

Sam Sample
09 Jun 2020

EXPERT

DERIVED DIMENSIONS REPORT

PERSONALITY & VALUES QUESTIONNAIRE





REPORT STRUCTURE

The Derived Dimensions Report presents Sam Sample's profile results in the following sections:

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- Team Roles
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- Career-Theme Scales
- Culture Fit

3. PVQ Profiles

- Response Style Indicators

DISCLAIMER

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

This 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.

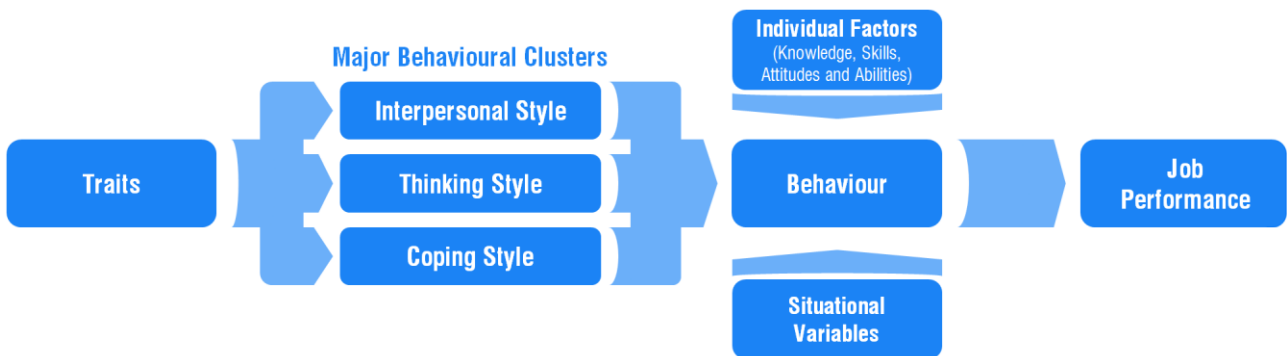


GUIDE TO USING THIS REPORT

INTRODUCTION

The Personality & Values Questionnaire (PVQ) is an assessment of personality, values and individual differences. The PVQ is based on one of the most researched and respected models of personality, identifying behaviour preferences across Cattell's 16 personality constructs (Cattell, 1946) from the Fifteen Factor Personality Questionnaire (15FQ+) and additional scales from the Values and Motives Inventory. The combination of personality and values provides a comprehensive insight into how people typically think, feel and interact in ways that may be productive or counter-productive for an organisation.

Extensive research, conducted over many years, has consistently demonstrated that 10-30% of the variance in job performance is attributable to personality differences. Moreover, a person's potential for burnout, their trainability and subsequent job satisfaction, have all been shown to be strongly influenced by personality. Thus, personality assessment forms a central part of most careers guidance and counselling programmes, with the aim of helping individuals maximise their potential by finding an optimal match between their personality and their choice of career. The model below illustrates the relationship between behavioural preferences and job performance:



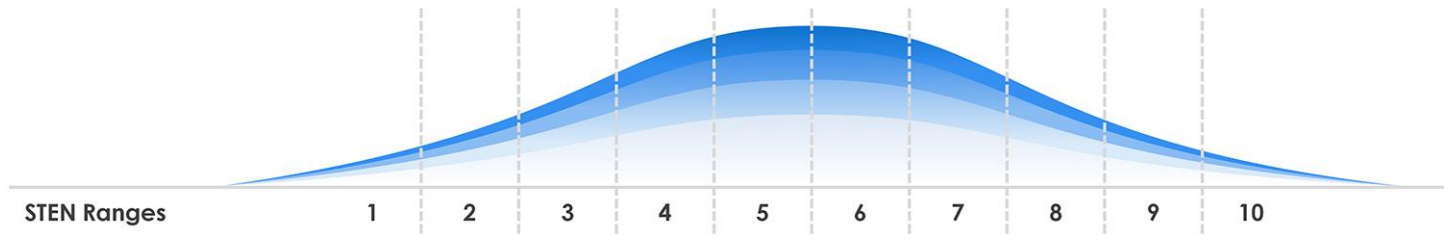
THE DERIVED DIMENSIONS REPORT

The Derived Dimensions Report provides information on behavioural styles and likely business outcomes such as Team Roles, Leadership Styles, Subordinate Styles, Influencing Styles, Career Themes and Culture Fit.



