PSYTECH
INTERNATIONAL

Sam Sample
09 Jun 2020

EXPERT

DERAILERS REPORT

SOLUTIONS
SELECTION

REPORT STRUCTURE

This report presents Sam Sample's Personality Derailers profile in the following sections:

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- Undisciplined – Nonconformist
- Detached – Disengaged
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- Confrontational – Challenging
- Manipulative – Machiavellian
- Avoidant – Passive
- Arrogant – Self-centred
- Moody – Sullen

DISCLAIMER

This is a strictly confidential assessment report on Sam Sample. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of Sam Sample.

The derailer profile arises from a self-report questionnaire and must be interpreted in the light of corroborating evidence gained from feedback and in the context of the role in question taking into account available data such as performance appraisals, actual experience, motivation, interests, values, abilities and skills. As such the authors and distributors cannot accept responsibility for decisions made based on the information contained in this report and cannot be held directly or indirectly liable for the consequences of those decisions.

Sam Sample

GUIDE TO USING THIS REPORT

INTRODUCTION

Risk is an inevitable by-product of almost any activity. This holds true to the risk factors associated with hiring decisions, which are no more so evident than when hiring managers or leaders. While it is often not possible for organizations to eliminate their exposure to such risks entirely, organisations can work to understand the risks and manage their exposure more effectively by investigating individuals' tendencies towards counterproductive behaviour. Personality derailers help identify such challenging behaviours.

The derailers report describes respondents' Personality & Values Questionnaire (PVQ) assessment results in terms of a series of dysfunctional behaviours that can present challenges for organisations in a variety of work settings. The dysfunctional behaviours assessed in this report have been developed from the American Psychiatric Association's and the World Health Organisation's systems for classifying personality disorders and from the seminal work of Theodore Millon on dysfunctional personality types. Despite the origin of these behaviours it should be noted, however, that the report does not assess clinical problems, but rather personality types that can be problematic in work settings.

1	Eccentric – Absent-minded		**7**	Rigid – Perfectionistic
2	Appeasing – Acquiescent		**8**	Confrontational – Challenging
3	Suspicious – Mistrustful		**9**	Manipulative – Machiavellian
4	Volatile – Explosive		**10**	Avoidant – Passive
5	Undisciplined – Nonconformist		**11**	Arrogant – Self-centred
6	Detached – Disengaged		**12**	Moody – Sullen

While extreme personality profiles present significant challenges in most organisational and work contexts, they can also be characteristic of high achievers. (This reflects the fact that high achievers often have quite rare and extreme personality profiles.) Whether such profiles result in functional or dysfunctional behaviour is, in turn, dependent upon the demands of the specific job role, and on the nature of the organizational culture. For example, while someone who has a high score on the 'Confrontational-Challenging' behavioural category is likely to create discord, disharmony and destabilise most organizations, such behavioural categories are often found among effective change agents and innovators. Similarly, while someone who has a high score on the 'Manipulative-Machiavellian' behavioural category may be prone to destabilise most organizations by acting in a manipulative and self-serving manner, such behavioural categories are often associated with effective 'political' operators and negotiators.

Therefore, when basing selection and assessment decisions on this report, it is important to consider the specific demands of the job, and nature of the organisation/team Sam Sample is/will be working with, as this will influence whether the behaviour will be functional or dysfunctional in that particular work context.

The behavioural categories assessed by this report are not pure personality types, but rather are collections of traits which, in combination, can have a negative impact upon a person's performance and culture fit within a given organisation. The dysfunctional behavioural categories consist of extreme scores on combinations of traits that occur quite rarely in the general population. Hence it is not uncommon for an individual to obtain no elevated scores on any of these dysfunctional behaviours. In such circumstances the Personality Derailer

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Sam Sample

Report will provide only limited information about that person's most likely performance, and typical behaviour, at work. In such situations assessors should refer to the other PVQ reports (i.e. the Extended, Emotional Intelligence or Competencies Reports, etc.) to facilitate their selection and assessment decisions.

The report describes those dysfunctional behaviours that Sam's PVQ profile suggests she may be prone to display at work. These should be treated as hypotheses to be explored in greater detail through further assessment. Moreover, when basing selection and assessment decisions on this report it is important to mindful that how likely it is Sam will display any of the behaviours that have been identified in this report, will be moderated by a number of factors. These included her ability level, and job specific skills and knowledge, as well as situational factors, such as the organisation's culture and climate. The report should therefore be interpreted with reference to the results of other relevant assessments. For example:

- Whether or not Sam Sample has displayed any dysfunctional work behaviours in the past, can be assessed through a critical review of her work history, achievements and qualifications to date.
- Her propensity to display dysfunctional work behaviours can also be assessed through structured interviews, situational judgement tests, role-plays and assessment centre exercises.
- Her aptitudes and abilities can be assessed through the use of well-validated, work relevant psychometric tests.
- Sam Sample's job specific skills and knowledge can be assessed through work sample tests, behavioural observation, role-plays and assessment centre exercises.

