



NEO PI-R Standard

Personal Insight Report: Work Style

■ Sample 1

ID 180-272

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HOGREFE



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Only qualified psychologists or appropriately trained test administrators should interpret psychometric test results. Please follow the relevant guidelines from the appropriate professional body.

The NEO Personal Insight Report: Work Style

Introduction

This report is based on your responses to the NEO Personality Inventory (Revised), UK Edition. When reading the analysis, you should bear in mind the following points:

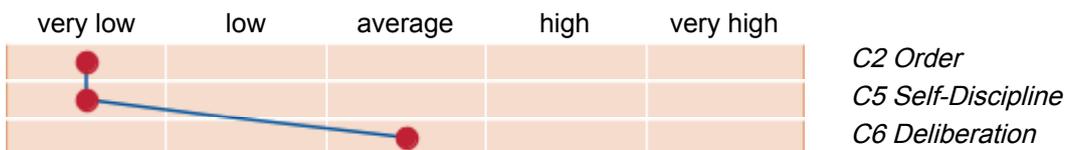
1. The NEO PI-R asks questions about your attitudes and typical style of behaving. Your responses have been compared with those of a reference group named 'ECG Corporate 2012'. In this way, we have been able to benchmark various characteristics you possess against this group. If we had used a different group for comparison, the analysis of your results might have turned out differently.
2. No value judgements are implied by the comments made. Human characteristics have the potential to be both assets and liabilities. The important thing is to recognise how you can capitalise on the benefits while minimising the disadvantages. The extent to which any particular characteristic is an advantage or a liability will depend on the context in which it is being applied. This report takes no account of context so it will be up to you to decide the extent to which the impact of your style is advantageous to the situation you are in (or aspire to be in).
3. Every effort has been made to present both potential upsides and potential downsides to the characteristics emerging from the analysis. It will be up to you to consider the extent to which these various pros and cons affect you in your current environment and the extent to which they may influence your future development.
4. Everything reported in this analysis is based on what you have said about yourself. It may not always be accurate and it may not always be what you would like to hear. If you are uncertain about or disagree with some of the analysis, it will be useful to reflect on those aspects. Seeking feedback from people you trust can be a useful way of validating what the analysis suggests about how you come across to others.
5. Remember also that we do not always respond in the same way in all situations, so it may be useful, when reflecting on the analysis, to visualise yourself in a variety of different situations that you normally face in life.

The analysis of your results is organised over four main sections: 'Problem-solving and decision-making', 'Planning, organising and implementing', 'Style of relating to others' and 'Personal style'. It concludes with some recommendations for 'Next steps'.

Problem-solving and decision-making

In this section, we consider your approach to solving problems and making decisions. The questionnaire you completed does not assess your intellectual power (in other words, it does not assess your mental ability, or IQ as it is sometimes referred to) but it does provide insights into how you approach problem-solving and decision-making. In other words, we are talking here about your thinking style.

Effectiveness at organising thoughts



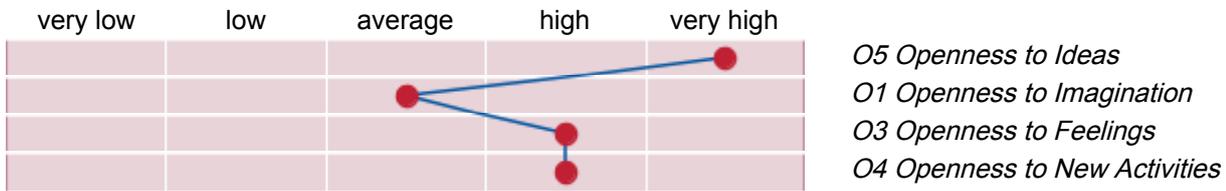
You think through your decisions as carefully as most people so that you won't be over-cautious and miss opportunities by deliberating for too long, yet at the same time you will give consideration to the consequences of your decisions. In this way, you may be able to act as a bridge between those who are over-cautious and those who rush to action and are in that way not cautious enough. Organisations benefit from a mix of both styles, but people at the extremes (those who are over-cautious in their decision-making and those who rush to action) often conflict rather than co-operate. Being balanced between the two extremes, you can probably see both points of view: on the one hand, the importance of being aware of what might go wrong and limiting the damage from incautious decisions, and on the other, the importance of not deliberating for so long that opportunities are missed.

For your own part, you can probably benefit from learning to be more focused and systematic in your decision-making. You describe yourself as someone who is less personally organised than most, such that when you gather information about an issue to be considered or a decision to be made you may not be very methodical in the way you go about it.

