



A Sample

The Quest Profiler® Individual Development

The Individual Development report is aimed at both individual development and team facilitation. It uses a simple 3-point scale and identifies behaviours in a more light-hearted and easy to understand manner. This version classifies behaviours as animal types. However there is also a version using the scale initials.

* For more rigorous people development we recommend using the Selection & Recruitment version.

PREMIUM REPORT
NORMATIVE
COMPARISON GROUP: MANAGERIAL & PROFESSIONAL

The Quest Profiler®

The Quest Profiler® Individual Development Report has been designed to help individuals understand their preferences, strengths and development needs across a wide range of factors related to the world of work.

The Big Five

Team Styles

Conflict Styles

Competencies

Emotional Behaviours

Jungian Types

'Transformational' or Transactional'

Leadership Styles

Sales Report

INTRODUCTION

This report is based on the well-known questionnaire The Quest Profiler® and is designed to make you more fully aware of your preferred or usual behaviour in the world of work. This is an important consideration in making decisions about which jobs you might like to pursue, but it isn't the only consideration. This report doesn't look at what you're good at, only what you enjoy or how you tend to behave out of habit. It is therefore not about ability but personality. It will, at times, suggest that you might be well suited for certain kinds of job but, of course, only you know where your interests lie and whether the jobs suggested are ones you would like to do - or if your passions lie elsewhere.

This profile is separated into the following main areas:

- **Introduction and how you have presented yourself (Page 2)**
This section outlines how you have responded to the questionnaire in general.
- **The Big Five and Personality (Page 3)**
Welcome to the Human Zoo!
- **The Big Five and Personality - Summary (Page 4)**
How do you prefer to work?
- **The Big Five and Personality - Relationships (Page 5)**
How do you work with others?
- **Career Steps - What's Next? (Page 7)**
What does this mean for you?
- **What is your working style in a team? (Page 8)**
Provides an insight into your preferred style of working when part of a team.
- **Conflict (Page 9)**
Provides an insight into the methods by which you handle workplace conflict.
- **What sort of workplace suits you? (Page 10)**
Provides an indication of the type of culture in which you would prefer to work.
- **Competencies (Page 11)**
Provides an insight into the competencies you are likely to enjoy/demonstrate.
- **Emotional Behaviours (Page 13)**
The ability to identify and control your own emotions and those of others.
- **Jungian Type Profile (Page 15)**
This section examines your Jungian Type Profile.
- **Leadership Approach (Page 17)**
Are you 'Transformational' or 'Transactional'?
- **Leadership Style (Page 19)**
Provides an insight into your preferred style of working when managing other people.
- **Sales (Page 20)**
Reveals what your personality can identify about your likely style in a sales environment.

How have you presented yourself?

The degree to which you have been open and consistent with your responses will have a bearing on the results. Mechanisms are in place to check the degree of openness or consistency and these should be used to get a feel for the reliability of the results. Your degree of consistency can be seen below:



You stated that you 'strongly disagree' with most of the statements in the questionnaire. This means that as you do not have strong positive preferences we are less confident that your report will identify the very best way forward. You may want to re-complete the questionnaire.

How does the colour coding work?

To put your results into perspective, they have been compared to results from a sample of other people. You can then see how strong your preferences are as per the key below. Remember that there are no right or wrong behaviours, but certain ways of behaving are likely to suit certain jobs.



LESS INTEREST

You are less likely to behave this way than most people.



SOME INTEREST

You are as likely to behave this way as most people.



STRONG INTEREST

You are more likely to behave this way than most people.

PERSONALITY AT WORK

It is perhaps no coincidence that early naturalists, like Charles Darwin, first classified animals into five kingdoms, just as psychologists now identify five broad areas that account for a large amount of human personality variance.

These areas, perhaps inevitably known as 'The Big Five', haven't just been chanced upon – they were derived using a statistical 'distillation' technique known as factor analysis. Labels varied from researcher to researcher but there was considerable consensus amongst them. A great many identified 'The Big Five' at around the same time, when advances in computer software made the necessary statistical analysis convenient.

The Big Five



Conscientiousness: This term is used pretty universally, although some use the term 'dependability' and debate how closely the two overlap. If you score highly on this scale, you are certainly more likely to be dependable, organised and have a lot of self-discipline. However, there is a danger that other people can see you as stubborn as you don't want to stop until the job is done. A busy bee symbolises this aspect of personality and we've coloured it green, a colour associated with those who like to quietly get on with things. A lower score on this scale is often linked to people who are more spontaneous and flexible, but perhaps a little less likely to conform.



Calmness: This is often called – by psychologists more steeped in clinical terminology than we are – 'emotional stability' or 'emotional steadiness' (in contrast to 'neuroticism'). We feel this introduces an unnecessary clinical feel to what is, after all, a much more everyday phenomenon: your degree of calmness (or, seen from the other end, anxiety). People who are high on this scale have a strong preference to handle what life throws at them. They are less prone to feelings of anger and stress. The easy-going dolphin represents this facet of personality and we've picked the colour blue. Those who like this colour are generally more relaxed - and it's often seen as an appropriate colour for calm, reassuring surroundings. If you score low on this scale it may mean that you are more excitable and may have a more dynamic personality.



Extraversion: This term is pretty universal (some call it 'surgency', but that sounds a little old-fashioned to us). If you score highly on this scale, you are more likely to be talkative and sociable. Being very high on this scale is also linked to being domineering and someone who likes attention. We represent extraversion as a lion who is given the bold colour red, often preferred by extraverts. If you score lower on this scale, you are far more likely to be reserved and shy, preferring not to be the centre of attention.



Openness to Experience: Although this term might sound a bit clumsy, it is used almost universally. The opposite end of the spectrum is 'conservatism' – nothing to do with politics, merely a resistance to, or even a fear of change and new ideas. People who score highly on this scale love novelty and trying new things. It may also suggest that you get bored very easily and are more likely to lack focus, especially when doing mundane tasks. We represent this aspect of personality as a curious meerkat, always popping up and looking around. We have picked the colour brown which, according to research, is often favoured by the unconventional. If you are lower on the scale, you are more likely to avoid doing brand new things, preferring the tried and tested.



Warmth: This is perhaps the most debated term. Among the terms used by others are 'agreeableness' (at least one syllable too many to roll off the tongue nicely!), 'benevolence', 'likability' or even 'love'. All carry rather judgemental overtones, but warmth, we feel, says it best. If you have scored highly on this scale it would mean you are more likely to have an extremely cooperative and compassionate personality. However, other people could see you as more naïve than most. Any soft, fluffy animal would have symbolised this well and we've picked the bunny rabbit, making it a warm yellow, the colour of the sun. If you score lower on this scale, you may tend to be more suspicious, competitive and challenging.

'The Big Five' does not explain all personality variance but it works for maybe three quarters of it. Our animal analogy is perfect here: where do you put the duckbilled platypus? Although its feet and bill are like those of a duck, it's very clearly not a bird. Is it, however, an egg-laying mammal (mammals don't lay eggs, do they?) or perhaps a hairy reptile (surely reptiles aren't hairy)?

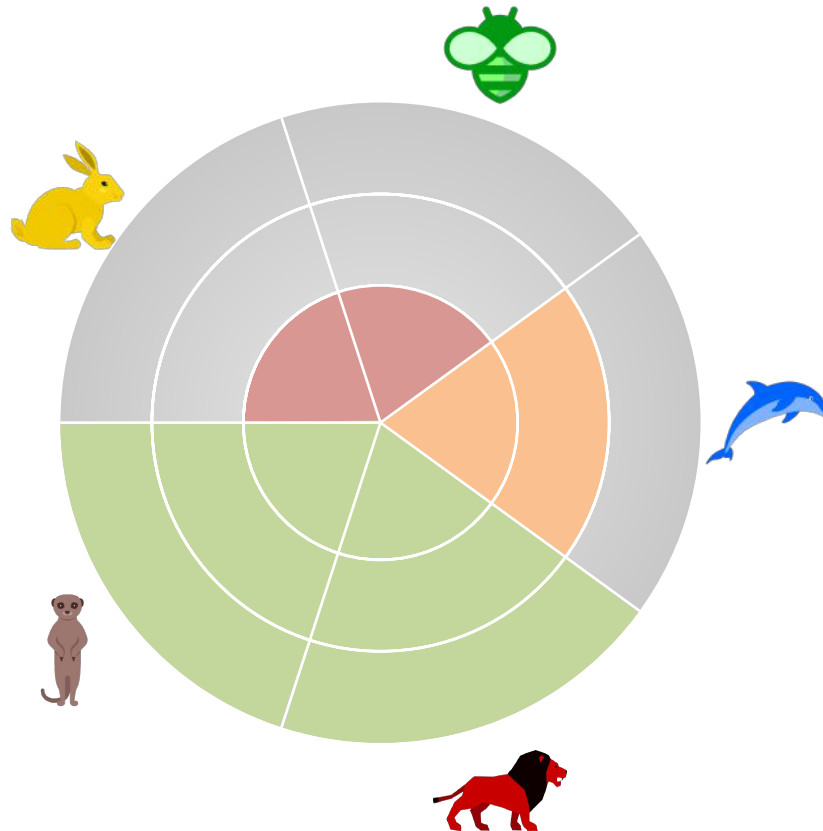
By the same token, there are aspects of personality not covered by 'The Big Five'. In fact, some have argued that a sixth member of 'The Big Five' (akin, perhaps, to the fabled 'Fifth Beate?') emerges, particularly when the data has come from the workplace. It seems to be something to do with ambition or drive. Which at its basic level resolves itself into combinations of extraversion and warmth (or, rather, lack of it) but is it a reduction too far?

