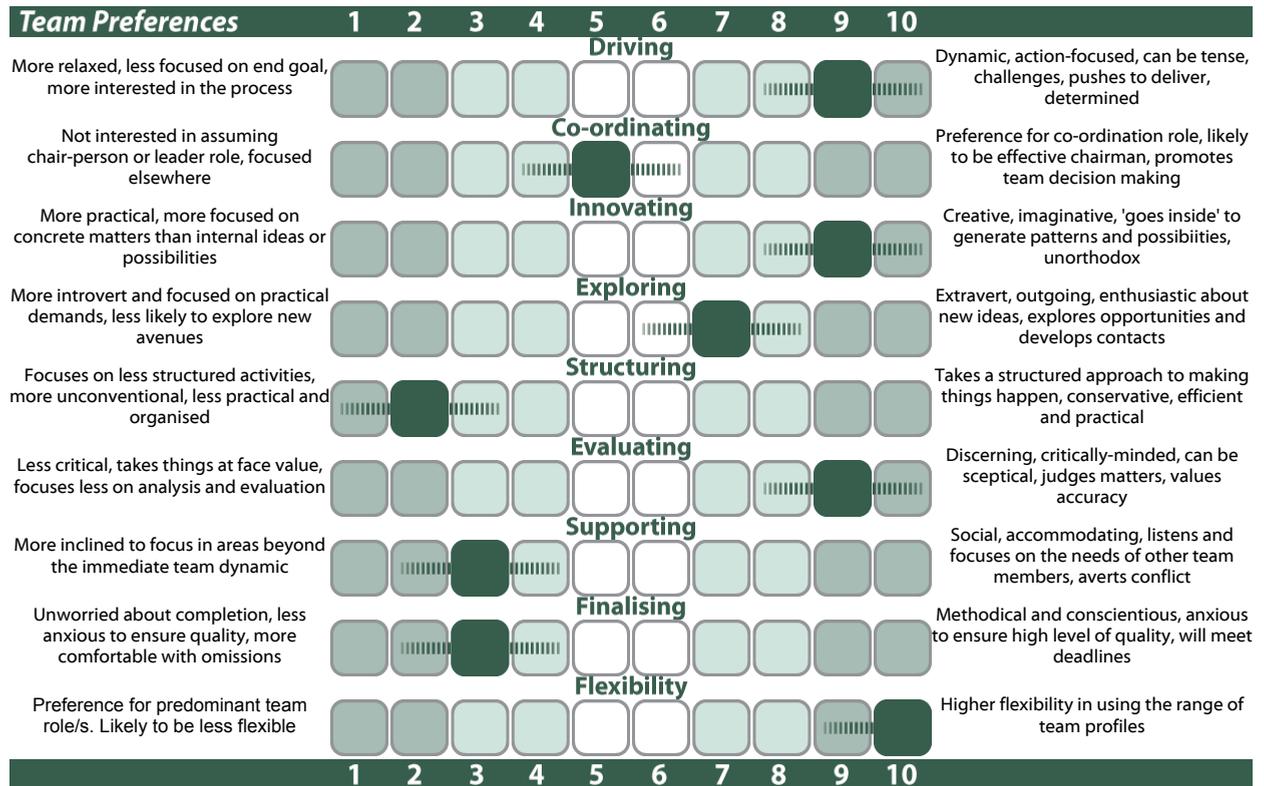
The Networking Leader will be more driven to develop contacts and networks outside of the immediate work area. Focused on building relationships both internally and externally, they are less inclined to get absorbed in task demands, keeping a wider interest. They should have an orientation towards creativity and change and will bring new ideas into their work acquired through their vast network of contacts. At times, gregariousness and inquisitiveness can lead them to focus their energies on socialising and exploring rather than attending to the more immediate demands or repetitive tasks.

Lower Controlling

Those who score at the lower end of the scale are less likely to be compliant to existing protocol or methods and should assume a more democratic approach to making decisions. Flexible in their approach to structuring the teams work, they should be more prepared to adopt non-standard approaches if they represent a more expedient route to achieving an outcome. At times, when delivery is paramount, less controlling leaders could miss opportunities to drive actions through more assertively.

