

Complete Report

Candidate Example

Identity Code	MKGTV
Entry Date	27 March 2010
Department	Example Inc.
Function	Example

Introduction

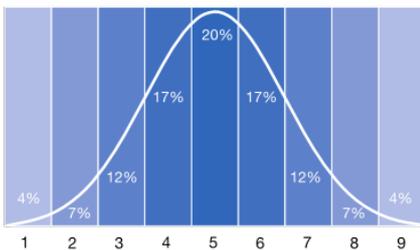
You have completed one or more questionnaires in the Online Talent Manager system. This report explains the results of these questionnaires. All Online Talent Manager tests were developed by highly experienced psychologists and are based on years of research. Having said that, these results are based on your responses, your openness and honesty play a large role in the accuracy of this report.

Norm Group

There is no universal, absolute scale of personality. We calculate your results by referencing a 'norm group'. The numerical score given for each trait is a representation of how your results compare to those of the norm group. Your score may vary depending on the norm group(s) used to generate this report.

Stanine scores

Your scores on all traits will be represented as a single number ranging from 1 to 9. This graphic displays the shape of a normal distribution of respondents. As you can see, the 1 and 9 scores are quite extreme, with each of them only occurring 4% of the time and that fully 20% of all respondents will have a 5 score on any particular trait. These scores are NOT a representation of 'good' or 'bad' results, they are only a representation of how you scored compared to others in the norm group.



The Competing Values Framework (aka: Quinn Model)

The Quinn Model is a way of looking at behavior in the workplace. This model is an effective way of relating personality information to real-world behavior, styles, and competencies. The graphic we use to display this information is called a 'circumplex'. This means that traits that are near each other have a high correlation and traits that are far away (or opposite) have a negative correlation with each other. Thus, if you have high scores in the 'red' quadrant, your scores will tend to be low in the opposite 'purple' quadrant. In general, these graphs are a handy shortcut for relating different personality test results together into a single framework for easier understanding.

Career Values

Values are deeply-held and stable personal preferences anchored in individuality and aims that we are not even fully aware of. Values give direction to our views and our behaviour. They lie at the basis of important decisions and form an important part of who we are. Values indicate what we find important and what we need to realise in our surroundings to be fulfilled and function effectively. The Career Values test, developed by Tjoa and Goos, measure 17 separate values and indicates which values are most important in your career and work life. Comparison of career values in teams makes additive, strengthening, and shared goals visible, but also illuminates the cause of conflicts and ineffective behaviour. The results of this test indicate the order of the most important career values. Though the actual scores shown can be telling, the most important information is the order of these responses. Pay extra attention to the top 4 to 5 values, these values are the most important to the candidate.

Your scores have been compared to a group of respondents with the following characteristics: (B3)

- Education level: Bachelor's degree
- Test situation - development

Autonomy

As much scope and freedom as possible to determine the way of working, the approach to problems and the speed and timing of work. Preference for working relationships and working environments with little obligation or requirement to account for performance.

1 2 3 4 5 6 **7** 8 9

Your score for the career anchor of Autonomy is above average. You like having considerable scope and freedom to determine how you work and how you deal with problems. You like deciding the speed and timing of and priorities in your work yourself. You prefer working relationships and working environments where there is little obligation or requirement to account for performance.

Lifestyle Integration

A balance between the working environment, career development and personal situation. A good balance between work and private life. Prepared to compromise on career opportunities in return for more free time and greater fulfillment outside work.

1 2 3 4 5 6 **7** 8 9

Your score for the career anchor of Lifestyle Integration is above average. You actively strive to achieve a balance between your working environment, career development and personal situation. You attach an above-average degree of importance to achieving a good balance between your work and private life. You are prepared to compromise on career opportunities in return for more free time and greater fulfillment outside your work.

Authenticity

A career reflecting your deepest values. A career based on what essentially appeals to you rather than on what other people think. Being yourself in your work and career, irrespective of what other people expect or demand of you. Not behaving differently in your work than otherwise. Following your calling.

1 2 3 4 5 6 **7** 8 9

Your score for the career anchor of Authenticity is above average. It is of more than average importance to you for your career to reflect your deepest values. You opt for a career based on what really appeals to you rather than on what other people think, expect or demand. You choose for spontaneity and for being yourself in your work and career. You do not want to behave differently from your real self. You like to follow what you regard as your calling.

Technical and Functional Specialisation

Mastering a specific, clearly defined competency area. Developing in specialized area of expertise. Deriving one's identity from being a specialist. Being recognized as an expert. Seeing the content and depth of the work as an important if not the most important challenge and source of satisfaction.

1 2 3 4 **5** 6 7 8 9

Your score for the career anchor of Technical and Functional Specialisation is average. You derive a certain element of your identity from being a specialist. You have an average degree of interest in mastering a specific, clearly defined competency area to perfection. You grasp some of the opportunities to develop in your specialised area of expertise. An average score may also mean that whether you attach a lot or little importance to Technical and Functional Specialisation as a career anchor depends on the situation and circumstances.

Service and Commitment

Making yourself available for a good cause. Committed to a social cause and the people involved. Fulfillment through providing help and service that is of benefit to society as a whole.

