

Self-report Personality Profile

Dimensions	Left description	Extreme	Distinct	Average/Typical	Distinct	Extreme	Right description	Clusters			
Drivers & Motivations	Content ; values non-work life over career or money; may lack drive to progress; may have 'arrived'	5	4	3	2	1	1	2	Ambitious	Ambitious ; prioritises career and/or wealth-building; (extreme) may be a workaholic	Core energies
	Non-political ; may be uncomfortable in competitive cultures; little need to win over others	5	4	3	2	1	1	2	Competitive	Wants to win ; energised by competition; compares self with others; may be political	
	Sedate ; less physically active; comfortable doing sedentary tasks; may tire before others	5	4	3	2	1	1	2	Physical	Energetic ; physically active; sporting; may dislike long periods of sedentary work	
Energy foci	Dislikes rules ; uncomfortable with rigid routines; may not persist with mundane tasks	5	4	3	2	1	1	2	Diligent	Conscientious with routine work; completes tasks; may not delegate; may over-work	Energy foci
	Does not fuss ; prefers broader issues; may not notice detail; may not attend to quality	5	4	3	2	1	1	2	Perfectionistic	Detail-focused ; values precision and quality; sets high standards; may fuss too much	
	Conservative ; prefers traditional approaches; less inventive; may resist change	5	4	3	2	1	1	2	Creative	Innovative ; enthusiastic about change and ideas; driven to make improvements; adaptable	
Analysis & exploration	Less desire for learning or variety; content with current knowledge; (extreme) may seem closed	5	4	3	2	1	1	2	Learning Oriented	Driven by learning ; high need for mental stimulation and variety; values personal growth	Analysis & exploration
	Accepting ; not a fault-finder; trusting of information; may not notice errors or inconsistencies	5	4	3	2	1	1	2	Questioning	Thinks critically ; analyses and probes; active mind; (extreme) may appear critical	
	Prefers the qualitative ; less scientific or numerical; may not support ideas with data	5	4	3	2	1	1	2	Quantitative	Scientifically minded ; values numbers and logic; (extreme) may be too black and white	
Implementation	Uncomplicated ; down to earth; less curious; (extreme) may appear dry or disengaged	5	4	3	2	1	1	2	Philosophical	Conceptual ; energised by intellectual exploration; curious; may be a balanced thinker	Implementation
	Unstructured ; fluid work style; less organised or systematic; (extreme) may be chaotic	5	4	3	2	1	1	2	Organised	Methodical ; schedules and prioritises; disciplined; structured; tidy; (extreme) may be inflexible	
	Spontaneous ; deals with issues as they arise; may not think ahead; may 'fire-fight'	5	4	3	2	1	1	2	Future Focused	Strategises ; thinks ahead; plans; (extreme) may do more planning than acting	
Function	Contemplative ; dislikes rushed decisions; may not push ahead unless prompted	5	4	3	2	1	1	2	Decisive	Concludes quickly ; moves ahead; accepts risk; (extreme) judgement may be hasty	Function
	Non-technical ; less interested in mechanical, electrical or computer equipment	5	4	3	2	1	1	2	Technical	Technological ; enjoys dealing with mechanical, electrical or computer equipment	
	Less artistic ; more attentive to function than appearance; may not prioritise presentation	5	4	3	2	1	1	2	Visual	Artistic ; notices aesthetics; enjoys designing; may make work look attractive	

Drivers & Motivations
Thinking Style
Interests
Interpersonal Style
Emotional Style

Key: Self-report Boss Peers Direct Reports

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Interests	Unsentimental ; focuses more on tasks than feelings; may seem harsh or uncaring	5	4	3	2	1	Soft-hearted	3	4	5	Social interest	
	Reserved ; less outgoing; may be serious; may feel uneasy around extroverts	5	4	3	2	1	Jovial	2	3	4		5
	Straightforward in dealing with people; may show less interpersonal insight or polish	5	4	3	2	1	Psychological	2	3	4		5
	Not sales-oriented ; sincere; may limit own influence; may overlook getting others' buy-in	5	4	3	2	1	Persuasive	2	3	4	5	Influence
	Uneasy in formal settings; dislikes public speaking; may feel less socially adept	5	4	3	2	1	Confident	2	3	4	5	
	Humble ; avoids selling self; achievements or good work may go unnoticed; modest	5	4	3	2	1	Self-promotional	2	3	4	5	Status
	Egalitarian ; little need for status; easy-going; (extreme) may not drive or discipline staff	5	4	3	2	1	Forceful	2	3	4	5	
	Content to follow ; has few strong opinions; may prefer others to set direction; passive	5	4	3	2	1	Independent	2	3	4	5	Inclusion
	Relies on own judgement ; less inclined to consult others; risks alienating colleagues	5	4	3	2	1	Consultative	2	3	4	5	
	Emotional Style	Less cheerful ; tends to expect the worst; possibly negative; (extreme) may often feel low	5	4	3	2	1	Positive	2	3	4	5
Thick-skinned ; unconcerned about what others think; may be unresponsive to feedback		5	4	3	2	1	Sensitive	2	3	4	5	
Expressive ; makes feelings and opinions known; less diplomatic; may upset others		5	4	3	2	1	Restrained	2	3	4	5	
Highly charged ; tense; rarely relaxes; may feel persistently anxious without reason		5	4	3	2	1	Relaxed	2	3	4	5	
Unconcerned ; level-headed in a crisis; (extreme) may appear to lack urgency or due concern		5	4	3	2	1	Worrying	2	3	4	5	
	Has tended to describe self realistically or critically	5	4	3	2	1	Impression	2	3	4	5	SDRB

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