

BIP

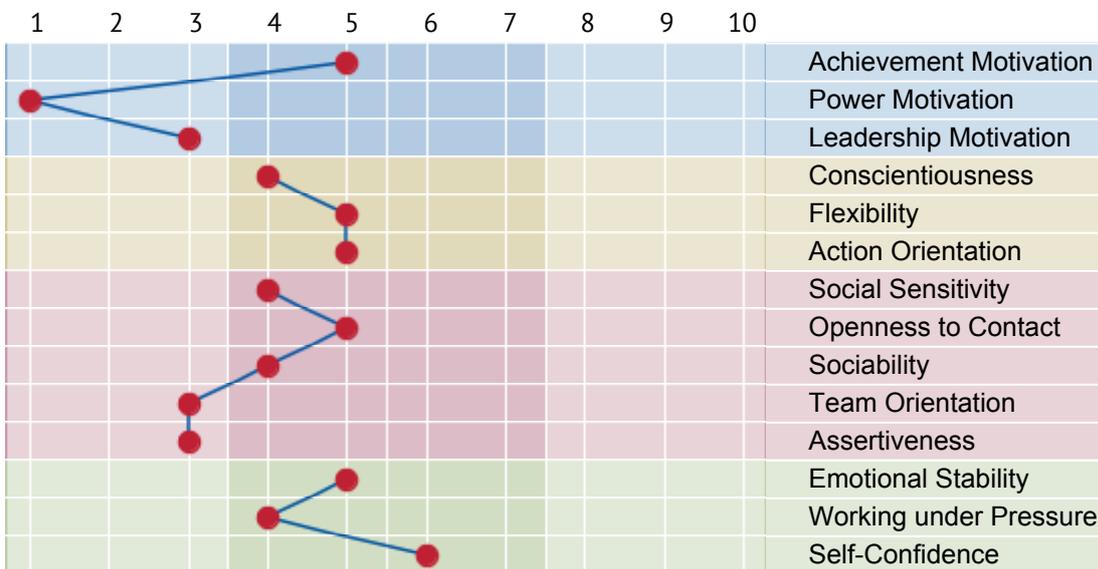
Business-focused Inventory of Personality

Report Sample
ID 13216-189
Date 10/11/2015

Self-Rating
1. Edition

OVERVIEW

Summary profile



* Based on the chosen norm

Structure of this report

- Narrative*
 - Introduction*
 - Your score*
- Profile sheet
- Table of scores
- Scale details
- Item-level analysis
- Response statistics

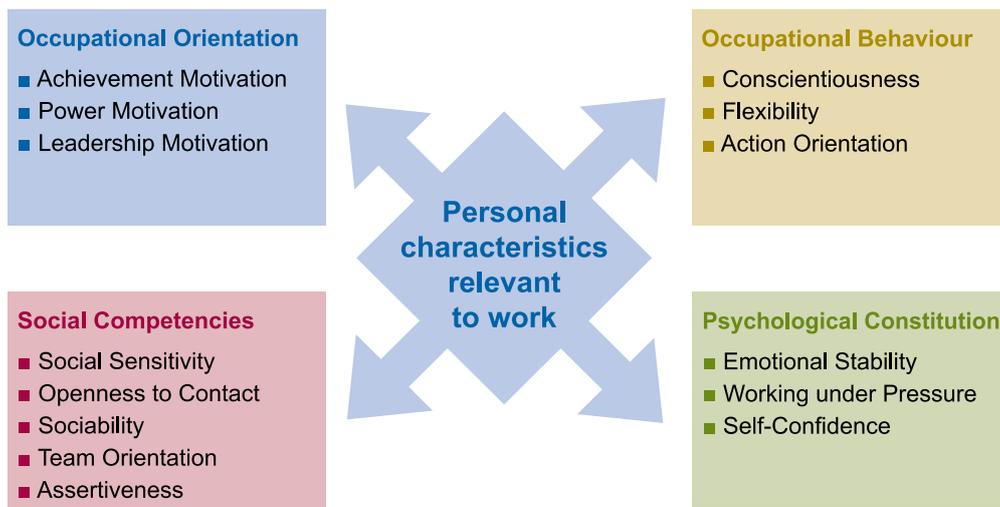
Only qualified psychologists or appropriately trained test administrators should interpret psychometric test results. Please follow the relevant guidelines from the appropriate professional body.

INTRODUCTION

Information about the BIP

The Business-focused Inventory of Personality (BIP) is a scientifically-developed assessment procedure, which aims to systematically assess job-relevant personality character traits.

The BIP questionnaire measures 14 personality characteristics. The following diagram demonstrates how these 14 characteristics relate to four broad areas of behaviour at work:



These 14 characteristics do not represent the entirety of human personality; however, they do represent those aspects of personality which are the most relevant to working life.

You will find a summary of the way you responded to the BIP on the following pages. As this is based on your own image of yourself, you will probably find much of the report unsurprising.

Interpreting your results

Please bear in mind the following points when reading your report.

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).

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 impact on others.

The level of personality characteristics can only be described in relation to other individuals. The level you possess of the various characteristics measured is defined in relation to the average level in the chosen reference group ('UK Working Population Sample'). Your results are presented as statements such as 'You show a high degree of team orientation.' This means: 'In comparison with other individuals, you show a high degree of team orientation.'

If a different reference group had been used for comparison, your results might have turned out differently. For example, a senior executive may show low achievement motivation in relation to other senior executives, but rather high achievement motivation in comparison to the general population.

Below you will find several suggestions for how you can make use of the information contained in this report. The BIP is often completed in preparation for a (job) interview; but whatever your reasons for completing the BIP, you can use the results for your own personal development.

How to benefit from your results

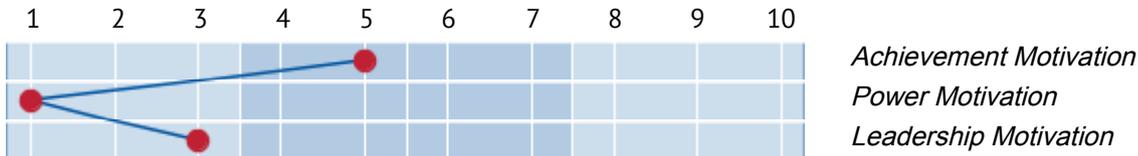
Many people find it useful to take account of their BIP results for personal development purposes. The following suggestions may help you to begin this process:

- Consider the four BIP domains. How well do you recognise yourself in the descriptions? Where do contradictions and distinctive features arise?
- The BIP is about your own self-image. In order to achieve a realistic assessment of your personality, it is useful to compare this self-image with the image others have of you: your 'public image'. You might decide to discuss your results with a colleague.
- Take your development into your own hands. Set yourself development objectives and assess your progress. If necessary, ask for support, e.g. from managers, colleagues, your partner or a coach. Be patient with yourself and allow time for change.

YOUR SCORE

Occupational Orientation

What spurs you on professionally?



Achievement Motivation

To what extent do you demand high performance from yourself?

Personal achievement is important to you; you have standards which you endeavour to meet. However, you are not willing to subordinate everything in your life to your pursuit of personal achievement at work. You pursue your goals with commitment but you do not see yourself as someone who is driven by a strong ambition to continually push yourself all the time. Your responses suggest that your preference is to obtain a balance between personal achievement and other aspects of life.

Power Motivation

How important is it to you to influence work processes?

You describe yourself as having very little inclination to spend time and energy changing or refining processes and systems in your work arena. Opportunities to exert influence in this way are not motivating for you. You are more likely to accept existing structures and prefer to work with predetermined processes. Your motivation at work comes from areas other than the desire to shape and refine the work environment in accordance with your own ideas for how things should be done. Against this background, it is recommended that you take a look at your feedback on other scales in the questionnaire to identify aspects of the working environment that are rewarding for you. Should a higher level of power motivation be of importance in your current role, then it may be useful to try to highlight existing deficiencies in systems and processes with more vigour and to actively convey your insights and ideas to others.

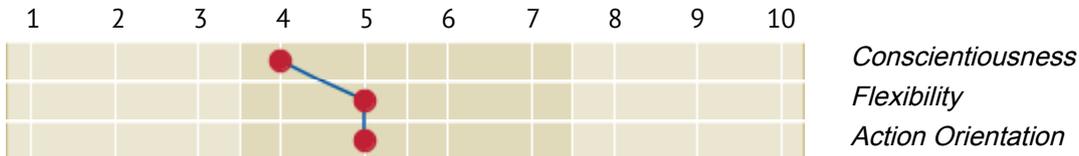
Leadership Motivation

How important is it to you to have leadership opportunities?

Opportunities to influence and manage other people are not a source of satisfaction for you. During meetings and discussions you only rarely take the lead. You are not driven to be a role model or to take sole responsibility for difficult decisions. You probably prefer dealing with specialist tasks and your motivational drivers may be of a more technical type. Against this background, we recommend that you take a look at your feedback on other scales in this questionnaire in order to identify motivational drivers for you at work.

Occupational Behaviour

How do you approach work tasks?



Conscientiousness

What importance do you attach to precision and accuracy?

