

360-degree Personality Profile

| Dimensions | Left description | Extreme | Distinct | Average/Typical | Distinct | Extreme | Right description | Clusters | | | |
|-----------------------|--|---------|----------|-----------------|----------|---------|-------------------|----------|--------------------------|---|------------------------|
| Drivers & Motivations | Content ; values non-work life over career or money; may lack drive to progress; may have 'arrived' | 5 | 4 | 3 | 2 | 1 | 1 | 2 | Ambitious | Ambitious ; prioritises career and/or wealth-building; (extreme) may be a workaholic | Core energies |
| | Non-political ; may be uncomfortable in competitive cultures; little need to win over others | 5 | 4 | 3 | 2 | 1 | 1 | 2 | Competitive | Wants to win ; energised by competition; compares self with others; may be political | |
| | Sedate ; less physically active; comfortable doing sedentary tasks; may tire before others | 5 | 4 | 3 | 2 | 1 | 1 | 2 | Physical | Energetic ; physically active; sporting; may dislike long periods of sedentary work | |
| Thinking Style | Dislikes rules ; uncomfortable with rigid routines; may not persist with mundane tasks | 5 | 4 | 3 | 2 | 1 | 1 | 2 | Diligent | Conscientious with routine work; completes tasks; may not delegate; may over-work | Energy foci |
| | Does not fuss ; prefers broader issues; may not notice detail; may not attend to quality | 5 | 4 | 3 | 2 | 1 | 1 | 2 | Perfectionistic | Detail-focused ; values precision and quality; sets high standards; may fuss too much | |
| | Conservative ; prefers traditional approaches; less inventive; may resist change | 5 | 4 | 3 | 2 | 1 | 1 | 2 | Creative | Innovative ; enthusiastic about change and ideas; driven to make improvements; adaptable | |
| Interests | Less desire for learning or variety; content with current knowledge; (extreme) may seem closed | 5 | 4 | 3 | 2 | 1 | 1 | 2 | Learning Oriented | Driven by learning ; high need for mental stimulation and variety; values personal growth | Analysis & exploration |
| | Accepting ; not a fault-finder; trusting of information; may not notice errors or inconsistencies | 5 | 4 | 3 | 2 | 1 | 1 | 2 | Questioning | Thinks critically ; analyses and probes; active mind; (extreme) may appear critical | |
| | Prefers the qualitative ; less scientific or numerical; may not support ideas with data | 5 | 4 | 3 | 2 | 1 | 1 | 2 | Quantitative | Scientifically minded ; values numbers and logic; (extreme) may be too black and white | |
| Emotional Style | Uncomplicated ; down to earth; less curious; (extreme) may appear dry or disengaged | 5 | 4 | 3 | 2 | 1 | 1 | 2 | Philosophical | Conceptual ; energised by intellectual exploration; curious; may be a balanced thinker | Implementation |
| | Unstructured ; fluid work style; less organised or systematic; (extreme) may be chaotic | 5 | 4 | 3 | 2 | 1 | 1 | 2 | Organised | Methodical ; schedules and prioritises; disciplined; structured; tidy; (extreme) may be inflexible | |
| | Spontaneous ; deals with issues as they arise; may not think ahead; may 'fire-fight' | 5 | 4 | 3 | 2 | 1 | 1 | 2 | Future Focused | Strategises ; thinks ahead; plans; (extreme) may do more planning than acting | |
| Interpersonal Style | Contemplative ; dislikes rushed decisions; may not push ahead unless prompted | 5 | 4 | 3 | 2 | 1 | 1 | 2 | Decisive | Concludes quickly ; moves ahead; accepts risk; (extreme) judgement may be hasty | Function |
| | Non-technical ; less interested in mechanical, electrical or computer equipment | 5 | 4 | 3 | 2 | 1 | 1 | 2 | Technical | Technological ; enjoys dealing with mechanical, electrical or computer equipment | |
| | Less artistic ; more attentive to function than appearance; may not prioritise presentation | 5 | 4 | 3 | 2 | 1 | 1 | 2 | Visual | Artistic ; notices aesthetics; enjoys designing; may make work look attractive | |

