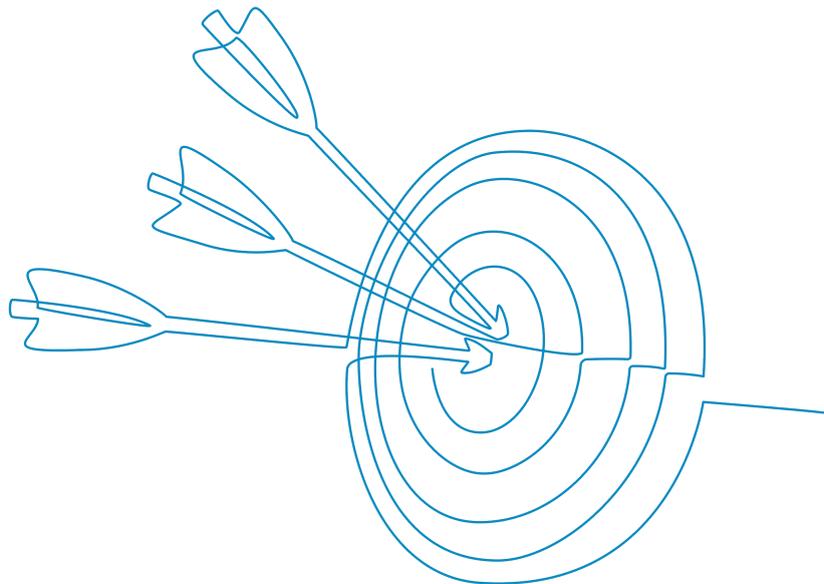Sam Sample

# Professional Select Report

Winsborough

July 2025
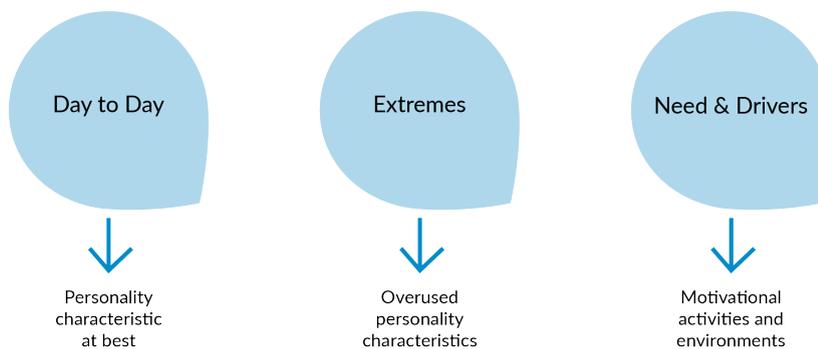
# About this report

This report presents key insights from the personality assessments completed by your candidate. Personality measures provide valuable information about typical behaviour patterns and underlying motivations, offering a valuable perspective to support your selection decisions.

It's important to remember that no brief assessment can capture the full complexity of an individual. This report distills the candidate's results into key insights on their typical work style, potential risk behaviours, and core drivers. See below for more detail about each of these elements.

## Behaviour at Work

| Day to Day | Extremes | Need & Drivers |
|---|---|---|
| ↓ | ↓ | ↓ |
| Personality characteristic at best | Overused personality characteristics | Motivational activities and environments |

Interview/referee check questions are provided for both typical day-to-day behaviours and potential extreme responses. Select questions from the areas where the candidate shows the largest gaps compared to the most demanding aspects of the role.

This report is confidential and intended for use by those directly involved in the recruitment process. Please ensure it is stored securely and shared only with relevant stakeholders.

# Day to Day

The descriptions in this section indicate the personality characteristics of someone when they are at their best. Results on the left or right are not seen as 'good' or 'bad' - there are usually advantages and challenges associated with both ends of any dimension.

Assessment results are never an exact science and a person's personality is complex. These results should not be interpreted in absolute terms, but instead viewed as an indication of how a person's personality could affect their behaviours in the workplace. Alongside these dimensions there will be other characteristics and circumstances that can also affect a person's behaviour and performance in work-related contexts.

