

Sigma International Ltd

Critical Business Planning & 16PF5 Feedback Report

John Gower's Personal Profile

(Comments on Group Exercise can be found in Personal Competencies section)

EXAMPLE REPORT

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PERSONALITY DIMENSIONS

1. Social Skills (Extraversion)

Extraverts enjoy the company of others and like to have a lot of social interaction. They frequently feel happy, cheerful and optimistic. They have a great deal of energy and like to stay busy and active. They are forceful and decisive and enjoy being in social situations. They are also often ambitious and desire change and variety in their lives. Conversely, introverts lack these qualities and tend to come over as more quiet and reserved, more socially aloof and less interpersonally skilled. Extraversion is a broad continuum, however, and most people obtain scores that lie between the extremes and are not clearly identifiable as either extraverts or introverts.

John Gower comes over as being a little more reserved than most. On the traits that make up this factor, he comes out on the more reserved side on three traits and he has an average score on two traits. Like many people with a more reserved style, he tends to like working alone, he is less at ease in social situations and he is quite independent and self-reliant. He is quite lively and enthusiastic and he expresses his views and opinions fairly openly.

Extraversion global factor

Standard Ten Score (STEN)										Dimension
1	2	3	4	5	6	7	8	9	10	
				»						Lively
				»						Forthright (r)
			»							Warm
			»							Socially Bold
		»								Group-Oriented (r)
			»							Extravert

The strength of his extraversion profile seems to be that:

- he concentrates on the task (Q2 : Self-Reliance Sten 8).

The potential weakness of his style is that there may be situations when:

- he forgets to consult people about decisions (Q2 : Self-Reliance Sten 8).

If he has this weakness, he might like to think about whether there are occasions when he could improve his personal effectiveness by:

- being prepared to involve people and ask for their views and opinions (Q2 : Self-Reliance Sten 8).

2. Emotional resilience (Anxiety)

People who are emotionally resilient manage their reactions and emotions well. They stay composed in trying moments and think clearly and stay focused under pressure. Anxiety can be aroused in response to external situations or it can be internally generated. High scorers on this scale tend to be reactive, distrustful, worrying and tense. They may have more difficulty controlling their disruptive emotions and impulses. Low scorers tend to be calm and relaxed but they may be unmotivated to change because they are comfortable.

John Gower is a little more resilient than the average person. On the traits that make up this factor, he comes out on the resilient side on two traits and he has an average score on two traits. In common with people with a resilient style, he is trusting, easygoing and cooperative and he is fairly patient and relaxed. He is as calm in difficult situations as most people and he has as much self-esteem as the next person.

Anxiety global factor

Standard Ten Score (STEN)										Dimension
1	2	3	4	5	6	7	8	9	10	
							»			Trusting (r)
						»				Relaxed (r)
					»					Stable
					»					Self-Assured (r)
						»				Unperturbed

The strength of his anxiety profile seems to be that:

- he trusts and cooperates with people (L : Vigilance Sten 3).

The potential weakness of his style is that there may be situations when:

- he is taken advantage of (L : Vigilance Sten 3).

If he has this weakness, he might like to think about whether there are occasions when he could improve his personal effectiveness by:

- thinking about other peoples' motives and objectives (L : Vigilance Sten 3).

3. Creativity and Change (Tough-Mindedness)

Creativity and innovation is about being comfortable with and open to new ideas and new information.

Tough-minded people tend to be reserved, utilitarian, grounded and traditional. They stick to rules and procedures. When asked to come up with ideas for change, they tend to identify practical ideas for incremental change. Receptive people on the other hand are warm, sensitive, idea-oriented and open to change. They are more open to others' points of view, to unusual or new experiences, and to bending or breaking rules in order to make progress. When asked to come up with ideas for change, they tend to generate numerous novel ideas for doing things differently. Receptive people may, however, overlook the practical aspects of a situation.

All in all, he is neither very open-minded nor very tough-minded, but somewhere in between. On the traits that make up this factor, he comes out on the open-minded side on two traits and he comes out on the more conserving side on two traits. In common with people with an open-minded style, he is very imaginative and idea-oriented and he is very experimenting and free-thinking. He seems to stand by his own ideas and he is pretty hard and objective, however, qualities usually associated with people with a more conserving style.