The impact of your somewhat disordered approach is combined with a tendency to be easily distracted. You may sometimes find it difficult to make yourself focus on one issue at a time, so that your attention switches before you have given yourself time to get to grips with an issue fully. Perhaps you have so much to do right now that you are over-stretched, or perhaps you are under-stimulated. It may be that you are naturally distractible. It might be useful to reflect on why you are easily distracted. Other aspects of your temperament detailed later in this report may help you to do that and, when you have done so, it will be easier to seek coaching on how to modify this aspect of your approach, which may be causing you to be less efficient than you could be.

Certainly, by becoming more systematic in your approach to gathering information and consciously scheduling on one issue at a time, you may find you can manage your distractibility more effectively. You could consider seeking guidance on how to set priorities. Systematic decision-making is a skill that can be learned.

Open-mindedness and originality

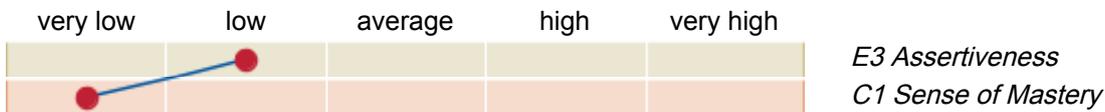


You describe yourself as very open to new experiences: trying new activities and going to new places. You are likely to prefer novelty and variety to familiarity and routine.

Your responses suggest that you are more intellectually curious than most. You are open to considering new and perhaps unconventional ideas. You enjoy intellectual pursuits and theoretical discussions for their own sake. That said, you are realistic in your thinking. While you have as much imagination as most people, you keep your mind on the task at hand rather than getting lost in fantasy.

You are very receptive to your own feelings about the environment or situation you are in. You feel things strongly and your strong emotions, when they arise, can influence your interpretation of the information before you. When managed effectively, your capacity to listen to your feelings and instinctive reactions can bring useful insights about the less tangible aspects of decisions and situations. Effective management here means ensuring that you remain consciously aware of what is feeling and what is fact and that you don't let your feelings about the facts reduce your objectivity.

Confidence in problem-solving



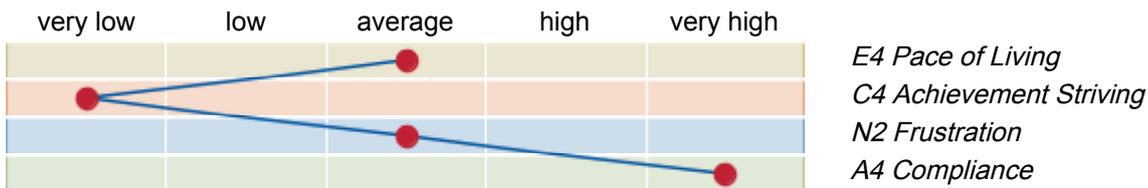
You describe yourself as being less likely than most to express your views to others in an assertive way. You tend to hold back and let others do the talking. You are not one to push yourself forward.

It seems that you have a lower than average faith in your own competence. Your responses suggest that you sometimes feel ill-prepared or ineffective, so you may sometimes defer out of lack of faith in yourself rather than because your considered opinion suggests that someone else has made a valid point.

Planning, organising and implementing

This section explores your operational style: how you go about determining an action plan and implementing it.

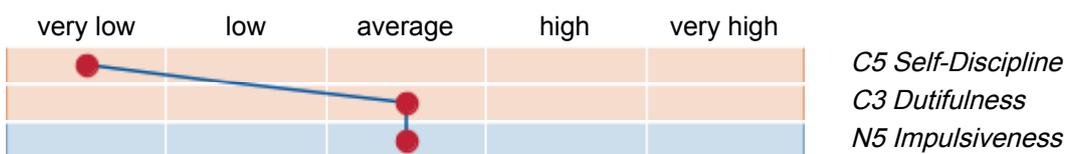
Action orientation



Your pace of working falls within the average range for the reference group. You are as driven as most people to get things done but you don't see yourself as a particularly ambitious person. Your responses suggest that, while you invest as much energy as most in your work, you are not driven by any particular need for personal achievement in that context.

