

identity[®]
personality questionnaire

Talent Report

User Anonymised

Generated
21/11/2024



the british
psychological society



Registered Test



What is 'identity®'

This development report is based on the individual's responses to 'identity' – a fully validated psychometric instrument, used to gather information about how the person sees themselves. These self-perceptions are compared with the working population to provide a measure of 36 different personality scales when seen in relation to others.

Important points to note about self-perception information:

- **It is not a definitive statement about how the person behaves - it is just an indicator.**
- **Information relates to their working style and preferences - not ability.**
- **Although broad patterns can be consistent across time, a person's profile can change with experience.**

The tables in the report show the individual's responses to the different personality scales. The scales use Sten scores i.e. a score from 1 to 10.

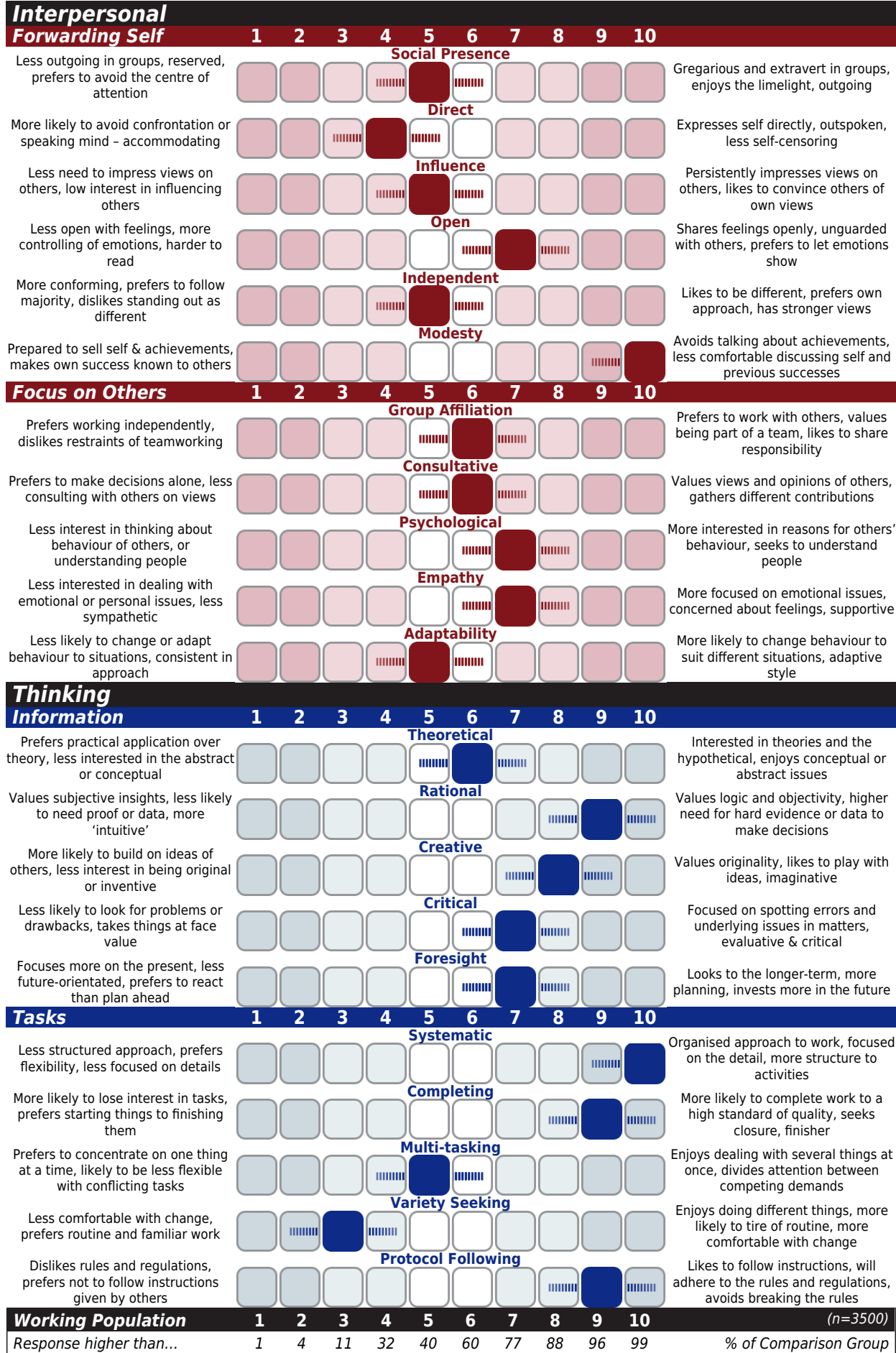
- **Responses '5' or '6'** are considered to be typical of most people in the working population and therefore more people score 5 and 6. Responses more to the left or right of these scores show stronger preferences in that particular direction.
- **Responses '4' and '7'** are slight preferences, **'3' and '8'** are stronger preferences.
- **Responses '1, 2' and '9, 10'** are more extreme and distinctive preferences that will characterise the person when compared to the working population. Many fewer people score at these extremes.