1 2 3 4 **5** 6 7 8 9

Your score for the career anchor of Service and Commitment is average. You feel an average degree of calling to make yourself available for a good cause. You feel an average degree of interest in committing yourself to a social cause and the people involved. You gain some fulfilment through providing help and service that is of benefit to society as a whole. An average score may also mean that whether you attach a lot or little importance to Service and Commitment as a career anchor depends on the situation and circumstances.

Creativity

Enjoying thinking up and developing new ideas. Enjoying being involved in new developments. Contributing to the development of new products and services. Pushing back the boundaries in a certain area. Trying out new things.

1 2 3 **4** 5 6 7 8 9

Your score for the career anchor of Creativity is below average. You are less focused on thinking up and developing new ideas. You are not particularly interested in being at the forefront of new developments. You have a limited interest in contributing to the development of new products and services. You do not feel any great need to push back boundaries in a certain area. You have only a limited interest in trying out new things.

Variation

Focus on having high levels of variation in your work, with every day being different and your not knowing beforehand what you will be doing on any particular day. Preference for a working environment with little monotony.

1 2 3 **4** 5 6 7 8 9

Your score for the career anchor of Variation is below average. You do not consider variation in your work to be particularly important. You do not consider it particularly important for every day to be different and not to know beforehand what you will be doing on any particular day. You do not need a working environment with little monotony. You do not consider it particularly important to be moving around in your work. You prefer not to have a range of different tasks and responsibilities to deal with at the same time.

Growth Keeness to develop skills and competencies. Desire to apply knowledge gained. Further developing competencies in breadth and depth.

1 2 3 **4** 5 6 7 8 9

Your score for the career anchor of Growth is below average. You do not regard being able to continue developing your skills and competencies in your job as particularly important. Your motivation is not dependent to any great extent on opportunities to apply and improve your knowledge. You are less focused on developing your competencies in breadth or depth.

Collegiality Attaching importance to and striving for good relationships with colleagues at work. Providing support to colleagues. Contributing to a good team spirit. A working environment that feels like one big, happy family, with colleagues who have time for and interest in each other.

1 2 3 **4** 5 6 7 8 9

Your score for the career anchor of Collegiality is below average. You attach less value to good relationships with colleagues and do little to promote collegiality. You provide little support to colleagues and contribute little to a good team spirit. You do not attach much value to or feel comfortable in a working environment that feels like one big, happy family, with colleagues who have a lot of time for and interest in each other.

Competition Wanting to be the best. Beating or outperforming other people. Being on the winner's rostrum. Preferring and looking for situations to compete with other people.

1 2 3 **4** 5 6 7 8 9

Your score for the career anchor of Competition is below average. You feel less need to be the best. You are not very focused on winning and on outperforming other people. You are fairly indifferent about being able to be on the winner's rostrum. You are not keen on a competitive atmosphere. You do not feel in your element in situations in which you can compete with other people and you do not voluntarily look for such situations.

Relationship with Management Attaching importance to having a boss who pays attention to your personal development and a coach who senses what you need. Having someone you can confide in and who holds up a mirror to you at the right moments. Having a boss with whom you can discuss things.

1 2 3 **4** 5 6 7 8 9

Your score for the career anchor of Relationship with Management is below average. Your enjoyment of your work is not influenced to any great extent by whether you have a boss with whom you can discuss things. You do not attach much importance in your individual jobs and career to having a boss who pays attention to your personal development and a coach who senses what you need. Having a strong personal relationship with someone in whom you can confide, who holds up a mirror to you at the right moments, who encourages you and who makes suggestions does not have much effect on whether you do well at work.

Financial Motivation

Sensitivity to financial incentives in career. Wanting to earn lots of money. Wanting to be rich.

1 2 **3** 4 5 6 7 8 9

Your score for the career anchor of Financial Motivation is below average. You are not very interested in financial incentives in your career. You rarely think in terms of money. Your interest in money is limited and earning large amounts of it is not a goal for you. You are indifferent to the idea of becoming rich.

Motivation to Perform

Making high demands on yourself. Continually focusing on raising the level of performance. Continually wanting to improve your own performance.

1 2 **3** 4 5 6 7 8 9

Your score for the career anchor of Motivation to Perform is below average. Performance is a less important motive in your career. You do not make high demands on yourself. You are not focused on or involved to any great degree in raising the level of performance. Your feeling of need to keep on improving your own performance is below average.

Security

Having guarantees of continuity and economic certainty. Being able to be confident about the future that an employer can offer. Having guarantees of job security.

1 2 **3** 4 5 6 7 8 9

Your score for the career anchor of Security is below average. You do not attach much importance to security. You have less need of clear guarantees of continuity and economic certainty. You do not consider it very important to be able to have confidence in the future that an employer can offer. You do not specifically choose a working environment or job on the grounds of job security.

Prestige

Striving for social esteem through the work you do or the position you hold. Wanting to do work that makes people respect you. Liking being part of a prestigious organisation.

1 2 **3** 4 5 6 7 8 9

Your score for the career anchor of Prestige is below average. You do not strive to any great extent for social esteem in the work you do or the position you hold. You do not choose your work on the basis of the respect you will gain or the prestige it will give you in other people's eyes. You do not consider it particularly important to be part of a prestigious organisation, and this is not a reason for choosing a specific organisation.

