

*Sample Report*  
*On*  
*Psychometric Assessments*

**FULL REPORT ON PERSONALITY QUESTIONNAIRE**

*Introduction*

Mr. Anil has completed a self-report questionnaire. He also took tests of verbal and numerical critical reasoning.

The questionnaire invited him to describe his behavior, preferences and attitudes, in relation to different aspects of his working & married life. It is important to recognize that the answers given here are Mr. Anil's own view, and represent the way he sees his behavior, rather than how his behavior might be described by another person. This self-report can nevertheless give important clues to understanding Mr. Anil's perception of things and is likely to enable us to predict a good deal about his behavior in different situations. The particular version of the questionnaire completed by Mr. Anil required him to make comparative judgements about his behavior with an element of 'forced choice'. The profile we get from his responses highlights his perceived preferences in typical situations. This report describes Mr. Anil's profile and makes links between the various aspects involved.

Many of the comments made are to a certain extent speculative, and should be understood as hypotheses for further probing or discussion, rather than as definitive pronouncements.

### *Relationships with people*

He seems to see himself as a leader. He tends to take charge of other people, but he also very much enjoys exercising his powers of persuasion in support of this, to carry others with him. Not only is he thus very influential, but he adds to this by holding rather strong opinions, so that he will come across as a forceful person, even to the extent of being difficult to manage. He has quite a high need for personal autonomy, although he is also reasonably able to develop a sense of identity with the group or organization, and will not tend to work in too isolated a way.

This marked degree of assertiveness is associated with a reasonable inclination to consult with others, but in a situation of conflict he is likely to make the decisions himself. While he describes himself as having a reasonable sense of goals towards which influence should be exerted, he might perhaps appear quite a lot more concerned with winning and with achieving a position of power. He will tend to interpret any managerial role quite flexibly, and will supervise people loosely, perhaps failing at times to follow up enough on detail. Not only does he tend to be a very prominent person, but he is also attracted to group situations and his manner of influencing people has a breadth and warmth about it.

He is quite an outgoing and fun-loving person. He also quite likes being with people, and is likely to be fairly popular. Although he may perhaps not be really interested in developing deeper or intense relationships, he nevertheless likes to behave in a tactful and harmonious way. People are likely to find him quite fun to be with, but perhaps also rather unpredictable, perhaps apt to forget commitments or to disregard some social niceties. He comes across as a socially prominent person. Not only does he seem to be naturally quite sociable, but he has also developed a good deal of confidence and polish to cope well with a range of social situations. He may seem virtually never short of the right phrase to make people feel comfortable. Whilst this social style may usually be perceived as an asset, at times it could seem to be a veneer, or he may flatter others too much for his own good. Positive though his orientation towards people appears, it may also be tinged

with a fair degree of self-interest. Thus his relationships could at times seem pragmatic, or his manner a little given to behaving in a political or diplomatic way. Whilst he will probably strike others as having a very high social profile and a commanding presence, he can seem just a little cautious about turning words into action. Mr. Anil has a very high need for recognition of his achievements, and often likes to be in apposition to compare favourably with his competitors or colleagues. He rather likes to make his mark but not necessarily according to conventional criteria, and he perhaps even likes to accentuate his separateness from most people. His relative preoccupation with his own status and achievements is further accentuated by what might come across as a lack of interest in the feelings and needs of other people. He may sometimes appear inconsiderate. He may not give people enough opportunity to seek his help, and when they do he may still seem disinterested in the personal difficulties of others. His own relative lack of vulnerability to emotional problems may of course make it very difficult for him fully to empathise with the plight of people in need, or to respond with too much sensitivity to them. Although not seeming to be ready to listen to others or be tolerant of them he can be a keen and critical judge of inter-personal issues. While these perceptions may be accurate, his expression of them might appear to lack sympathy at times.

### ***Thinking style***

Mr. Anil looks to have a predominantly abstract thinking style. His rather adventurous and open mind tends to avoid the structure and discipline needed for a rounded intellectual contribution. His ideas may appear rather broad-brush, and he may need a good deal of administrative support in order to be fully effective. His high overall ability at critical reasoning, as demonstrated in the tests, contrast with a somewhat unstructured approach to problem solving. He may have a more 'natural' mind, which functions better intuitively than methodically. He should have a fair amount of ability at verbal and numerical reasoning tasks, since he is able to translate his reasoning skill into abstract or complex thinking. He is quite well attuned to psychology and the people angle of any situation, but may be relatively less comfortable with hard data or numbers. This potential imbalance may make him subjective in his judgement, perhaps prone to over emphasis of

human factors beyond the limits implied by cost and other constraints. He has a reasonable interest in visual presentation and in the appreciation of the arts, but seems less concerned about practical aspects, or about understanding how things work.

