



***identity***  
*the self-perception questionnaire*

## Feedback Report

Strictly Confidential

**Sam Sample**

Wednesday, September 25, 2013

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The  
British  
Psychological  
Society



# About Self-Perception and Personality

There are many reasons why people differ in their approach to work. One area that has been extensively explored by researchers is an area that we commonly refer to as 'personality'. This term is broad and encompasses all that makes us unique. It can be defined as the pattern of thoughts, feelings and behaviours that distinguish one person from the next and is relatively enduring over time. This report provides comprehensive information based on your responses to the questionnaire i.e. it is a 'self-perception' report. Important points to note about self-perception information:

- It is not a definitive statement about how you behave - just an indicator
- Information relates to your style and preference - not ability
- It offers a comparative measure of how you see yourself compared with most other people
- Although broad patterns can be consistent across time, your profile can change with experience. Therefore the shelf-life of the information contained in this report is typically 12 months.
- In a recruitment situation, this information should never be used in isolation - it supports other evidence
- Do consider the information from different angles but do not get overly concerned over aspects that you consider to be less accurate. The interpretation of the profile is not infallible.
- With 'self-perception' information, it might be valuable to explore the report with people who know you best.

## Understanding your Profile and Report

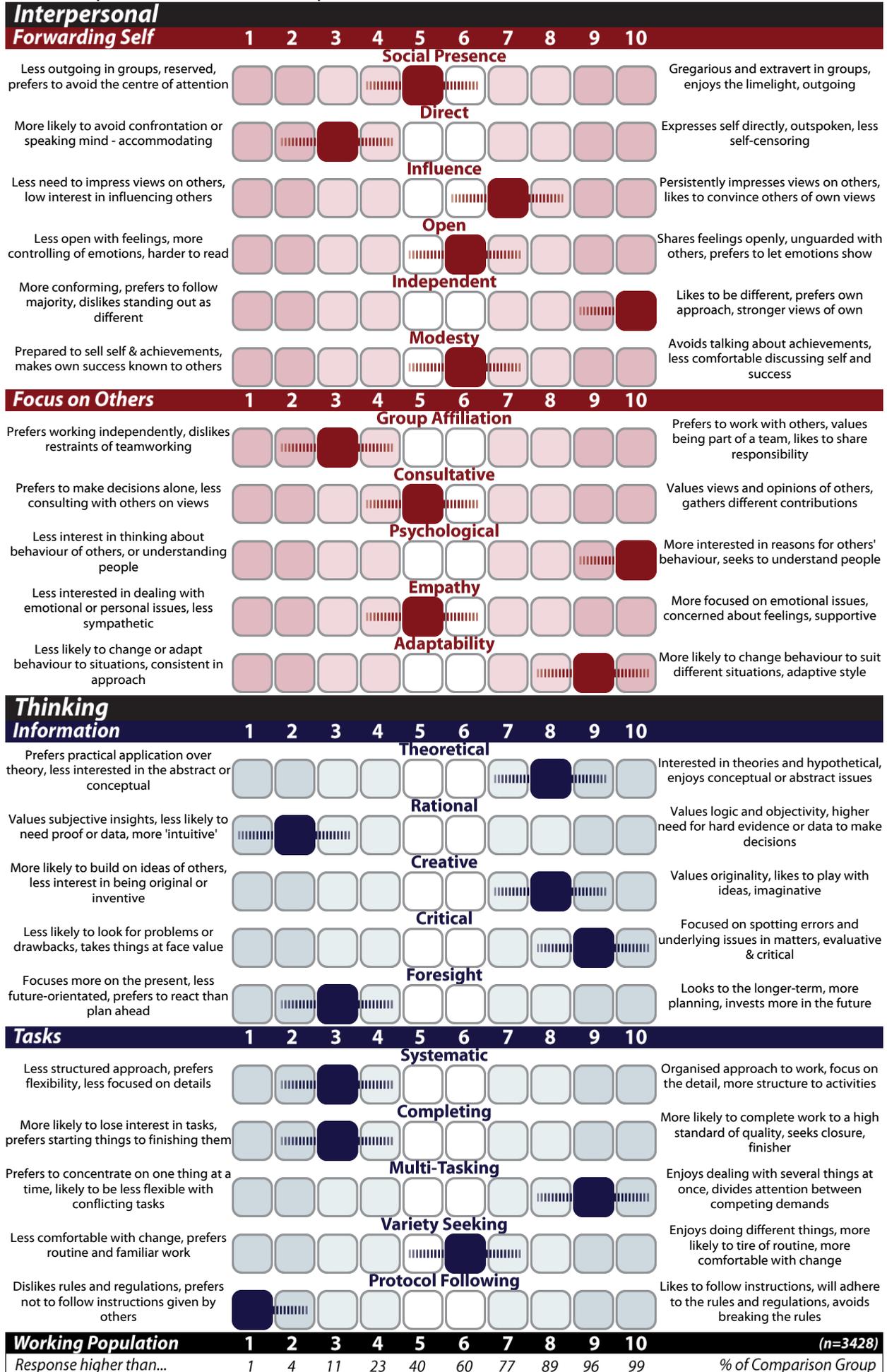
Your primary profile is displayed overleaf. These responses have been compared to a large sample of the professional population who have also completed 'identity'. Your graph indicates how your responses compare to the average for this group. Where the points on the graph fall in the middle - on a 5 or 6 - this is a typical response compared with the working population. Where your graph falls lower or higher than this average response, this is an indication of a characteristic that differentiates you as an individual. The lower or higher the response, the stronger this characteristic is likely to be.

