



Global Personality Inventory

Sam Sample

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N.B. This is a strictly confidential assessment report on Sam Sample which is to be used under the guidance of a trained professional. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of Sam. This analysis should be considered in the context of other relevant information such as actual experience, vocational interests, skills and aptitudes.



Summary of Information

About this Assessment Series

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.

The 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.

Thinking

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.

Facet		Sten																				
6	Innovativeness/ Creativity	1	2	3	4	5	6	7	8	9	10											The individual may appear to be more creative than others at some times, while at other times they may find it difficult to use imagination in developing new ideas. In situations where time is limited or the individual has less interest, they may be reluctant to offer an inventive approach. The individual is most likely to be creative or innovative in areas where they have the most knowledge and experience.
5	Thought Agility	1	2	3	4	5	6	7	8	9	10											The individual is likely to demonstrate openness to new ideas and multiple perspectives that are typical of most people's thought process. They may tend to consider the pros and cons of a situation when convenient or when diverse views are readily available. When under stress or when time is limited, the individual may rely exclusively on their own thinking in decision making.
3	Thought Focus	1	2	3	4	5	6	7	8	9	10											The individual is less likely than others to identify trends or patterns in information and may be reluctant to consider multiple solutions to problems. They may tend to overlook related elements within observations. Because they may value a more intuitive approach to decisions, the individual may benefit from leveraging analysis and logic when evaluating alternatives.
1	Vision	1	2	3	4	5	6	7	8	9	10											The individual is more likely than others to approach their work with a short-range perspective. As such, they may not readily anticipate future needs or concerns. The individual may prefer to focus their

efforts on meeting immediate needs, while appearing reluctant to consider potential drivers for change. The individual may benefit from an increased emphasis on future planning in their work.

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 and 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.

Facet		Sten										
7	Attention to Detail	1	2	3	4	5	6	7	8	9	10	The individual appears to be typical of most people, to the extent that they attend to detailed tasks. The individual may be apt to focus more intently on details when time is plentiful, as well as when directed by superiors. When under stress or when facing aggressive deadlines, they may neglect to focus on meticulous information and may benefit from greater accountability and consistency
7	Work Focus	1	2	3	4	5	6	7	8	9	10	The individual may demonstrate an attention to their work that is typical of most people. In situations involving high levels of stress or when faced with uninteresting tasks, the individual may appear easily distracted. The individual may benefit from recognising the link between assigned tasks and the broader impact on the organisation.

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										
3	Influence	1	2	3	4	5	6	7	8	9	10	The individual may be less inclined than most people to persuade others and is likely to support prevailing positions. They may be more comfortable lending support for existing sentiment and may defer opportunities to influence others' opinions. They may benefit from regular participation in group discussions, allowing them to share views and offer feedback in a familiar environment.
5	Taking Charge	1	2	3	4	5	6	7	8	9	10	The individual may demonstrate an occasional inclination toward leadership roles. That is, the individual may be inclined to guide others in situations where they have familiarity and confidence. However, in circumstances where the individual has limited experience or in situations where the individual feels less confident, they may be more reluctant to take charge.

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.

Facet	Sten										
8 Ego-Centred	1	2	3	4	5	6	7	8	9	10	The individual may be inclined to exude confidence in their standing among peers and may be perceived by others as condescending. Because they may tend to crave recognition for their efforts, the individual may be less interested in pursuing collaborative assignments. They may benefit from working environments that promote individual achievement as a means of driving organisational performance.
6 Intimidating	1	2	3	4	5	6	7	8	9	10	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.
5 Manipulation	1	2	3	4	5	6	7	8	9	10	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.
5 Micro-Managing	1	2	3	4	5	6	7	8	9	10	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.										
6	Passive-Aggressive	1	2	3	4	5	6	7	8	9	10	The individual may appear like most people, to the extent that they convey acceptance and cooperate with others. There may be situations in which the individual may challenge others discreetly, despite publicly communicating approval. At other times, they may openly share their opinions while behaving in a manner consistent with their stated position

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.

Facet	Sten											
6 Consideration	1	2	3	4	5	6	7	8	9	10		The individual may display consideration in a manner that is typical of most people. In situations where the individual has a strong personal interest, they are more likely to appear thoughtful and reassuring. At other times, the individual may be less inclined to focus on the needs of others or to display warmth.
9 Socialbility	1	2	3	4	5	6	7	8	9	10		The individual is likely to enjoy opportunities to interact with others and may display a friendly and outgoing demeanour. The individual may be more likely than most people 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.
7 Empathy	1	2	3	4	5	6	7	8	9	10		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.
7 Trust	1	2	3	4	5	6	7	8	9	10		The individual may appear typical of most people, to the extent that they place trust in others' intentions. In situations characterised by existing relationships, the individual is likely to be more trusting of others. In situations where no such relationships exist, the individual

										may be less trusting initially and may scrutinise the intentions of others more carefully.		
6	Social Astuteness	1	2	3	4	5	6	7	8	9	10	The individual may observe and respond to social cues in a manner that is typical of most people. At times, the individual may have difficulty observing others' intentions or reactions and may not adjust their approach accordingly. At other times, they may read social cues correctly and adjust their behaviour in order to influence outcomes.

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?
 - d. 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.