Mr. Anil likes a fair amount of change and novelty in his life, while his values tend to be middle of the road, neither particularly conservative nor radical. He is quite resilient as well as being moderately adaptable, neither someone who resists change nor one who craves it for its own sake. Although he is reasonably amenable to change, his rather dominant style may make him less open to novel ideas which emanate from others, but still quite an effective change agent himself. Although he is quite interested in theory and intellectual challenge, he rather prefers to avoid the sharp, critical approach which may be needed to ensure a penetrating grasp. He may therefore talk in a general, unfocussed way or take idealistic approaches on board.

His responses suggest a person who is a good generator of ideas and ingenious solutions. Allied to his conceptual approach, this should make him an imaginative innovator. He has a good level of creativity, but he tends to be an ideas person very much more than the solver of everyday practical problems. Given his balanced attitude to change, this degree of creativity may manifest itself more as evolution than revolution, modifications and variations on a theme rather than strokes of genius. His imaginative style is supported by a reasonable degree of purposefulness, so that he should be capable of contributing quite well to strategic discussions. As well as having ideas, he has a great deal of flair in convincing other people of their value. This is allied to a strong will, which can empower his ideas and turn them into policies, but could at times imply strong belief in a somewhat dogmatic approach.

Mr. Anil seems to believe in a very unstructured method of operating. He does not much like the constraints of predetermined plans, and he may distinctively prefer

to think on his feet. He very much dislikes attentiveness to detail, and tends to find fixed deadlines and bureaucracy irksome. This relatively low interest in planning and preparation may mean that a lot of his marked energy to achieve results will be wasted through pursuit of too many goals, without clear priorities. Although he prefers to work without the constraints of a formal plan, he is less flexible in terms of allowing others to influence the direction of his effort, or to get him to reconsider his priorities.

His definite dislike of detail or routine may be related to his orientation towards the broad perspective. Although he tends to appear disorganized, this may be partly counteracted in terms of his wider view. Not only is he unconcerned with detail, in his approach to problems, but also inclined to be rather unquestioning in his thinking. Not only do his responses suggest a lack of attention to detail, but his test performance confirmed the suspicion that he is basically fairly careless. Not only does he seem to find minutiae very irksome, but also appears distinctly unconcerned about them, and may well be rather inaccurate in his work. Although not very literal in his adherence to schedules, he has a facility for responding to time pressures.

### *Feelings and emotions*

Mr. Anil's responses suggest an effectively dynamic pattern. He combines a very high level of drive and focused concern counter-balanced by a marked self-assurance and control.

He is someone who very rarely experiences anxiety. Not only does he find it easy to switch off from things, but is also able to take even quite severe challenges in his stride, He has a reasonable ability to reduce tension by communicating his own marked freedom from anxiety to others. His distinctly carefree approach also has a rather 'laid-back' character, a relative lack of urgency, about it. His perhaps overly positive and extremely carefree disposition could even make him blind to the possibility of failure.

He is fairly difficult to upset. He does not easily take offence, and in any case he is likely to be restrained in showing whatever emotions he is experiencing. His marked resilience and low level of tension combine to make him a comfortably adjusted person from an emotional point of view. His strong inner sense of assurance is associated with a considerable amount of interpersonal impact, enabling him to project himself as someone with a very clear self-confidence. He seems to be someone who does not have a particularly sensitive disposition. He can put up with a fair amount of rough and tumble, and may be less concerned with matters of feelings.

His attitude to life is very much characterized by optimism and cheerfulness, but at the same time he is reasonably critical and is unlikely to take things too much at face value. His high degree of optimism is linked with a way of seeing things which is more imaginative (sometimes even extravagant) than common place. He has a reasonably communicative brand of cheerfulness, so that his considerable positivity is fairly visible and can be a source of comfort to others. His fairly cheerful acceptance has an unchallenging, generalized quality, since he is not an attentive listener.

He is someone who sets his sights extremely high, and has a very high determination to succeed against any opposition. He will compete keenly to achieve his aims. Although not attracted to challenges relating to physical endurance per se, he sees himself as extremely highly motivated with respect to his career. He tends to see his aspirations in terms of his position or status, but his freedom from anxiety helps him to avoid seeming uptight about them or overly striving. He is likely to behave in a very opportunistic way, seizing chances as they come rather than planning his career in any detail. His ideas of what he wants from his working life may also be less than clear, or perhaps somewhat personal rather than conformist.

*Analyzer*

*New Delhi*