REFERENCE GROUP (NORM) USED

A reference group is used to evaluate Sam's results. Her results are presented as standardised STEN scores with Mean=5.5 and SD=2 as demonstrated in the following chart.



The following norm was used to generate this report:

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

UNDERSTANDING THE CHARTS AND TABLES

Much of the information provided in this report is presented in the form of charts or tables, which is why it is important to be able to read them accurately and make use of the information contained within them. The following elements are used to present the data in the charts and tables:

Element	Description
Raw	The Raw score is simply the (un-scaled) sum of item scores in the 'keyed' direction.
STEN Score	The STEN score is a standardised scale used to compare respondent results. The score has a Mean of 5.5 and Standard Deviation of 2. This score is presented as a 10-point scale in the results chart.
Standard Error of Measurement (SEm)	The Standard Error of Measurement is a measure of the range within which an individual's hypothetical 'true' score is likely to fall within 68% probability. It is presented as blue error bar surrounding the respondent's obtained STEN score in the results chart.



DERIVED DIMENSIONS

This section provides scores and brief descriptions for a variety of derived criterion scales. The derived criterion scales are designed to add further useful insight into the candidate's character and most likely work place behaviour. Test users should consider these criterion scores to be hypotheses about the respondent's likely work based behaviour, which should be tested with reference to the PVQ profile and other sources of information.

The derived dimensions measured include:

Team Roles

Describe how Sam Sample is likely to interact with her colleagues in a team situation.

Leadership Styles

Describe which of a range of leadership styles Sam Sample is most likely to adopt.

Subordinate Styles

Describe which of a range of subordinate styles she is most likely to adopt.

Influencing Styles

Describe which of a range of influencing styles she is most likely to adopt.

Career-Themes

Provide a match between Sam Sample's personality profile and those of the broad occupational groups listed.

Culture Fit

Describes Sam Sample's preference to work under different workplace conditions.



TEAM ROLES

The Team Roles describe how Sam Sample is likely to interact with her colleagues in a team situation. The specific ways in which she will express her preferred team style may, however, vary according to the situation. In addition, this behavioural style takes no account of her intellectual approach to problems and the quality of her decisions. The scores below indicate Sam Sample's general propensity for a particular team role orientation. It must be noted that different styles may be adopted according to the demands of the situation and consequently a description of Sam Sample's predominant and secondary team styles is provided.

TEAM ROLE CHART

Role	Score	1	2	3	4	5	6	7	8	9	10
Coordinator	4.4				4.4						
Shaper-Driver	5.8					5.8					
Evaluator-Critic	8.3							8.3			
Implementer	1.1	1.1									
Team Builder	5				5						
Resource-Investigator	5.3					5.3					
Inspector-Completer	3.1			3.1							
Innovator	10										10

