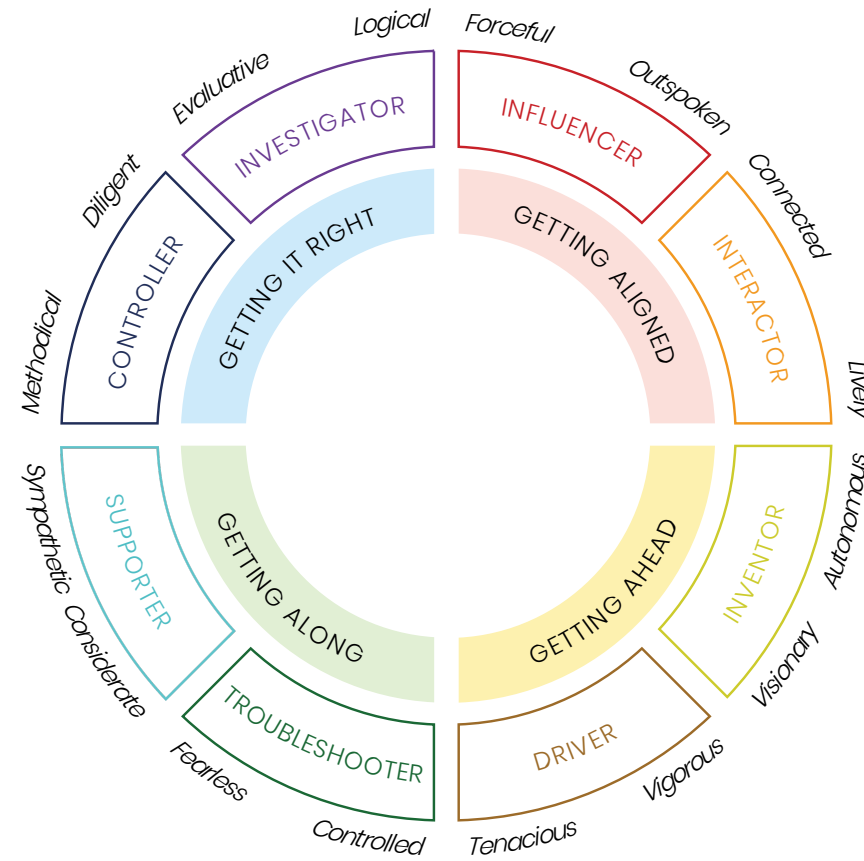


GREAT 8 Type Report SUCCESS FACTORS

James Gold



Overview

Introduction

Personality Factors is a questionnaire that assesses eight personality factors grouped into four quadrants:

- GETTING IT RIGHT: INVESTIGATOR & CONTROLLER
- GETTING ALONG: SUPPORTER & TROUBLESHOOTER
- GETTING AHEAD: DRIVER & INVENTOR
- GETTING ALIGNED: INTERACTOR & INFLUENCER

Big 5 Model

Personality Factors extends the widely accepted Five-Factor Model of personality into eight factors (see Kurz & Bartram, 2002).

- Openness underpins INVESTIGATOR and INVENTOR
- Conscientiousness underpins CONTROLLER and DRIVER
- Extraversion underpins INTERACTOR and INFLUENCER
- Agreeableness underpins SUPPORTER
- Neuro-Agility (the opposite of Neuroticism) underpins TROUBLESHOOTER

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: greater focus on plasticity than on stability.

Dependability-Proactivity: marginally greater focus on demonstrating dependability than on showing proactivity.

Task vs People

Research since the 1960's differentiates between task and people performance. INVESTIGATOR and CONTROLLER cover convergent thinking whereas DRIVER and INVENTOR cover divergent thinking aspects of task performance. SUPPORTER and TROUBLESHOOTER cover interpersonal sensitivity whereas INTERACTOR and INFLUENCER cover communication aspects of people performance.

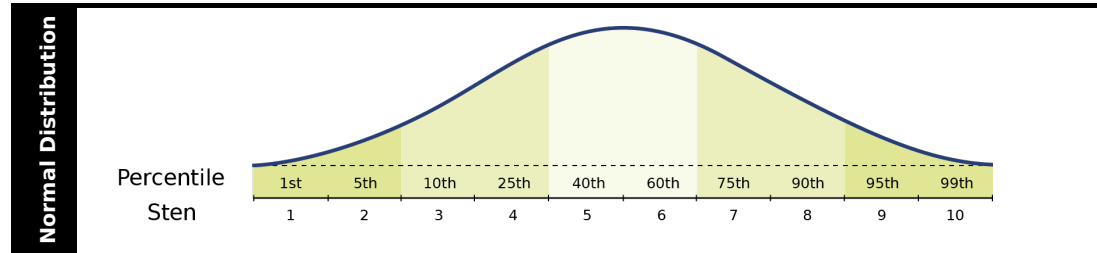
Task-People Balance: greater focus on tasks than on people.

Accomplishment-Relationship Balance: very much greater focus on tasks than on people

Norm Group

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:

- 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



Report Graphs

The GREAT 8 Type Report assesses relative preferences. The model covers four quadrants, 8 types, and 16 splits. Each type has three sub-types that pair up two facets.

Self-ratings on Competency Factors are indicated with a black dot.

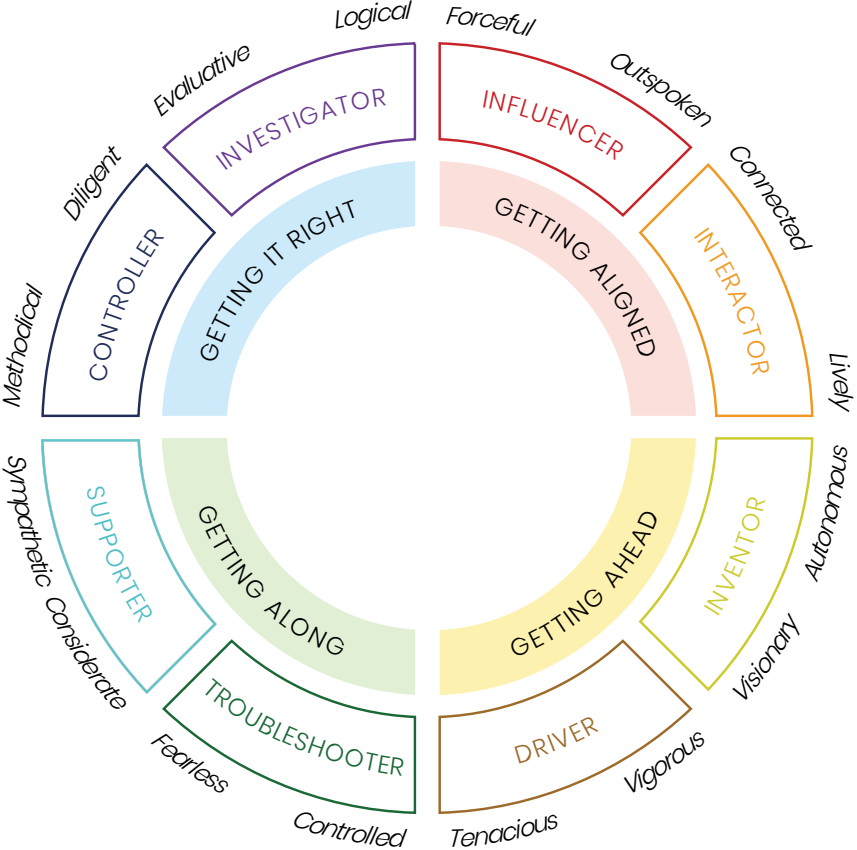
Other Ratings on Competency Factors are indicated with a white circle.

