



STRATEGIC
BUSINESS
PSYCHOLOGY

Sam Sample

Psychometrics To Support Recruitment And On-Boarding

Role:

Principal

Report For:

Chairperson, The Best School

Alan Jermaine, Principal Advisor, Blackcat Education

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Instructions

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Confidentiality

This report is highly confidential. It is released to the persons named on the front of this report on the understanding that it will:

- Not be disclosed in whole or part to any unauthorised person (including Sam Sample);
- Be kept secure, and that copies will not be made without our agreement;
- Be destroyed or returned to Winning Performance if the relationship between The Best School and Sam Sample ceases.

Use of Results

Psychometric assessments provide valuable information about Sam Sample. However, the results should be used to support, rather than replace, other information about Sam Sample. Therefore, Winning Performance strongly recommends that this assessment information be verified through other avenues, for example, referee reports and interview data.

This report was requested for a specific purpose, which may have influenced the assessments used and the conclusions drawn. Therefore, it is important that this assessment information only be used for the stated purpose, in this case, recruitment and on-boarding for the Principal role at The Best School. Should the information be required for a different purpose, please contact Winning Performance. Furthermore, please note that the information is only considered valid for 12-18 months from the assessment date.

Interpretation of Results

Winning Performance's policy is to personally discuss interpretation of results with clients whenever possible. Should you have any questions relating to this report, please contact Shanel Winning at Winning Performance.

Feedback

Winning Performance's policy is to offer each individual assessed comprehensive verbal feedback on their results. However, this report is considered "evaluative material" and is therefore not accessible to Sam Sample. Should Sam Sample want a written record of his results, please contact Winning Performance to request a Candidate Development Report.

Summary

Strengths

The following strengths come from the personality questionnaire:

- **Adjustment:** Managing a heavy workload; displaying resilience and composure under pressure.
- **Ambition:** Comfortable taking the lead in his areas of expertise as well as following someone else's lead as required.
- **Sociability:** Talkative and engaging; emphasising information sharing and actively maintaining a wide network of relationships.
- **Interpersonal Sensitivity:** Considerate and tactful; adjusting his style to suit the audience and maintaining collegial relationships over time.
- **Prudence:** Hardworking, organised and attentive to detail; thinking through the consequences before taking action.
- **Inquisitive:** Interested in the strategic implications of decisions and translating strategy into objectives; balancing creativity with practicality when problem-solving.
- **Learning Approach:** Interested in learning, but moving to 'doing' in a timely manner.

Management Tips / Culture Created as a Leader

The following tips relate to extreme scores on the values and drivers questionnaire:

- **Hedonism:** Allow Sam to find opportunities to have fun in the work environment; whether it be setting his own priorities, having a lot of variety, meeting new people, travelling, etc. As a leader, he is likely to encourage others to enjoy what they are working on.
- **Affiliation:** As someone who enjoys the company of people, provide Sam with many opportunities to interact with others, as well as feel part of a team. As a leader, he can be expected to create a culture of teamwork, group discussions and decision-making by consensus.
- **Aesthetics:** Particularly if his role does not include an artistic or design element, provide Sam with opportunities to creatively express himself, for example: by having input into how the work environment looks; how reports are presented, etc. As a leader, he can be expected to promote a culture focused on high quality outcomes.
- **Commerce:** Targets and budgets that track his progress are unlikely to be a primary motivator for Sam. As a leader, he may seem less interested in knowing all about the school's financial performance and tend to measure 'success' using a range of indicators.
- **Science:** Sam may not be primarily motivated by opportunities to make rational decisions based on objective data, facts and analysis. As a leader, he will probably emphasise the role of judgement, experience, 'gut feel' and the contribution of people in decision-making.

Areas to Explore

The following 'areas to explore' relate to potential 'flipsides' associated with extreme scores on the personality questionnaire. Note, however, that extreme scores are also associated with potential strengths (as outlined above). Potential interview or referee questions have been included to investigate the degree to which Sam has managed these tendencies in previous roles.