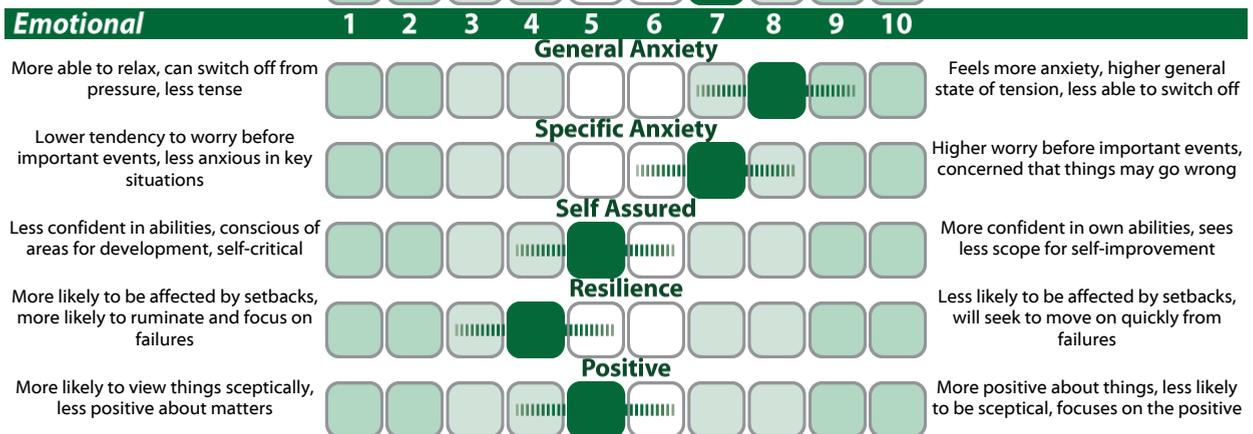
This report looks at the different areas of the profile in turn as each may have an impact on your behaviour. For each area a general description is provided, followed by potential strengths and potential areas for improvement. It is important to remember however, that there may be balances or support for specific scales elsewhere in the profile. After looking at the different areas you might gain greater insight by reviewing the profile as a whole. The suggested strengths and development areas are purely suggestions and may be more or less applicable to you, depending on how you may manage to different situations.

Further psychological models are presented after the identity scales are described. These look at leadership style, team role etc. Please note that these are derived from research into the relationships between identity profiles and responses to other questionnaires.