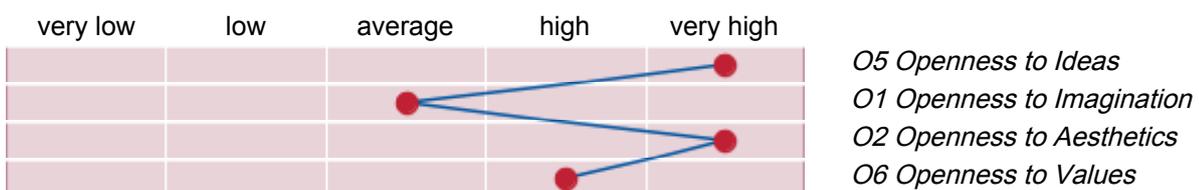
Like most people, you experience frustration when things do not go in the right direction, but you are no quicker to anger than most. Generally, you strive to maintain a harmonious atmosphere in the workplace, so that when you are dissatisfied with someone else's performance or feel you have been treated unfairly, you will not be confrontational or aggressive in your approach to discussing this with them. You may sometimes be disinclined to express your dissatisfaction at all if you think it will cause interpersonal conflict. In this sense you may err on the side of being overly tolerant of poor performance or unfair treatment by others. Be careful that your desire to avoid interpersonal conflict is not at the expense of communicating what you need others to do differently in order to maximise performance and achieve results. Difficult interpersonal issues can be confronted without causing conflict. This may be an area where you could usefully develop your skills.

Conscientiousness



Moral and ethical imperatives to fulfil your obligations are as important to you as they are to most people. That said, your responses suggest that you sometimes find it difficult to motivate yourself to begin tasks or follow them through to completion. Particularly when the task is boring or there are other distractions, you may procrastinate or feel inclined to give up.

Openness to possibilities and alternatives



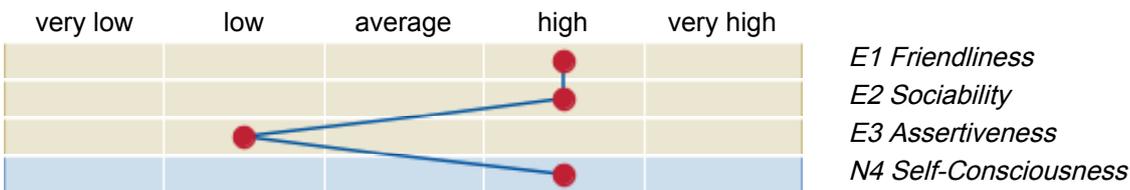
Your approach to work assignments may often reflect your high degree of intellectual curiosity about a wide variety of topics. You enjoy theoretical discussions and are open to new ideas and methods. You are as imaginative as most without being idealistic or impractical. You have an appreciation for artistic expression and aesthetics, which you may also bring to bear on your work and working environment. In these ways, you can be expected to bring new insights to situations.

Where your values and beliefs are concerned, you are by no means dogmatic in your approach. You are willing to question both your own assumptions and those of authority figures.

Style of relating to others

This section explores how you interact with others in terms of both your emotional orientation to other people and the role you adopt in your interpersonal relationships. No value judgements are made about your style of working with others. It is accepted that a style that proves to be an asset in one situation may prove to be a liability in another. It is up to you to reflect on how your style influences the quality of your relationships in your current life situation.

Social energy



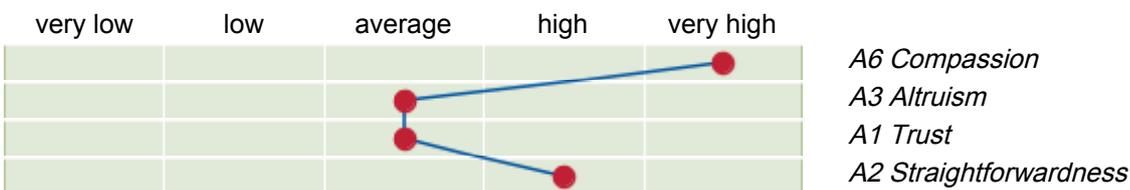
You describe yourself as someone who likes to be around other people. You express a strong preference for doing things as part of a group rather than doing things on your own.

When interacting with others, you are likely to be friendly and warm. You genuinely like people and easily form close attachments.

You do not see yourself as an assertive or forceful person. You have a tendency to hold back from expressing your views or taking the lead in discussions. At times, you may not push yourself forward enough and your opinions can go unheard.

You seem to worry more than most about the possibility of looking foolish or making mistakes in a social context. Particularly in large or unfamiliar social gatherings, you may feel self-conscious when the spotlight falls on you. You may also worry in retrospect about how you came across and what others thought of you.

Attitude to others



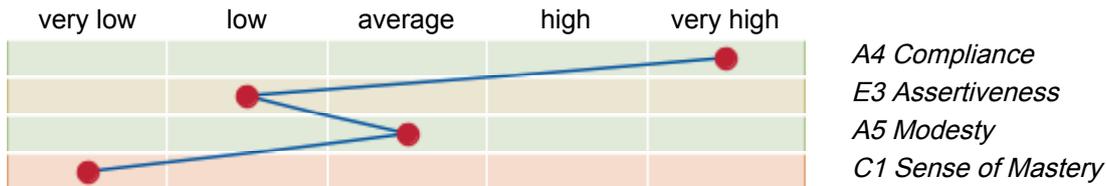
You are a compassionate person who is moved by human needs and concerns. You are sensitive to the human side of decisions and recognise the difficulties of others. As someone who listens to your feelings and senses them strongly, you may need to guard against allowing people to take advantage of your compassion in order to sway your interpretation of the facts.