Your responses suggest that you prefer pragmatic solutions rather than dealing with tasks involving high levels of precision and accuracy over a long period of time. You are of the opinion that not all tasks need to be executed to complete perfection and that the extra effort is not always worthwhile. You possibly attach more importance to creating ideas and encouraging others to implement them than to implementing the ideas yourself. You value spontaneity but you are also willing when necessary to systematically follow schedules.

Flexibility

To what extent are you comfortable with change?

You value a balance between predictable and unexpected elements in your work. You generally adapt reasonably well to varying work conditions and unpredictable changes. You sometimes have initial reservations when confronted with new challenges, unfamiliar tasks or unforeseen developments. However, as long as the tasks are roughly defined you are able to tolerate the uncertainty and deal with new issues effectively.

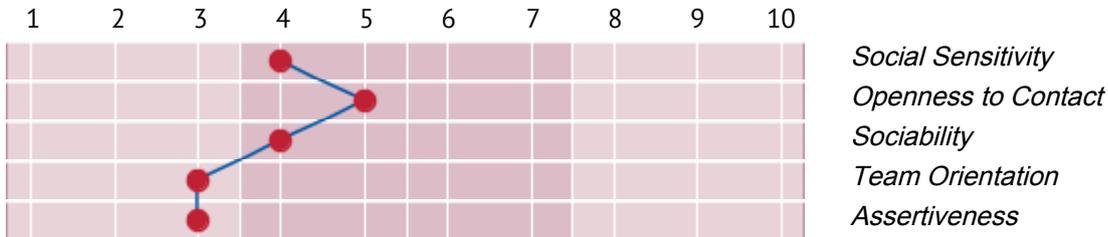
Action Orientation

How effective are you at implementing decisions?

You are capable of implementing action efficiently and effectively in many situations. Once you have decided to proceed in a certain manner, you hesitate only rarely before commencing. You usually manage to direct your attention towards the primary aspects of a given task without being stalled or distracted by extraneous factors. Yet you also know that you prefer to postpone unpleasant duties and occasionally have trouble coordinating various work tasks optimally. When confronted by a multitude of complex tasks, you may find it helpful to set yourself clearly defined and manageable sub-goals, in order to facilitate the accomplishment of results.

Social Competencies

How do you relate to other individuals in a work environment?



Social Sensitivity

How sensitive are you to the interpersonal dynamics in social situations?

When interacting with other individuals, you occasionally have trouble sensing the mood of your colleagues as well as the subtle social and emotional cues that arise in the course of the discussion. In most social situations you know what sort of behaviour others expect from you. Nevertheless, you sometimes feel uncertain as to how to behave appropriately in a given situation. Especially in the case of more unapproachable individuals, you have trouble 'reading them'. In order to improve your feel for the dynamics of social situations, it is recommended that you occasionally request feedback on how trusted colleagues perceive you in a situation. You should compare this with your own appraisal of the situation. This will help optimise your sensitivity.

Openness to Contact

How easy is it for you to initiate social contact and build networks?

You have little trouble establishing contact with other individuals. Both in work and outside it, you are open to interpersonal exchange and enjoy having lots of acquaintances. You sometimes have to overcome your reservations in order to approach and address people you do not know, or to maintain existing relations and you may appear reserved in situations where you feel uncomfortable. On the whole, however, you are usually seen as sociable and open.

Sociability

How important is it to you to get along with colleagues?

Other people's approval is not particularly important to you. You openly express criticism and unpleasant truths and you accept that this may aggravate other individuals. However, striving for harmony is not your primary concern. You describe yourself as someone who is generally a go-getter and you will often come across as bold and headstrong. This way of behaving is frequently seen in executives in senior positions. However, you are also aware that some situations require a more considerate and co-operative approach and you do moderate your behaviour accordingly.

Team Orientation

How oriented are you to teamwork?

You attach a great deal of importance to autonomy and independence when performing your work. You dislike being dependent on the support of others. You value bearing the sole responsibility for work results, and you are of the opinion that individual work is generally superior to teamwork. You feel most comfortable in a post which predominantly allows for autonomous and independent action. The increasing complexity of business challenges has, however, led many companies to increase the value they attach to teamwork and collaboration. Irrespective of this, there are also many situations in most jobs where coordinated and collaborative approaches offer additional advantages in contrast to individual work, for example making use of the full range of skills and competencies in the team. Against this background, it may be beneficial for you to further expand your repertoire of behaviour by more often making use of opportunities for collaboration. It is useful to get into the habit of thinking about which approach (team or individual work) is most advantageous for each new project.

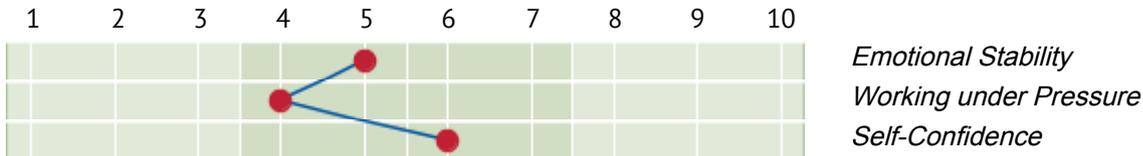
Assertiveness

How strongly do you express your opinions and push your viewpoints?

You try to achieve your goals mainly through compromise rather than through domination and authority. You are not the kind of person to assert your own convictions over those of other people. Instead, you hope that your interests will be sufficiently represented by others. When agreements are to be negotiated, you tend to compromise with the other party too soon rather than push forward your own viewpoint. When trying to influence others to accept your ideas, instead of persevering you give up earlier than necessary. If you want to represent and assert your ideas and opinions more emphatically, then it will be important to consciously try to avoid backing down too soon. To this end, it is helpful to decide in advance how far you are prepared to compromise and to think through and rehearse the arguments for your position in advance of the meeting. Being thus prepared and convinced of your own position the next step will be to maintain it with resolve. Remember that it is your responsibility to present your position clearly to others in order to ensure optimal use of the capabilities and resources you bring to the organisation.

Psychological Constitution

How do you deal with work-related challenges, stress and setbacks?



Emotional Stability

How emotionally robust are you?

Overall, you have a largely positive outlook on life and only rarely feel weighed down by worries and fears. You can contain negative emotions quite well during difficult situations or after disappointments and you do not allow such feelings to impact negatively on your work performance. There are times when you feel worried or discouraged but you do not get stuck in a down frame of mind for long.

Working under Pressure

How much strain are you able and willing to take?

You regard yourself as having the stamina to deal with normal levels of work and also to deal with short periods when the pressure is on. However, you are aware of your limits and you know that working under pressure for protracted periods impacts on your energy levels leaving you feeling physically tired and tense. To better deal with work demands in a way that does not drain your stamina, task and time management techniques are effective ways to manage workload. Beyond such strategies, it is important to be able to relax physically. Formal relaxation techniques such as autogenic training, yoga, tai chi, meditation etc can be useful. Also, regular exercise to build up your stamina is helpful.

Self-Confidence

How confident are you of yourself?

You are reasonably confident in social situations and you generally appear so to others, even if you do not always feel that way. You are, however, basically aware of your strengths and generally happy with yourself. If you have to communicate in front of groups or are the centre of attention for any other reason, then you can cope well. However, you may not actively seek out such opportunities.

PROFILE SHEET

Business-focused Inventory of Personality | Self-Rating
UK Working Population Sample - Stanine Score (5+2z)