Despite all the debate, 'The Big Five' remains the most straightforward, modern way of classifying personality for purposes of simplicity and is universally accepted.

Playing on the parallels between the animal kingdom and personality, we have assigned an appropriate animal to each of 'The Big Five', giving each one a vivid colour to make it even more distinctive. Which animal (or animals) from 'The Big Five' are you?

THE BIG FIVE AND PERSONALITY - SUMMARY

As has been pointed out, just as the animal kingdom can be divided into five broad categories, so too can personality. These are known as 'The Big Five'. How does your personality shape up in terms of 'The Big Five'? To make it more memorable, we have represented them as coloured animals. Remember that this is not an 'either/or' situation: you don't have to be a single animal; we're not putting you 'in a box'. It is easily possible to have the characteristics of several animals. Given that each one suggests ways of behaving and even specific jobs to which you might be attracted - and in which you might succeed - sharing the characteristics of several animals simply increases your possibilities. It is very much a case of 'the more, the merrier!' Research has linked success in certain kinds of jobs to certain kinds of personality so, although it's not an exact science, we have some idea about the jobs in which you might thrive.



Bee



LESS INTEREST

You are less likely to be bothered with the detail and checking (ideally, preferring to leave this to someone else), and may want to avoid the more boring bits of a task. The field of marketing tends to attract people like you. **This is your least dominant scale**

Dolphin



SOME INTEREST

You, like many people, are neither especially stressed, nor extremely calm, but somewhere in between. Jobs which feature a little bit of pressure are likely to have the most appeal. In fact, a little bit of 'edge' might be just the thing that gets you motivated.

Lion



STRONG INTEREST

You are definitely communicative (or talkative) and likely to be comfortable in jobs where this is a requirement such as sales, customer care and leadership roles. You might also enjoy performing or something such as training or teaching. **This is your most dominant scale**

Meerkat



STRONG INTEREST

You are always up for trying out something new and full of ideas for how to go about it, motivated by experimentation and variety. Creative jobs in the sciences and arts spring to mind but entrepreneurs are frequently noted for their unconventional approaches. Meerkats can pop up anywhere if it's interesting enough, and this is certainly true of you.

Rabbit



LESS INTEREST

Definitely not 'warm and fluffy', you know what you want and how to get it. You are very driven - some would even say aggressive - in your pursuit of what you're after. Roles that would suit you include sales (particularly target-driven ones), or certain kinds of supervision and management where you can afford to be a bit 'directive', even a bit ruthless!

THE BIG FIVE AND PERSONALITY - RELATIONSHIPS

We all generally must work alongside other people but how are you likely to get on with them and, if you work closely together, what will that relationship be like? What follows will show how your preferred 'animal' or 'animals' are likely to interact with those like you and those that are different. How will such relationships work out? By understanding these, even predicting them, you can often anticipate snags, build on the good things and 'hit the ground running'.

The animal in the centre of the chart below is your preferred style of working (remember you may have more than one) and is surrounded by an indication of how well you would work with other animals.

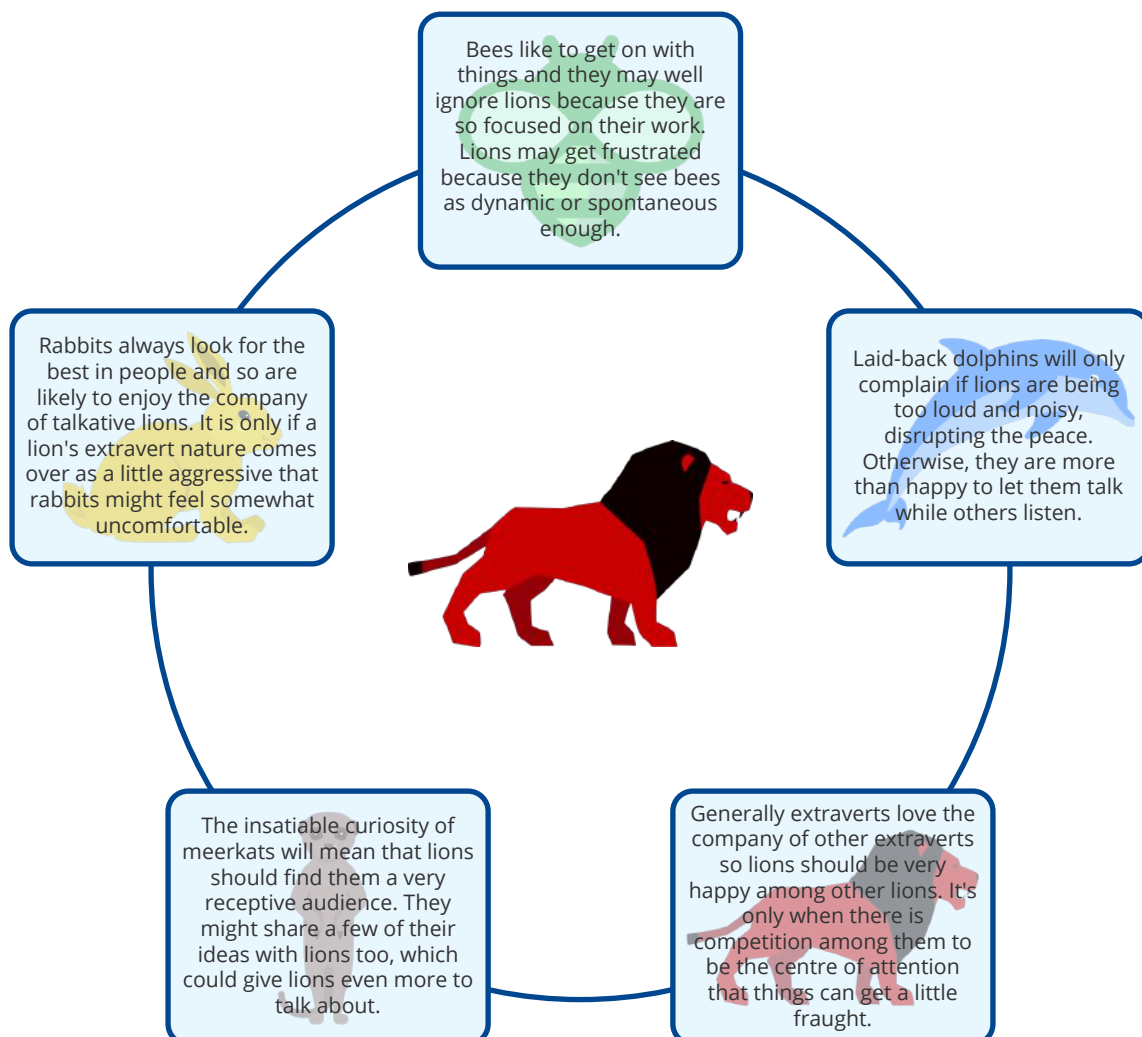
Lion

STRONG INTEREST 

You don't need to do a personality assessment to understand how much of an extravert you are - you know instinctively. The highly extravert are talkative and like being listened to. They are natural communicators and, in a world that seems to appreciate communication, see themselves as Kings of the Jungle.

The strengths of the more extraverted are energy, charisma and drive, whilst weaknesses include a tendency to get bored, restlessness, and making decisions so risky that they can be rash. They are suited to jobs where communication is key: sales, training, customer-facing and presenting roles are all good examples.

The more introverted might not necessarily be shy, so much as self-contained. They can keep quiet about success, praise or pleasure. The strengths of the more introverted include self-motivation, insightfulness and independence. The weaknesses include not trusting themselves to move forward, and sometimes seeming to appear a bit aloof or detached. Jobs for them would be those you can do alone, like many in IT, finance or being a technician or engineer. A lot of trades can be solitary but you might also enjoy working alongside someone else or as part of a team.