Facet		Sten										
6	Desire for Achievement	1	2	3	4	5	6	7	8	9	10	The individual is likely to demonstrate a desire for recognition and accomplishment that is typical of most people. They may tend to focus on meeting reasonable expectations rather than striving to exceed the performance of others. In situations where the individual has experience or confidence, they may exhibit a stronger drive to accomplish challenging goals.
7	Initiative	1	2	3	4	5	6	7	8	9	10	The individual may demonstrate initiative towards emerging challenges and new responsibilities in a manner typical of most people. At times, the individual may be reluctant to express opinions or take action where they may lack confidence. In other situations, where they may have greater awareness, the individual may volunteer for new responsibilities.
7	Energy Level	1	2	3	4	5	6	7	8	9	10	The individual is likely to be typical of most people, to the extent that they exhibit appropriate energy in accomplishing tasks. At times, they may prefer a relaxed and slow-paced work environment that does not require relentless effort. In other situations, the individual may exhibit higher amounts of energy, particularly when the work is more stimulating.

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.

Describe the environment.

- a. What was the situation?
 - b. What steps did you take to keep up with the pace?
 - c. What was the outcome?
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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?
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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.

Facet	Sten										
7 Self Confidence	1	2	3	4	5	6	7	8	9	10	The individual may exhibit a reasonable degree of confidence in their own competencies. They are not inclined to expect success in every effort and they are not likely to overvalue their skills and abilities relative to others. The amount of self-confidence demonstrated by the individual may be closely tied to the level of experience that they possess in most situations.
6 Stress Tolerance	1	2	3	4	5	6	7	8	9	10	The individual is likely to respond to stress in a manner typical of most people. They may find it difficult to maintain composure during highly stressful situations and their productivity may be impacted during anxious times. During more familiar or less demanding circumstances, the individual may tolerate stress well by remaining calm and relaxed under pressure.
8 Optimism	1	2	3	4	5	6	7	8	9	10	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.
7 Self Awareness / Self Insight	1	2	3	4	5	6	7	8	9	10	The individual appears to maintain a fairly typical view of their strengths and development needs. In some situations, they may not fully recognise the impact of their actions. In other circumstances, where feedback is more readily

											available, the individual may have a more realistic sense of what they can accomplish.	
5	Adaptability	1	2	3	4	5	6	7	8	9	10	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.
7	Impressing	1	2	3	4	5	6	7	8	9	10	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.
6	Emotional Control	1	2	3	4	5	6	7	8	9	10	The individual may demonstrate emotion when responding to circumstances in a manner similar to most people. They may be inclined to display openly both positive and negative emotions during more extreme situations. In other more common situations, the individual may appear more even-tempered in their response.
7	Openness	1	2	3	4	5	6	7	8	9	10	Like many people, the individual may be most open to viewpoints that more closely resemble their own. In most circumstances, the individual is likely to treat others with respect, despite differences in values and beliefs. At other times, the individual may experience some tension or discomfort when working with others who are very dissimilar to them.
4	Negative Affectivity	1	2	3	4	5	6	7	8	9	10	The individual appears to exhibit a level of satisfaction with life, work and circumstances that is typical of most people. During challenging or stressful times, the individual may display a pessimistic outlook by assigning blame or questioning

decisions. During times when things appear to be going well, they are more likely to exhibit a positive attitude toward their work.

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?
 - b. What caused the others' negative attitude?
 - c. What did you do to stay optimistic?
 - d. 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.

Facet		Sten											
6	Desire for Advancement	1	2	3	4	5	6	7	8	9	10		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.
5	Independence	1	2	3	4	5	6	7	8	9	10		The individual may tend to be typical of most people, to the extent that they seek independence in their work. In areas where they have experience and confidence, the individual is more likely to seek autonomy. In areas characterised more by uncertainty and inexperience, the individual may prefer to work for others and to receive outside guidance.
5	Competitiveness	1	2	3	4	5	6	7	8	9	10		The individual may be inclined to appear somewhat competitive in some situations. In areas where they have limited experience or where they may feel less confident, the individual may avoid competition and prefer collaboration. In areas where they feel more confident, the individual may thrive on the challenge and may strive to exceed others' performance.
5	Risk Taking	1	2	3	4	5	6	7	8	9	10		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?

1. 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?

Collective Work Orientation

This is a measure of the tendency to engage in behaviour that serves the well-being of a group or organisation. This includes the tendency to work well with others or as part of a team; to be filled with a sense of moral obligation and a desire to do what is right for a group or organisation; to conform to the norms of a group or organisation and to be reliable and dependable.

Facet	Sten											
5 Dutifulness	1	2	3	4	5	6	7	8	9	10		The individual may tend to demonstrate an appreciation for rules and societal norms that is typical of most people. In some situations, they are likely to adhere to a strict sense of ethical standards in approaching work. At other times, the individual may be more inclined to consider alternative benchmarks when rendering decisions.
4 Interdependence	1	2	3	4	5	6	7	8	9	10		The individual may tend to demonstrate cooperation and flexibility when working with others. In some situations, the individual may enjoy opportunities to collaborate with others in addressing problems or accomplishing tasks. At other times, when there is greater pressure or accountability for the outcome, the individual may show a preference to work independently.
8 Responsibility	1	2	3	4	5	6	7	8	9	10		The individual may tend to demonstrate a high degree of reliability and self-discipline in their behaviour. They will probably strive to complete work as promised and in a timely manner, and may tend to overburden themselves with increased workload. The individual may benefit from recognising opportunities to challenge accepted methods of accomplishing objectives.

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?