Role Wheel Report
Personality Factors

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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 using this report or its contents by any person for whatever purpose.

Overview

Introduction

Personality Factors is a questionnaire that assesses relative preferences across 8 roles grouped into four quadrants:
• INFORMATION: DEVELOPER & IMPLEMENTER
• EMOTION: ALTRUIST & OPTIMIST
• MOTIVATION: FINISHER & PIONEER
• COMMUNICATION: NETWORKER & INSTRUCTOR

Norm Group

Results are compared to a norm group consisting of individuals who completed the questionnaire before: General norm of 466 persons. Based on the normal distribution results are expressed as standard scores:
• 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

Personality Factors extends the widely accepted Five-Factor Model of personality into eight factors (see Kurz & Bartram, 2002).
• Openness underpins DEVELOPER and PIONEER
• Conscientiousness underpins IMPLEMENTER and FINISHER
• Extraversion underpins NETWORKER and INSTRUCTOR
• Agreeableness underpins ALTRUIST
• Neuro-Agility (the opposite of Neuroticism) underpins OPTIMIST

Normal Distribution

Percentile: 1st, 5th, 10th, 25th, 40th, 60th, 75th, 90th, 95th, 99th
Sten: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10

Stability vs. Plasticity

Research differentiates between Stability (Alpha) and Plasticity (Beta) higher-order constructs. Stability roles are shown on the left half and Plasticity roles are shown on the right half of the graph. Stability factors are about getting things right and getting along with others. Plasticity factors are about getting ahead by pursuing ideas and influencing people.
Stability-Plasticity Balance: very much greater focus on plasticity than on stability.

Report Graphs

The Wheel Report assesses relative preferences across 8 roles.
The Profile shows all role preferences and highlights HIGH as well as LOW role preferences.
Highest Role Preferences, Lowest Role Preferences and Role Preferences Contrasts are shown on separate pages,
Dealing with Role Preferences outlines how to get the best out of individuals with a particular preference,
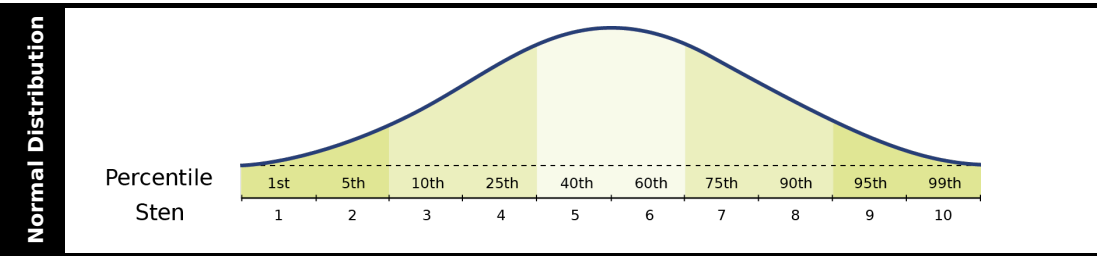
Task vs People

Research since the 1960's differentiates between task and people performance. DEVELOPER and IMPLEMENTER cover convergent thinking whereas FINISHER and PIONEER cover divergent thinking aspects of task performance. ALTRUIST and OPTIMIST cover interpersonal sensitivity whereas NETWORKER and INSTRUCTOR cover communication aspects of people performance.
Task-People Balance: greater focus on tasks than on people.

Decision Support

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.
For high-stakes decision-making the results should be discussed in an interactive session.