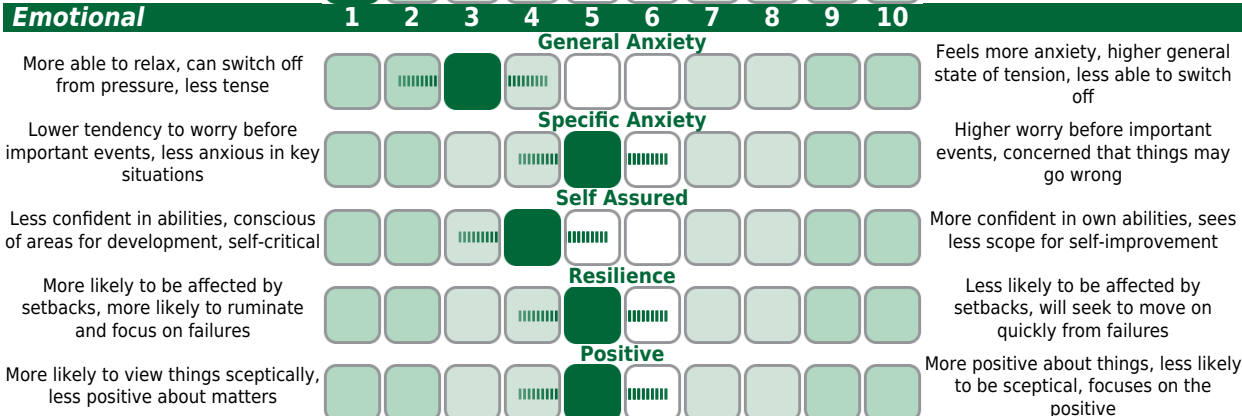
Keeping this report secure

Please ensure that this report containing personal information is handled confidentially and professionally and in keeping with Data Protection and GDPR legislation.

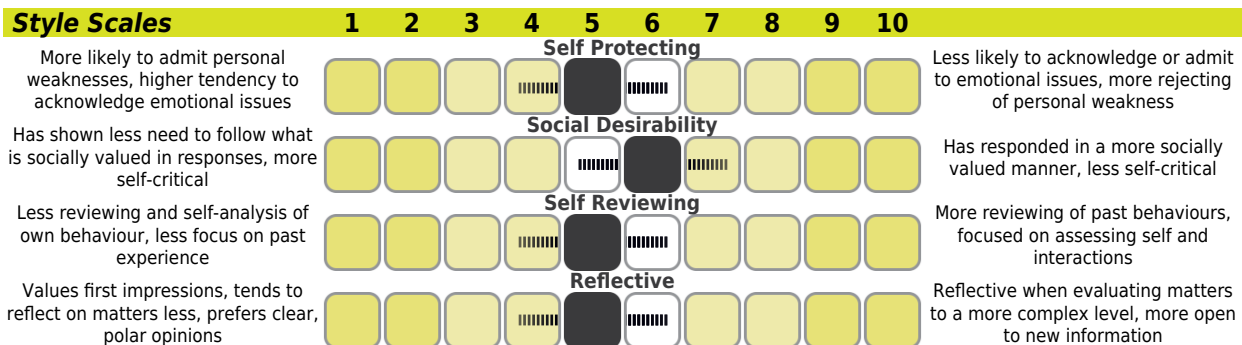
The shelf-life of the information contained in this report is typically 12 months. It should only be used for the specific purpose outlined to the individual before they completed the questionnaire – it should not be used for a different purpose without the express approval of the individual.

Profile-Respondent Name: User Anonymised





Working Population	1	2	3	4	5	6	7	8	9	10	(n=3500)
Response higher than...	1	4	11	32	40	60	77	88	96	99	% of Comparison Group



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This profile should not be interpreted by anyone who is not trained or professionally supported to do so.

