GLOBAL PERSONALITY INVENTORY

Manager’s Report

JAMES BOND

January 7, 2012
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Introduction

About the GPI
The Global Personality Inventory (GPI) is a comprehensive assessment, specifically designed to provide a measure of adult personality that is appropriate for cross-cultural use. Offering narrative interpretations for 37 dimensions of personality derived from 9 performance factors, the GPI is particularly well suited to a variety of workplace applications, such as: selection, coaching, feedback, training, development, and succession planning. Although the GPI offers valuable insight for individuals at all levels, the assessment and its reports are designed particularly for use with managers, executives and professionals. Given the global development and workplace emphasis of the assessment, the GPI provides a measure of common personality dimensions that will work effectively across cultures in supporting employment decisions.

Overview of this Report
This Manager's Report was developed primarily to provide a summary of the individual's probable way of behaving within the workplace, coupled with a means of gathering supporting information via interview probes. Because of the comprehensive information presented, users may find this report helpful in both selection and development contexts.

The report offers a graphical representation of scores associated with each of the 37 dimensions selected by the user. For each dimension, narrative statements are provided to address potential positive and negative attributes. In addition, interview probes are presented to guide managers in gaining additional information regarding specific dimensions of personality. By integrating assessment and interview components, the Manager's Report provides a valuable resource that can be used in deploying a comprehensive, yet concise, selection process.

Using this Report
The most effective use of this Manager's Report will include a review of the scores and related narratives within the context of the position requirements under consideration, followed by a utilisation of the interview probes to derive confirmatory information regarding probable behaviour. The report serves as a valuable source of information that should be reviewed together with other factors evaluated by the organisation. Some of these factors may include the interview, application form, CV, appropriate credentials, reference checks and possibly other tests to evaluate particular skills, abilities, knowledge or personal characteristics not covered by the GPI, but needed for the job. Information from the GPI should be used in conjunction with other sources of information to make selection decisions and identify development opportunities, rather than be used in isolation.

Information within the Manager's Report is presented in a manner such that a higher score on a given dimension suggests a tendency toward exhibiting more of a specific dimension. This does not indicate that higher scores are necessarily better than lower scores. Scores should be interpreted by whether or not they match the desired characteristics of the job. While scores are provided for comparison between individuals, a difference of one point on a given dimension does not substantially impact the applicability of the narrative statements. Users should consider the overall pattern of an individual's scores when evaluating employment decisions and avoid placing too much emphasis on a particular performance factor.
This is a measure of the tendency to use successful thinking strategies to solve problems, make decisions and create unique ideas or work products. It measures the tendency to be open both to multiple ideas and to using alternative modes of thinking; to produce unique and original things; to understand ambiguous information by analysing and detecting the systematic themes in data; and to have foresight in one's thinking.

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<tr>
<th>Facet</th>
<th>Sten</th>
<th>Description</th>
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<tr>
<td>Innovativeness/Creativity</td>
<td>10</td>
<td>The individual is more likely than others to apply innovative approaches to their work, blending diverse ideas to develop solutions to complex problems. Because they may enjoy opportunities for creative thinking, the individual may tend to devote significant efforts to innovation, even when existing practices are effective. The individual may benefit from guidance in the timely allocation of effort.</td>
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<tr>
<td>Thought Agility</td>
<td>8</td>
<td>The individual is likely to solicit ideas while forming opinions and rendering informed decisions. Their thinking is probably influenced by alternative views and multiple perspectives. Because they are willing to evaluate a variety of information sources, the individual may tend to change views more often than others. They may benefit from recognising the value of their own insight.</td>
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<tr>
<td>Thought Focus</td>
<td>10</td>
<td>The individual is more likely than most people to diagnose problems quickly and they tend to identify patterns and trends within seemingly unconnected data. Because they may prefer objectivity in their analysis, the individual may tend to undervalue subjective information in proposing solutions. The individual may benefit from gaining a greater appreciation for the value of insight in decision making.</td>
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<tr>
<td>Vision</td>
<td>9</td>
<td>The individual may be inclined to consider future needs in evaluating current circumstances. They may be more likely to anticipate opportunities, while forecasting potential problems with greater accuracy than most people. Because the individual may tend to emphasise a long-range view, they may benefit from an intentional review of the immediate impact of decisions.</td>
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Interview Probes

1. I would like to hear about a time when you offered an innovative solution to a recurring problem at work.
   a. What was the recurring problem? What was your solution?
   b. How did you present your recommendation?
   c. How did others respond to your recommendation? What was the impact of your solution on the problem?