Role Wheel

This page describes eight roles and shows a chart with the assessment results.
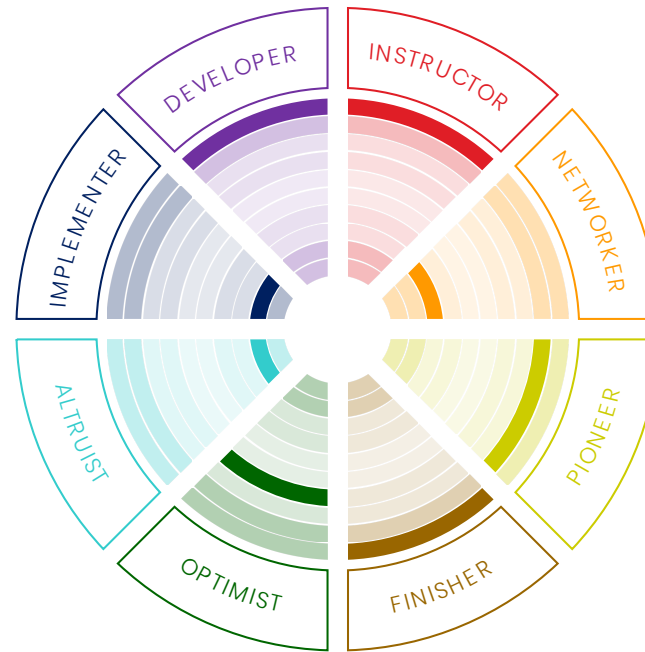
DEVELOPER

DEVELOPERS are curious and like technology. They like to understand how things work and apply their expertise.

IMPLEMENTER

IMPLEMENTERS are tidy and detail-oriented. They like to work in a structured way and pride themselves on their reliability.

ALTRUIST

ALTRUISTS are empathic and helpful. They like to be there for the people and assist them.

OPTIMIST

OPTIMISTS are cheerful and patient. They like to bring fun and joy to work.

INSTRUCTOR

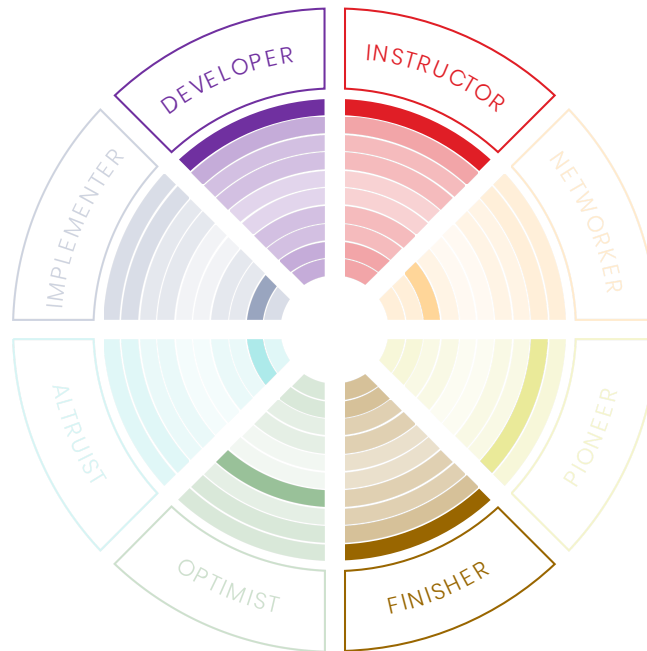INSTRUCTORS are assertive and direct. They like to take charge and convince others of their ideas.

NETWORKER

NETWORKERS are friendly and sociable. They like to work with groups of people and quickly develop relationships.

PIONEER

PIONEERS are original and like complexity. They like to think about the future and explore new trends and ideas.

FINISHER

FINISHERS are determined and goal-oriented. They like to have clear objectives and pursue them tenaciously.

Top Preference Combinations

This page describes combinations of the three highest preferences.

FINISHER (HIGH)
INSTRUCTOR (HIGH)
Individuals with this combination are motivated to get results. They are driven and want to be in charge. They are suited to roles that require coordination and leadership.

FINISHER (HIGH)
DEVELOPER (HIGH)
Individuals with this combination strive for expertise and insight into how things work. They want to understand and resolve problems. They are suited to activities that require specialist expertise and technological savvy.

