



Managerial and Professional Profiler

Assessment Report

Paul Sample

1 March 2025



Managerial and Professional Profiler

Introduction to the Report

MAPP is a self-report questionnaire designed to measure fundamental characteristics that are important in the occupational setting.

These characteristics fall within three core personality domains and the critical fourth domain of values/motivation:

- **People** - interpersonal style including influencing, leadership, and team membership
- **Task** - approach to work including innovation, problem solving, planning and decision making
- **Feelings** - emotional self-assurance, resilience and handling stress
- **Values** - drivers and inhibitors in relation to achievement, benevolence, openness to change, security

This report is based solely on the respondent's answers to the MAPP questions. The statements in this report are included on the basis that they are generally true for someone who has given similar answers to this respondent but CANNOT be guaranteed to be accurate in every detail. No questionnaire is infallible. Although the results are generally very reliable, either the respondent or the assessor may disagree with some of the following descriptions.

When using this report you should also remember that the questionnaire is a self-report instrument and therefore provides an indication of how the respondent perceives their own personality and values. The questionnaire has been developed to highlight typical behaviours and preferences but does not provide measures of ability. Furthermore, there are no rights or wrongs in personality. Different profiles can be linked with success and job satisfaction in particular occupational roles, but there is no such thing as a profile that is generally good or generally bad.

The scores which are indicated graphically in this report, and the statements derived from these scores, are based on comparisons of results with a very large international sample of managers and professionals (NOT the general population).

The report contains:

Section One – Executive Summary

- A graphical summary of predictions against core management competencies
- Expert interview questions exploring potential strengths and limitations

Section Two – Full Narrative Report

- A full narrative describing core interpersonal, emotional and task related personality traits
- Descriptions of core values - motivators/drivers and dissatisfiers/inhibitors

Section Three – Relationship with Theoretical Models of Personality

- Big Five Factor Model description
- Personality Type description



Managerial and Professional Profiler

Core Competencies

Leading

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Influencing

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Team playing

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Innovating

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Analysing

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Planning

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Delivering

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Adapting

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Resilient

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10



Managerial and Professional Profiler

Core Competencies – Interview Exploration

PEOPLE COMPETENCIES – LEADING, INFLUENCING, TEAM PLAYING

POSSIBLE STRENGTHS

Balance of candour and diplomacy. Sometimes frank about own views but tactful or calculating on other occasions.

Q. When are you most likely to speak frankly and openly?

Q. Please tell me about a situation where you have had to use tact and diplomacy?

May compromise on some issues to reach a consensus, but will stand ground on important issues even at the risk of confrontation.

Q. When are you most likely to dig your heels in at work?

Q. Tell me about a recent situation where you have had to make concessions?

Enjoys company of others sometimes but also happy to spend some alone. Not overly dependent on social contact.

Q. To what extent do you look for social contact at work?

Q. When are you more likely to prefer to work on your own?

Moderately approachable and caring but not highly affectionate.

Q. In what ways would your colleagues describe you as approachable?

Q. How far do you involve yourself in personal problems at work?

POSSIBLE LIMITATIONS

Submissive and unassertive. Uncomfortable in a leadership role.

Q. To what extent do you enjoy taking charge of people and situations?

Q. Under what circumstances do you prefer to let others take control?

Uninterested in people's feelings and motivations. Less perceptive.

Q. How much of your time do you devote to trying to fathom out people's underlying motives?

Q. Tell me about a situation where you have had to motivate someone to do a task they are unhappy about?

Shy and reticent. May find it difficult to mix socially. Less inclined to contribute views.

Q. What sort of social situations do you find most challenging?

Q. When are you most likely to contribute your views in meetings?

Uncomfortable when negotiating or selling. May find it difficult to convince others. Dislikes pressing views home. Agrees to differ.

Q. Please describe a recent negotiation you were involved in. What did you do?

Q. To what extent do you like to persist in getting your views across?



Managerial and Professional Profiler

Core Competencies – Interview Exploration

Interview evidence – People – Positive Indicators

Interview evidence – People – Negative Indicators



Managerial and Professional Profiler

Core Competencies – Interview Exploration

TASK COMPETENCIES – INNOVATING, ANALYSING, PLANNING, DELIVERING

POSSIBLE STRENGTHS

Moderately systematic, organised and methodical style of task management.

Q. Can you tell me something about a recent project or task that you had to manage? How did you go about it?

Q. Under what circumstances do you prefer to operate in a less planned, more spontaneous way?

Style of task management balanced between operational and strategic.

Q. To what extent would you describe yourself as a strategic thinker?

Q. When do you focus more on practical as opposed to theoretical considerations?

Reasonably conscientious and disciplined approach to implementation and task completion.

Q. Tell me about a recent situation where you missed a deadline?

Q. What strategies do you adopt to avoid distractions at work?

Avoids rushing into decisions. Less impulsive. Avoids risk.

Q. What is the most risky decision you have taken recently?

Q. Tell me a little about how you typically set about making a decision?

Will take account of hard data as well as experience. Can balance analysis with a more intuitive style.

Q. To what extent do you like to immerse yourself in hard data when resolving problems?

Q. When are you more likely to reflect on your feelings and experience when faced with a problem?

Reasonably creative and free-thinking, but also prepared to accept existing methods and practices. Balance of acceptance of rules/systems and willingness to innovate.

Q. Please tell me about an idea you have come up with which you felt was a somewhat novel solution to a problem?

Q. When are you most likely to stick with tried and trusted ways at work?

POSSIBLE LIMITATIONS

Slow to arrive at decisions. Dislikes thinking on feet. Prefers to ponder at length. Misses opportunities.

Q. Tell me something about how you typically like to make decisions?

Q. Please describe a situation where you may have pondered overlong before reaching a decision?



Managerial and Professional Profiler

Core Competencies – Interview Exploration

Interview evidence – Task – Positive Indicators

Interview evidence – Task – Negative Indicators



Managerial and Professional Profiler

Core Competencies – Interview Exploration

SELF COMPETENCIES – ADAPTING, RESILIENT

POSSIBLE STRENGTHS

Derives satisfaction from both the process and the outcomes of job. Does not always need a particular goal.

Q. What do you find most satisfying when you are working towards a specific goal?

Q. Tell me about your feelings when there is no obvious result to be achieved from a particular task?

Keeps thoughts and feelings to self. Avoids outbursts.

Q. If you are feeling stressed, how do you react?

Q. When have you openly displayed strong emotions?

POSSIBLE LIMITATIONS

Has low self-esteem. May need others to provide reassurance and frequent encouragement. Feels inferior.

