

Personality Profile

A Sample Report –
Fictitious

Iain JONES

Company XYZ

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This report summarises the results from an on-line personality instrument. The report is organised in three parts: (1) Head – Thinking and decision making skills; (2) Heart – People and interpersonal skills; (3) Hand – Delivery and execution skills. The Appendix provides a definition of the various scales used and a graphical summary of the raw data.

Within each of the three main sections of Head, Heart, and Hand; a further classification is provided as to the type of information provided. These type relate to the three parts of the questionnaire :

- **Bright Side** – The overt personality features that the person is aware of and that those who know the person can recognise immediately. These are mainly the strength of the person, the person projects oneself to the world and the way the person expects to be perceived. These characteristics are the basis for the impression that is made on others, and they influence the person's typical style of social interaction and reputation among peers.
- **Inside** – The motives, values, and preferences of the person. These are key intrinsic preferences that drive the person and shape their life choices and decisions, but ones that others may not fully be aware of. They concern the person's core values and goals, and the activities that give meaning to the person's life. These are key drivers that reflect what the person desires, strives to attain, and the person's sense of identity. The values influence preferences and determine with whom the person affiliates and what the person appreciates.
- **Dark Side** – The covert personality traits and behavioural tendencies that neither the person, nor those who are close to the person, are fully aware of or appreciate. It concerns behavioural tendencies that could potentially undermine or inhibit the person's performance. These tendencies emerge when the person is tired, pressured, or feeling insecure, or when the person lets down one's guard. They may impede on the person's effectiveness and erode the quality of relationships with customers, colleagues, and friends. – *Note that a raw score over 90% suggests a major strength, but also a clear 'health warning', where an overplayed strength can turn into a major liability*

These results provide a comprehensive, valid, and in-depth summary of the person strengths, values, and challenges. The report is designed to help understand performance potential, and any barriers to achieving it. While reading this information, please keep in mind three things. First, it is possible that not every statement will accurately describe how the thinks about oneself, particularly when discussing the Dark Side of personality. Second, everyone has strengths and weaknesses, and there are positive and negative performance implications of any score. Third, focus on the overall themes of the report rather than any single detail. Although the report may seem to contain contradictions, this is the result of the report combining two perspectives: (a) what you see in everyday behaviour; and (b) what you see after prolonged exposure.

This report can be used in three ways. The report provides: (1) a snapshot of the person's interpersonal performance; (2) a way to evaluate the fit between the person values and those of an organisation; and (3) a primer for thinking about performance improvement.



HEAD – Thinking Skills

Bright Side

Iain is open-minded, curious, and imaginative. He understands the big picture, thinks quickly on his feet, has ideas for solving problems, and is comfortable with unstructured work that entails design, invention, or change. He is receptive to new ideas and values finding better ways of doing things.

Thinking Spectrum: Iain's thinking breadth and repertoire of decision making styles is around the average.

- His ability to fully utilise the thinking skills at the both ends of the 'Strategic - Operational' thinking style dimension, was somewhat restricted. While his thinking is partly guided by general principles, and he can understand the broader perspective and its related implications, his Operational Thinking style is relatively weak. He struggles to focus his attention on details when necessary, and his ability to produce or work with meticulous detailed work plans is limited.
- Iain's thinking breadth and repertoire of decision making styles around the dimension of 'Complexity – Simplicity' is around the average. He has good ability to manage complexity, he tackles well difficult and complicated tasks and handles complex and inter-dependent issues. Likewise, he has a fair ability to simplify matters. He looks to keep things easy and simple when appropriate.
- His ability to fully utilise the thinking skills at the both ends of the 'Divergent – Methodical' dimension, was somewhat restricted. While he can come with diverse ways of doing things, can create a multitude of options for actions, can handle multi-level information, and can explore alternative options in parallel. His Methodical Thinking skills are somewhat limited. At times, he lacks organised, structured, meticulous, and methodical working habits; and he can find it difficult to keep working systematically through a task from beginning to end.

Inside

Iain prefers the creative, and the innovative to the functional and practical. He takes the lead on issues of design and quality, and likes to solve problems in new and different ways. However, his imagination and enthusiasm for the new, original, and different may cause him to ignore the old, tried, and true – in short, the practical side of business. Iain will encourage and admire innovation and imagination, and will be concerned about the elegance of solutions, and the appearance and quality of work products. Cultural and aesthetic considerations are likely to influence his priorities, work products, and promotional materials. He runs the risk of becoming overly committed to the aesthetic appeal or the sophistication of the solution, at the expense of actual results achieved. He seems to enjoy solving problems, analysing issues, and understanding what is going on in the world. He dislikes making decisions without being able to examine the relevant background information — his preference is to make decisions based on data rather than intuition.

Dark Side

Iain seems clever, imaginative and innovative. Although people will notice his interesting imagination, they may also sometimes find his ideas impractical and his solutions unworkable. Iain is open-minded, curious, and imaginative. He understands the big picture, thinks quickly on his feet, has ideas for solving problems, and is comfortable with unstructured work that entails design, invention, or change. He is receptive to new ideas and values finding better ways of doing things.