Please Note:
- The dysfunctional behaviour scores are calculated from Sam Sample's responses on the PVQ personality questionnaire. If this report is to be used to compare different individuals, it is essential that all the reports have been produced using the same norms.
- The report describes Sam Sample's most typical behaviour. Whether or not she will display any identified dysfunctional behaviour in a particular work setting will be influenced by the factors outlined above.

DIMENSIONS

Definitions of the 12 dysfunctional behaviours are presented below.

DYSFUNCTIONAL WORKPLACE BEHAVIOURS

Eccentric – Absent-minded: Individuals with a high score on this dysfunctional behavioural category have little concern for practical matters. They may also be inattentive to practical everyday matters, be forgetful and drift off into flights of fantasy.

Appeasing – Acquiescent: Individuals with a high score on this dysfunctional behavioural category lack assertion and tend to worry about what others think of them. As a result they are prone to say things that they believe will please others and place others' personal needs over their own.

Suspicious – Mistrustful: Individuals with a high score on this dysfunctional behavioural category are suspicious and prone to doubt others' motives. Tending to take a cynical view of human nature, they are likely to believe people are out to further their own ends. As a result, they would be expected to have little tolerance for others and are likely to show their irritation and frustration with them.

Volatile – Explosive: Individuals with a high score on this dysfunctional behavioural category are tense-driven and lacking in composure. In addition to this, they may have difficulty controlling their emotions. As a result, they are likely to vent their frustrations without giving consideration to the impact their outbursts will have on others.

Undisciplined – Nonconformist: Individuals with a high score on this dysfunctional behavioural category are spontaneous and flexible in their attitude and approach towards work, and are unlikely to feel bound by organisational rules, regulations and procedures. They are likely to be inattentive to detail and to be prone to make careless errors and mistakes. They may also be prone to rejecting tried and tested methods out of hand, and to break with the past, simply for the sake of rejecting custom and practice.

Detached – Disengaged: Individuals with a high score on this dysfunctional behavioural category have little interest in other people and are likely to be viewed as being cut-off, distant and reclusive. As a result, they are likely to dislikes teamwork, preferring to work on their own, away from what they may see as the distractions of other people.

Rigid – Perfectionistic: Individuals with a high score on this dysfunctional behavioural category are very perfectionistic and may be obsessive. Consequently, they are likely to be prone to become so focused on details as to lose sight of the bigger picture. As a result, they may be inflexible and rigid in their approach to problems.

Confrontational – Challenging: Individuals with a high score on this dysfunctional behavioural category are direct and may be pointed in their dealings with others. They are unlikely to be diplomatic and tactful, and would not be expected to hold back from saying what is on their mind, even if this might upset others. In addition to this they are likely to appear forceful and pushy, and be prone to be confrontational if challenged.

Manipulative – Machiavellian: Individuals with a high score on this dysfunctional behavioural category are cynical about human nature. As a result, they will be reluctant to deal with others in an open and upfront manner. Being disposed to approach working relationships in political way, they might be expected to be inclined to respond to events in what they consider to be a 'politically expedient' manner. As a result, they might say things which they believe others want to hear.

Avoidant – Passive: Individuals with a high score on this dysfunctional behavioural category lack confidence and are prone to feel anxious in social settings. Consequently, they would be expected to be reluctant to express their views and opinions. Prone to self-doubt, they may avoid taking on tasks for fear of making errors or mistakes.