Team Role Profile

Sam Sample



Preferred Team Profile:

Highest Team Role preferences are reported here:

Driving

Highly driven towards achievement, high scorers are likely to be the task leaders of the team. Their key strength is in shaping the way in which team effort is applied, directing the group onto primary objectives and priorities. In doing so, they provide the necessary pressure to galvanise the team into action. They may also be instrumental in helping the team to overcome any setbacks, even though they may initially show a strong emotional response themselves. Nonetheless, their generally resilient nature should allow them to thrive under pressurised situations. Quick to challenge and generally self-assured, they will direct tasks and people assertively and are likely to freely express their thoughts and opinions to others.

Innovating

Creative and imaginative, high scorers will provide a constant source of innovative and radical ideas to tackle new or novel problems. They tend to be intellectually bright and freethinking, and are likely to offer up possibilities not naturally considered by others. Should the team hit a stumbling point, they should be able to suggest a completely new or unconventional approach to the problem. When in creative problem-solving mode, they may prefer the flexibility of working independently so that they have the freedom to think through their ideas undistracted. At times their preoccupation with creativity might leave them prone to overlooking practical detail, as they may prefer to concern themselves with major issues and fundamentals.

Evaluating

Individuals scoring highly on this profile should possess an objective and critical mind, which they will

apply to evaluate the merits of competing proposals when reaching a decision. They should also be able to divorce emotional factors from informing their judgement, enabling them to remain impartial throughout. As a result, when in evaluating mode they may come across as being detached and serious in demeanour. Their key strength is being able to provide a rational, critical and systematic approach to problem solving for the team. Without their invaluable analytical contribution, the team may fail to spot potential problems which may later come to hinder team progress.

Less Preferred Team Profile:

Structuring

Less concerned with imposing structure on the team's tasks, low scorers are likely to favour a more flexible and spontaneous approach to organising their work. They may also find adhering to tried-and-tested approaches or following detailed, step-by-step procedures a little tedious at times.

Finalising

Individuals scoring low on this team profile will typically prefer to maintain a greater flexibility in workstyle. Therefore, they will be less focused on ensuring tasks are completed or preoccupied with ensuring high standards of quality, so that they can remain open to taking on new tasks or demands.

Supporting

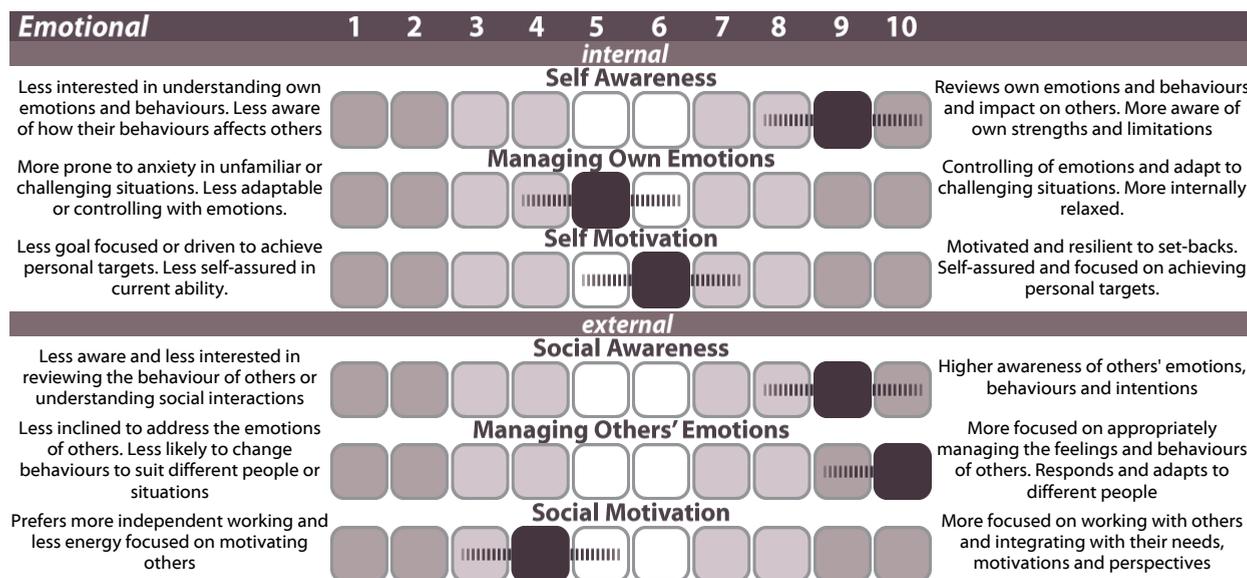
Individuals scoring at the lower end of this profile, may take less of a personal interest in others and provide less social support. As a result, they may orient themselves less towards other team members, preferring more engagement with the task at hand.