HEART – People Skills

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| Bright Side | Iain is active, hard working, competitive, and eager to get ahead. He likes leadership positions and enjoys being in charge. He is willing to take initiative in a group and is able and willing to assume leadership roles on team projects. Others will see him as energetic, talkative, and socially active. Iain should meet the public well and create a strong, even vivid, impression on others. He seems well suited for work that involves interacting with strangers. He should perform well in front of groups and like public speaking. Independent and self-reliant, Iain seems unafraid of confrontations and is probably willing to give others negative feedback. He does not mind taking unpopular positions, enforcing rules, or holding others accountable. |
| Inside | Iain enjoys meeting new people and renewing old ties. He will prefer work where there are opportunities to network and develop relationships., as opposed to working alone or with a limited amount of face-to-face contact. He places a high value on being accessible and socialising with his colleagues. Although supporting group decision making, Iain runs the risk of relying on it too much. He may make mistakes in two ways: (1) by sending inconsistent signals to his staff and (2) by confusing activity with productivity. He may also focus more on personal, rather than business, relationships with colleagues and subordinates. If so, he may find it difficult to provide objective negative feedback to staff. Iain will place a high value on an 'open door' policy and will enjoy socialising with colleagues. Consequently, his staff will appreciate his accessibility, approachability, and willingness to take time to discuss how the team is working together. The environment promoted will emphasise the importance of staying in contact with people; encourage development of networks and external alliances; and foster collaborative teamwork. Iain enjoys assisting and developing others, especially those who need the most help. He helps others because it is the right thing to do. He also thinks it is important to pay attention to staff morale, communicate with staff regularly, ask them for feedback, and to encourage and support their efforts. He seems to prefer a balance between change and diversity on the one hand, and stability and uniformity on the other. He seems to have a natural preference for moderation and compromise. |
| Dark Side | He seems polite and considerate, which might be a problem if he works in an environment that rewards toughness. He does not play politics, and although can be very diplomatic, there is a sense of being genuine about him, and there is not much of a gap between what you see and what you get. Others may see Iain as mannerly, polite, and unassertive. He seems frank, straightforward, and understated. He expects others will find him engaging. Iain expects others will find him engaging, and they often do. Over time, however, others may also see him as impulsive, and not always delivering on promised work products. |



HAND – Delivery Skills

Bright Side

Iain is typically calm and able to handle pressure, but at the same time willing to admit faults and errors and listen to feedback. He tends not to be hostile or critical of others, although at times may become annoyed or frustrated. He can be nervous, anxious, and unsure particularly in new settings and situations, and these emotions may be manifested overtly in his behaviour.

Iain is comfortable working without structure, in a fluid and ambiguous circumstances. He is willing to challenge rules, and is able to work on several tasks at the same time, and does not mind being interrupted. Others see him as flexible and innovative, but also as impulsive and unpredictable. He does not plan ahead and prefer to “shot from the hip”. Iain shows good degree of flexibility. He is able to change directions quickly and does not mind bending the rules to get things done. However, Iain needs to be kept occupied and challenged. Otherwise Iain becomes bored with repetitive and detailed tasks and will withdraw from the project. Iain seems able to deal with multiple projects and assignments at the same time. He understands the importance of being able to shift gears quickly, refocus his attention, and take action without having access to all data. However, Iain does not always remember to inform all the relevant people about it. The planning skills of Iain are rather poor. Unless Iain commits himself to the process, planning is not his strength. He tends to avoid activities that require careful planning and following rules and procedures. Likewise, Iain attention to details and timelines is mediocre at best. He tends to get bored with routine. He prefers to concentrate on the overall objective rather than the specific steps needed to get there.

Inside

Although Iain is serious about work, he likes variety in his life and knows how to have a good time. At times, he will take an extreme decision, simply because he enjoys the impact it creates, rather than because it is the right decision to make. Iain seems appropriately interested in advancing his career, but also pays attention to the demands of career, family and social life. Iain doesn't need to dramatise his achievements, but he appreciates positive feedback and may even enjoy showing off a bit now and then. Iain is keenly interested in financial issues and in discovering methods for increasing profitability and improving the bottom line. He is alert for business and investment opportunities, doesn't make many financial mistakes, and he doesn't have a lot of sympathy for those who do. Iain prefers to minimise risk and uncertainty; he likes expectations to be spelled out and performance standards to be made explicit. He would rather be safe than sorry, which means that he will take few foolish chances, but he may also be reluctant to take the chances necessary to advance his career.

Dark Side

Iain seems to be an energetic and enthusiastic person, but one who tends to be easily annoyed or disappointed with other people's performance. As a result, he may seem somewhat irritable, critical, and willing to give up on people or projects. Although Iain is confident and willing to accept challenges, he might threaten colleagues who are more risk averse. Iain seems willing to let others do their work but he may not give them the feedback they require or when needed. He seems willing to make his own decisions and may need to work harder at keeping others informed about what he has decided.