Arrogant – Self-centred: Individuals with a high score on this dysfunctional behavioural category are confident in social setting, and tend present themselves as being very sure of their own views and opinions. As a result, others may consider them to be arrogant or even opinionated. They are also likely to have little interest in other people and would not be expected to be sensitive to others people's needs.
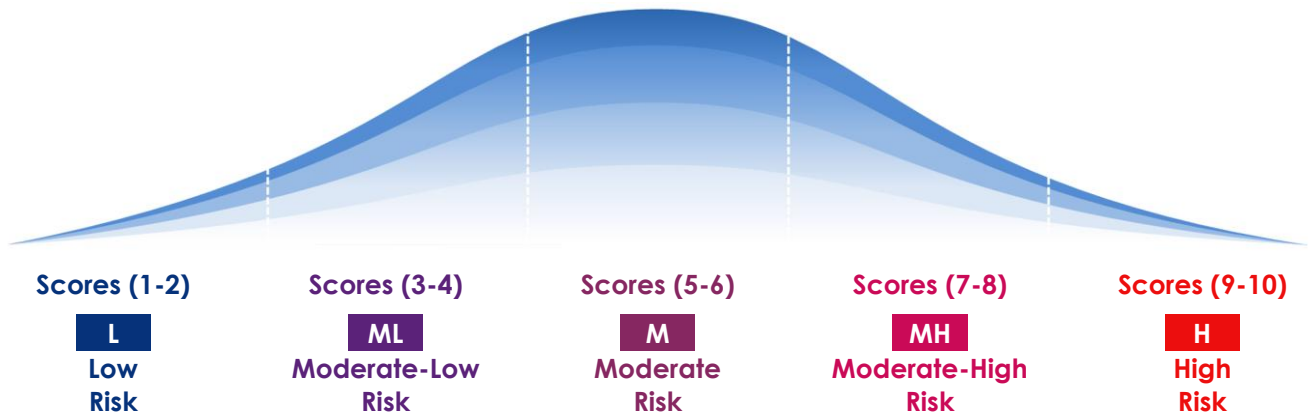
Moody – Sullen: Individuals with a high score on this dysfunctional behavioural category are prone to mood swings. Consequently their colleagues may find them to be changeable and unpredictable in how they react to events and situations. Having lower levels of energy and drive than most people, they are likely to have difficulty dealing with setbacks and failures, and may be inclined to give up when faced with adversity.

RESULTS SCALE

A reference group is used to evaluate Sam Sample's results and determine her tendency to exhibit dysfunctional workplace behaviours compared to others. Her results are presented as standardised scores on a scale of 1 to 10.

The following chart represents a distribution of individuals on a particular scale, where high scores represent greater tendency to behave in a particular manner and low scores represent a reduced likelihood of behaving in a particular manner. An overall level ranging from a "Low" to a "High" risk is provided to help highlight areas of concern.

Scores (1-2)	Scores (3-4)	Scores (5-6)	Scores (7-8)	Scores (9-10)
L	**ML**	**M**	**MH**	**H**
Low Risk	**Moderate-Low Risk**	**Moderate Risk**	**Moderate-High Risk**	**High Risk**

REFERENCE GROUP USED

The following norm was used to generate this report:

Test	Norm Used	Sample Size
Personality & Values Questionnaire (PVQ)	Professionals and Managers	481

RESPONSE STYLE

The Personality & Values Questionnaire (PVQ) contains several scales which measure individuals' test taking attitudes and whether they were committed to portraying themselves accurately. Such measures inform practitioners of the degree to which they can trust and rely on the interpretation of respondents' profiles.

The PVQ contains a number of measures that examine the way in which respondents have approached the questionnaire:

