



Aspects Report

Personality Factors (PF48)

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Disclaimer

This is a confidential report on the participant named above. It is designed to be used to support the assessment of the individual. Whilst it provides valuable insight into the individual's characteristics, it should not be used in isolation or be regarded as a complete assessment. HUCAMA Analytics Ltd accepts no liability for the consequences of the use of this report or its contents by any persons other than its authors for whatever purpose.

Overview

Introduction	<p>Personality Factors is a questionnaire that assesses 48 facets which are grouped into 12 paired-up aspects :</p> <ul style="list-style-type: none"> Emotional - Attitude: REFLECTING & ENTERPRISING Operational - Attitude: NAVIGATING & THINKING Emotional - Process: EXPRESSING & DIRECTING Operational - Process: REGULATING & INNOVATING Emotional - Impact: CARING & INSPIRING Operational - Impact: ACCOMPLISHING & DELIVERING 	Norm Group	<p>Results are compared to a norm group consisting of individuals who completed the questionnaire before: 1079 Professionals and Leaders. Based on the normal distribution results are expressed as standard scores:</p> <ul style="list-style-type: none"> Sten scores – range from 1 to 10 with a mean of 5.5 T-scores – range from 25 to 75 with a mean of 50 Percentiles – range from 1st to 99th indicating the percentage of the norm group the score comes above
Big 5 Model	<p>The Personality Factors instrument covers the widely accepted Five-Factor Model of personality (see Guarini, 2023):</p> <ul style="list-style-type: none"> Openness underpins INNOVATING and THINKING Conscientiousness underpins DELIVERING and ACCOMPLISHING Extraversion underpins EXPRESSING and DIRECTING Agreeableness underpins CARING and INSPIRING Emotional Stability (the opposite of Neuroticism) underpins REGULATING and NAVIGATING 	Response Style	 <p>Response style was positive. Normative Sten scores could overestimate qualities.</p>
Learning Agility	<p>Learning Agility is the willingness to learn from experiences and apply those learnings to new situations. It is central to developing effectiveness at the workplace and to keep pace with changing situations. Learning ability is more about cognitive reasoning abilities, whereas learning agility is about personal qualities.</p> <p>Emotional and social aspects of relationships as well as change and results aspects of operations are covered. The personal qualities are grouped into Attitude, Process and Impact themes.</p>	Report Graphs	<p>The Personality Factors Report provides the following information for 48 Facets grouped into 12 Aspects:</p> <ul style="list-style-type: none"> bullet point summary of facet result Facet name Facet Sten score in relation to the comparison group Graphical representation of score
Emotional Intelligence	<p>Daniel Goleman’s 1995 bestselling book ‘Emotional Aspects’ built on the original 1982 work of Richard Boyatzis on ‘The Competent Manager’. The term applies the idea of a hierarchical arrangement of qualities pioneered in the measurement of cognitive abilities to personality areas that underpin how we behave at the workplace. This report covers the most central facets of Emotional Intelligence through ‘Emotional Aspects’ and more peripheral facets through ‘Operational Aspects’.</p> <p>Emotional-Operational Balance: greater focus on operations than on emotions.</p>	Decision Support	<p>This report is confidential and has a validity period of approximately 12 months. It is intended for use by individuals who are competent in the interpretation of Personality Factors assessments.</p> <p>For high-stakes decision-making the results should be discussed in an interactive session.</p>

Aspects Model

The Aspects Report applies personality theory to the workplace. Emotional and Operational Aspects of successful performance are explored with view to Attitude, Process and Impact themes.

The table below shows 12 emotional and operational aspects grouped into three themes. The aspects on the left are broadly about relationships whereas the aspects on the right are broadly about getting things done.

Emotional Attitude	REFLECTING	NAVIGATING
Operational Attitude	ENTERPRISING	THINKING
Emotional Process	EXPRESSING	REGULATING
Operational Process	DIRECTING	INNOVATING
Emotional Impact	CARING	ACCOMPLISHING
Operational Impact	INSPIRING	DELIVERING

Attitude

Attitude aspects are concerned with our mindset.

To what extent do we have a reflecting and enterprising mindset? Reflecting is concerned with learning and self-improvement as well as valuing ourselves. When we believe in ourselves then others are more likely to believe in us.

