



# Aspects Report

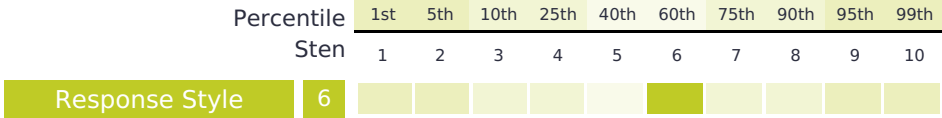
## Personality Factors (PF48)

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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"> <li>Emotional - Attitude: REFLECTING &amp; ENTERPRISING</li> <li>Operational - Attitude: NAVIGATING &amp; THINKING</li> <li>Emotional - Process: EXPRESSING &amp; DIRECTING</li> <li>Operational - Process: REGULATING &amp; INNOVATING</li> <li>Emotional - Impact: CARING &amp; INSPIRING</li> <li>Operational - Impact: ACCOMPLISHING &amp; DELIVERING</li> </ul>  | 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"> <li>Sten scores – range from 1 to 10 with a mean of 5.5</li> <li>T-scores – range from 25 to 75 with a mean of 50</li> <li>Percentiles – range from 1st to 99th indicating the percentage of the norm group the score comes above</li> </ul> |
| 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"> <li>Openness underpins INNOVATING and THINKING</li> <li>Conscientiousness underpins DELIVERING and ACCOMPLISHING</li> <li>Extraversion underpins EXPRESSING and DIRECTING</li> <li>Agreeableness underpins CARING and INSPIRING</li> <li>Emotional Stability (the opposite of Neuroticism) underpins REGULATING and NAVIGATING</li> </ul>  | Response Style   |  <p>Response style was balanced - more positive than about 60% of the comparison group.</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"> <li>bullet point summary of facet result</li> <li>Facet name</li> <li>Facet Sten score in relation to the comparison group</li> <li>Graphical representation of score</li> </ul>  |
| 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   | <b>REFLECTING</b>   | <b>NAVIGATING</b>    |
| Operational Attitude | <b>ENTERPRISING</b> | <b>THINKING</b>      |
| Emotional Process    | <b>EXPRESSING</b>   | <b>REGULATING</b>    |
| Operational Process  | <b>DIRECTING</b>    | <b>INNOVATING</b>    |
| Emotional Impact     | <b>CARING</b>       | <b>ACCOMPLISHING</b> |
| Operational Impact   | <b>INSPIRING</b>    | <b>DELIVERING</b>    |

### 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?

### 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?

### 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?

### 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?

### 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.

|                 |   |  |   |  |
|-----------------|---|--|---|--|
|                 | <b>Emotional</b>  | <b>Operational</b>                                       | <b>Emotional</b>  | <b>Operational</b>   |
| <b>Attitude</b> | <b>REFLECTING ASPECT</b>  | <b>ENTERPRISING ASPECT</b>                               | <b>NAVIGATING ASPECT</b>  | <b>THINKING ASPECT</b>   |
|                 | 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 |
| <b>Process</b>  | <b>EXPRESSING ASPECT</b>  | <b>DIRECTING ASPECT</b>                                  | <b>REGULATING ASPECT</b>  | <b>INNOVATING ASPECT</b>                                       |
|                 | 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     |
| <b>Impact</b>   | <b>CARING ASPECT</b>  | <b>INSPIRING ASPECT</b>                                  | <b>ACCOMPLISHING ASPECT</b>   | <b>DELIVERING ASPECT</b>                                       |
|                 | 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          | Believes in own capabilities                                  |
| Situational Insight  | Is less insightful about emotional situations than most       |
| Self-Esteem          | Balances modesty and self-regard                              |

| EXPRESSING ASPECT   | Transparently communicating views and emotions to create impact |
|---------------------|---|
| Emotional Awareness | May miss cues to emotional needs                                |
| Independence        | Tends to come up with own opinions arguments and approaches     |
| Enthusiasm          | Tends to be serious and preoccupied                             |
| Directness          | Mostly says what comes to mind                                  |

