



Managerial and Professional Profiler Assessment Report

Alisha Sample

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Managerial and Professional Profiler

Introduction to the Report

MAPP is a self-report questionnaire designed to measure fundamental characteristics that are important in the occupational setting.

These characteristics fall within three core personality domains and the critical fourth domain of values/motivation:

- **People** - interpersonal style including influencing, leadership, and team membership
- **Task** - approach to work including innovation, problem solving, planning and decision making
- **Feelings** - emotional self-assurance, resilience and handling stress
- **Values** - drivers and inhibitors in relation to achievement, benevolence, openness to change, security

This report is based solely on the respondent's answers to the MAPP questions. The statements in this report are included on the basis that they are generally true for someone who has given similar answers to this respondent but CANNOT be guaranteed to be accurate in every detail. No questionnaire is infallible. Although the results are generally very reliable, either the respondent or the assessor may disagree with some of the following descriptions.

When using this report you should also remember that the questionnaire is a self-report instrument and therefore provides an indication of how the respondent perceives their own personality and values. The questionnaire has been developed to highlight typical behaviours and preferences but does not provide measures of ability. Furthermore, there are no rights or wrongs in personality. Different profiles can be linked with success and job satisfaction in particular occupational roles, but there is no such thing as a profile that is generally good or generally bad.

The scores which are indicated graphically in this report, and the statements derived from these scores, are based on comparisons of results with a very large international sample of managers and professionals (NOT the general population).

The report contains:

Section One – Executive Summary

- A graphical summary of predictions against core management competencies
- Expert interview questions exploring potential strengths and limitations

Section Two – Full Narrative Report

- A full narrative describing core interpersonal, emotional and task related personality traits
- Descriptions of core values - motivators/drivers and dissatisfiers/inhibitors

Section Three – Relationship with Theoretical Models of Personality

- Big Five Factor Model description
- Personality Type description



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Core Competencies

Leading

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Influencing

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Team playing

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Innovating

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Analysing

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Planning

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Delivering

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Adapting

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Resilient

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10



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Core Competencies – Interview Exploration

PEOPLE COMPETENCIES – LEADING, INFLUENCING, TEAM PLAYING

POSSIBLE STRENGTHS

Interested in people's motives and feelings. Takes time to try to understand people.

Q. In what ways do you attempt to gain a better understanding of other people's needs and motives?

Q. Tell me about a situation where you have had to work hard to motivate someone else. What did you do?

Open and frank about own views and opinions. Candid; lets people know where they stand.

Q. To what extent are you open about your views when talking to others?

Q. How would you describe yourself as a politically sensitive person at work?

Prepared to compromise and accepts consensus. Avoids conflict by capitulating or making concessions.

Q. What are the kinds of things that you are stubborn about at work?

Q. Please tell me about a situation where you have worked to achieve a compromise?

Reasonably confident in social interactions.

Q. What sort of group situations are most likely to make you feel apprehensive?

Q. To what extent do you normally speak up and air your views at meetings?

Reasonably convincing but not overly persistent in persuading others to a point of view.

Q. Please describe a situation where you have had to be persistent in persuading someone else to your point of view?

Q. Under what circumstances do you prefer to agree to differ rather than force the issue?

Moderately approachable and caring but not highly affectionate.

Q. In what ways would your colleagues describe you as approachable?

Q. How far do you involve yourself in personal problems at work?

POSSIBLE LIMITATIONS

Submissive and unassertive. Uncomfortable in a leadership role.

Q. To what extent do you enjoy taking charge of people and situations?

Q. Under what circumstances do you prefer to let others take control?

Would rather capitulate than risk conflict. Frequently makes concessions and compromises. May lack conviction. Avoids confrontation.

Q. To what extent do you pursue your own goals in an uncompromising way?

Q. Tell me about a time when you have had to confront someone at work?

Less sociable. Prefers being on own. May prefer work with little contact with others.

Q. How important is it to you that your work gives you plenty of scope for social contact?

Q. To what extent do you prefer to work in a more solitary way?

Blunt or tactless. Overly frank. May lack tact and diplomacy.