Flexibility / Receptivity to Feedback

Hardworking, organised and attentive to detail, Sam is likely to be thorough and diligent in meeting expectations (see Prudence, pp. 7). Although he will probably be comfortable with making decisions based on experience (see Science, pp. 11) and with situations where there is a degree of uncertainty or risk (see Security, pp. 10), might others assume that he is less flexible at times due to his organised approach (see Prudence, pp. 7)? Might he sometimes be perceived as discounting criticism, due to his high level of emotional resilience (see Adjustment, pp. 6)? While he will probably be willing to consider new ideas and learnings (see Learning Approach, pp. 8, Inquisitive, pp. 7 and Tradition, pp. 10), how strongly do the facts, data and evidence inform his decision-making (see Science, pp. 11 and Commerce, pp. 10)?

Possible Interview Questions:

- Tell me about a time when you implemented a change or new initiative in your school. Describe the data and evidence, including the financial information, you used to guide your decision-making.
- Tell me about a time when a change in circumstances meant you had to radically alter your approach in a short period of time. How did you respond, and were you happy with the outcome?
- Tell me about a time when you were given negative feedback that you did not agree with. How did you respond to it? What changes, if any, did you make as a result of the advice given?

Difficult Conversations

Sam is likely to adopt a warm and considerate manner when relating to others (see Interpersonal Sensitivity, pp. 7). Even so, he will probably promote a culture where there is a balance between providing support and holding people accountable (see Altruistic, pp. 10). However, might his preference for diplomatic communication mean that he sometimes take more time to address conflict, perhaps causing issues to escalate unnecessarily on occasion (see Interpersonal Sensitivity, pp. 7)?

Possible Interview Question:

- Tell me about a time when you confronted and resolved a contentious or difficult situation (e.g. bullying, teacher performance etc.). What was the context, and what was your approach? How did the situation turn out?

Listening

Communicative and engaging, Sam is likely to be strongly relationship-oriented (see Sociability, pp. 7 and Affiliation, pp. 9). He can be expected to actively develop and maintain a wide network of relationships and encourage a culture of collaboration and cooperation among his team (see Affiliation, pp. 9). Although he will probably have a strong awareness of how he comes across to others (see Interpersonal Sensitivity, pp. 7), might he sometimes be perceived as talking more than he listens – perhaps more so in one-on-one or familiar situations (see Ambition, pp. 7)? What strategies does he use to ensure that the other person feels ‘heard’?

Note: Sam felt that he placed a stronger emphasis on listening than suggested by the personality questionnaire.

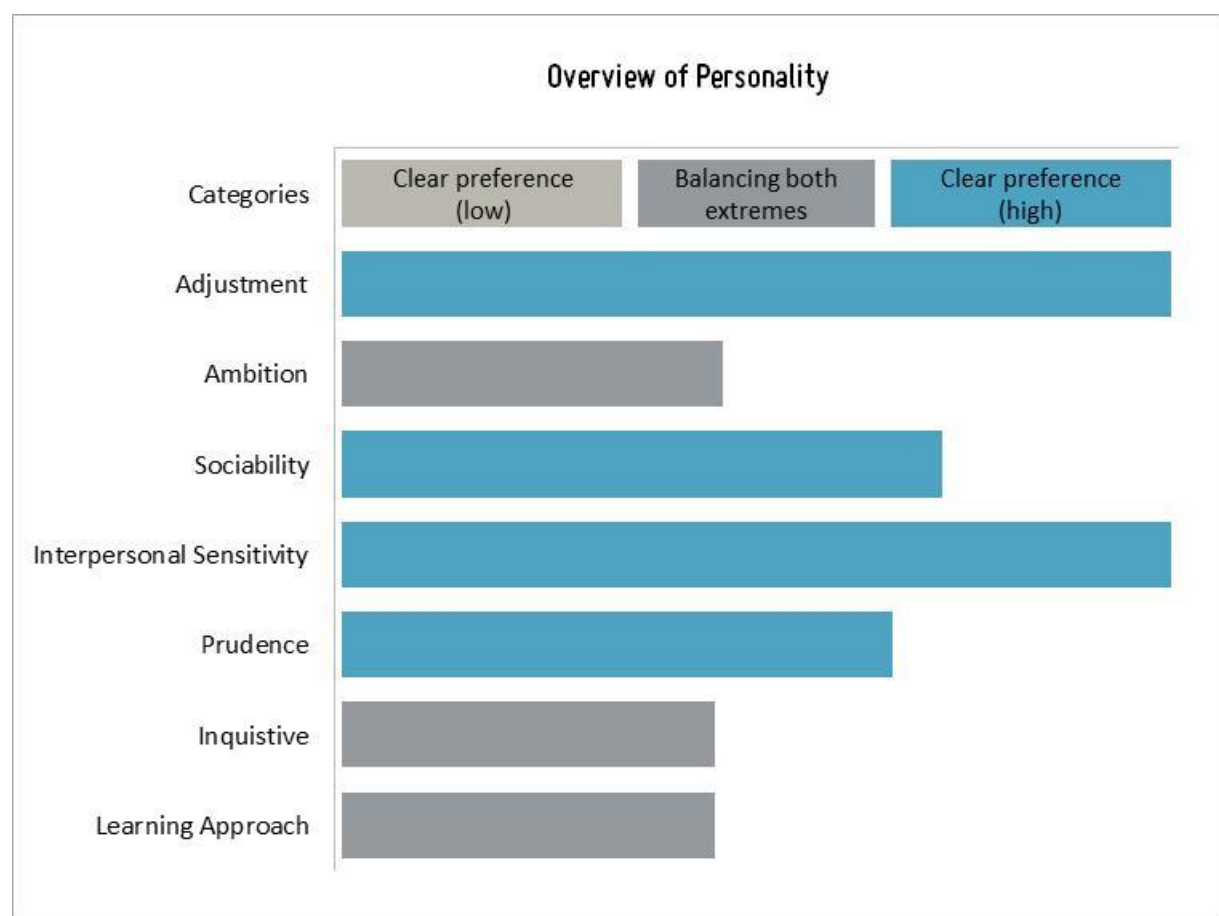
Possible Interview Question:

