



Personality and Motivation Profiler Assessment Report

Carly Sample

8 June 2020



Personality and Motivation Profiler

Introduction to the Report

PMP 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:

- **Interpersonal Orientation** - interpersonal style including influencing, empathy and team focus
- **Task Orientation** - approach to work including innovation, attention to detail, organisation and conscientiousness
- **Personal Orientation** - emotional resilience, optimism and energy
- **Work Orientation** - satisfiers and dissatisfiers in relation to the content and context of the job

This report is based solely on the respondent's answers to the PMP 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 sample of non-managerial respondents (NOT the general population).

The report contains:

Section One – 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 Two – Interview Questions

- Potential Strengths
- Potential Limitations



Personality and Motivation Profiler

Core Traits - Interpersonal Orientation

Carly is rather less gregarious than many people, and although she probably doesn't seek to work in a solitary way all the time, she is likely to be reasonably content with her own company. This is not to say that she won't involve herself with the team nor that she always pursues her own goals at the expense of the group. In common with most people, Carly will contribute to teamwork and will pay some attention to the greater good, without necessarily always sublimating her own needs. Thus, while Carly may not feel a strong need to have others about her, when the situation demands she will be willing to involve herself with others.

Carly is an extremely shy, retiring person who feels ill at ease when meeting strangers, or having to mix socially. She finds it difficult to display a confidence which she does not feel, and is very likely to take a back seat in discussions, frequently lacking the boldness to speak up and express her views. She also finds negotiating and selling rather awkward, fairly often feeling unable to persist with a line of argument even when she knows she is right. Carly is reticent about her ability to persuade others easily to a point of view, sometimes preferring to agree to differ, rather than being seen to force her opinions upon others. She would probably feel uncomfortable or self-conscious in an environment that brought her into a lot of contact with unfamiliar people, and where others were looking to her to represent their views.

Carly, like most people, will make some effort to try to understand other people and their needs. She is likely to pay some attention to others with problems but may not be so perceptive about behaviour that she always strikes the right note or feels that she has gained a really good insight about where someone is coming from. Nevertheless, others are unlikely to see her as an intolerant or unsympathetic person even though she may not always be as effective in dealing with them as she might like. Similarly, Carly is not a totally inflexible person. She will make concessions at times and be prepared to shift her ground if others are in disagreement with her. This doesn't mean that she will never come into conflict with others, but certainly suggests that she is not so focused on her own needs that she will always insist on getting her own way.



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Core Traits - Task Orientation

In common with most in the comparison group, Carly probably likes to have some scope to come up with new ideas or to find new ways around problems. This is not to say that she sees herself as the strongest source of innovation, but certainly she is not the sort of person who always feels that tried and trusted methods are the only way of doing things.

She is not an especially proactive person and may well prefer to be told what to do by others rather than thinking ahead and deciding what needs to be done next. Carly is also rather more likely than most to let events unfold, perhaps being taken by surprise when something happens, having failed to anticipate the future. Others may need to keep suggesting courses of action to Carly rather than being able to rely on her to use her initiative.

Carly is neither particularly disorderly nor strongly systematic in her management of tasks. She is likely to plan and prioritise to some extent, and thus lend a degree of structure to her work, but may not feel it necessary to think through every contingency. Although she can be reasonably organised and methodical in her work style, she is probably not thought of as noticeably tidy and well ordered, and may sometimes find she is dealing with unplanned-for problems at the last minute. However, she has a moderately conscientious attitude to task completion; Carly is likely to be reasonably disciplined in seeing tasks through to their conclusion, although she may lose interest if work is particularly tedious or repetitive. She is not easily distracted, but may succumb to distractions if she is feeling unusually bored with her work.

She is rather more careful about detail than many people, and is more likely to spend some time checking her work for errors or making sure that she has not misplaced things of importance. Carly is likely to have a greater tolerance for tasks that require some attention to detail, and probably dislikes feeling that she may have overlooked a mistake.



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Core Traits - Personal Orientation

She may be a little less emotionally robust than some, perhaps either taking things very personally or being inclined to worry even if things are going well. This concern for what others may say or think about her, or anxiety about her work may also be more likely to be obvious in Carly than in some others, for she may be a little more inclined than some to express his feelings openly.