Flexibility Measure

The Flexibility scale looks at how likely an individual is to review their approach when team working and adopt different team behaviours to suit the needs of the situation. On the basis of your responses you are probably more likely than others to use a range of team profiles when working in groups.

Emotional Focus

Sam Sample



Emotional Focus refers to an individual's orientation towards the emotional factors underlying both their own behaviour (Internal measures), and also that of others (External measures).

Self Awareness

Higher responders are more likely to devote time to self-analysis than others. It is likely that they will be more interested in understanding their own strengths and weaknesses. High scorers also tend to be more in-tune with their emotions, and sensitive to their internal feelings.

Managing Own Emotions

Average responses on this scale indicate a balanced emotional response to events. The average respondent will be sensitive to significant failures or setbacks, but generally keep their feelings in check when appropriate. They will be relatively effective in responding to their anxieties, or adapting their approach to work in order to keep their stress contained.

Self Motivation

The response on the profile above is typical for the working population. This presents an individual who is moderately motivated towards achieving personal ambitions at this time. Setting goals and targets, they are probably no more or less pro-active than the next person, as likely as most to rise to a challenge.

Social Awareness

Those who respond higher on this scale have a stronger level of interest in understanding others. When working on tasks, they focus their attention towards the people, taking into consideration others' feelings and emotions. Generally, they are more likely than most people to empathise and take others' perspectives.

Emotional Focus cont...

Managing Others' Emotions

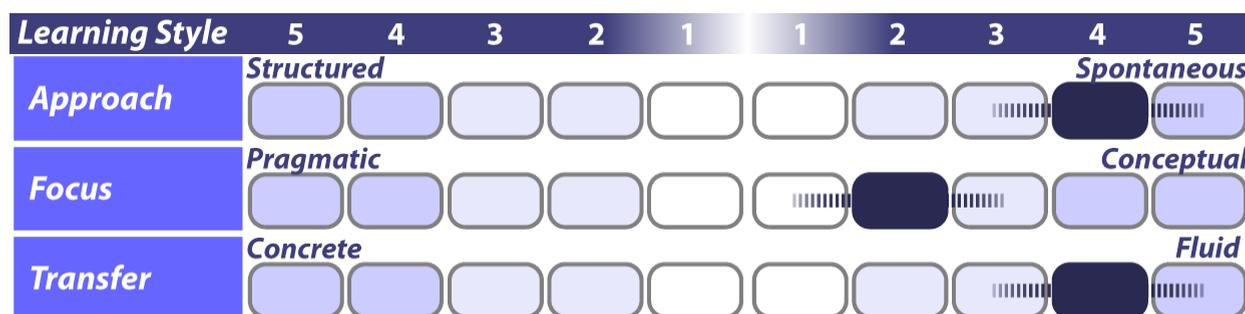
High responses on this scale indicate an appreciation that one needs to be adaptable to how colleagues are feeling. The profile above suggests the individual will make an effort to tune into this level, with a focus on perhaps achieving influence or more effective interactions. Often, they will forward themselves more confidently than most, and have the skills to manage the feelings and behaviours of others.

Social Motivation

This scale concerns social orientation and a focus on integrating with others. The lower response on this scale suggests an interest more towards autonomous working, free from the constraints or distraction of team-based working. Often, lower responses can indicate a desire to retain responsibility for managing things alone, rather than devoting time to building relationships and achieving results collectively with others.