THE BIG FIVE AND PERSONALITY - RELATIONSHIPS

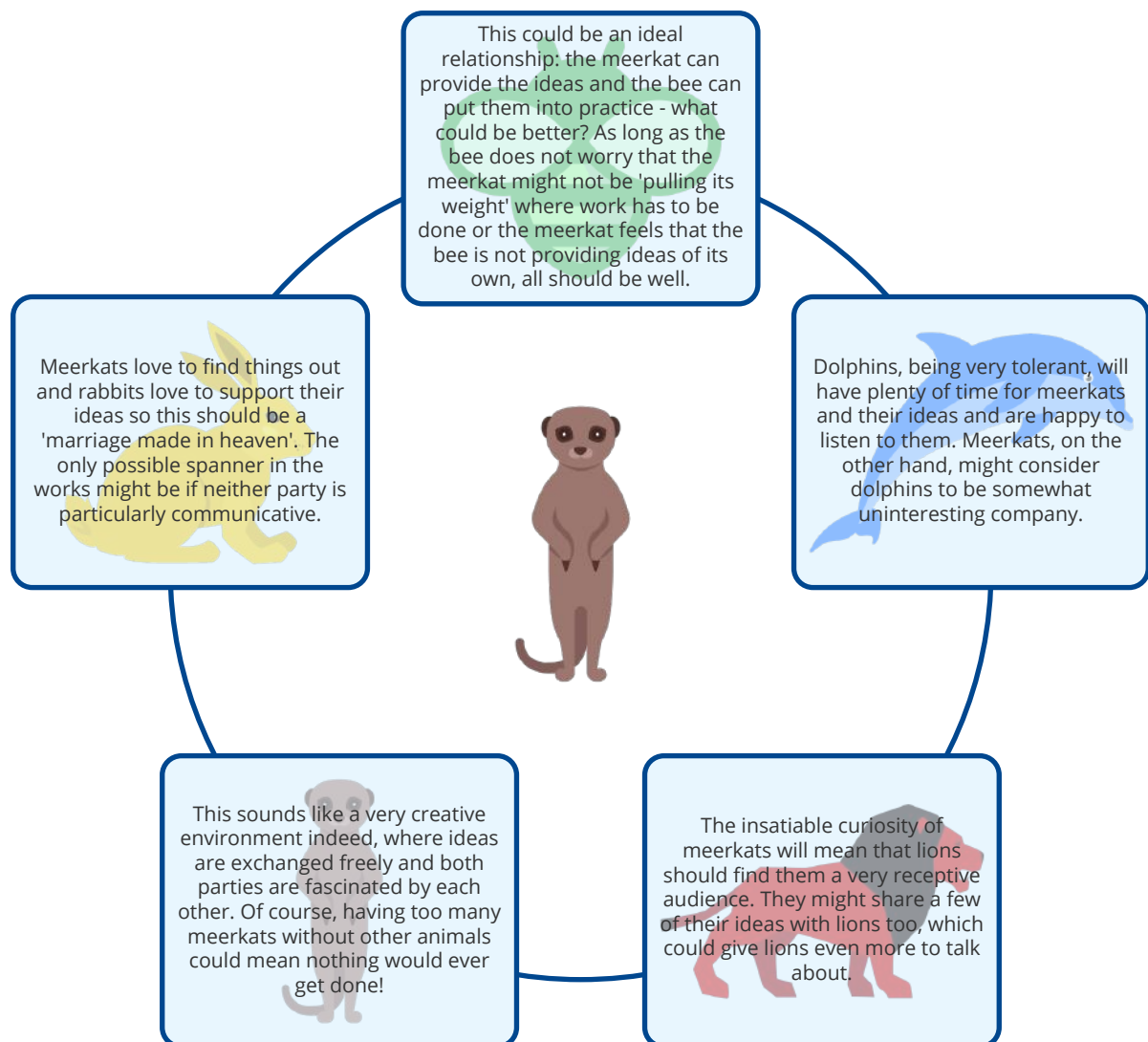
Meerkat

STRONG INTEREST 

Openness to Experience is encapsulated by meerkats who are always popping up looking curious and finding new and imaginative ways to explain the world around them. Those at the higher end of the scale tend to go beyond simple logic and often enjoy abstract ideas.

Meerkats tend to have a wide range of interests, are curious and keen to learn new things. They are often keen on poetry and art and are attracted to unusual ideas. They tend to be more sensitive (in a good way!) and might easily be considered eccentric.

Those less like meerkats can also be very intelligent and capable (intelligence is about generating the best solutions, creativity is about thinking and coming up with as many different ideas as you can). However, they will tend towards the practical and the solvable. Therefore those less like meerkats might enjoy focused work of a clerical or technical nature.



CAREER STEPS - WHAT'S NEXT?

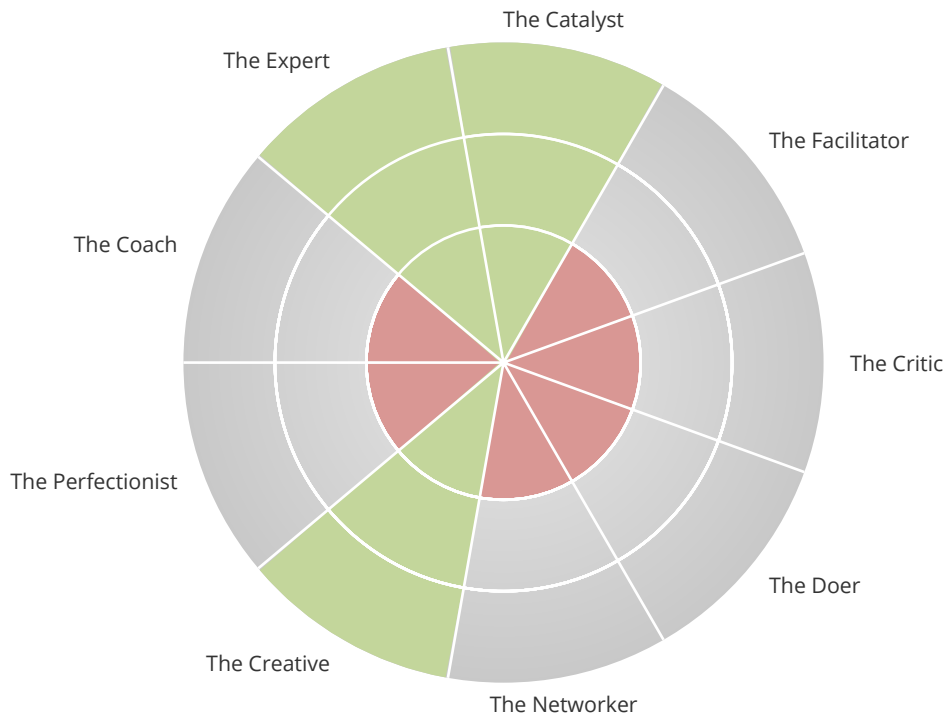
Do remember that these animals are mere metaphors; but they can be very effective in making us remember the key aspects of personality and how they apply to us.

If you see the same animal appearing more than others in a box below, it means that the recommendations for that animal are even more relevant to you.

Your Behaviours	How Can Others Help?	Be Mindful Of...
 Enthusiastic  Idea generating  Verbally articulate  Exploring  Sociable  Unconventional  Talkative  Inventive  Engaging  Adventurous  Optimistic  Aware of infinite possibilities  Communicative  Creative  Making good impressions	 Provide time to dwell on things discussed  Reassure you that you are valued, even if some ideas are rejected  Ensure that the boring stuff gets done  Put your ideas into a realistic framework  Encourage you to let other people have their say  Provide context and purpose  Provide a bit of focus  Notice when an idea definitely isn't going to work  Help to avoid distractions  Ensure that ideas are realistic	 Ignoring others  Wandering off the point  Talking over other people  A tendency to be preoccupied  Talking 'at' rather than 'with' people  Being fond of change for its own sake  Jumping to conclusions  Not looking at the downside of your own ideas  Not being succinct enough  Becoming caught up in things
Your Ideal Fit	Potential Development Areas	
 Someone explaining things to you  Situations where there is no clear right answer  Others responding enthusiastically to your input  Working towards an unknown end  An environment where others want to be entertained  Coming up with cutting-edge solutions  Being able to take risks  Working in a changing environment  Most training environments  Start-ups	 Be aware of the impact you're having on others  Take time to plan the introduction of ideas  Take a breath more often  Build on other people's ideas as well as your own  Keep checking that people are still listening  Listen to people, even if they are being critical  Evaluate before making decisions  Try to be more realistic  Have clearer ways of checking on people's enthusiasm  Build in a little more practical focus	

WHAT IS YOUR WORKING STYLE IN A TEAM?

When you find yourself in a team, what do you do? What do you contribute? The chart below outlines the kind of behaviour you are likely to display when working in a team. There are nine distinct team styles described and an indication is provided of how strongly your personality matches each. A lower score is not bad, it just means you have less interest in that area. No one can be 'all things to all people', but a team where everyone contributes something, and no role is left 'untaken', should be a very strong one indeed.



The Expert



STRONG INTEREST

You very much enjoy roles where you have the in-depth knowledge and expertise in a team; your contributions are usually reliable and well founded. If you are required to work alone, remote from the rest of the team, this would not be an issue.

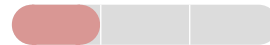
The Catalyst



STRONG INTEREST

You are likely to have a forceful and direct approach which will suit jobs where you are required to tackle difficult issues. You can cope with conflict within the group and usually ensure that the team makes progress and achieves results. Slow, bureaucratic setups and non-performers are likely to leave you exasperated. **This is your most dominant scale**

The Facilitator



LESS INTEREST

You are unlikely to enjoy roles requiring you to act as the 'glue' that holds the team together, preferring to leave all the 'softly-softly' stuff to others. You may be seen as assertive or simply preoccupied with other concerns.