- The response style indicators would suggest that Sam was happy to present herself openly, honestly and without wishing to project a positive or distorted image of herself.
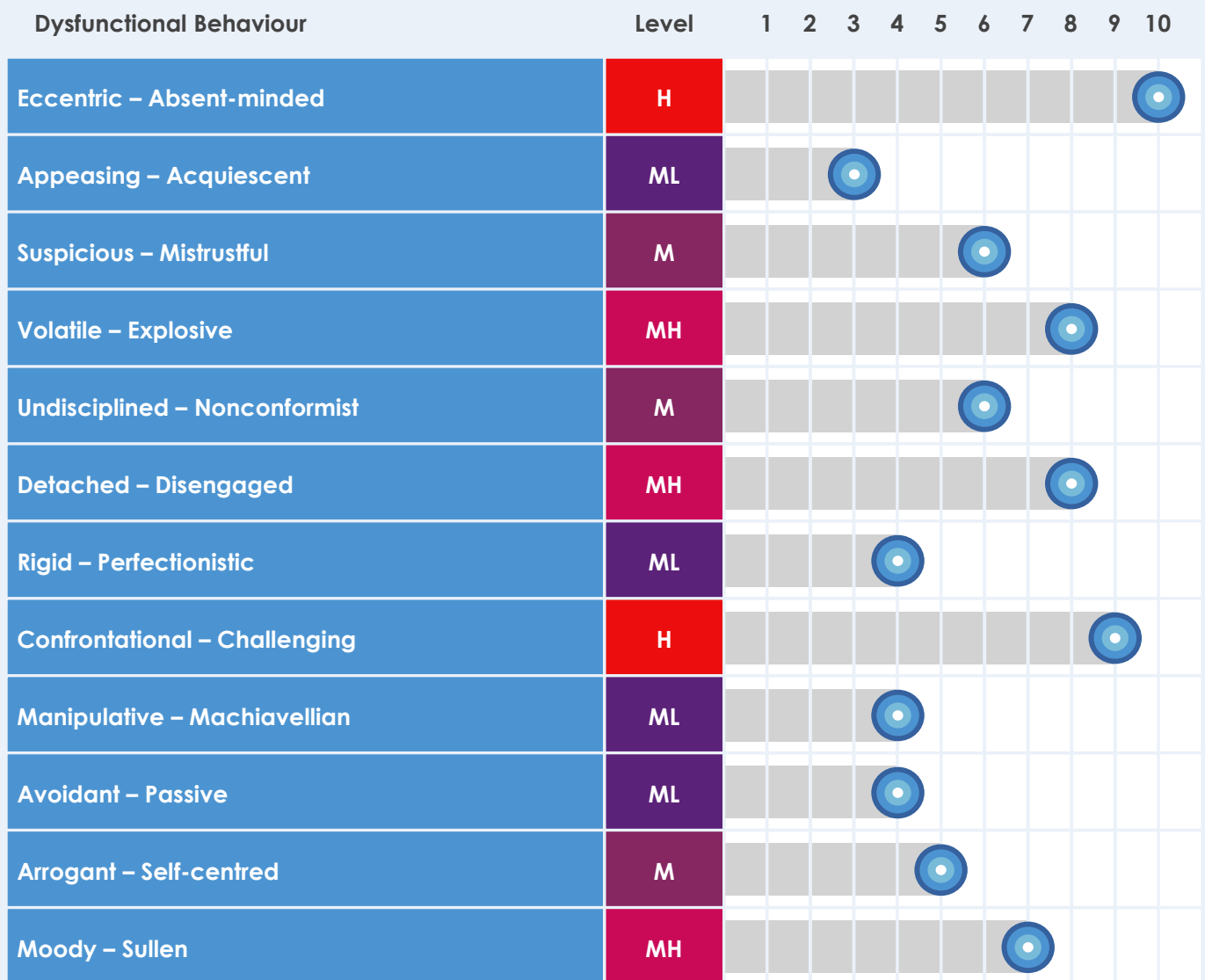
DERAILERS PROFILE

The dysfunctional behaviour scores are weighted composites of the traits that contribute to each behaviour. The score any given individual obtains on these scales depends not only upon that person's pattern of strengths and weakness across the behavioural categories, but also on the importance of each trait in contributing to the particular behavioural category.

Scores which pose 'High' or 'Moderate-High' risks should be investigated further. Descriptions of the behaviours which may impact Sam Sample's work are provided in the following sections.

DERAILERS PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Eccentric – Absent-minded	H									●	
Appeasing – Acquiescent	ML			●							
Suspicious – Mistrustful	M						●				
Volatile – Explosive	MH								●		
Undisciplined – Nonconformist	M						●				
Detached – Disengaged	MH								●		
Rigid – Perfectionistic	ML				●						
Confrontational – Challenging	H									●	
Manipulative – Machiavellian	ML				●						
Avoidant – Passive	ML				●						
Arrogant – Self-centred	M					●					
Moody – Sullen	MH						●				

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ECCENTRIC – ABSENT-MINDED

ECCENTRIC – ABSENT-MINDED PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Eccentric – Absent-minded	H										◉

RISK LEVEL

The scale score Sam obtained on the 'Eccentric – Absent-minded' dysfunctional behaviour category falls within **the high range**. This suggests she is more likely than most to display challenging behaviours within this category.

POTENTIAL RISKS

- She Is very abstract-minded and she has little concern For practical matters.
- She Is strongly inclined to approach problems in an abstruse, and rather rarefied manner.
- She might become so concerned with arcane theoretical issues as to lose sight of everyday matters.
- Her ideas are likely to be rather otherworldly and possibly even rather fanciful.
- She Is more inclined to judge things in terms of whether they look Or feel right, than to evaluate them in a hard-headed, factual way.
- She might be quite disdainful of practical disciplines, such As engineering, preferring instead to focus on what she considers to be loftier issues.
- She Is likely to be inattentive to detail and be quite prone to make careless mistakes and errors.
- Her views and opinions are likely to be different from those of most people.
- She might be expected to come up with ideas that her somewhat more practical colleagues may consider to be rather 'off the wall'.
- She may be prone to be inattentive to everyday matters, to be forgetful and at times drift off onto flights of fantasy.