Team Role Combination – Evaluator-Critic/Innovator

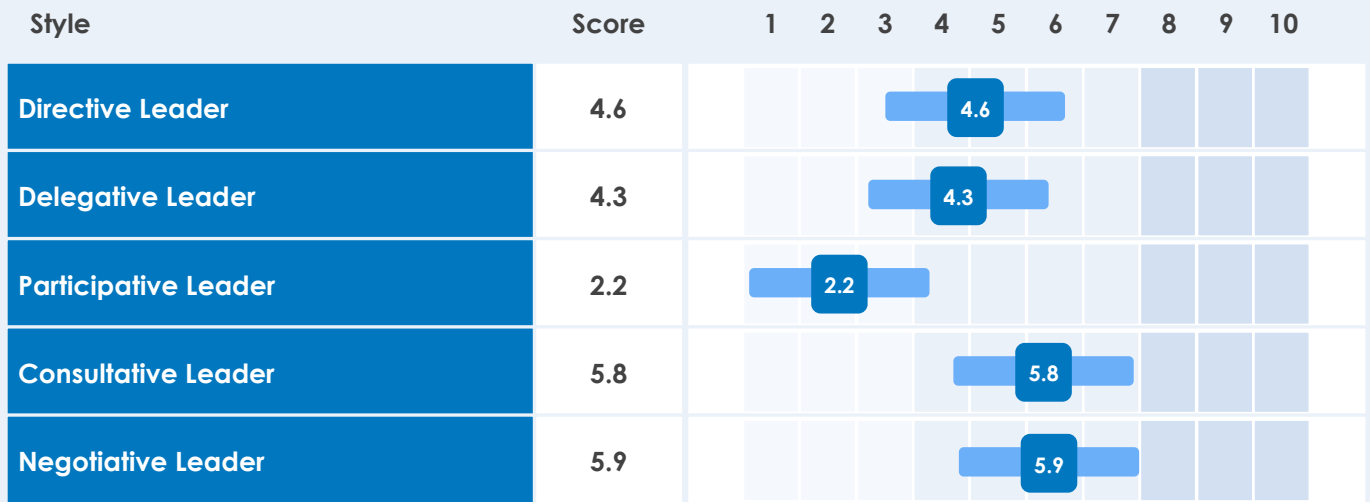
Sam Sample is likely to have a shrewd and penetrating mind, together with the capacity to evaluate her own ideas and those of others and come up with an integrative statement about what should be done. Although she is likely to have the capacity to be creative herself, her tendency may be to sit back and think while others do the talking. Her keen critical abilities may help her to sort through ideas with the effect that her contributions will be planned carefully. However, her somewhat sceptical style and capacity to identify the flaws in arguments may cause her to censor herself and thus inhibit her own ability to be innovative. She may need encouragement to recognise her own creativity and promote her ideas. Perhaps she could make a more creative contribution in a group if she was encouraged to reveal her own thoughts more regularly instead of coming in only to evaluate the ideas of others. However, this may not be an easy stance for her to take because she gets caught up in her own thoughts and plans and does not necessarily share them with others. Hence, she may work best when she is encouraged to positively state a position that incorporates expertise into a group plan of action. Given the right circumstances, she could be an excellent strategist.



LEADERSHIP STYLES

Based on the work of the American Organisational Psychologist Bass, the Leadership Styles describe which of a range of styles Sam Sample is most likely to adopt. This may be of relevance to a variety of situations where there is a requirement to manage others. As with most personality characteristics, the profile only describes Sam Sample's most likely styles and not performance. Effective performance will depend on many factors including the organisational culture in which the individual is operating.

LEADERSHIP STYLES CHART



Primary Leadership Style: Negotiative Leader

Negotiative leaders motivate subordinates by encouraging them, through incentives etc., to work towards common objectives. Hence, through a process of negotiation attempts will be made to arrive at some mutually equitable arrangement with the other members of the team so as to motivate them to work in a particular way. Negotiative leaders tend to rely on their skills of persuasion to achieve their stated goals. Many Negotiative leaders have well developed image management skills and they typically utilise these to moderate their approach according to the circumstances in which they find themselves. This capability, coupled with a desire to achieve, can mean that sometimes they adopt unconventional methods to achieve their desired objectives.

Secondary Leadership Style: Consultative Leader

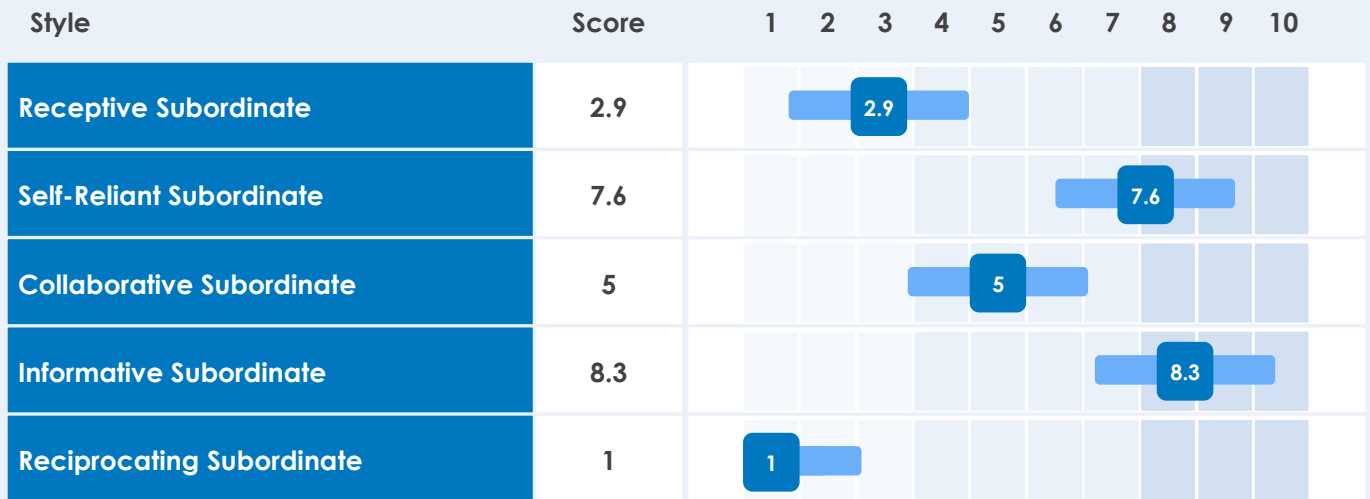
The Consultative leadership style combines elements of both democratic and Directive leadership orientations. They value group discussion and tend to encourage contributions from the separate members of the team. However, although group discussions will be largely democratic in nature, Consultative leaders typically make the final decision as to which of the varying proposals should be accepted. Hence, the effectiveness of this leadership style will be dependent upon the individual's ability to weigh the advantages and disadvantages of each of the varying ideas produced by the members of the group and their capacity to encourage them to accept a final decision that may not necessarily be that favoured by the majority.