The Critic



LESS INTEREST

You are perfectly happy in roles which let the team run away with their own ideas if they want to. Casting a critical eye over projects is not an enjoyable prospect to you, and you would be more than happy to leave it to someone else.

The Doer



LESS INTEREST

You won't like roles where you are expected to help the group by putting all their plans into practice. You don't enjoy implementing policy and may not like rigid instructions and boundaries.

The Networker



LESS INTEREST

As someone who is less inclined to stay in touch with a wide variety of people who may be useful to the team, you are unlikely to see life as a 'contacts game' and the pool of people you trust may be a small and specific one. Networking is a role you'd be happy to leave to others.

The Creative



STRONG INTEREST

You are likely to enjoy roles where you have ample scope to generate ideas for the team to consider. You may be seen as radical and original, and are often thought-provoking. Your enthusiasm and ideas can open the mind of the team to other possibilities. On the other hand, in jobs where your ideas are not appreciated, you are likely to feel very let down.

The Perfectionist



LESS INTEREST

You are likely to want to move forward quickly, even before all the facts have been verified. You are not worried about taking risks and probably best not depended upon to make sure that all the finer detail has been checked. Any such work would be best left to others.

The Coach

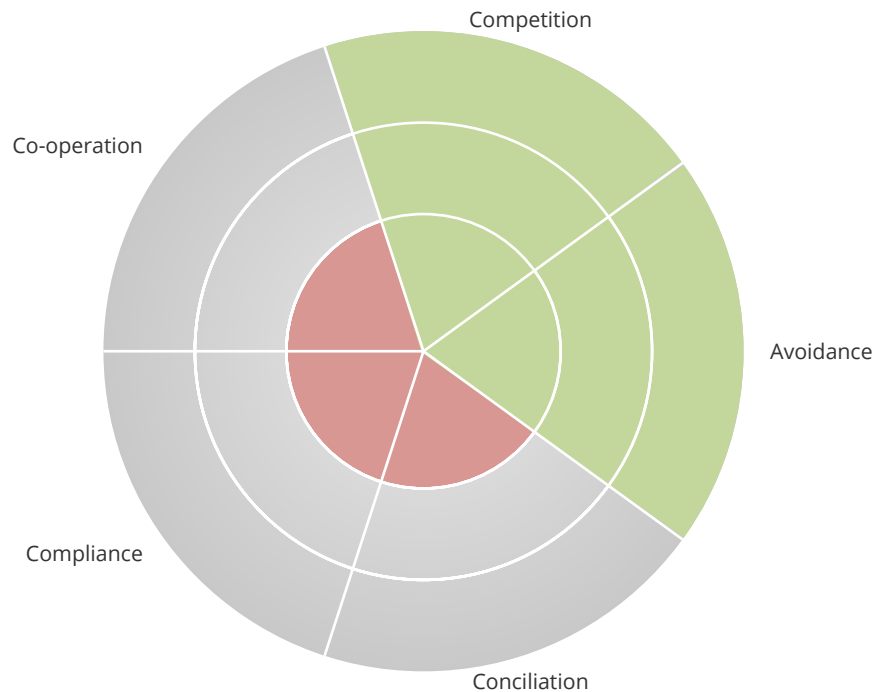


LESS INTEREST

In committees or group situations, you are not likely to take on the role of a leader who asks others their views. You may not be confident in outlining what needs to be done or coordinating activity and effort. Perhaps you're too impatient to devote all your time to listening to everyone's point of view. **This is your least dominant scale**

CONFLICT

People respond to conflict in different ways, and understanding these different behaviours can help in the resolution of conflict and the introduction of suitable interventions. The information below shows which conflict styles you are likely to adopt in a work environment.



Competition



STRONG INTEREST

You like to win and, by implication, others have to lose. Jobs where there are clear winners, such as those involving negotiation or selling, are therefore likely to appeal. It's worth noting that you are likely to get into conflict with other competitive individuals who may not share your ideas, which might feel frustrating but less so if you anticipate it happening.

Avoidance



STRONG INTEREST

You don't like conflict and feel that one approach to avoiding it is not to get into these situations in the first place. This is likely to mean avoiding or keeping away from roles where there is a lot of confrontation and dissent such as those where relationships between managers and employees are excessively fraught. Self-preservation is the key and your strategy will tend to centre on not getting involved.

Conciliation



LESS INTEREST

When something important is at stake or when you feel strongly about something, you are unlikely to be patient or prepared to compromise. Arbitration does not appeal, so you are unlikely to be chosen as a peacemaker in situations of high conflict. Everybody leaving at least reasonably happy is not something that you tend to focus on.

Compliance



LESS INTEREST

You are unlikely to be the kind of person who is happy to back down and let others have their way. A working environment in which you have to defer to others, perhaps one which is based on a very clear hierarchy, is therefore unlikely to appeal. Being told what to do is not something you enjoy.

Co-operation



LESS INTEREST

You know what you want and are likely to let personal beliefs take precedence over keeping everyone happy. Having strong ideas of your own, you are unlikely to be happy being told what to do, preferring instead a working environment where you can hold stronger sway over decisions.

WHAT SORT OF WORKPLACE SUITS YOU?

The job you do is one thing, but what is it like working there? This page outlines the type of workplace you are likely to prefer. Please note that, in some cases, a match to a team or department may be more relevant than the match to an entire organisation. There are eight distinct types of workplaces described and an indication is provided of how strongly your personality should match each one. If you get the right combination of environment and people around you in your work, you should fit in very comfortably.

Achievement



STRONG INTEREST

You have a primary need to take control and tackle difficult people or project objectives. The achievement of these objectives is critical to your motivation. You are likely to get bored easily and will therefore require lots of variety in your work. The ability to set your own agenda and work under your own rules is equally important. Environments which do not offer a great deal of autonomy or authority are likely to impact your levels of motivation very negatively.

Security



LESS INTEREST

You are not particularly worried about stability and therefore it may not be a major factor in your job satisfaction in the future. You like risks and may not stay in one job for a long time if it is not dynamic enough. You are not typically motivated by consistency in your work pattern. You like to take chances and are a natural risk-taker, not striving for predictability. You will enjoy companies and organisations that are very radical or prone to change, in which people are encouraged to take risks to further their careers.

Technical



LESS INTEREST

You are unlikely to be particularly motivated by being seen as the 'back-room' expert. You probably don't feel pressure to impress people with your analytical brilliance. You are more likely to ensure that other people have all the detailed or expert answers whilst you focus on getting things done. Seeking reassurances in terms of your knowledge is unlikely to be a motivator.

Management



LESS INTEREST

In a work environment you may dislike or shy away from taking control and prefer if someone else takes that role. You do not get any real pleasure from taking charge of others, perhaps disliking the responsibility associated with tackling difficult issues. When someone takes control away from you, it may even be a relief. Companies or organisations where you don't have to take charge of other people or projects are likely to be preferred.

Work/Life Balance



STRONG INTEREST

You express a strong desire to lead a balanced life, this is likely to be true in and out of the working environment. You do enjoy work, but realise that it is just one of many parts of life that are important, subscribing to the philosophy of 'work to live', rather than 'live to work'. You will not enjoy pressurised, driven environments where you are expected to work long hours for little or no reward, or organisations where your values are not reflected or shared by others.

Co-operation/Service



LESS INTEREST

You are driven by the desire to use your own talents to the full, rather than those of a team. Working in a competitive or challenging environment is likely to hold no fear for you. You will feel comfortable working in a company or organisation where a more self-seeking, 'survival of the fittest' type of regime is in place and where strong emphasis is placed on individual performance.

Entrepreneurial Flair



SOME INTEREST

You may sometimes like to invent things, be creative and would probably like to set up a business in the future, whilst also being happy to share the workload with others. You may have reasonably varied interests and energy and will occasionally have multiple projects going at the same time, maybe getting a bit bored if this is not the case. You could enjoy companies or organisations where you can implement new ideas or where frequent change is taking place, and will probably not enjoy environments that are completely resistant to new ideas.