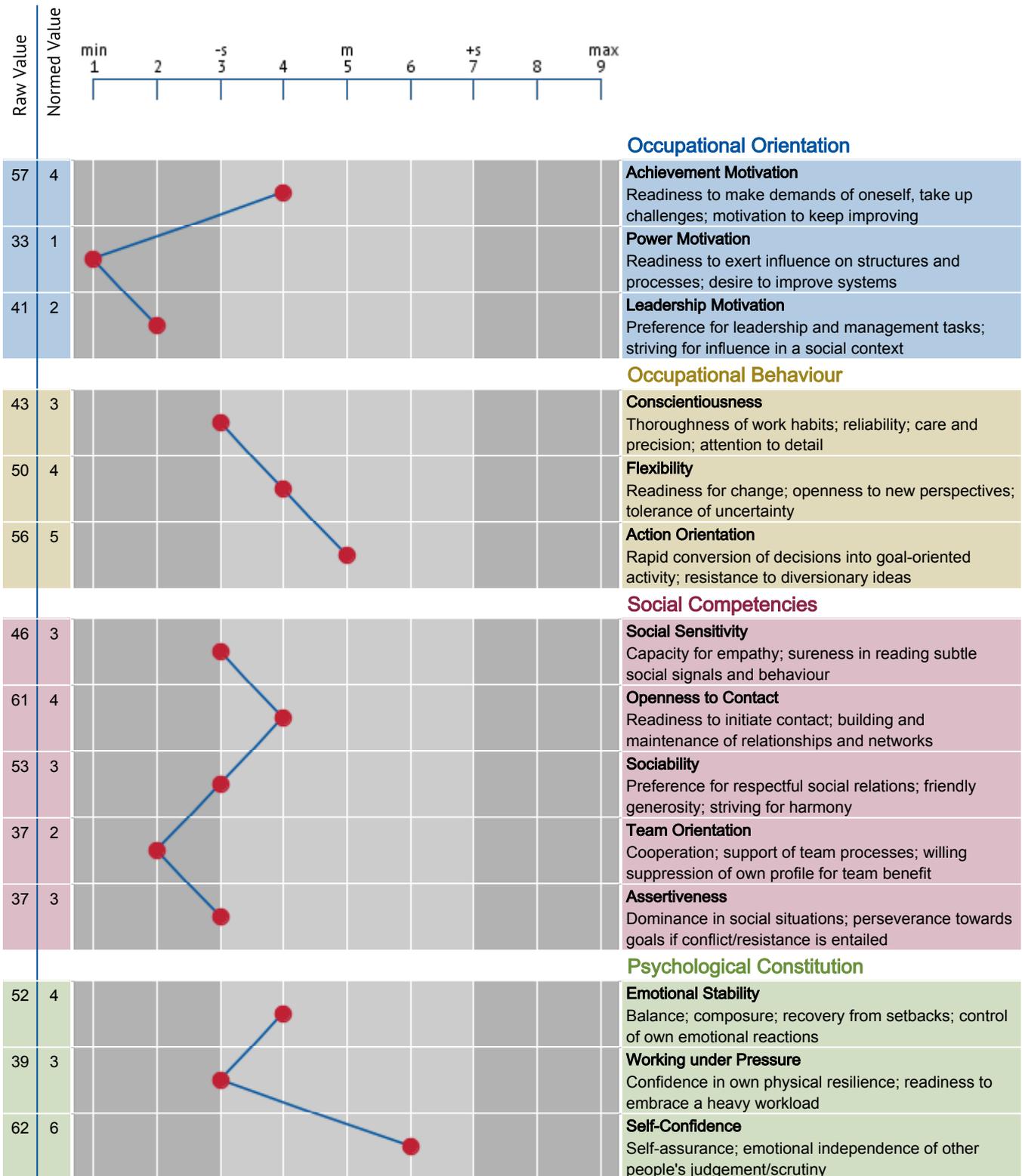


TABLE OF SCORES

Business-focused Inventory of Personality | Self-Rating
UK Working Population Sample - Stanine Score (5+2z)

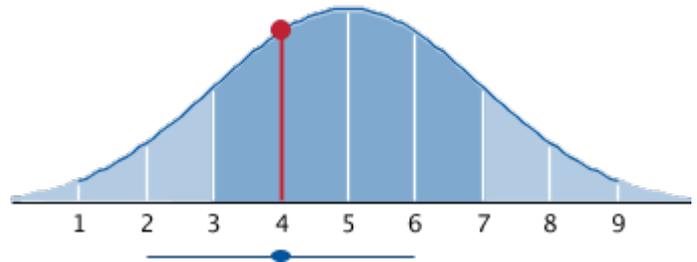
Scale	Raw val	Normed val
Occupational Orientation		
Achievement Motivation	57	4
Power Motivation	33	1
Leadership Motivation	41	2
Occupational Behaviour		
Conscientiousness	43	3
Flexibility	50	4
Action Orientation	56	5
Social Competencies		
Social Sensitivity	46	3
Openness to Contact	61	4
Sociability	53	3
Team Orientation	37	2
Assertiveness	37	3
Psychological Constitution		
Emotional Stability	52	4
Working under Pressure	39	3
Self-Confidence	62	6
Response Style		
Impression Management	26	2
Supplementary Indices		
Sense of Control	30	
Competitiveness	11	
Mobility	10	
Work/Leisure Time Orientation	26	

SCALE DETAILS

Achievement Motivation

UK Working Population Sample - Stanine Score (5+2z)

Raw val	57
Normed val	4
Missing vals	0
Confidence interval	[2 - 6]



Willingness to set and engage with high standards; motivation to make high demands on oneself; readiness to make a big effort; motivation to continuously review and improve one's own performance.

Low Value

People with a low score on Achievement Motivation are not so concerned with high achievement. They are not interested in exhausting themselves with effort. They may know that in principle they could do certain jobs better, but do not have the ambition to try to satisfy ever higher demands. When they realise that a certain goal can only be achieved with difficulty, they may give up on it and revise their priorities. Attaining high levels of occupational success is not a key driver for them. In an occupational context, low scorers may sometimes be described as lacking inner 'drive' or 'hunger' for success. They are not driven by demanding and challenging tasks. Low Achievement Motivation in an adult is unlikely to be easily changed so that in job placement, attention must be paid to identifying other relevant motivations.

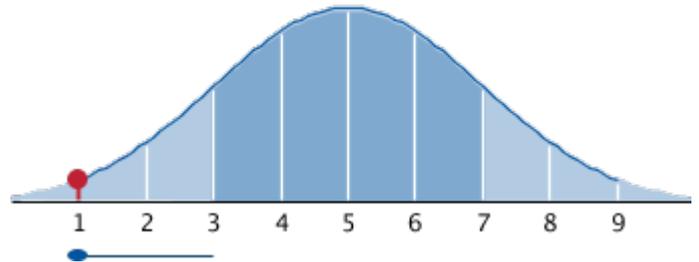
High Value

People with a high score on Achievement Motivation make greater demands on themselves in terms of their own performance. They also make above average effort to actually achieve what they have set out to do. Even especially demanding tasks and problems have a strengthening effect upon their commitment and motivate them to work with even greater energy to achieve mastery. There is a commitment to achieving goals, even when it is clear that these will be very difficult to attain. Such people work decisively to achieve their own high standards. High scorers have a readiness to invest substantial energy into goals that are personally important to them. Highly achievement motivated people are often satisfied with their results only in the short term. They strive for a continuous optimization of their capabilities. Especially with the extremely achievement motivated, this leads in many cases to the risk of burn-out. Generally, people who score high on this scale actively seek occupational environments where there is a lot of scope for 'moving up', and where they are allowed to bring to fruition the products of their own initiative as much as possible, (e.g. in sales or as an entrepreneur). The professional life of high scorers on Achievement Motivation might be described by the motto: "higher, faster, further".

Power Motivation

UK Working Population Sample - Stanine Score (5+2z)

Raw val	33
Normed val	1
Missing vals	0
Confidence interval	[1 - 3]



Distinct motivation to change something that is subjectively experienced as wrong, and to wish to transform processes and structures according to his/her own views; distinct readiness to influence things, and to follow up his/her own ideas.

Low Value

People with a low score on Power Motivation are not driven to get involved in changing and re-structuring their environment. Their strength lies rather in the continuity and maintenance of what exists. Substantial opportunities to influence processes in their work arena do not pose a significant motivating force for them. It is not difficult for them to fit into existing structures and to work within pre-established boundaries. They do not actively seek opportunities for exercising power over systems and processes. The sort of environments that would be motivating for people with low Power Motivation will depend additionally on how they score on 'Leadership Motivation'. When the latter is also low, the individual will happily pursue and obtain job satisfaction from the kind of activities that demand conformity to existing structures and that offer less opportunity for making changes. Conversely, if Leadership Motivation is high such environments would not lead to satisfaction even if Power Motivation is low. We turn next to a consideration of extreme scores on Leadership Motivation.

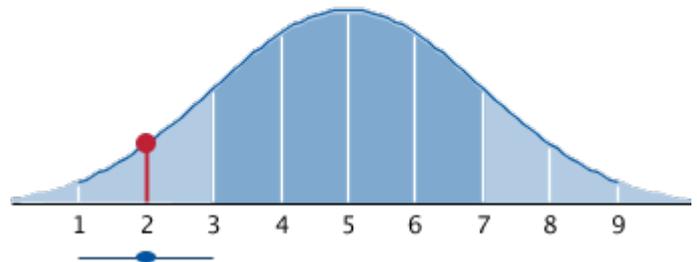
High Value

For people with high scores on this BIP scale, it is motivating to be actively involved in changing and re-ordering their environment. The possibility of exercising power to change structures or optimise procedures is highly motivating for people with high levels of this characteristic. So they derive satisfaction from roles where there is a lot of scope for organising systems and processes. People with high Power Motivation will be committed to following up on ideas for improvement and ready to fight against resistance. They are more likely to need to be held back from instigating change rather than encouraged to do so. Solving problems, achieving something new, and bringing their own ideas to fruition are powerful drivers for people with high Power Motivation. For managers who have to be enterprising and have to intervene in quickly changing situations, a high Power Motivation is an advantage.

Leadership Motivation

UK Working Population Sample - Stanine Score (5+2z)

Raw val	41
Normed val	2
Missing vals	0
Confidence interval	[1 - 3]



Distinct motivation to exert influence in a social context; preference for leadership and management tasks; sees him- or herself as an authority figure and model for others to look up to.

Low Value

Leading other people in an occupational context has very little appeal for people with a low score on this scale. Professional or technical competence is likely to be a more central driver of their commitment. It is not typical of low scorers to naturally take on leadership of a group. They don't feel comfortable giving instructions to others. When a management position comes open, they do not make any specific effort to obtain it. While the items on the Power Motivation scale focus on influencing processes and structures, the Leadership Motivation scale includes the striving for social influence – thus leadership has a narrower meaning. In addition to having a lower motivation for taking on activities involving the requirement for such social influence, people with lower scores also do not see themselves as having typical leadership characteristics (such as for example, exuding authority or the capacity to inspire people). For many people who have a low score on this scale, low Leadership Motivation goes hand in hand with putting high value on professionally demanding tasks. They see themselves more as specialists, or in staff functions, and less in positions of responsibility. Leadership in the sense of intentionally exerting social influence is not desired.