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.

GREAT 8 Type Model with Quadrants and Splits



Performance Quadrants

This page describes four quadrants that underpin job performance and shows a chart with relative preferences.

GETTING IT RIGHT

This quadrant is about *INFORMATION* that underpins getting it right at the workplace. It is underpinned by *INVESTIGATOR* and *CONTROLLER* types.

GETTING ALONG

This quadrant is about *EMOTION* that underpins getting along at the workplace. It is underpinned by *SUPPORTER* and *TROUBLESHOOTER* types.

GETTING ALIGNED

This quadrant is about *COMMUNICATION* that underpins getting aligned at the workplace. It is underpinned by *INTERACTOR* and *INFLUENCER* types.

GETTING AHEAD

This quadrant is about *MOTIVATION* that underpins getting ahead at the workplace. It is underpinned by *INVENTOR* and *DRIVER* types.



- Competency Factors (Self Rating)
- Competency Factors (Other Rating)

GREAT 8 Types

This page describes eight role types that underpin job performance and shows a chart with relative preferences.

INVESTIGATOR

INVESTIGATORS strive for knowledge. *DEVELOPER*, *CRITIC*, and *ASSESSOR* are roles that underpin the *INVESTIGATOR* type.

CONTROLLER

CONTROLLERS like concrete ideas. *IMPLEMENTER*, *SELF-STARTER*, and *INSPECTOR* are roles that underpin the *CONTROLLER* type.

SUPPORTER

SUPPORTERS enjoy listening. *ALTRUIST*, *ADVOCATE*, and *MOTIVATOR* are roles that underpin the *SUPPORTER* type.

TROUBLESHOOTER

TROUBLESHOOTERS have inner confidence. *OPTIMIST*, *ABSORBER*, and *MONITOR* are roles that underpin the *TROUBLESHOOTER* type.

INFLUENCER

INFLUENCERS project outer confidence. *INSTRUCTOR*, *NEGOTIATOR*, and *ENTREPRENEUR* are roles that underpin the *INFLUENCER* type.

INTERACTOR

INTERACTORS enjoy talking. *NETWORKER*, *TEAM PLAYER*, and *TRUST INSPIRER* are roles that underpin the *INTERACTOR* type.

INVENTOR

INVENTORS like abstract ideas. *PIONEER*, *CATALYST*, and *COACH* are roles that underpin the *INVENTOR* type.

DRIVER


DRIVERS strive for progress. *FINISHER*, *MASTER*, and *PERFORMER* are roles that underpin the *DRIVER* type.



- Competency Factors (Self Rating)
- Competency Factors (Other Rating)

Scale Definitions

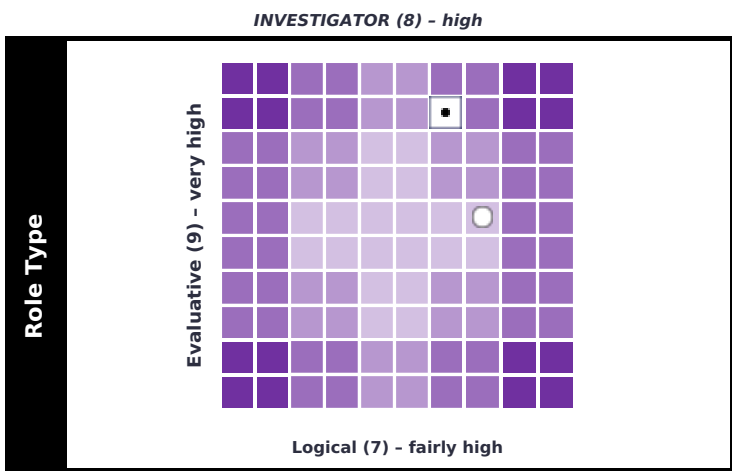
The *INVESTIGATOR* type is underpinned by *Evaluative* and *Logical* splits covering three facets each. The scales assess relative preferences.

Personality Factors 

Evaluative	Inclination to evaluate
Studious	Is very interested in studying and self-improvement
Analytical	Is inclined to critically evaluate arguments
Adaptable	Usually responds flexibly to changes
Logical	Interest in information processing
Technology Oriented	Is interested in technology and new equipment
Factual	Is moderately interested in reading and writing
Data Rational	Is moderately interested in arithmetic and statistics

INVESTIGATOR

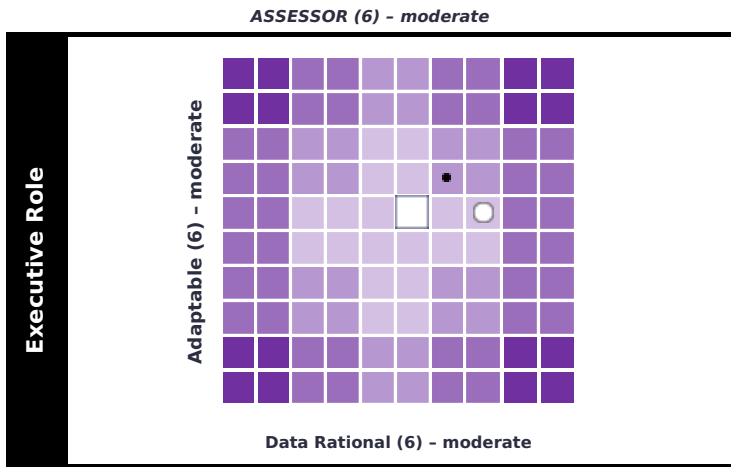
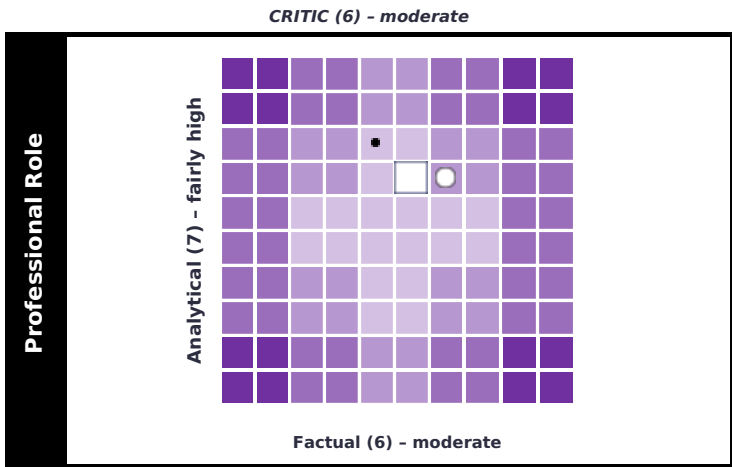
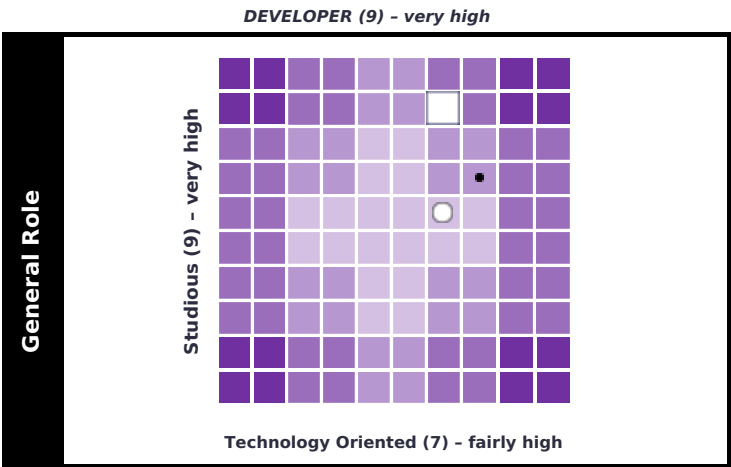
INVESTIGATORS strive for knowledge. *DEVELOPER*, *CRITIC*, and *ASSESSOR* are roles that underpin the *INVESTIGATOR* type.