# Extremes

Everyone has days when they're not at their best. Stress, boredom, and other pressures can lead us to act in ways that do not reflect our best in relationships and work. Remember, this is not about how a person shows up every day, but rather the potential downside behaviours that may show up from time to time.
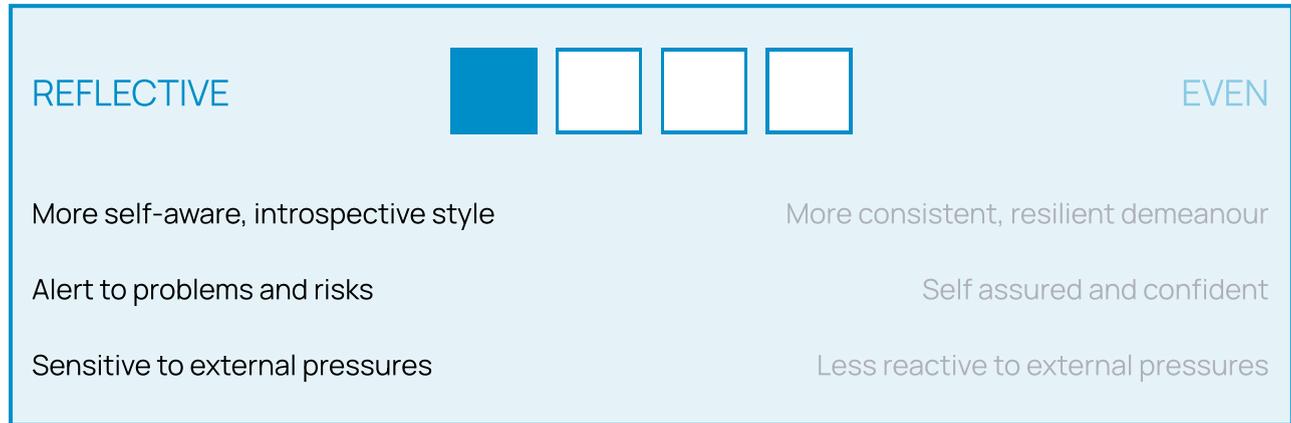
# Core Needs & Drivers

Values and needs are a deep wellspring of energy that can motivate action and sustain commitments. A person's values influence their decisions, preferences for work tasks, and the culture in which they feel most comfortable.

# How we feel and respond

Emotions influence how we think, behave, and respond to the world around us. This trait reflects how strongly we experience and express emotions - particularly in the face of setbacks, pressure, or challenging situations.

## Emotional Experience Day to Day

REFLECTIVE     ■ ☐ ☐ ☐     EVEN

| | |
|---|---|
| More self-aware, introspective style | More consistent, resilient demeanour |
| Alert to problems and risks | Self assured and confident |
| Sensitive to external pressures | Less reactive to external pressures |

## This candidate may appear:

- Quick to foresee problems, and respond to risks and potential challenges
- To have a deep understanding of self and own emotions
- Self-critical and open to feedback and coaching
- To feel and express emotions more deeply, especially worry, fear, frustration

## Interview/Referee Questions:

### 1. Managing Pressure

Tell me about a time when you were under significant pressure at work.

- How did you react?
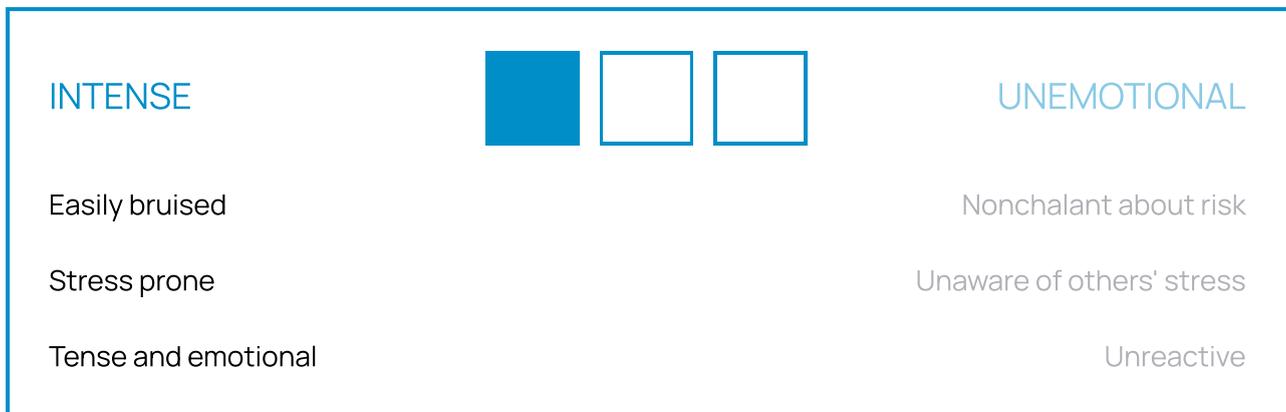- What helped you stay focused and productive?

### 2. Dealing with Setbacks

Describe a situation where things didn't go as planned and you felt disappointed.

- How did you regain motivation and move forward?

# Emotional Experience at the Extremes

This scale measures a person's sensitivity to risk, failure, and criticism. At one extreme, individuals may appear detached, indifferent, and overly confident in the face of threat, frustration, or loss, while at the other, they may express anxiety, worry, and self-doubt when under pressure.

| INTENSE | | | | UNEMOTIONAL |
|---|---|---|---|---|
| Easily bruised | | | | Nonchalant about risk |
| Stress prone | | | | Unaware of others' stress |
| Tense and emotional | | | | Unreactive |

## Under pressure, this candidate may appear:

- Overly reactive, moody, or prone to taking things personally
- More easily knocked off balance by setbacks
- Less resilient than other people

## Interview/Referee Questions:

### 1. Managing High-Pressure Situations

Tell me about a recent high-pressure situation.

