

ON-BOARDING REPORT

Personality Questionnaire [Enhanced]



Mikel Thomas

Completion date: 23/06/2021



This report could be used by:

Mikel's line manager.

This report describes:

Key results from Mikel's personality profile that will help to motivate and engage Mikel as he takes up his new role. The report covers:



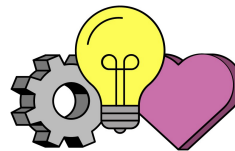
INTERACTION



STIMULATION



REWARD



ENVIRONMENT

UNDERSTANDING THIS REPORT

Introduction

This report helps you to identify the most effective ways to get Mikel off to a great start in his new role. The report describes the strengths that Mikel will demonstrate at work when he feels motivated and engaged. The report also provides advice and guidance on how you can appeal to Mikel's personal style, values, and motivational drivers during the on-boarding process and how he can be encouraged to deploy his key strengths in his new role.

The results in this report were generated from Mikel's responses to the Personality Questionnaire [Enhanced] that he completed on 23/06/2021. Mikel's responses were compared with which comprises a diverse group of individuals who completed Criterion Personality Questionnaires in English from 2015-2020.

Important points

When reading this report, please remember the following points:

- **Personality is not fixed** – it may vary over time, change through training/development, or simply vary depending on the situation.
- There are **no rights or wrongs**. The scores do not measure ability, skills, capability or competence. They are merely indications of preferences or typical styles of behaviour.
- The questionnaire is **very reliable but is not infallible**.
- The profile is intended to clarify Mikel's **self-perceptions** – it does not provide an objective measure.
- For further interpretation of the candidate's profile, you should seek the advice of a trained platform user.
- These results **must be kept within the boundaries of confidentiality** agreed with Mikel.
- The results must not be used for any purpose other than that agreed with Mikel.
- These results **must be kept securely and not retained** beyond the period agreed with Mikel.

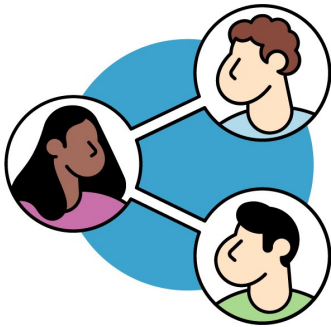
Further information about Mikel

Further reports can be downloaded for Mikel, which provide additional information about his personality:

- **Interviewer report** – Suggested interview questions based on Mikel's profile.
- **Insights report** – Narrative description of Mikel's personality.
- **Selection report** – Describes degree-of-fit between Mikel and the requirements of a given job role.
- **Ability test report** – If Mikel was asked to complete an ability test, this report can be used alongside information from the Personality Questionnaire [Enhanced] to provide an integrated picture.

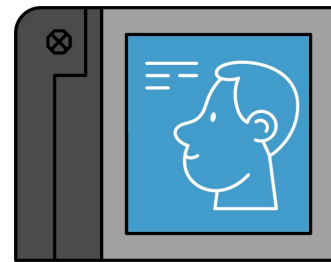
ON-BOARDING

Over the last 25 years, our work as Business Psychologists has shown us that the factors below are key to motivation and engagement when a new person takes up a position.



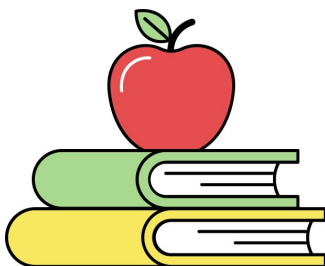
Interaction

Our interpersonal style shapes how we enjoy working with others.



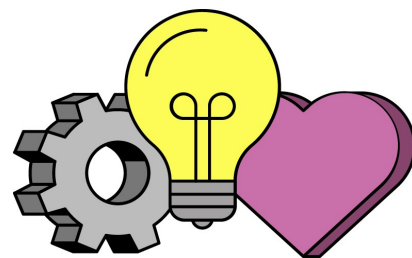
Stimulation

We embrace tasks which allow us to work in ways we find stimulating.



