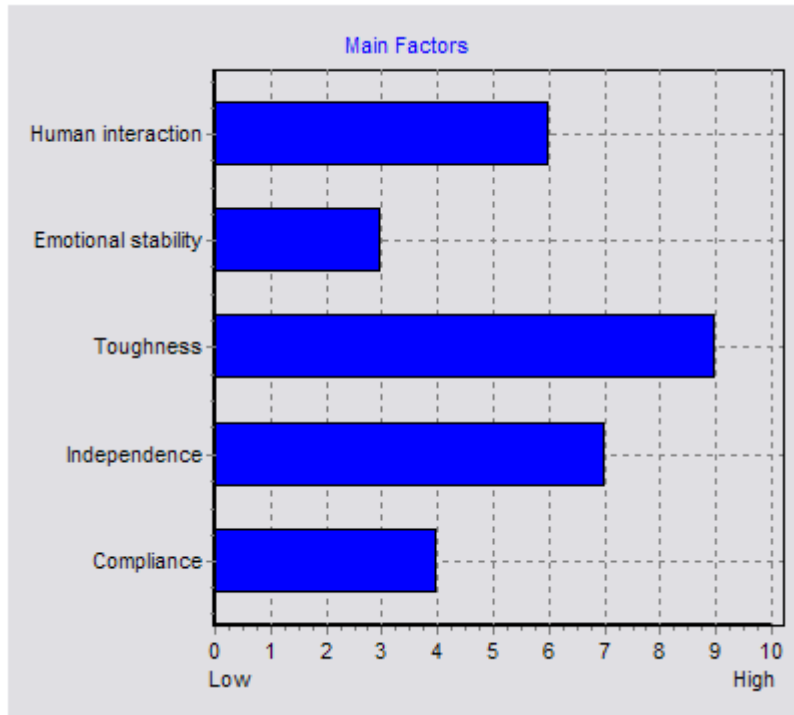




CB Personality Profiler

Feedback Report (Sample, A - 29-12-97)

GENERAL WORK REQUIREMENTS



Interacting with other people

The way in which people interact is a fundamental part of human behaviour. Many different factors contribute to this behaviour most of which relate to how you experience yourself as a person.

In general, you enjoy mixing with people, although you may prefer to limit your interactions with them to some degree. This may mean that you mix with people you know but keep others at a bit of a distance. You have the advantage of being able to interact with others without letting your emotions cloud your judgement of the situation. However, it is possible that this could cause others to see you as a bit aloof and distant. It is possible that you take aspects of life rather seriously but you have a lighter side and may be quite observant of what is going on. It is unlikely, however, that you will easily become over-excited and you may limit expressing your feelings. As a slightly shy person, you may feel a little uncomfortable mixing with strangers until you have been introduced to them. Similarly, you may be slightly hesitant about appearing in public or having to address groups of people. Lastly, while you have some need to belong to social groups, this is not likely to be all that significant. It is likely, however, that you prefer to do things in a group than alone, feeling that you are at least somewhat supported by them.

It is unlikely that you are really affected by what other people think of you and you will therefore probably be able to deal with others' opinions. It is, nonetheless possible that you get upset occasionally when other people criticise you. While you are probably not openly suspicious of others' intentions, you are rather observant of people and notice unusual behaviour when it occurs. At the same time, you may be very logical and factual in your dealings with people and may thus seem to lack sympathy for their situations. Yet, this implies that you are able to keep your emotions out of the way when helping others solve problems. Finally, you are quite an assertive person and you will therefore ensure that your point of view is recognised. It is rather unlikely that you will agree with people just to keep the peace.

Areas of strength

- You may tend to keep a bit of an emotional distance from other people and may thus keep your emotions out of your judgement of situations.
- You are a rather assertive person and you will have the strength to emerge as a leader and present your point of view quite robustly.
- While you may be rather tough on other people, you will tend to be recognised for your logical approach to dilemmas that they bring to your attention.

- Accepting others pretty much as they are, you will rarely criticise them or demand that they comply with rules and regulations, allowing them to follow their own thinking.

Challenges

- As you are more reserved, you may not always enjoy having to deal with others in a warm and affectionate way. You may find that others perceive this as a cynical attitude towards people.
- You could become aggressive if you are confronted. It is also possible that you may miss important points of view by forcing agreement with your own ideas somewhat prematurely.
- You may have some difficulties dealing with other people's emotions as you may prefer working with facts. Similarly, you may have difficulty expressing your own feelings and reject them as insignificant.
- You may find it rather difficult to comply with strict social rules and prefer just to do what you feel. This may also suggest that you have a rather different set of social values to those conventionally encountered in society.

Dealing with problems

Problems are a fact of life and the way in which they are handled is an important aspect of what we are. This describes the way in which you appear to handle difficulties when they arise.