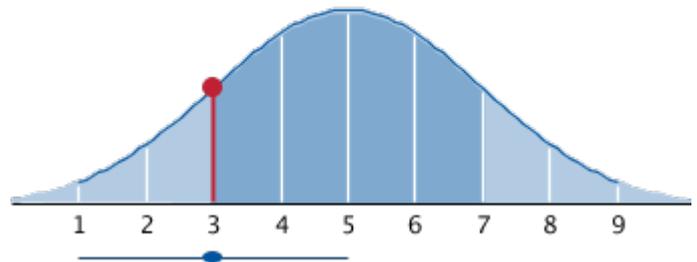
High Value

For people with high scores on the Leadership Motivation scale, it is very important to have leadership tasks included within their remit. Leading people and coordinating other people's work are key occupational drivers for them. They readily intervene in the activities of others and do not hesitate to give instructions and direction. In groups, they like to have a management role; they enjoy inspiring others with their ideas and winning them over to their point of view. They view themselves as having the personality of a leader, and ascribe to themselves certain characteristics which are typical of those in leadership, for example inspiring others or guiding them. People with a high score on this scale see themselves as having strengths and competencies related to exercising influence in social situations. They take it for granted that people will usually follow them. The fact that high scores on this scale suggest a self-image that incorporates positive leadership characteristics (such as the ability to inspire and motivate) should be kept in mind. There may be discrepancies between self-image and the perceptions of others. When high scorers have actually had formal leadership responsibilities for some time, this is a particularly important point to consider because in such circumstances, the opportunity for open and realistic feedback about their behaviour as a leader is often limited. In relation to this, in the context of coaching for example, one might well draw on answers to individual items as the basis for discussions, and compare these with the same items as answered by others on the peer-rated version of BIP.

Conscientiousness

UK Working Population Sample - Stanine Score (5+2z)

Raw val	43
Normed val	3
Missing vals	0
Confidence interval	[1 - 5]



Careful work habits; high degree of trustworthiness; detailed work style; values conceptual work very highly; prone to perfectionism.

Low Value

People with low scores on this scale are less motivated by tasks that require precision and perseverance. Activities that are detailed and require patience are not satisfying for them. People with low scores on conscientiousness value more pragmatic solutions and are of the opinion that not every task must be done perfectly. Spontaneity is more important for low scorers than sticking to agreed plans or deadlines. They do not willingly take on tasks that have to be completed over a long period of time or that are associated with high demands for endurance and carefulness. People who are not very conscientious primarily commit themselves to activities that can be handled without lengthy preparation. There are many tasks that require a pragmatic rather than a thorough and precise approach; that require quick decision-making and that are less orientated to detail and more oriented to a broad overview. On the other hand, there are activities for which a high level of conscientiousness is an essential prerequisite. For example, in many technical or auditing tasks a low level of conscientiousness might put the fulfilment of the role at risk.

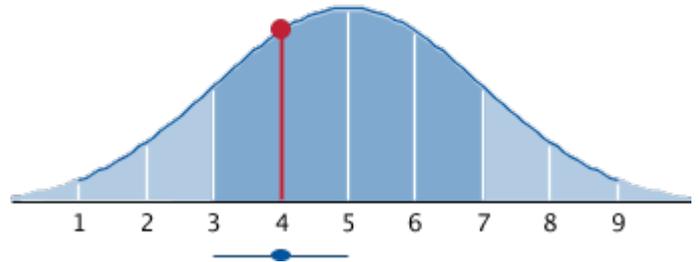
High Value

When planning and carrying out activities, people with highly developed conscientiousness are extremely reliable. They try to work on every task as thoroughly and precisely as possible while at the same time striving to adhere to deadlines. Their concern with accuracy often means having to invest a lot of time in order that the outcome of the task meets their personal standards. Just as they have a large stake in the quality of their own job performance, so they also expect a corresponding carefulness from others. They gladly get absorbed in details, as well as getting to the bottom of problems. These people are particularly suited for activities that have high demands for carefulness and precision. Other people sometimes see them as picky and overly perfectionist. The scale correlates slightly negatively with salary. This seems plausible to a degree, since members of higher management often have to be satisfied with a less conscientious analysis of the details of a task. Highly conscientious people, on the other hand, tend to seek challenges that demand detailed and accurate work.

Flexibility

UK Working Population Sample - Stanine Score (5+2z)

Raw val	50
Normed val	4
Missing vals	0
Confidence interval	[3 - 5]



Readiness to face new or unforeseen situations, and to tolerate uncertainty; openness to new perspectives and methods; acceptance of change.

Low Value

People with low scores on this dimension, do not find it easy to adjust to change or uncertainty. They feel good in a stable and clearly ordered environment and are not keen on being continually confronted with new situations. In their activities, they prefer clearly defined tasks which are not ambiguous. Their interaction with the work environment is consistent and predictable. When an organisation is facing change and re-structuring, people who score low on flexibility may have a difficult time adapting and adjusting adequately to new conditions. The constant changes that occur in many organisations can present these people with ongoing difficulties.

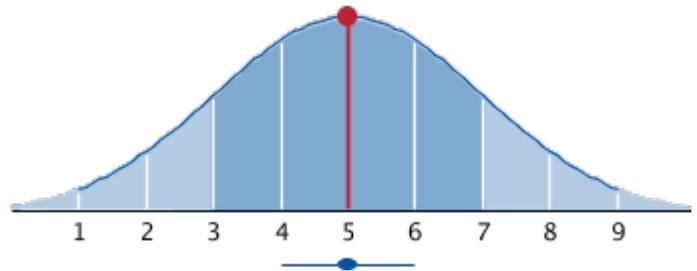
High Value

People with high scores on this scale find it easy to adjust to uncertainty or unforeseen changes. They enjoy being confronted with new challenges, and concerning themselves with unfamiliar problems. Unknown things do not make them feel uneasy. They have a talent for improvisation and are open to novel experiences. Similarly, they are not daunted by tasks that are not clearly defined because they can tolerate a high degree of ambiguity and look forward to new situations rather than feeling threatened by them. People who score high on Flexibility adjust quickly to processes of change and new situations. Of course in roles where there is a great amount of routine or a lack of opportunity to experience novelty a high Flexibility score will be detrimental to job satisfaction.

Action Orientation

UK Working Population Sample - Stanine Score (5+2z)

Raw val	56
Normed val	5
Missing vals	0
Confidence interval	[4 - 6]



Readiness to rapidly transform a decision into goal-oriented activity, as well as to protect a chosen course of action from diversionary proposals.

Low Value

People with a low score on Action Orientation describe themselves as often being unsure about the best way to deal with a task. Once they have made a decision to act in a certain way, they hesitate for some time before beginning to act. They sometimes have a problem focussing their attention on the most relevant things because of a tendency to be distracted by things extraneous to the task at hand – for example, by other unsolved problems. Especially when faced with an unpleasant task, they have a tendency to postpone the work and procrastinate. People with low Action Orientation can learn to break tasks down into more visible and attainable steps through which it becomes easier for them to cope with the entirety of complex or unpleasant tasks. Generally speaking, people with low Action Orientation tend not to 'shoot from the hip'. They often struggle with extraneous deliberations for a long time before they begin something, or put a decision into action. This deliberation sometimes makes them appear meticulous but this scale in itself does not infer anything about the quality of output. People with low Action Orientation agonise more before they begin a project. However, in terms of the quality of their results, they are not necessarily inferior to people with high Action Orientation. It is simply that the sorts of circumstances that require extremely quick action in uncertain conditions are generally not comfortable for people with a low Action Orientation.

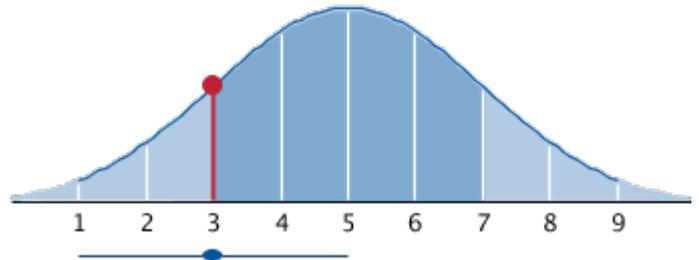
High Value

People with high scores on this scale address their tasks with alacrity and results orientation. If a decision is made to go ahead with something, they immediately begin to put the plan into action. They are capable of focusing on relevant aspects of the job without letting themselves be distracted or impeded by other things. People with high Action Orientation are perceived by others as people who do not worry too much about potential difficulties with a plan but rather act quickly. They set themselves goals, which they work towards with perseverance. They master complex tasks by breaking them down into smaller steps. It is quite important to point out here that although people with high Action Orientation are quick to act and devote themselves to a task with a high degree of concentration, the conclusion should not be drawn that this always results in work of a superior quality. The activities to which they are most suited are those in which nothing is definite, in which the action is not well defined, and for which quick, decisive action is imperative. There is also the inherent risk that they tend to spend little time analysing the situation and gathering information before making a decision. Correcting the course of action might be required after they have acted too hastily. If they also have a high score on the Assertiveness scale there is a risk that they may push forward on what is seen only retrospectively to have been a bad decision.