PROBING QUESTIONS

- Do you enjoy working out the practical details of something, Or are you more interested in 'the big picture'?
- To what extent do you allow values and feelings to influence your judgements?
- To what extent do you rely on intuition in your working day Or in your dealings with others?
- Are there any aspects of your work which require you to look at 'the big picture', rather than be concerned with the detail?
- What was the last idea you became preoccupied with? How did it influence your work?
- When you have an idea, do you like to think through all the practical implications, or leave that to others?
- What thoughts/ideas often occupy your mind?
- To what extent do you allow yourself to be consumed by these ideas?

APPEASING – ACQUIESCENT

APPEASING – ACQUIESCENT PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Appeasing – Acquiescent	ML			●							
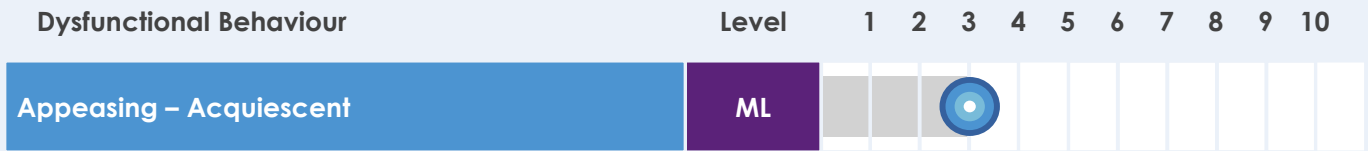
RISK LEVEL

The scale score Sam obtained on the 'Appeasing – Acquiescent' dysfunctional behaviour category falls within **the below average range (i.e. is 4 or less)**. This suggests it is unlikely she will display challenging behaviours within this category.

POTENTIAL RISKS

■ No potential risks could be derived from her profile on this dysfunctional behaviour category.

PROBING QUESTIONS

■ Tell me about a work situation in which others voiced different feelings to yourself over something that was important to you. How did you handle it?
■ Give me an example of when you last put your own wishes before those of others?
■ What sort of person do you find most difficult to deal with and why?

SUSPICIOUS – MISTRUSTFUL

SUSPICIOUS – MISTRUSTFUL PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Suspicious – Mistrustful	M						◉				
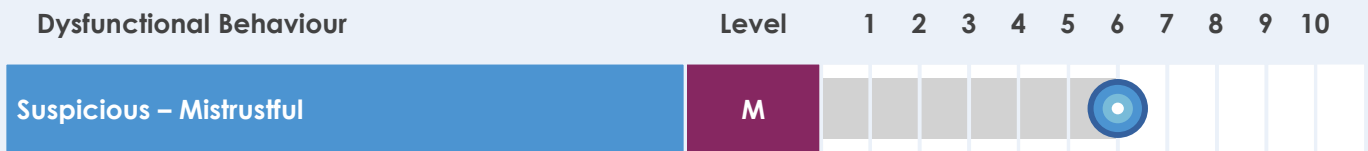
RISK LEVEL

The score Sam obtained on the 'Suspicious – Mistrustful' dysfunctional behaviour category falls within **the average range**. This suggests she is unlikely to display significant challenging behaviours within this category.

POTENTIAL RISKS

- She is fairly tense-driven and prone to be a little impatient.
- She would be expected to not have a great tolerance for people she considers to be slow, indecisive or obstructive, and is likely to be relatively prone to show her irritation and frustration with them.

Although potential risks have been highlighted, the risk of such behaviours arising remains moderate. If such behaviours do emerge, they are likely to be when Sam is stressed or working under extreme conditions.

PROBING QUESTIONS

- When people let you down, how do you react?
- Do you think your friends regard you as someone who might be taken advantage of or not? What evidence have you got for your views?
- Are others in your working group more or less sceptical than yourself?
- Tell me about a time you had to give the benefit of the doubt to someone at work.