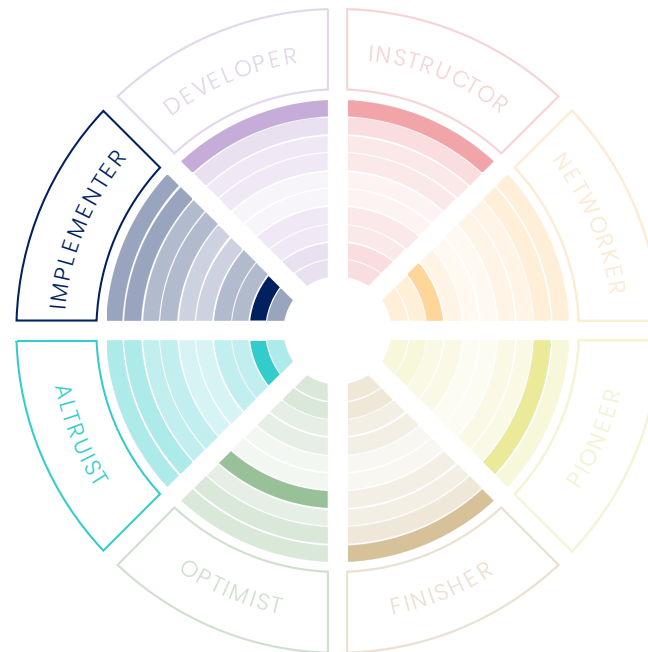| INSTRUCTOR (HIGH) |
|:---:|
| **DEVELOPER (HIGH)** |
| Individuals with this combination promote continuous learning. They want to be up-to-date in terms of knowledge and technologies. They are suited to leading technological change initiatives and roles where clearly conveying information is key. |

Potential Areas for Development

This page describes the combination of the two lowest preferences, indicating potential areas for development.

ALTRUIST (LOW)
IMPLEMENTER (LOW)
Individuals with this combination prefer to act spontaneously and pursue their own interests. They dislike having to proceed in a prescribed manner and to take account of everyone's preferences. They could get exhausted when the key responsibilities of the role revolve around details and feelings.

Preference Order

FINISHER (HIGH)	9.67	
INSTRUCTOR (HIGH)	9.66	
DEVELOPER (HIGH)	9.65	
PIONEER	8.63	
OPTIMIST	6.51	
NETWORKER	3.35	
ALTRUIST (LOW)	2.33	
IMPLEMENTER (LOW)	2.32	

Top Preference Combinations

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Potential Areas for Development

ALTRUIST (LOW)
IMPLEMENTER (LOW)
Individuals with this combination prefer to act spontaneously and pursue their own interests. They dislike having to proceed in a prescribed manner and to take account of everyone's preferences. They could get exhausted when the key responsibilities of the role revolve around details and feelings.

Derailment Risks

This page describes how high and low preferences can combine, and possibly undermine performance if imbalance is not paid attention to.

| FINISHER (HIGH) | 10 |
| ALTRUIST (LOW) | 2 |

Individuals with this combination single-mindedly push through their agenda. Their highly driven approach could at times undermine harmonious relationships. They could benefit from considering other people's needs and learning to show more empathy at work.

| FINISHER (HIGH) | 10 |
| IMPLEMENTER (LOW) | 2 |

Individuals with this combination set their sights high without worrying about detailed plans. They could pursue their goals in a somewhat chaotic manner where gains could be short-lived if errors and omissions undermine accomplishments. They could benefit from working with someone more detail conscious or learning to work in a more structured way and agreeing with others what exactly needs to be accomplished.

| INSTRUCTOR (HIGH) | 10 |
| ALTRUIST (LOW) | 2 |

Individuals with this combination exert a lot of influence without needing a broad discussion of issues. They could at times overlook others' input. They could benefit from working with a very participative style or learning to consult widely to ensure buy-in.

