



# Personality and Motivation Profiler Executive Profile

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# Personality and Motivation Profiler Executive Profile

## Introduction to the PMP Profile

This profile chart provides graphical representations of:

- \* Core personality traits that are relevant to non-managerial roles
- \* Core work values - drivers and inhibitors in relation to role content and organisational context

## Feedback Guidelines

When exploring the profile with the respondent:

- \* Emphasise that PMP is a self-report questionnaire
- \* Remind them it is not about ability - there are no rights or wrongs
- \* Explain that no questionnaire is infallible - it is alright to disagree
- \* Encourage a full, open two-way dialogue
- \* Explain that their responses have been compared with a large sample of similar people



# Personality and Motivation Profiler

## Core Personality Traits

### Response Style

1 2 3 4 5 6 7 8 9 10

<p>Has tended to give responses that are socially acceptable or desirable. Has been less self-critical in self-evaluations. May have oriented responses towards perceptions of job requirements</p>	•	•	•	•	•	◆	•	•	•	•	<p><b>Self-critical</b> Has tended to respond in an open, frank and self-exposing manner. Has probably attempted to present self in a way that is true to life.</p>
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### Interpersonal

1 2 3 4 5 6 7 8 9 10

<p>Prefers working alone. Less likely to seek out company. Avoids social activities. Happy with more solitary tasks. Content with own company.</p>	•	•	•	◆	•	•	•	•	•	•	<p><b>Sociable</b> Outgoing and friendly. Likes being with other people. Prefers to work with people rather than working alone.</p>
<p>Shy and reticent, particularly in unfamiliar social settings. Unable to disguise apprehension in difficult social situations. Reluctant to speak up boldly. Finds social mixing difficult.</p>	•	◆	•	•	•	•	•	•	•	•	<p><b>Confident</b> Projects a confident image in all social situations. Finds it easy to overcome shyness. Mixes well. Eager to speak up and contribute.</p>
<p>May fail to convince others even when right. Avoids pushing ideas on others; agrees to differ. Dislikes selling, persuading or negotiating.</p>	•	•	•	◆	•	•	•	•	•	•	<p><b>Convincing</b> Enjoys trying to influence others. Is persistent and persuasive. Happy selling and negotiating.</p>
<p>More of an individualist than a team player. Tends not to involve self with team activities. Competes with others. Is more interested in personal targets and successes than team effectiveness.</p>	•	•	•	•	◆	•	•	•	•	•	<p><b>Team focused</b> Interested in team activities. Focuses on team success rather than personal success. Prefers interpersonal co-operation to competition. Involves self with other team members.</p>
<p>Stubborn; insists on getting own way. Pursues own goals without compromise. Gets very frustrated if own expectations are not met. Inflexible.</p>	•	•	•	•	•	◆	•	•	•	•	<p><b>Flexible</b> Prefers compromise to conflict. Accepts not having own way. Makes concessions. Flexible in dealings with others.</p>
<p>Less empathetic. May find it difficult to understand others. Can appear less tolerant or sympathetic. Prefers not to involve self in sympathetic. Prefers not to involve self in</p>	•	•	•	•	◆	•	•	•	•	•	<p><b>Empathetic</b> Patient; tolerant of others. Likely to be a good listener. Enjoys helping others. More perceptive about people and their needs.</p>



