

platinum interview report

(for assessor use only)

Suzie Sample

13 October 2018



preface

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

These characteristics may be categorised under four headings:

- 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 - 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 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.

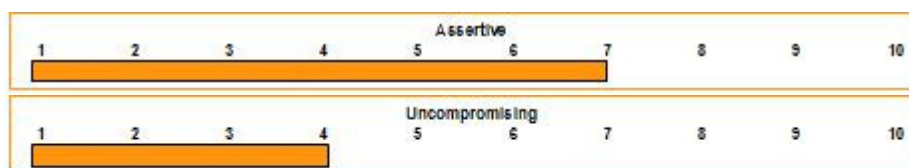
When using this report you should also remember that the questionnaire is a self-report instrument and therefore provides an indication of how the respondent perceives their own personality and values. The questionnaire has been developed to highlight typical behaviours and preferences, but does not 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 specific comparison group (NOT the general population).

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leadership style



Suzie is a fairly assertive person who is prepared to take a stand and make her case firmly and strongly. She is comfortable to take the lead in groups, and feels quite at home giving instructions and directions to others. Although she quite likes to manage and organise other people, and may assert herself in quite a powerful manner, she tends to avoid conflict and discord, usually preferring to arrive at a compromise rather than "steam-rolling" over other people. Suzie is not particularly stubborn or independent-minded and would much rather accommodate other points of view than stand her ground rigidly. If there is disagreement, she will often make concessions, not feeling that she absolutely has to get her own way all the time. Suzie probably prefers a harmonious team environment more than one where there is conflict. Faced with opposition, she would rather go along with others' opinions than force herself upon others. Her assertiveness is therefore likely to express itself in terms of style of communication rather than decisive, independent leadership.

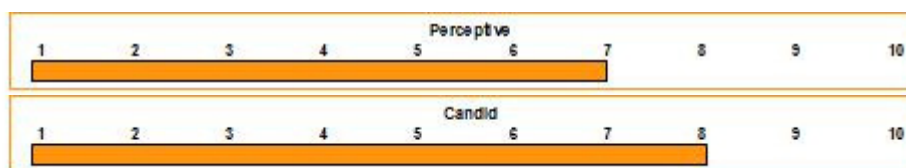
Suzie is a Consultative leader with moderate situational flexibility. This means she will be both task and people oriented in her leadership style, having a strong focus on objectives and targets but not at the expense of team management considerations. She is likely to make an effort to carry her colleagues and subordinates with her, allowing them some involvement in planning and decision making. However, her task orientation is likely to prevent her from adopting a fully democratic management style. Although she will want to work towards goals with the full support and commitment of her team, she may wish on occasions to retain independent responsibility for critical decisions, perhaps consulting colleagues but not necessarily following the consensus. Her average level of situational flexibility suggests that she will be reasonably consistent in this style of leadership, using the same approach in many management contexts but sometimes seeing fit to adapt her style to the characteristics of subordinates (or team colleagues) or to other circumstantial factors. On these occasions she will temporarily move away from her usual style, tailoring her actions to meet the specific requirements of the situation.

People score is 5.6
 Task score is 8.2
 Situational flexibility score is 4.7

Directive leaders are high on Task but low on People. Consultative leaders are high on People and Task. Participative leaders are high on People but low on Task. Laissez-faire leaders are low on both People and Task



team membership/sensitivity



Suzie is fairly analytical about people's behaviour. She pays quite a lot of attention to what others may be thinking, concerning herself with their underlying needs and motives as well as their outward behaviour. She is probably more observant than most, picking up the more subtle signs that give insights into why people are behaving as they are. This perceptiveness would allow Suzie to operate more flexibly in her dealings with others if she chose to use this attribute to enable her to adapt her interpersonal manner to the psychology of the person she is dealing with at any particular time. However, her own behavioural style is to be quite consistent in the ways she deals with people. She will rarely keep her own motives and intentions concealed from others, and is somewhat disinclined to put on different personas depending on who she is talking to. She generally prefers to let others know about her real views, and they in turn are likely to find it easy to know exactly where they stand with her. Although this openness will probably be constructive in many ways, she is unlikely to be considered by others as particularly tactful or discreet. She is certainly less likely to behave in a manipulative or "politically-oriented" manner than others who have a more artful or calculating nature. Although Suzie is not insensitive to the impact she has on other people, she generally speaks her mind without too much concern for the consequences.