- How did your thoughts or worries affect your focus?
- How do you typically react when things feel uncertain or out of control?
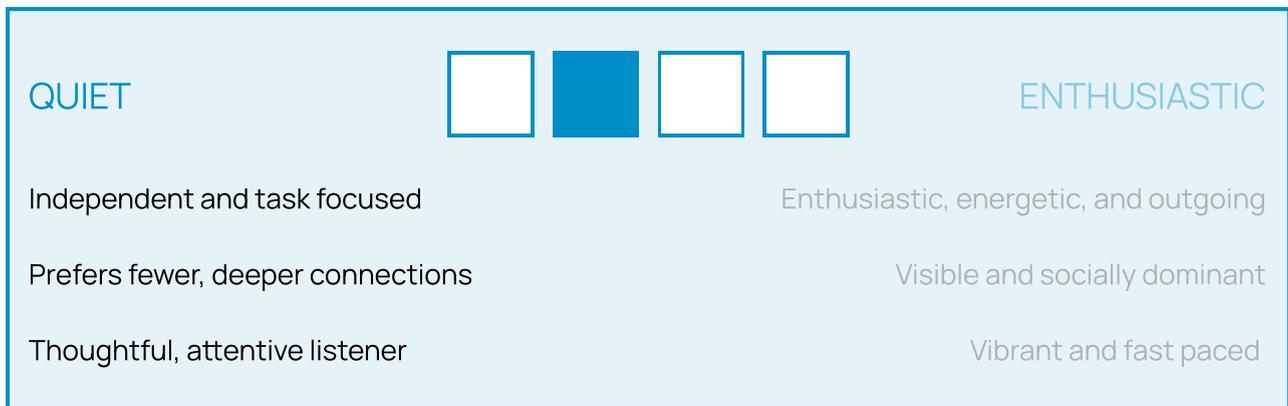- What helps you regain emotional balance?

### 2. Recognising and Responding to Overwhelm

- When you're feeling overwhelmed, what signals help you recognise it's time to pause or reset?

# How we build relationships

This trait describes an individual's preference for social engagement and the energy they draw from interacting with others.

## Extraversion Day to Day

| QUIET | | | | | ENTHUSIASTIC |
|---|---|---|---|---|---|
| Independent and task focused | | | | | Enthusiastic, energetic, and outgoing |
| Prefers fewer, deeper connections | | | | | Visible and socially dominant |
| Thoughtful, attentive listener | | | | | Vibrant and fast paced |

## This candidate may appear:

- Somewhat reserved and a little less social than most
- Comfortable working alone or with others
- Typically upbeat and optimistic

## Interview/Referee questions:

**1. Ensuring Openness and Accessibility**

Give an example of how you make yourself accessible and approachable to colleagues.

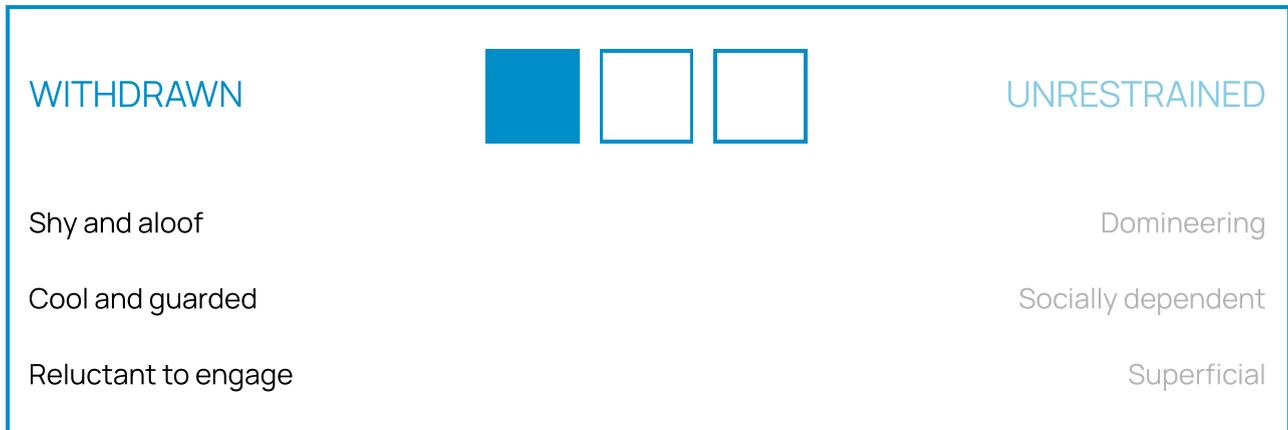- How do you encourage open communication and make people feel safe to speak up?