- Tell me about a time when you had to demonstrate good listening skills. What strategies did you use to make sure that you understood the other person? What was the outcome?

Preferences

Personality

Personality questionnaires provide useful information about Sam's preferences. However, we cannot tell how good he is at behaving this way, nor can we conclude that he will always behave in a manner consistent with his preferences. For this reason, interview prompts have been provided so that the assessment information can be explored further with Sam or his referees.



Response to Pressure

Adjustment

Sam can be expected to remain calm and composed, even in challenging situations or when managing a heavy workload. Consequently, others may describe him as capable of dealing with pressure and stress better than most people. His optimistic outlook will probably mean that he demonstrates resilience and persistence in the face of obstacles and setbacks. Although likely to want feedback, Sam may appear to discount criticism and therefore seem harder to coach.

Interpersonal Style

Ambition

Particularly in his areas of expertise, Sam can be expected to demonstrate initiative and take charge as required. He will probably also be comfortable following someone else's lead as appropriate. Although career advancement and recognition is of some importance to him (see Power, pp. 10 and Recognition, pp. 10), Sam is likely to empower his team with responsibility and authority. However, he may appear to project himself less strongly in group situations, compared with more dominant colleagues.

Sociability

Talkative and engaging, Sam can be expected to meet new people easily. He will probably emphasise communication and information-sharing, and actively develop and maintain a wide network of internal and external relationships (see Affiliation, pp. 9). Perhaps more so in one-on-one conversations (see Ambition, pp. 7), Sam might sometimes appear to talk more than he listens. However, his strong awareness of how he comes across to others (see Interpersonal Sensitivity, pp. 7), may mean that he moderates himself appropriately.

Interpersonal Sensitivity

Sam is likely to be aware of how he comes across to others, and therefore tailor his approach to suit the audience and situation. Others may describe him as tactful, perceptive and considerate. He will probably encourage cooperation and endeavour to maintain harmonious working relationships over time. As a leader, he is likely to promote a culture where staff and students are provided with support and encouragement, but also held accountable for their performance and behaviour (see Altruistic, pp. 10). Even so, his preference for diplomatic communication may mean that he sometimes takes more time to address conflict or other contentious matters, perhaps causing issues to escalate unnecessarily on occasion.

Task Style

Prudence

Hardworking, organised and attentive to detail, Sam will probably be thorough and diligent in meeting the school's needs within mandated timeframes. He can be expected to prioritise and structure his work, and adhere to the rules, regulations and procedures. As a leader, he will probably provide his team with clear direction and guidelines. Although he may be comfortable taking calculated risks where the payoff justifies the action (see Security, pp. 10), others may assume from his structured approach that he is procedurally driven or less flexible at times.