2. Tell me about a time when you processed complex or rapidly changing information to extract key issues or implications.
   a. What was the situation? What was the information that you processed?
   b. How did you extract the key issues or implications?
   c. What was the outcome?

3. Tell me about a time when you developed and successfully communicated your organisational vision to others.
   a. Describe the organisational vision that you developed.
   b. What steps did you take to develop this vision? How did you communicate your vision to others?
   c. What was the response to the vision? What was the outcome?
Planning & Execution

This is a measure of the tendency to be good at the planning and execution of tasks or projects. It measures attention to detail, thoroughness and the desire for accuracy. The tendency to be self-disciplined in one's approach to work is also a component of this measure. This includes being focused on processes and tasks, being prepared and organised and not being distracted easily.

Interview Probes

1. Tell me about a time when it was particularly important for you to be thorough at work.
   a. What was the situation? What were you working on?
   b. What steps did you take to ensure that you were thorough?
   c. How did it turn out?

2. Tell me about a specific time when your ability to concentrate really helped you at work.
   a. What was the situation? What were you working on?
   b. What did you do to maintain your concentration?
   c. What were the results of your efforts?
Facilitating Leadership

This is a measure of the tendency to take a leadership role within the organisation. It measures the tendency to take responsibility for guiding others’ actions and getting others to view and do things in a certain way. This includes gaining support and commitment from others, taking charge when it is appropriate, mobilising others to take action and being persuasive.

Facet | Sten | Description
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Influence | 9 | The individual is more likely than most people to exercise influence over others. They may persuade others to take action, shape opinions readily and build support for decisions. Because of their inclination to sway others’ points of view, the individual may benefit from recognising the value in gaining other perspectives at times.

Taking Charge | 8 | The individual is more likely than most people to take on leadership responsibilities. They may readily seek opportunities to direct others to take action, prioritise work and evaluate others’ efforts. While the individual may appear quick to offer direction to others, they may benefit from recognising their own need for accountability and feedback, while allowing others to lead at times.

Interview Probes

1. Give an example of a time when you took responsibility for the progress of your group.
   a. What was the group trying to accomplish? What was your role in the group?
   b. What did you do?
   c. What was the outcome of your efforts?

2. Tell me about a time when you had to convince others to help you to meet a tight deadline or successfully complete your work.
   a. What was the situation?
   b. What did you do to convince others to help you?
   c. What was the outcome?
Debilitating Leadership

This is a measure of the tendency to use quasi-leadership tactics or to engage in various behaviour types that may prove successful in changing others' behaviour in the short term, but ultimately cause the leader to fail or lose support of those around him or her. These include the tendency to be self-centred and egotistical, to use self-serving manipulation tactics, to micro-manage, to use power in an intimidating or threatening way or to avoid confronting others by using passive-aggressive tactics in a self-serving way.

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<td>Ego-Centred</td>
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<tr>
<td>Intimidating</td>
<td>6</td>
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<tr>
<td>Manipulation</td>
<td>4</td>
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<tr>
<td>Micro-Managing</td>
<td>4</td>
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<td>Passive-Aggressive</td>
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The individual is likely to maintain a reasonable view of their contribution to the organisation. In situations where the individual may feel threatened, they may work hard to impress others, while at other times they may exhibit a strong sense of accomplishment. They may appear typical of most people, to the extent that they balance pride in their abilities with an appreciation for others' efforts.

The individual may be typical of most people, to the extent that they may pressure others to accept a certain view or to take action. In most situations, they may prefer a constructive environment in which others are comfortable when questioning their approach. Still, at other times, they may act in ways that pressure others to respond in a certain manner.