Entrepreneurship

Being your own boss. Starting and building up your own business. As an entrepreneur, taking on risks that can generate tangible benefits. Creating something of your own. Reaping a substantial share of the benefits of your efforts and creativity yourself.

1 **2** 3 4 5 6 7 8 9

Your score for the career anchor of Entrepreneurship is low. The idea of being your own boss and starting and building up your own business has little if any appeal to you. You are hesitant about taking on risks as an entrepreneur to generate tangible benefits. You feel no need to create something that is wholly of your own and you do not feel any need to reap a substantial share of the benefits of your efforts and creativity yourself.

Management

Influencing situations and guiding, leading and monitoring people. Enjoying the challenge of complex organisational problems. Motivated to resolve wide-ranging crises in an organisation.

1 2 3 4 5 6 7 8 9

Your score for the career anchor of Management is low. You have little interest in seeking to influence situations and in guiding, leading and monitoring people. You rarely take charge of situations and do not enjoy being at the controls. You do not enjoy and even actively dislike exercising power and manipulation. You do not enjoy dealing with complex organisational problems or see them as a challenge. You do not feel it is up to you to resolve crises in an organisation and do not feel motivated to do so.

Rotation

Your scores have been compared to a group of respondents with the following characteristics: (SB34)

- Education level: Bachelor's degree, Graduate degree
- Test situation - selection or development

The Rotation test measures spatial insight, the ability to visualize movements and objects in space, in combination with analytical and logical reasoning. Spatial insight is a good predictor of success in technical courses and degrees and in technical jobs, both of a more practical and of a theoretical nature. Spatial insight is also vital in many IT and automation jobs. Many jobs in logistics and operational and tactical management often also require this competency. A low score may be compensated by having well-developed powers of verbal and logical reasoning, as well as substantial practical experience.

1 2 3 4 5 6 7 8 **9**

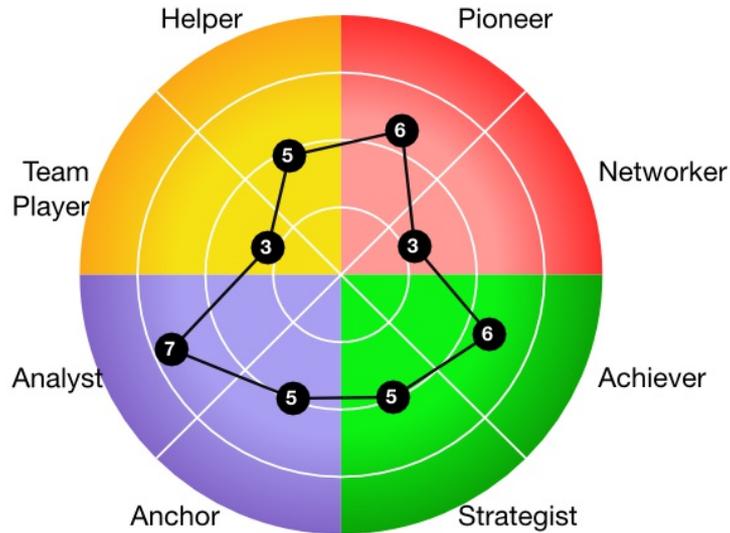
Unfortunately, we cannot give an analysis of the speed and accuracy compared to other members of this norm group.

Work and Leadership Styles

Your scores have been compared to a group of respondents with the following characteristics: (SB1234)

- Education level: Secondary education (high school/vocational school), Associate's degree, Bachelor's degree, Graduate degree
- Test situation - selection or development

The Octogram questionnaire focuses on the personality traits that drive behaviour in the workplace. These personality traits have a strong correlation with Quinn's Competing Values Framework. The scores represent your natural inclinations and how you prefer to work. You can develop and operate in ways that do not match your style, but when you are required to act contrary to your style you will find the work to be more energy-demanding.

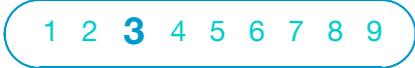


Pioneer Pioneers are innovators and dreamers, creative, always focused on fresh ideas, and trying to do things in a different way. They take the initiative when it comes to making changes.



This score indicates that you are regularly busy with several different tasks at the same time. You are adventurous, love freedom, and want the space to try out new things. Your drive for renewal, creativity, and entrepreneurship are your strengths. You are aware that you can change things too rapidly for others.

Networker Networkers enjoy making new contacts and maintaining existing relations. They are communicative and open. They are able to exert influence and make use of their networks to get results. They are open to opportunities and forging partnerships.



This score indicates that you hold yourself back. You do not easily express your feelings or share confidential and personal information. You do not easily place trust in people without knowing them well. You feel uncomfortable in strange surroundings or when you are with people you do not know well. You network only when you have been asked to, when there is a reason, or when you can introduce information in your area of expertise.

Achiever Achievers are driven to reach targets and book results. They make high demands on themselves and others. They are continuously aiming high and measure themselves against others. Competitive and able to tolerate a lot of stress.