EVALUATING INFORMATION

Competency Factors  

Factor	Self (8)	Others (8)
Evaluating		
Developing Expertise	very effective (7)	very effective (6)
Solving Problems	extremely effective (8)	very effective (7)
Showing Flexibility	effective (7)	effective (6)
Informing		
Applying Technology	very effective (8)	very effective (7)
Documenting Facts	effective (5)	very effective (7)
Quantifying Issues	very effective (7)	extremely effective (8)



DEVELOPER

DEVELOPERS are inquisitive and technology savvy. They develop expertise and apply technology.

CRITIC

CRITICS analytically review information. They solve problems and document facts.

ASSESSOR

ASSESSORS are flexible and data driven. They adapt to changing circumstances and quantify matters.

Scale Definitions

The *CONTROLLER* type is underpinned by *Methodical* and *Diligent* splits covering three facets each. The scales assess relative preferences.

Personality Factors



- Methodical**
- Orderly
- Prudent
- Self-Confident

- Diligent**
- Meticulous
- Self-Disciplined
- Rule Following

Inclination to work systematically

Is forgetful and untidy
 Is strongly inclined to act spontaneously
 Strongly believes in own capabilities

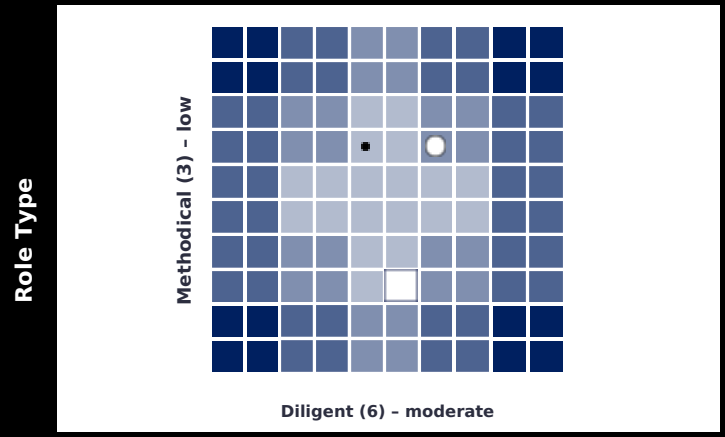
Inclination to be industrious

Is as concerned about perfection as most
 Gets to work quickly
 Dislikes rules

CONTROLLER

CONTROLLERS like concrete ideas. *IMPLEMENTER*, *SELF-STARTER*, and *INSPECTOR* are roles that underpin the *CONTROLLER* type.

CONTROLLER (4) - fairly low



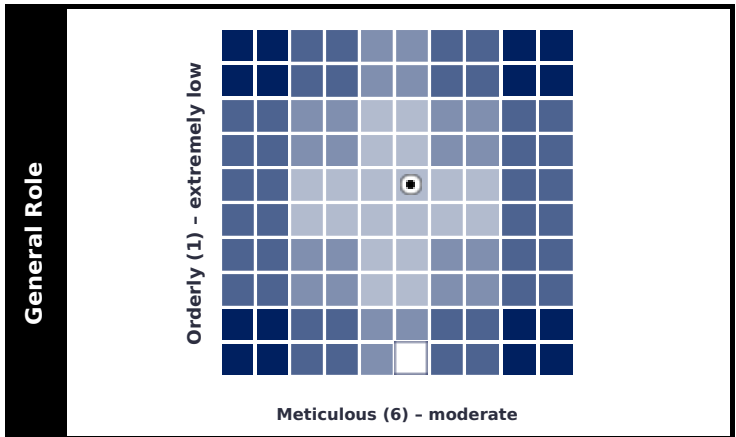
STRUCTURING WORK

Competency Factors

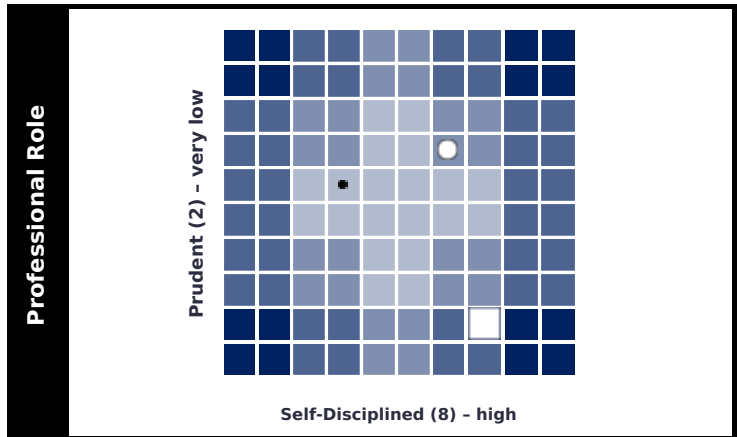


Factor	Self (6)	Others (7)
Arranging	Self (7)	Others (7)
Completing Tasks	effective (6)	very effective (6)
Planning Activities	very effective (6)	very effective (7)
Demonstrating Competence	very effective (9)	very effective (7)
Delivering	Self (5)	Others (7)
Ensuring Quality	effective (6)	very effective (6)
Maintaining Discipline	fairly effective (4)	very effective (7)
Adhering to Rules	effective (6)	very effective (6)

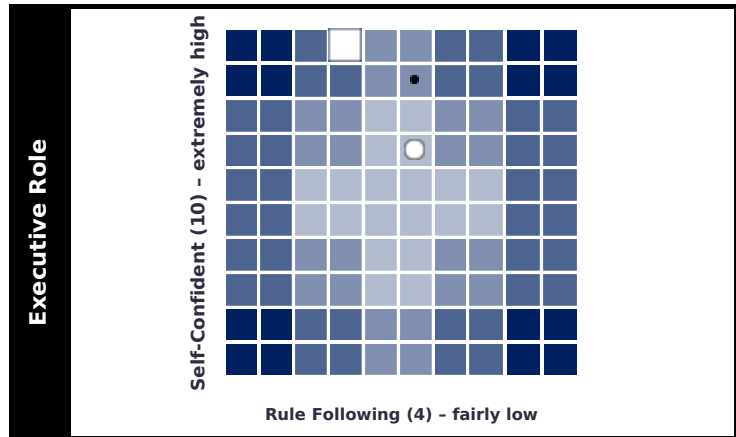
IMPLEMENTER (2) - very low



SELF-STARTER (5) - moderate



INSPECTOR (5) - moderate



IMPLEMENTER

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

SELF-STARTER

SELF-STARTERS are planful and prompt. They like to plan activities and maintain discipline.