Q. What are the kinds of things that make you feel good about yourself?

Q. When have you felt you needed others to encourage you to perform at your best?

Tense and anxious. Worries about work. Finds it difficult to relax.

Q. To what extent are you able to forget about work in your free time?

Q. What do you find most stressful about your current/previous job?



Managerial and Professional Profiler

Core Competencies – Interview Exploration

Interview evidence – Self – Positive Indicators

Interview evidence – Self – Negative Indicators



Managerial and Professional Profiler

Core Personality Traits - People

Assertive									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Uncompromising									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Paul typically avoids assuming a commanding role, finding little satisfaction in the responsibility of organising others or issuing directives. Rather than seeking out positions of authority, he feels more comfortable within the framework of a team, perceiving himself primarily as a team member rather than a natural leader. For Paul, leadership is not a role that comes easily or naturally, and he does not feel the urge to step forward and take control in most situations.

Instead, he prefers to allow others to take charge, feeling that they may be better suited to such roles. Paul does not seek to dominate situations or impose his will upon others. In fact, he is generally content with others leading, provided that the team works together cohesively and respectfully. When faced with group dynamics, he is more inclined to contribute in a supportive, collaborative manner rather than assertive leadership. This allows him to focus on the tasks at hand and participate in the group's efforts without the pressure of directing others.

While Paul may occasionally find himself in situations where no one else steps up to assume leadership, he is unlikely to force himself into the role unless absolutely necessary. Even in such instances, he may take a more passive approach, guiding or encouraging others when required, but not with the intention of dominating or controlling the situation. He is driven more by the desire to work harmoniously within the group rather than by a need to be at the forefront of decision-making.

In essence, Paul is happiest when operating as part of a team where the emphasis is on collaboration and mutual support. While he is capable of taking on responsibility when needed, he prefers to avoid the pressures of leadership and is content with allowing others to take the lead, trusting that their guidance will be in the best interest of the group. This approach underscores his preference for collective effort over individual authority, with the well-being of the team being his primary concern.

aPaul is a Participative leader with low situational flexibility, meaning he is more people-oriented than task-oriented in his leadership style, viewing "achievement through others" as the most effective route to task success. His primary concerns in managing others are likely to be the well-being, motivation, and commitment of his team. He will typically involve colleagues and subordinates in planning and decision-making, not only on a consultative basis but often in a fully democratic manner, allowing himself to be influenced by others, even if the consensus view is not entirely aligned with his own. He will favour a friendly, cohesive, and cooperative working environment, avoiding autocracy and deliberately minimising differences in authority or status.



Managerial and Professional Profiler

Core Personality Traits - People

His lower-than-average situational flexibility suggests that he will be consistent in this style of leadership, applying the same approach in most management contexts and rarely adjusting his style to the characteristics of subordinates (or team colleagues) or to other situational factors.



Managerial and Professional Profiler

Core Personality Traits - People

Confident

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Convincing

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Paul is rather shy and more reticent than most when it comes to meeting new people. He probably experiences a degree of apprehension before meetings or other social occasions, especially if these involve unfamiliar faces. The thought of having to interact with strangers or engage in unfamiliar social dynamics tends to make him uneasy. Contributing his views in front of strangers isn't something he particularly enjoys, and he might prefer not to be at the centre of attention, as the idea of being observed or scrutinised makes him feel uncomfortable. In group settings, Paul is more likely to hang back, opting to listen and observe rather than actively participating in the conversation.

Paul is also slightly less comfortable than many when it comes to selling ideas or influencing people in other ways. The pressure to persuade others or assert a point of view can leave him feeling anxious and unsure. While he may not always agree to differ, he is unlikely to persist with arguments in the face of strong opposition. Rather than pushing his ideas forward, Paul tends to retreat in the face of resistance, preferring to avoid conflict rather than engage in a drawn-out debate. This tendency to shy away from confrontation can make it difficult for him to assert his stance in situations where others might be more vocal or forceful.

Being fairly reticent in general, he likely displays a more hesitant style during day-to-day negotiations, which can be mistaken for indecisiveness. Whether it is a casual conversation, or a more formal business exchange, Paul tends to approach interactions with caution, choosing words carefully and often hesitating before expressing his thoughts. This reticence can make him appear more hesitant and less assertive in his interactions, as he might struggle to find the confidence to speak up or take the lead. As a result, others may sometimes perceive him as reserved or even unsure of his position, when in reality he simply prefers to avoid the spotlight and is more comfortable when not pressured to engage forcefully in conversation or persuasion.



Managerial and Professional Profiler

Core Personality Traits - People

Perceptive									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Candid									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Paul tends to focus more on what people do than on why they do it. He is primarily concerned with actions and results, paying less attention than most to the underlying emotions, feelings, or motivations that drive those actions. While others might delve into the intricacies of human behaviour, seeking to understand the psychological or emotional reasons behind actions, Paul takes a more straightforward approach, preferring to deal with the observable facts and outcomes. This perspective often leads him to dismiss or overlook the subtle cues and signals that others may use to communicate their true feelings or intentions.

In social or professional interactions, he may struggle to fully grasp the deeper layers of meaning behind people's behaviour, finding it difficult to interpret why someone has acted in a certain way. For example, if someone behaves in a manner that seems illogical or contradictory to his understanding, he may have trouble relating to the reasoning behind it. He may interpret actions at face value, without the extra consideration of what might be influencing the person's behaviour on a deeper, emotional level.

This inclination to focus on actions rather than motives stems from Paul's belief that it is more productive to concentrate on tangible outcomes than to engage in speculation or analysis of underlying feelings. He likely feels that examining the reasons behind every action is a time-consuming exercise that detracts from achieving goals or making practical decisions. As such, he is more interested in what can be observed, measured, and acted upon, rather than delving into the complexities of human emotion or psychology.

In certain circumstances, this approach might cause Paul to miss certain social or emotional nuances, especially when dealing with people who are more attuned to the subtleties of human behaviour. He is not particularly sensitive to the unspoken dynamics in a conversation or interaction, which can sometimes lead to misunderstandings. While others might pick up on a shift in tone or body language, Paul may simply focus on the words spoken or the visible actions taken, without considering the deeper emotional currents.

Despite this, Paul is not indifferent to people's feelings; rather, he places a higher value on practical outcomes and direct action. He likely believes that understanding someone's behaviour is secondary to addressing the issue at hand and that solving problems is better achieved by focusing on what can be done in the present moment.