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Core Competencies – Interview Exploration

Q. How far would you describe yourself as politically aware at work?

Q. Tell me about a recent situation where you have had to handle a difficult interpersonal problem?



Managerial and Professional Profiler Core Competencies – Interview Exploration

Interview evidence – People – Positive Indicators

Interview evidence – People – Negative Indicators



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Core Competencies – Interview Exploration

TASK COMPETENCIES – INNOVATING, ANALYSING, PLANNING, DELIVERING

POSSIBLE STRENGTHS

Systematic, organised and methodical style of task management. Plans and prioritises in advance. Keeps things tidy and up to date.

Q. Tell me about a recent project you ran. How did you set about planning it?

Q. What systems have you currently put in place to monitor your personal progress against targets?

Conscientious and disciplined approach to implementation and task completion. Avoids distractions and concerned to meet deadlines.

Q. Under what circumstances are you distracted from the task in hand?

Q. How do you ensure that you meet deadlines?

Style of task management balanced between operational and strategic.

Q. To what extent would you describe yourself as a strategic thinker?

Q. When do you focus more on practical as opposed to theoretical considerations?

Avoids rushing into decisions. Less impulsive. Avoids risk.

Q. What is the most risky decision you have taken recently?

Q. Tell me a little about how you typically set about making a decision?

Will take account of hard data as well as experience. Can balance analysis with a more intuitive style.

Q. To what extent do you like to immerse yourself in hard data when resolving problems?

Q. When are you more likely to reflect on your feelings and experience when faced with a problem?

Reasonably creative and free-thinking, but also prepared to accept existing methods and practices. Balance of acceptance of rules/systems and willingness to innovate.

Q. Please tell me about an idea you have come up with which you felt was a somewhat novel solution to a problem?

Q. When are you most likely to stick with tried and trusted ways at work?

POSSIBLE LIMITATIONS

Preference for systematic style of task management may cause difficulties in dealing with unforeseen problems, or more ambiguous situations where systems cannot be applied.

Q. Please give me an example of when you have had to react quickly to a sudden change in plans. What did you actually do?

Q. How do you typically respond when faced with ambiguous, poorly defined situations?

Slow to arrive at decisions. Dislikes thinking on feet. Prefers to ponder at length. Misses opportunities.

Q. Tell me something about how you typically like to make decisions?

Q. Please describe a situation where you may have pondered overlong before reaching a decision?



Managerial and Professional Profiler Core Competencies – Interview Exploration

Interview evidence – Task – Positive Indicators

Interview evidence – Task – Negative Indicators



Managerial and Professional Profiler Core Competencies – Interview Exploration

SELF COMPETENCIES – ADAPTING, RESILIENT

POSSIBLE STRENGTHS

Derives satisfaction from both the process and the outcomes of job. Does not always need a particular goal.

Q. What do you find most satisfying when you are working towards a specific goal?

Q. Tell me about your feelings when there is no obvious result to be achieved from a particular task?

Not plagued by self-doubt nor self-satisfied and smug.

Q. What kinds of things have caused you to doubt yourself in the past?

Q. In what ways do you feel superior to your peers?

Will worry sufficiently about work to provide some stimulus to get things done. Not overly tense nor anxious however.

Q. What sorts of things are most likely to worry you at work?

Q. Please tell me more about the things that provide you with the stimulus to get things done?

Keeps thoughts and feelings to self. Avoids outbursts.

Q. If you are feeling stressed, how do you react?

Q. When have you openly displayed strong emotions?

POSSIBLE LIMITATIONS

Likes the familiar and predictable.

Q. When confronted with change, how do you typically feel?

Q. Tell me about the last time your role or responsibilities changed.



Managerial and Professional Profiler Core Competencies – Interview Exploration

Interview evidence – Self – Positive Indicators

Interview evidence – Self – Negative Indicators



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Core Personality Traits - People

Assertive									
Low	Below average			Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Uncompromising									
Low	Below average			Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Alisha is not the sort who always has to get her own way. She doesn't see herself as a natural leader and she is fairly ready to compromise with differing viewpoints, not stubbornly insisting that people should always go along with what she wants. She prefers to operate as a team member rather than pushing herself to the fore, and she probably dislikes being in situations where she has to tell others what to do. She is generally more prepared to submit herself to the authority of someone else than most in the comparison group, and is likely to favour co-operation more than conflict. She is reasonably willing to take on board other points of view, being less domineering and uncompromising, only taking on the leadership initiative when there is no other obvious candidate.