1 2 3 4 5 **6** 7 8 9

This score indicates that you love tension and time pressure find them necessary in your work. You are ambitious and enjoy the recognition and appreciation which you get for your achievements. You put energy into the realisation of your goals and you are tenacious. You are competitive, set a high bar and require others to commit themselves to your goals. You are action oriented, pragmatic, and find it easy to make decisions. You are focused on business and not so interested in the feelings of others.

Strategist The strategist is the long term thinker, focused on the future. The strategist identifies goals and sets a path for reaching those goals. A traditional leadership role where this person makes orders that others are expected to follow.

1 2 3 4 **5** 6 7 8 9

This score indicates that while you are not focused on thinking about the long term, you are, however, prepared to look farther ahead than today. Up to an extent, you think about and bring fundamental problems to light. When drawing up long term plans, you pay attention to recurring patterns. You are pleased to be involved in the definition of organisational policy and charting the course of the business. You involve others in the decision making process, but you are able to take and defend an opposing viewpoint.

Anchor Anchors are most happy when they are introducing structure or implementing procedures. They see themselves as system builders and people who create order out of chaos.

1 2 3 4 **5** 6 7 8 9

You are conscientious about completing your work. You would like for there to be some variety in what you do. You can deal with repetitive or detailed work, but would rather not have that be the majority of your job. You are flexible enough to deal with change in your environment, and actually prefer the newness. You can be patient and work in a structured environment, but too much of that structure will eventually become dull for you. You can work on several tasks at the same time.

Analyst Analysts break problems apart and try to see all the alternatives. These are the people in the organization that are 'the voice of reason'. Analysts focus on gathering information, dealing with facts, being rational, and looking at situations from different perspectives. Always trying to gather more information.

1 2 3 4 5 6 **7** 8 9

You like solving puzzles and working out solutions to complicated problems. Your outlook is somewhat pessimistic and you rely on facts more than emotions when making a decision. You are usually rigorous in hunting down every aspect of information that impacts on your problem. You give as much information as possible to stakeholders in a decision. You want to avoid committing to a course of action until you have all of the facts. You are objective and thoughtful.

Team Player

Team Players are the binding elements in your company, they keep people working together and keep the atmosphere upbeat and supportive. Team Players are focused on building consensus, team harmony, and conflict management.

1 2 **3** 4 5 6 7 8 9

You focus more on getting results than on maintaining team harmony. You tend to avoid team activities that do not directly impact your work. You do not make it a priority to get consensus when making decisions. You feel an urge to do 'better' than others in your team, seeing them mostly as competitors for resources like promotions.

Helper

Helpers are understanding and take the time to listen to others, they have high levels of empathy and sensitivity. Helpers understand the art of supporting the emotional well being of other people. Helpers work to improve communication, develop others, and help others achieve their full potential. Where a Team Player is more focused on the group, a Helper is more focused on individuals.

1 2 3 4 **5** 6 7 8 9

You make an effort to listen to others and understand how they feel. You can be diplomatic, and try to be tactful with others. You seek a balance between the drive to achieve results and your consideration for the feelings of others. You can be critical and direct when needed, but you have a good sense about when a softer tone would be more productive. When making plans, you try to communicate and understand how those plans will affect others.

OP5 Personality

Your scores have been compared to a group of respondents with the following characteristics: (B3G1)

- Men
- Education level: Bachelor's degree
- Test situation - development

The OP5 Personality test is based on the BIG5 model, and works on the principle that personalities can be described in terms of 5 basic dimension, each with a positive and a negative pole. These positive/negative polar factors are found in various languages and cultures. The 5 dimensions have been further subdivided into 30 personality traits to more precisely describe and predict behaviour.

Extraversion

Introversion. Detached in contacts with others. Preferring to stay out of the limelight. Enjoying being on your own. Reserved in dealings with other people. Avoiding risks.

1 2 3 4 **5** 6 7 8 9

Extraversion. Spontaneous. Liking being in the limelight. Needing company. Easy-going in dealings with other people. Tending to take risks.

Emotional stability

Sensitivity. Sensitive, easily upset, insecure. Emotional. Changing moods. Finding it difficult to take decisions. Performing less well under pressure.

1 2 **3** 4 5 6 7 8 9

Emotional stability. Rational, calm, self-assured. Down-to-earth. Steady and balanced. Decisive. Energetic. Able to cope with tensions and criticism.

Conscientiousness

Playful attitude. Light-hearted, untidy. Imprecise. Jocular. Regularly late. Flexible attitude to work. Undisciplined. Easy-going. Not finishing things off.

1 2 **3** 4 5 6 7 8 9

Conscientiousness. Planned and ordered. Meticulous. Methodical. Very punctual. Working to a schedule. Disciplined. Thorough. Persevering.

Agreeableness

Tough-mindedness. More focused on your own interests. Less concerned about other people. Mistrustful. Straightforward. Objective and matter-of-fact. Impassive.

1 2 **3** 4 5 6 7 8 9

Agreeableness. Helpful attitude. Sympathetic to other people. Trustful of other people. Tactful. Focusing on cooperation. Empathetic.

Openness to experience

Conservatism. Traditional. Attached to existing customs and practices. Sticking to tried and tested methods. Conventional. Middle of the road. Not thinking much about the essence of things.