INSPECTOR

INSPECTORS believe in themselves and adhere to rules. They value competence and compliance.

Scale Definitions

The *SUPPORTER* type is underpinned by *Sympathetic* and *Considerate* splits covering three facets each. The scales assess relative preferences

Personality Factors



Sympathetic

Empathy

Emotionally Aware

Perceptive

Inclination to understand feelings

Is disinclined to listen sympathetically

May miss cues to emotional needs

Is less insightful about emotional situations than most

Considerate

Caring

Principled

Empowering

Tendency to be kind and respectful

May overlook the needs of others

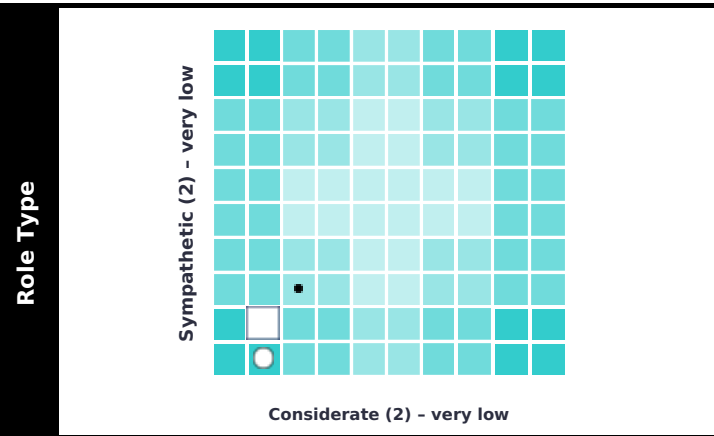
Rarely interested in societal and welfare issues

Is less interested in inspiring and motivating people

SUPPORTER

SUPPORTERS enjoy listening. *ALTRUIST*, *ADVOCATE*, and *MOTIVATOR* are roles that underpin the *SUPPORTER* type.

SUPPORTER (1) - extremely low



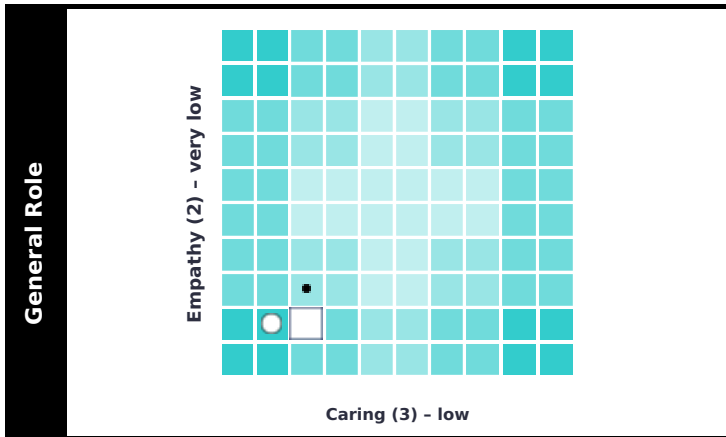
SUPPORTING INDIVIDUALS

Competency Factors

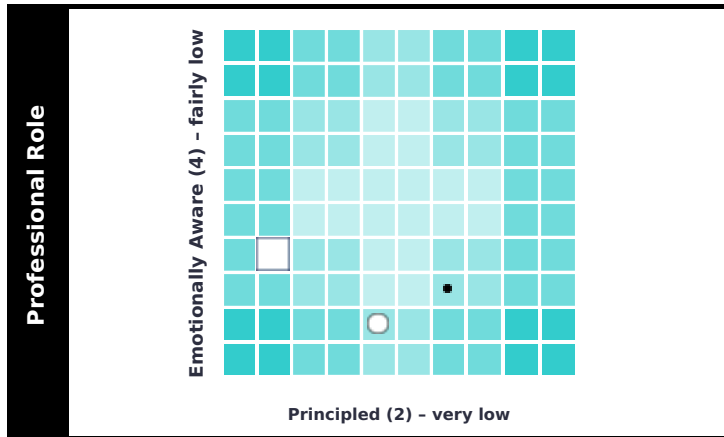


Factor	Self (3)	Others (1)
Understanding	Self (3)	Others (1)
Showing Empathy	fairly effective (3)	fairly effective (2)
Demonstrating Emotional Agility	fairly effective (3)	fairly effective (2)
Perceiving Emotions	effective (6)	fairly effective (2)
Encouraging	Self (3)	Others (2)
Acting with Consideration	fairly effective (3)	fairly effective (2)
Upholding Standards	extremely effective (7)	very effective (5)
Empowering People	fairly effective (2)	effective (3)

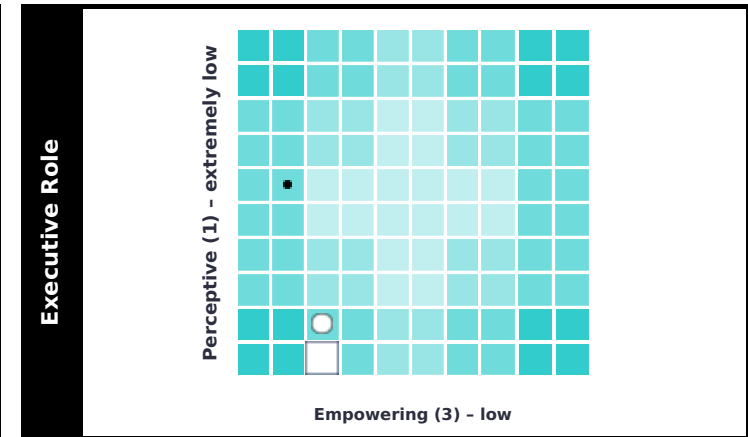
ALTRUIST (2) - very low



ADVOCATE (3) - low



MOTIVATOR (1) - extremely low



ALTRUIST

ALTRUISTS are understanding and interested in helping others. They like to show empathy and act with consideration.

ADVOCATE

ADVOCATES sense and express feelings well. They like to express their emotions and what is right.

MOTIVATOR

MOTIVATORS are perceptive and enabling. They like to tune into individuals and get the best out of others.

Scale Definitions

The **TROUBLESHOOTER** type is underpinned by *Fearless* and *Emotionally Controlled* splits covering three facets each. The scales assess relative preferences.