Paul's primary team role is Team Worker. As a Team Worker, he excels at creating and maintaining a harmonious and supportive atmosphere within the team. He is deeply sociable and caring, with a natural inclination towards ensuring that relationships between group members remain positive and productive. Paul is genuinely invested in the well-being



Managerial and Professional Profiler

Core Personality Traits - People

of others, and this sense of empathy allows him to foster an environment where cooperation and mutual respect are prioritised.

While Paul is not typically assertive or domineering, he is highly perceptive when it comes to understanding the dynamics and behaviours of those around him. He has an acute awareness of the emotional undercurrents within the team and can often sense when tensions are rising or when individuals are feeling uneasy. This sensitivity allows Paul to step in and offer support or mediate when conflicts arise. Rather than imposing solutions or taking control, he prefers to approach sensitive situations with diplomacy, using his natural empathy and understanding to defuse difficult moments. Paul may employ humour or carefully chosen remarks to lighten the mood and guide the team back to a place of calm and cooperation.

A key strength of Paul as a Team Worker is his ability to build and maintain strong relationships across the group. He has a gift for making others feel heard, valued, and understood, which fosters a collaborative spirit within the team. Although Paul may not always be the most competitive or goal-driven member of the team, he plays a vital role in ensuring that all members are working together effectively towards shared objectives. He is likely to place a high value on cooperation over competition, preferring to achieve success through mutual effort rather than individual accolades or rivalry.

In the face of conflict, Paul's ability to manage situations with grace and tact is especially important. Rather than escalating disagreements, he will seek to understand all perspectives and work towards compromise. This makes Paul a valuable asset when the team encounters disagreements or interpersonal challenges. He can navigate these situations without creating further tension, allowing the team to maintain its focus and unity.

While Paul may not be as assertive or outspoken as some other team members, this does not mean that he is passive or lacks influence. In fact, he often uses his quieter, more subtle approach to guide the team through delicate situations and ensure that everyone feels included and respected. Paul's strength lies in creating an environment where people are encouraged to collaborate, where differences are acknowledged but not allowed to divide the group.



Managerial and Professional Profiler

Core Personality Traits - People

Affectionate

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Sociable

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Paul likes to have some social contact at work but probably prefers an environment that strikes a balance between having company and opportunities for more solitary activities. He is not one to shy away from people and can comfortably engage in discussions or casual interactions when needed, yet he also values time spent on his own. He enjoys having moments of solitude to focus on tasks or reflect but is equally comfortable being part of a team when required.

He is a moderately warm and approachable person, showing affection or sympathy for colleagues when the situation arises. While he is not overly demonstrative, he is capable of offering support or empathy in a genuine way, though not to the extent that he is always a ready listener or a "shoulder to cry on." He recognises the importance of connection with others but does not feel compelled to be constantly involved in others' emotional challenges. When it comes to more personal issues or problems at work, he may prefer to maintain a degree of distance, offering assistance when he feels it is appropriate, but avoiding becoming overly involved.

On occasion, he might appear to distance himself somewhat and not engage deeply with others' problems, particularly if he feels that the situation does not warrant his attention or intervention. While he is certainly not cold or indifferent, he is mindful of where to draw the line, balancing personal involvement with the need for professional boundaries.

Overall, Paul enjoys having social contact at work but values time for himself. He is a balanced individual, recognising when social interaction is necessary and when it is best to take a step back. While moderately warm and approachable, he can also maintain emotional boundaries, offering affection and sympathy when it is needed but avoiding excessive emotional involvement in others' personal issues.



Managerial and Professional Profiler

Core Personality Traits - Task

Strategic									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Free-thinking									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Paul demonstrates a highly balanced approach to task management, skilfully blending both operational and strategic styles. His method is adaptable and flexible, allowing him to adjust his approach depending on the specific requirements of each situation, rather than being strictly driven by any one personality trait or predefined style. This makes him versatile in different work contexts, as he can navigate both immediate, practical tasks and more complex, long-term considerations with equal ease.

Paul has a moderate tolerance for working within the constraints of rules, systems, and routines, appreciating structure and clarity. However, he is also capable of stepping outside of these confines when the need arises, demonstrating a creative and unconstrained thinking style. When faced with challenges that demand new solutions, he is able to tap into his innovative capabilities and think beyond established methods. This balance between structure and creativity enables him to function effectively in environments that require both stability and the occasional spark of originality.

In terms of work roles, Paul is likely to thrive in positions that offer a balanced mix of responsibilities. He flourishes when given the opportunity to apply existing systems and methodologies, while also being allowed the freedom to explore and develop original approaches. He is driven by the possibility of continuous improvement and enjoys contributing to projects where there is space for both practical execution and strategic foresight.

Moreover, he is particularly adept at managing short-term, practical objectives while keeping an eye on long-term strategic considerations. This ability to switch between immediate tasks and overarching goals allows him to maintain focus on the present while making sure that future implications are always in mind. Whether dealing with routine tasks or taking on complex challenges, Paul consistently demonstrates a well-rounded approach that integrates the best of both operational and strategic thinking.



Managerial and Professional Profiler

Core Personality Traits - Task

Intuitive									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Cautious									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Paul tends to avoid making quick decisions, preferring instead to engage in careful contemplation and reflection before arriving at a conclusion. He values a thoughtful, measured approach and is more inclined to deliberate at length over the available information, ensuring that his choices are well-considered. This reflective decision-making style reflects his desire to avoid impulsive actions and ensure that any conclusions drawn are grounded in thorough consideration.

When it comes to tasks, he brings a balanced style of thinking, sometimes adopting an objective, logical approach, but at other times allowing himself to be influenced by intuitive, gut feelings. While his reasoning is often clear and structured, he recognises the value of instinctive impressions in guiding decisions. This ability to combine both analytical thinking and intuitive insights allows Paul to navigate complex situations with flexibility and awareness.

In analysing problems, his focus tends to be on hard, factual information. However, his approach may not always involve rigorous scientific scrutiny or critical evaluation of every detail. Instead, Paul will sift through the facts in a manner that aligns with his preference for thorough yet thoughtful analysis. This process can sometimes be quite protracted, as he takes time to ensure all relevant perspectives are considered before reaching a final decision. This careful approach allows him to minimise risk and make informed choices based on the best available information.

He generally feels more at ease in environments where there is room for unhurried contemplation, rather than in high-pressure situations where immediate decisions are necessary. His preference for taking time to reflect means that roles which demand quick thinking or fast-paced decision-making may feel less natural for him. Instead, Paul is most comfortable in roles that allow for a more measured pace, where he can dedicate the time his analysis requires to reach well-rounded conclusions.