Challenge



SOME INTEREST

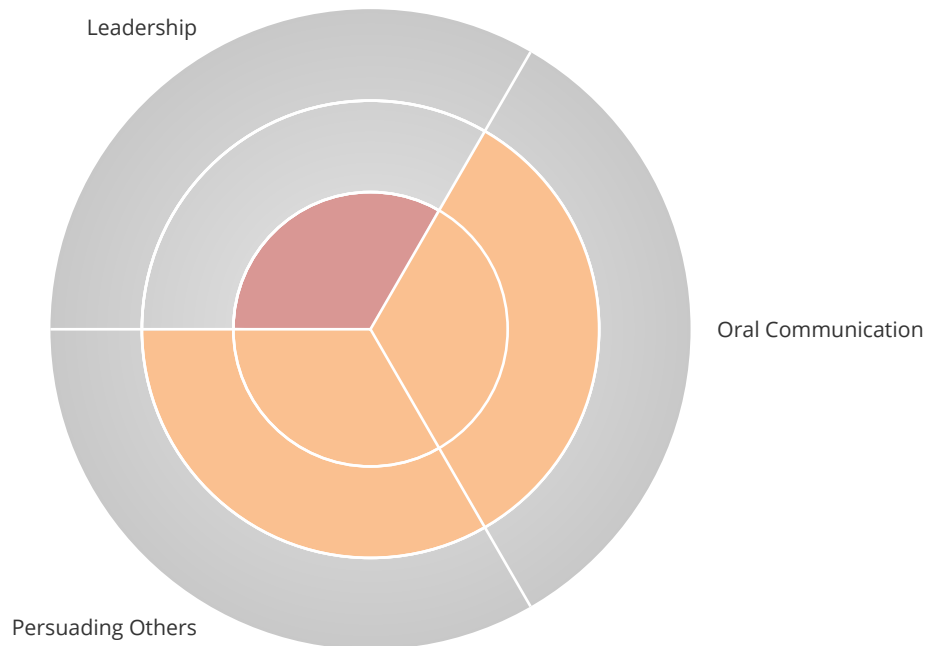
You may seek the stimulation of having difficult problems to tackle. People like you may consider changing jobs when the current one gets boring, so your career may be quite varied. You may have a desire to overcome obstacles and solve problems. Conquering and emerging as a winner has some appeal to you. You could enjoy a degree of competitiveness in your environment and would not be entirely out of your depth in companies or organisations where targets and objectives are set, or where there are tough challenges.

COMPETENCIES

What are you likely to be most interested in doing? In which areas are you likely to find particular fulfilment? What we call 'competencies' are attributes that are often crucial to effective performance at work. What follows shows how your preferences suggest you will compare against the kinds of competencies often exhibited by people at work. What interests you the most? What aspects of work most appeal? The details below will reveal all.

COMMUNICATION

These competencies are all about how you get your message across and receive messages from other people. Oral Communication is the most obvious of these but others are also included in this category. How much do you enjoy communicating?



Oral Communication



QUITE LIKELY TO ENJOY

People are likely to see you as balanced between being talkative at times and quieter on other occasions. In terms of expressing yourself, this is likely to vary in particular situations but is likely to be pretty much the same as most people. Some degree of communication in any role you pick is therefore vital.

Persuading Others



QUITE LIKELY TO ENJOY

While not completely adverse to selling, the idea of winning others over to a different point of view doesn't excite you any more than it does the average person. Having to sell things or change the point of view of others would hold some appeal - but these should not dominate the job in its entirety.

Leadership



LESS LIKELY TO ENJOY

You have less inclination to want to take command of a group of people, being more than happy for someone else to take this role. You are more likely to go with the flow than to encourage others to follow you. You would therefore be happiest in a role which values your other talents - not one in which you are required to lead a group of people.

DEVELOPMENT INTERVENTIONS

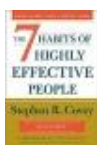
Communication : Leadership

LESS INTEREST 

Definition of Competency (not participant) - Likes to take charge of, control and direct the people and activities in their work arena. Clearly sees the way ahead and influences and encourages others to follow their lead in order to achieve goals.

Leadership can mean different things to different people, but there is considerable common ground in people's ideas of what makes a good one. This is one competency where, however good you may be, you are likely to acknowledge that there is still room for improvement, for great leaders tend to have a measure of humility and recognise their limitations. Leaders should have integrity, a clear vision, an openness or fairness and often some recognizable expertise, though not necessarily in the same area as those who are led by them. A good leader is likely to have several of the other competencies highlighted in this list, context being important in shaping which others are especially crucial.

Reading that may aid development:



7 Habits Of Highly Effective People
Stephen R. Covey
Simon & Schuster, 2013



The CEO Next Door
Elena Botelho, Kim Powell & Tahl Raz
Penguin, 2018



Myths of Leadership
Jo Owen
Kogan Page, 2017

Training & Coaching Suggestions:

Leadership courses and coaching opportunities abound. The Institute of Leadership and Management (ILM) is the body which regulates and approves training in this area at several levels, as well as providing support, literature and much more. There are some innovative combinations of training and coaching available that those attending them describe as genuinely 'life changing'.

Behavioural Change:

- Always be open to new ways of doing things. The world is changing fast and leaders must change with it. A leadership style that succeeds in one situation may be useless in another. Stay flexible and remember that different individuals are motivated by different things.
- Be accessible. Do not isolate yourself from those you lead in an 'ivory tower'. Always be open to suggestions.
- Do not leave things half-done and move on: finish the job. Remember that people judge on what has been tangibly achieved. Ideas are not enough.
- Give credit where it is due. Appreciate others and be liberal with praise. No leader can exist without those led. You may provide the inspiration, but they are the ones who make it happen.
- Remember that true Leadership is about more than just communication - is there substance behind the style? Empty words are generally spotted very quickly.
- 'Walk the talk'. Leading by example may seem a cliché but no one will be prepared to do things you are not prepared to do yourself. Honesty and integrity always top the lists of qualities of admired leaders.

EMOTIONAL BEHAVIOURS

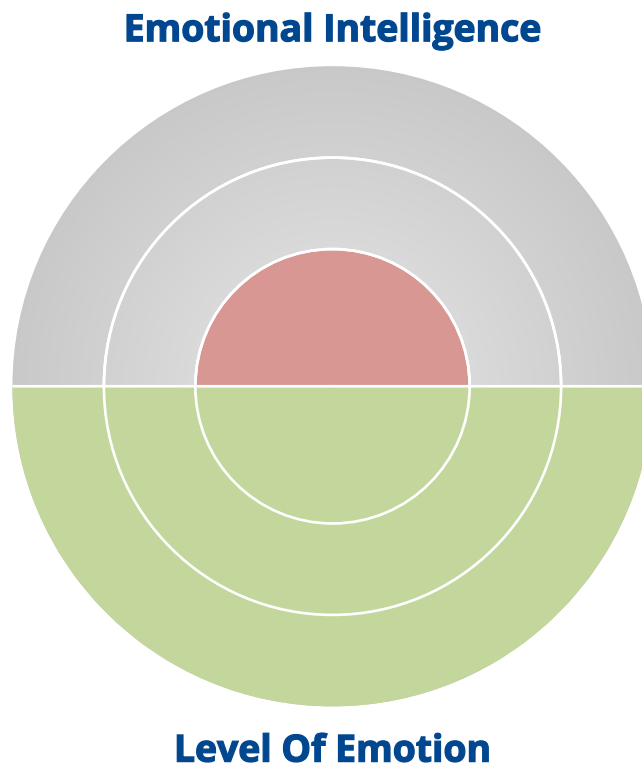
Emotional Intelligence is simply the ability to recognise and use emotions, as well as to understand and manage them. It refers both to one's own emotions and those of other people. It should not be confused with Level of Emotion (it is perfectly possible to be extremely emotional but to have very little Emotional Intelligence). In this section we provide insight into both factors.

Emotional Intelligence

Emotional Intelligence was first introduced as a concept in 1990 by two researchers – Peter Salavoy and John Mayer. It later became extremely popular following a book written by Dan Goleman (1995) of the same name. Whilst there is still some disagreement on what exactly Emotional Intelligence comprises, there appears to be some common factors across different models. Emotional Intelligence is generally agreed to be about a person's ability to manage emotions, the ability to recognise emotions and the awareness of these emotions. Remember, the ability to be emotionally intelligent does not always mean that it is used in a positive manner.

Level Of Emotion

Everyone brings emotions to work. These emotions can have an impact on a whole variety of factors including; profitability, productivity and team work. Displaying positive emotions are likely to increase these areas whilst negative ones, are likely to do the opposite. Your score for Level of Emotion does not distinguish between negative or positive emotions but provides an insight into the likelihood that your emotions may be apparent to others.



EMOTIONAL BEHAVIOURS

Emotional Intelligence

LESS INTEREST 

In many situations, Emotional Intelligence is as important, if not more so, than traditional intelligence, yet it is only relatively recently that it has been recognised as valuable. People who are emotionally intelligent are able to spot how others are feeling as well as being aware of their own feelings and moods. They can use these emotions effectively as sources of motivation or inspiration. Their understanding of emotions makes it easy for them to empathise with others and see things from their point of view. Furthermore, they know how to react to different emotions and manage them effectively, often being a source of help or comfort even to those less emotionally intelligent than themselves.

Which characteristics make you more Emotionally Intelligent?

- An inclination to make decisions on the basis of 'gut feel' without getting too weighed down by facts and figures suggests that you operate more on an emotional level than a data-based one, which is helpful when 'tuning in' to the emotional climate in any given situation - very useful if your role requires appreciating other people's points of view.
- Being something of a risk-taker, you are likely to be instinctive in approach, and this instinct, when applied to the human condition, can contribute to emotional intelligence. Work involving 'gut feel' decision making, particularly where people are concerned, should have distinct appeal.

Which characteristics make you slightly Emotionally Intelligent?

- Because you are not unusually upset by criticism, it is likely that you can remain relatively unfazed, even in emotionally charged situations. To have some ability to 'keep your head when all about are losing theirs' is likely to contribute to the successful application of Emotional Intelligence which is useful in careers where working closely with others is important.