The Talent Report

Firstly, User's Style scales are explored below. Then the profile, as shown on the preceding pages, 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.

Style Scales - How Objectively Has the Respondent Answered Identity?

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

On the basis of these scales, she 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.

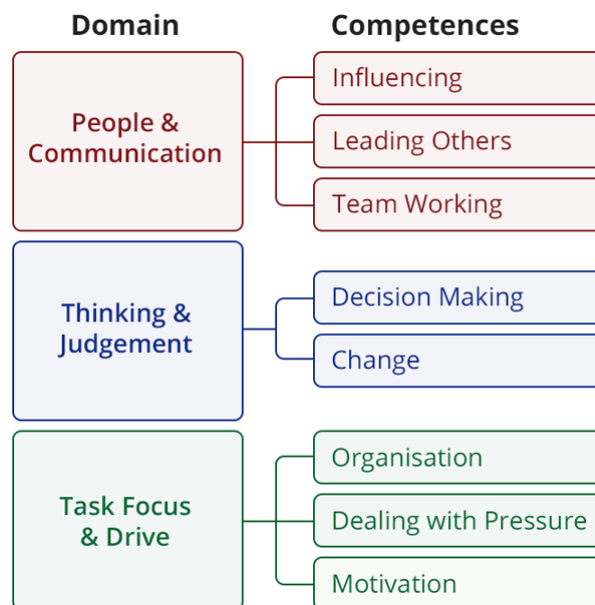
The Talent Model

Talented individuals need be to effective in all three of the domain areas described in this report:

People & Communication; Thinking & Judgement; Task Focus & Drive

That is to say, if an individual is significantly weak in one of these areas then there may be an issue.

The Talent Model is based on the eight competence areas shown below, that load onto the 3 domains. Research has identified that these competences are important for success in most key roles. Appropriate Identity scales from the profile load onto the competences. Note that some scales of Identity may be relevant to more than one competence. The identity scales are referred to within the competences sections on the following pages.



People and Communication

Influencing

User's responses to the questionnaire indicate that she tends to be typically outgoing and to be as comfortable as most in the centre of attention. She may be less outspoken with her views, maybe more conscious not to criticise others or to act without sensitivity. She may prefer to avoid confrontation. More interested in others' perspectives, she will want to try and pitch her communication sensitively. User is however, fairly ambivalent about challenging the consensus view, probably seeking a balance between forwarding her own opinions and taking on-board those of the group. She will be typically independent-minded in this respect.

As inclined as most to persuade others, she has a typical level of desire to impress her point of view.

User reports a much higher degree of modesty than most, which would suggest that she may be less self-promoting than the next person. She is likely to be less comfortable selling her strengths or achievements, preferring these to speak for themselves.

Leading Others

Typically oriented to taking control, she will have a moderate inclination to take charge and coordinate activities. She also reports to be as likely to make decisions independently as she will be to consult with other people beforehand.

User is likely to assume a more empathic and considerate style when dealing with staff. Sometimes her caring and less direct style may mean she can tend to feel uncomfortable tackling poor performance issues more assertively. She will probably try to take a more sensitive, encouraging approach. She should seek to understand the motives underlying people's behaviours which she may consequently draw upon to help motivate others. Reporting to be more evaluative than most, as such she should review performance more critically, inclined to look for ways of improving or remedying mistakes.

Team Working

As affiliative and interested in being part of a team as the next person, User should be typically outgoing and orientated towards groups of people. As such, she will probably be as happy working within teams or more individually. Likely to be more engaged with her feelings, User reports to be more open on this level, and more likely to share her feelings with others. Also more aware of others' feelings, she will try to be more sensitive to her team members and show more support.

When making decisions, User will probably take the middle ground between leading with her own views and accepting the majority perspective in the interests of moving forward. Reporting to be more co-operative than competitive, she is likely to value being involved in collaborative processes, rather than needing to come out on top personally or exceed over others.

Intellectual & Judgement

Decision Making

User is probably comfortable handling information and should be able to identify potential issues or errors. She enjoys critically evaluating information, taking on the Devil's Advocate role to test out whether proposals are sound. She is also more meticulous and structured in her approach in dealing with information, keen to ensure she tackles the details. As well as having a critical mind, she maintains a very cautious approach to risk-taking and will be careful not to take decisions lightly. She might feel uneasy to act on incomplete information or if outcomes are less certain, more conscious of pitfalls perhaps than potential gains.