Managerial and Professional Profiler

Core Personality Traits - Task

Systematic									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Distractable									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Paul displays a balanced approach to task management, neither overly disorderly nor excessively systematic. He is likely to plan and prioritise tasks to some extent, which introduces a degree of structure to his work. However, he does not always feel the need to consider every possible contingency in advance. While he may ensure that essential aspects of a task are planned out, he prefers to maintain a level of flexibility, allowing things to unfold and evolve as needed.

Although he can be reasonably organised and methodical in his approach, he is probably not regarded as particularly tidy or meticulously ordered in his work habits. His workspace or processes may not always reflect the highest level of structure, and at times, he may find that unanticipated problems emerge at the last minute. This can create a sense of urgency, requiring him to address challenges as they arise, even if they were not originally foreseen.

Nevertheless, this more spontaneous approach is offset by Paul's moderately conscientious attitude toward task completion. Despite the occasional lack of structure, Paul is likely to demonstrate a reasonable level of discipline in seeing tasks through to their conclusion. He has a strong internal drive to complete what he starts, even if the process is not always as methodical as others might prefer. However, he may become disengaged or lose interest if the task becomes particularly monotonous, tedious, or repetitive. In such situations, the natural drive to finish may weaken, and maintaining focus could become more challenging for him.

While Paul is not easily distracted by external factors, he may succumb to distractions if he feels unusually bored or disengaged with his work. This is particularly true if the task at hand lacks variety or stimulation, leading him to seek other sources of engagement or interest. He may find it difficult to concentrate or maintain momentum in situations where the work is overly repetitive or lacks intrinsic appeal.



Managerial and Professional Profiler

Core Personality Traits – Feelings

Self-assured

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Anxious

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Sensitive

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Expressive

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Paul sometimes experiences self-doubts, and this internal struggle significantly impacts his sense of self-worth. Inwardly, he has lower than typical self-esteem and often lacks confidence in his own abilities. This diminished self-assurance can lead to a persistent sense of inferiority, where Paul frequently questions his own capacity to succeed or meet expectations. On certain occasions, he may feel the need for external persuasion and encouragement from others before taking on challenging tasks or stepping outside of his comfort zone. This dependency on external validation highlights the underlying insecurity Paul feels in relation to his own potential, which sometimes leaves him hesitant to pursue opportunities that may lead to growth or achievement.

Paul's internal perception of his worth is often underestimated. He tends to be highly self-critical, dismissing or undervaluing any positive feedback or recognition he receives. Instead, he is more inclined to accept at an emotional level any suggestions or information that reinforces negative beliefs about his abilities. He may reject evidence to the contrary, further entrenching his doubts. This pattern of selective acceptance of negative feedback and rejection of positive reinforcement contributes to Paul's ongoing struggle with self-esteem, making it difficult for him to internalise a healthier, more accurate sense of self-worth.

Interestingly, while Paul's low self-assurance persists, it is closely linked to higher-than-typical levels of anxiety. The anxiety does not stem solely from external pressures but arises internally, creating a state of chronic internal tension. Even when things are going well, Paul tends to maintain a sense of unease, which can leave him feeling perpetually on edge. This constant internal tension means that, although he may not be visibly stressed, he often experiences a heightened level of mental and emotional activity that prevents him from truly relaxing.

The anxiety Paul experiences is particularly pronounced in relation to work. He frequently worries about tasks, responsibilities, and outcomes, even when these concerns may not be immediately justified. This tendency to overthink can make it challenging for Paul to switch off at the end of the day or during moments that should allow for



Managerial and Professional Profiler

Core Personality Traits – Feelings

relaxation and recovery. The inability to fully disconnect from work-related thoughts means that he may find it hard to enjoy personal downtime or unwind, which in turn perpetuates feelings of being constantly "on alert" or "on edge."

This kind of anxiety, while sometimes serving as a source of motivation, can also become a hindrance. On the positive side, it drives Paul to be diligent, proactive, and detail-oriented, pushing him to work harder and perform better than might be expected. However, the downside is that it leaves him with a higher susceptibility to stress. The ongoing internal tension and inability to manage anxiety effectively mean that Paul is often at risk of feeling overwhelmed, even when external circumstances do not warrant such a response. This heightened susceptibility to stress can lead to burnout, especially if he continues to push through without taking time to address the emotional strain.

Paul is emotionally balanced, exhibiting a moderate degree of emotional sensitivity that keeps him from being either overly thick-skinned or excessively reactive. While he demonstrates resilience in the face of challenges, he is not impervious to emotional responses. Like most people, he can feel upset or hurt when faced with criticism or unfavourable circumstances, especially when his personal values or capabilities are questioned. Similarly, in particularly trying situations, he may experience feelings of anger, frustration, or disappointment. However, these emotional responses tend to be contained and controlled, rather than allowing them to erupt unchecked.

On the rare occasions when he does feel inwardly emotional—whether in reaction to criticism, feelings of injustice, or unmet expectations—he is unlikely to openly express his emotions. Paul prefers to maintain a sense of emotional poise and restraint, refraining from voicing his feelings or demonstrating his internal turmoil. Rather than expressing anger or frustration outwardly, he typically keeps his emotions internalised, and remains composed even in the face of strong emotional reactions. This emotional control means that Paul does not often feel the need to "let off steam" or share his frustrations with others, even when faced with situations that might provoke such an urge in others.

This tendency to maintain emotional silence serves several key advantages. Those who interact with Paul are likely to perceive him as emotionally stable, reliable, and resilient. His composed nature creates an impression of someone who is steadfast in the face of pressure or adversity, making him an invaluable presence in situations that require calm, rational decision-making. People are unlikely to witness any signs of emotional volatility or instability in Paul, which allows him to maintain an aura of professionalism and emotional steadiness, even when the circumstances would be expected to trigger emotional reactions in others.

However, this emotional inscrutability can also create some challenges. While Paul's emotional silence may be seen as a strength, it can make him difficult to relate to, particularly for individuals who place value on open emotional expression and who prefer to discuss and share their feelings freely. For those who expect or value emotional transparency, Paul's tendency to keep his emotional state private can create a sense of distance or emotional unavailability. This perceived emotional distance might cause others to feel uncertain or disconnected, as they may find it difficult to gauge how Paul truly feels about certain matters.



Managerial and Professional Profiler

Core Values – Self-enhancement

Results

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Competition

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Personal authority

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Responsibility

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Work

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

He places a high value on co-operation rather than competition, believing that true success is best achieved through mutual support and collective effort. For Paul, the satisfaction of working together towards a shared goal is far more rewarding than the pursuit of individual accolades or outperforming others. He is much more focused on meeting his own standards of excellence and personal growth, rather than measuring success by comparison to the achievements of peers. This intrinsic motivation drives him to set his own benchmarks and work diligently towards them, with a sense of purpose that is independent of external recognition or competition.

