

# **Personality & Behaviour**

## **NEO PI-R Personal Insight Report**

The NEO PI-R asks questions about your attitudes and typical style of behaving. Your responses will be compared to those typical of a representative sample of the British working population. In this way, we are able to benchmark various characteristics you possess against this group.

The extent to which any particular characteristic is an advantage or a liability will depend on the context in which it is being applied.

The output from this analysis is based on what you have said about yourself. It may not always be accurate and it may not always be what you would like to hear. The report from this analysis will enable you to seek feedback from people you trust and can be a useful way of validating what the analysis suggests about how you impact on others.

Remember also that we do not always respond the same in all situations so that it may be useful when reflecting on the analysis to visualise yourself in a variety of different situations you normally face in life.

The analysis will cover the following areas:

### Problem solving and decision making

- Effectiveness at organising thoughts
- Open-mindedness and originality
- Confidence in problem-solving

### Planning organising and implementing

- Action orientation
- Conscientiousness
- Openness to possibilities and alternatives

### Style of relating to others

- Social energy
- Attitude to others
- Quality of relationships

### Personal style

- Level of emotionality
- Pattern of emotions

## **MDQ - Management Development Questionnaire**

The Management Development Questionnaire (MDQ) is designed to help individuals in management and professional positions to identify their current areas of *competency* and decide where they should focus their development efforts.

(Competencies are sets of behaviours that managers use to carry out their work roles, and encompass skills, knowledge, abilities, and personal attributes).

The information from the MDQ is intended to 'challenge' one's own thinking about one's own competencies, and to encourage consideration of the requirements of superior performance and how far these are met.

Individual feedback is provided to participants to present a profile of potential strengths, weaknesses and development points. Participants are encouraged to discuss their profiles with peers, bosses and subordinates in order to throw light on the accuracy of the report and help discover whether people agree with the way they see themselves.

The tool used is MDQ*n*. This is designed to measure management competencies against a normed peer group from a similar background.

The competencies assessed are:

- Managing Change
- Leadership
- Interpersonal Skills
- Planning and Organising
- Results Orientation

When we look at specific competencies, including those forming the summary groups discussed above, it is possible to identify some specific, relative, areas of strength and others requiring development.

The MDQ can also be expanded to get a 360° feedback from peers, colleagues, bosses and reports. This provides a good opportunity to identify which areas of relative strength or weakness are considered important to others. This will be individually tailored to specific circumstances.

## **PCI - Personal Competencies Inventory**

The Personal Competencies Inventory (PCI) provides information on an individual's abilities in several key areas ranging from strategizing to handling stress. Based on an emergent competency model, the PCI helps people to understand their strengths and weaknesses as well as to identify where they need to focus their career development efforts. The instrument is comprised of 39 clusters of four competencies which subjects rank in terms of how effectively they perform each task; it can be completed in 20 minutes or less.

The PCI is designed as a training and development tool and is appropriate for use with people in professional, managerial, and supervisory positions.

The PCI assesses the following competencies that are based on analyses of company competency frameworks and research findings on leadership and emotional intelligence

- Strategy
- Relationships
- Innovation
- Finance
- Knowledge
- Projects
- Customers
- Ethics
- Motivation
- Learning
- Stress
- Empathy
- Communication

## **WPQ - Work Profile Questionnaire-Emotional Intelligence (Version WPQei)**

The WPQei is designed to measure emotional intelligence, and examines this set of personal qualities and competencies within the context of work. It is a short, normative questionnaire comprised of 84 questions that takes about 10 minutes to complete. The WPQei is well-suited for team building, training, and coaching situations.

The WPQei is based on a conceptual model of emotional intelligence that has seven components. An overall score is generated in addition to a score on each of the seven competencies. A narrative report then describes each area in more detail. In addition, the report advises on areas for development, and also identifies respondents' preferred team role using the Belbin model.