Alisha is a Participative leader with moderate situational flexibility. This means she will be more people oriented than task oriented in her leadership style, and will see "achievement through others" as the most appropriate route to task success. Her primary concerns in managing others are likely to be the well-being, motivation and commitment of her team. She will typically involve colleagues and subordinates in planning and decision making, not only on a consultative basis, but often in a fully democratic manner, allowing herself to be influenced by others even if the consensus view is not entirely consistent with her own. She will favour a friendly, cohesive and co-operative working environment, avoiding autocracy and deliberately underplaying differences in authority or status. Her average level of situational flexibility suggests that she will be reasonably consistent in this style of leadership, using the same approach in many management contexts but sometimes seeing fit to adapt her style to the characteristics of subordinates (or team colleagues) or to other circumstantial factors. On these occasions she will temporarily move away from her usual style, tailoring her actions to meet the specific requirements of the situation.

Directive leaders are high on Task but low on People. Consultative leaders are high on People and Task. Participative leaders are high on People but low on Task. Laissez-faire leaders are low on both People and Task.



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Core Personality Traits - People

Confident									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Convincing									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Alisha is reasonably comfortable when meeting new people - certainly as much as is typical for the comparison group. She may not always feel totally at ease in unfamiliar company, sometimes being a little reticent about contributing to discussions, but she is no more shy in this respect than most. She is also willing on occasion to persist in trying to influence others to her point of view, perhaps not to the extent that she always feels that she can convince others, but this is relatively typical of most in the comparison group. Although Alisha may not consider herself a natural salesperson, she doesn't shrink from situations where a degree of persuasiveness is required.



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Core Personality Traits - People

Perceptive									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Candid									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Alisha is fairly analytical about people's behaviour. She pays quite a lot of attention to what others may be thinking, concerning herself with their underlying needs and motives as well as their outward behaviour. She is probably more observant than most, picking up the more subtle signs that give insights into why people are behaving as they are. This perceptiveness would allow Alisha to operate more flexibly in her dealings with others if she chose to use this attribute to enable her to adapt her interpersonal manner to the psychology of the person she is dealing with at any particular time. However, her own behavioural style is to be quite consistent in the ways she deals with people. She will rarely keep her own motives and intentions concealed from others, and is somewhat disinclined to put on different personas depending on who she is talking to. She generally prefers to let others know about her real views, and they in turn are likely to find it easy to know exactly where they stand with her. Although this openness will probably be constructive in many ways, she is unlikely to be considered by others as particularly tactful or discreet. She is certainly less likely to behave in a manipulative or "politically-oriented" manner than others who have a more artful or calculating nature. Although Alisha is not insensitive to the impact she has on other people, she generally speaks her mind without too much concern for the consequences.

Alisha's primary team role is Team Worker. Team Workers are sociable and caring. They like to keep the team running harmoniously and are concerned to ensure that good relationships are maintained between group members. They tend to be less assertive and dominant, but are more perceptive about behaviour. Team Workers are amiable and amenable and dislike conflict. It may fall to them to defuse difficult situations, perhaps through humour or a careful remark. Team Workers favour co-operation and may be less competitive than other team members.



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Core Personality Traits - People

Affectionate

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Sociable

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Alisha is not entirely a loner who doesn't have much need for social contact, but she may be fairly content with her own company. She probably quite enjoys working on her own and may prefer a job which doesn't involve a great deal of people contact. She may be more interested in her own inner world than in interacting socially, or establishing relationships. Nevertheless, she is not especially cold and aloof, and will perhaps show some warmth to others, taking interest in them and their problems where this seems to be appropriate. She is capable of demonstrating sympathy and concern, perhaps more particularly where she can see that there is a genuine impact upon someone else in the workplace.