Personality Factors



Fearless

- Positive
- Calm
- Objective

Inclination to show courage

- Has a positive outlook
- Is relaxed and calm
- Usually addresses and overcomes problems

Controlled

- Patient
- Robust
- Self-Regulated

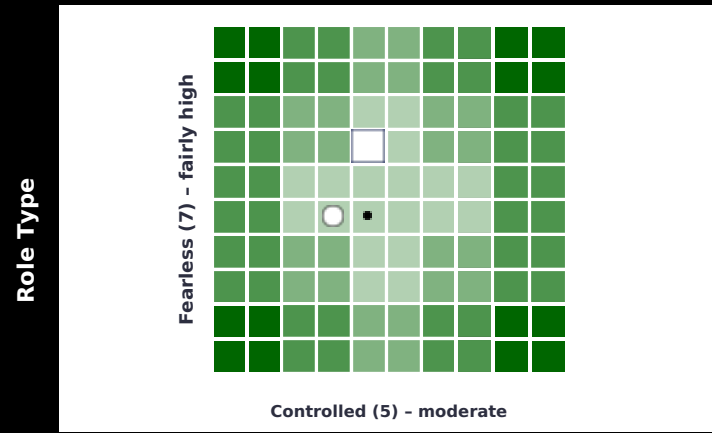
Inclination to manage emotions

- Gets irritated easily
- Needs a moderate amount of time to recover from setbacks
- Generally keeps impulses under control

TROUBLESHOOTER

TROUBLESHOOTERS have inner confidence. **OPTIMIST**, **ABSORBER**, and **MONITOR** are roles that underpin the **TROUBLESHOOTER** type.

TROUBLESHOOTER (6) - moderate



COPING WITH PRESSURE

Competency Factors



Factor

Self (5)

Others (4)

Adjusting

Self (5)

Others (5)

Projecting Confidence

unsure (2)

effective (5)

Coping with Stress

effective (5)

effective (6)

Showing Objectivity

very effective (8)

effective (5)

Enduring

Self (5)

Others (4)

Maintaining Composure

fairly effective (4)

effective (5)

Overcoming Setbacks

effective (5)

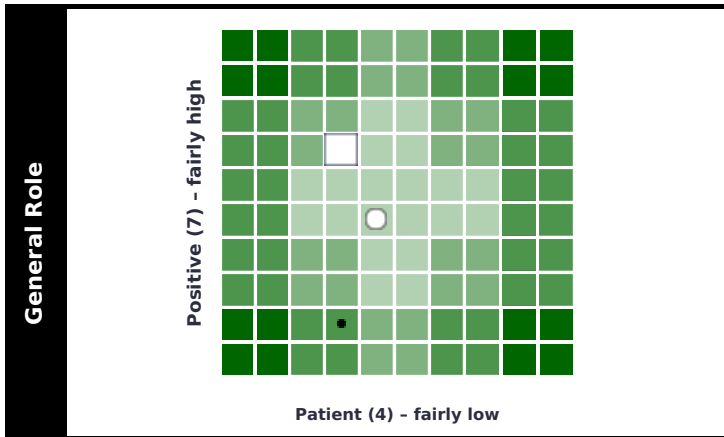
effective (4)

Showing Self-Control

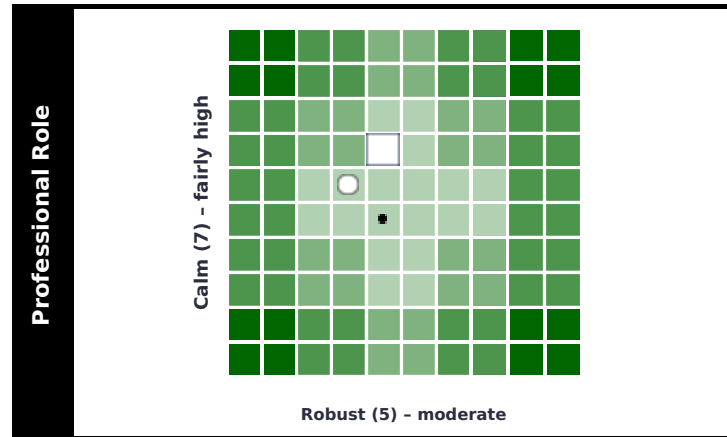
very effective (7)

effective (4)

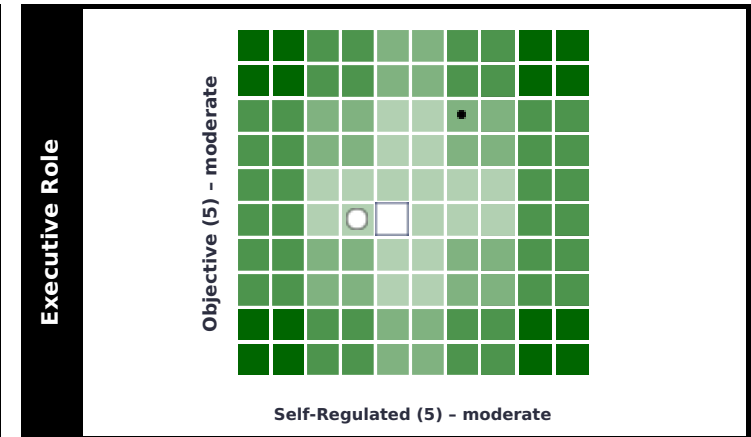
OPTIMIST (6) - moderate



ABSORBER (7) - fairly high



MONITOR (6) - moderate



OPTIMIST

OPTIMISTS are upbeat and composed. They like to adopt a positive attitude and rarely get angry.

ABSORBER

ABSORBERS are relaxed and buoyant. They take stressful situations in their stride and bounce back from setbacks.

MONITOR

MONITORS believe in objectivity and impulse control. They monitor what is happening and align their response to the situation carefully.

Scale Definitions

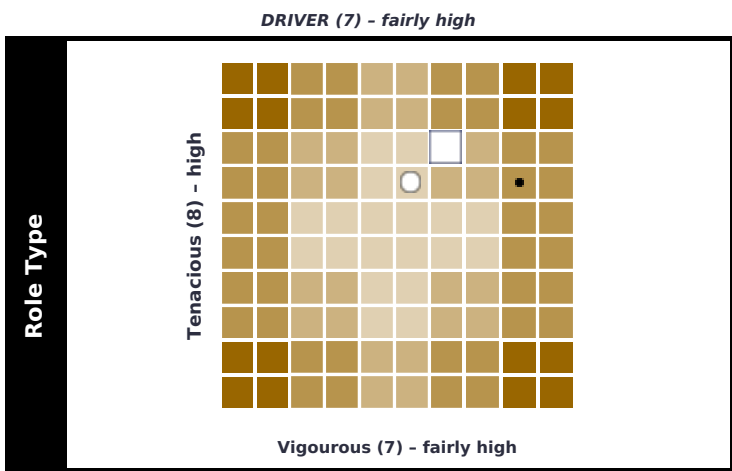
The *DRIVER* type is underpinned by *Tenacious* and *Vigorous* splits covering three facets each. The scales assess relative preferences.