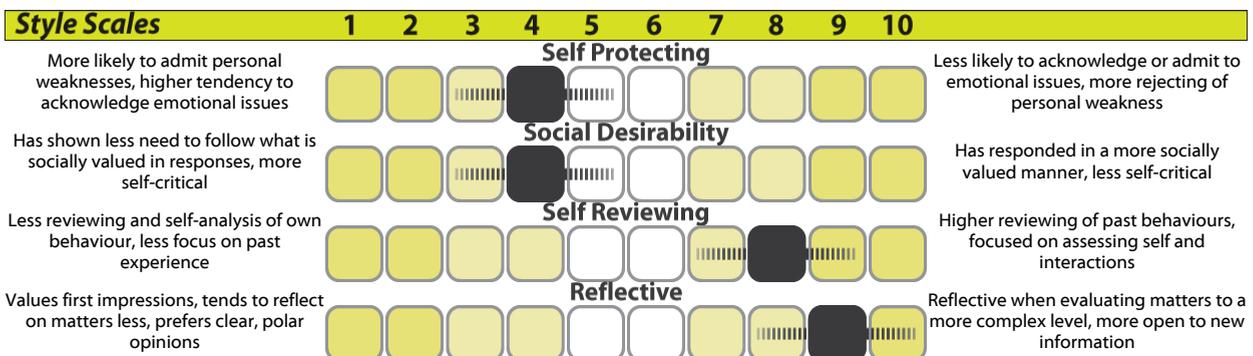
The identity questionnaire has been developed by Quest Partnership Ltd. professional Business Psychologists and members of the British Psychological Society.

Profile-Respondent Name: Sam Sample





<b>Working Population</b>	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

## Interpersonal

The identity model looks firstly at areas of interpersonal behaviour, The different elements are grouped into two subareas that measure your preferences for forwarding yourself and your preferences for focusing on those around you.

### Forwarding Self

Your responses to the questionnaire indicate that you tend to be typically outgoing and to be as comfortable as the next person in the centre of attention. You report to be less direct than most and to often self-censor your contributions, maybe to avoid confrontation or causing offence to others. You will however, present your case when you feel that this is appropriate or important. In terms of influencing, you present yourself as more focused than most people on impressing your views and opinions on others, probably seeking to change views and sell ideas more persistently than most.

With regards to expressing how you feel inside, colleagues will probably find it typically easy to read your feelings about matters, as you report an average degree of openness with your emotions and feelings. Another aspect of how you forward yourself is in terms of independence. Your responses to the questionnaire suggest that you will be much more self-assured in your own, often challenging views and outlook. More happy than most to be different, you are likely to be more comfortable going against the grain or taking an alternative opinion.

You tend to report a typical degree of modesty, and are likely to be as comfortable talking about yourself and your successes as the next person.

### Potential Strengths of Your Style

- \* You may be seen as accommodating and sensitive to avoid offending others. You probably have a non-threatening style?
- \* You will be seen to assert your views and convince others? You are more likely to assume a sales role or to adopt a more negotiative approach?
- \* You will be seen as free-minded and to add value by challenging the norm? You will be more likely to take an alternative view or to assume a minority position if you feel this is right?

### Potential Drawbacks of Your Style

- \* There may be times you over-compromise your valid views to avoid what you perceive as confrontation or offence?
- \* You may at times be viewed as over-persistent in pressing your view? Might there be scope to listen more to others ideas, or encourage these at times?
- \* Perhaps having stronger views than others, sometimes you may be seen as hard to influence or occasionally argumentative?

## Focus on Others

Your responses to the Questionnaire suggest that you have a preference towards individual working, perhaps feeling less effective when sharing responsibility with other team members. You may need to input more energy when working on team-based projects. You report to take a balanced view on consultation, probably being comfortable to reach decisions alone. You are likely however, to also be aware of the value that canvassing views from others can bring.

With regards to thinking about other people, it is likely that you are much more orientated towards understanding and predicting the behaviour of others. You will probably have a greater insight into different individuals' outlooks or motivations and be keen to explore their perspectives. In terms of dealing with colleagues' emotional issues, you will probably be fairly interested in the personal issues of fellow team colleagues. You will generally address this level as much as most.

The final scale in this section of the profile looks at the extent to which you adapt your behaviour towards different situations or people. You would appear to have a stronger orientation towards changing your behaviour to suit different situations. You are likely to use a broader repertoire of approaches and behaviours to use in different settings, valuing flexibility over consistency.