**2. Reflecting on Reserved Behaviour in Group Settings**

Describe a time you were quieter in a group.

- What influenced that?
- What might you do differently next time to contribute more while staying authentic?

# Extraversion at the Extremes

This scale measures a person's comfort and style in social interactions and relationships. At one extreme, individuals may come across as dominant, attention-seeking, and socially intrusive, while at the other, they may seem distant, uncomfortable, or disengaged in interpersonal settings.

| WITHDRAWN | | | | UNRESTRAINED |
|---|---|---|---|---|
| Shy and aloof | | | | Domineering |
| Cool and guarded | | | | Socially dependent |
| Reluctant to engage | | | | Superficial |

## Under pressure, this candidate may seem:

- Withdrawn, disengaged or socially avoidant
- Introverted and hard to engage in conversation
- Slower to trust others and collaborate

## Interview/Referee questions:

### 1. Impact of Stress on Collaboration

- When you're under pressure, do you tend to retreat or avoid reaching out?
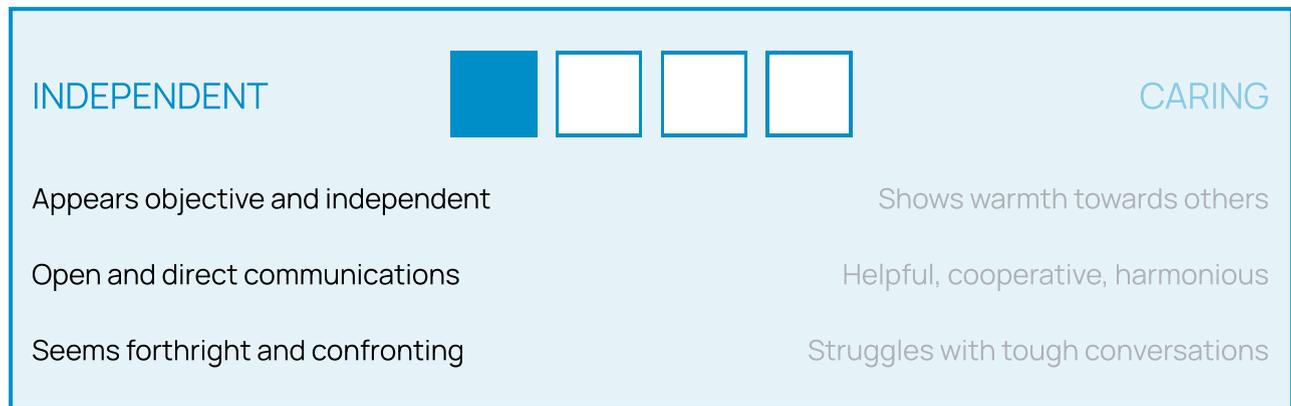- How does this affect collaboration?

### 2. Staying Engaged Under Stress

- What helps you stay visible and engaged, even when stress makes you want to shut down or work alone?

# How we engage and communicate

This trait describes an individual's tendency to prioritise the needs, feelings, and perspectives of others in their interactions. It reflects how readily a person cooperates, shows empathy, and seeks harmony, versus how directly they assert their own views and pursue goals independently.

## Agreeableness Day to Day

| INDEPENDENT | ■ □ □ □ | CARING |
|---|---|---|
| Appears objective and independent | | Shows warmth towards others |
| Open and direct communications | | Helpful, cooperative, harmonious |
| Seems forthright and confronting | | Struggles with tough conversations |

### This candidate may appear:

- Objective in their thinking and down-to-earth in their communications
- Willing to give direct, honest feedback and challenge others
- Less concerned with consensus and are comfortable making decisions to drive action
- Skeptical, tough-minded, and overly forthright

### Interview/Referee Questions:

**1. Expressing a Differing Viewpoint**

Describe a time you shared a viewpoint that differed from your team.