Personality Factors

Tenacious	Inclination to act in a purposeful manner
Determined	Is very likely to carry out plans
Challenge Seeking	Occasionally accepts challenges
Self-Validated	Balances modesty and self-regard
Vigorous	Inclination to be energetic
Goal Oriented	Goes for the goal
Ambitious	Is less interested in career advancement than most
Competitive	Values competition and winning very highly

DRIVER

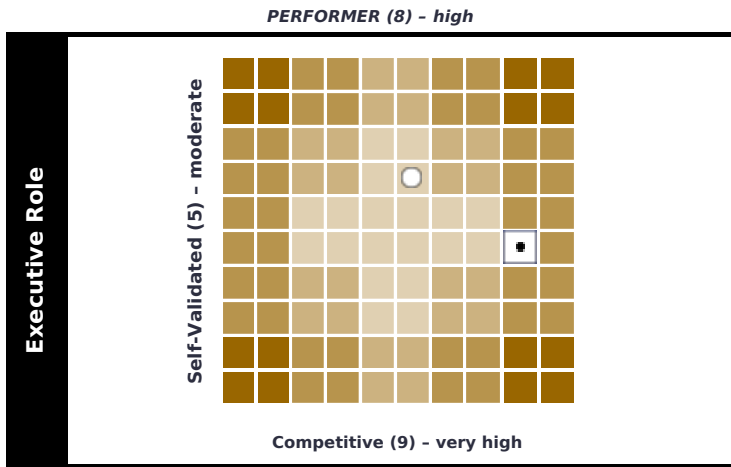
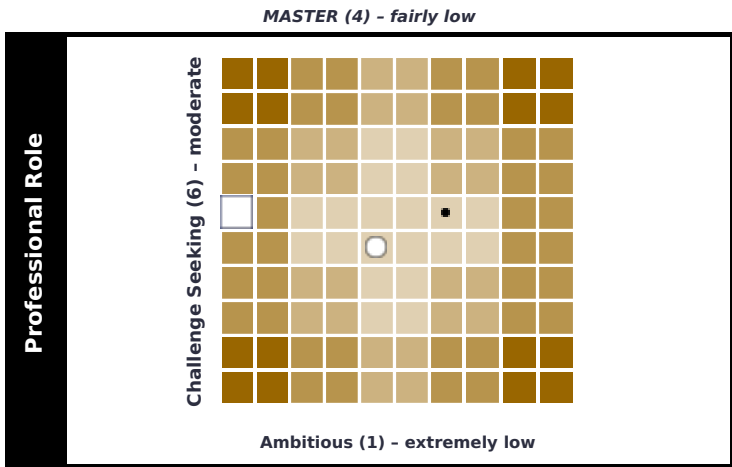
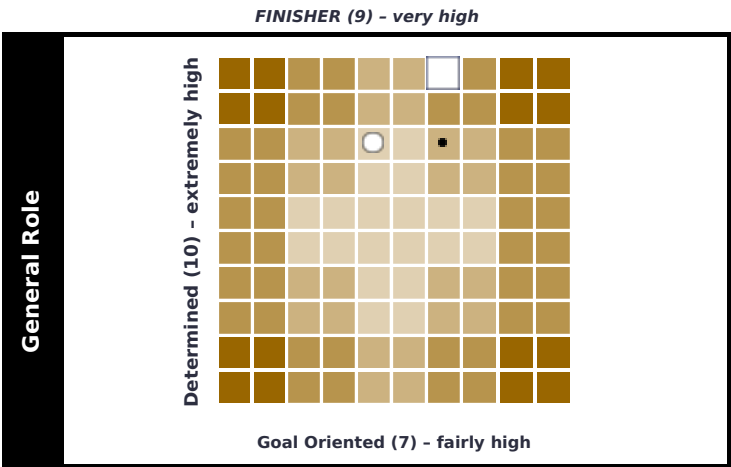
DRIVERS strive for progress. *FINISHER*, *MASTER*, and *PERFORMER* are roles that underpin the *DRIVER* type.



DRIVING SUCCESS

Competency Factors

Factor	Self (9)	Others (6)
Endavouring	Self (7)	Others (7)
Acting with Determination	very effective (8)	very effective (8)
Applying Expertise	very effective (6)	effective (5)
Projecting Self-Esteem	fairly effective (5)	very effective (7)
Aspiring	Self (9)	Others (6)
Achieving Goals	very effective (7)	effective (5)
Pursuing Advancement	very effective (7)	effective (5)
Creating Momentum	extremely effective (9)	very effective (6)



FINISHER

FINISHERS are tenacious and objectives-driven. They like to strive for goal completion.

MASTER

MASTERS are committed to their profession and aspire to be the best. They like to push the limits of their expertise and advance their work.

PERFORMER

PERFORMERS value themselves and compete fiercely. They value competitive spirit and winning.

Scale Definitions

The *INVENTOR* type is underpinned by *Innovative* and *Autonomous* splits covering three facets each. The scales assess relative preferences.

Personality Factors



Visionary

- Original
- Change Oriented
- Imaginative

Inclination to be resourceful

- Balances tradition and innovation
- Prefers variety to routine
- Occasionally enjoys creative activities

Autonomous

- Complexity Oriented
- Independent
- Development Oriented

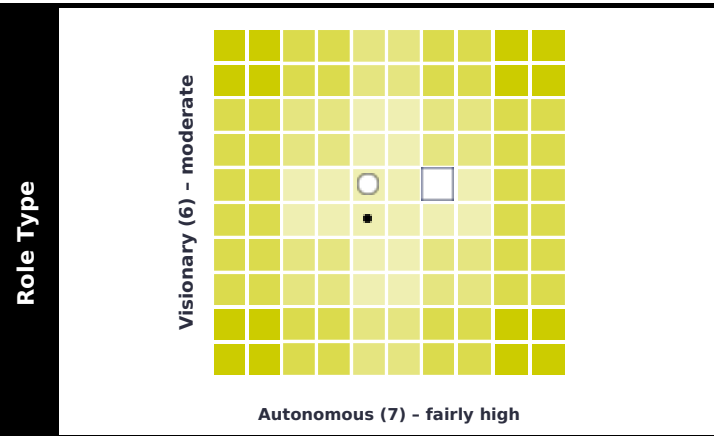
Preference for self-determination

- Likes to develop concepts and think through ideas
- Tends to come up with own opinions arguments and approaches
- Avoids difficult conversations about performance

INVENTOR

INVENTORS like abstract ideas. *PIONEER*, *CATALYST*, and *COACH* are roles that underpin the *INVENTOR* type.