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Core Personality Traits - Task

Strategic										
Low		Below average			Average		Above average		High	
1	2	3	4	5	6	7	8	9	10	

Free-thinking										
Low		Below average			Average		Above average		High	
1	2	3	4	5	6	7	8	9	10	

Alisha's style of task management is balanced between operational and strategic, her approach depending, perhaps, more on the requirements of the situation than on her own personality characteristics. She has a moderate tolerance for working within the constraints of rules, systems and routines, but may demonstrate a more creative, unconstrained thinking style in some situations. She is therefore likely to feel most at home with a balance of responsibilities which allow a degree of reference to existing systems and methodologies, but also some opportunities to innovate and develop new approaches. She is likely to adapt to the demands of short-term, practical objectives without losing sight of long-term strategic considerations.

Intuitive										
Low		Below average			Average		Above average		High	
1	2	3	4	5	6	7	8	9	10	

Cautious										
Low		Below average			Average		Above average		High	
1	2	3	4	5	6	7	8	9	10	

She generally avoids taking quick decisions, preferring to ponder and reflect at some length before making up her mind. She will bring to tasks a balanced style of thinking, sometimes taking an objective, logical approach, but also allowing herself to be influenced by gut feel impressions. Her analysis of problems will tend to reference hard, factual information, but may not involve a rigorous scientific or critical evaluation of the data. This analysis will tend to be quite protracted, with Alisha avoiding risks by taking time to collect her thoughts before reaching a conclusion. She will feel more comfortable with a role which allows unhurried contemplation than one which requires her to think on her feet.



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Core Personality Traits - Task

Systematic

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Distractable

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Alisha is fairly orderly and systematic in her management of tasks. She will usually spend some time prioritising and planning before throwing herself into a piece of work. She prefers foresight, tidiness and punctuality to crisis management, and has a conscientious attitude to task completion. Alisha will be quite disciplined in seeing tasks through to their conclusion. She will generally avoid distractions and persevere, even with tedious work, until final objectives are met. She is likely to be organised, methodical and structured in her work style, and should therefore be a reliable implementer, drawing on her tenacity, concentration and determination to get jobs properly finished off.



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Core Personality Traits – Feelings



Alisha may occasionally experience self-doubts but no more so than most. She has a fairly typical level of self-esteem, and probably feels, at an emotional level, neither inferior or superior to her peers. Alisha's internal perception of her own worth is likely to be quite realistic, and temperamentally she is moderately relaxed. Although she may feel stressed or keyed up in some situations, she is not generally more tense than is typical for managers. She is therefore likely to tolerate a degree of work-related pressure but is not markedly laid back.

She is balanced in her emotional sensitivity being neither strongly thick-skinned nor highly reactive. She has a degree of resilience but, like most people, can feel upset or hurt if criticised, and may feel angry or frustrated in particularly trying circumstances. On the occasions when she does feel inwardly emotional (perhaps angry or frustrated or disappointed) she is unlikely to express her feelings freely. Alisha usually avoids revealing her emotional state. She keeps her feelings under some control, and rarely sees fit to "let off steam". This emotional silence will have the advantages that Alisha will be perceived as stable, resilient and unlikely to display any signs of volatility. However, her inscrutability may make her rather difficult to relate to, especially by people who like to freely discuss and express their feelings.



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Core Values – Self-enhancement

Competition

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Results

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Personal authority

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Responsibility

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Work

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

She values co-operation more highly than competition. She is more concerned to meet her own standards of success than to perform well in comparison with others. Relative achievement is of little interest to Alisha, who is less suited to a culture which stimulates and encourages competition amongst employees, but better suited to an environment where collaboration and team-work are favoured for the pursuit of shared goals.

Alisha's motivation is directed to both process and outcome without particular emphasis on one or the other. She has a typical level of need for achievement, but does not require constant reinforcement in the form of tangible results in order to sustain enthusiasm. Concerns about approach and methodology are not overshadowed by bottom-line considerations.

Alisha's value for personal authority is typical, which suggests that she is not a confirmed democrat or autocrat, but prefers to keep an open mind as to when and how authority should be used. She is likely to take the view that status or position have some justifiable significance, but is also able to see that more participative styles of management have their own benefits when the circumstances are right.