Social Sensitivity

UK Working Population Sample - Stanine Score (5+2z)

Raw val	46
Normed val	3
Missing vals	0
Confidence interval	[1 - 5]



A good sense for even the subtlest signals in social situations; capacity for empathy; confidence in his/her interpretation of the behaviour of others, and in his/her relations with them.

Low Value

In many social situations, people with low scores on this scale find themselves uncertain of their perception of social situations or whether they have behaved appropriately. It is not always clear to them how their actions have been interpreted by others. There are other times when they simply do not perceive that a conversation or a situation has been difficult, when in fact this was the case. A person with a low score on social sensitivity will clearly need further personal development where areas of their work demand social sensitivity (for example leadership tasks or those that require contact with important clients). As previously noted, simply feeding back a generalised impression from peer ratings, while a useful starting point, is unlikely to lead to any change. It is therefore especially important to follow this up with specific examples of how they were perceived by others in particular situations.

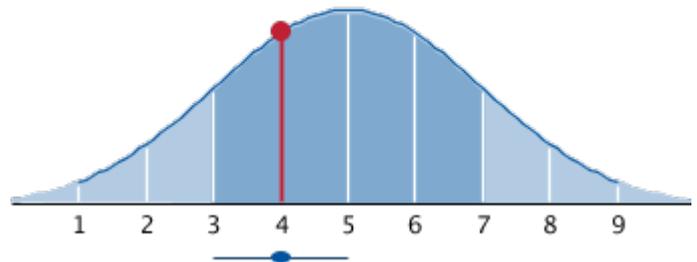
High Value

People with high scores on the Social Sensitivity scale describe themselves as being good at 'reading' a social situation, and in discussions they are able to differentiate emotions indicating agreement or conflict. They are quick in discerning how to master discussions in difficult situations. Their highly developed intuition allows them to confidently take on people who are difficult or not very approachable and to correctly interpret a large number of diverse situations. It should be remembered that discrepancies between self-image and other-image are more probable with regard to this dimension than possibly any other. People might think that they are themselves very intuitive and sensitive, yet evaluation of them by others might point in the opposite direction. Thus when dealing with this scale, a comparison between self-evaluation and peer reports is particularly useful. When there are significant discrepancies, however, the difficulty is that those who are not very sensitive are also not very receptive to this kind of feedback.

Openness to Contact

UK Working Population Sample - Stanine Score (5+2z)

Raw val	61
Normed val	4
Missing vals	0
Confidence interval	[3 - 5]



Distinct readiness and preference for making contact with both familiar and unfamiliar people, and for building and maintaining relationships; active building and maintenance of both work-related and private networks.

Low Value

People with low scores on this scale tend to hold back in social situations and are less likely to take the initiative to approach other people. It often takes a while for them to strike up new acquaintances. It may be that they prefer a smaller circle of close friends and acquaintances. They experience uncertainty and timidity in various social situations and as a result they can be perceived as aloof and uncommunicative. When people low on this scale are faced with tasks that demand initiating contact with new people they will require support. People with low scores on Openness to Contact do not easily build up personal networks that they can draw upon. They are not forward in establishing relationships and it is hard for them to develop active ties – for example with colleagues or clients. Although introversion or extraversion are, in their broadest definition, facets of temperament which are quite stable over time, the aspects of those domains covered by this scale can, to a certain degree, be developed with coaching and support.

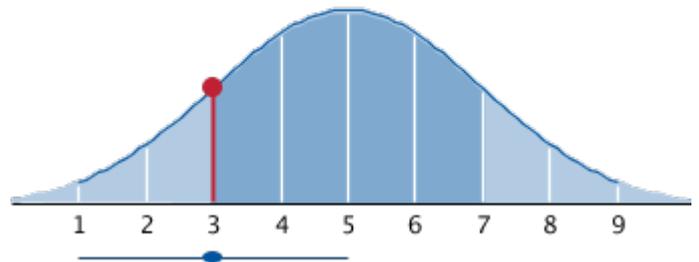
High Value

People with high scores on this scale find it easy to meet others, make contact with strangers and build up a network of personal relationships. They are not timid when dealing with other people. Both in their work and private life, they are open to interpersonal exchanges. They put a high value on being in touch with a large number of people. Opportunities to meet new people are a significant source of job satisfaction for high scorers on this scale. Their numerous contacts allow them to find an appropriate person to consult for many different circumstances. A high score on Openness to Contact is a desirable trait for management or sales activities. Furthermore it facilitates integration into an existing team and strengthens the cohesion of group ties in a working group. People with a high score on Openness to Contact find it especially difficult to work in areas that offer few possibilities for face-to-face contact where working alone is a major part of the role. For these people, making contacts and nurturing these relationships is motivating and they will often express the need for communication via dialogue.

Sociability

UK Working Population Sample - Stanine Score (5+2z)

Raw val	53
Normed val	3
Missing vals	0
Confidence interval	[1 - 5]



Distinct preference for social relations which are characterized by friendliness and respect; generous towards a weak interaction partner; distinct wish for harmony with others.

Low Value

People with low scores on the Sociability scale do not need to be well-liked by everyone. They do not actively strive to be seen as pleasant and considerate. They openly come out with criticisms and 'home truths' and may sometimes offend others in the process. They can have a provocative effect on others. On the other hand, it will be clear that they are honestly expressing their thoughts rather than trying to flatter or gain sympathy. Their outlook allows them to stand by tough decisions and follow through on unpopular actions which might be relatively difficult for others to do. The advantage of a low level of sociability (as defined by this BIP scale) is that the lower need for interpersonal harmony frees the person from the drive to consensus seeking and so facilitates independent and critical thinking. Low scorers are less likely to cover things up with disagreeable compromises or a premature smoothing over of ruffled feathers. A potential disadvantage is the greater likelihood of interpersonal conflict; low scorers might present difficulties when it comes to friction free integration into a team. The Team Orientation scale can help clarify this aspect.

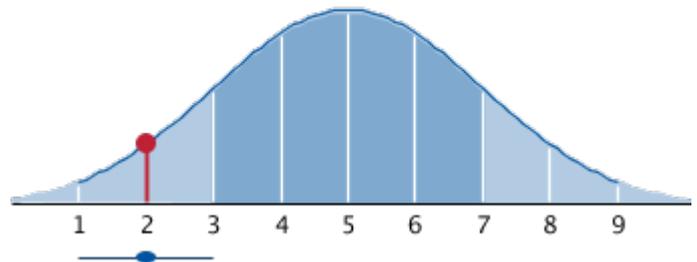
High Value

For people with high scores on the Sociability scale, it means a lot to be perceived by others as friendly and considerate. They value harmonious relationships with others, and strive to have a balancing and integrating effect on their environment. If they have to criticise other people, they do it preferably by indirect or metaphorical means as they prefer to avoid offending others. It is difficult for them to openly say something unpleasant if this would mean causing someone annoyance or displeasure. As a rule, they treat other people with benevolence, and consequently other people see them as supportive and likeable. Associated with sociability is a disposition to react with generosity and benevolence to the faults of others, and to be flexible with regard to the needs of the social environment; thus it is usually easy to integrate sociable people into teams. They are liked by others, and are always ready to help. In conflicts, they gladly assume a stabilising and moderating function. Their tendency to strive for harmony, (especially in management functions) can be a disadvantage in situations where decisiveness and toughness is required because they may keep striving for consensus.

Team Orientation

UK Working Population Sample - Stanine Score (5+2z)

Raw val	37
Normed val	2
Missing vals	0
Confidence interval	[1 - 3]



High valuation on teamwork and cooperation; readiness for active support of team processes; willingness to suppress own profile for the benefit of the work group.

Low Value

For people who are not very team oriented, autonomy and independence at work are very important. They do not like to depend upon the support of others. Taking individual responsibility for the results of their work is more important to them. They think team work is not fundamentally superior to the work of an individual. They feel at their best in a role that allows them to work independently and separately from others as much as possible. A low Team Orientation is advantageous in an environment where individual responsibility for one's own output is what counts. This has long been the case for sales, although recently the advantages of a team approach to sales are more emphasised. People with low Team Orientation sometimes consider work groups to be a gathering place where their less successful co-workers profit from the success of the stronger. People who score low on Team Orientation may still value co-operation and harmonious relationships (which is measured by the Sociability scale) but they still believe that there are many jobs they could do better working alone rather than as part of a team. They prefer to act autonomously and independently of other people. The increasing complexity of occupational tasks has initiated a shift in thinking which has led to stronger demands for team thinking in many businesses. To the degree that this seems to be mandated by occupational demands, people who are low on Team Orientation may have to broaden the range of their behaviour; many activities require not only individual and autonomous activity but also a willingness to prioritise successful team cooperation.