Reward

Our motivational priorities determine the kinds of work that we find most fulfilling.

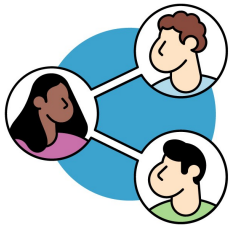


Environment

We thrive in a cultural environment which nurtures our key values.

GETTING THE BEST FROM MIKEL

On-boarding can be enhanced by understanding Mikel's key motivational drivers. This page summarises the most important things to consider.



Interaction

Mikel especially enjoys working with people when he can be...



Talkative

Mikel enjoys talking and sometimes needs to work hard to listen to the views of others.



Assertive

Mikel makes his presence felt and is ready to be assertive with others.



Stimulation

Mikel readily embraces tasks which allow him to be...



Expedient

Mikel likes to get on with tasks and will look for quick and beneficial ways to do this.



Intuitive

Mikel draws on his inspiration and experience when solving problems.



Reward

Mikel feels rewarded and fulfilled by...



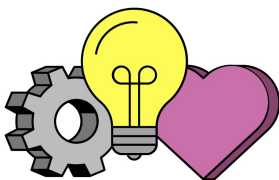
Realism

Mikel values working in an environment in which practical and commercial realities take some precedence.



Encouragement

Mikel is strengthened when the support and feedback offered by others helps him to build his inner confidence and self-esteem.



Environment

Mikel feels energised in a cultural environment which nurtures...



Sensitivity

Mikel values cultural settings which respect people's emotions and treat people with dignity.



Gravitas

Mikel likes to take work seriously and avoid too much joking around.

ON-BOARDING INSIGHTS



Interaction

Talkative



Mikel describes himself as somebody who has a very strong preference for being expressive of his own views and sees himself very much as a talker rather than a listener. He could come across as less patient than other people when it comes to listening and he may find that his own thoughts get in the way. Mikel may benefit from some support in identifying occasions when it is more appropriate to take time out first to listen to the views of others.

On-boarding advice:

- Encourage Mikel to balance talking with listening.
- Don't be surprised if Mikel is enthusiastic about expressing his views.

Assertive



Compared to others, Mikel is more assertive in his approach. His responses suggest that he is inclined to make his presence felt in a group, and enjoys being a fairly dominant force in many situations. Mikel is likely to create an impact in his communication style and take the lead, ensuring that his views and opinions are heard. He might need help in recognising those situations where it is appropriate to take a slightly less dominant approach and allow others to have their say, or take the lead.

On-boarding advice:

- Invite Mikel to participate when a strong presence is needed for impact.
- Encourage Mikel to recognise when a supportive approach is needed.

Accepting



He has a tendency to avoid pushing his opinions on others and may be happy to leave a discussion by 'agreeing to disagree' without pressing his point home at all costs. He will be fairly comfortable in situations where others' views differ. At times, he will feel a little uncomfortable with the challenges of persuading others to a particular point of view. Where appropriate for the role, Mikel may benefit from guidance on influencing skills. Exposure to situations in which he is required to provide his opinion and influence others could help to build on these skills.

On-boarding advice:

- Encourage Mikel to participate in situations where tolerance and diversity of opinion are important.
- Invite Mikel to plan when and how to persuade stakeholders whose views need to be challenged.

Collaborative



Mikel indicates that he has a strong preference for working in collaboration with others, rather than being in a competitive environment. He feels that rivalry can sometimes do more harm than good and will be more motivated when he has the opportunity to work together with others to achieve results. Emphasis on this aspect of his role will therefore appeal more to Mikel than being able to play to win.

On-boarding advice:

- Make sure Mikel has opportunities to work collaboratively towards shared aims.
- Avoid trying to appeal to Mikel's competitive nature as he may prefer to focus on collective success.

Reticent



Mikel describes himself as sometimes appearing to be a little shy and nervous in certain social situations. He may occasionally seem quiet and reticent with people that he does not know well and may prefer working in groups where he has established relationships. Taking time out to plan for new social situations which are important for the role can help Mikel to build his confidence and be more comfortable in engaging with others.

