

# mapp executive profile

**Suzie Sample**  
**07/10/2018**



## interpretation guidelines

In order to help assessors with their interpretation, the MAPP scales within the four domains (People, Task, Feelings, Values) have been sequenced to provide a natural flow between related traits. However, you should bear in mind that behavioural outcomes will be determined by links across the four domains. For example, leadership style is determined by interpersonal characteristics, approach to tasks, emotional resilience and a whole range of values. In addition, we have presented below some areas that you might wish to explore in some detail. These combinations of scales MIGHT be considered unusual. There are no rights or wrongs, but the correlations between scales mean that this candidate's responses are less likely to occur.

Higher scorers on Sociable tend to score higher on Expressive than this person

Has a higher score on Sociable but is lower on Intimacy

This respondent has a higher score on Convincing, but slightly unusually, a lower score on Uncompromising

Higher scorers on Convincing will often have a higher score on Competition than this respondent

It is a little unusual to have a higher score on Assertive and a lower score on Competition

Although this person scores higher on Free-thinking, they have a lower score on Uncompromising



## Profile Chart - People, Task, Feelings

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### Response Style

1 2 3 4 5 6 7 8 9 10

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	<b>2</b>	<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.
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### People

Enjoys own company. Doesn't feel a strong need for social contact. Happy with solitary activities.	<b>8</b>	<b>Sociable</b> Likes company. Avoids solitary pursuits. Prefers to work with others rather than alone.
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.	<b>9</b>	<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.
Cool, guarded; seemingly unfriendly. Maintains distance. Avoids involvement in other people's problems. Appears unsympathetic. Doesn't express affection easily.	<b>7</b>	<b>Affectionate</b> Warm and affectionate. Is kind-hearted and caring. Likely to be approachable. Shows affection for people readily.
Uninterested in the complexities of people's motives and feelings. Takes others at face value. Tends not to notice subtle hints in people's behaviour.	<b>7</b>	<b>Perceptive</b> Interested in motives behind behaviour. Notices what people are thinking or feeling. Likes to understand people.
Artful; calculating. Cautious about revealing thoughts and opinions. Tactful; discreet. May put on a false exterior.	<b>8</b>	<b>Candid</b> Frank and open about opinions. Speaks mind. Lets people know where they stand. May be considered blunt or tactless.
May fail to convince others, even when right. Avoids pushing ideas on others; agrees to differ. Dislikes selling/negotiating.	<b>8</b>	<b>Convincing</b> Persistent in convincing others of a particular view. Likes negotiating. Enjoys the process of persuasion.
Would rather capitulate than risk conflict. Accepts not always having own way. Makes concessions and compromises. Flexible, but may lack conviction.	<b>4</b>	<b>Uncompromising</b> Stubborn; insists on getting own way. Pursues own route without compromise. Gets very frustrated if own expectations are not met.
Submissive; uncomfortable in leadership role. Avoids taking control of others. Tends not to push self forward.	<b>7</b>	<b>Assertive</b> Dominant; assumes leadership. Gives directions; organises people. Asserts self. Makes presence felt. May be considered overbearing.



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## Profile Chart - People, Task, Feelings

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### Task

1 2 3 4 5 6 7 8 9 10

Concerned with the detail of task execution. Planning is shorter term and more detailed/specific than strategic. More interested in practice than theory.										8	<b>Strategic</b> Takes a global perspective. Makes longer term plans/policies. Concerned with wider implications. Leans towards the theoretical and may be less concerned with the pragmatic.
Accepts existing systems and methods Adapts to existing practices and routines. Does things by the book. Prefers work that is clearly defined and doesn't require a unique or creative approach.										7	<b>Free-thinking</b> Looks at problems in a fresh, unconstrained manner. Avoids preconceptions. Likes tasks for which systems/methods have not yet been established. Enjoys creative innovation with the pragmatic.
Disorderly approach to work. Avoids rigid systems. Deals with problems as they arise. Crisis driven. Tends not to plan in advance; muddles through.										9	<b>Systematic</b> Organised, methodical approach to work. Maps out what needs to be done in advance. Uses systems and priorities to structure work. Keeps things neat and up-to-date.
Disciplined approach to monotonous or repetitive work. Conscientious; likes to get things finished off. Concerned to meet deadlines and avoids distractions in order to do so.		2									<b>Distractable</b> Easily bored by repetitive tasks. May fail to finish less interesting work. Avoids involvement with routine processing. Easily distracted.
Rational; analytical. Relies on hard facts and reasoning. Avoids assumptions and jumping to conclusions. Tries to be objective and logical.		2									<b>Intuitive</b> Sets more store by impressions than logic. Makes intuitive decisions based on what feels right, rather than analysing hard factual data.
Enjoys taking risks and seizing opportunities. Dislikes having to delay. Prefers situations where quick thinking and fast decisions are required.					5						<b>Cautious</b> Requires unhurried consideration before coming to a decision. Dislikes being rushed. Avoids risks and impulsive actions.