It appears that you strongly favour a rational approach to solving problems and, while this is ideal for clearly defined issues, you may need to increase your sensitivity if required to solve problems of a softer nature. In fact, you keep your emotions out of decision-making and reject unclear thinking or ideas when approaching problems. This may cause you to appear tough to others, who may thus not approach you with their personal problems. Significantly, you are a very practical type of person and your energies are usually channelled into getting ideas turned into realistic, readily implemented actions. It seems you may promote change quite actively and, in this, you may be inclined to break with traditions and sometimes introduce relatively radical ideas. Yet, you are fairly careful about decisions that you make and these are likely to be reliable and based on some careful analysis. It is possible, however, that you also have a lively aspect which may serve to keep you engaged with others.

You seem to have a fair amount of self-confidence and, while this may become frayed at times, it suggests that you are able to approach most problems calmly with confidence. In fact, you may become a bit tense and anxious when problems arise. This may cause you to become ineffective as you may become too stressed and possibly lose focus. It appears that you may, at times, lack faith in your own ability and worry that problems will be too much for you to solve. It is possible that you occasionally become upset when problems are difficult to overcome, but this is unlikely to cause you many problems. Notably, you have a degree of self-control and you will only rarely feel the need to give up on solving problems.

Areas of strength

- It is possible that you prefer to solve problems by yourself and you may have become good at making independent decisions, as you tend not to rely on others.
- You are rather logical and may prefer to work with hard facts which contributes to a rational approach to difficulties.
- You are likely to ensure that solutions that are generated in a team are practical and realistic.
- It is likely that you are alert to things that could go wrong with solutions that are generated in response to difficulties.
- You are prepared to change things if you can see they do not work.
- You are rather easy-going and tend to allow things to develop as they will.
- You are rather alert to things going on around you and may have the ability pick up on problems before they are too serious.

Challenges

- You may have difficulty asking for help when problems get tough and try to go it alone when this is maybe not the best approach.
- You are more hard and rational in your approach to problems and may miss softer issues that are an integral part of the situation.

- You may lack creativity in generating solutions and miss elegant, yet less than obvious, options.
- Because you may become a little apprehensive when approaching difficult situations, you may become worried and ineffective rather than simply acting to fix the situation.
- Because you may pay little heed to traditional approaches, you may be inclined to ignore them even when they have been shown to work in the past. You may be a little inclined to reinvent the wheel.
- You may have little need to maintain standards of performance and prefer to let things be the way they are.
- You may need to overcome your anxiety and tension that is probably resulting in your being somewhat less than fully effective.

Compliance at work

Policy and procedures are an integral part of any work environment and the degree and manner with which these are complied represents an important aspect of success. This section attempts to summarise how you will tend to perform in this regard.

You seem to be somewhat self-driven and this may mean you prefer to follow your own urges most of the time. This also suggests that you may question authority and comply only when their direction coincides with your own. In fact, you may be a bit undependable at times when it comes to complying with regulations. This means that your supervisor may feel that you require some supervision if you are to meet expectations at work. You may find that you only set broad standards for your own behaviour and tend to be rather unconcerned about others' opinions of you. You are rather enthusiastic and you may occasionally abandon established methods to follow your own ideas. This may be successful in some contexts but may also cause trouble if it is not first cleared with management. Finally, you are quite open about what you are doing and you may rather readily allow others to know what is going on. This suggests that you are honest and open about your work and report to management rather accurately.

Areas of strength

- Because you tend to question authority, you may have the strength to point out aspects of the established rules that are not optimal.
- Your relative lack of concern about your own performance allows you to be tolerant of others instead of criticising them.
- You are honest and others will be able to rely on what you say as being the truth.

Challenges

- You may not enjoy complying with regulations, and therefore jobs that require care and precision may not be ideal for you.
- You are quite gentle with yourself and may fail to live up to what you expect of yourself. This may result in your forgetting to do what is required in situations and simply floating through life, relatively unconcerned with your obligations.
- You are sometimes a little too honest and open and this may lead you to disclose too much in situations where withholding information is to your advantage.

IN A MANAGEMENT OR SUPERVISION ROLE

The following points characterise your performance in a management role.

- You can be fairly incommunicative and distant, perhaps favouring rather formal relationships with your subordinates.
- You can be fairly demanding and aggressive in insisting that others comply with your instructions.
- You are rather easy on rules and more interested that others contribute creativity and their own methods to the work team.
- You will be inclined to watch others rather carefully and ensure that they are following instructions.
- You may be more results-driven and inclined to focus on the real issues.
- As you may worry about things going wrong, you may be a bit too concerned with the performance of the team, perhaps making them tense and apprehensive.

- You may be inclined to promote changes and introduce new ways of doing things rather than sticking to the way things have always been done.