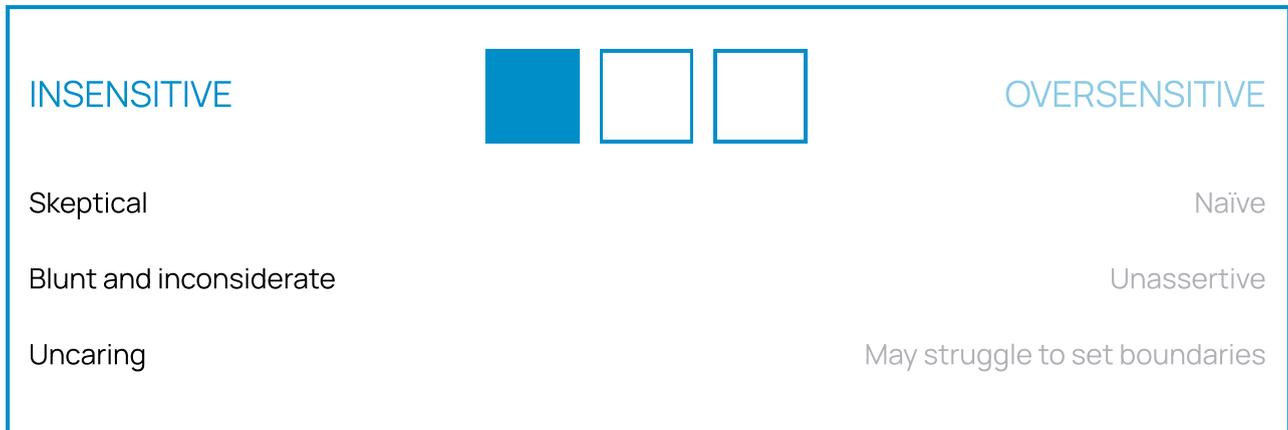- What influenced your approach, and how did you communicate your perspective?

**2. Openness to Alternative Ideas**

Tell me about a time your strong views made it hard to consider other ideas.

- How did you respond when challenged, and what would you do differently next time to encourage open dialogue?

# Agreeableness at the Extremes

This scale measures a person's sensitivity to the thoughts, feelings, and needs of others. At one extreme, people may be self-sacrificing, avoid conflict, and become overly accommodating, while at the other, they may appear blunt, self-interested, and confrontational in their interactions.

| INSENSITIVE | | | | OVERSENSITIVE |
|---|---|---|---|---|
| Skeptical | | | | Naïve |
| Blunt and inconsiderate | | | | Unassertive |
| Uncaring | | | | May struggle to set boundaries |

## Under pressure, this candidate may appear:

- To not always listen to others people's opinions
- Direct to the point of being blunt
- To miss social cues and others' feelings or emotions

## Interview/Referee Questions:

**1. Impact of Pressure on Communication**

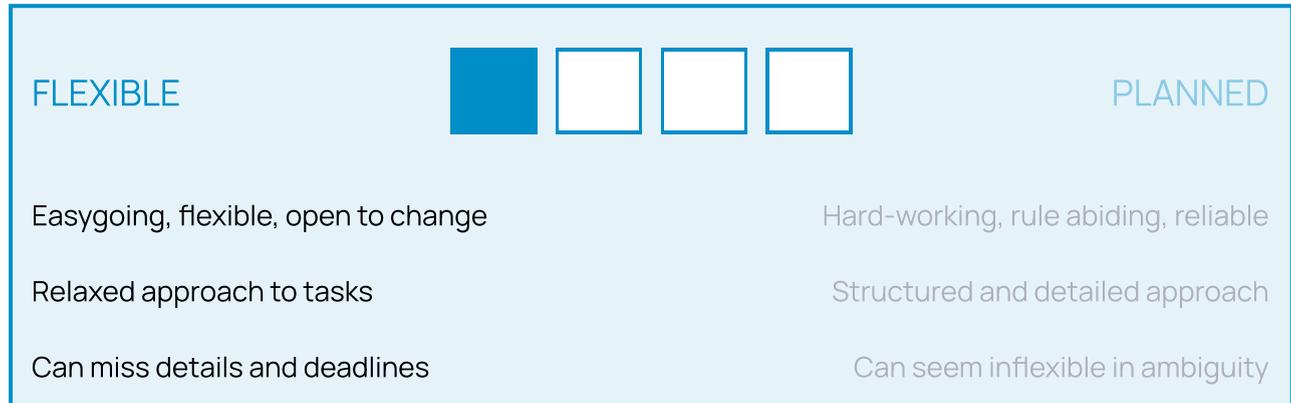- How does being under pressure affect your communication style and your relationships at work?

**2. Staying Constructive and Collaborative**

- What helps you stay constructive and collaborative, even when time is short or stress is high?

# How we approach our tasks and work

This scale measures a person's approach to structure, responsibility, and task completion. At one extreme, individuals may be rigid, perfectionistic, and overly focused on rules, while at the other, they may seem disorganised, inconsistent, and easily distracted in their work.

## Conscientiousness Day to Day

FLEXIBLE ■ □ □ □ PLANNED

| | |
|---|---|
| Easygoing, flexible, open to change | Hard-working, rule abiding, reliable |
| Relaxed approach to tasks | Structured and detailed approach |
| Can miss details and deadlines | Can seem inflexible in ambiguity |

### This candidate may appear:

- Adaptive and responsive to change, comfortable with ambiguity
- Able to shift from task-to-task quickly and to change priorities
- Able to look for shortcuts, and work around rules and structures
- Less concerned about meeting deadlines and may procrastinate

### Interview/Referee Questions:

**1. Managing Competing Demands and Prioritisation**

Tell me about a time you had to juggle multiple deadlines.