| CARING ASPECT | Supporting others to help and comfort individuals      |
|---------------|--|
| Empathy       | Is disinclined to listen sympathetically               |
| Helpfulness   | May overlook the needs of others                       |
| Society Focus | Occasionally interested in societal and welfare issues |
| Friendliness  | Reserved and uncomfortable around others               |

| NAVIGATING ASPECT      | Reviewing interactions to maintain professionalism and diffuse tensions |
|------------------------|---|
| Objectivity            | Usually addresses and overcomes problems                                |
| Recovery               | Needs a moderate amount of time to recover from setbacks                |
| Self-Control           | Keeps impulses under control  |
| Complexity Orientation | Likes to develop concepts and think through ideas                       |

| REGULATING ASPECT | Facing and overcoming adversity through emotional processing |
|-------------------|--|
| Adaptability      | Usually responds flexibly to changes                         |
| Optimism          | Maintains a balance between optimism and pessimism           |
| Calmness          | Is relaxed and calm  |
| Patience          | Occasionally gets irritated                                  |

| ACCOMPLISHING ASPECT    | Striving for success through self-motivation |
|-------------------------|--|
| Self-Discipline         | Gets to work quickly                         |
| Determination           | Is likely to carry out plans                 |
| Goal Orientation        | Goes for the goal                            |
| Development Orientation | Addresses performance issues at times        |

# Operational Aspects Summary

| <b>ENTERPRISING ASPECT</b> | <b>Engaging entrepreneurially with problems to create value</b> |
|----------------------------|---|
| Change Orientation         | Prefers variety to routine                                      |
| Sociability                | Tends to avoid attention and approaching others                 |
| Activity Orientation       | Enjoys excitement action and adventure                          |
| Opportunity Focus          | Tends to take advantage of opportunities                        |

| <b>THINKING ASPECT</b> | <b>Processing information in an effective manner to drive success</b> |
|------------------------|---|
| Analysis               | Is 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 moderately interested in arithmetic and statistics                 |

| <b>DIRECTING ASPECT</b> | <b>Taking decisive action to direct and challenge people</b> |
|-------------------------|--|
| Competitiveness         | Values competition and winning very highly                   |
| Assertiveness           | Likes to take the lead                                       |
| Confrontation           | Is strongly inclined to confront people                      |
| Decisiveness            | Makes decisions quickly                                      |

| <b>INNOVATING ASPECT</b> | <b>Harnessing intuitive insights to create appealing outcomes</b> |
|--------------------------|---|
| Challenge                | Occasionally accepts challenges                                   |
| Ambition                 | Is less interested in career advancement than others              |
| Originality              | Balances tradition and innovation                                 |
| Imagination              | Occasionally enjoys creative activities                           |

| <b>INSPIRING ASPECT</b> | <b>Encouraging others to motivate and align people</b> |
|-------------------------|--|
| Empowerment             | At times inspires and motivates people                 |
| Team Orientation        | Prefers working alone to group work                    |
| Trust                   | Tends to believe that others have good intentions      |
| Persuasiveness          | Seeks to influence others                              |

| <b>DELIVERING ASPECT</b> | <b>Executing tasks in a reliable manner to drive efficiency</b> |
|--------------------------|---|
| Orderliness              | Is forgetful and untidy   |
| Prudence                 | Is strongly inclined to act spontaneously                       |
| Meticulousness           | Is as concerned about perfection as most                        |
| Rule Adherence           | Tries to follow the rules                                       |