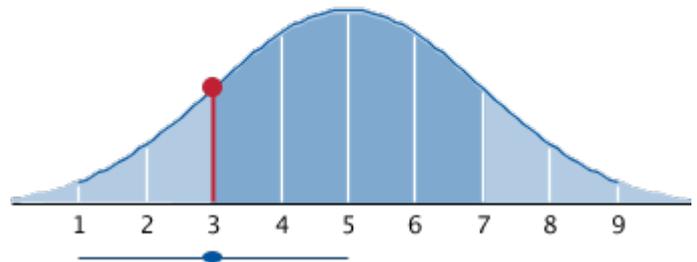
High Value

People with a high score on this scale are cooperative and very much value being part of a team. They actively work to carry out team decisions, and are glad to delegate certain competencies and decision-making powers of the group to a single member, or to share them with that person. In general, people with a high score on this scale tend to believe that the performance of a team is greater than the sum of its individual parts. At the same time, they assume that in team 'thinking' the different kinds of individual contributions that are made might lead to a better quality of ideas. They happily take on functions that correspond to the further development of the group and to collective success. When working in a team, they support others, and they seek and accept support. They not only seek to master difficulties, but also draw on the resources of the team to meet this goal.

Assertiveness

UK Working Population Sample - Stanine Score (5+2z)

Raw val	37
Normed val	3
Missing vals	0
Confidence interval	[1 - 5]



Tendency to dominate in social situations; strives persistently to achieve goals even against resistance; highly sensitive to interference.

Low Value

People with a low score on the Assertiveness scale do not impose their views on other people. They prefer to reach their goals through compromise, not through dominance and authority. If an agreement must be reached, they tend to make concessions and do not hold fast to their position. In situations in which they wish to convince others of their ideas, they may give up too rapidly. This is often detrimental to their own interests. Low scores tend to express a tendency to give up, to give in to social influence, and to be overly quick to compromise.

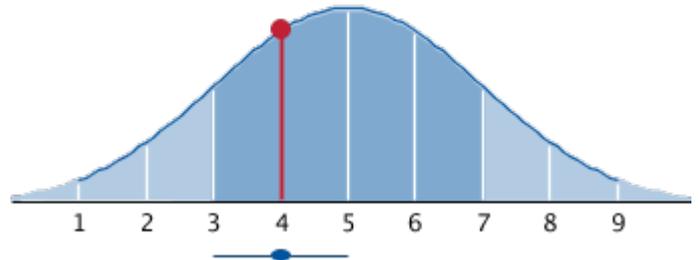
High Value

People with high scores on this scale describe themselves as often being dominant in their interactions with others. In discussions, they frequently take the offensive, and decisively defend their own point of view. Their obstinate debate often leads to success in achieving their goals. To others, especially those who are not so assertive, these high scorers impact as very convinced of their own ideas to the extent of being seen as authoritarian and uncompromising. In many areas of work, particularly in difficult management situations, this style can be very useful. However, when combined with a decreased readiness to empathise (not necessarily the ability to empathise), and co-operate with others, it can impact as overly directive. Especially among people who have been in a management position after many years of leadership responsibility, the true impact of their high level of assertiveness may not be perceived accurately by them in terms of the extent to which other people feel that their perspectives are being taken into account. Therefore, on other BIP scales, highly assertive people may report themselves to be socially sensitive and team oriented and, indeed they may truly hold such attitudes even if these are not apparent to other people. It can therefore be very useful for them to compare their own ratings with those of others on the same scales. In this way they can discover whether their reported regard for the perspectives of others is coming across or not.

Emotional Stability

UK Working Population Sample - Stanine Score (5+2z)

Raw val	52
Normed val	4
Missing vals	0
Confidence interval	[3 - 5]



Balanced and seldom volatile emotional reactions; capacity for recovery from setbacks, defeats and failure; distinct capacity to control own emotional reactions.

Low Value

People with low scores on the scale of Emotional Stability need a time to get over defeats and setbacks. They often feel discouraged, inadequate and overstretched. When they are feeling low or worried, performing their work feels much more difficult. When placement decisions are being made, people with average or below average scores in the domain of Emotional Stability should in no way be automatically excluded. Many people manage to compensate successfully for their difficulties in this area, so that they are no less successful and no special problems arise. Nevertheless low scores in this domain need to be explored with the candidate in relation to the specific psychological pressures within the job. The specific emotional demands associated with the job in question should be openly discussed with the candidate which. In this context, the interviewer can bring up for discussion how the candidate thinks that he/she might deal with and react to an array of emotionally difficult situations. The discussion should draw on concrete examples of similar situations that the candidate has experienced in the past. Further there should be exploration of the kinds of external resources that have been helpful for coping and the extent to which these are available (or can be made available) in any future roles that are under consideration.

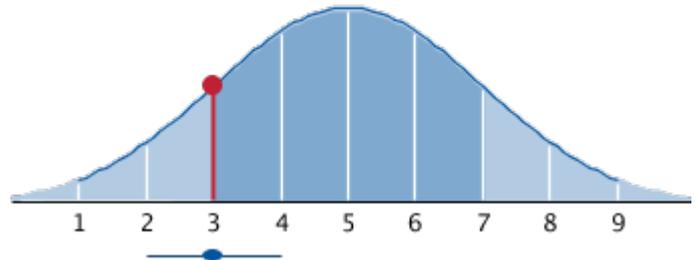
High Value

People who are high on emotional stability manifest a high degree of composure when they are dealing with setbacks, failures and personal problems. They get over setbacks quickly and they are good at bouncing back from personal defeats. They have an optimistic and positive view of life and report less experience of intense negative emotions. Faced with problems and failures they can control their negative feelings to a great extent and do not allow themselves to be demoralised by difficulties in their work. Their stability allows them to cope successfully even when they are exposed to extreme psychological pressures. With the increasing complexity of and competition within business and industry today, it is to be expected that the advantage of a high level of this characteristic will also tend to increase.

Working under Pressure

UK Working Population Sample - Stanine Score (5+2z)

Raw val	39
Normed val	3
Missing vals	0
Confidence interval	[2 - 4]



Assesses themselves (physically) as highly resistant and robust; high degree of readiness to take on even extraordinary tasks, and not avoid them.

Low Value

People with low scores on the Working under Pressure scale state that the limits of their stamina are quickly reached when they become overburdened. If they have to meet high load demands over a long period of time, they feel exhausted, and irritable or nervous. During periods of very high workloads, they lose vigour and energy. When scale scores are low, this does not have to mean that health problems exist or are imminent. This scale is more about the cognitive representation of the extent to which one is ready to make demands on oneself. In a selection situation, extremely low scores might indicate a certain deliberate attempt to make clear that the possibility of being put under pressure is not desired. This should be openly discussed. It is recommended anyway that as a matter of course the 'burdens' connected to the job in question be delineated as precisely as possible and compared with the physical limits of the candidate. The possibility of a mismatch between the two will be of little benefit to either party.

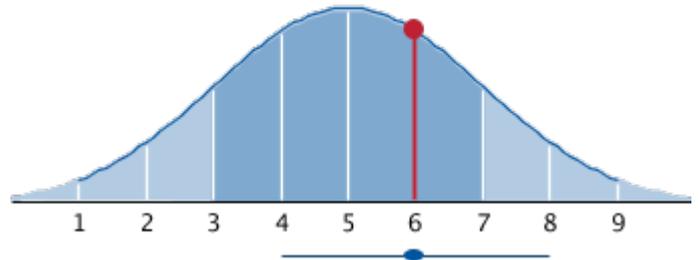
High Value

People who score high on the Working under Pressure scale see themselves as capable of coping with very heavy workloads. It does not bother them to be continually subjected to high demands over a long period of time. They have large energy reserves available to them. During periods of high workload, they manage remarkably well to organise their energies and to maintain their vigor and productivity. It is not necessarily the case that high scores on this scale mean there are no physical problems; it is particularly those people who persistently take on heavy workloads who often have to struggle with physical symptoms. These may be compensated for by the individual or offset in some way or sometimes, simply ignored. This last is not an advisable option of course. People who neglect to offset the physical effects of sustaining heavy loads over long periods of time should, if necessary, be counseled about this with respect to the possible dangers to their health. In selection situations, it should also be openly explained to the candidate what this willingness to accept burdensome demands might mean concretely in the context of a job and specifically what burdens might have to be managed.

Self-Confidence

UK Working Population Sample - Stanine Score (5+2z)

Raw val	62
Normed val	6
Missing vals	0
Confidence interval	[4 - 8]



(Emotional) independence of the judgment of others; highly self-motivated; high self-confidence relating to own capacity and performance expectations.

Low Value

In many situations, people with low scores on the scale of Self-confidence feel concerned about what effect they are having on other people, and what kind of impression they are making. They continuously think that other people might be judging them, and, in many cases, this limits the scope of their activity. There is often a desire to be more self-confident and particularly to be less uncomfortable when they are in situations of high visibility (such as speaking in front of large groups). Criticism can make them insecure, especially when it is put bluntly. Low scores on this scale must not be mistaken for inefficiency; on the contrary, sometimes merely the anticipation of being judged by others will be a significant incentive for them to put in more preparation. More problematic on the other hand, would be a job that required a great deal of time 'in the spotlight'. However, this is an area where coaching can be very useful.