Tough-mindedness global factor

Standard Ten Score (STEN)										
1	2	3	4	5	6	7	8	9	10	Dimension
								»		Idea-Oriented
								»		Experimenting
			»							Attentive to Others
			»							Sensitive
						»				Receptive

The strengths of his tough-mindedness profile seem to be that:

- he has fresh and imaginative ideas (M : Abstractedness Sten 8);
- he is prepared to experiment with new approaches (Q1 : Openness to Change Sten 8).

The possible weaknesses of his style are that there may be situations when:

- his ideas are perceived as impractical (M : Abstractedness Sten 8);
- he overlooks incremental approaches to change (Q1 : Openness to Change Sten 8).

If he has any of these weaknesses, he might like to think about whether there are occasions when he could improve his personal effectiveness by:

- checking ideas with people to make sure they are sensible (M : Abstractedness Sten 8);
- thinking about continuous improvement as well as radical change (Q1 : Openness to Change Sten 8).

4. Empathy (Independence)

People who have empathy can sense others' feelings and perspectives and take an active interest in their needs and concerns.

Independent people think and take decisions for themselves. High scorers tend to be socially forceful, vigilant and experimenting. They form and express their own opinions, often challenge the status quo and like to get their own way. Extreme independence has flavours of inflexibility and domination especially when not tempered by social skills. In contrast, low scorers tend to be agreeable and accommodating. Other people's behaviour shapes their thinking and behaviour.

John Gower seems to be as persuasive and independent as the average person. On the traits that make up this factor, he comes out on the socially forceful side on one trait, he comes out on the less assertive side on two traits and he has an average score on one trait. In common with people with a socially forceful style, he is quite challenging. He is as forceful and assertive as most people. He is somewhat less at ease socially and he takes people at face value, however, qualities usually associated with people with a less assertive style.

Independence global factor

Standard Ten Score (STEN)										
1	2	3	4	5	6	7	8	9	10	Dimension
							»			Experimenting
					»					Forceful
			»							Socially Skilled
		»								Vigilant
					»					Independent

The strengths of his independence profile seem to be that:

- he challenges people's views (Q1 : Openness to Change Sten 8);
- he trusts people and takes them at face value (L : Vigilance Sten 3).

The possible weaknesses of his style are that there may be situations when:

- he gets into arguments and is disruptive (Q1 : Openness to Change Sten 8);
- he trusts people too readily (L : Vigilance Sten 3).

If he has any of these weaknesses, he might like to think about whether there are occasions when he could improve his personal effectiveness by:

- accepting that other people may see things differently (Q1 : Openness to Change Sten 8);
- considering peoples' possible intentions and motivations (L : Vigilance Sten 3).

5. Conscientiousness and Motivation (Self-Control)

People who score high on this scale take responsibility for their personal performance. They meet commitments and keep promises, hold themselves accountable and are organised and careful in their work. Self-controlled people tend to be competent, dutiful, self-disciplined and deliberate. Extreme self-control may produce inflexibility and rigidity. Low scorers on the other hand tend to be more spontaneous and flexible but they are also more impulsive. People who have very low self-control are likely to be perceived as disorganised and irresponsible.

John Gower comes over as being more nonconformist and expedient than the next person. On the traits that make up this factor, he comes out on the more nonconformist side on three traits and he has an average score on one trait. In common with people with a more nonconformist style, he tends to be prepared to break rules and take risks, he is probably quite unconventional and he is rather disorganised. He is as likely to think things through and plan ahead as most people.

Self-control global factor

Standard Ten Score (STEN)										Dimension
1	2	3	4	5	6	7	8	9	10	
							»			Serious
			»							Rule-Conscious
		»								Task-Oriented
		»								Organised
		»								Conscientious

The strengths of his self-control profile seem to be that:

- he thinks a lot and uses his imagination (M : Abstractedness Sten 8);
- he leaves things to chance (Q3 : Perfectionism Sten 3).

The possible weaknesses of his style are that there may be situations when:

- he gets lost in thought (M : Abstractedness Sten 8);
- he makes mistakes in the detail (Q3 : Perfectionism Sten 3).