- 5 Team Worker
- 6 Shaper
- 6 Plant
- 6 Resource Investigator
- 7 Completer Finisher
- 7 Implementer
- 8 Coordinator
- 9 Monitor Evaluator

Suzie's primary team role is Monitor Evaluator. Monitor Evaluators bring cool, detached analysis to the team. They may lack any real commitment to goals and the group, perhaps being detached or indifferent, but they are careful decision takers. Relying on logic and rigorous analysis, they consider matters objectively and help ensure that the best ideas are taken up and the weaker ones discarded. Monitor Evaluators are hard-headed but may lack the all round skills to motivate others.

Suzie's secondary team role is Co-ordinator. Co-ordinators tend to be those who try to get the best out of the resources within the team. They control the team in an assertive but not overbearing way, gaining respect from the group. Co-ordinators are concerned to move the group towards

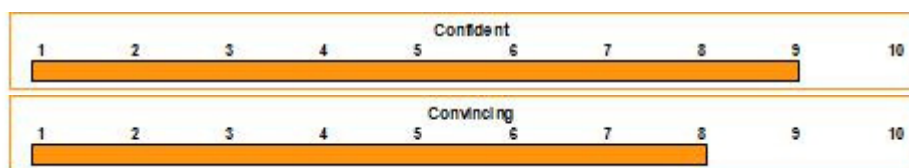


team membership/sensitivity

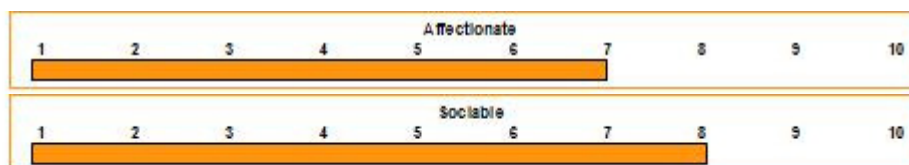
objectives, and are prepared to listen to all the views which are expressed. They may not agree with other people's ideas but feel it is important for everyone to have their say. They are often better at recognising the strengths and limitations of those in the team, and try to make use of all the potential available. They are interpersonally skilled, and whilst not dependent upon others, or overly concerned to be at the centre of attention, they are able to deal effectively with team members and their needs. Coordinators may be noted for their enthusiasm and their desire to achieve goals.



influencing style



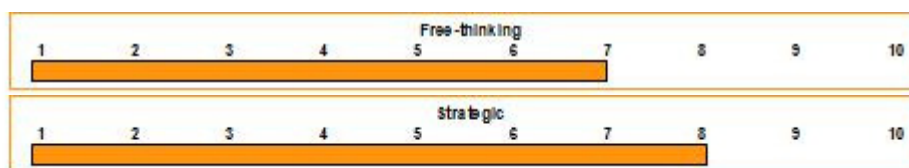
Suzie is a highly confident person who experiences little or no apprehension or shyness when meeting new people, or when at the centre of attention. She speaks up readily in group situations, enjoying contributing her views, and conversing happily with team members. She is likely to be comfortable making presentations, and may be called upon to make impromptu speeches on occasion. She will project an image of confidence to others, betraying no nervousness or reticence. She is also fairly fond of negotiating or trying in other ways to influence and persuade others to her viewpoint. She is not afraid to involve herself in arguments on occasion, and probably feels that she is more effective than many when it comes to convincing people of the force of her argument. Although she may sometimes agree to differ, or feel that she can't argue a case which she doesn't feel committed to, it is fairly likely that she will more often prefer to pursue an issue to a successful conclusion.



Suzie probably prefers to work in an environment which brings her into contact with other people. She enjoys having others around about her, and she has some dislike of tasks which deprive her of social contact. She is also a little warmer in her dealings with others than many in the comparison group, and she probably displays more care and concern for people than is typical. Suzie will often involve herself with colleagues and their problems, and is not the sort to distance herself, or be stand-offish. She is likely to be quite a sociable, warm-hearted person.