1 2 **3** 4 5 6 7 8 9

Openness to experience. Original. Open to new experiences. Unconventional. Imaginative. Creative. Wide-ranging interests. Having ideas of your own. Open-minded. Reflective.

Dimension of Extraversion

Risk-taking

Not taking unnecessary risks. Rather being safe than sorry. Erring on the side of caution.

1 2 3 4 5 6 **7** 8 9

Daring to take risks. Looking for and taking chances. Need for excitement and adventure.

Sociability

Limited, but possibly close circle of friends. Selective in friendships. Enjoying peace and quite.

1 2 3 4 5 **6** 7 8 9

Enjoying having lots of people around you. Enjoying conviviality. Having a large circle of friends.

Social skills

Hesitant with strangers. Relaxing only with close acquaintances or once the ice has been broken.

1 2 3 **4** 5 6 7 8 9

Easily able to establish contacts with strangers. At ease and self-assured in social situations.

Dominance

No strong need to make presence felt. No tendency to overcompensate for insecurity. Process-based rather than directive style of management or persuasion.

1 2 3 4 **5** 6 7 8 9

Liking to have the last word. Taking charge. Making your presence felt.

Ambition

Satisfied with current social status. Not comparing your status with that of other people. Playing for the enjoyment of the game rather than for the prize.

1 2 **3** 4 5 6 7 8 9

Striving for social status. Wanting to climb the social ladder. Making efforts to build a career.

Expressivity

Listening rather than talking. Preferring to stay in the background rather than be in the limelight.

1 2 3 **4** 5 6 7 8 9

Expressing your feelings. Entertaining others with your stories. Talking loudly and enthusiastically.

Dimension of Stability

Emotional stability

Having strong emotions. Many mood swings. Responding emotionally.

1 **2** 3 4 5 6 7 8 9

Responding calmly. Being composed. Having your emotions under control.

Energy

Operating at a calm pace. Not having a high energy level. Being quick to tire.

1 2 3 **4** 5 6 7 8 9

Having a high energy level. Not being quick to tire. Operating at a fast pace.

Self-confidence

Being more sensitive than you would like. Experiencing life as a heavy burden. Sometimes feeling miserable without any obvious reason. Self-deprecating.

1 **2** 3 4 5 6 7 8 9

Having a strong belief in your own ability. Feeling you can cope with life well. Having a positive view of yourself.

Stress resistance

Needing substantial time to recover from stress. Quick to feel under pressure to perform. Usually performing less well than normal when under pressure.

1 2 3 4 5 6 7 8 9

Performing the same or even better than normal when under pressure. Needing little time to recover from stress. Well able to cope with tension.

Social adequacy

Sometimes reacting excessively sensitively. Not feeling at ease in relationships with others. Quick to feel inferior. Feeling you are a burden to others.

1 2 3 4 **5** 6 7 8 9

Confident and spontaneous in social situations. Feeling you are equally valuable as other people. Not afraid to look foolish.

Self-reliance

Needing emotional warmth and security. Liking to be encouraged in times of difficulty. Liking to be cherished.

1 2 3 4 5 6 7 **8** 9

Little need of emotional support. Well able to put and keep yourself under pressure. Firm with yourself.

Dimension of Conscientiousness

Motivation to perform

Satisfied with current level of performance. Able to demonstrate considerable efforts, but responding negatively to the word 'perform'. Putting the importance of having to perform into perspective.

1 2 3 4 5 6 7 8 9

Wanting to perform well. Continually seeking to improve your performance. Setting high standards for yourself.

Tenacity

Relatively quick to give up. Not persisting for the sake of persistence itself. Tendency to switch goals in response to setbacks or opposition.

1 2 3 4 5 6 7 8 9

Finishing jobs off properly. Persistent in the face of difficulties. Continuing until you achieve your goal.

Goal-oriented

Operating in a light-hearted rather than goal-oriented way. Guided or distracted by impulses or unexpected events. Less focused on specific results.

1 2 3 4 5 6 7 8 9

Setting achievable goals. Focusing on and working towards a goal. Achieving concrete results.

Planning

Enjoying improvisation. Tailoring your style of work and approach to the specific situation. Being flexible.

1 2 3 4 5 6 7 8 9

Working in a planned way. Preparing yourself well. Thinking ahead and anticipating possible problems.

Order

Not attaching much importance to order and neatness. Not needing a tangible system for structuring information as able to maintain a clear overview in your mind. Quickly able to switch attention from one subject to another.

1 2 3 4 5 6 7 8 9

Liking order. Tidying things up neatly. Looking after your own things carefully.

Discipline

Following the spirit rather than the letter of the law. Willing to deviate from regulations and act as you believe best. Not always behaving as expected.

1 2 3 4 5 6 7 8 9

Sticking to the rules. Demonstrating self-discipline and the ability to concentrate. Always behaving as expected.

Dimension of Agreeableness

Trust

Being wary. Only trusting others once you know them well. Not automatically assuming other people's intentions are good.

1 2 3 4 5 **6** 7 8 9

Trusting other people. Giving others the benefit of the doubt. Assuming other people's intentions are good.

Collaboration

More focused on your own results than those of the team. Primarily focusing on your own interests. Not doing much to encourage trust.