If he has any of these weaknesses, he might like to think about whether there are occasions when he could improve his personal effectiveness by:

- checking ideas with other people to make sure they are practical (M : Abstractedness Sten 8);
- taking more interest in the detail (Q3 : Perfectionism Sten 3).

PERSONAL COMPETENCIES

1. Creativity & Problem Solving

Managing innovation means trying to make things better and continuously improve things. This entails thinking hard about what to do, how to do things and looking closely at what actually happens. John Gower's ability to think creatively seems to be as well developed as that of most people (Creative Potential Equation Sten 6). He has the following personal qualities.

- 1) **Problem Analysis.** He often approaches problems from unusual angles and looks for alternative avenues of solution (M : Abstractedness Sten 8).
- 2) **Acceptance of Change.** He is more open to new ideas and approaches than most people (Q1 : Openness to Change Sten 8).
- 3) **Risk Taking.** He is as willing as the average person to bend rules and take risks to make things better (G- & H Average Sten 6).
- 4) **Persuasiveness.** He is as able as most people to put over his ideas and argue his point of view (E & H Average Sten 5).
- 5) **Implementation.** He takes less interest in the detailed aspects of implementing change (Self-Control Sten 3).

Group exercise (quality of solution): John made relatively few contributions but those that he did make were pertinent and insightful. He also considered aspects of the task, relating to possible uses of some of the items, that other group members did not.

Group exercise rating: 3/5.

2. Working with People

Working with people effectively means responding to people's needs, getting on well with people and getting people to work together. John Gower's social skills seem to be as well developed as that of most people. He has the following interpersonal qualities.

- 1) **Supporting Others.** He is as considerate and supportive as the next person (Empathy Equation Sten 6).
- 2) **Taking Charge.** He is as capable as the next person of taking control of things and organising people (C, E, F & H Average Sten 5).
- 3) **Handling Social Situations.** He is typical of people generally in terms of his social skills (Social Adjustment Equation Sten 5).
- 4) **Relationships with People.** He probably works best on his own and may occasionally have difficulties working well with other people (Extraversion Sten 4).
- 5) **Consulting People.** He is probably a little autocratic / directive in the way he works with and manages people (A & Q2- Average Sten 4).

Group exercise (group maintenance): Very little evidence of group maintenance activity. This is in line with the results of the personality questionnaire.

Group exercise rating: 2/5

Group exercise (influence): Again little evidence of trying to structure the task, or attempts to influence or direct the activities of the group – he seemed happy for others to take the lead.

Group exercise rating: 2/5.

3. Managing Emotions & Stress

John Gower seems to be as socially adjusted and emotionally balanced as most people (Adjustment Equation Sten 6). He has the following personal qualities.

- 1) **Emotional Adjustment.** He is probably as emotionally adjusted as most people are (Emotional Adjustment Equation Sten 6).
- 2) **Empathy.** He is probably as sensitive and supportive as the next person (Empathy Equation Sten 6).
- 3) **Self-Esteem.** He seems to have as much self-esteem as the average person (Self-Esteem Equation Sten 5).
- 4) **Social Adjustment.** He is as comfortable in social interactions as the next person (Social Adjustment Equation Sten 5).

- 5) **Anxiety.** He seems to be pretty relaxed and stable (AX : Anxiety Sten 4).

4. Decision Making

A competent decision maker gets and uses information, identifies ideas and finds ways of using them and makes use of situations. John Gower probably makes decisions in the following way.

- 1) **Openness to Change.** He is usually open to new ideas and approaches when making decisions (Q1 : Openness to Change Sten 8).
- 2) **Originality.** He probably makes quite imaginative decisions (M : Abstractedness Sten 8).
- 3) **Risk Taking.** He is as willing to take risky decisions as the average person (G- & H Average Sten 6).
- 4) **Decisiveness.** He seems to weigh things up and reach a decision as fast as the average person (C & O- Average Sten 6).
- 5) **Rational & Logical.** He is as likely as most to make rational and systematic decisions (G, I- & Q3 Average Sten 5).
- 6) **Consulting Others.** He seems to prefer to take decisions on his own and may not consider other people's interests and situations (A & Q2- Average Sten 4).