Inquisitive

Sam is likely to seem interested in thinking about the strategic implications of his decisions. However, his preference may be to translate visionary ideas into workable solutions, or strategy into objectives. Others may see him as balancing creativity with practicality when problem-solving. Therefore, while he may tend towards applying tried and tested experience-based (see Science, pp.

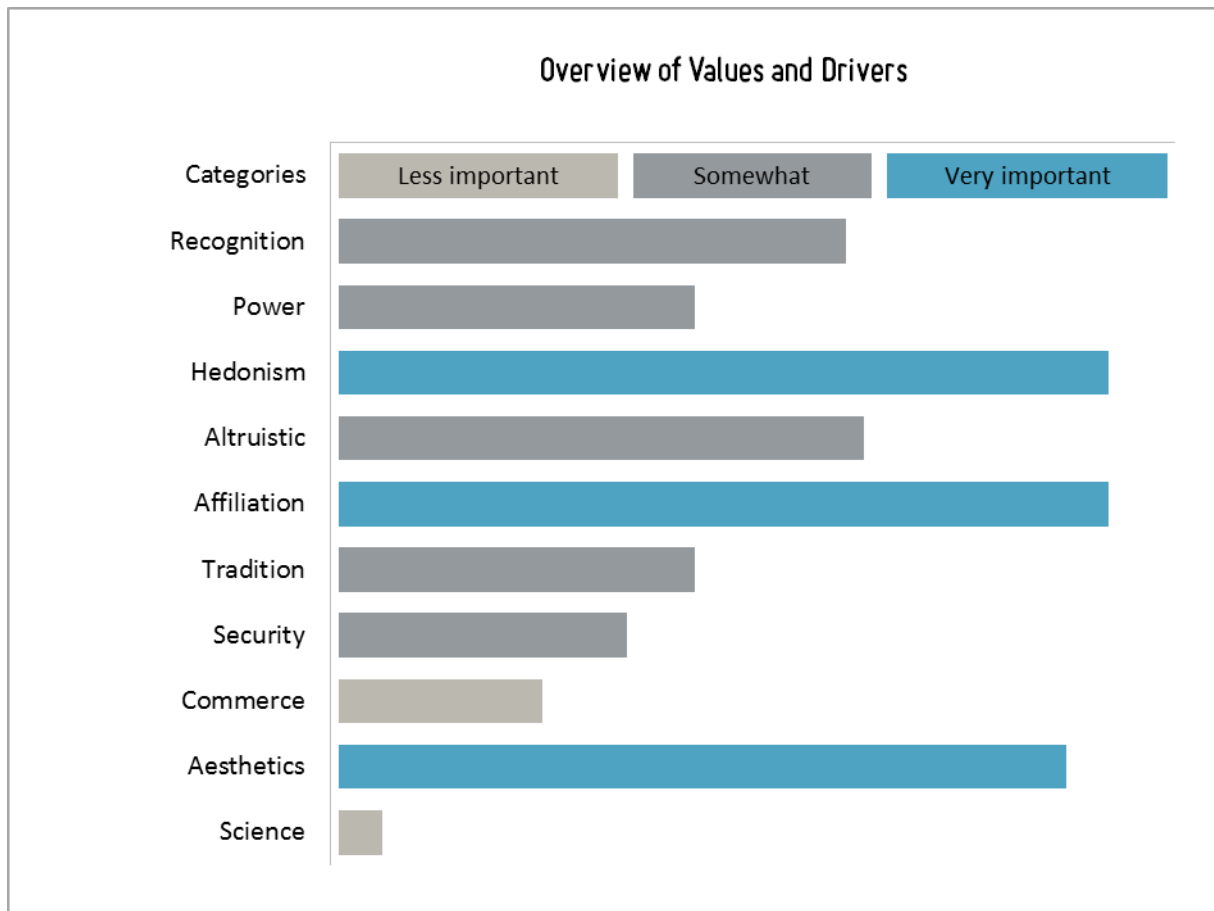
11) solutions that do not overcomplicate matters unnecessarily; he is likely to become more innovative if the situation requires an original approach (see Tradition, pp. 10).