### Feelings

Self-doubting. Low self-esteem. Feels self-conscious when being observed. May need to be encouraged by others to perform or take on particular challenges. May feel inferior to others.										8	<b>Self-assured</b> High self-esteem. Feels good about self even in difficult situations. Rarely experiences self-doubt. May feel superior to others.
Calm; relaxed. A low level of general anxiety. Usually feels that everything will turn out well. Only worries when circumstances are critical. Takes pressure in stride.						4					<b>Anxious</b> Generally anxious, even when things are going well. Maintains an internal tension. Rarely feels completely relaxed. Worries about work. Finds it difficult to switch off.
Thick-skinned. Not concerned by what others think. Able to shrug off criticism. Rarely feels strong emotions. Difficult to provoke or upset.							3				<b>Sensitive</b> 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.
Keeps feelings concealed from others. Doesn't like to reveal emotional state. Can appear calm even when angry or otherwise emotionally affected. Bottles feelings up.								3			<b>Expressive</b> Readily shows feelings. May find it difficult to control emotions. More volatile. Prefers to let off steam rather than hiding feelings.



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## Profile Chart - Values

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### Job Content

1 2 3 4 5 6 7 8 9 10

Favours the familiar and predictable. Maintains interest after novelty has worn off. Content with unchanging work and responsibilities.	8	<b>Novelty</b> Dislikes the predictable. Looks for new experiences. Dissatisfied in an unchanging environment. Becomes restless with work as its novelty wears off.
Has less need to put something of self into work. Less likely to look for opportunities for self-expression. Puts little emphasis on creativity as a satisfier at work. Content with work that provides little outlet for individuality.	5	<b>Self-expression</b> Likes to express self at work. Dislikes work that leaves no scope for originality. Is motivated by contributing something of self. Likely to be more individualistic.
Values personal rather than collective responsibility. Feels that first duty is towards self. Has less sympathy for those who don't or won't help themselves. Doesn't feel a need to work in a caring environment.	4	<b>Altruism</b> Places emphasis on work that benefits others. More likely to make sacrifices for other people. May be unhappy with work that lacks a positive impact upon others. Is motivated by the concept of service.
Not impressed by intellectuals. Negative values for academics. Believes theoretical arguments to be irrelevant. Feels that society attaches too much significance to intelligence.	10	<b>Intellect</b> Admires people with high intellectual capacity. Prefers work with an intellectual content. Likes the company of clever people. Discontented in an environment with little intellectual stimulation.
Less dependent on friendship. More oriented towards task than people. Sees intimacy in the workplace as inappropriate. Need for affection is relatively low.	4	<b>Intimacy</b> Attaches very high value to closeness in relationships. Needs affection and friendship. Values camaraderie. Puts relationships before other needs/rewards.
Takes work and self seriously. Dislikes frivolity. Feels that people are often too flippant. Takes a solemn, reflective view.	1	<b>Levity</b> Enjoys jokes. Values humour and light-heartedness. Feels that seeing the funny side is healthy. Enjoys the company of jovial people.



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## Profile Chart - Values

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### Job Context

1 2 3 4 5 6 7 8 9 10

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.	1	<b>Material wealth</b> 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.	4	<b>Competition</b> Motivated by competition. Compares own achievements with others. Measures own success on a relative basis. Strongly dislikes losing. May feel envious of others.
Motivated more by process than outcome. Low need for achievement. Able to be contented, even when not working towards a particular goal.	8	<b>Results</b> Motivated by the potential to get results. Obtains job satisfaction primarily from seeing own achievements. Sets mind on the final outcome. Likes to get on with things.
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.	5	<b>Recognition</b> Values respect and praise from others (including peers, subordinates, boss). Responds well to judicious praise. Likes to be seen to be good at the job. Motivated by 'pats on the back'.
Favours democratic management. Sets little store by status. Dislikes having to submit to the authority of others. Negative values for autocratic leadership. Questions authority and expects own judgements to be questioned by others.	9	<b>Personal authority</b> Values respect for own status. Enjoys the power element of personal authority. Favours a hierarchical reporting structure. Retains the right to demand unquestioning support from subordinates.
Unwilling to take on burdensome responsibilities. Would rather share accountability for critically important jobs. May feel more comfortable when somebody else is in charge.	5	<b>Responsibility</b> Finds own responsibilities a reward in themselves. Demotivated when not given responsibility for tasks. Likes to have accountability and is unwilling to share this with others.
Rarely or never worries about the long term future. Attaches little importance to the notion of security. May find the prospect of a 'safe' future unchallenging.	4	<b>Security</b> Needs security. Will avoid choices that involve the risk of losing security. Likes to know how the future will develop. Unsettled by uncertainty. Demotivated when the future is unsafe.
Attaches no value to work for its own sake. Values other aspects of life as much or more than career. May choose not to work if it became financially unnecessary.	8	<b>Work</b> Feels that work is necessary for character and self-respect. Enjoys hard work. Identifies with career. Would be miserable if unemployed. Believes that people should work whether they have to or not. Misses work when away.



