

PERCEIVED PERSONALITY CHARACTERISTICS OF A COLLEAGUE

COLLEAGUE'S NAME:

YOUR NAME:

		LOW	BELOW AV	AVERAGE	ABOVE AV	HIGH						
RELATIONSHIPS WITH PEOPLE		1	2	3	4	5	6	7	8	9	10	
	rarely pressures others to change their views, dislikes selling, less comfortable using negotiation	*	*	*	*	*	*	*	*	*	*	Persuasive enjoys selling, comfortable using negotiation, likes to change other people's view
	happy to let others take charge, dislikes telling people what to do, unlikely to take the lead	*	*	*	*	*	*	*	*	*	*	Controlling likes to be in charge, takes the lead, tells others what to do, takes control
	holds back from criticising others, may not express own views, unprepared to put forward own opinions	*	*	*	*	*	*	*	*	*	*	Outspoken freely expresses opinions, makes disagreement clear, prepared to criticise others
	accepts majority decisions, prepared to follow the consensus	*	*	*	*	*	*	*	*	*	*	Independent Minded prefers to follow own approach, prepared to disregard majority decisions
	quiet and reserved in groups, dislikes being centre of attention	*	*	*	*	*	*	*	*	*	*	Outgoing lively and animated in groups, talkative, enjoys attention
	comfortable spending time away from people, values time spent alone, seldom misses the company of others	*	*	*	*	*	*	*	*	*	*	Affiliative enjoys others' company, likes to be around people, can miss the company of others
	feels more comfortable in less formal situations, can feel awkward when first meeting people	*	*	*	*	*	*	*	*	*	*	Socially Confident feels comfortable when first meeting people, at ease in formal situations
	makes strengths and achievements known, talks about personal success	*	*	*	*	*	*	*	*	*	*	Modest dislikes discussing achievements, keeps quiet about personal success
	prepared to make decisions without consultation, prefers to make decisions alone	*	*	*	*	*	*	*	*	*	*	Democratic consults widely, involves others in decision making, less likely to make decisions alone
	selective with sympathy and support, remains detached from others' personal problems	*	*	*	*	*	*	*	*	*	*	Caring sympathetic and considerate towards others, helpful and supportive, gets involved in others' problems
THINKING STYLE		1	2	3	4	5	6	7	8	9	10	
	prefers dealing with opinions and feelings rather than facts and figures, likely to avoid using statistics	*	*	*	*	*	*	*	*	*	*	Data Rational likes working with numbers, enjoys analysing statistical information, bases decisions on facts and figures
	does not focus on potential limitations, dislikes critically analysing information, rarely looks for errors or mistakes	*	*	*	*	*	*	*	*	*	*	Evaluative critically evaluates information, looks for potential limitations, focuses upon errors
	does not question the reasons for people's behaviour, tends not to analyse people	*	*	*	*	*	*	*	*	*	*	Behavioural tries to understand motives and behaviours, enjoys analysing people
	favours changes to work methods, prefers new approaches, less conventional	*	*	*	*	*	*	*	*	*	*	Conventional prefers well established methods, favours a more conventional approach
	prefers to deal with practical rather than theoretical issues, dislikes dealing with abstract concepts	*	*	*	*	*	*	*	*	*	*	Conceptual interested in theories, enjoys discussing abstract concepts
	more likely to build on than generate ideas, less inclined to be creative and inventive	*	*	*	*	*	*	*	*	*	*	Innovative generates new ideas, enjoys being creative, thinks of original solutions
	prefers routine, is prepared to do repetitive work, does not seek variety	*	*	*	*	*	*	*	*	*	*	Variety Seeking prefers variety, tries out new things, likes changes to regular routine, can become bored by repetitive work
	behaves consistently across situations, unlikely to behave differently with different people	*	*	*	*	*	*	*	*	*	*	Adaptable changes behaviour to suit the situation, adapts approach to different people
	more likely to focus upon immediate than long-term issues, less likely to take a strategic perspective	*	*	*	*	*	*	*	*	*	*	Forward Thinking takes a long-term view, sets goals for the future, more likely to take a strategic perspective
	unlikely to become preoccupied with detail, less organised and systematic, dislikes tasks involving detail	*	*	*	*	*	*	*	*	*	*	Detail Conscious focuses on detail, likes to be methodical, organised and systematic, may become preoccupied with detail
	sees deadlines as flexible, prepared to leave some tasks unfinished	*	*	*	*	*	*	*	*	*	*	Conscientious focuses on getting things finished, persists until the job is done
	not restricted by rules and procedures, prepared to break rules, tends to dislike bureaucracy	*	*	*	*	*	*	*	*	*	*	Rule Following follows rules and regulations, prefers clear guidelines, finds it difficult to break rules
FEELINGS AND EMOTIONS		1	2	3	4	5	6	7	8	9	10	
	tends to feel tense, finds it difficult to relax, can find it hard to unwind after work	*	*	*	*	*	*	*	*	*	*	Relaxed finds it easy to relax, rarely feels tense, generally calm and untroubled
	feels calm before important occasions, less affected by key events, free from worry	*	*	*	*	*	*	*	*	*	*	Worrying feels nervous before important occasions, worries about things going wrong
	sensitive, easily hurt by criticism, upset by unfair comments or insults	*	*	*	*	*	*	*	*	*	*	Tough Minded not easily offended, can ignore insults, may be insensitive to personal criticism
	concerned about the future, expects things to go wrong, focuses on negative aspects of a situation	*	*	*	*	*	*	*	*	*	*	Optimistic expects things will turn out well, looks to the positive aspects of a situation, has an optimistic view of the future
	wary of others' intentions, finds it difficult to trust others, unlikely to be fooled by people	*	*	*	*	*	*	*	*	*	*	Trusting trusts people, sees others as reliable and honest, believes what others say
	openly expresses feelings, finds it difficult to conceal feelings, displays emotion clearly	*	*	*	*	*	*	*	*	*	*	Emotionally Controlled can conceal feelings from others, rarely displays emotion
	likes to take things at a steady pace, dislikes excessive work demands	*	*	*	*	*	*	*	*	*	*	Vigorous thrives on activity, likes to keep busy, enjoys having a lot to do
	dislikes competing with others, feels that taking part is more important than winning	*	*	*	*	*	*	*	*	*	*	Competitive has a need to win, enjoys competitive activities, dislikes losing
	sees career progression as less important, looks for achievable rather than highly ambitious targets	*	*	*	*	*	*	*	*	*	*	Achieving ambitious and career-centred, likes to work to demanding goals and targets
	tends to be cautious when making decisions, likes to take time to reach conclusions	*	*	*	*	*	*	*	*	*	*	Decisive makes fast decisions, reaches conclusions quickly, less cautious
RATING SCALE		LOW	BELOW AV	AVERAGE	ABOVE AV	HIGH						

INSTRUCTIONS: RATE YOUR COLLEAGUE BY PLACING A CLEAR CROSS ON EACH OF THE 32 FACTORS USING THE 1-10 RATING SCALE