Relative achievement, or being better than others, holds little appeal for Paul. The idea of ranking or competing for superiority is not something that resonates with him. Instead, he is more interested in making meaningful contributions, achieving personal goals, and seeing tangible progress in his own development. For Paul, success is defined by personal fulfilment, mastery, and the satisfaction of knowing that he has worked diligently towards his own ideals, rather than by how he measures up to the achievements of others.

This mindset makes Paul less suited to environments that heavily stimulate and encourage competition among employees. In such settings, where individual success is prioritised over collective achievement, he may feel disconnected or demotivated. The pressure to outperform colleagues and be constantly compared to others can create an atmosphere of rivalry, which is not conducive to the collaborative spirit that he values. He may struggle to thrive in cultures that focus on competition, as it undermines his natural inclination to work together as a team and achieve common goals.

Instead, Paul is far better suited to work environments where collaboration, teamwork, and collective success are prioritised. He thrives when working alongside others who share a commitment to achieving shared objectives, where



Managerial and Professional Profiler

Core Values – Self-enhancement

success is seen as a result of the combined efforts of the group. For him, the satisfaction of contributing to a team effort, where each member plays a vital role in reaching a common goal, is far more fulfilling than any individual achievement.

In such collaborative environments, Paul can flourish, bringing his skills, insights, and work ethic to the table in a way that complements the strengths of others. He is likely to be an excellent team player, providing support and encouragement to colleagues, and fostering a sense of unity and shared purpose within the group. His approach promotes a positive, cooperative work culture, where everyone's contributions are valued, and the focus is on achieving success together.

Paul's motivation is balanced between process and outcome, with neither element taking priority over the other. He possesses a typical level of need for achievement, driven by both the intrinsic satisfaction derived from the work itself and the desire for tangible results. While he is motivated by the end goals, he does not rely solely on these results to sustain enthusiasm or engagement in his work. Paul can find purpose and satisfaction in the process of work, even in the absence of immediate or obvious outcomes, and remains focused on the quality of the work regardless of whether the results are readily apparent.

He takes a holistic approach to tasks, valuing the journey of completing them as much as the final result. For Paul, both approach and outcome matter, but neither is emphasised at the expense of the other. He seeks to strike a balance between the two, ensuring that the methods used to achieve goals are just as important as the achievements themselves. This balanced perspective allows Paul to remain engaged and productive, as he is equally invested in refining techniques and ensuring a well-executed approach, as well as in reaching the goals set before him.

In terms of achievement, Paul has a typical need for success but does not require constant reinforcement from external sources in the form of immediate or tangible results to maintain enthusiasm. While the sense of accomplishment from seeing measurable progress is important to him, it is not the only factor that drives Paul. He is capable of remaining motivated and focused even when results are slow to materialise, as he derives satisfaction from the process and from the effort involved. This makes Paul resilient in the face of setbacks, able to continue working with dedication, regardless of whether immediate success is apparent.

While Paul is attentive to the results of his work, concerns regarding approach, methodology, and process are not overshadowed by bottom-line considerations. He understands the importance of outcomes but is equally aware that achieving those outcomes is just as dependent on how work is approached and executed. Paul values a well-thought-out strategy, ensuring that tasks are completed in an efficient and effective manner, without sacrificing the integrity of the process for the sake of quick results. This approach allows Paul to maintain a high level of quality in all that he does, fostering both sustainable success and continuous improvement.

In a professional context, Paul thrives in environments where there is a clear focus on both achieving results and maintaining a strong, efficient approach. He is well-suited to roles where the process of getting things done is as important as the end result, and where there is room for flexibility and creativity in how tasks are carried out. Paul is likely to excel in situations where he is given the freedom to innovate and refine methods, while still keeping an eye on the final goals to be achieved.



Managerial and Professional Profiler

Core Values – Self-enhancement

In leadership roles, Paul may favour a balanced approach to managing teams, where both the process of collaboration and the achievement of team goals are valued equally. He would encourage his team to focus not only on the desired outcomes but also on the approach, methodology, and teamwork that will help achieve those results. This balanced focus can lead to an environment where success is sustainable and the work is satisfying, not just for the results but for the process of achieving them.

Paul holds a distinctly negative view of personal authority, which shapes his approach to both leadership and being led. He tends not to use his own status or position of power to influence or control people, as he believes that true leadership comes from collaboration, respect, and shared purpose, rather than from hierarchical position. The notion of exerting control over others by virtue of one's title or role is something he finds uncomfortable and counterproductive. Instead of adopting a top-down, authoritative approach, Paul values democratic decision-making, where input is gathered from all parties involved and consensus is the ultimate goal. This approach not only makes him feel more engaged and respected but also aligns with his core belief that the best decisions come from the collective wisdom of the team rather than being dictated from above.

As a result, Paul is much better suited to working within participative management environments that promote equality, inclusion, and open dialogue. In such settings, where decisions are made collaboratively and everyone's opinion is valued, he thrives. In contrast, he is far less suited to autocratic or hierarchical management structures, where authority is concentrated at the top, and directives flow downward without input or consultation from those affected. For Paul, these kinds of environments are stifling, as they suppress the autonomy and shared responsibility that he values so highly.

He feels strongly that authority figures should be open to feedback and willing to engage in meaningful conversations about the direction of the team or organisation. Paul will always seek the freedom to question authority, as it aligns with his belief in critical thinking and the continuous improvement of processes. This does not stem from a rebellious or defiant nature, but rather from a commitment to fairness and transparency. He believes that no one should hold unquestioned power and that it is essential for those in positions of authority to be open to challenge, as it encourages growth and fosters an atmosphere of trust.

In turn, Paul is likely to feel comfortable with having his own opinions and plans questioned by subordinates or colleagues. He does not view such challenges as threats but as opportunities to learn, adapt, and refine his ideas. This open-mindedness and tolerance are key to his leadership style, as it ensures that decisions are made based on the best available information and insights, rather than being anchored in rigid or outdated viewpoints. Paul respects the autonomy and intelligence of others, and values environments where these qualities are recognised and nurtured.

Paul will thrive in environments where authority is distributed more equally, where power is used to empower others rather than to control them, and where collaboration is at the heart of decision-making. In these contexts, he feels most comfortable, as they align with his personal values of fairness, respect, and inclusivity. The freedom to challenge ideas and engage in open dialogue about decisions ensures that the workplace remains dynamic, innovative, and conducive to collective success. For Paul, it is the spirit of cooperation and mutual respect, rather than the assertion of authority, that leads to the most fulfilling and effective outcomes.