To what extent do we have a navigating and thinking mindset? Navigating is about taking in information and evaluating it objectively without jumping to conclusions. It is about establishing a sense of direction. Thinking is about processing information using technology, words and numbers.

Process

Process aspects are concerned with how we work.

In relationships it is useful to reflect on fundamental questions such as:
How are we expressing ourselves and directing others?

With respect to getting things done, it is useful to reflect on fundamental questions such as:
How do we cope with setbacks and innovate?

Emotional

Emotional aspects are concerned with people, feelings and communication.

How do we view ourselves and our emotions?

How do we express and regulate feelings?

How do we care for others and our accomplishments?

Impact

Impact aspects are concerned with the impact of our work.

With respect to relationships, we can try to understand how people are feeling about us. Caring aspects are about others feeling supported and appreciated whereas Inspiring aspects are about feelings of engagement. What is our impact on interpersonal aspects?

With respect to getting things done, we can try to understand what our work goals and objectives are. What are we trying to accomplish and how are we executing our work?

Operational

Operational aspects are concerned with tasks, thoughts and actions.

How do we explore opportunities and process information?

How do we take charge and create change?

How do we inspire others and get things done?

Agilities and Implications

The Aspects have been formulated to relate 48 facets of Personality Factors (PF48) to 12 aspects of Emotional Intelligence and Learning Agility. These are paired up into six agilities and compared.

At the end of the report the most extreme scores are listed showing associated strengths as well as over-use risks.

	Emotional	Operational	Emotional	Operational
Attitude	REFLECTING ASPECT	ENTERPRISING ASPECT	NAVIGATING ASPECT	THINKING ASPECT
	Appraising own value and self-worth to leverage self-efficacy	Engaging entrepreneurially with problems to create value	Reviewing interactions to maintain professionalism and diffuse tensions	Processing information in an effective manner to drive success
Process	EXPRESSING ASPECT	DIRECTING ASPECT	REGULATING ASPECT	INNOVATING ASPECT
	Transparently communicating views and emotions to create impact	Taking decisive action to direct and challenge people	Facing and overcoming adversity through emotional processing	Harnessing intuitive insights to create appealing outcomes
Impact	CARING ASPECT	INSPIRING ASPECT	ACCOMPLISHING ASPECT	DELIVERING ASPECT
	Supporting others to help and comfort individuals	Encouraging others to motivate and align people	Striving for success through self-motivation	Executing tasks in a reliable manner to drive efficiency

Emotional Aspects Summary

REFLECTING ASPECT	Appraising own value and self-worth to leverage self-efficacy
Learning Orientation	Is interested in studying and self-improvement
Self-Belief	Strongly believes in own capabilities
Situational Insight	Is moderately insightful about emotional situations
Self-Esteem	Balances modesty and self-regard

NAVIGATING ASPECT	Reviewing interactions to maintain professionalism and diffuse tensions
Objectivity	Addresses and overcomes problems
Recovery	Recovers quickly after setbacks
Self-Control	Keeps impulses under control
Complexity Orientation	Very much likes to develop concepts and think through ideas

EXPRESSING ASPECT	Transparently communicating views and emotions to create impact
Emotional Awareness	Is adept at expressing feelings
Independence	Tends to come up with own opinions arguments and approaches
Enthusiasm	Tends to radiate joy and enthusiasm
Directness	Mostly says what comes to mind

REGULATING ASPECT	Facing and overcoming adversity through emotional processing
Adaptability	Responds flexibly to changes
Optimism	Has a positive outlook
Calmness	Is moderately relaxed but worries from time to time
Patience	Rarely gets irritated

CARING ASPECT	Supporting others to help and comfort individuals
Empathy	Is rather disinclined to listen sympathetically
Helpfulness	Enjoys helping others
Society Focus	Is very interested in societal and welfare issues
Friendliness	Usually feels comfortable around others

ACCOMPLISHING ASPECT	Striving for success through self-motivation
Self-Discipline	Starts tasks in a timely manner
Determination	Is likely to carry out plans
Goal Orientation	Goes straight for the goal
Development Orientation	Has a sharp eye for talent and performance