SUBORDINATE STYLES

Based on the work of the American Organisational Psychologist Bass, the Subordinate Styles describe which of a range of styles Sam Sample is most likely to adopt. This may be of relevance to a variety of situations where a particular management style is in place. As with most personality characteristics, the profile only describes the style of management to which Sam Sample is most likely to respond and not effectiveness. Effective performance will depend on many factors including the organisational culture in which the individual is operating.

SUBORDINATE STYLES CHART



Primary Subordinate Style: Informative Subordinate

Managers generally approach Informative Subordinates in the knowledge that their ideas and opinions will be sound and informed. Informed Subordinates typically produce creative ideas and innovative solutions. Their capacity to subject their own ideas and those of others to a detailed critical analysis usually means that their proposed solutions rarely have any major flaws. Consultative leaders will value such individuals within their team, viewing them as a useful and reliable source of information.

Secondary Subordinate Style: Self-Reliant Subordinate

Self-Reliant Subordinates tend to be most effective when working in an environment that allows them freedom to express their own ideas. They are generally innovative individuals who are also concerned with achieving results; thus, their ideas will typically be imaginative but tailored to solving the particular problem in question. However, problems may occur if such individuals are required to work in environments that require strict adherence to existing procedures and methods. In such situations Self-Reliant Subordinates tend to feel that their individuality is being stifled thus causing them to become discontented and irritable. It would therefore be inappropriate to pair them with a manager with a directive style as this will invariably result in a mismatch of approaches.



INFLUENCING STYLES

The Influencing Styles describe which of a range of styles Sam Sample is most likely to adopt. This may be of interest in relevance to a variety of situations where there is a requirement to influence others or sell a product, service or idea. As with most personality characteristics, the profile only describes Sam Sample's most likely styles and not performance. Effective performance will depend on many factors including the type of product, the customer, the specific situation and the organisational culture in which the individual is operating. Equally, different styles may be adopted according to the demands of the situation and consequently a description of Sam Sample's predominant and Secondary Influencing Style is provided.

INFLUENCING STYLES CHART

Style	Score	1	2	3	4	5	6	7	8	9	10
Confident Communicator	6.6							6.6			
Rapport Creator	4.2				4.2						
Culture Fitter	1.5	1.5									
Culture Breaker	7.4							7.4			
Enthusiast	3.2			3.2							
Perseverer	1.8	1.8									
Business Winner	7.5							7.5			
Technician	6.5							6.5			
Admin. Support	2.9			2.9							
Team Manager	6.3							6.3			

Primary Influencing Style: Business Winner

The Business Winner typically attracts new opportunities from previously unknown sources. This will often be achieved through a combination of persistence and the preparedness to try novel and unconventional approaches to influencing or selling. With a tendency to be highly competitive they usually work hard for their successes but their tendency to be unconventional may cause discomfort amongst their colleagues. The Business Winner will usually be a particular asset in those times when existing areas have become saturated or when there is a particular requirement to expand into new markets.