Managerial and Professional Profiler

Core Values – Self-enhancement

Paul is not at all attracted by responsibility as a motivator. While he is perfectly capable of taking responsibility when necessary, he does not seek out leadership roles or the pressure that comes with them. Rather, he is much more comfortable working on tasks where others take the lead, allowing him to contribute without the added weight of ultimate accountability. He is content in a supportive or collaborative role, where his focus can remain on the task at hand rather than being drawn into the broader concerns of leadership and decision-making.

He is also quite happy to share accountability for outcomes, especially when these fall within his direct remit. While he appreciates having a clear role and responsibilities, his sense of satisfaction comes more from contributing to a collective effort rather than from the notion of individual responsibility for an entire project or outcome. This means that Paul is most comfortable when working as part of a team, where responsibilities are shared, and no single person bears the full weight of success or failure.

However, Paul may feel uncomfortable with the pressures of burdensome responsibilities and may actively prefer that someone else is ultimately answerable for larger, more complex decisions. The idea of being solely accountable for significant outcomes could create feelings of stress or discomfort, as he tends to value collaboration and a more evenly distributed approach to responsibility. While he will rise to the occasion when required, he may prefer to work in environments where there is a clear division of responsibility, and where his role allows for more focus on execution rather than oversight.

In situations where he is expected to take on substantial responsibility, Paul might experience a level of reluctance or hesitation. The pressure of making high-stakes decisions or managing the outcomes of complex projects may feel overwhelming to him. Instead, he is likely to thrive in environments where responsibility is shared among team members, or where someone else is ultimately accountable for larger outcomes, allowing him to contribute meaningfully without bearing the full weight of decision-making.

This preference for a less responsibility-heavy role indicates that Paul is likely best suited to environments that value teamwork, collaboration, and shared accountability over individual leadership and responsibility. In such settings, he can make the most of his talents, contributing effectively to the overall success of the team without the pressures of solitary responsibility weighing heavily on him.

Paul attaches a moderate but not excessive significance to the work ethic. He recognises the importance of maintaining a strong commitment to his career and fulfilling professional obligations, but he does not allow work to become the central focus of his life. While Paul is likely to identify with his job and employer to some extent, this identification is balanced by his broader values and priorities, which include non-work-related aspects of life.

For Paul, a healthy work ethic means performing well, being responsible, and contributing to organisational goals, but without allowing work to dominate or override other important facets of life. He understands the need to be diligent and to meet professional expectations, but he is equally committed to maintaining personal time for family, hobbies, and leisure pursuits. His overall approach is one of balance, where work is seen as an important part of life, but not the defining element.

In professional settings, Paul is likely to be reliable, conscientious, and willing to take on responsibilities. However, he may not feel the need to go above and beyond if it comes at the cost of personal time or well-being. He values work that



Managerial and Professional Profiler

Core Values – Self-enhancement

is meaningful and allows for personal growth but does not place undue importance on career advancement or achieving high levels of professional recognition at the expense of other life goals.

This moderate approach to work suggests that Paul is able to focus on achieving results without becoming overly consumed by professional aspirations. He is likely to perform well in roles that respect work-life balance, allowing him to pursue both personal and professional objectives without feeling overly pressured or burdened.

Note for assessors: Self-enhancement values are associated with achievement and power. Lower scores on the above scales are associated more closely with the next section - Self-transcendence.



Managerial and Professional Profiler

Core Values – Self-transcendence

Altruism									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Intimacy									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Levity									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Paul has a fairly strong inclination towards altruism, and he believes that the welfare of the individual should be a collective responsibility. For Paul, the well-being of others is not just an individual matter, but something that requires collective effort and support. He values environments where mutual care and responsibility are prioritised, and this belief significantly shapes his perspective on work and relationships. He is driven by the idea that contributing to the welfare of others is both a moral obligation and a source of fulfilment.

He feels genuinely rewarded by performing work that has a direct benefit to other people, particularly when these people are perceived as being in need or deserving of support. Whether it's helping vulnerable individuals, making a positive impact on a community, or contributing to social good, Paul derives great satisfaction from knowing that his efforts contribute meaningfully to others' lives. If his work does not have a clear, visible benefit to others, he may begin to question the purpose of what he is doing. He could start to feel that the work is rather pointless or disconnected from any meaningful outcome, leading to a sense of dissatisfaction. In such cases, he may feel inclined to seek out a new role or career path that aligns more closely with his values and provides a greater sense of purpose.

He may be prepared to make personal sacrifices in terms of other work-related rewards, such as financial gain, career advancement, or personal comfort, in order to engage in work that has some altruistic value. For Paul, the sense of purpose and the knowledge that one's actions are helping others can outweigh the traditional markers of success. He would be willing to forgo other benefits—whether they are related to pay, status, or even professional growth—if the work fulfils the deeper need to contribute to the well-being of others. This readiness to make personal sacrifices indicates a strong alignment with values centred on collective good and social responsibility.

Paul has a moderate or unremarkable value for intimacy, recognising the importance of personal relationships but not relying heavily on them for emotional fulfilment. Like most people, he appreciates the opportunity to form close relationships and understands that work can be a meaningful setting for meeting people, building friendships, and sharing experiences. He enjoys moments of camaraderie and affection, finding these connections to be a positive aspect of workplace life, though they are not central to his sense of well-being or job satisfaction.

While Paul can form friendships at work and sees value in collaborative environments, he is not overly dependent on human warmth or emotional bonds in the same way that some others might be. His focus remains largely on achieving



Managerial and Professional Profiler

Core Values – Self-transcendence

professional objectives, and while social connections can add to his experience, they are not the driving force behind his motivation or performance. He is equally comfortable working independently or in a team, as long as the work is engaging, and the goals are clear.

In situations where work-related decisions need to be made, Paul is likely to maintain a sense of emotional detachment and may be cautious about allowing personal relationships to influence those decisions. Although he values mutual respect and positive interactions, he will prioritise the goals and objectives of the role, ensuring that work responsibilities take precedence over personal attachments.

However, this does not mean that Paul is emotionally distant or indifferent. Rather, he finds a balance between professionalism and personal connection. While affection and camaraderie are appreciated, they are not the primary factors that drive his job satisfaction or work-related decisions. He is comfortable fostering work relationships but does not allow them to cloud his judgement or compromise his ability to make decisions in the best interest of the organisation or task at hand.