Learning Style

Learning Approach

Sam will probably enjoy learning, and see the benefit of it for himself and others. However, he is likely to be more interested in training and development that has clear relevance for his role. He can therefore be expected to take advantage of learning opportunities as they arise, but also move to 'doing' in a timely manner. When making decisions, he may be inclined to rely more heavily on judgement and experience than on data, facts and analysis (see Science, pp. 11 and Commerce, pp. 10).

Values



Main Drivers / Very Interested In

Hedonism

Sam will probably prefer to work in an environment that he feels is fun or exciting. This could include opportunities to set his own priorities, have a lot of variety in his role, meet new people, travel etc. He may be less satisfied in a serious or dull workplace. He may come across as someone who works very hard, but also values having fun both within and outside of work. As a leader, he is likely to encourage others to enjoy what they are working on.

Affiliation

Someone who enjoys spending time with others, Sam will probably prefer a work environment that facilitates frequent and varied social interaction. He may be less satisfied if required to work by himself. As a leader, he is likely to encourage collaboration, group discussions, networking and other forms of social interaction among his team.

Aesthetics

It is likely to be very important to Sam that things are 'pleasing to the eye' as opposed to only 'functional'. When making decisions, he may be comfortable sacrificing functionality if necessary to preserve appearance. As a leader, he can be expected to encourage creative self-expression and the

pursuit of high quality outcomes. The attractiveness of the school's facilities or working environment will probably also be important to him.

Somewhat Interested In

Altruistic

Sam may be described as someone who balances staff morale with the achievement of objectives. As a leader, he will probably create an environment where people are held accountable for their performance, but also given support and assistance when it is clear they need it. In this sense, he may be seen as someone who helps those who also help themselves, but avoids becoming overly drawn in by people's personal issues and problems.

Recognition

Sam is likely to appreciate comments and compliments to acknowledge his good work. While he may be comfortable with attention, public recognition and accolades for his accomplishments, it is probably not going to be his main source of motivation in the workplace. As a leader, he may promote a balance between encouraging staff to be self-motivated and publicly recognising or rewarding individual achievement.

Tradition

As a leader, Sam can be expected to promote a balance between respecting tradition, old-fashioned values and convention; while also encouraging diverse viewpoints, experimentation, innovation and challenging the 'norm'. Therefore, he may be seen as valuing what has gone before while also being willing to do things differently in the future.

Power

Sam will probably value having influence, advancing in his profession and having an impact on the school's success. Even so, he is unlikely to desire career progression at the expense of everything else that is important to him. As a leader, he can be expected to encourage staff to strive for success but also pursue other activities outside of work.

Security

Sam can be expected to prefer a work environment where there is a degree of security and certainty. However, he will probably also be comfortable working in ambiguous circumstances and without much direction. While unlikely to take ill-advised risks, he may be prepared to take calculated risks where the payoff justifies the action. As a leader, he will probably promote a similar approach from his team.

Less Interested In

Commerce

Sam appears to be more strongly motivated by other facets of his work than purely by financial incentives. As such, he will probably be less interested in staying up to date with financial news and may not enjoy working to budgets and targets as the main measure of his performance. As a leader,

he is unlikely to be solely focused on the 'bottom line'. He will probably evaluate 'success' using a range of measures, of which financial performance will be but one input.

Science

When making decisions, Sam will probably emphasise the role of judgement, experience, 'gut feel' and the contribution of people ahead of technology, data, facts and analysis. As a leader, he can be expected to encourage a similar approach from his team. He is likely to be comfortable with a relatively rapid decision-making process that reaches a solution in a timely manner. He may be less satisfied in an environment where every decision is analysed to the fullest extent.

Assessments

What Do They Measure

Personality

The Hogan Personality Inventory assesses how others might describe Sam's general behaviour in the workplace, in terms of his approach to tasks, people, leadership, problem-solving and learning.

Note that there is no 'perfect' personality: regardless of Sam's results, there is a positive aspect and flipside associated with each characteristic measured. What makes one personality more favourable for a particular job is the specific demands of the role. Therefore, even someone who is a good fit for a role will have a number of areas for discussion highlighted.

Values

The Hogan Motives, Values and Preferences Inventory assesses Sam's drivers in a work setting. It provides insight into the type of role and culture he is likely to feel most motivated in, and if relevant, the kind of environment he is likely to create as a leader.

Further Information

If you have any questions about the information in this report, please contact me.

Kind Regards,



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