On-boarding advice:

- Don't be surprised if Mikel is a little quiet in social situations and takes his time to build connections with others.
- Support Mikel in identifying strategies to build his confidence when facing new social situations.

ON-BOARDING INSIGHTS



Stimulation

Expedient



His responses indicate that he has a strong tendency to look for ways to get a task done as quickly as possible rather than taking a methodical and highly rigorous approach. He shows a preference for identifying the most expedient way to approach a task and will focus his attention on getting essential tasks completed. He will be well suited to tasks that require a quick response, but may also benefit from working alongside others who take a slower, more rigorous approach where this is needed.

On-boarding advice:

- Make the most of Mikel's expedient approach on tasks which need to be completed quickly.
- Encourage Mikel to consider when a more thorough and considered approach may be necessary.

Intuitive



Mikel shows a strong preference for making decisions on the basis of intuition and is much less inclined towards rational analysis. He relies heavily on inspiration or personal experience when solving problems and is much less at home with logical or scientific thinking. He will feel more comfortable working on tasks where there is scope to use his own work experience and gut feeling. For tasks which require an evidence-based approach, he could benefit from guidance on how to incorporate logic and scientific thinking into his decision making process.

On-boarding advice:

- Invite Mikel to use his intuitive style when facts and evidence are either not available or not conclusive.
- Encourage Mikel to draw on data and logic when more rational judgements are needed.

Wary



Mikel describes himself as having a strong tendency to be pessimistic and to anticipate problems in his work. He will look ahead to identify barriers or other challenges that may be faced in his role. This may mean that he is prepared, ahead of time, to tackle them. He is likely to need some encouragement, on occasions, to be more optimistic and to take on board where things have gone well or outcomes have been reached successfully.

On-boarding advice:

- Get value from Mikel's caution by inviting him to anticipate problems and obstacles.
- Invite Mikel to participate in tasks where undue optimism would be problematic.

Concrete



Compared to others, Mikel has a very strong preference for dealing with practical issues rather than strategic thinking. He will be more comfortable getting on with concrete day to day activities rather than focusing on the wider implications of actions. He is very likely to prefer tasks that require planning and thinking through the concrete practicalities of how something can be achieved and he will naturally be drawn to what is important from a practical perspective right now, rather than considering future strategy. Providing opportunities for Mikel to collaborate with others who prefer to focus on the longer-term strategic implications of things will help him to understand the bigger picture.

On-boarding advice:

- Allow Mikel to deal with his work in ways that are practical, specific and concrete.
- Encourage Mikel to discuss wider implications and longer-term considerations when a more strategic approach is required.

Considered



Compared to others, Mikel has a slight preference for taking time to reach decisions. He is more likely to be comfortable adopting a decision-making style that allows for time to think, rather than making rushed judgements. He is likely to wait until he has considered all the options before coming to a decision. He will generally respond positively to situations where a considered and thoughtful response is desirable but may need some support where decisions need to be made quite quickly.

On-boarding advice:

- Allow Mikel to take his time to make important decisions.
- Offer support when quick decisions are needed.

ON-BOARDING INSIGHTS



Reward

Realism



Mikel has a very strong sense of being practical in the work that he does and is likely to demonstrate a much less prominent value for ethics when compared to others. He feels that sometimes principles must give way to practical considerations and may therefore experience some frustration if required to operate within a highly restrictive professional framework. He is likely to take a more practical approach to tasks and resolving issues, perhaps needing guidance when required to do so in the context of moral or ethical considerations.

On-boarding advice:

- Understand that Mikel may find it frustrating at times if asked to work within a highly restrictive framework.
- Encourage Mikel to judge carefully the circumstances under which it is appropriate to let practical or commercial considerations take precedence.