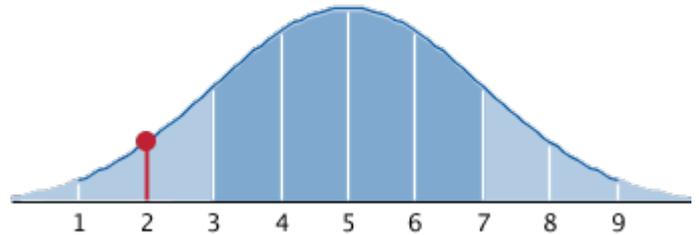
High Value

People who have a high degree of Self-confidence impact as convincing and self-assured. They have no difficulty in speaking in front of groups or being at the centre of attention. They are relatively free from worry about what others might be thinking of them. They are satisfied with themselves as people, and are aware of their strengths and weaknesses. They appear to be well balanced and content with themselves. They radiate confidence and social ease. This is why they are also capable of taking direct criticism without it decreasing their self-worth. As is the case with extremely high scores on the Emotional Stability scale, a potential downside is that they may tend to spend too little time reflecting on critical feedback, or reviewing their effect on others. In a feedback meeting with people who score very high on this scale, it is useful to explore the degree to which they have made changes subsequent to receiving critical feedback. Sometimes the high scoring person's motto 'I am who I am' can lead to a failure to act upon the perceived desirability for personal change.

Impression Management

UK Working Population Sample - Stanine Score (5+2z)

Raw val	26
Normed val	2
Missing vals	0



This scale measures an aspect of response style. We all manage the impression we give of ourselves in any form of communication. A personality questionnaire is no different. This scale assesses the extent to which the person is emphasising more or less positive aspects of themselves as they respond to items. A high score does not necessarily mean that the person is being untruthful. Some individuals naturally selectively attend to more positive aspects of themselves while others are more negative when they describe themselves. The score on this scale cannot tell us whether the impression management is conscious or unconscious. The purpose of it is to arm the assessor with an understanding of the extent to which the person tends to respond in more or less socially desirable way.

ITEM-LEVEL ANALYSIS

No.	Item (abbreviated)	Response	Points	Time (sec)
Achievement Motivation				
6	I feel satisfaction from pushing myself to the limit	(3)	4	0
22	I'm extremely ambitious	(3)	4	0
37	It doesn't matter if I still have to work while others are off	(6) completely untrue	1	0
54	I'm only satisfied with my performance when I exceed expectations	(5)	2	0
71	I like putting myself into difficult situations so that I can prove myself	(4)	3	0
89	Even after doing a very good job, I try and do better	(1) completely true	6	0
104	At times work commitments cause me to neglect my private life	(1) completely true	6	0
120	My salary should relate to my performance	(3)	4	0
136	I don't keep going after a goal once it turns out to be hard to reach	(3)	3	0
150	I tend to set myself easily reached goals	(6) completely untrue	6	0
166	I'm dissatisfied when I fail to reach my potential	(2)	5	0
180	I'm only truly satisfied by achieving extraordinary results	(3)	4	0
205	I won't let work commitments interfere too much with my private life	(5)	5	0
214	I thrive on difficult problems	(3)	4	0
Power Motivation				
7	I've achieved a great deal in life	(5)	2	0
23	So long as my work is fully satisfying I'm happy to let others do the planning and organisation	(1) completely true	1	0
38	Some colleagues think I push too hard for change	(5)	2	0
55	When something new has to be started I'm not the right person	(1) completely true	1	0
72	Sometimes people have to stop me from rushing ahead	(3)	4	0
90	When things go wrong I feel no need to interfere unless I'm directly involved	(4)	4	0
106	When I see room for improvement, I find it more difficult than most to accept things as they are	(3)	4	0
121	For my work to have a big impact isn't important to me	(4)	4	0
137	To do things my way, I willingly forgo support	(2)	5	0
151	I fight for my convictions, accepting a downside	(5)	2	0
181	Some people dislike my unconventional thinking	(5)	2	0
195	I like to play with abstract ideas	(5)	2	0

No.	Item (abbreviated)	Response	Points	Time (sec)
Leadership Motivation				
8	I avoid conversations where I'm expected to exert a strong influence	(1) completely true	1	0
24	I don't like making decisions that limit other people's initiative at work	(1) completely true	1	0
39	I derive satisfaction from being able to influence others	(6) completely untrue	1	0
56	Others find me inspiring	(4)	3	0
73	I prefer a specialist role to a management position	(5)	5	0
91	I exude authority	(3)	4	0
107	I don't necessarily want to get into a leadership position at work	(4)	4	0
123	I dislike having to give orders	(2)	2	0
138	I often take lead in discussions even when it's neither my place nor responsibility	(1) completely true	6	0
153	To find work fulfilling, I need management responsibility	(1) completely true	6	0
167	Others often follow my lead	(5)	2	0
182	Technical competence is more important to me than leadership qualities	(1) completely true	1	0
196	I find it hard to criticise others	(1) completely true	1	0
207	I'm happy to take responsibility for important decisions	(4)	3	0
215	When a group requires leadership I don't push myself forward	(1) completely true	1	0
Conscientiousness				
10	I finish my work before pursuing my leisure	(5)	2	0
26	I'd rather be spontaneous than plan systematically	(1) completely true	1	0
41	I'm well suited to the type of work where things need careful checking	(5)	2	0
59	I'm interested in jobs that take both endurance and accuracy	(1) completely true	6	0
76	I'm not too keen on jobs which demand a lot of precision	(5)	5	0
93	I don't like working with people who want to do everything one hundred percent	(2)	2	0
109	I'd rather be thought disorganised than uncreative	(2)	2	0
125	I'm very meticulous	(4)	3	0
140	The effort needed for a perfect result rarely pays	(5)	5	0
155	I'm a perfectionist	(4)	3	0
170	I work much more accurately than most people	(5)	2	0
184	I manage my paperwork so everything is at my fingertips	(3)	4	0
197	I like to plan my work in detail well ahead of time	(4)	3	0
216	I'm critical rather than easy-going when checking something	(4)	3	0

No.	Item (abbreviated)	Response	Points	Time (sec)
Flexibility				
11	I prefer tasks where I can sense what's expected	(1) completely true	1	0
27	I have no problem adjusting when the focus of my work changes completely	(3)	4	0
42	Unforeseen situations are a welcome challenge	(1) completely true	6	0
60	I like to plan my working day carefully in advance	(5)	5	0
77	My work responsibilities should be clearly defined	(5)	5	0
94	I feel uncomfortable when my work tasks are not clearly defined	(3)	3	0
110	I like tasks that require immediate action	(3)	4	0
126	I'm reluctant to vary my daily routine	(6) completely untrue	6	0
141	I like it when the demands of a job are constantly changing	(1) completely true	6	0
156	I'd rather not take on the type of jobs that involve a constantly changing work environment	(1) completely true	1	0
171	Work is much less attractive when everything is predictable	(6) completely untrue	1	0
185	I prefer to be given clear instructions	(1) completely true	1	0
198	I feel most comfortable when everything takes its usual course	(6) completely untrue	6	0
208	Faced with the unforeseen, I feel in my element	(6) completely untrue	1	0
Action Orientation				
12	I'm not very successful at managing my time to meet a deadline	(5)	5	0
28	I don't hesitate to put decisions into effect	(1) completely true	6	0
43	Having to analyse in great detail can stop me getting on with the job	(1) completely true	1	0
61	I like to take breaks even during urgent work	(5)	5	0
78	I can lose track when not having clear objectives	(5)	5	0
95	When working from home, I have no trouble starting on time	(4)	3	0
111	With a number of tasks to be dealt with at once, I find it difficult to organise them effectively	(4)	4	0
127	Working on a complex task feels like facing an unscaleable mountain	(5)	5	0
142	I tend to put off unpleasant tasks	(3)	3	0
157	When I should be starting a difficult task my mind often drifts	(5)	5	0
172	Whatever I plan for the day is done by evening	(4)	3	0

No.	Item (abbreviated)	Response	Points	Time (sec)
Action Orientation				
187	If something is urgent I really have to push myself before I can make a start	(5)	5	0
199	When I have many different jobs to do I sometimes don't know where to start	(1) completely true	1	0
209	At work I find it easy to stick to my priorities	(2)	5	0
Social Sensitivity				
13	I mostly strike the right tone, almost instinctively	(1) completely true	6	0
29	I may fail to notice someone else's unease	(3)	3	0
45	I get on very well with all sorts of people	(2)	5	0
62	Even when people are being very difficult I can still get on well with them	(4)	3	0
79	I'm always very aware of how others are feeling	(1) completely true	6	0
96	Once in a while I put my foot in it and say the wrong thing	(1) completely true	1	0
112	I'm quick to see how I should behave towards new people	(1) completely true	6	0
128	I find very reserved people difficult to get on with	(5)	5	0
158	Even in a difficult situation I say the right things	(3)	4	0
173	I'm very sensitive to changes in the emotional tone of a conversation	(6) completely untrue	1	0
188	I've been told that I don't always strike the right note in conversation	(1) completely true	1	0
200	Sometimes I find it hard to know what others expect from me	(5)	5	0
Openness to Contact				
1	I find it easy to make conversation with strangers	(1) completely true	6	0
15	I'm uncomfortable with people I don't know well	(5)	5	0
31	I'd prefer if talking to new people were not a regular part of my work	(1) completely true	1	0
47	It's easier for me to talk to strangers if they speak to me first	(1) completely true	1	0
64	When I meet someone new it takes a while before I can be myself	(3)	3	0
81	I'm irritated by people who are too quick at making social contact	(4)	4	0
98	It takes me some time to get to know people	(4)	4	0
114	I use a good deal of my spare time to keep in touch with people	(2)	5	0
130	I'm not particularly sociable	(1) completely true	1	0
144	People regard me as reserved	(4)	4	0