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VOLATILE – EXPLOSIVE

VOLATILE – EXPLOSIVE PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Volatile – Explosive	MH								●		
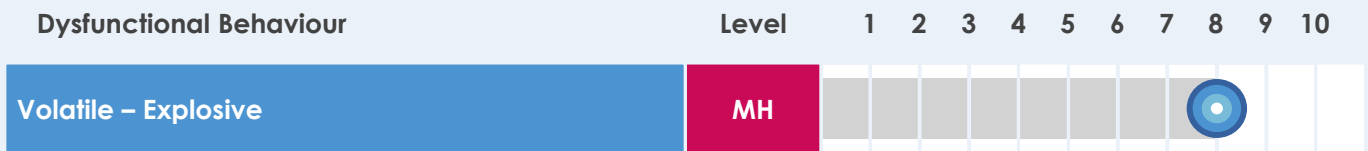
RISK LEVEL

The score Sam obtained on the 'Volatile – Explosive' dysfunctional behaviour category falls within **the above average range**. This suggests she is more likely than many to display challenging behaviours within this category.

POTENTIAL RISKS

- Sam's profile indicates she is fairly tense-driven and somewhat lacking in composure.
- She is likely to have relatively low levels of frustration tolerance and be slightly inclined to respond to frustrations in a potentially explosive manner.
- She may be a little prone to temper outbursts, particularly with people she considers to be slow, indecisive or obstructive.
- Having obtained scores which indicate she Is lacking in social restraint and not diplomatic, Sam Is likely to vent her frustrations without giving particular consideration to the impact her outbursts will have on others.
- Tending not to be that motivated to censor what she says, she may be rather prone to pass ill-considered comments which reflect her sense of frustration and anger. It Is possible such comments may at times cause offense when none was intended.

PROBING QUESTIONS

- Do minor things ever 'get on your nerves'?
- When did you last feel a sense of frustration over something at work?
- Give me a recent example of when you have felt like losing your temper with someone. What was it about?
- What sort of things do you do in order to relax?
- Give Me an example of an instance When you felt really angry With someone, and let them know it in no uncertain way?

UNDISCIPLINED – NONCONFORMIST

UNDISCIPLINED – NONCONFORMIST PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Undisciplined – Nonconformist	M						◉				

RISK LEVEL

The score Sam obtained on the 'Undisciplined – Nonconformist' dysfunctional behaviour category falls within **the average range**. This suggests she is unlikely to display significant challenging behaviours within this category.

POTENTIAL RISKS

- Sam's profile indicates she is spontaneous and flexible in her attitude and approach towards work.
- She Is likely to be inattentive to detail and to be quite prone to make careless errors and mistakes.
- Her profile suggests she may prone to reject tried and tested methods out of hand, and to break with the past, simply For the sake of rejecting custom and practice.
- At times others may feel her radical views are simply intended to shock, Or to challenge established opinion, of which she Is likely to be dismissive.

Although potential risks have been highlighted, the risk of such behaviours arising remains moderate. If such behaviours do emerge, they are likely to be when Sam is stressed or working under extreme conditions.

PROBING QUESTIONS

- Give me an example of when you 'turned a blind eye' to something that someone did, or did not do, at work.
- Do you feel most people are focused On tried-And-tested solutions? Are there any merits to such solutions? Please explain.
- Can you think of an occasion When you did something which shocked Or surprised a group of friends, Or people at work?

DETACHED – DISENGAGED

DETACHED – DISENGAGED PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Detached – Disengaged	MH								●		
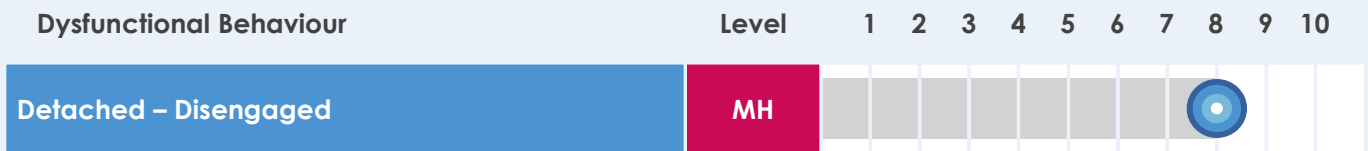
RISK LEVEL

The score Sam obtained on the 'Detached – Disengaged' dysfunctional behaviour category falls within **the above average range**. This suggests she is more likely than many to display challenging behaviours within this category.

POTENTIAL RISKS

- Her profile suggests she dislikes teamwork, much preferring to work On her own, away from what she may see as the distraction of other people.
- She is likely to appear to lack motivation and drive in comparison with her more lively and animated colleagues.
- As others are likely to view her as being dour and quite lacking in animation, she is unlikely find it that easy to motivate her colleagues and subordinates and engender enthusiasm in them.