BELBIN TEAM PROFILE

Effective team working depends on team members adjusting to each other's expertise and team role capabilities. Personality and mental abilities fit people for some team roles and limit their ability to play others. The 16PF measures Belbin's nine team role dimensions. In order of strength, his team role profile comes out as follows.

- 1) **Specialist.** He has some of the attributes of the 'Specialist'. Specialists bring technical expertise to the team but sometimes fail to see the broader picture (SP : Team Roles Sten 7).
- 2) **Plant.** He has a mid-range score on the 'Plant' role. He is typical of managers generally in terms of his originality and inventiveness. Plants are typically more creative, imaginative and unorthodox than most. Their strength is their ability to solve difficult problems. A common weakness is communicating and managing ordinary people (PL : Team Roles Sten 6).

- 3) **Resource Investigator.** He has a mid-range score on the 'Resource Investigator' role. He is probably as good at developing contacts and exploring opportunities as the average person. Resource Investigators are extrovert, enthusiastic and communicative. They are good at exploring opportunities and developing contacts, but can lose interest or get diverted once their initial enthusiasm has passed (RI : Team Roles Sten 6).
- 4) **Monitor Evaluator.** He has a mid-range score on the 'Monitor Evaluator' role. He can probably see the options and analyse things as well as the next person. Monitor Evaluators see all the options and analyse things critically and objectively. However, they sometimes lack drive and the ability to inspire others (ME : Team Roles Sten 6).
- 5) **Shaper.** He has a mid-range score on the 'Shaper' role. He will bring a reasonable level of energy and drive to a team but shaping the team's efforts is not likely to be his natural role. Shapers are dynamic, outgoing and highly-strung. They challenge, pressurise and find ways round obstacles. They are prone to provocation and short-lived bursts of temper (SH : Team Roles Sten 5).
- 6) **Coordinator.** He has a mid-range score on the 'Coordinator' role. He is probably as capable as most other people of operating as the team's chairperson. Coordinators are mature, confident and trusting, They make good chairmen clarifying goals and promoting decision making (CO : Team Roles Sten 5).
- 7) **Team Worker.** He has a mid-range score on the 'Team Worker' role. He is as people oriented and team focused as most other people. Team Workers are social, perceptive and accommodating. They listen, build on the ideas of others and help avert friction, but they can be indecisive in crunch situations (TW : Team Roles Sten 5).
- 8) **Implementer.** He has a mid-range score on the 'Implementer' role. He is as capable as the average team member of turning ideas into practical actions. Implementers are reliable, disciplined, conservative and efficient. They are good at turning ideas into practical actions, but can be somewhat inflexible and slow to respond to new possibilities (IM : Team Roles Sten 5).
- 9) **Completer.** He does not seem to possess many of the qualities of the 'Completer'. Completers are conscientious and painstaking. They search out errors and omissions and deliver on time. They are also inclined to worry unduly and are reluctant to delegate (CF : Team Roles Sten 4).

LEADERSHIP

Successful leaders tend to be relaxed, assertive, enthusiastic, self-assured, objective, task-oriented, team-focused and quality driven. These traits help them develop and motivate teams, resolve conflicts when they arise and maintain a focus on getting things done.

As far as his personality is concerned, his main leadership strengths are his objectivity and calmness. The areas where he differs from leaders - that is, where he has lower scores are social confidence, task-orientation, group-orientation and quality drive. Compared to successful leaders, he is more reticent, more conceptual and idea oriented, more self-reliant and more easy going about the detail. It is not good or bad, right or wrong to have these personality traits. Each has its own strengths and weaknesses in particular situations. In order to develop his leadership skills, it should help him to know how his profile compares with the profile of leaders. The similarities will suggest how he can exploit things he finds easy and the differences should help him to consider how to cope with things he finds hard.

To develop his leadership potential, he should think about:

- developing his social skills to present a more positive image of his leadership potential;
- how to keep focused on what needs to be done and how to do it - that is, being more grounded, practical and solution-oriented;
- getting on well with people and getting people to work together;
- showing a greater sense of purpose by appearing organised, self-disciplined and detail oriented.