Learning Orientation

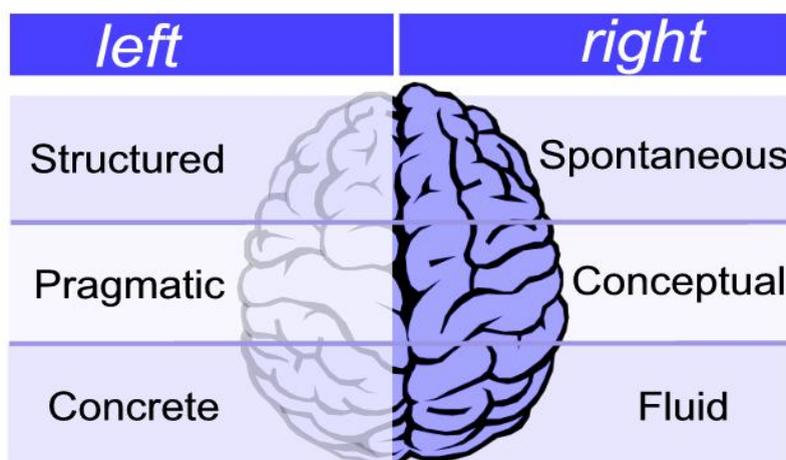
Sam Sample



The diagram below presents preferences in a different way. It is a simpler way of presenting where preferences are, and shows which side of the brain you prefer to use when processing information. In general the left and right sides of the brain process information in different ways. We tend to process information using our dominant side although some individuals are more balanced and adept at using both sides.

The left side of the brain is associated with logical, sequential and linear (part to whole) processing of information.

The right side of the brain is associated with intuitive, random and holistic (whole to part) processing of information.



Exploring Your Reported Preferences

The model explores three key areas, highlighting how Sam may prefer to go about learning things or doing new things:

- .. Approach to learning: To what extent does Sam need structure and organisation during learning?
- .. Focus on learning: How interested is Sam in the underlying concepts and workings?
- .. Transfer of learning: Does Sam focus on a specific problem, or transfer learning across situations?

Approach: Spontaneous

Sam's response here indicates a strong preference for a more Spontaneous style. Spontaneous learners get the best out of learning when they are allowed to get stuck in quickly and try things for themselves. They are liable to become impatient and bored if the learning environment is too structured or does not have sufficient 'hands-on activities'. Their attention may also tend to wander and they are likely to need interesting things to keep them focused.

Spontaneous learners are more likely to:

- learn through trial-and-error.
- be happy with less structured approaches to learning.
- be content with 'loose' and brief guidelines and they will be happy to get on with their assignments with minimal guidance.
- need lots of variety in their day-to-day activities and may get bored with routine or repetitive tasks.
- be comfortable to get started on a task without needing to plan it out first; can be impatient with instructions or briefings.
- enjoy spontaneity and are not worried if they do not know what is coming up next.

Focus: Conceptual

Sam's response here indicates a preference for a more Conceptual style.

Conceptual learners are focused on appreciating and understanding the underlying rationale and theories of things. They enjoy discussing concepts, understanding further possibilities and perhaps building mental models. They tend to prefer to base their decisions on logical deduction, analysis and probably prefer using numbers or other objective types of information. Often they may get engrossed in the details and may not feel comfortable moving on until they are satisfied that they have thought things through quite thoroughly. However, this may mean that on occasions they can appear indecisive or prone to over-analyse things by others.

Conceptual learners are more likely to:

- enjoy understanding how things work from a theoretical perspective - this is an end in itself, and they are more likely to enjoy academic-type thinking.
- spend time thinking about concepts and taking it to a deeper level of understanding, perhaps to appreciate wider possibilities and related subjects or information.
- appreciate the logic and rationale behind proposed procedures.
- be more curious about how the world around them 'works', more likely to ask 'why'? or 'how'? in their mind.
- carefully weigh things up and therefore on occasions may be seen to be indecisive by others.
- occasionally get engrossed in the details of concepts or theories and lose sight of the practical task at hand. Very high scorers can seem to have their 'head in the clouds' at times by more pragmatic people.

Transfer: Fluid

Sam's response here indicates a strong preference for a more Fluid style.