INVENTOR (6) - moderate



CREATING SOLUTIONS

Competency Factors



Factor

Self (5)

Others (6)

Envisioning

Self (5)

Others (6)

Producing Innovations

very effective (8)

effective (6)

Taking Initiatives

very effective (7)

very effective (7)

Using Imagination

ineffective (2)

fairly effective (5)

Conceiving

Self (5)

Others (5)

Developing Concepts

very effective (7)

very effective (7)

Showing Independence

very effective (6)

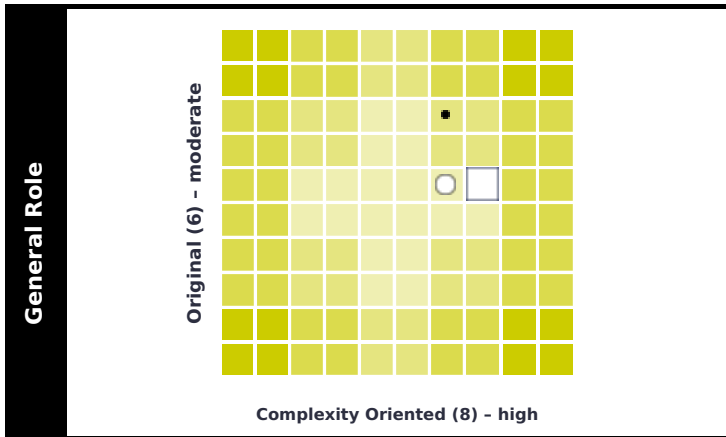
very effective (5)

Shaping Performance

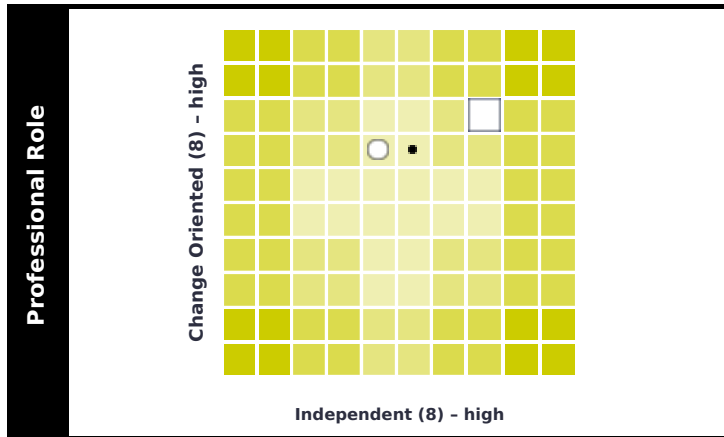
fairly effective (3)

effective (5)

PIONEER (8) - high



CATALYST (9) - very high



COACH (4) - fairly low



PIONEER

PIONEERS are full of ideas and concepts. They like to develop a deep understanding of issues and generate new perspectives.

CATALYST


CATALYSTS seek and prompt change They take initiatives . to steer opinions in their desired direction.

COACH

COACHES belief in the importance of a vision and want to help people grow. They value inquiry and human development.

Scale Definitions

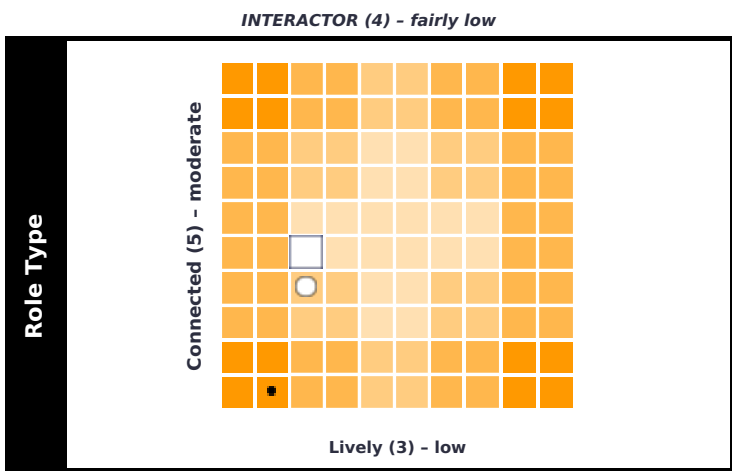
The *INTERACTOR* type is underpinned by *Connected* and *Lively* splits covering three facets each. The scales assess relative preferences

Personality Factors 


Connected	Preference for associating with people
Friendly	May be reserved and somewhat uncomfortable around others
Group Oriented	Prefers working alone to group work
Trusting	Tends to believe that others have good intentions
Lively	Tendency to be outgoing
Sociable	Tends to avoid attention and approaching others
Enthusiastic	Tends to be serious and preoccupied
Active	Likes a mixture of excitement and contemplation

INTERACTOR

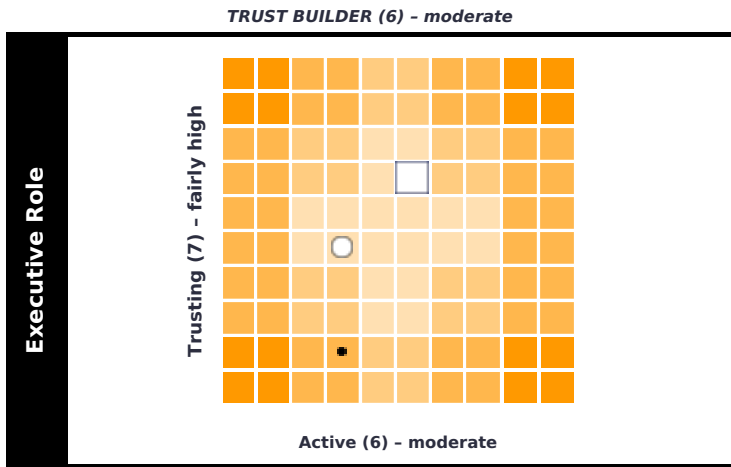
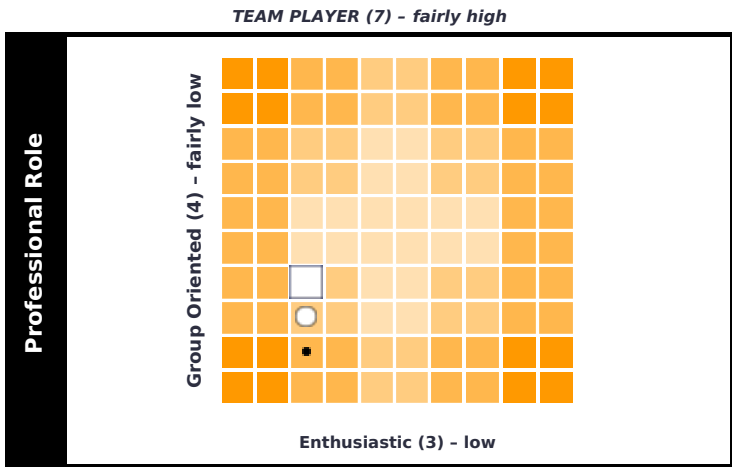
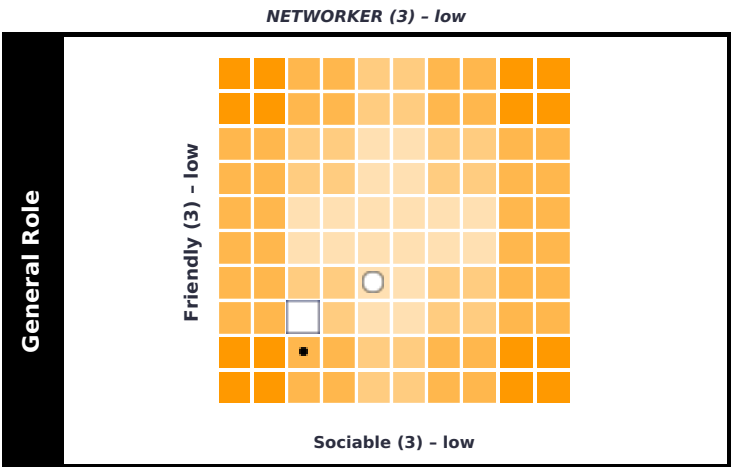
INTERACTORS enjoy talking. *NETWORKER*, *TEAM PLAYER*, and *TRUST INSPIRER* are roles that underpin the *INTERACTOR* type.