# Emotional Aspects Profile

| REFLECTING ASPECT    | 6 |  |
|----------------------|---|--|
| Learning Orientation | 7 |  |
| Self-Belief          | 8 |  |
| Situational Insight  | 2 |  |
| Self-Esteem          | 5 |  |

| NAVIGATING ASPECT      | 7 |  |
|------------------------|---|--|
| Objectivity            | 5 |  |
| Recovery               | 6 |  |
| Self-Control           | 7 |  |
| Complexity Orientation | 8 |  |

| EXPRESSING ASPECT   | 6 |  |
|---------------------|---|--|
| Emotional Awareness | 4 |  |
| Independence        | 8 |  |
| Enthusiasm          | 4 |  |
| Directness          | 7 |  |

| REGULATING ASPECT | 6 |  |
|-------------------|---|--|
| Adaptability      | 6 |  |
| Optimism          | 6 |  |
| Calmness          | 7 |  |
| Patience          | 5 |  |

| CARING ASPECT | 1 |  |
|---------------|---|--|
| Empathy       | 1 |  |
| Helpfulness   | 3 |  |
| Society Focus | 3 |  |
| Friendliness  | 2 |  |

| ACCOMPLISHING ASPECT    | 8 |  |
|-------------------------|---|--|
| Self-Discipline         | 8 |  |
| Determination           | 7 |  |
| Goal Orientation        | 7 |  |
| Development Orientation | 6 |  |

# Operational Aspects Profile

| ENTERPRISING ASPECT  | 6 |  |
|----------------------|---|--|
| Change Orientation   | 8 |  |
| Sociability          | 4 |  |
| Activity Orientation | 7 |  |
| Opportunity Focus    | 7 |  |

| THINKING ASPECT  | 7 |  |
|------------------|---|--|
| Analysis         | 7 |  |
| Technology Focus | 7 |  |
| Fact Focus       | 7 |  |
| Data Focus       | 6 |  |

| DIRECTING ASPECT | 9  |  |
|------------------|----|--|
| Competitiveness  | 10 |  |
| Assertiveness    | 8  |  |
| Confrontation    | 9  |  |
| Decisiveness     | 8  |  |

| INNOVATING ASPECT | 4 |  |
|-------------------|---|--|
| Challenge         | 6 |  |
| Ambition          | 3 |  |
| Originality       | 5 |  |
| Imagination       | 4 |  |

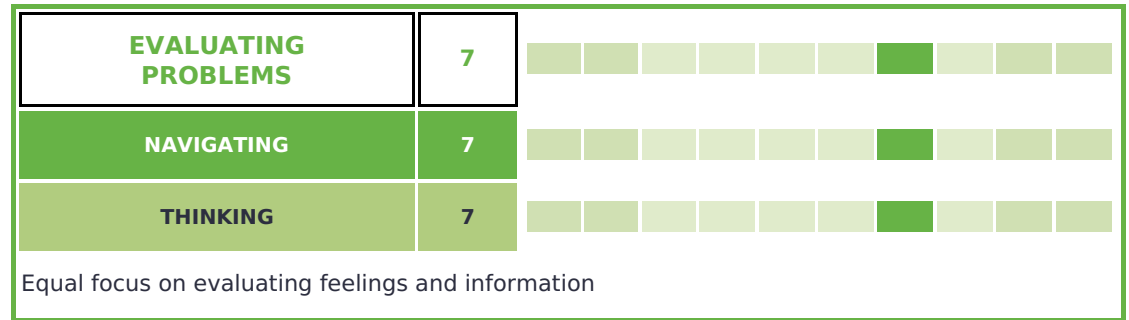
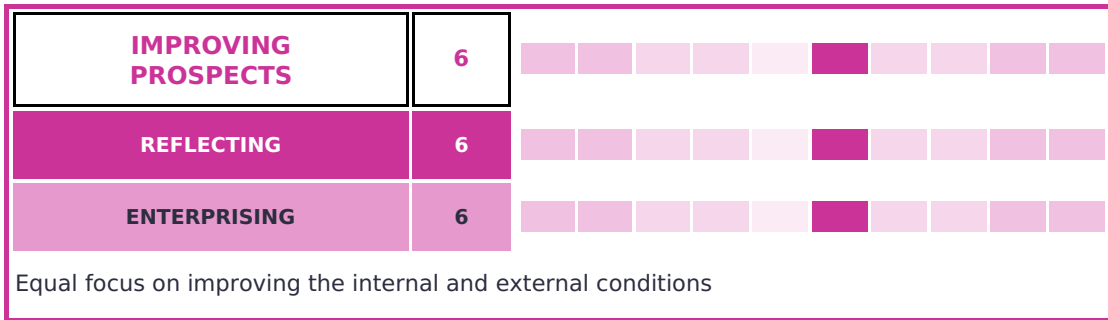
| INSPIRING ASPECT | 6 |  |
|------------------|---|--|
| Empowerment      | 5 |  |
| Team Orientation | 4 |  |
| Trust            | 7 |  |
| Persuasiveness   | 7 |  |