Having a strong analytical and logical approach with a reliance on objective evidence or metrics, there is a danger that she might be less comfortable in dealing with ambiguous areas or more subjective, person-centred viewpoints. She should however be able to apply a very rational, more factual analysis to problems, where this is appropriate. User tends to consider both the practical application, as well as making an effort to appreciate the underlying theory and concepts when dealing with work assignments. She has a typical level of interest in hypothetical matters.

Generally, when moving from deliberation to action, she will work best when she has reasonable time to consider the facts and available options rather than being rushed into committing to a decision. Related to this area of lower decisiveness, she attempts to take a longer-term view on issues and will consider the future implications more than most. She is potentially more considerate of the consequences of action.

Change

In terms of a focus on change, User is likely to show more personal creativity than most, although is only typically interested in the more conceptual or hypothetical dimension, suggesting a fair degree of openness to less direct possibilities. She is likely to be less interested in variety or trying new methods, perhaps wanting to employ more established procedures rather than focusing on more novel or experimental ways of tackling work challenges. She is also likely to be more focused on finishing and completing work than wanting to spend time on widely exploring options. At times, this drive for closure may mean that she will need to be careful not to be seen as less open to changing circumstances.

As a more evaluative and critical person, User may be more focused on finding potential problems or ineffective working procedures that could benefit from improvement. She will be a much stronger advocate for following rules and being respectful of protocol, seeing it as important to comply with business regulations. She may be less challenging of existing procedure in this more formal regard. User will probably avoid risks much more than most, seeing chance as playing a key role in determining the success of ventures. She should be less likely to support radical changes or implement more uncertain procedures, as she may feel she has less scope to control or guide them to success.

Task Orientation and Drive

Organisation

As well as producing more thought-through plans, User also reports to be much more conscientious at meeting deadlines, setting firm milestones and end-goals for delivery. More systematic than most in style, she should take a more organised and disciplined approach to managing objectives. User will produce plans that are likely to be detailed and structured, as she takes a much more systematic approach. She may need to be careful not to become too fixed on the detail at the expense of appreciating the wider issues. More evaluating in outlook, she is likely to be more rigorous in looking for limitations or flaws in plans, helping to steer the team clear of blind alleys. More rule-following and concerned about protocol, she is likely to follow plans very closely, being much less comfortable operating where no guidelines or precedent exists to follow.

Taking a typical approach to multi-tasking, she will be as able to switch between different demands as comfortably as the next person.

Dealing with Pressure

User's responses to the anxiety scales suggest a more relaxed individual, who may experience the odd nerves in some situations, but is generally more free from tension and anxiety than most. She should take a calmer approach to tackling pressures, and be more able to switch off and unwind. Typically resilient to setbacks and problems that may arise through the course of her work, User will be as positive and optimistic in outlook as the next person. Likely to be more aware of areas that she needs to improve, User may be a little less self-assured in her abilities to take on challenging roles at this time. This could lead to her experiencing more pressure as she seeks to progress into new roles. Nevertheless, she is probably open to learning and aware of a need to develop in order to perform more effectively.

Motivation

Presenting herself as less achievement oriented than most at this time, she is probably happy with her current level of challenge. She may be less motivated currently to find new personal targets that would stretch her abilities. She is however, driven by a higher level of co-operativeness, suggesting that her energy will be directed towards group goals and moving forward as part of the wider team, with perhaps less need to win at all costs. Related perhaps to her lower interest in career advancement, she may tend to be much more believing in luck and chance determining success in life and therefore consider that much is outside her control. She may therefore see less scope to act and influence events.

