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

These characteristics may be categorised under four headings:

- **Interpersonal Orientation** - interpersonal style including influencing, empathy and team focus
- **Task Orientation** - approach to work including innovation, attention to detail, organisation and conscientiousness
- **Personal Orientation** - emotional resilience, optimism and energy
- **Work Orientation** - satisfiers and dissatisfiers in relation to the content and context of the job

Response Style is also measured. This provides an indication of the respondent’s style in answering the questions rather than their personality in the broader context.

This report is based solely on the respondent’s answers to the RPMQ 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 his/her 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 specific comparison group (NOT the general population).

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Sally is likely to be quite happy in a working role that offers some scope both for interpersonal contact as well as giving her some time to work on her own. Similarly, Sally is prepared to have some involvement with the team, but not to the extent that she always puts the achievement of team objectives before her own needs. She may on occasion feel that she is better off going her own way, pursuing a different course of action than that taken by the rest of the team, but she is unlikely to be so individualistic that she always finds herself at odds with other team members.

Sally is reasonably comfortable when meeting new people - certainly as much as is typical for the comparison group. She may not always feel totally at ease in unfamiliar company, sometimes being a little reticent about contributing to discussions, but she is no more shy in this respect than most. She is also willing on occasion to persist in trying to influence others to her point of view, perhaps not to the extent that she always feels that she can convince others, but this is relatively typical of most in the comparison group. Although Sally may not consider herself a natural salesperson, she doesn’t shrink from situations where a degree of persuasiveness is required.

Sally appears to be a fairly empathetic and tolerant person who may well be a good listener. She is likely to display rather more insights into people, their behaviour, needs and motives. She is also someone who may be prepared to compromise with others to avoid conflict upon occasion. It is unlikely that she will never stand her ground, because there is an extent to which she likes to get her own way, but she is not so inflexible that she will persistently run the risk of conflict with others.
Sally may well be a fairly imaginative person or someone who likes to come at problems from new angles. She is less likely than many to simply do things by the book, or slavishly accept the status quo if newer, better ways can be found to resolve problems. Although not a constant source of change and innovation, Sally may well be more adaptable and able to tolerate a degree of uncertainty or ambiguity at work.

Sally is fairly orderly and systematic in her management of tasks. She will usually spend some time prioritising and planning before throwing herself into a piece of work. She prefers foresight, tidiness and punctuality to crisis management, and has a conscientious attitude to task completion. Sally will be quite disciplined in seeing tasks through to their conclusion. She will generally avoid distractions and persevere, even with tedious work, until final objectives are met. She is likely to be organised, methodical and structured in her work style, and should therefore be a reliable implementer, drawing on her tenacity, concentration and determination to get jobs properly finished off.

Sally is very likely to work well on her own initiative. She is unlikely to wait around for others to tell her what needs to be done, and is probably far better than most at spotting needs and actively doing something about them. Sally may even move outside the narrow definition of her role and actively look for opportunities to get ahead of the game even if these strictly lie outside the scope of her job.

Sally is typical of most in the comparison group in terms of paying attention to detail. This suggests that she is not especially untidy and prone to making errors, but at the same time may not be very punctilious about checking her work or ensuring that everything is in the right place. Though not careless over all details, she may on occasion overlook mistakes or misplace something of importance.
Sally is quite a tough minded person who is unlikely to be especially emotionally volatile or someone who is constantly worrying. She may very occasionally feel less calm or emotionally settled, but this is unlikely to be a frequent occurrence for generally she will probably be difficult to provoke or otherwise upset.

She is a very positive individual who likes to look on the bright side and takes an optimistic view of the future. She is much more likely than most to find reasons to support plans or ideas than to point out snags and obstacles. This may mean that she sometimes takes a too rosy view of life, but in general colleagues will probably welcome her more upbeat approach to work.