She is not particularly attracted by responsibility as a motivator in its own right. She is generally happy to work on tasks that other people are in charge of, and is often prepared to share accountability for outcomes which strictly fall within her own remit. She may even feel uncomfortable with the pressures of burdensome responsibilities and prefer that someone else is ultimately answerable.

She attaches little value to work for its own sake. This is not to say that she lacks motivation at work, but rather that she does not strongly identify herself with her job/employer, and would probably be happy to spend her time



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Core Values – Self-enhancement

in other ways if she did not need to work for financial reasons. Other aspects of life may be more important to Alisha than work, and, if given the choice, would probably prefer a role which gives her more rather than less leisure time.

Note for assessors: Self-enhancement values are associated with achievement and power. Lower scores on the above scales are associated more closely with the next section - Self-transcendence.



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Core Values – Self-transcendence

Altruism									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Intimacy									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Levity									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

She has a fairly strong inclination towards altruism, believing that the welfare of the individual should be a collective responsibility. She will feel rewarded by performing work which has a direct benefit to other people, particularly if these others are perceived as a needy or deserving group. If her work has no obvious benefit to others she may begin to feel it is rather pointless and feel inclined to look for a role which she would find more meaningful. She may well be prepared to make personal sacrifices in terms of other work-related rewards in order to do work which has some altruistic value.

Alisha regards relationships with others as highly important to her own happiness. She appreciates human warmth and affection and is likely to ascribe more significance and value to friendships than to other sources of satisfaction or reinforcement. She is therefore well suited to an environment where she will feel the benefits of camaraderie and interpersonal closeness, but may be unhappy in a context where contact with others is guarded and/or infrequent.

She is a serious-minded individual, who will often take a rather solemn and reflective view rather than seeing the funny side. In particular, she feels that work is a serious business and that frivolity in the work-place is usually inappropriate. This low value for levity does not mean that Alisha has no sense of humour, but it does indicate that she will tend not to appreciate flippant attitudes to issues that she holds as important. She is therefore likely to be most comfortable working with colleagues who share her serious-mindedness.

Notes for assessors: Self-transcendence values are associated with benevolence and a concern for the well-being of others. Lower scores on the above scales are more closely related to the previous section - Self-enhancement.



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Core Values – Openness to change

Novelty									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Self-expression									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Intellect									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

She has relatively little need for variety, and in fact tends to favour the familiar and predictable. This means that she is quite well suited to unchanging responsibilities, and will usually maintain interest in tasks even after the novelty has worn off. She is unlikely to become restless with a particular role simply because it involves a degree of stability or repetition.

Alisha puts little emphasis on creativity or individuality as satisfiers at work. She has a low need for self-expression, and does not see the workplace as appropriate for self-discovery or affirmation. She is not looking for reinforcement in the form of opportunities to apply unique or original ideas.

Alisha is not particularly impressed by intellect. She believes that theoretical or abstract arguments are often irrelevant, that academics are sometimes out of touch with reality, and that society generally attaches too much value to intelligence and not enough to other human assets. She will tend to avoid involvement in highbrow conversation, finding any kind of pseudo-intellectual debate at best tedious and at worst repellent.

Notes for assessors: Openness to change values are associated with exploration, self-direction and new experiences. Lower scores on the above scales are more closely related to the next section - Conservation.



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Core Values – Conservation

Security										
Low		Below average			Average		Above average		High	
1	2	3	4	5	6	7	8	9	10	

Recognition										
Low		Below average			Average		Above average		High	
1	2	3	4	5	6	7	8	9	10	

Material wealth										
Low		Below average			Average		Above average		High	
1	2	3	4	5	6	7	8	9	10	

Alisha has a fairly strong need for job security. She values occupational stability and will feel uncomfortable if this is in any way threatened. She likes to feel clear about how his career will develop in the short, medium and long term, and is likely to feel demotivated if her future is uncertain.

Alisha has a typical need for recognition from others. This means that, although she is not strongly dependent on positive feedback and support from colleagues, she is like most people in that she appreciates judicious praise when it comes. However, she will not require constant respect and "pats on the back", and will rely to some extent on her own judgements of her quality of work as well as the perceptions of others.