- How did you decide what to prioritise, and what steps did you take to organise your workload?
- What was most challenging about managing competing demands, and what came easily?
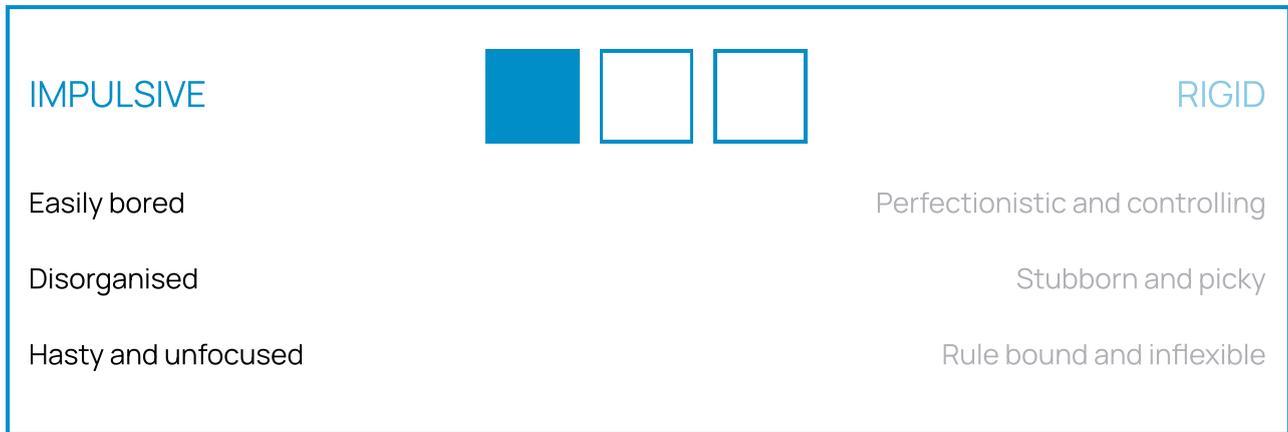- How do you ensure you focus on what matters most?

**2. Staying Focused and Maintaining Quality**

Describe a project where you had to stay focused and thorough.

- How did you avoid distractions and handle pressure or boredom?
- How did those feelings impact your motivation?
- What helps you deliver quality work under tight deadlines?

# Conscientiousness at the Extremes

This scale measures a person's approach to structure, responsibility, and task completion. At one extreme, individuals may be rigid, perfectionistic, and overly focused on rules, while at the other, they may seem disorganised, inconsistent, and easily distracted in their work.

| IMPULSIVE | | | | RIGID |
|---|---|---|---|---|
| Easily bored | | | | Perfectionistic and controlling |
| Disorganised | | | | Stubborn and picky |
| Hasty and unfocused | | | | Rule bound and inflexible |

## Under pressure, this candidate may seem:

- Forgetful and less likely to follow through on deadlines and details
- Easily bored by repetitive tasks which may cause quality to slip
- To think that the rules don't apply to them

## Interview/Referee Questions:

**1. Managing Competing Demands Under Pressure**

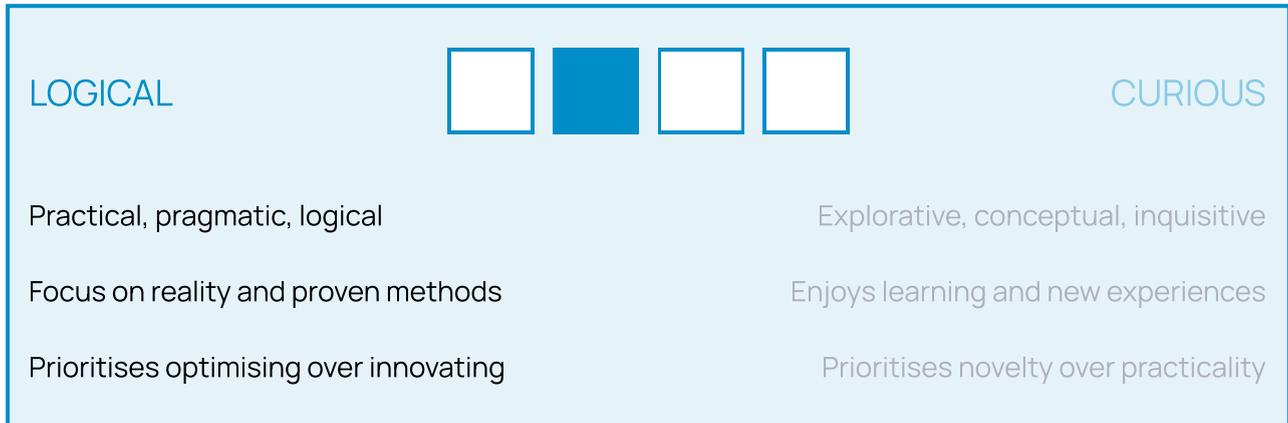- How do you manage competing demands and maintain focus when the pressure is on?