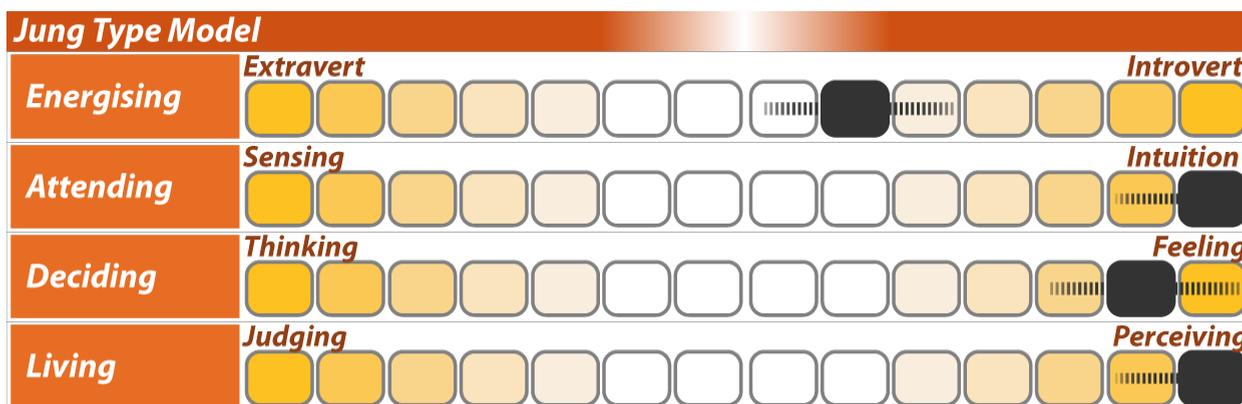
Fluid learners have a facility to apply their learning across a wider range of new situations and experiences. They may feel frustrated in having to follow step-by-step instructions and are happier in environments that allow them to apply their creativity. They like to have opportunities to apply their new found skills and develop new ones. They are therefore more able to adapt and deal with changing circumstances.

Fluid learners may be more likely to:

- enjoy tackling several things at the same time.
- like exploring the links or connections between things.
- automatically consider widening the original application after learning - 'what else can I do with this knowledge?'
- see if it is possible to transfer and adapt learning from one situation to other very different situations.
- boost their learning by drawing on their own previous experiences, perhaps from totally different areas.
- be more able to adapt to changing situations.

Type Preferences

Sam Sample



<p>Extravert (E) is energised by the external world of people, activity and things. They tend to be sociable and communicative and might dislike extended periods of isolated thinking activities.</p>	<p>Introvert (I) is energised by their own internal world of thoughts, emotions and ideas. Can be self-absorbed in thought; can be more of a private person.</p>
<p>Sense (S) attends to information by relying on the five senses. Therefore, focused on the real, tangible and practical issues.</p>	<p>Intuition (N) attends to information by seeking the connections and interrelations between things and exploring the possibilities. Applies intuition, insight and will be good at spotting patterns, trends.</p>
<p>Think (T) makes decisions based on rational and logical thought processes. Applies analysis and objective methods steering clear of subjectivity or being tainted by emotions.</p>	<p>Feel (F) makes decisions based on personal values, feelings and emotions and considering the likely impact on people concerned.</p>
<p>Judge (J) lives life in a planned and organised way. They are highly methodical and well-structured and might get irritated by late changes to their plans.</p>	<p>Perceive (P) lives life in a more flexible, spontaneous way. Does not naturally like to plan, works best when decisions draw close and responds well to unexpected pressures.</p>

The four Psychological Preferences provides 16 Type Preferences. Sam's Type Preference is described as:

I N F P

INFPs are deeply focused upon their personal values and are devoted to bringing the world more in line with their ideal vision of how things should be. Those with INFP preferences are likely to be dedicated to living congruently with their strong sense of values. They look for some personal meaning in their work and are therefore committed to their responsibilities to people and to any work in which they have some personal involvement. Indeed, they will quickly lose interest in any tasks that are meaningless to them. INFPs should always look beyond the immediate rewards of a task to consider how it will benefit others or further their own development.

In terms of structure, they are likely to be less focused in this area. Instead, they will prefer maintaining a more flexible approach to work and should focus on the bigger picture as opposed to concerning themselves with underlying detail. Highly focused on creativity and change, INFPs will be focused on exploring ideas and curious of new approaches to work. They will quickly tire of routine and will feel stifled when working with excessive protocol. INFPs are also quite adaptable to change so long as their values are not violated.

INFPs will use their preference for Feeling primarily internally, using their values and morals as a guide when making decisions. As such, their decisions should always take into account the welfare of the individuals involved. INFPs are likely to reserve sharing their innermost core values and feelings to

others and it may thus take a long time to get to know an INFP. Furthermore, INFPs may find it hard to forgive anyone who offends their value system as it represents such an important aspect of their personality.