

Role Wheel Report Personality Factors

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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

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

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: marginally greater focus on stability than on plasticity.

Task vs People

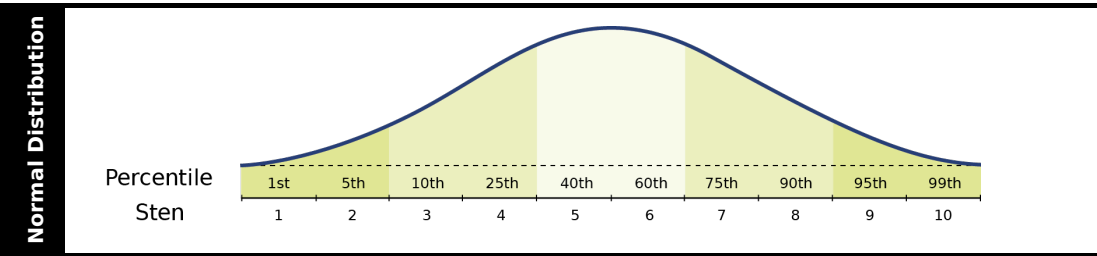
Research since the 1960's differentiates between task and people performance. DEVELOPER and IMPLEMENTER cover convergent thinking whereas FINISHER and PIONEER cover divergent thinking aspects of task performance. ALTRUIST and OPTIMIST cover interpersonal sensitivity whereas NETWORKER and INSTRUCTOR cover communication aspects of people performance.

Task-People Balance: 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: 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



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,

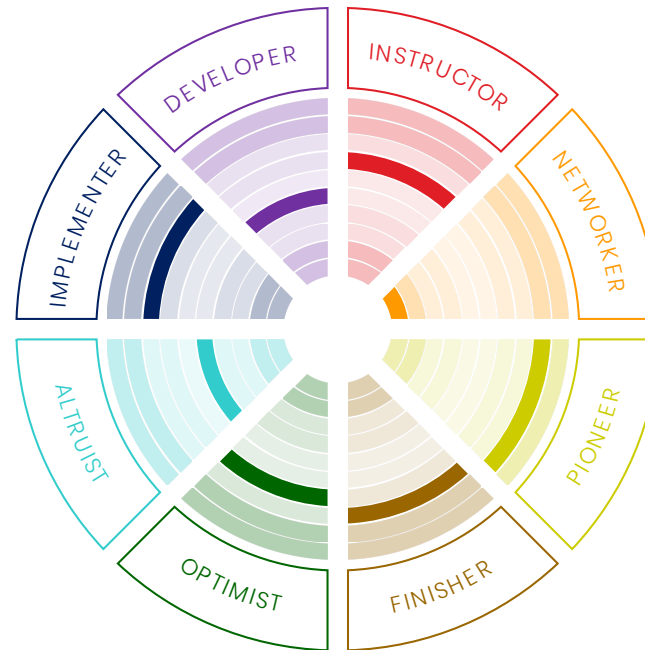
Decision Support

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.

IMPLEMENTER (HIGH)
FINISHER (HIGH)
Individuals with this combination are structured and driven. They seek perfection and drive goal accomplishment. They are suited to situations where change and upheavals require follow-up and completion.



PIONEER (HIGH)
IMPLEMENTER (HIGH)
Individuals with this combination produce creative outputs that work. They come up with innovative designs that are practical. They are suited to tasks that require creative solutions to concrete problems.

PIONEER (HIGH)
FINISHER (HIGH)
Individuals with this combination come up with ground-breaking ideas. They drive innovation and strategic thinking. They are suited to activities that require vision and creative insights.

Potential Areas for Development

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

ALTRUIST (LOW)
NETWORKER (LOW)

Individuals with this combination often prefer to work on their own. They dislike having to succumb to team expectations and getting distracted from their priorities. They could feel overwhelmed when key responsibilities of the role require forming close relationships and showing empathy.



Preference Order

PIONEER (HIGH)	8.60	
IMPLEMENTER (HIGH)	7.56	
FINISHER (HIGH)	7.56	
OPTIMIST	6.53	
INSTRUCTOR	6.53	
DEVELOPER	5.48	
ALTRUIST (LOW)	5.46	
NETWORKER (LOW)	1.29	

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Derailment Risks



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

PIONEER (HIGH)	9	
NETWORKER (LOW)	1	


Individuals with this combination come up with ideas on their own but are quiet and reserved. They could struggle with getting buy in. They could benefit from working with sociable individuals to spread ideas or learning to engage others.

IMPLEMENTER (HIGH)	8	
NETWORKER (LOW)	1	



Individuals with this combination are diligent and self-sufficient. They could be viewed as aloof and pedantic at times. They could benefit from spending time with people or learning to engage others.

FINISHER (HIGH)	8	
NETWORKER (LOW)	1	

Individuals with this combination set their sights high in a quiet and unassuming way. They could struggle to socialise and gain acceptance for their goals. They could benefit from working with highly sociable individuals or learning to engage others.

PIONEER (HIGH)	9	
ALTRUIST (LOW)	5	

Individuals with this combination come up with ideas regardless of how they may be perceived by others. They could at times come up with unpopular schemes that are considered to be unhelpful. They could benefit from working with empathetic people who are in touch with people's feelings or learning to adopt a participative style.

IMPLEMENTER (HIGH)	8	
ALTRUIST (LOW)	5	

Individuals with this combination are perfectionistic and insist on imposing their standards on others. They could upset those who are less capable or get into conflict with those who have a more flexible attitude. They could benefit from working with empathetic people who are in touch with others or develop their own listening skills.

FINISHER (HIGH)	8	
ALTRUIST (LOW)	5	

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.

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.

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)

NETWORKER (LOW)

In times of change they tend to dislike working with bigger teams and in environments where it's important to show empathy towards people. If the situation requires them to establish empathic relationships or interact with a large group of people, they could feel uncomfortable. They could benefit from balancing time they spend alone and with others, as well as establishing close relationships with individuals rather than joining groups. In changing environments, they tend to dislike informal conversations and be reluctant to seek support if troubled by the prospect of change, which makes them most suitable for roles where they can work on their own, or with freedom to limit the amount of contact they have with people.

High Preference Combinations

PIONEER (HIGH)

IMPLEMENTER (HIGH)

Individuals with this combination want to take an active part in problem solving. They are likely to engage in change by defining the approach for change agents, company roll-outs of programs and initiatives. Key questions they are asking are: What is the best way to execute these ideas? What kind of structure do we need to have in place? What are the most efficient solutions for these problems?

PIONEER (HIGH)

FINISHER (HIGH)

Individuals with this combination want to work on highly challenging problems. They are likely to engage in change by picking the most complex, difficult or important topics. Key questions they are asking are: What is the best solution we can come up with? How do we achieve this in the most creative way? What is the most fundamental thing we want to tackle?

IMPLEMENTER (HIGH)

FINISHER (HIGH)

Individuals with this combination want to enable and track achievement. They are likely to engage in change by assessing change progress and outcomes over time. Key questions they are asking are: Where are we with our key topics? How do we track performance consistently over time? What is the status of our progress?