| DELIVERING ASPECT | 3 |  |
|-------------------|---|--|
| Orderliness       | 1 |  |
| Prudence          | 2 |  |
| Meticulousness    | 6 |  |
| Rule Adherence    | 5 |  |

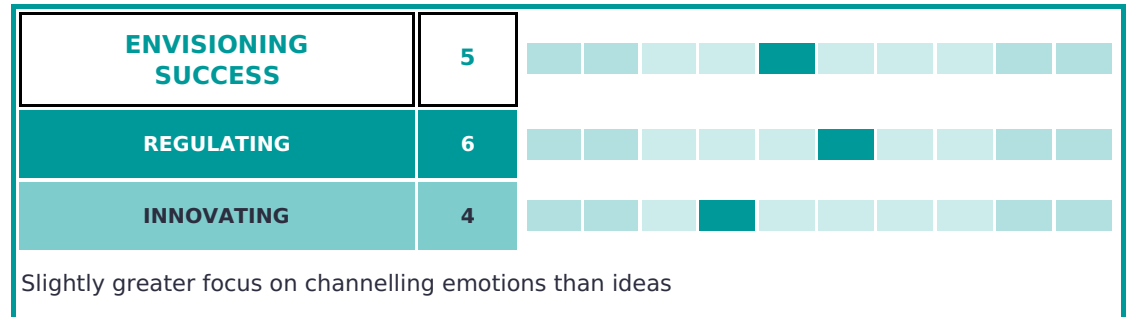
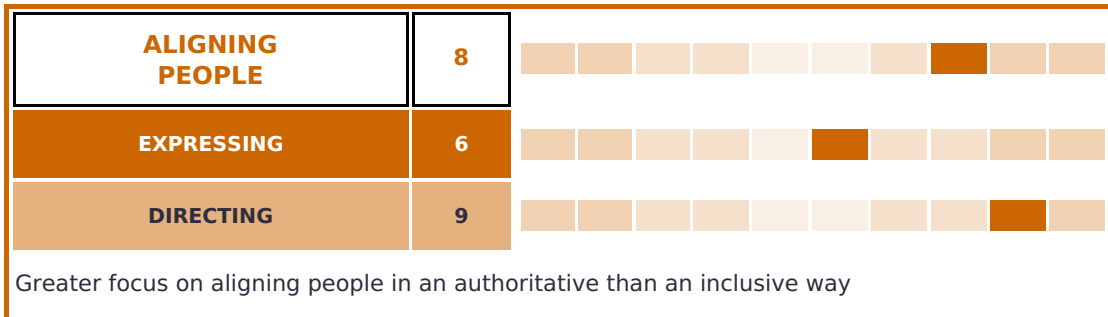