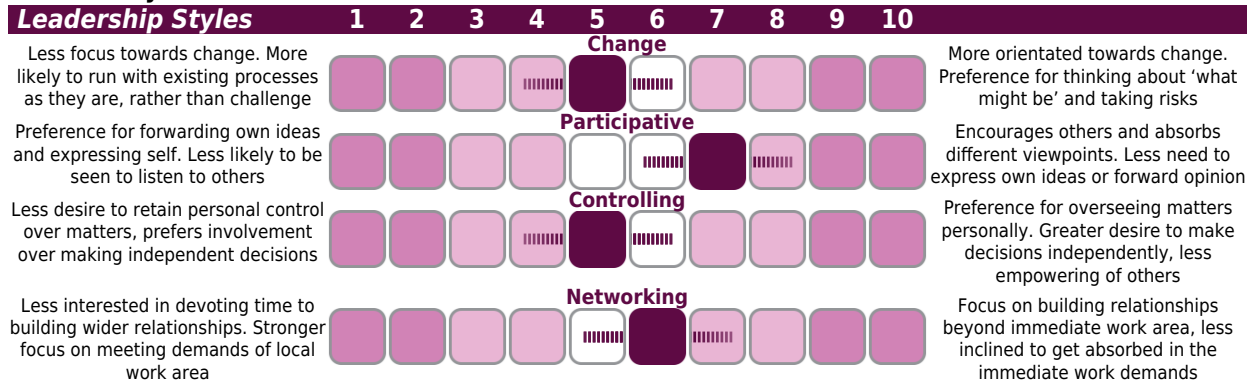
In terms of positivity, User will generally be optimistic and happy about how things are likely to turn out, negative about matters only when there is real cause.

The variety seeking area in the profile suggests that she is less likely to be motivated towards change in her day-to-day activities or exploring different roles.



Leadership Preference

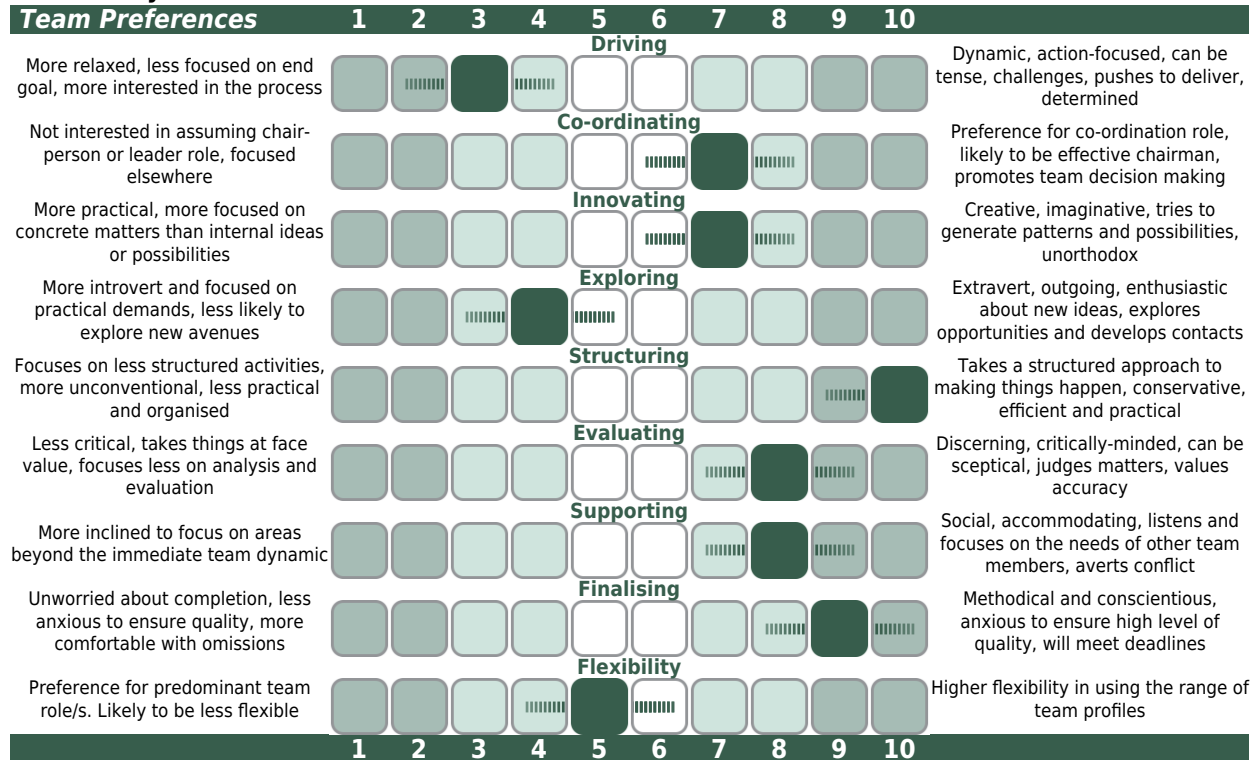
User Anonymised



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

Team Role Profile

User Anonymised



Preferred Team Profile:

Highest Team Role preferences are reported here:

Structuring

Methodical and organised, high scorers will be orientated towards planning and structuring the workload for the team. Concerned with setting achievable objectives, their key strength is being able to convert the team's decisions and strategies into a series of more manageable and practical tasks. They will introduce plans and implement the changes that are required to improve the team's effectiveness, personally undertaking any unpopular tasks in the process. They have a strong identification with the organisation and work efficiently and systematically within established systems, however this could be at the expense of maintaining greater flexibility at times. Their key strength is in converting the team's plans into action. In their absence, the team may struggle to convert their plans into a feasible form or approach problems in a practical and structured way.