Which characteristics make you less Emotionally Intelligent?

- Finding it hard to understand why people behave the way they do also suggests that you may have difficulty in relating to individuals and are unlikely to use emotion effectively to achieve particular ends. Work which involves focused expertise, rather than communication with others, is therefore likely to appeal more.

Level Of Emotion

STRONG INTEREST 

As well as having an understanding of one's own emotions and those of others (Emotional Intelligence), people experience emotions to differing extents. Some are relatively unaffected by emotions while others feel them very intensely. How emotional one is as a person is not the same thing as being emotionally intelligent, but it is a useful aspect of their personality to understand. An emotional individual really 'feels' things and is likely to respond accordingly, be it expressed as passion, anger, elation or despair. Far from being cold and clinical, an emotional person's hot bloodedness tends to inspire a reaction in others, though this may not always be a sympathetic or understanding one. Less emotional people are unlikely to express themselves openly and can be more difficult to read.

Which characteristics make you likely to be open with your emotions?

- Being less analytical, it is likely that you will take more of a 'gut feel' approach to decision making and this instinctive style is generally linked with emotion. Many roles, including - perhaps surprisingly - entrepreneurial ones - link with this approach.
- Being less buoyant, less likely to bounce back when things are not going well, suggests you could remain gloomy for extended periods. Jobs which entail frequent refusals and knockbacks might therefore prove unsuitable.

Which characteristics make you slightly likely to be open with your emotions?

- You are neither strongly prone to stress nor particularly free of it; which means emotion is likely to mount when the pressure is on. A job without too much pressure (it can have some) is probably therefore well chosen.
- Although you are not unusually sensitive to criticism, you do feel it sometimes and this can be a little upsetting. You might therefore like to avoid work which is unpopular with others or which leads to frequent criticism.

JUNGIAN TYPE PROFILE

The idea of personality types was pioneered by the Swiss psychoanalyst Carl Jung with his book *Psychological Types* in the early twenties. It was here that the terms Extraversion-Introversion, Sensing-Intuition and Thinking-Feeling were first introduced to the world. The notion of defining these terms using psychometrics, first introduced in the sixties, belongs to the mother-and-daughter team of Katherine Briggs and Isabel Myers who also brought a new element (Judging-Perceiving) to Jung's model.

Many modern personality theorists find types over-simplistic and likely to stereotype individuals by 'boxing' them into distinct categories. While the trait approach used throughout The Quest Profiler® emphasises individual differences, the type approach focuses on similarities and is thus somewhat reductive. Nevertheless, the simplicity of types has a certain appeal: while people dislike being 'pigeon-holed', they enjoy describing themselves in straightforward terms and types certainly thrive on that. The belief of Briggs and Myers that there are no ultimate rights or wrongs about personality has also had lasting appeal.

Your type can in fact be engineered from a combination of four traits. Your type, made up from a combination of these four areas of personality would be:

E N T P

The highlighting of any of the letters above indicates that there is not significant preference for either end of that continuum. It therefore follows that the more highlighted letters there are, the less valid the selected type and associated statement below will be.

The table below shows in very general terms what different combinations of these characteristics mean, classifying everyone into one of 16 possible 'types'. However, if a person does not have significant preferences in a particular area (as noted above) then the table is likely to oversimplify that person's behaviour and the types should be regarded with that proviso in mind. For more specific feedback please see the following page.

ENFJ	ENFP	ENTJ	ENTP
Full of ideas, as well as open to the ideas of others. Likes to have frameworks and rules despite an essentially easy-going nature.	Emotional and spontaneous. Loves to be with people and to be creative in their company.	A communicative ideas person but one who is serious and unsentimental where rules and plans are concerned.	A free-thinking, lively and spontaneous individual. Ideas may be radical, even anarchic.
ESFJ	ESFP	ESTJ	ESTP
Instinctively believes rules and regulations are for the best. A communicator rather than an innovator.	Emotionally expressive and talkative, preferring to leave the planning and ideas to others.	A talker, but one who is serious, precise and meticulous, liking systems and regulations.	A ready communicator, not inclined to plan but mindful of the authority of others. Not easily moved by sentiment.
INFJ	INFP	INTJ	INTP
Emotional but not in an ostentatious way. Prepared to plan quietly and come up with new ideas.	Preferring to react to things as they happen, a quiet but, deep down, emotional innovator.	An unassuming, tough organiser with plenty of ideas to contribute when called upon.	Radical and spontaneous but in an understated, subtle way. Prepared to be tough.
ISFJ	ISFP	ISTJ	ISTP
Instinctive and given to emotion, tends to be quieter and prefers clear rules and parameters.	Free and unstructured, liking to follow own path but is fairly low-key about it and less likely to try new things.	Tough and uncompromising, with a liking to plan and stick to the rules. Not a natural talker.	Mixing an instinctively spontaneous nature with a respect for the tried and tested. Reserved but tough when needed.

JUNGIAN TYPE PROFILE

Representing types on a continuum (effectively seeing them as traits) can also be very instructive because, as can be seen on the table below, this approach reveals not only what you tend to be (eg. Extravert or Introvert) but also to what extent (ie. very strongly or just a little).

For a more detailed interpretation see below.

	◀ More Like This	No Strong Preference	More Like This ▶	
Extraversion Deriving energy from interacting with other people, being a mixer and a communicator.	E			Introversion Focusing energies inwardly, being reflective, unexcitable and self-sufficient.
Sensing Common-sense, pragmatic and down-to-earth; not given to flights of fancy.				Intuitive Imaginative, open to all kinds of new ideas and experiences and inclined to welcome the unknown.
Thinking Coldly empirical, rational and scientific, with little room for emotion and certainly not swayed by it; ruled by the head.		T		Feeling Sensitive and warm to others, inclined to make decisions on the basis of instinct and emotion; ruled by the heart.
Judging A planner and organiser who sticks to the rules and is very methodical in approach.				Perceiving Spontaneous, preferring to adapt to changes rather than planning and organising them.

Which Underlying Aspects of Personality (Traits) Contribute to your Type?

The following text describes the aspects of your personality that contribute to your position on each trait. If we see the letters that define your type as opposite ends of the four continua (E-I, S-N, T-F and J-P), then....

Extraversion vs. Introversion

The following points describe the aspects of your personality that cause you to tend more toward the Extraversion end of this continuum.

- The fact that you are a lively, talkative person is inclined to make you more of an Extravert.
- A relaxed ease in social situations is inclined to make you more of an Extravert.
- Not having much of an interest in Analysis is a more Extravert characteristic.

Sensing vs. Intuitive

The following points describe the aspects of your personality that cause you to tend more toward the Intuitive end of this continuum.

- Not enjoying the checking of details tends to appeal more to Intuitive people.
- A creative, imaginative approach suggests a tendency towards intuition.
- Enjoying and welcoming changes suggests a tendency towards intuition.

Thinking vs. Feeling

The following points describe the aspects of your personality that cause you to tend more toward the Thinking end of this continuum.

- A tendency not to analyse information in too much depth, preferring a more instinctive approach, is likely to be linked to Feeling.
- Being neither oversensitive to nor indifferent to personal criticism suggests a balance between Thinking nor Feeling.
- Not having time for people's personal problems tends to be associated with Thinking.
- Neither being unusually Transparent nor guarded is indicative of somewhere in the middle of the Thinking-Feeling continuum

Judging vs. Perceiving

The following points describe the aspects of your personality that cause you to tend more toward the Perceiving end of this continuum.

- Using one's instinct rather than Analysis is very much a Perceiving preference.
- Being imprecise and uninterested in detail is characteristic of Perceiving people.
- A lack of caution is much more a Perceiving characteristic.

ARE YOU 'TRANSFORMATIONAL' OR 'TRANSACTIONAL'?

The terms 'Transformational' and 'Transactional' have become very fashionable in recent years. They refer not to specific jobs but to your whole approach to work and, as a result, you can get a sense of whole groups of jobs which you might find more or less appealing. You don't have to be 'either / or', it's perfectly possible to have a fairly strong inclination towards both areas (though to be extremely strong in both is very rare). Conversely, you may not have a strong inclination for either area; this just means your combination of personality preferences makes you difficult to 'pigeon hole'.