# Personality and Motivation Profiler

## Core Personality Traits

Task	1	2	3	4	5	6	7	8	9	10	
Accepts existing systems and methods. Does things by the book. Prefers work which is clearly defined and doesn't require a unique or creative approach.	•	•	•	•	•	◆	•	•	•	•	Imaginative Looks at problems in a fresh, unconstrained manner. Avoids preconceptions. Likes tasks for which systems/methods have not yet been established. Enjoys creative innovation.
Waits for things to happen. Reacts to events rather than anticipating them. Doesn't look for things that need to be done. Prefers to be told what to do.	•	•	•	◆	•	•	•	•	•	•	Proactive Spots things that need doing and does them. Doesn't wait for things to happen. Anticipates the future. Looks for work to do.
Disorderly approach to work. Avoids rigid systems. Is unstructured. Crisis driven. Tends not to plan in advance; muddles through. Less inclined to establish priorities.	•	•	•	•	•	◆	•	•	•	•	Systematic Organised, methodical approach to work. Maps out what needs to be done in advance. Uses systems and priorities to structure work. Keeps things orderly.
Loses interest in tasks. Leaves things unfinished. Less concerned about meeting deadlines. Frustrated by routine. Seeks distractions.	•	•	•	•	•	◆	•	•	•	•	Reliable Perseveres with tasks. Sees things through. Conscientious about deadlines. Avoids distractions.
Tends not to check work. Overlooks mistakes and errors. May lose things. Has an untidy approach to work.	•	•	•	•	•	•	◆	•	•	•	Detailed Likes to get the details right. Checks work. Spots errors. Prefers work to be tidy and up to date.

Personal	1	2	3	4	5	6	7	8	9	10	
Easily upset. Takes things personally and finds it hard to ignore criticism. Is concerned about what others think. Is more emotionally affected by events. Strongly moved by feelings. Tends to worry.	•	•	•	◆	•	•	•	•	•	•	Resilient Thick-skinned. Not concerned by what others think. Able to shrug off criticism. Rarely feels strong emotions. Difficult to provoke or upset. Calm and relaxed.
Inclined to be pessimistic; expects things to go wrong. Has a negative approach to work. Tends to see obstacles more easily than opportunities.	•	•	◆	•	•	•	•	•	•	•	Positive Takes an optimistic view. Is positive. Doesn't dwell on problems. Expects things to get better.
May lack energy. Becomes tired more quickly than others. Prefers to take things quietly. Generally less active.	•	•	•	◆	•	•	•	•	•	•	Energetic Has energy. Likes to be active. Becomes restless with nothing to do. Keeps going.



# Personality and Motivation Profiler Core Values

## Work

	1	2	3	4	5	6	7	8	9	10	
Motivated more by process than outcome. Low need for achievement. Able to be contented even when not working towards a particular goal.	•	•	•	•	◆	•	•	•	•	•	Results Motivated by results. Sets goals. Is concerned about outcomes. Likes to aim at targets. Has drive.
Likes things to stay as they are. Prefers the familiar and the predictable. May find change uncomfortable.	•	•	•	•	•	◆	•	•	•	•	Change Looks for new experiences. Values novelty and change. Dislikes the predictable. Comfortable with the unfamiliar.
Unwilling to take on burdensome responsibilities. Would rather share accountability for tasks. May feel more comfortable when somebody else is in charge.	•	•	•	•	•	•	◆	•	•	•	Self-directing Demotivated when not given responsibility for tasks. Likes to have accountability. Takes responsibility for own work. Dislikes close supervision.
More likely to see work as necessary rather than pleasurable. Prefers to have more leisure time. Outside interests are more important than career.	•	•	•	◆	•	•	•	•	•	•	Work Enjoys work. Committed to career. Misses work when away. Sees hard work as character building. Puts career first.
Not interested in money or outward displays of wealth. Places more emphasis on interest or enjoyment at work than on material reward. Doesn't value the pursuit of possessions or comfort. Rejects materialism.	•	•	•	•	•	•	◆	•	•	•	Material Wealth Puts emphasis on material wealth and domestic comfort. Is motivated by financial rewards. May be jealous of those who are better off. Likes spending money.
Prefers co-operation to competition. Is less concerned about making comparisons between self and others. Loses gracefully. Is interested in own standards rather than those of others.	•	•	◆	•	•	•	•	•	•	•	Competition Motivated by competition. Compares own achievements with others. Measures own success on a relative basis. Strongly dislikes losing. May feel envious of others.
Low need for respect/recognition. Relatively indifferent to people's opinions. Doesn't expect thanks for good work. Motivated more by own perceptions of good work than other people's.	•	•	•	•	•	•	◆	•	•	•	Recognition Values respect and praise from others (peers, subordinates, boss). Responds well to judicious praise. Likes to be seen to be good at job. Motivated by pats on the back.