Finalising

Conscientious and delivery focused, high scorers on this scale are driven by a compulsive desire to ensure that all team assignments are completed to time and quality standards. They are typically highly self-disciplined with a desire for self-control, which underlies their capacity for hard work. They may often experience high levels of internal anxiety, although this is not always obvious to others. Indeed if they were to miss any deadlines this would leave them feeling very agitated. At times, their detailed focus on finishing one task may take them away from applying more flexibility in managing wider objectives. However, teams may often fail to achieve their goals at the last hurdle without the end-focused contribution of someone with a strong Finalising profile.

Less Preferred Team Profile:

Driving

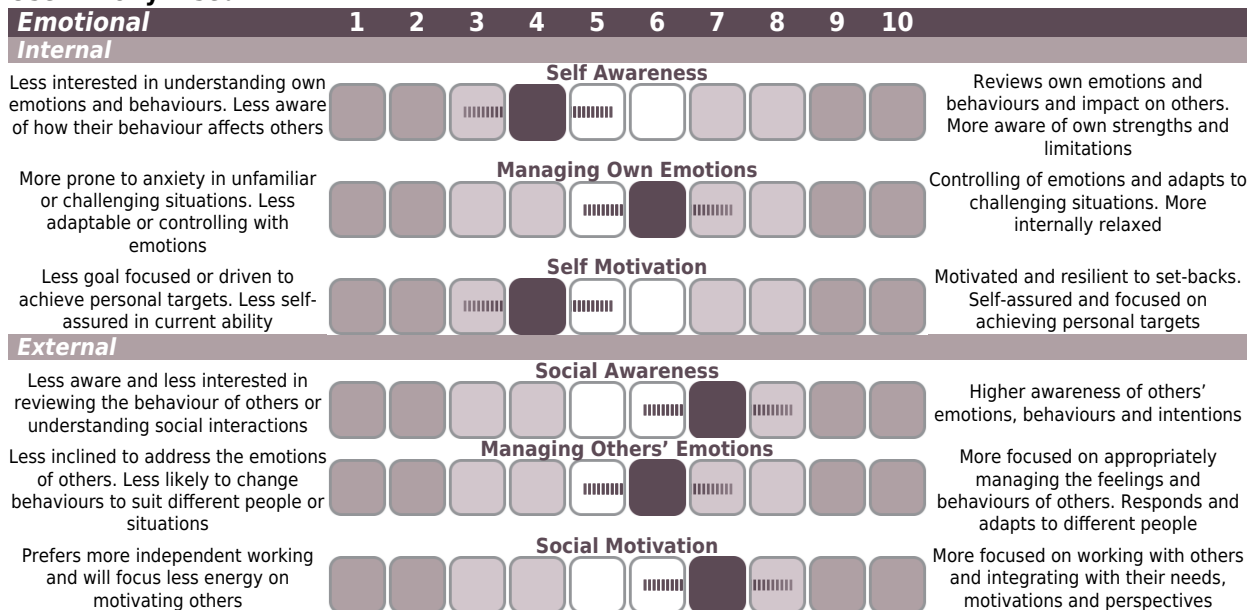
Preferring to leave the role of task leader of the group to others, directing and focusing the team on what must be achieved is less likely to be a low scorer's primary concern when operating in teams. As such they may demonstrate a higher level of people orientation than task orientation when team working.

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 User's responses she is as likely as most people to use a range of team profiles when working in groups.

Emotional Focus

User Anonymised



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

Lower responders on this scale are less concerned with analysing their past behaviours or interactions. Perhaps seeing their time better spent on more fruitful activities, they may see introspection as a waste of energy. Less sensitive in this respect, they are unlikely to become self-absorbed, but may miss opportunities to better understand potential areas for development.