### Potential Strengths of Your Style

- \* You should be able to work independently, maybe concentrating on a task for a longer period of time, perhaps requiring less support from others?
- \* Your insight into others is likely to enhance your understanding of people and improve your interactions? You should be more mindful of the agendas or perspectives of other parties when seeking influence?
- \* You are likely to be more flexible and adaptive to different situations and demands? This may make you more effective in conveying the right message to different audiences?

### Potential Drawbacks of Your Style

- \* You may be seen as less engaged with the team's interests at times, perhaps due to a preference for getting on with things alone?
- \* Generally, interest in others is a strength. Depending on the extent to which you focus here, high responses here can indicate an over-focus at times on the process of getting results through people, when a more results focused approach might deliver more?
- \* Although adaptive to different people and likely to draw from a wider range of behaviours or approaches, if you tend to be very changeable in approach, you may need to be cautious not to be seen as inconsistent in your treatment of different people?

# Cognitive

'Cognitive' is a broad term that refers to the 'act of thinking'. Here it refers to your preferences in the two areas of using information and approaching tasks.

## Information

Your profile suggests firstly that you are focused on the more conceptual or theoretical side of matters. This probably means that you are more likely to look at possibilities and hypotheticals than most. The type of information that you prefer to use when making judgements will be much more intuitive and subjective, as you would rather use your overall feel for a situation. You may have less need to logically analyse or quantify things, although you may be competent to do so if the situation demands this approach. Your impressions are also likely to be critically assessed for potential flaws or problems, as you also report to be more evaluative than most.

In terms of creativity and making unusual links between different sources of information, you have reported to be more orientated in this area than most people, seeing yourself as imaginative and valuing originality. You will enjoy exploring new ideas and possibilities.

The extent to which you look to the future and plan ahead is also measured by the questionnaire. When compared with the comparison group, your responses suggest that you will do this less than most. This probably indicates that you have less inclination to plan into the future, and may prefer to take things as they come. You may be more effective and responsive towards emerging issues.

## Potential Strengths of Your Approach

- \* You are likely to have a strong intellectual curiosity and be good with theory?
- \* You are able to make decisions in more ambiguous areas, when less objective evidence exists to support action?
- \* You are more likely to produce creative and unusual ideas?
- \* You are likely to be better at spotting flaws and act as Devil's Advocate?
- \* You can react and be focused on meeting current demands?

## Potential Drawbacks of Your Approach

- \* You may miss the practical issues or become immersed at times in interesting theories that may have less relevance?
- \* You may over-estimate the value of your subjective evaluations at times, when gathering more evidence could help support your decisions in some contexts?
- \* You may at times get over-absorbed in your own creative thoughts?
- \* If you adopt a critical perspective alone, sometimes you may over-focus on the drawbacks, or potentially dampen enthusiasm if you become negative?
- \* If you becoming very reactive to events, there may be scope to reduce future problems by looking ahead and planning more over the longer term?

## Tasks

Your profile suggests that you have a less structured and systematic approach to your work. You will be less interested in details and prefer just to start work rather than think about structure first. In terms of finishing things, you are probably less focused in this area than most. You will be more interested in the conception and starting of work, and will be more likely to lose interest in assignments if they become protracted. This preference may also suggest you can be more flexible than most, being more open to changing direction once embarked on a course of action. When managing work, you probably prefer to have a good deal of things on the go at once, relishing the challenge of prioritising and dealing with many demands on your time. You will probably thrive in a dynamic and demanding environment.

With regards to your need for change, you appear to have a typical motivation towards variety and trying out new roles and work areas. The Protocol Following scale suggests that you are probably more comfortable than most to adhere to instructions or protocol. You value the need to follow rules and regulations as laid down.

### Potential Strengths of Your Style

- \* Your less systematic approach may mean you can take a more flexible approach and see wider issues?
- \* You are likely to be more flexible to fast changing demands and enjoy getting new activities started?
- \* You will be effective and energetic in managing a lot of work?
- \* You may tend to show more initiative and make your own rules, rather than looking to precedent?