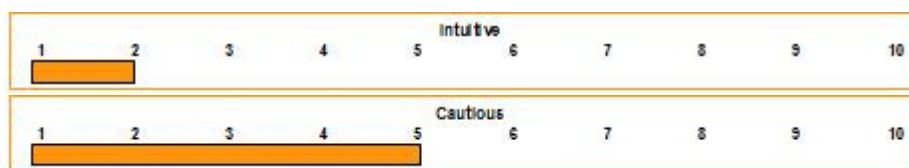
innovation/strategic orientation



Suzie is more strategic than operational in her style of task management. She tends to address herself more to long-term considerations and broader ramifications, than the nitty gritty of task execution. Furthermore, she likes to take a fresh and possibly creative approach to most problems, and dislikes simply doing things by the book. She feels constrained if required to work within a rigid structure of established rules and systems: she will tend to avoid preconceived ideas and develop her own systems where necessary. She is therefore likely to feel most at home with objectives which call for less concern with implementational details and more concern with the wider issues. She will often set about meeting these objectives via less conventional routes. Her personality is less suited to responsibilities requiring a more down to earth, pragmatic approach.



problem solving/decision making



She tends to adapt her speed of decision making to the demands of the problem, sometimes making up her mind quickly in order to address a crisis or seize an opportunity, but on other occasions taking a more ponderous, unhurried approach. In either case she will bring to problems a highly objective, logical approach, relying much more on analysis of available facts than intuitive, gut feel impressions. Suzie will tend to avoid high risk or impulsive decisions, but, on the other hand, will not procrastinate when a conclusion is required.

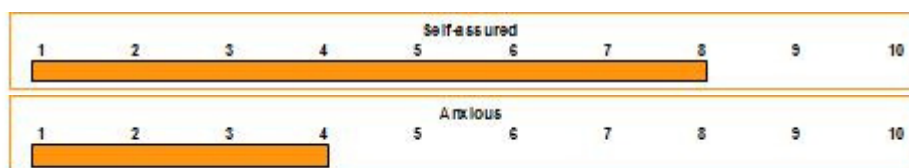


planning and implementation



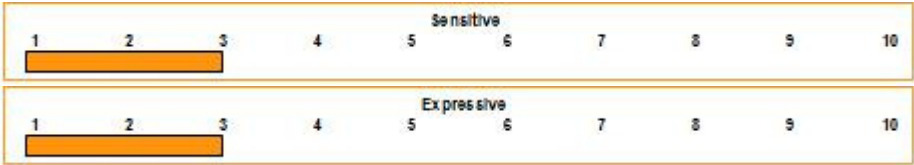
Suzie is extremely systematic and orderly in her management of tasks. She will always want to spend some time prioritising and planning before throwing herself into a piece of work. She has a strong preference for tidiness, foresight and punctuality rather than crisis management, and has a highly conscientious attitude to task completion. Suzie will be extremely disciplined in seeing tasks through to their conclusion. She will avoid distractions and persevere, even with tedious work, until final objectives are met. She will be organised, methodical and structured in her work style, and will be a reliable implementer, drawing on her tenacity, concentration and determination to get jobs properly finished off.

emotional resilience



Suzie tends to perceive herself in quite a favourable light and rarely experiences self-doubts. She enjoys fairly high self-esteem and subjectively feels quite good about herself. This inward self-assurance about her own worth and competence is linked to relatively low levels of anxiety. She is usually calm and stable, rarely feeling tense or on edge. She is quite laid back, and generally finds it easy to switch off from work-related problems. She will be relaxed unless there is something critical to worry about; she will, for the most part, take pressure in her stride, and is unlikely to experience stress unless in exceptional circumstances.