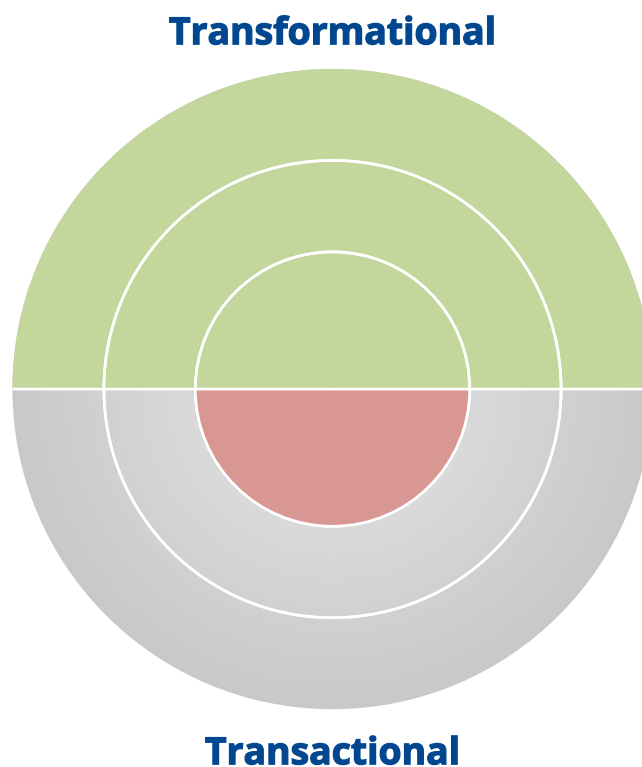
Both terms refer to how people go about their work and are frequently used in the context of leadership and management jobs ('Transformational' more for leaders and 'Transactional' more for managers), although there is obviously a lot of overlap between the two.

Being 'Transformational'

The term 'Transformational', generally applies to leaders of one sort or another and suggests that you like to make change come about. 'Transformational' people tend to be bursting with ideas about how to improve things and are often very radical in their viewpoint, generally at odds with how things are being done presently. They also have the enthusiasm and charisma to bring that change about. That's not to say that they are necessarily popular with everyone: John F Kennedy and Donald Trump both unquestionably fit the 'Transformational' description, but both having just as many detractors as followers. 'Transformational' people also tend to get easily bored so don't often stay long; moving on to their next challenge in the blink of an eye. Some believe that we should all be more 'Transformational', but to have everyone going around having ideas and nobody acting on them would be a bit of a disaster. That's why we also need...

Being 'Transactional'

'Transactional' people (a term often applied to managers but it can apply much more widely, for example, to clerical, technical, financial and engineering roles as well as to areas like quality control and health & safety) are those who actually do things. They respect processes and rules and are both exacting and careful. For an organisation to work well, the majority of those working there will probably be 'Transactional' (including, in many cases, the Chief Executive or Managing Director - the fact that people like this are always 'Transformational' is a complete myth). You only need one or two 'Transformational' people having ideas - it's the 'Transactional' people who make the ideas happen! In the past, there has been a move to make 'Transactional' people more 'Transformational'. Now the pendulum has swung so far that many are thinking it would be nice to reverse that trend: too many 'ideas people' is not itself a good idea - let's just get on with it!



ARE YOU 'TRANSFORMATIONAL' OR 'TRANSACTIONAL'?

Transformational

STRONG INTEREST 

'Transformational' people inspire and motivate through being an endless fund of ideas and creating an atmosphere in which others will share the vision. It is not surprising that this quality is often linked to charisma and leadership. Never slow to make a decision, they are dynamic and flexible, ready to adapt quickly where required. Without this style of leadership, complacency and decay can set in very quickly. Where those who are 'Transformational' may have an 'Achilles Heel' is in following things up and keeping an eye on the detail; this is not their strongest suit and they would prefer to leave this to others.

Which characteristics make you more transformational?

- You have a lot of ideas of your own and this is one of the defining aspects of 'Transformational' people who enjoy taking the lead - perhaps the most important. Any role which entails providing a constant stream of ideas is therefore one you should really enjoy.
- You dislike being weighed down with detail and would rather someone else dealt with it where possible. Try to avoid roles where precision is inevitable.
- You are quick to make a decision and happy to take a risk, a quality that 'Transformational' people tend to possess in abundance. An environment full of risk-taking will suit you very well indeed.

Which characteristics make you slightly transformational?

- You are occasionally effective in being able to win others round to a particular way of seeing things; this is likely to mean that others will find at least some of the views expressed engaging. This 'Transformational' quality should make you reasonably effective in roles where a degree of negotiation is required.
- Although you don't mind taking charge, you don't seek control for the sake of it. You are likely to enjoy the process as much as managing others.

Which characteristics make you less transformational?

- Your tendency to find others difficult to read, along with less empathy shown towards them, is very different to typical 'Transformational' people. Roles which focus on systems and processes, rather than people, are likely to suit you better.
- Leaders are typically very dynamic, whereas you prefer things to move at a gentler, slower pace. This makes you less like the typical leader and in fact suggests that leadership might not be something you enjoy much - at least not this aspect of it.

Transactional

LESS INTEREST 

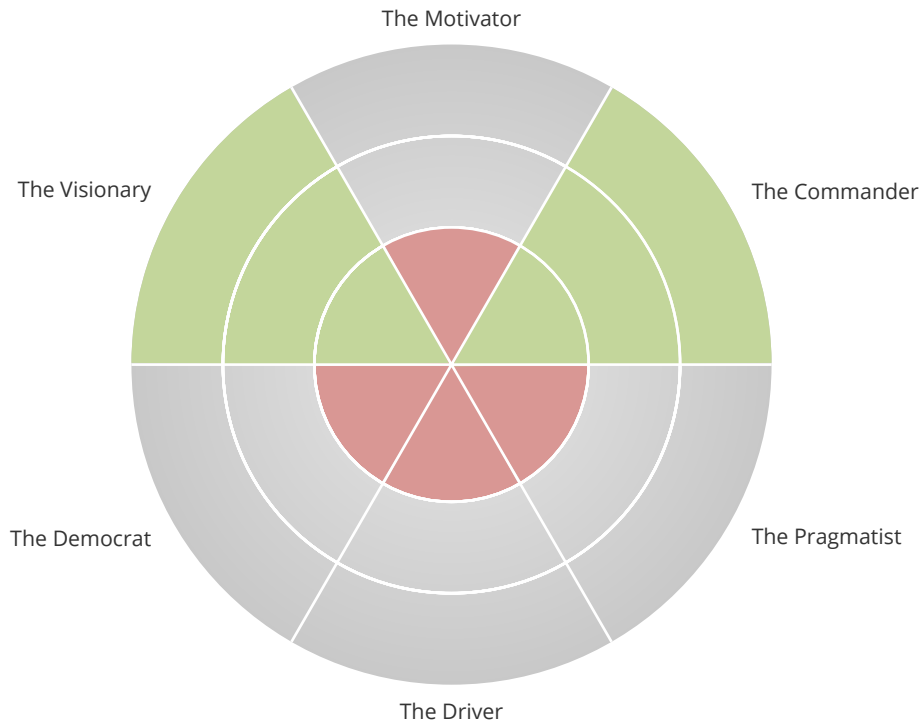
'Transactional' people like to make sure that decisions are based on solid analysis of the facts and are unlikely to be caught out by any slips in detail. Organised and efficient, they are also typically good communicators, at least of the facts pertaining to the area of expertise concerned. Patient and tolerant, it is no shock to discover that this kind of behaviour is often associated with operational management. They inspire trust and are seen as 'experts in their field'. They are often at work 'behind the scenes' rather than boldly fronting a project or leading an organisation. Without 'Transactional' people, a project or an organisation can get carried away with ideas that are not well thought out; they are there to keep everything running and organised and be 'a safe pair of hands'.

Which characteristics make you less transactional?

- You generally don't like analysing information or ploughing through data too much, unlike those who are 'Transactional'. Work without spreadsheets, budgeting and calculation is what will appeal to you more.
- You dislike dealing with the precise and the exact, whereas people who are 'Transactional' do enjoy getting into the 'nitty-gritty'.
- You are a born maverick, a nonconformist to the core, but behaving like this is the complete opposite of being 'Transactional'.
- Helping people out when they are in trouble is not something you see as a major part of your remit, whereas most people who are 'Transactional' see it as very important.

LEADERSHIP STYLE

The information below outlines the six behavioural styles you are likely to enjoy/display when managing other people. An indication is provided of how strongly you match each of the different styles, accompanied by a tailored description.



The Motivator



LESS INTEREST

You are unlikely to consider it of primary importance to be the most liked in a team, perhaps wanting to be independent of the others. Roles in which you come across as universally popular are not important to you. Healing the rifts in the team during difficult times is unlikely to provide much appeal, unless these problems are getting in the way of results.

The Commander



STRONG INTEREST

When difficult decisions are needed, you are likely to lead by encouraging others to follow a definite vision. You tend to act as the channel for any change while holding firm to achieve it. Positions of influence would suit you while those without any are likely to be frustrating.

The Pragmatist



LESS INTEREST

Because you are unlikely to want to lead the team by providing them with a detailed analysis of every problem and their potential solutions, you'll prefer jobs where you can afford to take a few risks before all the evidence has been gathered and researched. The approach you adopt is impulsive, rather than cautious and you'd find it frustrating not to be able to follow your instinct.

The Driver



LESS INTEREST

As you prefer to deliberate over things, you are likely to be cautious to help ensure that the right course of action is taken. Roles featuring the 'just do it' school of thought may strike you as a bit rash and perhaps fraught with danger - they are best avoided.