### Potential Drawbacks of Your Style

- \* Are there ways of becoming more organised and systematic in your approach to work? You may be missing opportunities to better attend to important details or produce plans?
- \* You may tend to put things down as quickly as you pick them up? Do you ensure you see projects through to completion?
- \* Whilst effective at juggling different demands, do you always give each assignment the due attention and focus it needs for a high quality end-result?
- \* You may be more easily stifled by regulations or other impositions of organisations?

## Internal

This part of the profile looks at the more internal aspects of your temperament. The questionnaire measures elements of drive and also relevant emotional indicators.

### Drivers

This section looks firstly at your need for control over situations. Your responses suggest that you are more concerned than most to assume personal control over matters, and as such may be more likely to take the lead or responsibility at work. In terms of competitiveness, or needing to excel over others, you report to having a higher need to 'win' at what you turn your hand to. Recognition and high performance is important to you personally.

Your responses to this section of the questionnaire indicate a typical level of determination to achieve goals, and you will probably seek a balance between stretching yourself to attain demanding targets and ensuring that goals are realistic.

The Decisive scale looks at how quickly you like to decide on action. Your responses suggest that you are much less concerned than most with deliberating over information, preferring to act quickly. You are likely to be more comfortable responding rapidly and thinking on your feet, and will jump into decisions quickly. Associated with your higher decisiveness in this respect, you are also more likely to take a risk than most. You will probably be more able to act when the outcomes are less certain.

People differ in how much influence they perceive they have over what happens to them, and the extent of control that external forces, e.g. luck, have over them. This is measured by the 'Self-Agency' scale. Your responses suggest that you see yourself as being more able to influence events around you. This may mean that you can be more aware of the potential impact you can have over your work and environment. You see your actions as more important in determining your life than do most others

### Potential Strengths of Your Style

- \* You may have a stronger potential for leading and taking control of matters?
- \* You will be driven to do better than others in what you turn your hand to?
- \* You will be more able to think on your feet and act speedily?
- \* More risk-taking, you are likely to be more able to initiate change?
- \* You may be more proactive in seeking to influence events around you?

### Potential Drawbacks of Your Style

- \* If you have strong personal drivers to take charge - you may be seen at times as uncomfortable relinquishing control to others at times?
- \* If your competitive drive is mainly towards your personal objectives - you may be seen as less collaborative, or needing to beat others?
- \* Sometimes you may jump into action without sufficiently thinking through the consequences?
- \* You may feel frustrated in a culture that does not support taking a chance for gaining bigger returns?
- \* You may feel a burden of personal responsibility for events, increasing your stress?

## Emotional

In terms of your general levels of anxiety, you report to have more tension and anxiety than others most of the time, probably finding it harder to switch off from your work objectives and relax. You also report a higher level of tension related to specific events. This indicates that you probably feel a few more nerves or worries inside when you feel that you need to do well. In terms of learning for the future, you probably see an average amount of self-improvement possible in your approach. You report to be as self-assured in your abilities as the next person.

You report to be a little more sensitive to setbacks or problems than most. You will tend to reflect more on past failures, and will tend to take these more personally. This may reflect a greater care and concern to do well. With regards to your general outlook, you will probably take a balanced view between perceiving things positively and adopting a more questioning or sceptical stance.

### Potential Strengths of Your Style

- \* You are likely to invest a good deal of personal energy and commitment into your work?
- \* You may be more focused on possible problems and will be concerned that things go well?
- \* You are more likely to consider, and learn from mistakes?

### Potential Drawbacks of Your Style

- \* You may need to take more time-out or manage your levels of stress?
- \* Your nerves or worries may be unproductive and a waste of your energies?
- \* You may become pre-occupied with your failures or over-emphasise what has gone wrong? Do you celebrate successes sufficiently?

## Style Scales

The style scales provide an indication of some factors that may have influenced the accuracy of your profile:

You responded in a more open and objective fashion about your feelings.  
You were probably less concerned than most about presenting yourself in a positive light.  
You report a higher degree of self-reviewing behaviour, which indicates that you should be more self-aware of your behaviour.  
Your tendency to reflect on matters may mean that you took a more considered and reflective approach to the questionnaire.