PROBING QUESTIONS

- Can you think of an occasion when you found it easier to work on your own rather than in a group?
- Have you found it easier to cope when you are under pressure by getting on with things on you own?
- Describe a team experience you found particularly disappointing. What made the experience disappointing?
- Give me an example of a situation where you were responsible for motivating a team. Were you able to motivate them? How did you manage?

RIGID – PERFECTIONISTIC

RIGID – PERFECTIONISTIC PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Rigid – Perfectionistic	ML				●						

RISK LEVEL

The score Sam obtained on the 'Rigid – Perfectionistic' dysfunctional behaviour category falls within **the below average range (i.e. is 4 or less)**. This suggests it is unlikely she will display challenging behaviours within this category.

POTENTIAL RISKS

- No potential risks could be derived from her profile on this dysfunctional behaviour category.

PROBING QUESTIONS

- Give me an example of a work-related risk you took which paid off.
- Are there any aspects of your work which require you to look at 'the big picture', rather than be concerned with the detail?
- Tell me about a time someone approached you with an innovative idea. What did you do?
- Give me an example of when you initiated a change at work.

CONFRONTATIONAL – CHALLENGING

CONFRONTATIONAL – CHALLENGING PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Confrontational – Challenging	H									●	

RISK LEVEL

The score Sam obtained on the 'Confrontational – Challenging' dysfunctional behaviour category falls within **the high range**. This suggests she is more likely than most to display challenging behaviours within this category.

POTENTIAL RISKS

- Sam's profile suggests she is direct, and may at times be rather pointed in her dealings with others.
- She is unlikely to be diplomatic and tactful, and would not be expected to hold back from saying what is on her mind, even if this might upset others.
- Her scores indicate she Is likely to be forceful and pushy, and be prone to be quite confrontational if challenged.
- She would be expected to be keen to ensure she gets her own way and may be rather prone to 'ride rough shod' over others' views, opinions and needs.
- It is unlikely that her determination to push for action, and to ensure she gets her own way, will be moderated by diplomacy or tact.
- She might have a reputation for upsetting people, which could result in them treating her with 'kid gloves', or trying to hide things from her for fear it may prompt an angry response.
- She would be expected to be insensitive to the social nuances and undercurrents in team settings, and to have little concern for organisational politics.
- She Is unlikely to be a valued team member, Or to be particularly effective in settings where negotiating skills, and tact and diplomacy, are called for.
- She presents herself as being fairly confident of her own intellectual abilities and, as a result, may be quite prone to be dismissive of others' views and opinions, particularly if she considers the other person to be less able than herself.

PROBING QUESTIONS

- Give me an example of an occasion when you had to be very direct in your dealings with someone.
- Can you think of a time recently when you might have unintentionally upset someone through being undiplomatic? How did you feel about it?
- How Do you deal With opposition to your ideas Or plans?
- Tell Me about a (work) situation in which others voiced different feelings to yourself over something that was important to you. How did you handle it?
- Give Me an example of a situation When the feelings of others got in the way of progress. What did you Do about it?

MANIPULATIVE – MACHIAVELLIAN

MANIPULATIVE – MACHIAVELLIAN PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Manipulative – Machiavellian	ML				◉						
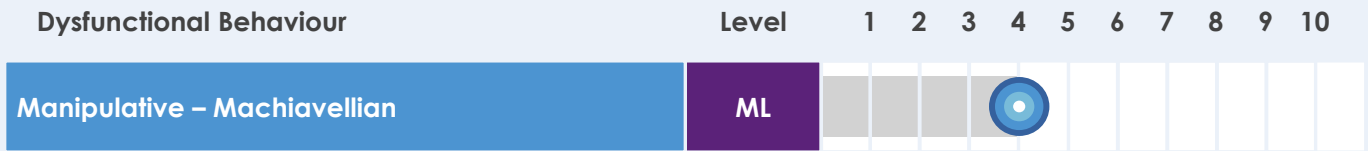
RISK LEVEL

The score Sam obtained on the 'Manipulative – Machiavellian' dysfunctional behaviour category falls within **the below average range (i.e. is 4 or less)**. This suggests it is unlikely she will display challenging behaviours within this category.

POTENTIAL RISKS

■ No potential risks could be derived from her profile on this dysfunctional behaviour category.

PROBING QUESTIONS

■ Do others in your group look to you to 'give it to them straight' or do they see you more as a diplomat. Give an example.
■ Tell me about a time when you developed trust and loyalty with those you were working with.
■ What approach do you use to sell your ideas to others in your organisation? What are the benefits of this approach?

