



The British
Psychological Society
Registered Test



Questionnaire to Establish Styles and Traits
A Sample

STANDARD
OCCUPATIONAL PERSONALITY REPORT
COMPARISON GROUP: MANAGERIAL & PROFESSIONAL

eer101 - Issue 6 - September 2014

INTRODUCTION

The Quest Profiler® has been designed to measure a number of behavioural preferences related to the world of work. It is important to note that the results are based upon behavioural preferences and not ability. As with any assessment or development tool these results should not be used in isolation. A person's potential depends on many factors including ability, motivation, organisational culture and experience. The results in this report should therefore be used as an additional tool to understand how a person is likely to behave within an organisational setting.

This profile is separated into five main areas:

- **Accuracy Score and Biographical Information (Page 2)**
This section outlines how consistent the participant has been with their responses to the questionnaire.
- **Full Profile (Page 3)**
Provides the complete listing of all behavioural preferences measured by the questionnaire.
- **Leadership Styles (Page 4)**
Provides an insight into the preferred style of working when managing other people.
- **Team Styles (Page 5)**
Provides an insight into the preferred style of working when part of a team.
- **Participant Report (Page 6)**
Narrative text for feedback, designed to be given to the participant.
- **Culture Match and Competency Profile**
These are only available in a full or premium report.
- **Emotional Intelligence, Leadership Approach, Jungian Type Profiler and Conflict Handling**
These are only available in a premium report.

The degree to which a participant has been open and consistent with their responses will have a bearing on the results. Mechanisms are in place to check the degree of openness or consistency and these should be used to get a feel for the reliability of the results. The score for this can be found below.

Accuracy Score



The questionnaire has been completed in a particularly consistent manner. Responses to questions belonging to the same personality scales have nearly always been answered in the same way. The result is likely to be a very fair representation of the participant.

All the scores in this report have been benchmarked against an appropriate comparison group. In the profile the sten scores give you an indication of how the participant's responses compare to other people. For example, if they scored around 5 or 6 then they are broadly typical of most people, whilst scores above or below these values indicate a more extreme preference on that particular scale.

Biographical Information

Name	A Sample	e-mail	expertise@eras.co.uk
Job Title	Consultant Psychologist	Company	eras ltd
Age		Gender	Male
Ethnic Origin		Qualification	Postgraduate degree
Experience	Professional	Function	Human Resources
Industry Sector	Service	Date Completed	01/01/1900
Version	Ipsative	Report Type	Standard
Profile Type	Managerial & Professional		

SUMMARY REPORT FOR A SAMPLE

The Quest Profiler® has been designed to measure a number of behavioural preferences related to the world of work. It is important to note that the results are based upon behavioural preferences and not ability. As with any assessment or development tool these results should not be used in isolation. 01/01/1900 (26mins) - Ipsative - Accuracy Score: 9