Operational Aspects Summary

ENTERPRISING ASPECT	Engaging entrepreneurially with problems to create value
Change Orientation	Is equally at ease with routine and change
Sociability	Is moderately talkative and engaging
Activity Orientation	Enjoys excitement action and adventure
Opportunity Focus	Takes advantage of opportunities

THINKING ASPECT	Processing information in an effective manner to drive success
Analysis	Is strongly inclined to critically evaluate arguments
Technology Focus	Is interested in technology and new equipment
Fact Focus	Is interested in reading and writing
Data Focus	Is very interested in arithmetic and statistics

DIRECTING ASPECT	Taking decisive action to direct and challenge people
Competitiveness	Values cooperation and competition equally
Assertiveness	Likes to take the lead
Confrontation	Is inclined to confront people
Decisiveness	Takes a lot of time to make decisions

INNOVATING ASPECT	Harnessing intuitive insights to create appealing outcomes
Challenge	Accepts challenges
Ambition	Works hard to advance career
Originality	Pursues original innovation
Imagination	Believes in the importance of creativity and design

INSPIRING ASPECT	Encouraging others to motivate and align people
Empowerment	Likes to be an inspiring motivator
Team Orientation	Enjoys being part of a group
Trust	Tends to believe that others have good intentions
Persuasiveness	Seeks to influence others

DELIVERING ASPECT	Executing tasks in a reliable manner to drive efficiency
Orderliness	Is forgetful and untidy
Prudence	Tends to plan and think ahead
Meticulousness	Usually strives for perfect results
Rule Adherence	Tries to follow the rules

Emotional Aspects Profile

REFLECTING ASPECT	8	
Learning Orientation	8	
Self-Belief	9	
Situational Insight	6	
Self-Esteem	6	

NAVIGATING ASPECT	9	
Objectivity	8	
Recovery	7	
Self-Control	7	
Complexity Orientation	9	

EXPRESSING ASPECT	8	
Emotional Awareness	7	
Independence	7	
Enthusiasm	7	
Directness	7	

REGULATING ASPECT	7	
Adaptability	8	
Optimism	7	
Calmness	6	
Patience	7	

CARING ASPECT	6	
Empathy	3	
Helpfulness	7	
Society Focus	9	
Friendliness	6	

ACCOMPLISHING ASPECT	8	
Self-Discipline	5	
Determination	8	
Goal Orientation	9	
Development Orientation	8	

Operational Aspects Profile

ENTERPRISING ASPECT	7	
Change Orientation	6	
Sociability	6	
Activity Orientation	7	
Opportunity Focus	9	

THINKING ASPECT	9	
Analysis	9	
Technology Focus	7	
Fact Focus	8	
Data Focus	9	

DIRECTING ASPECT	5	
Competitiveness	5	
Assertiveness	7	
Confrontation	8	
Decisiveness	1	

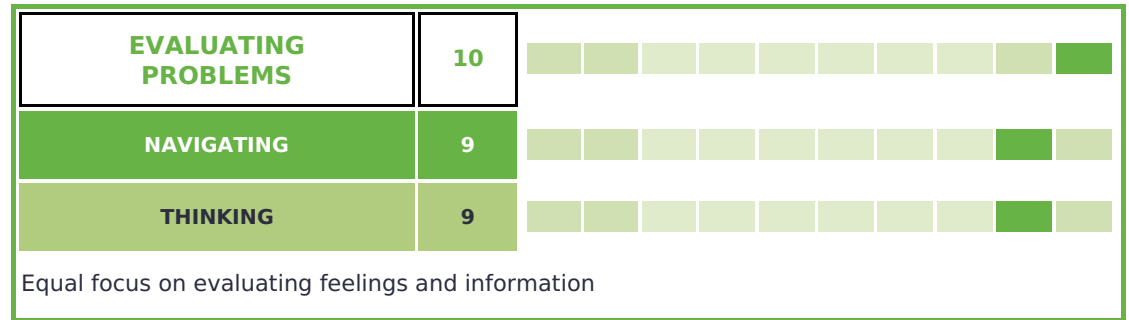
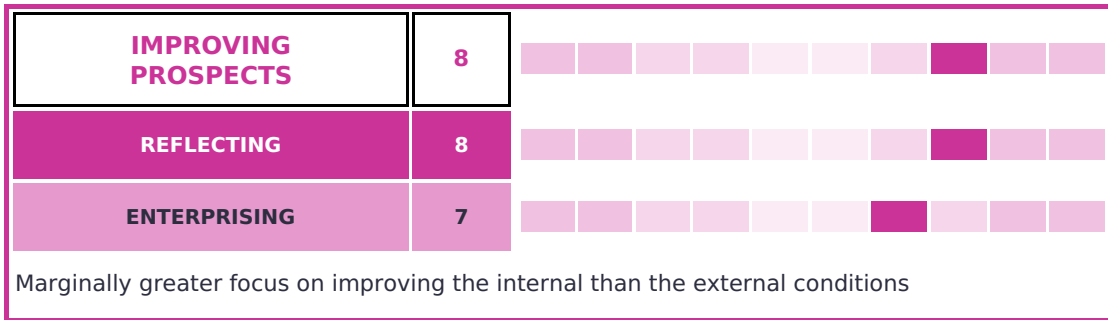
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Empowerment	7	
Team Orientation	7	
Trust	8	
Persuasiveness	8	