No.	Item (abbreviated)	Response	Points	Time (sec)
Openness to Contact				
160	I'm better than most at getting along with people	(2)	5	0
175	I'm more confident than most in dealing with others	(1) completely true	6	0
190	Many like me because of my friendly nature	(4)	3	0
201	I've built a wide network of professional contacts	(4)	3	0
211	People often turn to me, as I have contacts everywhere	(3)	4	0
218	After meeting someone important I make a special effort to maintain contact	(1) completely true	6	0
Sociability				
14	I don't find it difficult to adapt to expectations	(3)	4	0
30	I deal considerately with others	(1) completely true	6	0
46	Reaching a goal is more important to me than maintaining harmony	(1) completely true	1	0
63	I become irritated if I have to explain the same thing over and over	(2)	2	0
74	I'm very much my own person	(3)	3	0
80	When my behaviour goes down badly, I try and adapt	(3)	4	0
97	People notice my irritation when things don't go as they should	(2)	2	0
113	When I don't like someone, I show it	(5)	5	0
129	People regard me as cool and calculating	(6) completely untrue	6	0
143	I occasionally hurt others by sarcastic remarks	(2)	2	0
159	I tend to be the mediator in group discussions	(4)	3	0
174	I get angry when others don't say clearly what they want	(5)	5	0
189	I avoid provoking others	(5)	2	0
210	I get on with everybody	(1) completely true	6	0
217	It's better not to get on the wrong side of me	(2)	2	0
Team Orientation				
2	I much prefer working where I don't have to rely on others for support	(3)	3	0
16	I achieve my best results working alone	(5)	5	0
32	It's important to me not to have to constantly co-ordinate my work with others	(3)	3	0
48	I prefer to work by myself	(3)	3	0
65	Nearly all pressing problems can only be properly tackled as a team	(1) completely true	6	0
82	To get a job done really well, do it yourself	(1) completely true	1	0
99	Nearly everything done by a team takes longer than necessary	(1) completely true	1	0

No.	Item (abbreviated)	Response	Points	Time (sec)
Team Orientation				
115	My colleagues think me something of a loner	(1) completely true	1	0
131	Working with others brings out the best in me	(5)	2	0
145	When working on something I try to get as far as I can without asking for help	(1) completely true	1	0
161	When planning a project, my first priority is to decide who else will be involved	(1) completely true	6	0
176	Constantly having to consult is incompatible with my working style	(4)	4	0
191	Given the choice, I'd rather work in a team	(6) completely untrue	1	0
Assertiveness				
9	It's hard to get the better of me in an argument	(3)	4	0
25	My colleagues think I often try to get my own way	(3)	4	0
40	I don't put up with things I dislike	(6) completely untrue	1	0
57	It's difficult for me to get my ideas implemented	(3)	3	0
75	I'm able to get people committed to the things I believe in	(5)	2	0
92	When working in a group, I have no problem winning people over to my ideas	(1) completely true	6	0
108	I'm too soft when dealing with others	(1) completely true	1	0
124	It's not easy for me to convince others	(5)	5	0
139	In conversation I find it easy to win people over to my view	(4)	3	0
154	It doesn't bother me if people dislike me for trying to accomplish something new	(3)	4	0
168	When working in a team, I try hard to convince others of my view	(4)	3	0
183	I can be very domineering	(6) completely untrue	1	0
Emotional Stability				
3	I don't dwell on personal problems	(5)	2	0
17	Not succeeding in something doesn't bother me long	(3)	4	0
33	I get over it quickly when my work doesn't turn out as I hoped	(2)	5	0
49	When people criticise me, I tend to dwell on it	(5)	5	0
66	When my mistakes are found out I don't dwell on it	(2)	5	0
83	When things get on top of me I can be very difficult to be with	(3)	3	0
100	Excessive stress sometimes puts me off my stride	(2)	2	0
116	When I have important worries, I'm sometimes unable to act	(3)	3	0

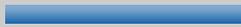
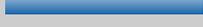
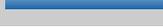
No.	Item (abbreviated)	Response	Points	Time (sec)
Emotional Stability				
132	Sometimes I feel quite discouraged	(1) completely true	1	0
146	I view things less dramatically than most people	(4)	3	0
162	I don't take life too seriously	(5)	2	0
177	I'm not easily thrown off balance	(3)	4	0
192	I'm pretty thick-skinned	(3)	4	0
202	If I've had to put up with several failures in a row I feel exhausted	(3)	3	0
212	Past failures don't bother me	(4)	3	0
219	I'm not afraid of anything	(4)	3	0
Working under Pressure				
4	Additional difficulties on top of an already heavy workload tend to throw me off track	(4)	4	0
18	I remain calm even when I have to deal with many things at the same time	(6) completely untrue	1	0
34	My physical health suffers when I'm under strain from a heavy workload	(1) completely true	1	0
50	I take intense, long-lasting pressure better than others	(4)	3	0
67	I stay calm even when I have to work very hard	(5)	2	0
84	It's no problem for me to work long hours without a break	(4)	3	0
101	I sometimes feel that I'm not up to demands	(3)	3	0
117	Compared to others, I can demand a lot from myself without wearing out	(4)	3	0
133	I become irritable under too much pressure	(3)	3	0
147	I get nervous when under many different demands at the same time	(3)	3	0
163	When I have a lot to do I tend to get irritable	(3)	3	0
178	Continued strain at work would get to me in the long run	(5)	5	0
193	I wouldn't like the sort of job with constant pressure to perform	(5)	5	0
Self-Confidence				
5	I'm quick-witted	(1) completely true	6	0
20	After I meet someone I ponder the impression I may have made for quite some time	(5)	5	0
35	I always speak my mind even when the atmosphere is likely to suffer	(3)	4	0
51	I'm not bothered when people talk about me behind my back	(5)	2	0
68	I have qualities that make me much better than most people	(3)	4	0
86	I get very nervous when I have to speak in front of a large group	(2)	2	0

No.	Item (abbreviated)	Response	Points	Time (sec)
Self-Confidence				
102	I get nervous before meeting important people	(4)	4	0
118	I get nervous when introduced to a new group	(1) completely true	1	0
134	I'm sometimes reserved when I should be aggressive	(5)	5	0
148	I feel very upset when others reject my ideas	(5)	5	0
164	Sometimes I get so embarrassed that I want the ground to swallow me	(2)	2	0
179	I'm self-confident	(1) completely true	6	0
194	I'm composed before important events, meetings	(3)	4	0
203	I don't care if people reject me for not doing what they want	(2)	5	0
213	I dislike being the centre of attention	(2)	2	0
220	I can easily tolerate tension with colleagues	(2)	5	0
Impression Management				
19	Nothing is ever gained by telling a lie	(5)	2	0
44	Some of the things I think about I would never tell to anyone	(3)	3	0
58	I'm happy to do anything at work even if I think it unnecessary	(5)	2	0
85	I occasionally think my work prospects are poor	(3)	3	0
105	Honesty pays in the end	(2)	5	0
122	Sometimes it's not sensible to tell the truth	(5)	5	0
152	At work my time belongs to my employer	(5)	2	0
169	I put my friends' interests above my employer's	(1) completely true	1	0
186	I will always tell someone if I disagree with them	(5)	2	0
206	I sometimes blame my mistakes on others	(1) completely true	1	0
Sense of Control				
36	My actions are often misunderstood	(5)	5	0
52	I sometimes feel happy or sad for no reason	(3)	3	0
69	I'm sometimes surprised at how others have interpreted my actions	(5)	5	0
87	I'm often surprised to hear of the impression I have made on others	(4)	4	0
103	I often wish colleagues and friends would be more supportive in difficult times	(5)	5	0
135	The way people treat me often angers me	(4)	4	0
165	I mistrust others	(4)	4	0
Competitiveness				
53	Not bothered if colleagues more successful	(4)	4	0
65	Nearly all pressing problems can only be properly tackled as a team	(1) completely true	1	0

No.	Item (abbreviated)	Response	Points	Time (sec)
Competitiveness				
119	Being one of the best in my field isn't very important to me	(2)	2	0
149	Achieving better results than others doesn't matter much to me	(1) completely true	1	0
204	I enjoy competing with others	(4)	3	0
Mobility				
70	I'm quite happy to move frequently from one location to another for my work	(2)	5	0
88	Continual business trips wouldn't bother me	(2)	5	0
Work/Leisure Time Orientation				
10	I finish my work before pursuing my leisure	(5)	5	0
21	I'd work less if I didn't have to do it for a living	(1) completely true	6	0
37	It doesn't matter if I still have to work while others are off	(6) completely untrue	6	0
84	It's no problem for me to work long hours without a break	(4)	4	0
104	At times work commitments cause me to neglect my private life	(1) completely true	1	0
193	I wouldn't like the sort of job with constant pressure to perform	(5)	2	0
205	I won't let work commitments interfere too much with my private life	(5)	2	0

Number of incorrect responses	0	
Number of missing responses	0	
Total item response time		00:00

RESPONSE STATISTICS

Step	Distribution of responses	
1	24 %	
2	11 %	
3	20 %	
4	16 %	
5	23 %	
6	6 %	