Paul is a serious-minded individual, who tends to adopt a rather solemn and reflective outlook on life. In social situations, he may not immediately see the humorous side of things and is more likely to focus on the deeper or more meaningful aspects of conversations and events. This tendency extends to work, where he views professionalism as paramount. For him, work is not just about completing tasks, but about commitment, responsibility, and delivering high-quality results. He believes that frivolity in the workplace is often inappropriate and undermines the seriousness with which he approaches his responsibilities.

While this low value for levity does not suggest that he lacks a sense of humour altogether, it does mean that he tends to gravitate toward humour that aligns with his more serious approach. Flippancy, especially when it pertains to issues that he deems important, is something he is unlikely to tolerate well. Paul is more likely to find jokes or comments that undermine the significance of certain matters to be disrespectful or even counterproductive.

This inclination toward seriousness also reflects in his work environment preferences. He tends to thrive best in settings where colleagues share a similar seriousness of purpose and professionalism. Working with others who value hard work and dedication as much as he does is likely to be crucial to his productivity and job satisfaction.

His approach may sometimes be perceived as rigid or overly intense, but this is simply a reflection of his deep commitment to doing things thoroughly and thoughtfully. Paul is the type of person who enjoys immersing himself in projects that require focus, structure, and discipline. In personal relationships, he may also exhibit this same level of seriousness, expecting a certain level of maturity and responsibility from those close to him. However, those who understand his values may find him to be a highly reliable, dedicated, and trustworthy individual.

Notes for assessors: Self-transcendence values are associated with benevolence and a concern for the well-being of others. Lower scores on the above scales are more closely related to the previous section - Self-enhancement.



Managerial and Professional Profiler

Core Values – Openness to change

Novelty									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Self-expression									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Intellect									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Paul exhibits a fairly typical orientation towards self-expression in the workplace. He appreciates having opportunities to infuse a part of himself into his work but is not driven by a constant need to be original or individualistic. While he values the ability to contribute in a way that reflects his personal style or preferences, his motivation does not centre around standing out or challenging established norms for the sake of innovation.

Paul enjoys moments of self-expression, particularly when they align with the task at hand or when he feels it is an appropriate occasion to bring his personal touch into play. However, he does not actively seek situations where originality is paramount. His focus tends to remain on the successful completion of tasks and contributing to team goals rather than on differentiating & himself & through unique approaches or novel ideas.

For Paul, the opportunity for self-expression is fulfilling but not essential to his overall sense of satisfaction. He would likely prefer a balanced approach in which his work allows for some individuality without the constant pressure to innovate. He may find fulfilment in roles where his personal contributions are valued, but where creativity is not the central focus, allowing him to feel both competent and connected to his work without the need for constant self-reinvention.

In environments where creativity and originality are not the primary driving forces, Paul is likely to thrive. He does not need to prove himself through the expression of unique or groundbreaking ideas but would rather prefer to work within established frameworks that allow for subtle self-expression without the pressure of defining his identity through the work itself.

Paul is not particularly impressed by intellect in the conventional sense. He believes that theoretical or abstract arguments, while perhaps intellectually stimulating, are often irrelevant to the practical realities of daily life. He tends to view such debates as disconnected from the tangible issues that people face on a day-to-day basis. To him, intellectual discussions that lack direct applicability to real-world situations can seem like an exercise in futility. He values practical thinking and solutions that can be easily applied to everyday challenges, rather than theoretical musings that appear detached from the real world.

He also holds the view that academics are sometimes out of touch with the realities of the world beyond their research. While he does not dismiss their expertise, he believes that many in academic circles are so deeply engrossed in their



Managerial and Professional Profiler

Core Values – Openness to change

specialised fields that they lose sight of the broader societal context or practical application of their work. For him, the value of knowledge is directly tied to its ability to influence and improve real-world outcomes, rather than being confined to abstract or highly specialised domains.

This perspective leads Paul to feel that society places too much emphasis on intellectual achievement, often elevating intellect above other essential human qualities. He believes that qualities such as empathy, emotional intelligence, creativity, and practical skills are just as, if not more, important than abstract intelligence. As a result, he may feel that society's obsession with intellectualism overlooks the value of these other traits, which he considers equally significant in contributing to personal and social success.

Paul will tend to avoid highbrow conversation, especially when it involves what he perceives as pseudo-intellectual debates. Such discussions, where individuals seem more focused on displaying their knowledge or engaging in intellectual posturing than on engaging in meaningful dialogue, are particularly off-putting to him. At best, he finds them tedious and frustrating, and at worst, he finds them repellent and counterproductive. He is not interested in debates for the sake of appearing clever or gaining intellectual superiority; instead, he values conversations that are rooted in practicality, authenticity, and genuine problem-solving.

In social or professional settings, Paul prefers to focus on subjects that are grounded in reality and offer direct value, rather than engaging in abstract or overly theoretical discussions. He thrives in environments where there is a clear connection between ideas and actions, and where people value tangible results over theoretical concepts. For him, the measure of intelligence is not the ability to engage in high-level abstract discourse, but rather the capacity to apply knowledge effectively in ways that benefit both individuals and society as a whole.

Notes for assessors: Openness to change values are associated with exploration, self-direction and new experiences. Lower scores on the above scales are more closely related to the next section - Conservation.



Managerial and Professional Profiler

Core Values – Conservation

Security									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Recognition									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Material wealth									
Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	8	9	10

Paul has a fairly strong need for job security, with his sense of professional stability being a key driver of his motivation and overall job satisfaction. He places significant value on occupational stability, feeling most comfortable in environments where his career trajectory is clear and predictable. If this stability is in any way threatened, Paul is likely to experience discomfort, as uncertainty in the workplace creates a sense of insecurity that can undermine his confidence and focus.

He thrives when there is a well-defined path for professional development, both in the short term and over the medium and long term. Knowing where his career is headed gives him a sense of control and purpose. This clarity not only supports his ability to plan and work towards specific goals, but also strengthens his overall commitment to his role and organisation. When these pathways are clear and achievable, Paul is likely to feel motivated, confident, and engaged in his work.

However, if his future becomes uncertain, whether due to organisational changes, unclear career advancement prospects, or an absence of long-term direction, Paul may experience a significant dip in motivation. He is likely to feel demotivated, as the lack of stability undermines both his commitment and enthusiasm for the role. This uncertainty can cause stress, as Paul feels uncomfortable with the unpredictability of future outcomes, especially if it threatens to disrupt his long-term career plans.

While Paul may still perform well in situations that involve some level of uncertainty, it is the sustained ambiguity about future prospects that will truly undermine his sense of fulfilment. He tends to perform best in environments where there is a clear structure, clear expectations, and a transparent path for career progression. These elements are key to ensuring that his need for job security is met and that he remains motivated and engaged in his professional life.