The individual may seek to shape outcomes during circumstances in a manner that is typical of most people. When they feel threatened or in high-stakes situations, the individual may seek to protect themselves by shifting blame or influencing outcomes. Still, at other times, they may be inclined to share information appropriately and work for the benefit of others.

The individual may delegate detailed work and encourage subordinates to make their own decisions at times. The individual may be typical of most people, to the extent that they convey responsibility to subordinates and peers. Still, they may closely monitor others' efforts when they perceive their scrutiny and guidance to be crucial for success.

The individual is likely to offer opinions that are consistent with their behaviour. They may tend to cooperate with others when agreeing to do so, while ensuring that their words and actions are aligned. Because they may not conceal their intentions from others or alter their behaviour to gain advantage, the individual may benefit from guidance in negotiations.
Interview Probes

1. Can you describe a time when you publically praised or acknowledged a member of your team who had done something really well?
   a. What was the situation?
   b. What did you do?
   c. What was the outcome?

2. Tell me about a situation where you have used your influencing skills, rather than positional power, to persuade others.
   a. What was the situation?
   b. What did you do?
   c. What was the outcome?

3. Tell me about a time when you successfully gained the trust of someone at work with whom you previously had disagreements.
   a. What was the situation?
   b. What did you do to build the trust?
   c. What was the outcome?
Interpersonal Nature

This is a measure of the tendency to engage in interpersonal behaviour that is socially appropriate and which leads to positive relationships with others. This includes the tendency to be highly engaged by any social situation; to express care about others’ well-being; to understand what others are experiencing and to convey that understanding to them; to believe in and trust others; and to perceive and understand accurately the meaning of social cues and use that information to accomplish a desired goal.

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<td>Consideration</td>
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<td>Sociability</td>
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<td>Empathy</td>
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<tr>
<td>Trust</td>
<td>9</td>
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<td>Social Astuteness</td>
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The individual is less likely than most people to be influenced by the needs or feelings of others. Because they may not be distracted easily from their work, the individual may be perceived as inconsiderate at times. The individual may be less likely to notice the needs or concerns of those around them and they may benefit from intentionally seeking opportunities to assist others.

The individual is likely to enjoy opportunities to interact with others and may display a friendly and outgoing demeanour. While they are likely to make new acquaintances easily. While they are likely to crave social interaction, the individual may benefit from working alone when a focused, quiet working environment might be beneficial.

The individual may act in a manner typical of most people, to the extent that they consider the needs, concerns or feelings of others when taking action. While the individual may appear empathetic where they have existing relationships with others, they may appear less understanding towards those with whom they have limited familiarity.

The individual may tend to place a great deal of trust in others’ intentions, while approaching interactions with confidence in others’ honesty and reliability. The individual may be less likely to discern others’ attempts at manipulation and may be more vulnerable to potentially hidden motives. They may benefit from applying additional scrutiny to their decision-making process.

The individual may be more likely than others to observe social cues and evaluate others’ intentions effectively. They may tend to adapt their approach in order to influence others. The individual may benefit from clarifying what others have actually stated, while appreciating the impact of perception and inference in their response.
Interview Probes

1. Tell me about a time when you delivered a message that you knew would be difficult to hear to someone with whom you worked closely.
   a. What was the situation? What was the message? What made it difficult to deliver?
   b. What steps did you take to deliver the message?
   c. How was your message received?
      What was the final outcome?

2. Give an example of a time when you suspected that someone at work had ulterior motives.
   a. What was the situation?
   b. What did you do about the situation?
   c. What was the outcome?

3. Can you describe a time when you needed to build new relationships quickly to help achieve your work objectives?
   a. What was the situation?
   b. How did you approach the situation?
   c. What was the outcome?
Motivation

This is a measure of the tendency to demonstrate motivated behaviour that leads to successful work outcomes. This includes the tendency to be highly active and energetic; to take initiative in a proactive, rather than reactive manner; to have a strong drive, a desire for achievement and to realise personally meaningful goals.