| INSTRUCTOR (HIGH) | 10 |
| IMPLEMENTER (LOW) | 2 |

Individuals with this combination exert a lot of influence without need for checking all details. They could at times be mistaken in their views. They could benefit from working with someone who is meticulous or learning to double-check issues.

| DEVELOPER (HIGH) | 10 |
| ALTRUIST (LOW) | 2 |

Individuals with this combination are inquisitive and firm. They could upset others with their critical analysis and foment resistance. They could benefit from working with empathetic people who are in touch with others or learning to soften the message.

| DEVELOPER (HIGH) | 10 |
| IMPLEMENTER (LOW) | 2 |

Individuals with this combination are inquisitive and fluid in their information search. They could miss problems and mistakes in spite of their critical thinking. They could benefit from working with structured people who check that all relevant points have been covered.

Dealing with Role Preference Tips

This page provides tips on how to approach individuals with a particular role preference.

DEVELOPER

Give DEVELOPERS accurate information and data. Respect their inquisitive nature and preference for continuous learning. Motivate them by asking them to think of pros and cons of important topics.

IMPLEMENTER

With IMPLEMENTERS make an appointment, have an agenda and stick to it. Be attentive to details and take responsibility for your actions. Motivate them by giving them project management tasks.

ALTRUIST

Show ALTRUISTS how you have considered the needs of others in your plan. Give them time to express their ideas, issues and concerns regarding impact on others. Motivate them by asking for their support and opinion.

OPTIMIST

Be open to the views of OPTIMISTS and consider them. Do not tell them that things are not going to work out. Motivate them by giving them opportunity to create fun and joyous activities for others.

INSTRUCTOR

With INSTRUCTORS get to the point quickly and stay to the point. Allow opportunities for them to influence others, express self and assert their views. Motivate them by putting them in charge of getting others on board and spreading the word.

NETWORKER

Ask NETWORKERS about their life and be comfortable sharing information about yourself. Respect their preference to work with others. Motivate them by involving them in bigger teams and projects, or just spending time with them.

PIONEER

Give PIONEERS the big picture and allow them time to think through ideas. Do not shoot down their ideas. Motivate them by giving them the most complex problems to solve.

FINISHER

Ask FINISHERS what their goals are and show how your ideas can help them satisfy their goals. Motivate them by sharing the strategy with them, so they can find the best way to align with it.

(Donut chart with segments: DEVELOPER, INSTRUCTOR, NETWORKER, PIONEER, FINISHER, OPTIMIST, ALTRUIST, IMPLEMENTER)

Change Wheel

Change can have many different aspects and therefore it is difficult to predict how situations develop. However, personal preferences and needs remain fairly stable. This page describes different needs associated with a role preference.
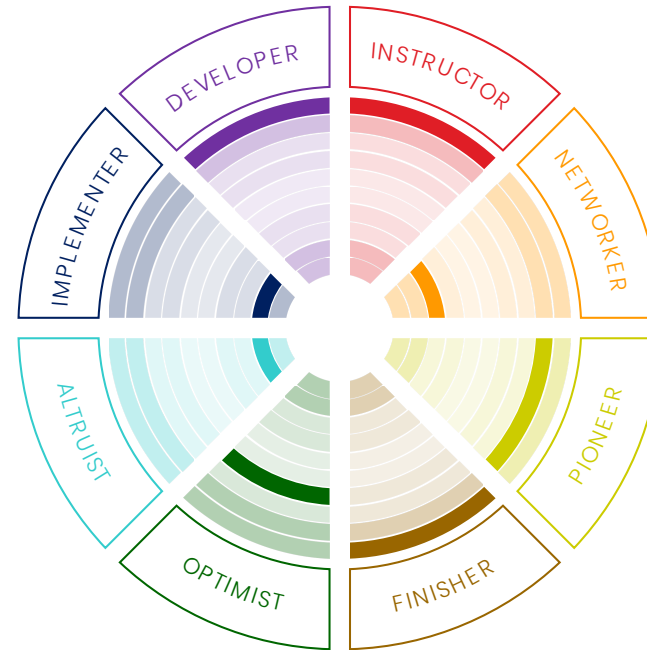
DEVELOPER

DEVELOPERS need to know what scenarios have been established with regards to the change. They are likely to engage in it by acquiring more knowledge about the change, reviewing information, and assessing implications of different actions. Key questions they are asking are: What are other options? What technology will be used? Where can I find more information on this?

