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NEO Personal Insight Report: Work Style

Introduction

This report is based on your responses to the NEO Personality Inventory – Revised, UK Edition. When reading the analysis, you should bear in mind the following points:

1. The NEO PI-R asks questions about your attitudes and typical style of behaving. Your responses have been compared with those of a reference group named ‘UK Working Population (broad sample)’. In this way, we have been able to benchmark various characteristics you possess against this group. If we had used a different group for comparison, the analysis of your results might have turned out differently.

2. No value judgements are implied by the comments made. Human characteristics have the potential to be both assets and liabilities. The important thing is to recognise how you can capitalise on the benefits while minimising the disadvantages. The extent to which any particular characteristic is an advantage or a liability will depend on the context in which it is being applied. This report takes no account of context so it will be up to you to decide the extent to which the impact of your style is advantageous to the situation you are in (or aspire to be in).

3. Every effort has been made to present both potential upsides and potential downsides to the characteristics emerging from the analysis. It will be up to you to consider the extent to which these various pros and cons affect you in your current environment and the extent to which they may influence your future development.

4. Everything reported in this analysis is based on what you have said about yourself. It may not always be accurate and it may not always be what you would like to hear. If you are uncertain about or disagree with some of the analysis, it will be useful to reflect on those aspects. Seeking feedback from people you trust can be a useful way of validating what the analysis suggests about how you come across to others.

5. Remember also that we do not always respond in the same way in all situations, so it may be useful, when reflecting on the analysis, to visualise yourself in a variety of different situations that you normally face in life.

The analysis of your results is organised over four main sections: ‘Problem-solving and decision-making’, ‘Planning, organising and implementing’, ‘Style of relating to others’ and ‘Personal style’. It concludes with some recommendations for ‘Next steps’.
Problem-solving and decision-making

In this section, we consider your approach to solving problems and making decisions. The questionnaire you completed does not assess your intellectual power (in other words, it does not assess your mental ability, or IQ as it is sometimes referred to) but it does provide insights into how you approach problem-solving and decision-making. In other words, we are talking here about your thinking style.

Effectiveness at organising thoughts

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<td>C2 Order</td>
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You are as well organised as most in your approach to finding appropriate solutions. You will be reasonably systematic and methodical in the way you gather information and you are as self-disciplined as most people in terms of keeping your mind focused on the issue at hand.

You think through your decisions as carefully as most people so that you won’t be over-cautious and miss opportunities by deliberating for too long, but at the same time you will give consideration to the consequences of what you say or do. In this way you may be able to act as a bridge between those who deliberate for too long and are over-cautious and those who rush to action and are in that way not cautious enough. Organisations benefit from a mix of both styles, but people at the extremes (those who are over-cautious in their decision-making and those who rush to action) often conflict rather than co-operate. Being balanced between the two extremes, you can probably see both points of view: on the one hand, the importance of being aware of what might go wrong and limiting the damage from incautious decisions, and on the other, the importance of not deliberating for so long that opportunities are missed.

Open-mindedness and originality

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<td>O5 Openness to Ideas</td>
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Your responses suggest that you are as receptive as most to new ideas and new experiences, such that you are likely to achieve a balance between, on the one hand, appreciation of the possibilities offered by new ways of looking at things or doing things and, on the other, the value of the tried and
true.

Generally, you are realistic in your thinking. While you have as much imagination as most people, you keep your mind on the task at hand rather than getting lost in fantasy.

You are as receptive as most to your feelings and instincts about things; you will be aware of the less tangible aspects of decisions and situations without allowing these to cloud your objectivity.

Confidence in problem-solving

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E3 Assertiveness
C1 Sense of Mastery

The extent to which you believe in your own capability and see yourself as an effective and prudent problem-solver falls within the typical range for the reference group. You take responsibility for your own decisions to the same extent as most.

In the way that you express your views, you are as assertive as most people. You don’t impose your views in an overly forceful way; you are prepared to let others have their say and to defer to someone else’s opinion when it is appropriate to do so.
Planning, organising and implementing

This section explores your operational style: how you go about determining an action plan and implementing it.

**Action orientation**

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E4 Pace of Living  
C4 Achievement Striving  
N2 Frustration  
A4 Compliance

You aspire to achieve significant results in whatever you undertake and work hard to reach your goals. You are driven by personal achievement and put a high degree of effort into the accomplishment of your goals.

Your pace of working falls within the average range for the reference group. This suggests that you work steadily rather than frantically.