**2. Staying Organised in Fast-Paced or Chaotic Situations**

- What systems or habits help you stay on track when things get busy or chaotic?

# How we approach thinking

This scale measures a person's openness to new experiences, ideas, and ways of living. At one extreme, people may be unconventional, eccentric, and drawn to novelty, while at the other, they may seem rigid, traditional, and resistant to change.

## Openness Day to Day

LOGICAL                                                             CURIOUS

Practical, pragmatic, logical                     Explorative, conceptual, inquisitive

Focus on reality and proven methods          Enjoys learning and new experiences

Prioritises optimising over innovating        Prioritises novelty over practicality

### This candidate may appear:

- To prefer tangible and pragmatic solutions and tasks
- More likely to adopt a logical approach to problem solving, while being willing to engage with new concepts
- To value efficiency and will focus on executing ideas to achieve outcomes

### Interview/Referee Questions:

**1. Tackling a Novel Problem**

Describe a time you faced a completely new challenge.

- What were your initial thoughts and feelings?
- What did you do to address it?

**2. Responding to a Different Approach**

Tell me about when a colleague suggested a different way of doing something you thought was fine.

- What was your first reaction?
- How did you respond?

## Openness at the Extremes

This candidate shows no signs of extreme tendencies in this area when not at their best and is unlikely to be either too conformist or eccentric.

# Core Needs & Drivers

Values and needs are a deep wellspring of energy that can motivate action and sustain commitments. A person's values influence their decisions, preferences for work tasks, and the culture in which they feel most comfortable.

Here's how Sam's answers suggest their value preferences will play out. Consider your organisation's culture in terms of where it may match what Sam values and prefers.

## Need for Change

High scorers are motivated by autonomy, excitement, change, and novelty. They prefer uncertainty, risk, and ambiguity. Low scorers are more motivated by stability, structure, routine, and tradition. They will be most comfortable in positions with a clear hierarchy.

### Core Needs & Drivers

**CONSERVATIVE**                                                **INNOVATIVE**

Values stability and clarity
Needs structure and routine
Motivated by clear processes
and disciplined focus

Values change and
experimentation
Needs flexibility and speed
Motivated by autonomy and
variety

- Appreciates fresh ideas and improvement, but also sees value in proven methods.
- Enjoys some variety and change, while still finding comfort in familiar routines.
- Open to challenging convention when needed, but doesn't seek constant disruption.

## Need for Social Influence

High scorers are motivated by gaining social prestige, recognition from others, and leading. They value being in positions of power, being respected, and having others look up to them. Low scorers value consensus and equitable relationships, and have no need for control or power. They tend to be motivated by cooperation and consensus.

### Core Needs & Drivers

**MODEST**                                                **SOCIAL INFLUENCE**

Value consensus and equitable
relationships
No need for control or power
Motivated by cooperation and
consensus

Value being in positions of
power
Need recognition and
acknowledgement
Motivated by leading and
change

- Appreciates recognition, but doesn't depend on it for motivation.
- Prefers environments that reward initiative and offer growth opportunities.
- Values having achievements noticed, yet stays engaged without constant acknowledgement.

# Need for Pleasure

High scorers are motivated by pleasure and enjoyment. They value activities in which they can mix business and pleasure and prefer an environment that is stimulating, fun, and entertaining. Low scorers value formality, being prudent, and may not need or want work social events. They are less motivated to pursue pleasure or self-indulgence as an end, preferring more serious activities and values.

## Core Needs & Drivers

**FORMAL**                                                                                              **INFORMAL**

Strong work focus
Serious and business-like
Clear work/home boundaries

Enjoys fun and celebration
Wants to enjoy themselves
Motivated by business and pleasure

- Appreciates a workplace that includes fun, celebration, and socialising, while also valuing focus and productivity.
- Enjoys seeing others have a good time but balances this with respect for work priorities.
- Works well in environments where business and pleasure can mix occasionally, without it overshadowing the work itself.

# Need for Achievement

High scorers are deeply interested in and motivated by gaining mastery and becoming experts. Low scorers are satisfied and content with themselves, motivated by other interests. High scorers value seeing progress and winning, enjoy order, and are comfortable working in well-defined ways to grow their capability. Low scorers value the direction of capable leaders, preferring egalitarian environments.

## Core Needs & Drivers

**RELAXED**                                                                                                **DRIVEN**

Not motivated by winning
Prefer the contributor role
Motivated by loyalty over advancement

Action oriented and ambitious
Oriented to winning
Want to be promoted and advance

- Prefers workplaces that are action-oriented and ambitious, but also values a balanced approach and collective success.
- Appreciates opportunities for promotion based on skill and ability, while recognising the importance of shared goals.
- Enjoys environments that support developing capability and expertise, but also values stability and a supportive culture.