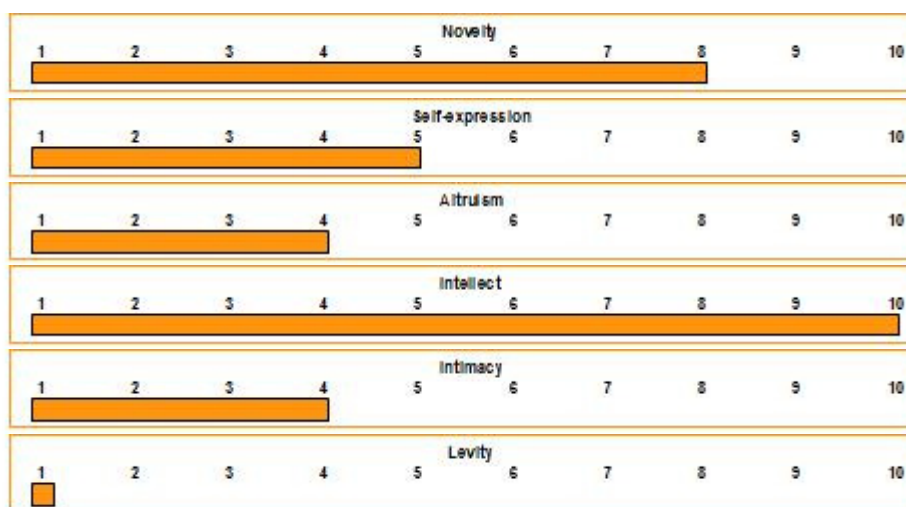
response to stress



She is generally thick skinned, rarely taking offence at remarks or criticisms made by others, even if these are unfair. She could not be described as emotionally sensitive; she is difficult to provoke or upset and tends not to experience strong reactive feelings. On the rare occasions when she does feel inwardly emotional (perhaps angry or frustrated or disappointed) she is unlikely to express her feelings freely. Suzie usually avoids revealing her emotional state. She keeps her feelings under some control, and rarely sees fit to "let off steam". This emotional silence will have the advantages that Suzie will be perceived as stable, resilient and unlikely to display any signs of volatility. However, her inscrutability may make her rather difficult to relate to, especially by people who like to freely discuss and express their feelings.



job content satisfiers



She has a high need for variety in her work, and will become restless if required to repeat tasks. Her interest in particular activities will diffuse quickly as the novelty wears off, making predictable or unchanging tasks a chore for which she will have little enthusiasm. She is therefore likely to feel most highly motivated in a role which frequently requires new approaches and new involvement on her part.

Suzie is fairly typical in her orientation to self-expression. She likes to have some opportunity to put something of herself into her work, but is not constantly looking for ways to be original or individualistic.

She has relatively little inclination towards altruism, placing more value on personal rather than collective responsibility for the welfare of the individual. She has little concern for people who, in her view, do not help themselves, and is not generally looking for job-satisfaction in the form of perceptible benefits to others. She is therefore comfortable with tasks which do not necessarily have an obvious and positive impact on other people, but is less suited to work which requires empathy or personal sacrifices to help others.

Suzie is highly impressed by intelligent people. She enjoys academic debate, and has a strong preference for working in an environment which is intellectually stimulating. She is likely to get bored and demoralised if starved of the company of people whose intellectual capacity she enjoys and admires. She attaches considerable value to theory and abstraction as well as more applied and practical thinking.

Suzie tends not to think of her job as an opportunity to form close relationships with others. She has a fairly low value for intimacy and a low need for affection. At work she is generally more interested in task objectives than making friends. Her lack of dependence on human warmth or friendship means that she will rarely allow personal relationships (with colleagues or others) to influence work related decisions.

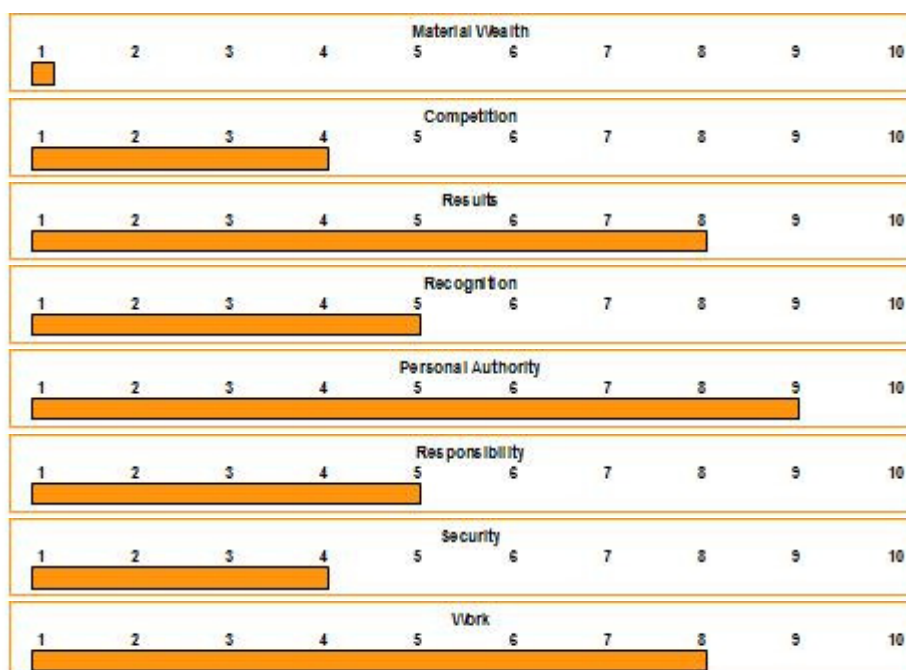


job content satisfiers

She is a very serious-minded individual, who takes a solemn and reflective view on most subjects rather than seeing the funny side. In particular, she feels that work is a serious business and that frivolity in the work-place is inappropriate. This very low value for levity does not mean that Suzie has no sense of humour, but it does indicate that she will not appreciate flippant attitudes to issues that she holds as important. She is therefore likely to be most comfortable working with colleagues who share her serious-mindedness.



job context satisfiers



Suzie has a very low value for material wealth. She is not interested in money as a motivator, and will subordinate material gains to other aspects of job satisfaction. Her score is quite extreme and, as such, may indicate an active rejection of material values.