Secondary Influencing Style: Culture Breaker

In contrast to many other approaches the Culture Breaker will generally take a radical stance, presenting ideas which are likely to be different from the culture of the client's organisation. Through presenting such radical ideas they will tend to create an image of knowledgeable integrity. The recipient is then likely to feel that they are receiving information based on a reasoned assessment of their needs. Obviously, the success of this approach is dependent upon the confidence and technical competence of the Culture Breaker.



CAREER-THEME SCALES

Career-Themes are based on the work of Holland. These provide a match between Sam Sample's personality profile and those of the broad occupational groups listed. The scores take no account of other important factors such as interests, aptitudes, qualifications and work experience.

CAREER-THEME CHART

Theme	Score	1	2	3	4	5	6	7	8	9	10
Realistic Theme	1.7		1.7								
Investigative Theme	9.9									9.9	
Artistic Theme	9.7									9.7	
Social Theme	5.2				5.2						
Enterprising Theme	4.4				4.4						
Conventional Theme	4.1				4.1						

Realistic Theme

Activities involving manipulation of mechanical devices and principles of mechanics and physics. High scorers are likely to be technically orientated, repairing mechanical devices, working on motor cars. They may also enjoy outdoor activities.

Investigative Theme

Activities involving the manipulation of ideas and scientific principles. High scorers will enjoy applying logical and/or scientific principles to the resolution of experimental problems. They may enjoy laboratory work.

Artistic Theme

Activities centred around the expression of artistic and creative ideas. High scorers are typically interested in the Arts in the broadest manifestation e.g. art, music, writing, composing, dance, design etc.

Social Theme

Activities centred on helping or caring for others. High scorers tend to express an interest in charitable work, involving caring for the elderly, children with special needs or counselling, teaching and generally assisting others to achieve their potential.

Enterprising Theme

Activities involving the attainment of objectives through people. High scorers generally express an interest in managing or leading others or taking charge of situations. As such they are attracted to business related situations where they are able to exercise leadership skills.

Conventional Theme

Activities involving organising, administration and well established work practices. High scorers enjoy developing and maintaining systems, operating business machines, doing paperwork, bookkeeping and accountancy.



CULTURE FIT

The culture fit scores estimate Sam's preference to work under certain workplace conditions. Not all the conditions provided are relevant to all organisations, which is why it is recommended to identify which conditions best fit the culture of the organisation before exploring Sam's specific workplace preferences.

The results of the culture fit profile can help determine the types of motivators and environments that stimulate Sam and which, in turn, can help her perform at her best.

CULTURE FIT CHART

Roles which require/provide...	Score	1	2	3	4	5	6	7	8	9	10
Working under pressure	7							7			
Working under constantly changing conditions	5					5					
Working long hours	6						6				
Maintaining high standards	6						6				
Working in a competitive environment	7							7			
Exercising diplomacy	1	1									
Addressing the public and giving presentations	6						6				
Working closely with others	3			3							
Financial rewards and incentives	7							7			



PVQ PROFILES

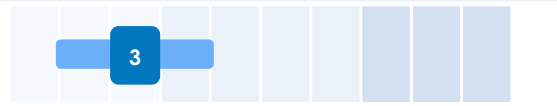
RESPONSE STYLE INDICATORS

Distortion Scales

Low Medium High
1 2 3 4 5 6 7 8 9 10

Social Desirability

A high score indicates that the respondent answered in a way which may present an unrealistically positive image of themselves.

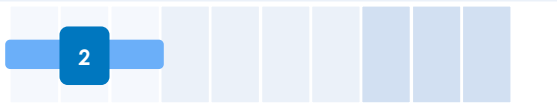


Risk Scales

Low Medium High
1 2 3 4 5 6 7 8 9 10

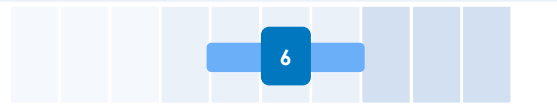
Central Tendency

A high score suggests that the respondent has been indecisive and/or non-committal in their answers.



Acquiescence

A high score suggests that the respondent has responded to questionnaire items affirmatively more often than most others.



Infrequency

A high score indicates that the respondent has provided unusual responses and may not have attended diligently to the questionnaire.