She is not a particularly positive and optimistic person and may be inclined to regard things as half empty rather than half full. Her general outlook on life and work may be fairly gloomy, and she is more likely than most to point out snags and reasons why plans will fail as opposed to taking an optimistic view. Carly is rather more likely to speak of problems as opposed to opportunities.

She is probably someone who tires a little more easily than many people, and she may find it more difficult to summon up reserves of energy, particularly in times of stress. Carly may prefer a more sedentary or generally less physically tiring role to one which calls for much physical and mental energy.



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Core Traits - Work Orientation

Carly's motivation is directed to both process and outcome without particular emphasis on one or the other. She has an average 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.

She requires a degree of variety in her work, but no more than most respondents making up the comparison group. This suggests that she may dislike a highly predictable and unchanging role, but nevertheless is likely to tolerate a fair degree of repetition or stability without losing interest.

She has a fairly high value for responsibility. This means she may be reluctant to share responsibility for work, and will probably become demotivated if not given clear accountability for tasks that she undertakes. She will find new or increased responsibilities a reward in themselves, and so is likely to achieve most job satisfaction in a role which allows her some independence. She is likely to become frustrated if reporting to a boss who refused to delegate a degree of responsibility.

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



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Core Traits - Work Orientation

Carly has a high value for material wealth. She attributes significant importance to financial rewards and is likely to allow salary considerations to influence career decisions. She is less likely to sacrifice material gains for other aspects of job satisfaction than most respondents making up the comparison group.

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 Carly, 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.

She has a high need for recognition from others. She requires fairly frequent positive feedback and support from colleagues in order to maintain motivation, and generally takes other people's perceptions of her work quite seriously. She responds well to "pats on the back" and badly to ingratitude or disrespect for her work. This reliance on approval from others means that Carly is likely to be demotivated in an environment where she can expect infrequent thanks for good work, and where overt respect and praise are something of a rarity.



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Interview Questions

POSSIBLE STRENGTHS

Likes to get the details right. Checks work. Spots errors.

Q. When have you overlooked critical details at work?

Q. What would strike me most about your desk/workplace?

Likes material wealth. Is motivated by financial reward.

Q. Tell me about your views on the pursuit of material rewards.

Q. How far would you be willing to take on a role with less money but more job satisfaction?

Needs recognition and respect. May feel demotivated if not praised frequently.

Q. To what extent do you judge your performance by your own standards?

Q. Please describe a situation where you felt that your worth had gone unnoticed?



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Interview Questions

Interview evidence - Strengths



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Interview Questions

POSSIBLE LIMITATIONS

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?

Shy and reticent. May find it difficult to mix socially. Less inclined to contribute views.

Q. What sort of social situations do you find most challenging?

Q. When are you most likely to contribute your views in meetings?

Uncomfortable when negotiating or selling. May find it difficult to convince others. Dislikes pressing views home. Agrees to differ.

Q. Please describe a recent negotiation you were involved in. What did you do?

Q. To what extent do you like to persist in getting your views across?

Waits for things to happen. Less proactive.

Q. Tell me about a time when a problem crept up on you.

Q. To what extent do you rely on others to tell you what to do?

Easily upset. Tends to worry. Takes criticism to heart.

Q. To what extent are you able to forget about work in your free time?

Q. What do you find most stressful about your current/previous job?

Pessimistic. Sees obstacles rather than opportunities. Negative approach.

Q. What do you feel have been the biggest obstacles in your life?

Q. To what extent do you feel pessimistic about your current situation.

Less active and energetic. Tires easily.

Q. What do you most enjoy doing after a hard day's work?

Q. To what extent do you find work pressures can be draining?

Life/work balance may be biased one way or the other.

Q. Tell me how you go about balancing work and your private life.

Q. Which takes precedence for you - your career or your life outside work?

Unmotivated by competition. Uninterested in own success in relation to peers.

Q. How do you set about measuring your own achievements?

Q. Under what circumstances do you like to compete with others?



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Interview Questions

Interview evidence - Limitations