Paul has a typical need for recognition from others, which means that while he does not rely excessively on constant positive feedback, he still appreciates receiving praise and acknowledgment when it is due. He values judicious and meaningful recognition, understanding that such praise can help reinforce his sense of accomplishment and validate the quality of his efforts. However, he is not strongly dependent on this external validation to maintain motivation or confidence in his work.



Managerial and Professional Profiler

Core Values – Conservation

He is like most people in that he enjoys hearing positive feedback and knowing that his contributions are noticed and appreciated by others. This recognition serves as a useful indicator that his efforts are on the right track, which can boost his morale and encourage continued engagement. Despite this, Paul does not require a constant stream of compliments, praise, or respect to feel valued in the workplace. He is unlikely to seek out or demand excessive attention for every accomplishment, understanding that not all achievements need to be celebrated outwardly.

While Paul is receptive to praise, he relies to a significant degree on his own judgement of the quality of his work. He tends to assess his progress and performance based on internal standards and a personal sense of fulfilment. This self-reliance means that he is less likely to be swayed or demotivated by the absence of external recognition, as he has a solid understanding of his abilities and the intrinsic rewards of completing tasks to the best of his ability.

This balanced approach allows Paul to thrive in environments where recognition is not always forthcoming or where praise may be less frequent. He does not require constant affirmation, but values thoughtful and well-placed feedback when it is offered. This combination of self-assurance and openness to external validation makes Paul flexible in responding to different workplace cultures, where the frequency and manner of recognition may vary.

Moreover, Paul is likely to thrive in a work environment where recognition is given in a constructive and measured manner, as this allows him to maintain a sense of accomplishment without becoming dependent on others for reassurance. He appreciates when the recognition aligns with his efforts and contributes to his personal sense of achievement, rather than relying solely on external praise to validate his sense of worth.

Paul has a moderate value for material wealth. While he is motivated by financial rewards to some extent, this motivation is balanced and aligned with what is typical for most people in the comparison group. He views money as an important but not overriding factor in his career and life choices.

Paul is likely to appreciate financial stability and recognises that earning a competitive salary is important for achieving personal goals and maintaining a comfortable lifestyle. However, he does not place an extraordinary emphasis on material wealth and is equally, if not more, motivated by other factors such as career growth, job satisfaction, personal fulfilment, or the opportunity to make a positive impact.

In terms of career decisions, he is open to financial rewards, but these rewards are typically seen as a necessary component of a fulfilling job, rather than a primary driver. He values a balance of financial remuneration alongside factors like professional development, autonomy, and the alignment of work with personal values. For example, while a salary increase or bonus may be appreciated, he is just as likely to be motivated by the opportunity to take on new challenges or contribute to a cause that resonates with his principles.

Paul would likely be satisfied with roles that offer competitive compensation, but that also allow for a sense of purpose, personal growth, and work-life balance. While he enjoys the benefits of financial rewards, these are not the sole factors that guide his career direction.

Notes for assessors: Conservation values are associated with safety, security and stability. Lower scores on the above scales are more closely related to the previous section - Openness to change.



Managerial and Professional Profiler

Motivators/Drivers

Opportunities to collaborate with others.

Democratic management and participative decision-making culture.

Tasks with non-intellectual emphasis.

Opportunities to perform work which has clear and direct benefit to others; altruistic task content.

Working environment oriented towards serious-mindedness.

Job/career security; clear career plan.

Scope to spend time in unhurried consideration before taking decisions.

Work related anxiety; stress.



Managerial and Professional Profiler

Dissatisfiers/Inhibitors

Highly competitive working environment.

Autocratic management style; hierarchical structure, status oriented culture; lack of opportunities to participate in decision-making.

Excessive responsibility; accountability for highly critical outcomes.

Lack of job/career security; no clear career plan; uncertainty about future.

Working environment oriented towards light heartedness/frivolity; colleagues poking fun at each other.

Tasks requiring high levels of social confidence, such as mixing with new people or giving presentations.

Tasks requiring negotiation, persuasion, selling of ideas.

Work requiring assertive direction of others.

Tasks with extensive abstract/intellectual content; intellectually oriented colleagues.

Work requiring hurried decisions; having to take action with little time for consideration; having to take risks which have not been fully thought through.

Little or no opportunity to perform work which has clear and direct benefit to others; lack of altruistic task content.



Managerial and Professional Profiler

Big Five Factor Model

More like this	In between	More like this
Down-to-earth, uncreative, conventional, prefers routine, less curious, conservative.		Openness to experience Imaginative, creative, original, prefers variety, curious, liberal.
More like this	In between	More like this
Negligent, overlooks things, disorganised, tardy, aimless, gives up.		Conscientiousness Conscientious, hardworking, organised, punctual, ambitious, persevering.
More like this	In between	More like this
Reserved, loner, quiet, passive, sober, inward looking.		Extraverted Affectionate, joiner, talkative, active, fun-loving, passionate.
More like this	In between	More like this
Puts self-interest first, suspicious, uncooperative, antagonistic, critical, irritable.		Agreeableness Softhearted, trusting, generous, considerate, acquiescent, lenient, good-natured.
More like this	In between	More like this
Calm, even-tempered, self-assured, optimistic, comfortable, unemotional, resilient.		Neuroticism Anxious, temperamental, pessimistic, emotionally volatile, vulnerable to stress.



Managerial and Professional Profiler

Psychological Type

More like this	No strong preference	More like this
Introversion Energised by being on own, likes solitude. Private, keeps thoughts to self. Quiet, deliberate.	●	Extraversion Energised by being with others, gregarious. Expressive, self revealing. Talkative, enthusiastic.
More like this	No strong preference	More like this
Sensing Concrete, practical. Focus on the present. Detailed, factual. Uses senses.	●	Intuition Imaginative, abstract. Focus on future. Conceptual, theoretical. Likes ideas and complex tasks.
More like this	No strong preference	More like this
Feeling Empathetic, warm. Ruled by heart not head. Sensitive, vulnerable. Avoids conflict, seeks harmony.	●	Thinking Rational, logical, objective. Ruled by head not heart. Thick-skinned, impersonal. Critical.
More like this	No strong preference	More like this
Judging Decisive. Structured, organised. Seeks closure. Finishes things off.	●	Perceiving Procrastinates, puts things off. Disorganised, unstructured. Dislikes routine. Spontaneous, flexible.

Assessor note the predicted type is ISFP.

No strong preference suggests varying behaviours may be observed.