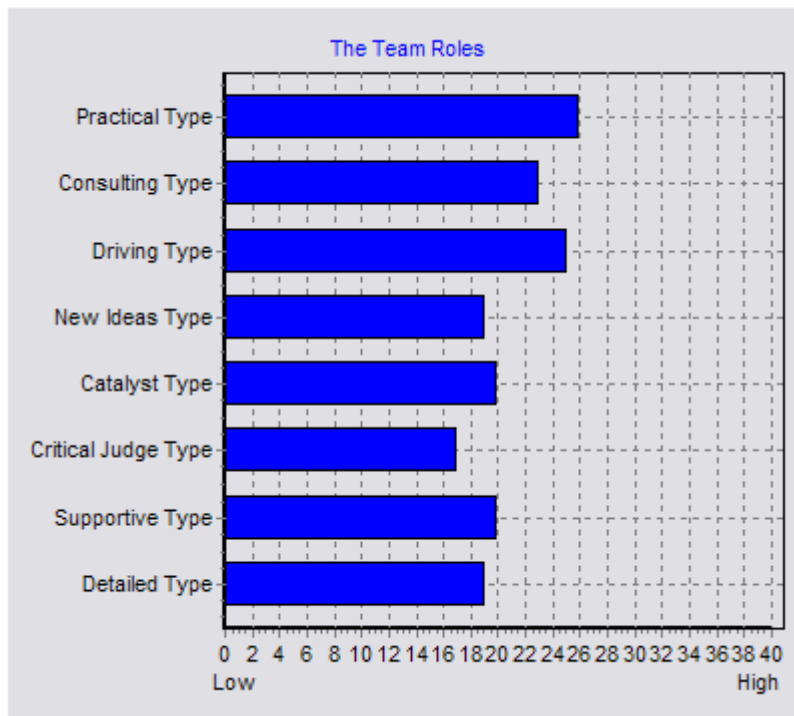
AS A SUBORDINATE

The following points characterise your performance in a subordinate role.

- You will tend to be able to perform alone but may come across as a bit aloof. You may thus prefer not to work with members of the general public.
- You will be somewhat confrontational and inclined to question instructions.
- You may be less concerned with following rules and meticulously complying with instructions, preferring to follow your own ideas.
- You are a rather factual type of person and may prefer to work with issues that are of a more tangible nature.
- You are rather practically-minded and you may be excellent at turning unclear instructions into practical actions with defined outcomes.
- You will be very honest about what is going on in your job.
- You may become quite apprehensive at times and react nervously while carrying out instructions if these are unclear.
- You are rather liberal and this means you will promote change, possibly introducing new methods without managerial approval.
- You are rather easy-going when it comes to maintaining personal standards, suggesting that you may be a little careless at times.
- You may experience tension and become anxious when under pressure.

TEAM ROLE PREDICTIONS

The following scales indicate behaviour which you are likely to exhibit when in a team functioning situation. These scales are derived from the test and loosely approximate the Belbin team roles.



PRIMARY ROLE

The Practical Type

This is someone whose working style would often revolve around the process of turning ideas that come from the team or individuals within the team into practical, workable and well-organised outcomes. She is likely to show

practical common sense and reliability, and to be hardworking in a 'straight-ahead' kind of way. However, she may be somewhat conservative, suspicious of new ideas, and not too flexible. She may be impatient, too, of theoretical concepts.

DEVELOPMENTAL SUGGESTIONS

The following ideas are derived from this analysis and point to areas which may cause difficulties and, furthermore, may require attention.

You may be having trouble keeping your anxiety under control and find that you become apprehensive when you approach tasks. This may suggest deeper problems than will need to be addressed professionally.

You seem to lack sensitivity towards other people and may approach them in an overly hard and unemotional way. This is a sure pointer to your discomfort with emotional issues and may require you getting in touch with your own feelings so that you can understand those of others. Here, some form of sensitivity training will be appropriate as it will allow you to express submerged feelings in an environment that is both safe and supportive.

You may have difficulty becoming creative and shy away from situations that require innovation. You may benefit from training in creative thinking if this is an aspect of your work.

Worrying about life is hardly likely to increase your effectiveness and it seems that you will be better off taking a more confident and assured approach. Apprehension often stems from a lack of belief in yourself which may be addressed using a number of therapeutic approaches. Most notably, Neuro-Linguistic Programming has proved very useful in your type of situation as it serves to change what you believe about yourself.

You may be so busy changing things and finding new ways to replace the old that you lose sight of the value in the old methods. In other words, you may be inclined to throw the baby out with the bathwater. It is important, too, not to reinvent things which already work and it would do well for you to examine the changes which you introduce so that things carry on working efficiently.

Because you report many signs of tension, it is fair to assume that you are experiencing quite a lot of anxiety at the moment. This may be a temporary situation arising from factors currently operating in your life that would require some short-term intervention to get them out of the way. If this is of a more serious, long-term origin, you are probably not performing at all effectively and may benefit from relaxation therapy or some medical intervention.

*Feedback Report (Format 2) Version 2.00B - June 2001.
COPYRIGHT © Adfen Software cc*