1 2 **3** 4 5 6 7 8 9

Working with other people effectively, either bilaterally or in a group. Taking others into account. Doing a lot to encourage trust.

Team focus

Enjoying working alone. Being more productive and feeling happier working on your own than when having to work in a group.

1 **2** 3 4 5 6 7 8 9

Enjoying working in a group. Believing team spirit to be important. Behaving sociably in a group.

Empathy

Having a detached view of people. Not tending to explaining behavior in psychological terms. Taking other people's actual behavior as a measure of them and not looking for ulterior motives or deeper feelings.

1 2 3 4 5 6 7 8 9

Being able to understand someone else's feelings. Being able to put yourself in someone else's shoes. Listening attentively.

Friendliness

Responding to others without frills or any sense of duty. Direct and straightforward. Tendency to formulate hurtful messages less than tactfully.

1 2 3 4 5 6 7 8 9

Responding to others in a friendly way. Being patient. Choosing the right words so as not to hurt other people unnecessarily.

Altruism

Looking at things in a detached manner and focusing primarily on the facts. Able to keep an emotional distance when helping other people. Able to display a degree of toughness if necessary.

1 2 3 4 **5** 6 7 8 9

Sympathetic to other people's problems. Wanting to help people with their problems. Sympathising with people experiencing difficulties.

Dimension of Openness

Creativity

Preferring to stick to tried and tested ways of working. Following the beaten track. Attaching little importance to original ideas.



Thinking up new ways of working. Not restraining your imagination. Enjoying thinking up original ideas.

Vision

Primarily focusing on the here and now. Absorbed by day-to-day problems. Preferring to leave speculation about the future to others.



Having ideas of your own on likely or desirable developments. Thinking in policy terms. Extrapolating to the future.

Breadth of interests

Having interests that are selective rather than broad. Only reading things of direct practical benefit. Having a low level of general knowledge.



Being interested in a very wide range of subjects. Reading a lot. Having a high level of general knowledge.

Awareness of surroundings

Unaware of factors in the surroundings that are important for your own performance. Following economic and political developments casually rather than actively and systematically.



Very aware of factors in the surroundings that are important for your own performance. Following economic and political developments closely. Sensing trends.

Philosophical thinker

Seeing little benefit in thinking about the essence of things. Avoiding philosophical discussions. Disliking theoretical reflections.



Thinking about the essence of things. Entering into philosophical discussions. Enjoying theoretical reflections.

Self-perceptiveness

Not paying much attention or giving much thought to your own ideas and feelings. Not being very aware of your own moods. Making little effort to express your feelings.



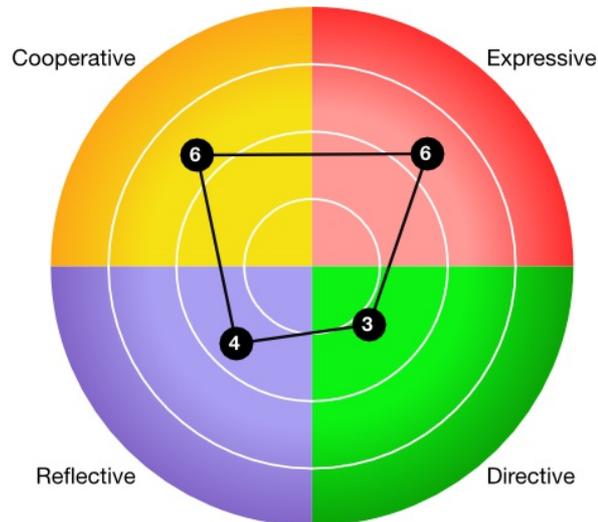
Aware of your own ideas and feelings. Taking account of your own moods. Understanding and being able to express your feelings.

Communication Styles

This test maps out your communication style, how you see yourself through the eyes of others or how you think and feel that other see you in social interactions. It has been shown that social interactions can be described in 2 ways, namely "Targeting" and "Contents". Targeting refers to which party in a conversation is the most receptive to the information exchanged. Contents refers to the information being transmitted in a conversation, this applies to both the actual information and the opinions, wishes, desires, feelings, and emotional content of a conversation. Combining these two scales gives us the 4 communication styles: Expressive, Directive, Reflecting, and Cooperative. These four styles are closely aligned with the 4 quadrants of the Octogram model.

Your scores have been compared to a group of respondents with the following characteristics: (SB34)

- Education level: Graduate degree, Bachelor's degree
- Test situation - selection or development



Expressive

Expressives like talking to people, making contacts, and being the center of the conversation. They enjoy dealing with people and influencing others over to their way of thinking.

1 2 3 4 5 **6** 7 8 9

You scored above average on the expressive scale. You do not hold back your emotions and are open about how you feel. In discussions, you tend to use more emotional arguments for your position. You tend to be verbally aggressive when under stress. You tend toward monologues (talking *at* people instead of speaking *with* people).

Directive

Directives are decisive and fast-paced communicators. They are direct and want to get quick agreements, preferring to 'get the job done' over discussing the issues and getting 'buy in' from members of the team.

