
Complete Report

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Introduction

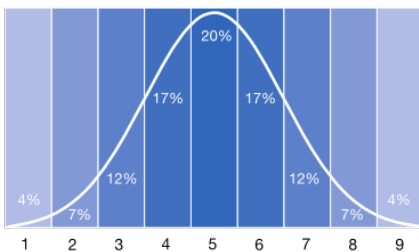
You have completed one or more questionnaires in the Online Talent Manager system. This report explains the results of these questionnaires. All Online Talent Manager tests were developed by highly experienced psychologists and are based on years of research. Having said that, these results are based 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)

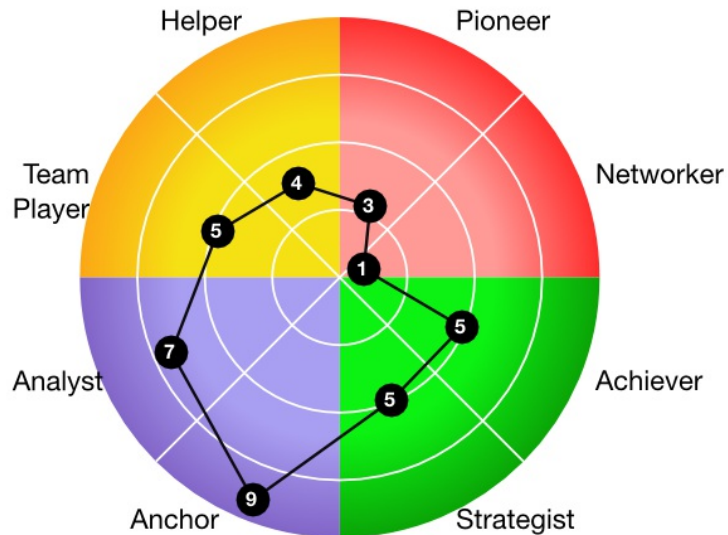
The Quinn Model is a way of looking at behavior in the workplace. This model is an effective way of relating personality information to real-world behavior, styles, and competencies. The graphic we use to display this information is called a 'circumplex'. This means that traits that are near each other 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.

Octogram

The Octogram questionnaire focuses on the personality traits that drive behavior in the workplace. These 8 personality traits have a strong correlation with Robert E. Quinn's Competing Values Framework. Based on your answers, the test system has calculated your work style preferences. These scores represent the most natural way for you to behave when working, your work "comfort zone". You can develop and work outside of the pattern shown here, but you will find that work to be energy draining and/or frustrating. The Octogram is formulated to focus on your work styles and does not, necessarily, reflect your behavior outside of work.

Your scores have been compared to a group of respondents with the following characteristics: (B2)

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



Pioneer Pioneers are innovators and dreamers with fresh ideas and continuously trying to do things in a different way. They take the initiative when it comes to making changes exploring open-ended creativity.

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

This score shows that you have a need for certainty and clarity that can prevent you from taking risks or committing to new initiatives. If change must come, you prefer spending your time improving existing methods rather than replacing them with something unknown or new.

Networker Networkers build relationships with new contacts, express their emotions freely, and are open to others. They are enthusiastic communicators, keenly interested in meeting new people.

1 2 3 4 5 6 7 8 9

You rarely express your feelings or share confidential and personal information. You feel uncomfortable in strange surroundings or when you are with people you do not know well.

Achiever Achievers are driven to reach their goals. They make high demands on themselves and others. They are continuously aiming high and comparing themselves to others, competitive.

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

This score indicates that you find a healthy amount of tension and challenge in your work to be stimulating. You need no incentive to concentrate or to do what is expected of you. You try to a good balance between business aims and the personal interests of yourself and others. You find it pleasant to be recognised and appreciated for your work and want to stand out a little. You are normally direct and vigorous, but you also look for compromises and take other people into account.

Strategist The strategist is the long term thinker, defining goals and thinking about how to reach those goals. The strategist identifies fundamental problems and is creative in looking for effective solutions to those problems.

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 want order, structure, and quality. They see themselves as system builders and people who create order out of chaos. They are thorough and make sure that work is completed properly.

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

You need a structured environment that allows you to tightly focus on just one task at a time. You enjoy dealing with details, making sure that every 'i is dotted and every t is crossed'. You are very responsible and take your duties seriously. You want clearly defined procedures and plans. You hate to take risks. You are careful and patient. You are not easily bored by even the most exacting work. You are so focused that it may be quite difficult for you to see the forest for the trees. You are so structured that you find changes difficult to deal with.

Analyst Analysts seek to break problems apart and weigh alternatives. These are the people in the organization that are 'the voice of reason'. Analysts prefer dealing with facts, focus on being rational, and looking at situations from different perspectives.

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

The Team Players are the binding elements in your company that 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 are concerned with maintaining a good work environment, but balance that drive against the bottom line. You make some effort to relate to your teammates on a personal level. You see yourself as part of a group and understand that the group's performance reflects on you. You do not focus on your coworkers, but do try to include them in decisions that impact their work. You spend some time trying to reach a consensus when making decisions.

Helper

Helpers are understanding and take the time to listen to others. They have a good insights into the feelings and lives of others. 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 are quite blunt and tend not to 'pull your punches' when dealing with coworkers. You have difficulty relating to others. You are focused more on the business and results than on people around you. You must make an effort to be tactful. You are direct in your communications, you do not 'beat around the bush', especially when delivering difficult information. Your coworkers would probably describe you as 'reserved'.