In terms of getting actively and personally involved in the problems of others, you are as willing as most people to lend a hand, but won't get so personally involved that you neglect your own priorities.

You generally assume that people are trustworthy and sincere, while being alert to any genuine grounds to be suspicious of their motives.

Your style of expression is straightforward, open and sincere. The direct and forthright style of your approach means that others will know where they stand with you. At times this may not be to your advantage; you may err on the side of not giving enough thought to how your words will be received by the other party, or how best to phrase what you have to say in order to get the reaction you want.

Quality of relationships



You are concerned to maintain harmonious relationships with other people and avoid interpersonal conflict. Your co-operative nature is generally an asset, but you may need to guard against compromising too much or backing down too soon simply to keep the peace.

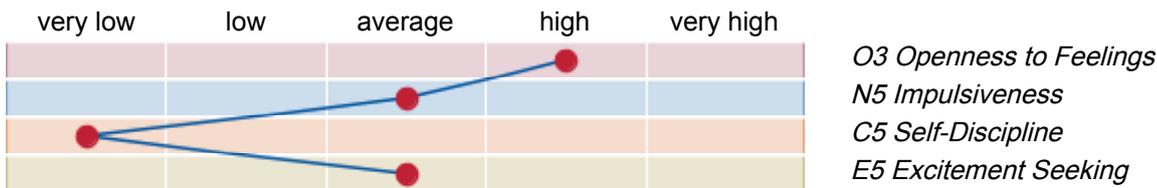
You are as willing as most to talk about your achievements. You neither exaggerate nor undersell the importance of your contributions, except perhaps to yourself. You seem to have a relatively low opinion of your own abilities.

It may be useful to seek occasional feedback on your performance from a supportive colleague to obtain a more objective view.

Personal style

Each of us has a unique emotional signature to our personality. In this section, we explore your emotions and general outlook on life.

Level of emotionality

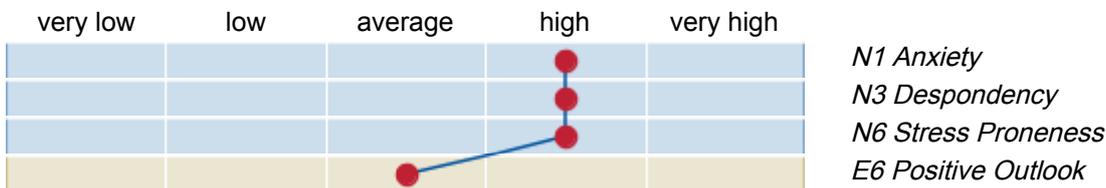


Your feelings are important to you. More than most people, you feel the highs and lows. You listen to your feelings and use them to guide your decision-making.

You are not an impulsive person nor are you overly controlled. You can tolerate frustration, and delay satisfaction of your needs, to the same extent as most people.

Your level of need for environmental stimulation and excitement is within the average range for the reference group.

Pattern of emotions



Through the questionnaire you were asked to report the frequency or intensity with which you feel different types of emotions. This section is not about the extent to which you outwardly express these emotions but rather your internal experience of them.

Your reported experience of positive emotions is within the average range for the reference group, suggesting that you are generally optimistic in your outlook. That said, you also describe a greater tendency than most to feel both apprehension and discouragement. While it is likely that you feel happy more often than you feel down, emotions such as anxiety and discouragement can exacerbate the perception of negative stress and make you feel more vulnerable.

Being aware of your emotions is the first step in learning to manage them. The next step involves becoming more conscious of the thoughts, attitudes or beliefs that underlie them. It is the thoughts we have about events rather than the events themselves that influence our emotions, but often these thoughts are so automatic that we aren't conscious of them. When we deliberately focus on our automatic thoughts about events or situations, we become able to identify self-defeating attitudes or beliefs and challenge them so that they lose their power.

Next steps

It may be helpful for you to consolidate the information in this report by considering the following:

1. List the key strengths that have emerged from this analysis and the extent to which you agree that they are strengths for you.
2. To what extent are you capitalising on these strengths and how might you capitalise on them more?
3. List the key areas of development that have emerged from this report and the extent to which you agree that they are areas for development.
4. To what extent are these development needs relevant to your current situation or future career aims?
5. What actions might you take to capitalise on your strengths and remedy any development needs relevant to your career aims?

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