Like most people, you experience frustration when things do not go in the right direction, but you are no quicker to anger than most. Generally, you adopt a co-operative approach with others and try to maintain harmonious relationships, but you will not comply simply to avoid conflict. When you have genuine reason to be dissatisfied with another person’s performance or the way they are treating you, you will not avoid expressing this.

**Conscientiousness**

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C5 Self-Discipline  
C3 Dutifulness  
N5 Impulsiveness

You are as self-disciplined as most people when it comes to following tasks through to completion in the face of boredom or other distractions.

You are as aware as most people of moral and ethical imperatives to fulfil obligations, so you will be aware of a sense of duty to those for whom you are working.
### Openness to possibilities and alternatives

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O5 Openness to Ideas  
O1 Openness to Imagination  
O2 Openness to Aesthetics  
O6 Openness to Values

You show a typical level of curiosity about intellectual topics and theoretical ideas. You are as imaginative as most without being idealistic or impractical.

Where your values and beliefs are concerned, you are as willing as most to question both your own assumptions and those of authority figures.
Style of relating to others

This section explores how you interact with others in terms of both your emotional orientation to other people and the role you adopt in your interpersonal relationships. No value judgements are made about your style of working with others. It is accepted that a style that proves to be an asset in one situation may prove to be a liability in another. It is up to you to reflect on how your style influences the quality of your relationships in your current life situation.

Social energy

Your responses suggest that you like to achieve a balance between the time you spend with others and the time you spend alone.

When interacting with others, you are likely to be as friendly as most people. You show a typical level of interest in and attentiveness towards other people.

You are as likely to express what you think as most people. You don’t force your opinions; sometimes you take the lead and at other times you let others do the talking.

Attitude to others

You are typical of most people in the extent to which you are moved by human needs, and in your willingness to get personally and actively involved in other people’s problems. This suggests that you will recognise the difficulties of others and be sympathetic to them, but not to the extent of allowing your sympathy to sway your decisions or getting so personally involved that you neglect your own priorities.

You generally assume that people are trustworthy and sincere, while being alert to any genuine
grounds to be suspicious of their motives.

You are careful about how you express things, anticipating the likely impact of your words on others and phrasing what you say to increase the likelihood of getting the reaction you want.

**Quality of relationships**

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You are as concerned as most to preserve harmonious relations with others. You will usually balance your drive to compete with a desire to be co-operative and accommodating.

You don’t see yourself as a modest person. You willingly talk about your achievements, and if you manage this right you will sell yourself effectively. However, you may need to be careful not to exaggerate the importance of your contributions, and to guard against being seen by others as a ‘show-off’.
### Personal style

*Each of us has a unique emotional signature to our personality. In this section, we explore your emotions and general outlook on life.*

#### Level of emotionality

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- **O3 Openness to Feelings**
- **N5 Impulsiveness**
- **C5 Self-Discipline**
- **E5 Excitement Seeking**

You are as attuned to your emotions as most people. Your feelings are likely to be a factor in the decisions you make, but you are not overly emotional.

You are not an impulsive person nor are you overly controlled. You can tolerate frustration, and delay satisfaction of your needs, to the same extent as most people.

You don’t feel a high need for excitement in the sense of risky activities or thrill seeking. Indeed, you are more likely to avoid such situations or activities and the sensation of an adrenaline rush that they provide.

#### Pattern of emotions

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- **N1 Anxiety**
- **N3 Despondency**
- **N6 Stress Proneness**
- **E6 Positive Outlook**

Through the questionnaire you were asked to report the frequency or intensity with which you feel different types of emotions. This section is not about the extent to which you outwardly express these emotions but rather your internal experience of them.

You describe experiencing positive emotions with broadly the same intensity as do most people. You are likely to be generally optimistic in your outlook. Your responses suggest that you rarely feel despondent, dejected or discouraged and that you are no more apprehensive than most.

While you are not immune to feelings of vulnerability arising from the stress that life’s demands can cause, your generally positive attitude and your capacity to bounce back from disappointment...
contribute to your resilience.
Next steps

It may be helpful for you to consolidate the information in this report by considering the following:

1. List the key strengths that have emerged from this analysis and the extent to which you agree that they are strengths for you.
2. To what extent are you capitalising on these strengths and how might you capitalise on them more?
3. List the key areas of development that have emerged from this report and the extent to which you agree that they are areas for development.
4. To what extent are these development needs relevant to your current situation or future career aims?
5. What actions might you take to capitalise on your strengths and remedy any development needs relevant to your career aims?