LEADERSHIP STYLE MODEL FOR A SAMPLE

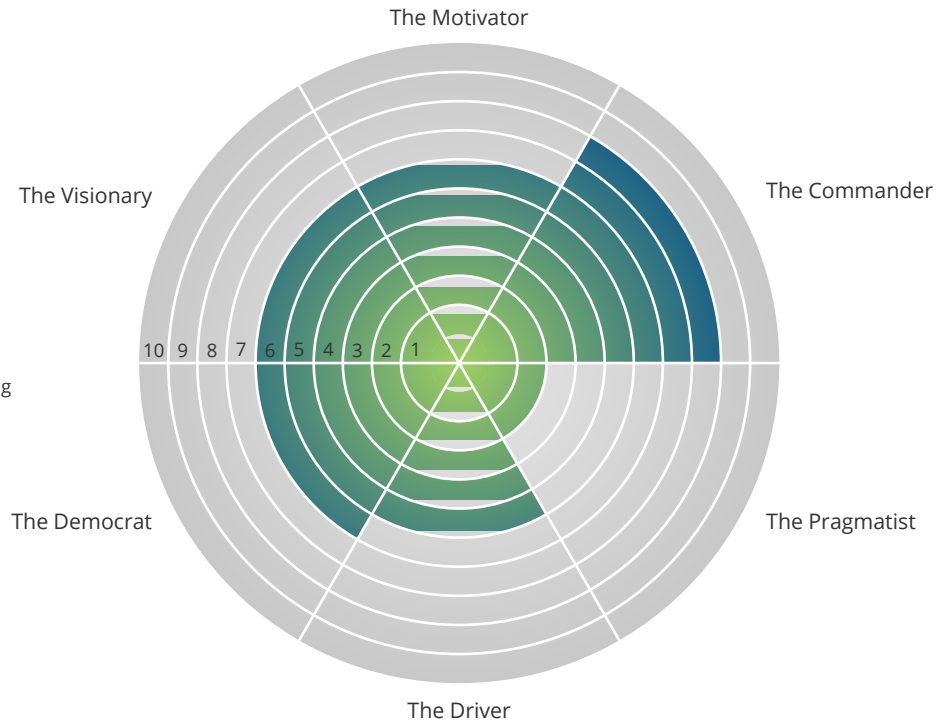
The chart below outlines the behavioural styles A is likely to adopt when managing other people. An indication is provided of how strongly A matches each of six different styles, accompanied by a tailored description. For more subtlety, the style is also presented as a trait, indicating A's degree of match on a standard 1 - 10 (Sten) scale.

Leadership Disposition



WEAK MATCH

Has a slightly low preference for managing or directing the activities of other people



The Motivator



MODERATE MATCH

Likely to have a certain level of motivation themselves and may lead by making some effort to keep the team together and heal the rifts during difficult times. Sometimes this can be done by giving those in that team something to work for. May be something of an inspiration or figurehead but won't always be seen that way.

The Commander



STRONG MATCH

Is likely to lead by mobilising others to follow a definite vision. When difficult decisions are needed, this leader is likely to act as the channel for that change and hold the line to achieve it: 'cometh the hour, cometh the man' (or woman).

The Pragmatist



WEAK MATCH

Is unlikely to want to lead the team by providing them with a detailed analysis of every problem and their potential solutions. This leader is likely to take a few risks before all the evidence has been gathered and researched. The approach adopted is impulsive, rather than cautious.

The Driver



MODERATE MATCH

Is likely, on occasion, to lead by 'rolling their sleeves up and getting on with it'. Having a certain amount of time for the 'just do it' school of thought, this person will sometimes be the one who gets things moving and may dislike excessive procrastination.

The Democrat



MODERATE MATCH

Is moderately likely to lead in part through establishing a collective sense of direction, being focused on people and their needs in the context of those of the organisation. Sometimes open to input from employees, this leader may forge this into a popular consensus when it seems appropriate.