INTERACTING WITH PEOPLE

Competency Factors 

Factor	Self (1)	Others (3)
Affiliating	Self (1)	Others (4)
Engaging Individuals	unsure (2)	effective (4)
Team Working	fairly effective (2)	fairly effective (3)
Building Trust	unsure (2)	effective (5)
Stimulating	Self (2)	Others (3)
Developing Relationships	unsure (3)	effective (5)
Showing Enthusiasm	fairly effective (3)	fairly effective (3)
Attracting Attention	fairly effective (4)	fairly effective (4)



NETWORKER

NETWORKERS are approachable and gregarious. They like to meet new people and put them at their ease.

TEAM PLAYER

TEAM PLAYERS are affiliative and full of enthusiasm. They like to work closely with others in an upbeat manner.

TRUST BUILDER

TRUST BUILDERS believe in others and pursue activities to inspire their trust. They value long-lasting friendship and excitement.

Scale Definitions

The *INFLUENCER* type is underpinned by *Forceful* and *Outspoken* splits covering three facets each. The scales assess relative preferences.

Personality Factors



Forceful

Assertive

Persuasive

Opportunity Seeking

Preference for shaping emotions

Takes the lead

Seeks to influence others

Tends to take advantage of opportunities

Outspoken

Direct

Confrontational

Decisive

Courage to take a firm position

Mostly says what comes to mind

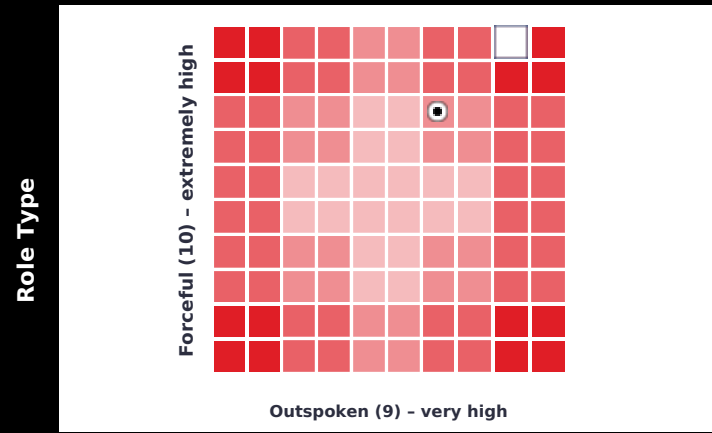
Is strongly inclined to confront people

Makes decisions quickly

INFLUENCER

INFLUENCERS project outer confidence. *INSTRUCTOR*, *NEGOTIATOR*, and *ENTREPRENEUR* are roles that underpin the *INFLUENCER* type.

INFLUENCER (9) - very high



EXERTING INFLUENCE

Competency Factors



Factor

Self (8)

Others (8)

Leading

Self (8)

Others (8)

Taking Charge

very effective (8)

very effective (8)

Persuading People

very effective (7)

very effective (7)

Seizing Opportunities

effective (7)

very effective (7)

Articulating

Self (7)

Others (7)

Presenting with Impact

effective (6)

very effective (6)

Challenging Views

very effective (7)

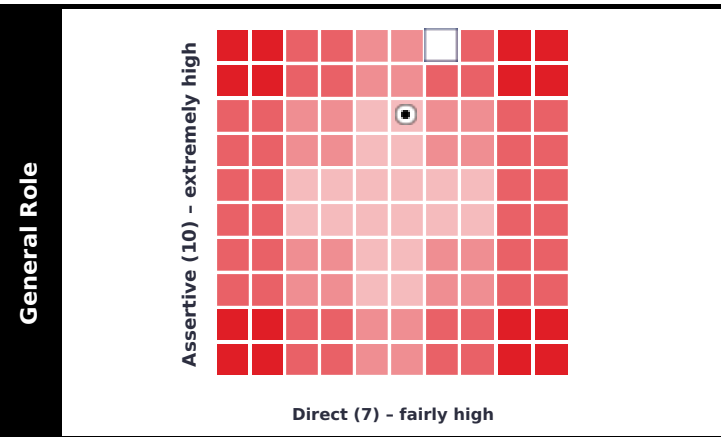
extremely effective (7)

Making Decisions

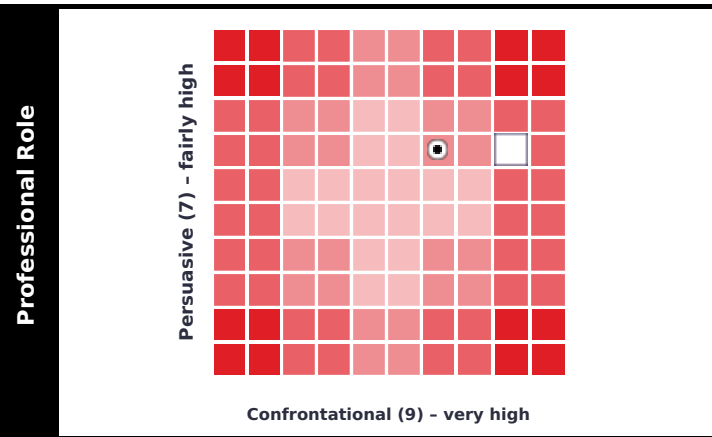
very effective (6)

very effective (7)

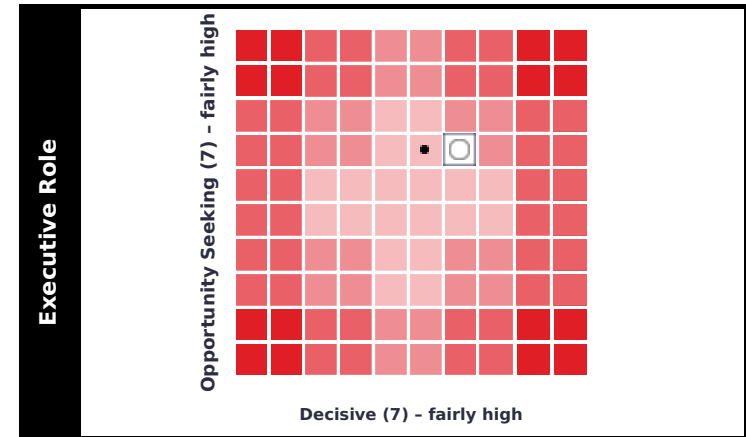
INSTRUCTOR (9) - very high



NEGOTIATOR (8) - high



ENTREPRENEUR (8) - high



INSTRUCTOR

INSTRUCTORS are controlling and outspoken. They like to take charge and present their views.

NEGOTIATOR

NEGOTIATORS are convincing and challenging. They like to convince others by managing their emotions and are prepared to take a strong stance.

ENTREPRENEUR

ENTREPRENEURS grasp opportunities with decisive action. They like to explore business ideas and take decisions to further their aims.