1 2 **3** 4 5 6 7 8 9

You scored below average on directive. With a below average score, you indicate that others consider you as someone who is only moderately assertive in conversations. You feel that you are not decisive in your communications. You tend not to be 'in charge' of the discussion and tend to avoid this role.

Reflective Reflectives are deliberate, focused, and fact-oriented communicators. The Reflective is more concerned with the whys and hows of a decision. They will try to sway others with facts rather than emotion.

1 2 3 **4** 5 6 7 8 9

You scored below average on reflecting. With a low score here, you indicate that your communications tend to be weak on facts. You have a lower than average emotional distance from discussion topics. It is difficult for you to speak objectively.

Cooperative Cooperatives communicate in a way that supports a warm and mutually productive discussion. They are sensitive to the atmosphere of a group and the emotions of others when speaking. Cooperatives are the peace makers.

1 2 3 4 5 **6** 7 8 9

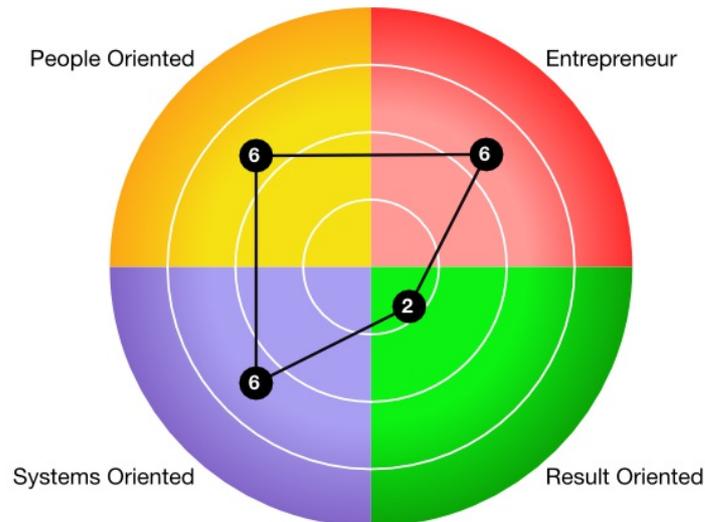
You scored above average on the cooperative communication style. You indicate that others consider you as someone who is cooperative more often than not, that you are obliging and kind; that you enjoy developing a good understanding with others and building relationships. You appreciate being known as a helper, someone who gives a fairly large amount of time and attention to the well-being of others. With an above average score you must be cautious on several possible pitfalls: difficult to stand on your own and be independent; too much time spent on personal contact; give up too easily during strong conflicts; too willing to 'give in' at a cost to yourself; not clear enough in sticking up for your own position; difficulty in saying 'no' to others; because you drive so hard for peace, you might end up with a surplus of problems.

Management Styles

Your scores have been compared to a group of respondents with the following characteristics: (Ipsative)

- Test situation - selection or development

The Management Styles test attempts to map out the general style of a manager. The purpose of this test is to show what behaviours typify this person in a leadership position.



Entrepreneur

The manager with a entrepreneurial style stimulates his employees to use their own initiative. He or she values creativity and innovation. Dares to speak and work outside of established patterns. Prefers to work with employees with a broad horizon, an entrepreneurial style - this also includes internally directed entrepreneurship - and with an affinity for networking and relationship management.

1 2 3 4 5 **6** 7 8 9

You scored above average on Entrepreneurial leadership style. You regularly encourage your employees to take the initiative. You usually reward employees who show creativity and an innovative style. You encourage your employees to be daring and to 'think outside the box'. You prefer employees with a broad horizon, an entrepreneurial flair - also speaking about internal entrepreneurship - and an affinity for creating networks and relation management.

Result Oriented

The result oriented manager emphasizes reaching targets. The result oriented manager systematically rewards hard work and high output. Believes in holding up exceptional employees as an example to others. Believes in encouraging competition between employees.

1 **2** 3 4 5 6 7 8 9

You scored low on result-oriented leadership style. You do not emphasize the need for employees to meet (production /service /financial /etc) targets. You very rarely reward hard work and a high output except in extraordinary circumstances. You seldom or never hold up high performing employees as an example to your other employees. You rarely push your employees to perform better. You very rarely encourage competition within your team.

Systems Oriented

The systems oriented manager requires employees to strictly follow rules and procedures. Regularly checks progress and insures that work is being performed correctly and with a high quality. This type of manager rewards discipline, careful work, and professional skill.

1 2 3 4 5 **6** 7 8 9

You scored above average on systems oriented leadership style. You emphasize the that it is important for employees to precisely follow the rules and procedures. You regularly monitor the work of your employees to insure that their work is high quality. You frequently reward employees for their discipline, careful manner, and professionalism.

People Oriented

The people oriented manager pays attention to the development of employees and gives out tasks and responsibilities that encourage personal growth. This manager emphasizes the value of cooperation and good team spirit. This manager listens to employee problems, even if they are personal problems and not work related.

1 2 3 4 5 **6** 7 8 9

You scored above average on people oriented leadership style. You give a higher than normal level of attention to the development of your employees and consciously give them tasks and responsibilities that will help them grow. You regularly emphasize the value of cooperation and a good team spirit.