The Visionary

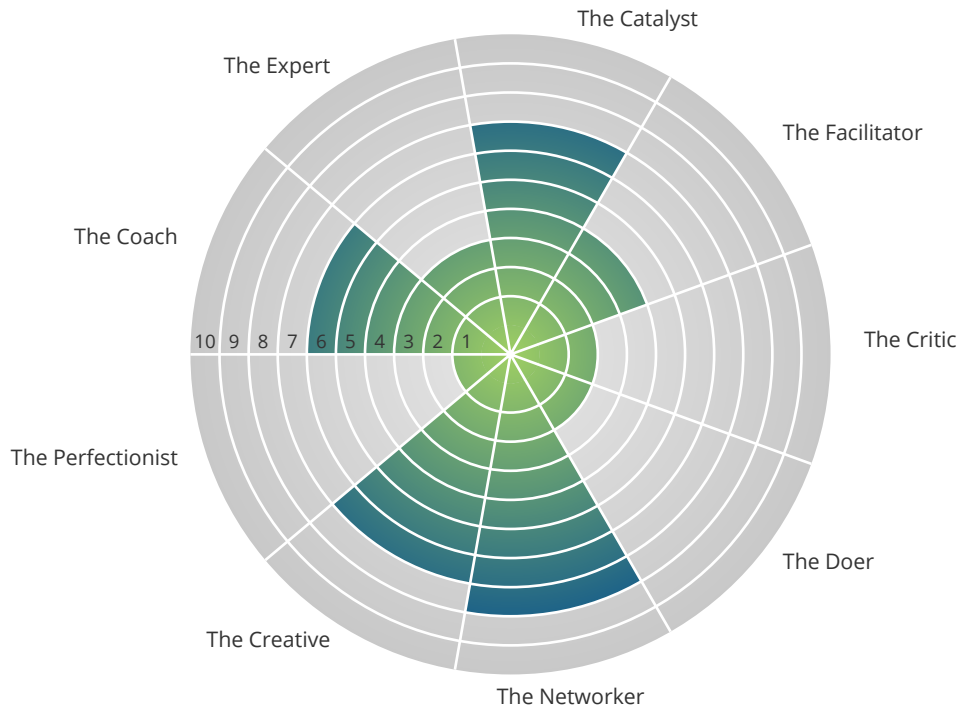


MODERATE MATCH

Has ideas which are occasionally challenging or radical and people may sometimes look to these for inspiration. This can amount to leadership in the sense that people may be swept along and sometimes see this person's thoughts as the way forward.

TEAM STYLE MODEL FOR A SAMPLE

The chart below outlines the behavioural styles A is likely to adopt in a team setting. There are nine distinct styles described and an indication is provided of how strongly A's personality should match each type. For more subtlety, the style is also presented as a trait, indicating A's degree of match on a standard 1 - 10 (Sten) scale.



The Expert



WEAK MATCH

Is unlikely to want to be seen as a backroom expert, particularly if this means working alone. May feel that others possess the detailed expertise and thus prefer to work as part of the group within a team setting.

The Catalyst



STRONG MATCH

Is likely to have a forceful, directive, vociferous approach. This team member often causes - and does not mind - conflict within the group but makes the team make progress and achieve results.

The Facilitator



WEAK MATCH

Is unlikely to act as the 'glue' that holds the team together, preferring to leave all the 'softly-softly stuff' to others. May be seen as assertive or simply preoccupied with other concerns.

The Critic



WEAK MATCH

Does not like to drill down into detail and is not one for stopping the team from running away with fanciful ideas. Casting a critical eye over projects is not an enjoyable prospect and they would be more than happy for someone else to be doing it.

The Doer



WEAK MATCH

Is unlikely to volunteer to help the group by putting all their plans into practice. Doesn't enjoy implementing policy and may not like rigid, unambiguous instructions and parameters.

The Networker



STRONG MATCH

Is likely to maintain contact with a wide variety of people who may be useful to the team. Readily enlists help and mobilises people to work together to get things done. Brings energy and motivation to the team.

The Creative



STRONG MATCH

Is likely to generate ideas for the team to consider. May be seen as radical and original and is often thought-provoking. Their enthusiasm and energy can open the mind of the team to other possibilities.

The Perfectionist



WEAK MATCH

Is likely to want to move forward quickly, even before all the facts have been verified. Is not worried about taking risks and is probably best not depended upon to make sure that all finer detail has been checked.

The Coach



MODERATE MATCH

To some extent a democrat, the team may acknowledge that this person plays a part in taking charge of the group. They may do some directing and facilitating activity, trying not to be a 'soft touch' or overly controlling.