Sally is very likely to be someone who has considerable amounts of energy, and who may well rather more physically and mentally active than many of her colleagues. She is probably better able than many to cope with the stresses and strains of life, and she may well be able to find enough energy to undertake exercise or a more demanding lifestyle outside as well as inside work.
Sally’s motivation is directed to both process and outcome without particular emphasis on one or the other. She has an average level of need for achievement, but does not require constant reinforcement in the form of tangible results in order to sustain enthusiasm. Concerns about approach and methodology are not overshadowed by bottom-line considerations.

She requires a degree of variety in her work, but no more than most respondents making up the comparison group. This suggests that she may dislike a highly predictable and unchanging role, but nevertheless is likely to tolerate a fair degree of repetition or stability without losing interest.

She is likely to be someone who is more comfortable if responsibilities are either shared or where there is clearly someone else in charge. Sally is probably fairly content to have someone else supervising her work, and may be less inclined to push herself forward when somebody needs to take charge.

She attaches significant importance to the work ethic. Her career is a major part of her life, and she will tend to identify quite closely with her job/employer. She would not be happy to be unemployed even if she had an independent income, and generally feels that people should work whether they have to or not. Sally feels that work itself is a constructive and valuable institution, and that commitment to career is necessary for character and self-respect. She may have difficulty relating to people who do not value work in this way.

Sally has a moderate value for material wealth. She will be motivated by financial rewards to some extent, but no more so than is typical for respondents making up the comparison group.

She values co-operation more highly than competition. She is more concerned to meet her own standards of success than to perform well in comparison with others. Relative achievement is of little interest to Sally, who is less suited to a culture which stimulates and encourages competition amongst employees, but better suited to an environment where collaboration and team-work are favoured for the pursuit of shared goals.

Sally has a typical need for recognition from others. This means that, although she is not strongly dependent on positive feedback and support from colleagues, she is like most people in that she appreciates judicious praise when it comes. However, she will not require constant respect and “pats on the back”, and will rely to some extent on her own judgements of her quality of work as well as the perceptions of others.

POSSIBLE STRENGTHS
Patient; tolerant of others. More perceptive about people.
Q. In what ways do you attempt to gain a better understanding of other people's needs and motives?
Q. Tell me about a situation where you have had to work hard to motivate someone else. What did you do?

Takes a creative approach. Can look at problems from different angles. Doesn’t merely accept the status quo.
Q. Tell me about an idea that you have come up with which you felt was quite original?
Q. To what extent do you prefer to work within existing systems and rules?

Proactive; doesn’t wait for things to happen. Anticipates and deals with problems.
Q. Tell me about a time when you headed off a potentially serious problem.
Q. When have you been surprised by the way events have turned out?

Systematic, organised and methodical style of task management. Plans and prioritises in advance. Keeps things tidy and up to date.
Q. Tell me about a recent project you ran. How did you set about planning it?
Q. What systems have you currently put in place to monitor your personal progress against targets?

Conscientious and disciplined approach to implementation and task completion. Avoids distractions and concerned to meet deadlines.
Q. Under what circumstances are you distracted from the task in hand?
Q. How do you ensure that you meet deadlines?

Laid-back and untroubled by pressure. Able to shrug off criticism. Not troubled by what others think.
Q. What sorts of things make you feel stressed at work?
Q. To what extent are you able to forget about work in your free time?

Takes an optimistic view. Doesn’t dwell on problems.
Q. When have you felt depressed when things have gone wrong for you?
Q. How do you see things panning out for your career in the short term?

Has energy. Likes to be active and on the go.
Q. Under what circumstances do you feel tired at work?
Q. Tell me about how you like to spend your free time.

POSSIBLE LIMITATIONS

May prefer others to take charge. Dislikes sole responsibility and accountability. Likes others to share in important decisions.
Q. How do you feel about sharing responsibility and accountability with others?
Q. Give me an example of a situation where you have felt more comfortable knowing that someone else is in charge?

Life/work balance may be biased one way or the other.
Q. Tell me how you go about balancing work and your private life.
Q. Which takes precedence for you - your career or your life outside work?

Unmotivated by competition. Uninterested in own success in relation to peers.
Q. How do you set about measuring your own achievements?
Q. Under what circumstances do you like to compete with others?