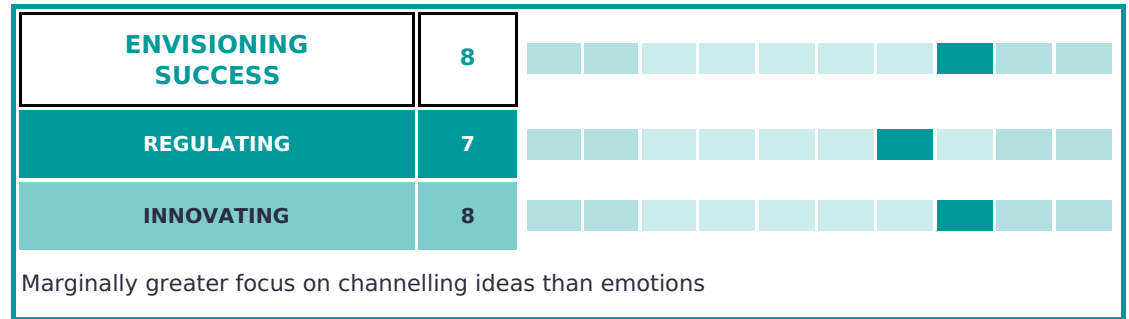
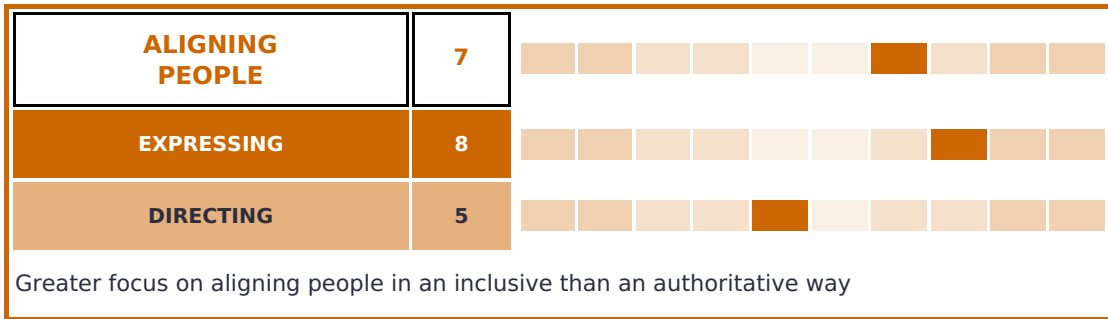
DELIVERING ASPECT	5	
Orderliness	2	
Prudence	7	
Meticulousness	7	
Rule Adherence	6	