AVOIDANT – PASSIVE

AVOIDANT – PASSIVE PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Avoidant – Passive	ML				◉						
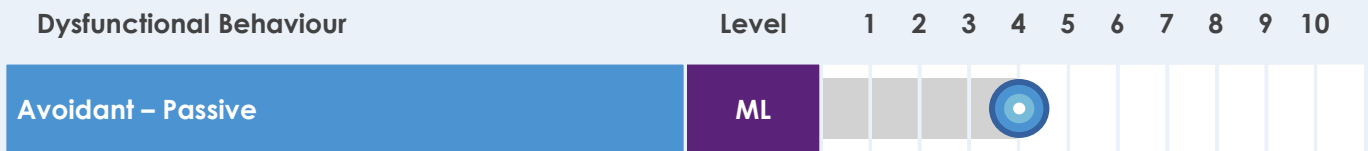
RISK LEVEL

The score Sam obtained on the 'Avoidant – Passive' dysfunctional behaviour category falls within **the below average range (i.e. is 4 or less)**. This suggests it is unlikely she will display challenging behaviours within this category.

POTENTIAL RISKS

- No potential risks could be derived from her profile on this dysfunctional behaviour category.

PROBING QUESTIONS

- What if anything, makes you think you are more - or less - socially confident than those with whom you work?
- Tell me about a time when you stayed with an idea or project for longer than anyone expected you to.
- Describe a situation where you found it necessary to make an unpopular decision. How did you stand by your decision?
- Tell me about a time you had to communicate bad news to your team at work. What was the news and how did you communicate it?

ARROGANT – SELF-CENTRED

ARROGANT – SELF-CENTRED PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Arrogant – Self-centred	M					◉					

RISK LEVEL

The score Sam obtained on the 'Arrogant – Self-centred' dysfunctional behaviour category falls within **the average range**. This suggests she is unlikely to display significant challenging behaviours within this category.

POTENTIAL RISKS

- There is a risk that she may be fairly prone to overestimate her own ability and consequently may not see much need to seek help and guidance from others, even when this is called for.
- She Is unlikely to be that diplomatic.

Although potential risks have been highlighted, the risk of such behaviours arising remains moderate. If such behaviours do emerge, they are likely to be when Sam is stressed or working under extreme conditions.

PROBING QUESTIONS

- How do you respond when someone challenges you abilities?
- Have you ever volunteered for a task or project that was beyond your capabilities? How did you manage?
- Give me an example of supporting someone else's proposed ideas in a meeting.
- Describe a situation where you took the initiative to help or support a colleague at work.
- What do you do when you struggle to understand a complex concept?

MOODY – SULLEN

MOODY – SULLEN PROFILE CHART

Dysfunctional Behaviour	Level	1	2	3	4	5	6	7	8	9	10
Moody – Sullen	MH							●			
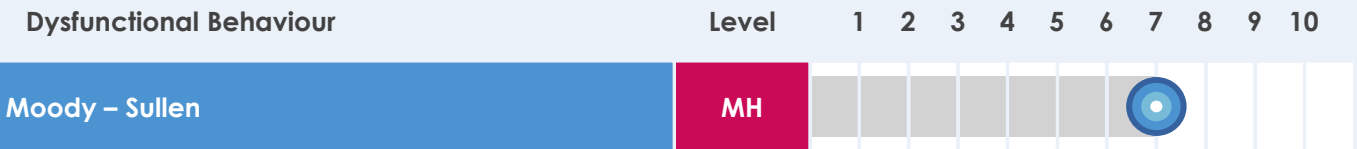
RISK LEVEL

The score Sam obtained on the 'Moody – Sullen' dysfunctional behaviour category falls within **the above average range**. This suggests she is more likely than many to display challenging behaviours within this category.

POTENTIAL RISKS

- Her responses to the assessment suggest she may be quite prone to feelings of despondency, with others possibly viewing her as being somewhat morose and sullen.
- Her colleagues may find that her somewhat negative demeanour may unwittingly sap their enthusiasm.
- Her scores indicate she Is not lively, animated and fun - loving.As a consequence she might be expected to have lower levels of energy and drive than most people.

PROBING QUESTIONS

- What aspects of work do you find to be tedious Or boring?
- Are there any aspects of your work that you find particularly draining?
- Do you regard yourself as more or less predictable than others in your work group?
- What do you do to maintain your enthusiasm during stressful work situations?
- How do you think others amongst your working group cope with boredom? Are you less tolerant or more tolerant of routine than others in your group?
- What are the things you look forward to most at work?