# Need for Curiosity

High scorers are self-directed and stimulated by new places, people, and ideas. They value exploring, finding things out, and using their imaginations. They will want to be in positions that enable learning and the chance to experiment and try new things. Low scorers have little need for novelty and will be more satisfied in roles that afford them stability. They are likely to prefer continuity, predictability, and security.

## Core Needs & Drivers

**PRAGMATIC**

Low need for novelty
Less inclined to experiment
Prefer predictability

**CURIOUS**

Stimulated by new
Value exploring and
experimenting
Like to use their imagination

- Appreciates environments that are practical and organised, while remaining open to new ideas and flexible approaches when appropriate.
- Values familiar methods and routines, but is willing to try new things if they offer clear benefits.

# Need for Connection

High scorers are motivated by their need to connect with and care for others. They value being in roles that require social contact and working in teams. Low scorers have less need to connect and prefer to focus on their responsibilities and work. They enjoy the chance to work alone or in small groups.

## Core Needs & Drivers

**INDEPENDENT**

Less need to connect
Prefer to focus on
responsibilities
Comfortable working alone

**COLLABORATIVE**

Motivated by need to connect
Value roles with social contact
Enjoy working in teams

- Appreciates having autonomy in their work and the ability to approach tasks in their own way, while also valuing occasional teamwork.
- Prefers work cultures with a reasonable amount of meetings and consultation, balancing independent work with group input when needed.
- Values straightforward and open communication, and enjoys a focused work environment, with some interaction and group discussions.

# Need for Integrity

High scorers are motivated to display acts of altruism, live by a strong moral code, and act according to their principles. Low scorers by contrast are motivated to challenge accepted norms, rules, and principles. They think from their own perspective and adopt a flexible approach to right and wrong. They value pragmatism over principle.
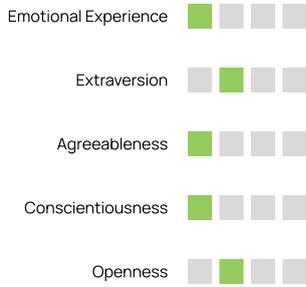
## Core Needs & Drivers

**AGILE**                                                      **PRINCIPLED**

Motivated to challenge norms                    Live by strong moral code
Flexible about right and wrong                   Act according to principles
Value pragmatism over principle               Display acts of altruism

- Values workplaces with clear values and a principled approach, while also appreciating practical considerations and flexibility when needed.
- Is drawn to purpose-driven organisations, but is open to working in a range of environments if they align with their core values.
- Prefers decisions guided by ethical standards, but understands that commercial or practical factors may sometimes play a role.
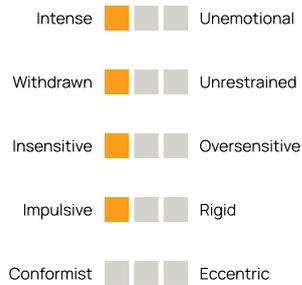
# Sam Sample

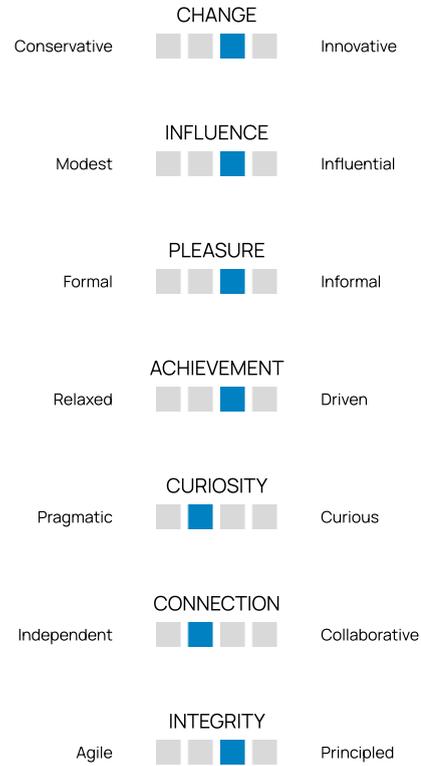The narrative in this candidate's report has been created from the summary data shown here.

## MAP

Emotional Experience

Extraversion

Agreeableness

Conscientiousness

Openness

## MAP-X

| Intense | | | | Unemotional |
| Withdrawn | | | | Unrestrained |
| Insensitive | | | | Oversensitive |
| Impulsive | | | | Rigid |
| Conformist | | | | Eccentric |

## MATCH-V

### CHANGE
Conservative — Innovative

### INFLUENCE
Modest — Influential

### PLEASURE
Formal — Informal

### ACHIEVEMENT
Relaxed — Driven

### CURIOSITY
Pragmatic — Curious

### CONNECTION
Independent — Collaborative

### INTEGRITY
Agile — Principled