IMPLEMENTER

IMPLEMENTERS need to know the detailed plan of implementing the change and its impact. They are likely to engage in it by trying to control the details and track progress. Key questions they are asking are: What is the timeline of this? How will this exactly look like when it's done? What is the first step?

ALTRUIST

ALTRUISTS need to feel that the needs of all the people have been considered in the change. They are likely to engage in change by listening to other people's concerns and addressing them with empathy. Key questions they are asking are: How does this feel? What are people concerned about? How do we make everyone feel comfortable with this?

OPTIMIST

OPTIMISTS need to feel that the change brings hope and a positive outlook for the future. They are likely to engage in change in a calm and positive manner. They bring objectivity and constructive solutions for removing barriers to change. Key questions they are asking are: What are objective barriers to this? How do we overcome them? How do we make it fun?

INSTRUCTOR

INSTRUCTORS need to feel like they have the opportunity to take charge of the change. They are likely to engaging in it by getting on the stage and convincing others of their ideas, especially key stakeholders or bigger groups of people. Key questions they are asking are: What is my role? Who is with me? How do we get others on board?

NETWORKER

NETWORKERS need to feel that there is a good vibe about the change and that everyone is aligned behind it. They are likely to engage by checking how others are thinking and feeling, as well as spreading and collecting news. Key questions they are asking are: What's the vibe? Who is for and who is against? What is the latest on this?

PIONEER

PIONEERS need to understand the purpose and vision of change. They are likely to act as change agents if they have the opportunity to innovate, and come up with original ideas. Key questions they are asking are: Why do we do this? What is the purpose? What is new for me?

FINISHER

FINISHERS need clarity around objectives of the change. They are likely to quickly start working on accomplishing the objectives, and aligning the objectives of the change with their personal ones. Key questions they are asking are: What needs to be done? How do we measure progress? What do I need to do to stay ahead of others?

Change Preferences

This page describes the change implications for combinations of role preferences.

Low Preference Combination

ALTRUIST (LOW)
IMPLEMENTER (LOW)

In times of change they tend to dislike working on details and project plans of the change, and could at times overlook the atmosphere and other people's feelings during the process of implementing the change. If the requirement of the situation is to take care of plans or the atmosphere during the change, they could benefit from structured training on the topic or additional support from empathic others. In a changing environment, they tend to dislike thinking about what is going to happen and like to take a self-interested view that jars with others, which makes them most suitable for roles where they can work flexibly without having to support other people.

High Preference Combinations

FINISHER (HIGH)
INSTRUCTOR (HIGH)

Individuals with this combination want to have an opportunity to take the lead on accomplishing ambitious objectives. They are likely to engage in change by taking charge of objective setting and identifying key areas for change. Key questions they are asking are: Where are we compared to others? What are the most crucial topics we want to tackle? How can we win?

FINISHER (HIGH)
DEVELOPER (HIGH)

Individuals with this combination want to become top experts in their domain of work. They are likely to engage in change by setting ambitious goals and engaging in different learning experiences to maximize their understanding. Key questions they are asking are: How do I become an expert in this? What are the necessary capabilities for this? What will be important skills in the future?

INSTRUCTOR (HIGH)
DEVELOPER (HIGH)

Individuals with this combination want to be at the forefront of adopting new ways of working, digital tools and systems. They are likely to engage in change by learning everything about what is coming, and then onboarding and convincing others to try things out. Key questions they are asking are: What else do others want to know? Where can we find out more? Can we try this out even if we fail?