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<td>Desire for Achievement</td>
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<tr>
<td>Initiative</td>
<td>10</td>
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<td>Energy Level</td>
<td>9</td>
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The individual may tend to pursue challenging goals and they may enjoy opportunities for increased recognition. Because they may seek to surpass others' accomplishments, the individual is likely to set high standards of performance. Since they may push themselves to meet unrealistic expectations, the individual may benefit from a greater appreciation for existing accomplishments.

The individual may tend to enjoy opportunities to take on new challenges. They are likely to approach problems proactively, while seeking out additional responsibilities. Because the individual may be inclined to over-commit themselves, they may benefit from fully considering their existing burden prior to taking on an increased workload.

The individual may be likely to thrive in a fast-paced and challenging environment and they may tend to overwork themselves. They may exert extra effort and show high energy levels, even when faced with an exhausting workload. Because of their tendency to push themselves beyond their comfort level, they may benefit from learning to appreciate the benefits of a lighter workload during less challenging times.

Interview Probes

1. Work environments are often extremely fast-paced in today's organisations. I would like to hear about one time in particular when you worked hard to keep up with the pace.
   a. Describe the environment. What was the situation?
   b. What steps did you take to keep up with the pace?
   c. What was the outcome?

2. Please tell me about a time when you came up with a new approach for handling a long-standing work problem.
   a. What was the problem that needed to be addressed? What was your new approach?
   b. What steps did you take to come up with your new approach?
   c. What was the outcome?

3. Tell me about the accomplishment that you think best exemplifies the quality of your work.
   a. What was the accomplishment?
   b. What did you do to accomplish your work?
   c. What was the end result?
Self Management

This is a measure of the tendency to be in control of one's attitudes and behaviour. This includes the tendency to be open to change and considerable variety; accept and respect the individual differences of people; to be generally satisfied with many things, including but not limited to work; to believe that good things are possible; to be even-tempered; to endure typically stressful situations without undue physical or emotional reaction; to believe in one's own abilities and skills; and to be aware of one's strengths and weaknesses.

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<td>Self Confidence</td>
<td>9</td>
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<tr>
<td>Stress Tolerance</td>
<td>10</td>
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<tr>
<td>Optimism</td>
<td>10</td>
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<tr>
<td>Self Awareness/Self Insight</td>
<td>8</td>
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<tr>
<td>Adaptability</td>
<td>7</td>
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The individual may be likely to believe in their own abilities. They are more likely than others to exude confidence, while maintaining strong determination in the face of obstacles. Despite a high degree of confidence in achieving success, the individual may benefit from closer scrutiny regarding the significance of certain challenges.

The individual is more likely than others to handle pressure well. They may tend to remain calm and relaxed even during stressful situations, while appearing resilient despite adversity. Because their response may appear to downplay the significance of troubling events, the individual may benefit from discussing their recognition of potential problems.

The individual tends to approach challenges with enthusiasm. They are more likely than others to maintain a positive outlook in most circumstances. They tend to appear cheerful and optimistic in most circumstances, although they may be reluctant to consider the significance of certain problems. They may benefit from careful scrutiny of potential risks in evaluating opportunities.

The individual is more likely than most others to offer a realistic view of their strengths and weaknesses. They may tend to consider the impact of motives and values on their own behaviour, while maintaining an appropriate awareness of limitations. Since the individual may avoid taking appropriate risks in light of personal limitations, they may benefit from encouragement by superiors.

The individual is likely to demonstrate flexibility in a manner typical of most people. In times of stress or urgency, they may appear less inclined to embrace change. During times of less pressure, the individual may appear more likely to adapt to new circumstances. They may tend to appreciate a modest degree of variety in their work.
The individual may be typical of most people, to the extent that they exhibit a desire to impress others. In some situations where the career impact is most obvious, the individual may try to accentuate their abilities or successes. In other circumstances, where there is little to gain by impressing others, the individual is less likely to be concerned with influencing opinions.

The individual is likely to maintain their composure during times of conflict and hostility, while remaining calm in stressful circumstances. They may tend to avoid extreme positive or negative emotions in most situations. Since the individual may tend to guard their emotions closely, they may benefit from recognising opportunities to influence discussions and decisions by revealing emotion in their response.