# Work Agilities

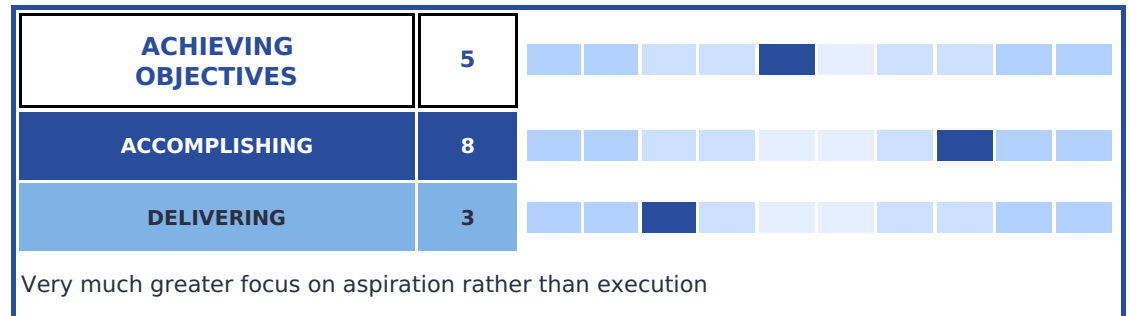
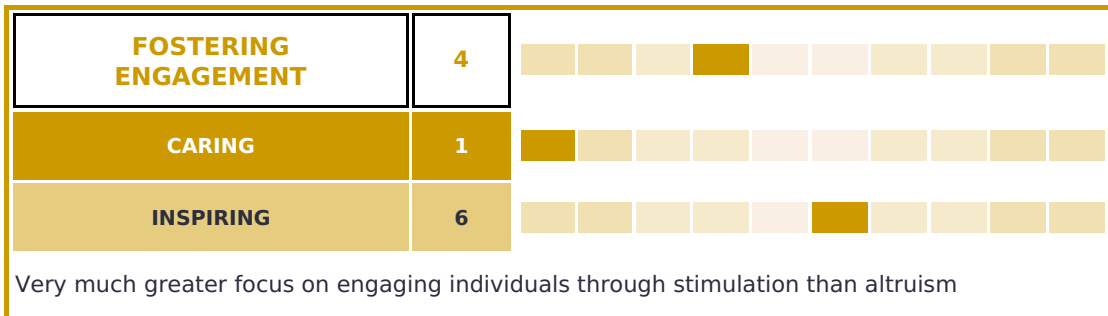
## Attitude (7)



## Process (7)



## Impact (4)



## 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  |
|---|---|--|
| <b>DIRECTING:</b><br><b>Competitiveness (10)</b>      | Pursues competitive advantages. Invests energy to win.  | Could be challenging and provocative in competitive situations.  |
| <b>DELIVERING:</b><br><b>Orderliness (1)</b>          | 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.                        |
| <b>CARING:</b><br><b>Empathy (1)</b>                  | Is likely to make decisions without looking at individual interests or sympathies.                              | Could be seen as aloof. Lack of interest in other people's problems could lead to decisions that are counterproductive.                      |
| <b>DIRECTING:</b><br><b>Confrontation (9)</b>         | Confronts issues. Addresses conflicts.  | May be too antagonistic in situations that require more subtle approaches.   |
| <b>DELIVERING:</b><br><b>Prudence (2)</b>             | Intuitive and spontaneous. Responds to unexpected circumstances and events.                                     | Could feel constrained by too much planning and coordination. Others may find it difficult to collaborate with someone who is unpredictable. |
| <b>CARING:</b><br><b>Friendliness (2)</b>             | Has a clear focus on the task and the goal. Personal relationships are not a precondition for good cooperation. | May seem unapproachable and difficult to engage.   |
| <b>REFLECTING:</b><br><b>Situational Insight (2)</b>  | Can ignore emotions in decision making. May rely on facts and logic in emotionally charged situations.          | Finds it hard to read emotions. May misread emotional aspects of problems.   |
| <b>DIRECTING:</b><br><b>Decisiveness (8)</b>          | Gets things decided and done quickly. Avoids procrastination and delays.  | May become impatient and have difficulty adjusting to the slower pace of others for extended periods of time.                                |
| <b>REFLECTING:</b><br><b>Self-Belief (8)</b>          | 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.                                 |
| <b>ENTERPRISING:</b><br><b>Change Orientation (8)</b> | Is a strong change agent with ambitions to adapt and improve. Is open to new and different ways of working.     | May struggle to complete routine work. Could push for change even when not needed.   |