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People	Assertiveness	Highly likely to play a central role in discussions and be forceful and compelling, often strongly swaying the final outcome. May also be seen as argumentative and too committed to own point of view at times.
	Taking Charge	Is unlikely to seek to take charge of situations if possible and may not volunteer to manage either people or events if this means being identified as the leader of the group.
	Social Ease	Relates to a wide range of people with obvious ease and self-assurance. Soon makes other people feel relaxed in their company and handles most inter-personal situations confidently and competently.
	Convincing Others	May, once in a while, set about persuading others round to a particular point of view. Getting others to change their minds will certainly have some appeal. As such, selling ideas, products or services is likely to be at least slightly attractive.
	Outgoingness	Is exceptionally extraverted and eager to discuss issues with others. Is likely to get easily distracted by getting involved in other people's conversations. Will consistently seek company to talk to and initiate conversations. Needs to be able to do this in order to gain job satisfaction.
	Team Working	Needs to do own thing and operate more individually at times. May find working committee fashion irksome occasionally. Is not naturally given to making decisions by consensus, preferring to be able to make decisions alone if possible. Is likely to work more productively alone.
	Empowerment	Encourages others to take on further responsibilities and to learn from them. Is fairly relaxed if people make mistakes whilst learning and generally creates a development culture in which people are trusted to experiment, think and decide things for themselves as long as the key outcomes are monitored.
	Supportiveness	Not very keen to help others out of difficulties and may seem unwilling to listen or lend assistance if this means going out of their own way. Likely to avoid getting involved in people's problems, particularly if they are not work related.
Thinking	Curiosity	Isn't usually very curious about things. Content with expanding existing knowledge rather than learning brand new things. Likes things to be straightforward and will tend to be thought of as very down to earth. Is very likely to avoid abstract and conceptual ideas.
	Creativity	Has a fertile, productive imagination and often thinks in an original way. Injects fresh ideas and thinking a lot of the time and can be catalytic for generating new direction and activity.
	Adjustability	Reaction to change is likely to vary depending on the degree and the exact nature of that change. While not unduly rattled by it, the degree of enthusiasm is linked to the perceived benefits of that change.
	Strategy	Feels most comfortable with short term thinking and is better at dealing with the more immediate work to be done than trying to figure out the possibilities that may lie further ahead. Does not always see the wider or long term implications of actions.
	Analysis	Is seldom prone to working with facts and figures, preferring to operate largely on the basis of intuition and feeling. Low tendency to look below the surface to identify the key or underlying issues. Is not very likely to enjoy dealing with complex data.
	Precision	Will be bored by detail, much preferring to leave checking to other people. Will tend to avoid taking the time to check for errors. Needs the support of people who enjoy working with the finer detail to ensure mistakes are avoided.
Feeling	Empathy	Is very well attuned to understanding different people. Being able to appreciate how others think and feel comes very easily and naturally.
	Freedom From Stress	Finds it easy to relax. Is likely to be thought of as rather laid back - perhaps a little too much so at times. Rarely experiences stress and approaches most work situations calmly.
	Sensitivity to Criticism	Is not usually overly concerned about the attitudes or opinions of others unless these are very negative, personal, or seem unfair. Is not upset all that readily and will normally manage to deal with criticism without taking it too personally or dwelling on it for too long.
	Transparency	Is honest and open about feelings and reactions. May be prone to showing strong emotions and can behave in a rather volatile manner when excited or upset by something. May surprise others because of proneness to displaying deeper feelings so readily.
	Optimism	Normally sees and does tend to accentuate the positive aspects in what is happening. Retains a belief that things will work out for the best, possibly undervaluing the potential for problems on occasions.
	Buoyancy	Tries to react in a balanced way when problems have occurred. Tends to juggle being disheartened with 'bouncing back'. Can usually recover after setbacks within a reasonable time and with some encouragement.
Drive	Reliability	Is somewhat likely to be thought of as someone who may occasionally change or compromise what was originally agreed, in favour of the greater good. Has a bit of a tendency to want to determine priorities themselves rather than being told what to do.
	Need for Challenge	Tends to be extremely unwilling to set or accept objectives that may be unduly stretching. Is very happy to work on things that can be achieved easily and is likely to reject tasks that are beyond the "comfort zone".
	Energy	Seldom displays much 'get up and go' or works with obvious vigour. Is likely to give up fairly quickly in the face of difficulties. Could be seen by others as not being well motivated.
	Cautiousness	Bold and adventurous, may even take some unnecessary risks. Makes decisions and commitments rapidly and with little deliberation. May be seen as dynamic but perhaps too hasty at times.