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

Low responses on this scale indicate that the individual is less driven towards goals or targets at this time. This implies that they are probably content with their current level of responsibility and attainment. Often, they can be orientated towards co-operative or supporting roles, demonstrating less individual ambition.

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 group, taking into consideration others' feelings and emotions. Generally, they are more likely than most people to empathise and take others' perspectives.

Managing Others' Emotions

Moderately focused on reviewing how others might be thinking and feeling, average responders tend to strike a balance between going about their own business and spending time to interact with others in order to motivate and influence them. They are likely to be relatively confident in managing the feelings and behaviours of others. They should have some ability to adapt their own behaviour to suit different

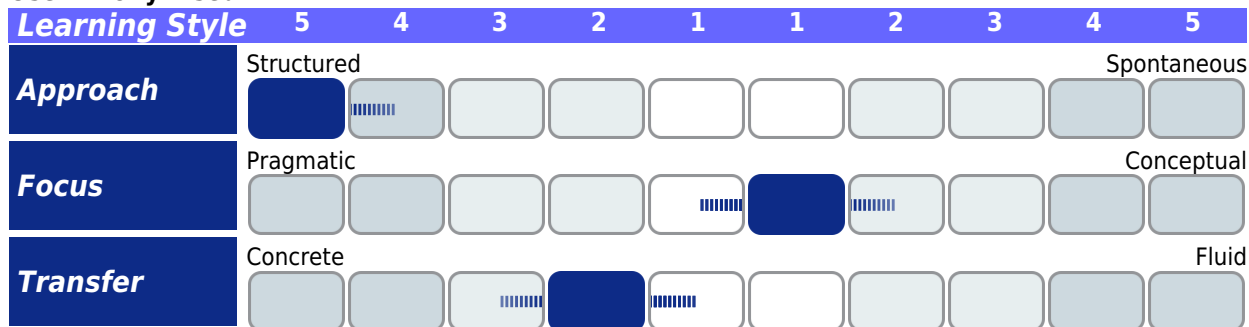
individuals or groups.

Social Motivation

High responses here indicate an appreciation of the need to engage and form bonds with individuals and groups, in order to achieve sustained success collectively. Often, there is a higher understanding and respect for individuals' preferences and varying emotional dispositions. This profile suggests a supportive and consultative style of dealing with others and a concern that colleagues feel included and valued.

Learning Orientation

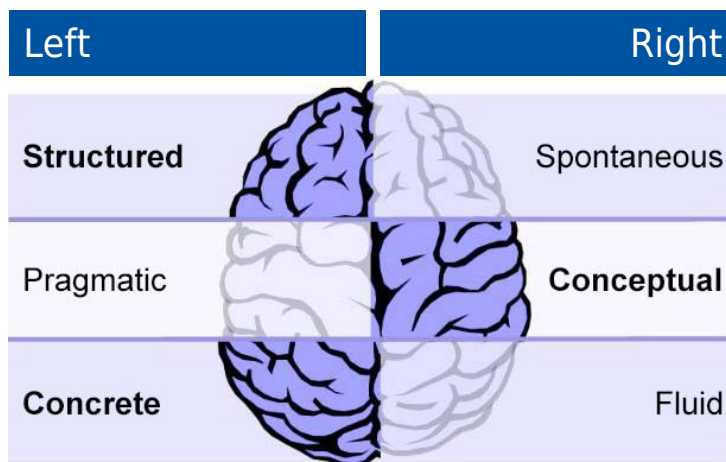
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The diagram below presents preferences in a different way. It is a simpler way of presenting where preferences are, and shows which side of the brain you prefer to use when processing information. In general the left and right sides of the brain process 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 processing of information ie starting with the detail and building up.

The **right side** of the brain is associated with intuitive, random and holistic processing of information ie starting with the big picture and working up the detail later.



Exploring Your Reported Preferences

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

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

Approach: Structured

User’s response here indicates a strong preference for a more Structured style.

Structured learners get the best out of learning when their environment is well organised and activities are formally prepared and planned. They like to know what is required of them beforehand and that there will be support and clear guidance along the way.

Structured learners are likely to:

- like well organised environments.
- prefer their learning to be well structured and formally planned.
- be good at following step-by-step procedures.
- be more likely to maintain focus and avoid distractions.

- prefer to stick with tried-and-tested approaches and methods.
- feel uncomfortable if things are left too 'loose' or they do not know what is coming up next.

Focus: Conceptual

User's response here indicates a slight preference for a more Conceptual style, although in practice you may not show a marked approach in this area.