The Democrat



LESS INTEREST

You are unlikely to lead by getting everyone's opinion before making an important decision, so roles less focused on people's feelings within an organisation should appeal more. In fact, you'd prefer those where you can decide things without involving as many people as possible. **This is your least dominant scale**

The Visionary



STRONG INTEREST

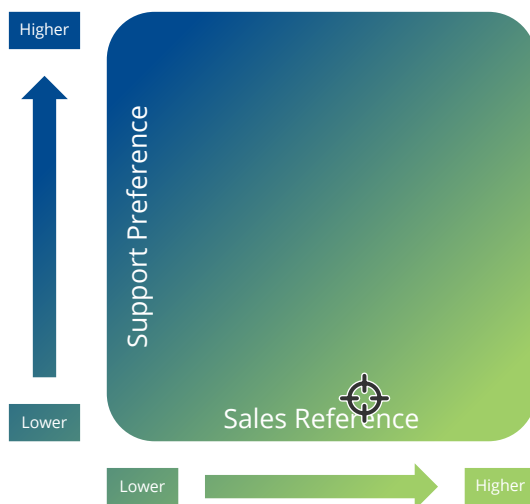
You are likely to want to take on leadership roles where your ideas are seen as challenging and potentially so radical that people are simply swept along; you're a visionary of real intellectual insight. In fact, a lack of opportunity to exercise your ideas could prove frustrating. **This is your most dominant scale**

SALES REPORT

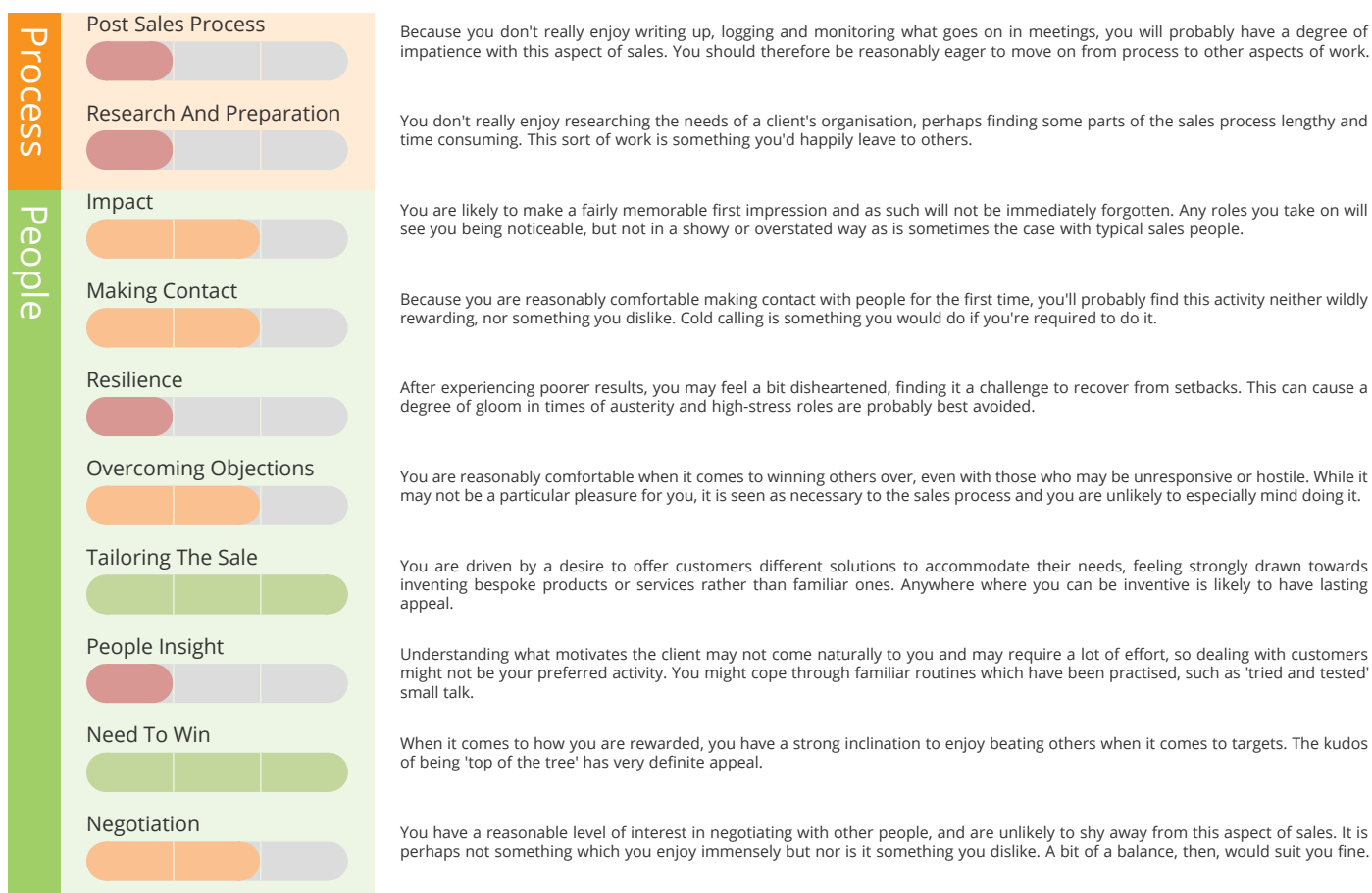
The profile below shows how much you might enjoy specific aspects of sales, both on the process side and, perhaps more obviously, in terms of interaction with people. Different kinds of sales roles will vary in terms of the specific aspects required.

Your Preference

You have some degree of interest in selling, obtaining a degree of satisfaction from mixing with potential clients and from closing a deal. The processes and systems involved in selling, however, are likely to have less appeal and it is likely that you would rather be 'out there doing it' than logging sales activity, completing timesheets or planning follow-ups. That side of things could well be delegated to someone else.



The profile below illustrates the specific aspects of sales one by one, both on the process side and in terms of interaction with people.





The Big Five

Strengths and Development Areas



Some	Neither obsessive about detail nor someone who ignores it completely, you are likely to tolerate, even enjoy, a certain amount of clerical checking, following rules and sticking to procedures. But too much of this and you are likely to get bored.
Strong	You are highly conscientious, detailed, tidy and unlikely to leave loose ends; you would excel in any role which requires commitment and application. Jobs which involve a lot of focus on the task being done, such as de-bugging software or compiling lists of customers should be ones which you would enjoy.
Less	You are less likely to be bothered with the detail and checking (ideally, preferring to leave this to someone else), and may want to avoid the more boring bits of a task. The field of marketing tends to attract people like you.



Some	You, like many people, are neither especially stressed, nor extremely calm, but somewhere in between. Jobs which feature a little bit of pressure are likely to have the most appeal. In fact, a little bit of 'edge' might be just the thing that gets you motivated.
Strong	You are calm and relaxed and like most people prefer the kind of job which does not subject you to elevated levels of stress and pressure. However, within the world of work you are ideally suited to be the person who helps ease tensions during times of difficulty.
Less	You are pretty full-on when it comes to the intensity brought to a task. Used to working under stress, you might even find it difficult to relax when not working. You like - in fact, quite possibly need - a certain amount of pressure to get you going and are at home in unpredictable situations.



Some	You are neither especially talkative nor unusually quiet. The likelihood is that any job where a certain amount of communication is necessary will probably suit you well but having to do presentations all the time would be a bit much. On the other hand, you are unlikely to want to work alone.
Strong	You are communicative (or talkative) and likely to be comfortable in jobs where this is a requirement such as sales, customer care and leadership roles. You might also enjoy performing or something such as training or teaching.
Less	You are one of the quieter people around and might not enjoy too much talking to others. Jobs allowing you to focus on a task without interruption, such as those involving clerical checking, writing code in the IT world or working on detailed research, are likely to appeal. You might not mind others being talkative, but you are less likely to join in.



Some	A little novelty and variety might appeal, as might the odd unusual or innovative way of looking at things, but not too much. An area like marketing or advertising, creative on the one hand but with tight constraints on the other, might be attractive.
Strong	You are always up for trying out something new and full of ideas for how to go about it, motivated by experimentation and variety. Creative jobs in the sciences and arts spring to mind but entrepreneurs are frequently noted for their unconventional approaches. People with this preference can pop up anywhere if it's interesting enough, and this is certainly true of you.
Less	Wacky new ideas do not appeal to you. You would probably be more comfortable in a familiar or procedural role. Fortunately, there are plenty of these about; for example clerical and financial roles, or areas such as law where what has worked successfully in the past is as important as something new.



Some	You would probably describe yourself as 'nice enough but not sentimental, not a soft touch'. Jobs which are a bit too 'warm and fluffy' might not appeal to you for long and may have you searching for something a little more practical and 'real'.
Strong	People with this preference are noted for their warmth and kindness and you are no exception. A role as a carer or something supportive would be a good match. You are likely to feel compromised if your job is not an ethical and morally defensible one. You are happy to help out the people around you.
Less	Definitely not 'warm and fluffy', you know what you want and how to get it. You are very driven - some would even say aggressive - in your pursuit of what you're after. Roles that would suit you include sales (particularly target-driven ones), or certain kinds of supervision and management where you can afford to be a bit 'directive', even a bit ruthless!



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