Work Agilities

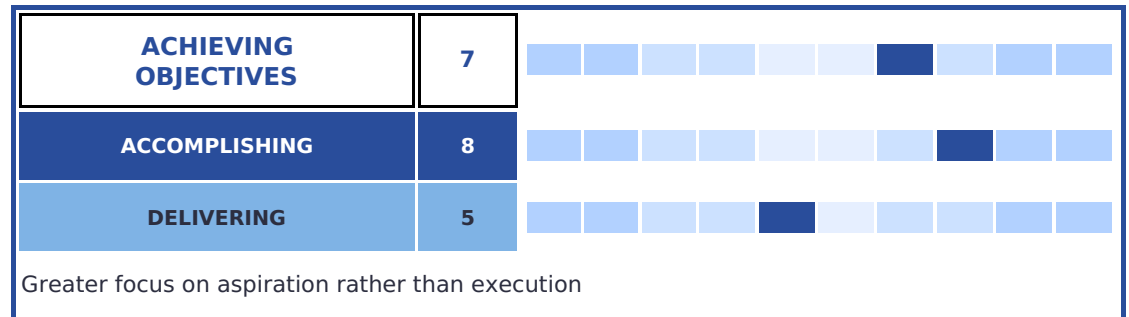
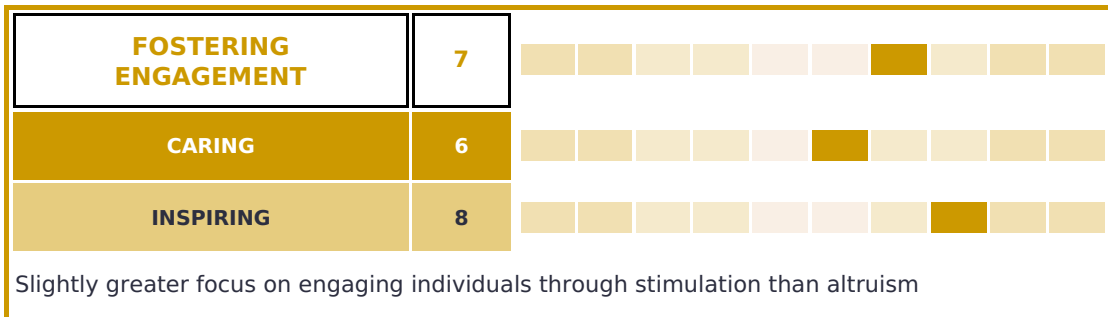
Attitude (9)



Process (8)



Impact (7)



Implications

It is always beneficial to reflect on how we behave and consider that all traits have potential upsides and downsides depending on the situation and how consciously we act. Below you will find statements describing key strength. Use of the key strengths drives job satisfaction and job performance. Most people like to use their strengths. However, strengths can become liabilities when overused. Below you will find exploration statements. Reflect on situations where you may have overused your strengths and identify how you could mitigate such risks in the future.

	Key Strengths	Overuse Risks
DIRECTING: Decisiveness (1)	Thinks deeply about options and avoids making premature decisions.	Could feel stressed in a fast-paced work environment. May procrastinate.
ACCOMPLISHING: Goal Orientation (9)	Tackles tasks in a purposeful way. Makes the most of time and resources available.	May not engage in activities that do not immediately have a clear purpose or benefit. Could have difficulty balancing work and private life.
ENTERPRISING: Opportunity Focus (9)	Knows how to make the most of opportunities. Finds it easy to tolerate ambiguity and work in unclear settings.	Could take an opportunistic approach. Seizing opportunities could be seen as taking advantage.
REFLECTING: Self-Belief (9)	Projects self-belief. Feels confident that tasks will be completed successfully. Knows how to get things done.	Could sometimes overestimate own ability to handle all problems. May come across as over-confident at times.
CARING: Society Focus (9)	Addresses society concerns. Takes a stand based on ethics.	May exhaust personal resources by investing time and effort in addressing society causes.
INNOVATING: Originality (9)	Thinks 'out of the box' and discovers new ways. Is strong in development settings.	Could get lost in thoughts. May come up with unconventional proposals.
THINKING: Analysis (9)	Gets to the core of a problem. Finds causes that others have missed.	Could go too deep. May upset others through probing questions.
NAVIGATING: Complexity Orientation (9)	Is curious about deeper connections or higher meaning of things.	May lose interest if topics or tasks become too simple or banal.
THINKING: Data Focus (9)	Uses data to back analysis. Quantifies issues.	Could overload others with tables and graphs. May fail to engage individuals with a less quantitative approach.
DELIVERING: Orderliness (2)	Improvises to make things happen. Copes with disorder and chaos.	Could underestimate the value of structure as a common framework. Struggles to follow a given structure and approach.