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: Concrete

User's response here indicates a preference for a more Concrete style.

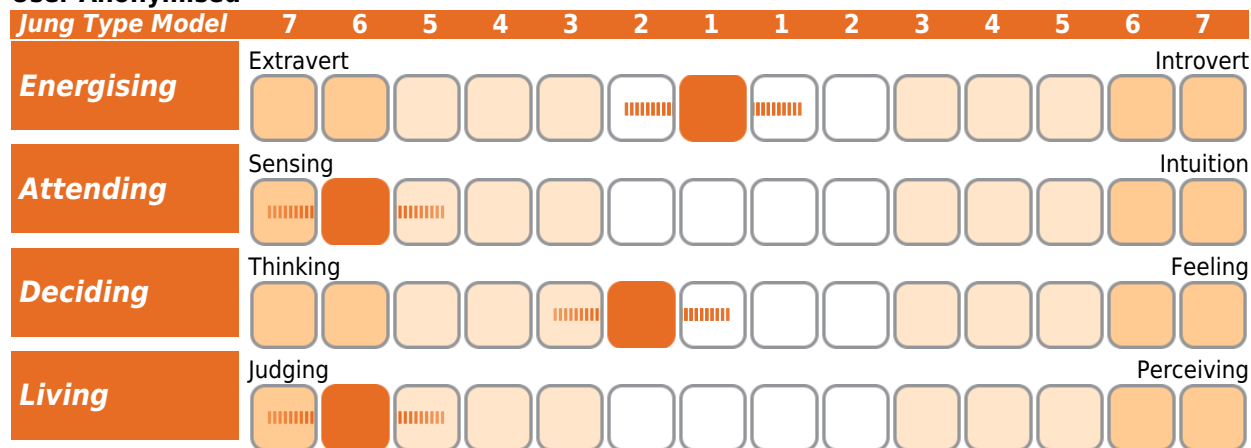
Concrete learners are good at applying their learning to clearly defined and specific situations. They are good at following a step-by-step approach to learn a well-defined task or a clear, straightforward subject area. Concrete learners will tend to tackle learning bit-by-bit, one thing at a time. They are good with procedures – although may find unexpected changes unsettling, or become easily overwhelmed when trying to do several things at the same time. They will prefer to learn things in the way they are taught, rather than develop their own approach.

Concrete Learners may be more likely to:

- take their learning literally i.e. a learnt skill is used for a specific situation.
- find it more difficult to adapt what they have learnt to other similar situations.
- prefer following clear instructions and to be offered or given solutions.
- need to concentrate on one thing at a time, working through information in a step-by-step fashion.
- have less need to review and explore what they can do with what they have learnt.

Type Preferences

User Anonymised



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.	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.
Sense (S) attends to information by relying on the five senses. Therefore, focused on the real, tangible and practical issues.	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.
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.	Feel (F) makes decisions based on personal values, feelings and emotions and considering the likely impact on people concerned.
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.	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.

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

E S T J

Pragmatic in outlook, ESTJs are the organisers of the workplace. They use Thinking primarily externally to organise their work and have a preference for certainty over ambiguity. As such, they will plan projects methodically and create a structured approach to tasks, rather than throwing themselves into activities immediately without careful forethought. ESTJs therefore make great project managers and administrators. Such is their need for structure however, that they may find it hard when working with individuals who do not share their focus. Indeed, they have a clear set of values and standards and may find it hard to tolerate any people who deviate from these. Focused on the present, ESTJs should be great at attending to the 'here-and-now' demands rather than considering the longer-term issues and they will prefer tasks which have immediate results.

When problem solving, ESTJs will take a logical approach and will pay more attention to objective and rational information than subjective information. Their impersonal approach to decision making means they can be tough when required but as a result may not always consider the likely impact of decisions on those personally involved. Highly conventional in outlook, ESTJs prefer to work within established procedures and with proven methods. They do not like to bend the rules or work with people who may do so. They are therefore unlikely to represent key voices for forwarding change, as having to adopt new ways or approaches to work may make them feel unsettled.

Sociable and outgoing, ESTJs will enjoy their interactions with others and will communicate directly and

assertively with others. Therefore they may be considered by others to be a little abrasive at times as they may self-censor to a lesser extent than most. ESTJs are at their best when they are able to assume a controlling role over people and activities, they command respect from others and will typically feature prominently in an organisation.