- Emotional Intelligence is a general term underlying effective performance. It involves the ability to understand one's own emotions and feelings and to harness them in support of activities such as thinking, decision making, and communication. People who are "emotionally intelligent" know how to control their emotions and feelings for their own benefit and the benefit of others.
- Innovation assesses creative style and the ability to generate creative responses to business problems. High scorers are innovators who are able to challenge the status quo and take risks to overcome obstacles to change.
- Self-awareness measures an individual's understanding of his or her strengths and weaknesses coupled with drive to improve them. High scorers try to identify what they are good at and the areas where they need to try and improve. They ask for feedback and try to learn from experience.
- Intuition involves using instincts, hunches, and feelings along with facts to guide decisions. High scorers are able to use all these sources of information when making decisions.
- Emotions measures the ability to recognize and understand one's feelings and emotions and to manage their impact on other people. High scorers recognize their mood states and how they can affect their behaviour.
- Motivation taps into achievement striving, energy, initiative and persistence. High scorers are driven to achieve for the sake of achievement.
- Empathy measures the ability to take an interest in people and to actively listen to their views, problems and concerns. High scorers have a democratic/participative style. They take a close interest in those they work with and their customers. They make time for people and listen to their views and concerns. They understand the importance of involving people to get their commitment.
- Social Skills involves the ability to build relationships and communicate effectively with others. High scorers are skilled at communicating and pulling people together. They lead groups and teams well and enjoy social situations.
- Team Roles and Profile - Effective teamwork depends on team members adjusting to the expertise and capabilities of others. Personality factors enable people to fulfil some team roles and limit their ability to play others. The WPQei provides an insight into these strengths in relation to the eight Belbin team roles.

# Ability & Aptitude

## PPM - Power and Performance Measures

We offer a range of tests for aptitude and ability all of which are delivered on-line. The full battery consists of nine separate tests:

- **Applied Power Test** (*12 minutes*) requires a sustained application of intelligence to a series of logical problems and an ability to reason from basic principles. It does not depend on prior knowledge.
- **Processing Speed** (*3 minutes*) requires accuracy in recognising a stimulus and responding to it. At one level it may be regarded as a clerical test, but it also reveals an ability to order data systematically.
- **Mechanical Understanding** (*8 minutes*) is a test of an individual's understanding of the basic principles of dynamics, being presented in the form of mechanical devices and situations involving forces.
- **Numerical Computation** (*6 minutes*) requires the application of the basic rules of numeracy. Problems are presented in the accepted mathematical sequence. Experience shows that people who really are numerate perform well on this test even though they may have "forgotten" about mental arithmetic.
- **Numerical Reasoning** (*10 minutes*) requires an understanding of the relationships between sets of numbers. It is a good predictor of academic performance as well as an indicator of an individual's ability to solve problems involving numbers.
- **Spatial Ability** (*6 minutes*) is a test of the ability to visualise objects in three dimensions. Problems are presented two-dimensionally and subjects must rotate and turn over shapes "in the mind's eye".
- **Perceptual Reasoning** (*6 minutes*) is a reasoning test based upon non-verbal principles and is a particularly good indicator of general intelligence and problem solving skills..
- **Verbal Comprehension** (*6 minutes*) is a good academic predictor as well as a measure of attainment. It is a definite measure of comprehension because of the need to understand increasingly complex vocabulary.
- **Verbal Reasoning** (*10 minutes*) measures the ability to deduce or extrapolate conclusions by logical reasoning even in the absence of specific information. It is a good predictor of occupational level and is a useful indicator of the ability to understand and communicate.

Any of these tests can be applied in batteries – e.g. Numerical Reasoning, Verbal Reasoning and Perceptual Reasoning for management jobs, or Numerical Computation, Verbal Comprehension and Processing Speed for clerical jobs. We would be happy to provide advice to support your requirements.

## **WGCTA - Watson Glaser Critical Thinking Appraisal**

The Watson Glaser is a powerful measure designed to test high level critical thinking ability.

The questionnaire is divided into five sections, each of which measures a different aspect of critical thinking. The sections are:

- Drawing inferences from facts
- Recognising assumptions implied by a statement
- Reasoning by deduction
- Reasoning logically by interpretation
- Discrimination between strong and weak arguments

Each section is preceded by its own instructions with clear examples of the type of questions to be answered. The sections are not individually timed, nor are they administered or scored separately. Each section carries the same weighting towards the overall test results.

## **Price list (as at April 2010)**

VAT at the applicable rate will be added to all sales

Personality and behaviour assessments (per test per person), including full written report and feedback. Face to face or telephone feedback is available and charged at an hourly rate.

*NEO P-IR:*

**£180**

*MDQ - Management Development Questionnaire:*

**£70**

Prices for 360° available on request

*PCI - Personal Competencies Inventory:*

**£75**

*WPQ - Work Profile Questionnaire-Emotional Intelligence (Version WPQei):*

**£75**

Ability and aptitude tests as listed above (per individual test including report and feedback):

*PPM – Power and Performance Measures*

**£20** per individual test

*WGCTA - Watson Glaser Critical Thinking Appraisal:*

**£70**

Other tests are available; please contact us to discuss the options.