Encouragement



Mikel describes himself as someone who sometimes needs encouragement from others to build up his inner confidence. He may occasionally doubt his capabilities and be a little self-critical. Mikel may benefit from occasional support when taking on new roles, tasks or challenges. Receiving appropriate positive feedback on aspects of a task that went well will help him to identify his strengths and build up his confidence in the role.

On-boarding advice:

- Make time to build Mikel 's confidence when he takes on difficult challenges.
- Provide Mikel with support, assurance and feedback to build his self-belief.

Process



Mikel is slightly less focussed on striving and achievement than others. His job satisfaction may stem more from working on a job than completing it. He does not always have a need for constant challenge, and might sometimes be content to focus on the process of the work itself, rather than to focus on the outcome. He may sometimes be motivated by doing work he enjoys, rather than the achievement of a goal, and may be relatively comfortable during periods where he has less to do.

On-boarding advice:

- Nurture Mikel 's commitment to enjoying the process of working as well as the outcomes.
- Remind Mikel to focus on results when task completion is paramount.

Variety



Mikel finds variety and frequently changing demands in his role moderately satisfying. He describes himself as being typical in terms of how happy He feels in a job where the demands of his work frequently change. He is likely to prefer a balance between having some consistency in the work he is given and being able to take on a variety of different tasks.

On-boarding advice:

- Involve Mikel in a range of projects so that he can enjoy variety in his work.
- Have confidence in Mikel 's capacity to switch readily between different tasks.

Status



Mikel 's responses suggest that, compared with other people, he places only a moderate value on the prestige and status that comes with holding a senior position at work. He will not be particularly motivated by the attainment of any kudos or cachet associated with a role, and will tend to value other factors more highly than status within the organisation.

On-boarding advice:

- Look for ways to praise the reputation and prestige associated with Mikel 's work.
- Remember that responsibilities with status and standing may be motivating for Mikel.

ON-BOARDING INSIGHTS



Environment

Sensitivity



Mikel describes himself as being highly sensitive to criticism. He is very likely to thrive in a nurturing environment with a supportive management approach. He is likely to benefit from help to identify ways in which he can listen to feedback and take on board the messages being communicated, in order to get the most from the guidance being offered.

On-boarding advice:

- Seek to provide understanding and emotional support when Mikel experiences negative feedback.
- Avoid placing Mikel in situations where he is unprotected from unfair criticism.

Gravitas



Mikel strongly prefers working in a serious, professional environment. He generally takes a dim view of humour and flippancy at work and would rather focus on more serious issues than joke around. He may have a preference for working with people who adopt a more professional approach to work, rather than needing to have a laugh and see the humour in things.

On-boarding advice:

- Recognise that Mikel is ready to contribute in situations which are serious, profound or intense.
- Encourage Mikel's colleagues to embrace his serious minded approach.

Composure



Mikel describes himself as someone who is much happier working when he is calm and relaxed. He much prefers a calm and peaceful working environment and is likely to feel uncomfortable in a high pressured or stressful environment. If working in a highly pressurised role, Mikel will benefit from some support in identifying stress management techniques that can be used to manage the pressure and help him to remain calm.

On-boarding advice:

- Where possible, enable Mikel to work in a calm and peaceful environment.
- Take time to offer support when Mikel has to work under pressure.

Order



He is typical of most people in the degree to which he is happy to work on tasks where there are clear boundaries, controls and structure for how work should be done. He is likely to be motivated by having a balance of tasks, some of which have clear guidelines and procedures, and others which give him the freedom to do work in his own way and take his own initiative.

On-boarding advice:

- Have confidence in Mikel's readiness to work within existing structures and guidelines.
- When the work environment seems chaotic, support Mikel by providing a sense of guidance and structure.

Stability



He has a balanced attitude towards working in a culture of change. While he may enjoy some of the challenges of implementing change in the organisation, he may also feel that continued change at work can sometimes be disruptive. Mikel is likely to respond well to some opportunities to facilitate change but also prefers to experience some periods of stability.

On-boarding advice:

- Invite Mikel to join projects which require a respect for established values and structures.
- In periods of change and transformation, motivate Mikel by discussing the implications and benefits with him.