Conceptual Relations

The test Conceptual Relations measures the ability to reason verbally using (more) abstract terms. Tests like this one are called 'Verbal Analogy' tests and give a good indication of general intelligence and thinking level. These tests are good indicators of performance in school and are also strongly correlated with theoretical learning capacity. This test measures the basic ability to think of and develop new concepts in your own field and the basic intellectual capacity needed to look beyond your specialized area, to gain a clear insight into unknown areas and to evaluate and integrate other people's arguments into your own thinking. The capacity to reason verbally using abstract words is an important competency for management, policy, and specialist functions. Examples of these functions would be IT, work that is legal in nature, or in field scientific research. A low score on this test could indicate problems with getting to the heart of a problem and to summarize large amounts of verbal information concisely. Compensation for this can be found in having considerable experience and knowledge of your subject and high emotional intelligence.

Your scores have been compared to a group of respondents with the following characteristics: (S34)

- Education level: Graduate degree, Bachelor's degree
- Test situation - selection or development

1 2 3 4 5 6 7 8 9

Unfortunately, we cannot give an analysis of the speed and accuracy compared to other members of this norm group.

Numerical Reasoning

Your scores have been compared to a group of respondents with the following characteristics: (SB34)

- Education level: Bachelor's degree, Graduate degree
- Test situation - selection or development

The test Numerical Reasoning measures numerical analysis and logical reasoning skills in combination with the ability to deal with numbers. The test is a good indicator of an individual's general level of working and thinking and a good predictor of school and further study results, particularly in the exact subjects. Many technical and administrative jobs benefit from an affinity with numbers. This competency is also useful in management positions and commercial positions involving a lot of work with numbers, such as purchasing and marketing, although it is of less relevance to jobs in IT and automation.

1 2 3 4 5 6 7 8 9

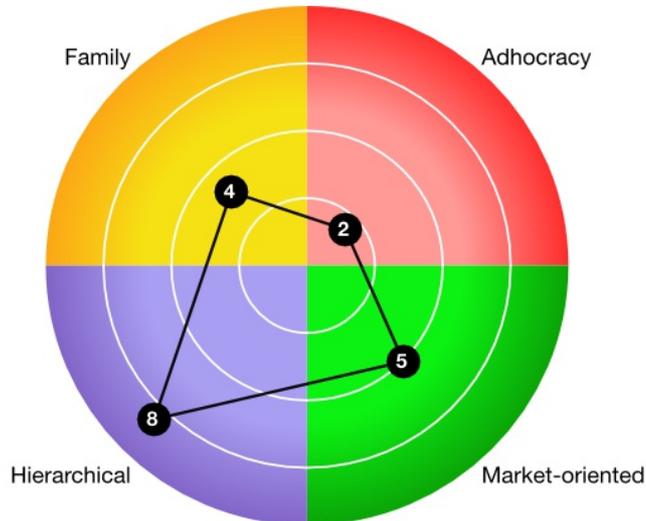
Unfortunately, we cannot give an analysis of the speed and accuracy compared to other members of this norm group.

Desired Organisational Culture

Your scores have been compared to a group of respondents with the following characteristics: (SB234)

- Education level: Associate's degree, Bachelor's degree, Graduate degree
- Test situation - selection or development

These results speak about what kind of culture you WANT to work in. Because each of the 4 basic cultures in this questionnaire fall within the quadrants of the Octogram/Quinn Model, you should be able to clearly see associations between the two. These results can also be used as part of a group analysis to answer the question, "What kind of company does this group want to work in?"



Adhocracy

An externally oriented culture focused on renewal, entrepreneurship and dynamism. Leadership is innovative and willing to take risks. Personal initiative is encouraged and even expected. Considerable attention is devoted to pioneering in new markets.

1 **2** 3 4 5 6 7 8 9

Your score for an adhocracy / enterprising culture as the desired culture is low. You do not feel comfortable in an organisational culture focusing on dynamism and creativity and strongly prefer stability and very little change.

Market-oriented

An externally oriented culture with a strong focus on tangible results and high output. The atmosphere is competitive. Leadership is highly task-focused and demanding. Considerable attention is devoted to the market share in existing markets and to finding direct solutions for clients' problems.

1 2 3 4 **5** 6 7 8 9

Your score for a market-oriented culture as the desired culture is average. You want to work in an organisation that gets things done and is productive, but balances that by being able to rest. You want to be in an organisation that rewards competitiveness and energy but does not push it to extremes.

Hierarchical

An internally oriented culture with a rigid structure and focus on procedures. Leadership focuses on efficiency, managing costs, and monitoring regulations and procedures. The goal of the organisation is to function as a well-oiled, reliable machine.

1 2 3 4 5 6 7 **8** 9

Your score for a hierarchical culture as the desired culture is high. You want leadership with a laser focus on efficiency, regulations, and procedures. You want your place, tasks, and roles to be clearly defined at all times.

Family An internally oriented culture focusing on personal relationships. The atmosphere is like one big happy family. The leadership style is benevolently patriarchal. There is a sense of tradition, and loyalty and commitment are usually high.

1 2 3 **4** 5 6 7 8 9

Your score for a family culture as the desired culture is below average. You prefer an organisation that favors professional conduct over interpersonal relations, where contact between colleagues is cordial, but not overly friendly.