The individual is more likely than most people to accept other viewpoints. They may tend to treat all individuals equally and work well with others, despite different beliefs and cultural backgrounds. The individual may tend to disclose personal beliefs in the workplace and they may benefit from anticipating potential sources of conflict within such discussions.

The individual may tend to demonstrate a positive outlook regarding work and life circumstances and they are likely to appear agreeable in most settings. They are more likely than most people to be satisfied with their work and social status. Because they may be content in most circumstances, the individual may benefit from recognising opportunities for improvement.
Interview Probes

1. Sometimes priorities at work shift very quickly. Describe a time when you handled a changing priority effectively.
   a. What was the change in priorities?
   b. What did you do to manage the change in priorities?
   c. What was the outcome?

2. Please provide a specific example of a time when you stayed optimistic despite the fact that almost everyone you were working with had a negative attitude.
   a. What was the situation?
      What caused the others' negative attitude?
   b. What did you do to stay optimistic?
   c. How did it turn out?

3. Tell me about a time when you had to cope with a high-pressure or stressful work situation.
   a. What was the situation? What made the situation stressful?
   b. How did you respond to the situation?
   c. What was the outcome?
**Individual Work Orientation**

This is a measure of the tendency to engage in independent, sometimes self-serving, behaviour that can be beneficial in jobs that require a relatively high degree of independence. This includes the tendency to be autonomous; to be competitive; to take risks based on limited information; and to be ambitious in the advancement of one’s career or position in the organisational hierarchy.

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<tr>
<td>Desire for Advancement</td>
<td>6</td>
</tr>
<tr>
<td>Independence</td>
<td>3</td>
</tr>
<tr>
<td>Competitiveness</td>
<td>8</td>
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<tr>
<td>Risk Taking</td>
<td>7</td>
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The individual may be typical of most people, to the extent that they are motivated to advance their career. They may tend to value job security, job mastery and life balance. However, the individual may also take advantage of opportunities that allow for professional advancement and they may aspire to higher positions where available.

The individual tends to enjoy working collaboratively on assignments. They are more likely than others to willingly seek direction and they may tend to appreciate guidance from others when making decisions. They may hesitate to make important decisions on their own and they may benefit from receiving support as they take independent action.

The individual may tend to strive to surpass others’ accomplishments. They may be more likely than others to enjoy situations where performance is recognised. Because they may tend to emphasise their own accomplishments, the individual may benefit from acknowledging the value of others’ contributions to the organisation.

The individual is likely to demonstrate a typical approach to evaluating and taking risks. In areas where they have some comfort level with available information and the potential outcomes, the individual may be inclined to accept some risk. In less predictable circumstances or in situations with sparse information, they may be more likely to appear uncomfortable with uncertainty.
Interview Probes

1. **Tell me about the last time you worked alone or without much direction from others on a major project or assignment.**
   
a. What was the situation?
b. What did you do to complete your work on your own? How did you handle any difficulties you encountered?
c. How did it turn out?

2. **Tell me about a time when you had to take a calculated risk to get your work done.**
   
a. What was the situation? What was the risk?
b. What did you do?
c. How did it turn out?

3. **Tell me about a time when you needed to compete against others in order to achieve an important work objective.**
   
a. What was the situation?
b. How did you approach the situation?
c. What was the outcome?
Interview Probes

1. Some policies are difficult to follow. Tell me about a time when you were tempted to disregard a work policy because following it made your job harder.
   a. What was the policy? What were you working on?
   b. What did you do?
   c. How did it turn out?

2. Tell me about a time when you were working with others and had to manage conflicting demands to meet your goals.
   a. What was the situation? What were the conflicting demands?
   b. How did you manage the demands?
   c. What was the end result?

3. Tell me about a time when you encouraged collaboration on a team that was having trouble meeting deadlines or finishing work.
   a. What was the situation? What was the team working on? What was your role on the team?
   b. What did you do about the situation?
   c. What was the outcome?