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 Suzie, 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.

Suzie is strongly motivated by the achievement of results. A significant component of her job satisfaction comes from the reinforcement she experiences on seeing the fruits of her own labours. Her mind tends to be firmly set on final outcomes; she likes to get on with things and may feel a little frustrated if not working towards clear, definable goals.

Suzie 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.



job context satisfiers

Suzie has a strongly positive value for personal authority. She is very prepared to use status to influence people, and is also prepared to submit to the authority of those more senior than herself. She will frequently expect unquestioning support from subordinates and is therefore well suited to more autocratic or hierarchical management environments. She is less well suited to a more participative management culture, where her values may clash with those of her colleagues.

She has an unexceptional value for responsibility. She will like to have a degree of independent accountability for tasks which she undertakes, but will not mind sharing responsibility for work if there are good reasons for doing so. Although she does not shy away from the pressure of responsibility, she is unlikely to become quickly demotivated by a lack of it.

Suzie's need for job security is quite low. She rarely worries about her long-term career and may even dislike the idea of a safe, secure and closely defined future. This means that she can afford herself a reasonable degree of opportunism in her career choices, even if this implies some risk in terms of occupational stability.

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. Suzie 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.



principal motivators

Opportunities to collaborate with others.
Tangible results; own achievements.
Personal authority; status; power; position in hierarchy.
Intellectual tasks; intellectually oriented colleagues.
Novelty; variety; unpredictability.
Working environment oriented towards serious-mindedness.
Culture which values the work ethic.
Work which involves extensive interpersonal contact with others.
Tasks requiring negotiation, persuasion, selling of ideas.
Work requiring deep, understanding of the feelings, thoughts and motivations of others.
Culture which favours openness in expression of opinions.
Work requiring assertive organisation/direction of others.
Scope to deal with problems in a fresh or creative manner.
Scope to deal with issues at global, strategic levels.
Tasks requiring an organised, systematic, methodical approach.



potential causes of dissatisfaction

Culture with strongly materialistic values.
Highly competitive working environment.
Lack of opportunities to see fruits of own labours; lack of observable concrete results.
Democratic management structure or participative decision-making culture; lack of respect for own status/authority/position.

Working environment oriented towards light heartedness/frivolity; colleagues poking fun at each other.
Colleagues who do not share a high value for the work ethic.
Solitary activities; little interpersonal contact with others.
Company politics; culture with low value for openness/candour; work requiring interpersonal flexibility, tact or diplomacy.

Few opportunities to exercise the intellect; infrequent interactions with other intellectually oriented individuals.
Predictability; familiarity; continuity; repetition.
Being tied to rules and regulations; having to toe the line; having little scope to deal with problems in a fresh, unconstrained or creative manner.
Little or no opportunity to deal with issues at global, strategic levels; excessive operational/implementation task content.
Little or no opportunity to apply rational, objective thinking to problems; culture which favours intuitive or evaluative judgement over rational analysis of factual data.
Crisis management; having little or no opportunity to plan ahead; having to deal with issues in an unsystematic manner.



competency – planning/task management

POSSIBLE STRENGTHS

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?

Strategic orientation. Takes a more global perspective. Concerned with wider implications and longer-term plans.

Q. What contribution have you made to the long term goals and plans of your organisation?

Q. To what extent do you involve yourself in operational matters?

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?

POSSIBLE LIMITATIONS

Strategic/theoretical orientation may result in a less pragmatic style of task management. May fail to take account of shorter-term operational details.

Q. To what extent do you like to become involved in strategic and longer range issues in your work?

Q. Under what circumstances have you operated with a practical and less strategic focus?

Preference for systematic style of task management may cause difficulties in dealing with unforeseen problems, or more ambiguous situations where systems cannot be applied.

Q. Please give me an example of when you have had to react quickly to a sudden change in plans. What did you actually do?

Q. How do you typically respond when faced with ambiguous, poorly defined situations?



competency – managing others

POSSIBLE STRENGTHS

Assertive; willing to direct and organise others. Comfortable in a leadership role.