Alisha has a low value for material wealth. She is less interested in money as a motivator, and will generally hold other aspects of job satisfaction as more important. Though she may not actively reject materialism she is unlikely to allow the pursuit of financial rewards to influence her career direction to any great extent.

Notes for assessors: Conservation values are associated with safety, security and stability. Lower scores on the above scales are more closely related to the previous section - Openness to change.



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Motivators/Drivers

- Opportunities to collaborate with others.
- Tasks with non-intellectual emphasis.
- Predictability; familiarity; continuity.
- Opportunities to perform work which has clear and direct benefit to others; altruistic task content.
- Opportunities to form relationships and make close friends.
- Working environment oriented towards serious-mindedness.
- Job/career security; clear career plan.
- Culture which subordinates the work ethic to other values.
- Work requiring deep, understanding of the feelings, thoughts and motivations of others.
- Culture which favours openness in expression of opinions.
- Tasks requiring an organised, systematic, methodical approach.
- Scope to spend time in unhurried consideration before taking decisions.



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Dissatisfiers/Inhibitors

Culture with strongly materialistic values.
Highly competitive working environment.
Excessive responsibility; accountability for highly critical outcomes.
Lack of job/career security; no clear career plan; uncertainty about future.
Culture which strongly values the work ethic.

Little or no opportunity to form relationships and make close friends; lack of interpersonal warmth in working environment.
Working environment oriented towards light heartedness/frivolity; colleagues poking fun at each other.
Work which involves extensive interpersonal contact with others and little time alone.
Company politics; culture with low value for openness/candour; work requiring interpersonal flexibility, tact or diplomacy.
Work requiring assertive direction of others.

Tasks with extensive abstract/intellectual content; intellectually oriented colleagues.
Unpredictability; constant change; little opportunity to build up familiarity with task content.
Crisis management; having little or no opportunity to plan ahead; having to deal with issues in an unsystematic manner.
Work requiring hurried decisions; having to take action with little time for consideration; having to take risks which have not been fully thought through.
Little or no opportunity to perform work which has clear and direct benefit to others;lack of altruistic task content.



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Big Five Factor Model

More like this	In between	More like this
Down-to-earth, uncreative, conventional, prefers routine, less curious, conservative.	●	Openness to experience Imaginative, creative, original, prefers variety, curious, liberal.
More like this	In between	More like this
Negligent, overlooks things, disorganised, tardy, aimless, gives up.	●	Conscientiousness Conscientious, hardworking, organised, punctual, ambitious, persevering.
More like this	In between	More like this
Reserved, loner, quiet, passive, sober, inward looking.	●	Extraverted Affectionate, joiner, talkative, active, fun-loving, passionate.
More like this	In between	More like this
Puts self-interest first, suspicious, uncooperative, antagonistic, critical, irritable.	●	Agreeableness Softhearted, trusting, generous, considerate, acquiescent, lenient, good-natured.
More like this	In between	More like this
Calm, even-tempered, self-assured, optimistic, comfortable, unemotional, resilient.	●	Neuroticism Anxious, temperamental, pessimistic, emotionally volatile, vulnerable to stress.



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Psychological Type

More like this	No strong preference	More like this
Introversion Energised by being on own, likes solitude. Private, keeps thoughts to self. Quiet, deliberate.	●	Extraversion Energised by being with others, gregarious. Expressive, self revealing. Talkative, enthusiastic.
More like this	No strong preference	More like this
Sensing Concrete, practical. Focus on the present. Detailed, factual. Uses senses.	●	Intuition Imaginative, abstract. Focus on future. Conceptual, theoretical. Likes ideas and complex tasks.
More like this	No strong preference	More like this
Feeling Empathetic, warm. Ruled by heart not head. Sensitive, vulnerable. Avoids conflict, seeks harmony.	●	Thinking Rational, logical, objective. Ruled by head not heart. Thick-skinned, impersonal. Critical.
More like this	No strong preference	More like this
Judging Decisive. Structured, organised. Seeks closure. Finishes things off.	●	Perceiving Procrastinates, puts things off. Disorganised, unstructured. Dislikes routine. Spontaneous, flexible.

Assessor note: the predicted type is ISFJ.

No strong preference suggests varying behaviours may be observed.