Drivers & Motivations
Thinking Style
Interests
Interpersonal Style
Emotional Style

Key: Self-report  Boss  Peers  Direct Reports 

360-degree Personality Profile

| Dimensions | Left description | Extreme | Distinct | Average/Typical | Distinct | Extreme | Right description | Clusters | | |
|---------------------|--|---|----------|-----------------|----------|---------|-------------------------|--|---|------|
| Interests | Unsentimental ; focuses more on tasks than feelings; may seem harsh or uncaring | 5 | 4 | 3 | 2 | 1 | Soft-hearted | Sympathetic ; caring; warm; counsels and supports others; may over-emphasise feelings | Social interest | |
| | Reserved ; less outgoing; may be serious; may feel uneasy around extroverts | 5 | 4 | 3 | 2 | 1 | Jovial | Sociable ; playful; humorous; enjoys the lighter side; needs friendly interaction | Social interest | |
| | Straightforward in dealing with people; may show less interpersonal insight or polish | 5 | 4 | 3 | 2 | 1 | Psychological | Interested in human nature ; analyses what makes others tick; may be insightful | Social interest | |
| | Not sales-oriented ; sincere; may limit own influence; may overlook getting others' buy-in | 5 | 4 | 3 | 2 | 1 | Persuasive | Enjoys influencing ; at ease selling ideas or products; (extreme) may seem insincere | Influence | |
| | Uneasy in formal settings; dislikes public speaking; may feel less socially adept | 5 | 4 | 3 | 2 | 1 | Confident | Self-assured ; socially bold; at ease giving presentations; (extreme) may appear arrogant | Influence | |
| | Humble ; avoids selling self; achievements or good work may go unnoticed; modest | 5 | 4 | 3 | 2 | 1 | Self-promotional | Comfortable selling self ; promotes own value; may seem immodest or political | Status | |
| | Egalitarian ; little need for status; easy-going; (extreme) may not drive or discipline staff | 5 | 4 | 3 | 2 | 1 | Forceful | Takes the lead ; drives staff; enjoys status and control; may dominate or intimidate | Status | |
| | Content to follow ; has few strong opinions; may prefer others to set direction; passive | 5 | 4 | 3 | 2 | 1 | Independent | Independent thinker ; holds less usual opinions; proactive; needs autonomy | Inclusion | |
| Interpersonal Style | Relies on own judgement ; less inclined to consult others; risks alienating colleagues | 5 | 4 | 3 | 2 | 1 | Consultative | Involves others in decisions; values input; may spend too much time discussing | Inclusion | |
| | Less cheerful ; tends to expect the worst; possibly negative; (extreme) may often feel low | 5 | 4 | 3 | 2 | 1 | Positive | Optimistic ; remains upbeat despite setbacks; cheerful; may be persistent; may be unrealistic | Resilience & tone | |
| | Thick-skinned ; unconcerned about what others think; may be unresponsive to feedback | 5 | 4 | 3 | 2 | 1 | Sensitive | Responsive to real or imagined criticism; prioritises harmony; may be easily upset | Resilience & tone | |
| | Expressive ; makes feelings and opinions known; less diplomatic; may upset others | 5 | 4 | 3 | 2 | 1 | Restrained | Emotionally controlled ; less forthright with views; difficult to read; may be diplomatic | Resilience & tone | |
| | Highly charged ; tense; rarely relaxes; may feel persistently anxious without reason | 5 | 4 | 3 | 2 | 1 | Relaxed | Calm ; tranquil under everyday circumstances; serene; switches off easily | Resilience & tone | |
| | Unconcerned ; level-headed in a crisis; (extreme) may appear to lack urgency or due concern | 5 | 4 | 3 | 2 | 1 | Worrying | Reactive to problems ; worries about key events; may often stress unnecessarily | Resilience & tone | |
| | Emotional Style | Has tended to describe self realistically or critically | 5 | 4 | 3 | 2 | 1 | Impression | Has tended to describe self positively, perhaps unrealistically | SDRB |

Drivers & Motivations
Thinking Style
Interests
Interpersonal Style
Emotional Style

Key: Self-report (yellow bar) Boss (red circle) Peers (green pentagon) Direct Reports (blue triangle)