Q. To what extent do you seek to organise or direct the work of others?

Q. When are you most likely to defer to others, and allow them to take on the leadership role?

Interested in people's motives and feelings. Takes time to try to understand 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?

Outwardly confident and socially poised. Rarely conspicuously shy or reticent. Mixes well. Eager to contribute.

Q. Under what circumstances are you most likely to feel nervous when meeting new people?

Q. What would be most noticeable about your behaviour in a meeting?

Open and frank about own views and opinions. Candid; lets people know where they stand.

Q. To what extent are you open about your views when talking to others?

Q. How would you describe yourself as a politically sensitive person at work?

Persistent in convincing others of a particular view. Enjoys the process of persuasion. Likes negotiating.

Q. Tell me about the most successful negotiation you have carried out. What did you do?

Q. When have you been willing to agree to differ on something?

Highly sociable. Likes company. Prefers to work with others.

Q. To what extent is it important to you that you have plenty of social interaction at work?

Q. Under what circumstances do you prefer to work on your own?

Approachable and caring. Warm friendly manner.

Q. Tell me about a recent situation where you have had to help a colleague who was in difficulty?

Q. To what extent would others describe you as approachable? Why?

Prepared to compromise and accepts consensus. Avoids conflict by capitulating or making concessions.

Q. What are the kinds of things that you are stubborn about at work?

Q. Please tell me about a situation where you have worked to achieve a compromise?

POSSIBLE LIMITATIONS

Would rather capitulate than risk conflict. Frequently makes concessions and compromises. May lack conviction. Avoids confrontation.

Q. To what extent do you pursue your own goals in an uncompromising way?

Q. Tell me about a time when you have had to confront someone at work?



competency – managing others

May dominate others. Possibly pushy, bossy or overbearing.

Q. Under what circumstances are you happy to let others take charge of events?

Q. To what extent do you push yourself to the fore?

Blunt or tactless. Overly frank. May lack tact and diplomacy.

Q. How far would you describe yourself as politically aware at work?

Q. Tell me about a recent situation where you have had to handle a difficult interpersonal problem?

Too persistent. Won't let matters lie. Wants to negotiate on everything.

Q. Tell me about a negotiation you have been involved in. How did you handle it?

Q. When are you most likely to agree to differ?

Highly affectionate style may cause difficulties in distancing self from others. May sometimes be too caring and kind-hearted.

Q. If a colleague has a personal problem, how do you react?

Q. Tell me about the most difficult decision you have had to make affecting other people?



competency – managing self

POSSIBLE STRENGTHS

Committed to getting results. Is goal oriented. Likes to get on with things.

- Q. To what extent do you enjoy the process of a task as much as seeing the result?
- Q. How do you react when you are not working towards a tangible goal?

High self-esteem. Confident of own worth. Rarely experiences self-doubt.

- Q. To what extent do you feel unsure of your own value compared to others?
- Q. Tell me about a time when you needed reassurance from someone about your abilities?

Calm, relaxed; cool under pressure. Rarely experiences work-related anxiety.

- Q. What are the sorts of thing that tend to make you anxious?
- Q. What do you find most stressful about your current/previous job?

Reasonable orientation towards responsibility and personal accountability.

- Q. How do you feel about others sharing responsibility with you?
- Q. What satisfaction do you derive from being held accountable?

POSSIBLE LIMITATIONS

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?

Laid-back and untroubled by pressure. May lack anxiety as a source of drive and motivation.

- Q. What sorts of things make you feel stressed at work?
- Q. In what ways do you motivate yourself to give of your best?

May pursue results to the exclusion of consideration about how these are to be achieved.

- Q. Tell me about a specific goal you recently set out to achieve. What were the main factors you took into account?
- Q. In what ways might the end results be more important to you than the means by which you get there?



competency – information/decision making

POSSIBLE STRENGTHS

Rational and analytical. Takes a logical approach. Concerned to work on the basis of fact rather than intuition.

Q. Please describe a recent problem that you had resolve. How did you go about it?

Q. To what extent do you rely on your feelings and experience when you have to make a decision at work?

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?

Is neither impulsive nor pedantic when it comes to taking decisions.

Q. Tell me about a recent decision you had to make. How did you go about it?

Q. When might you prefer to take your time over a decision?

POSSIBLE LIMITATIONS

Likes to do things in novel ways. May ignore established systems rules, or procedures.

Q. Tell me about a recent innovation that you have made. How did it work out?

Q. How do you go about adapting yourself to existing systems and procedures?