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## Profile Chart - Motivational Impact - Job Content

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This part of the profile highlights the potential impact on motivation

### Job Content Impact

Demotivating      No impact      Motivating

	X	<b>Change and variety</b> A role that offers variety and unpredictability. Frequent change in the environment. Uncertainty.
	X	<b>Individualism</b> A role that calls for individuality. Work that requires originality and unique approaches.
	X	<b>Care and self-sacrifice</b> Work that stresses care or not-for-profit activity. Opportunities to put something back into society. Self-sacrifice for the benefit of others.
	X	<b>Intellectual stimulation</b> A role that requires intellectual input. Work that emphasises academic rigour.
	X	<b>Relationships</b> Work that involves close interactions with others. An emphasis on networking and relationship building.
	X	<b>Fun</b> Work where it pays to be able to laugh at oneself. Being able to inject fun into work.



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## Profile Chart - Motivational Impact - Job Context

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This part of the profile highlights the potential impact on motivation

### Job Context Impact

Demotivating      No impact      Motivating

	X	<b>Rewards</b> An environment that rewards performance financially. Salary and bonuses clearly related to job performance.
	X	<b>Competitive Culture</b> Competition between employees is encouraged. Striving to do better than others is the norm.
		X <b>Hitting Targets</b> Performance is measured by achieving targets. Getting results is paramount.
		X <b>Acknowledgement of Effort</b> A culture where achievements are openly acknowledged. Tangible or intangible rewards are offered.
		X <b>Status</b> Hierarchical reporting structure. Status and power are valued. Seniority demands respect.
		X <b>Accountability and Autonomy</b> An environment where individuals rather than groups are held responsible. Supervision is neither sought nor required.
	X	<b>Job Security</b> Future is mapped out and safe. A low risk culture.
		X <b>Commitment</b> An expectation that the organisation is at the centre of life. Long hours and extra curricular work are the norm.



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## Leadership Style

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		People	Hi
Task	Lo	<b>DIRECTIVE</b>	<b>CONSULTATIVE</b> <b>X</b>
	Hi	<b>LAISSEZ-FAIRE</b>	<b>PARTICIPATIVE</b>

Lo

**Situational Flexibility is MODERATE.**

**This respondent will sometimes employ different styles.**



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## Team Types

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### Sten Scores

1 2 3 4 5 6 7 8 9 10

People focus	8	<b>Coordinator</b> Controls the team. Assertive but not overbearing. Enthusiastic. Wants to achieve goals.
People focus	5	<b>Team Worker</b> Amiable, amenable, caring. Likes to maintain team harmony. Defuses conflict.
People focus	6	<b>Resource Investigator</b> Friendly. Has wide networks. Looks for outside resources. Negotiates; does deals.
Thinking focus	6	<b>Plant</b> Creative, imaginative. Less constrained. More radical thinker. Likes novelty. May need praise.
Thinking focus	9	<b>Monitor Evaluator</b> Objective, detached, rational. Careful decision taker. May lack real commitment.
Doing focus	7	<b>Completer Finisher</b> Conscientious, methodical. Ties up loose ends. Anxious to get details right.
Doing focus	7	<b>Implementer</b> Structured, orderly. Committed to work and the organisation. Concerned about delivery.
Doing focus	6	<b>Shaper</b> Competitive, goal oriented. Driven to succeed at any cost. Energetic and single-minded. Not afraid of conflict.



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# Management Competencies

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## Scores

1 2 3 4 5 6 7 8 9 10

	5	<b>Leading</b> Directs, takes control. Leads from the front, takes responsibility. Chooses appropriate style.
	7	<b>Influencing</b> Builds rapport, negotiates. Sells ideas, persuades.
	5	<b>Team Playing</b> Joins in, facilitates. Relates to team members
	7	<b>Innovating</b> Embraces change, generates ideas. Challenges the status quo. Sees the big picture.
	7	<b>Analysing and Decision-making</b> Logical, fact finds. Seeks evidence, decisive. Seizes opportunities.
	7	<b>Planning and Organising</b> Systematic, organised. Conscientious, structures work.
	7	<b>Adapting</b> Is willing to change, flexible. Finds compromises.
	7	<b>Resilient</b> Controls feelings, handles stress. Overcomes setbacks.
	7	<b>Delivering</b> Results-oriented. Gets things done. Has a drive to succeed.

- Good fit
- Reasonable fit
- Less good fit

These predictions are generalised and are for interpretive guidance only. Assessors will wish to take account of the full context of the assessment.



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