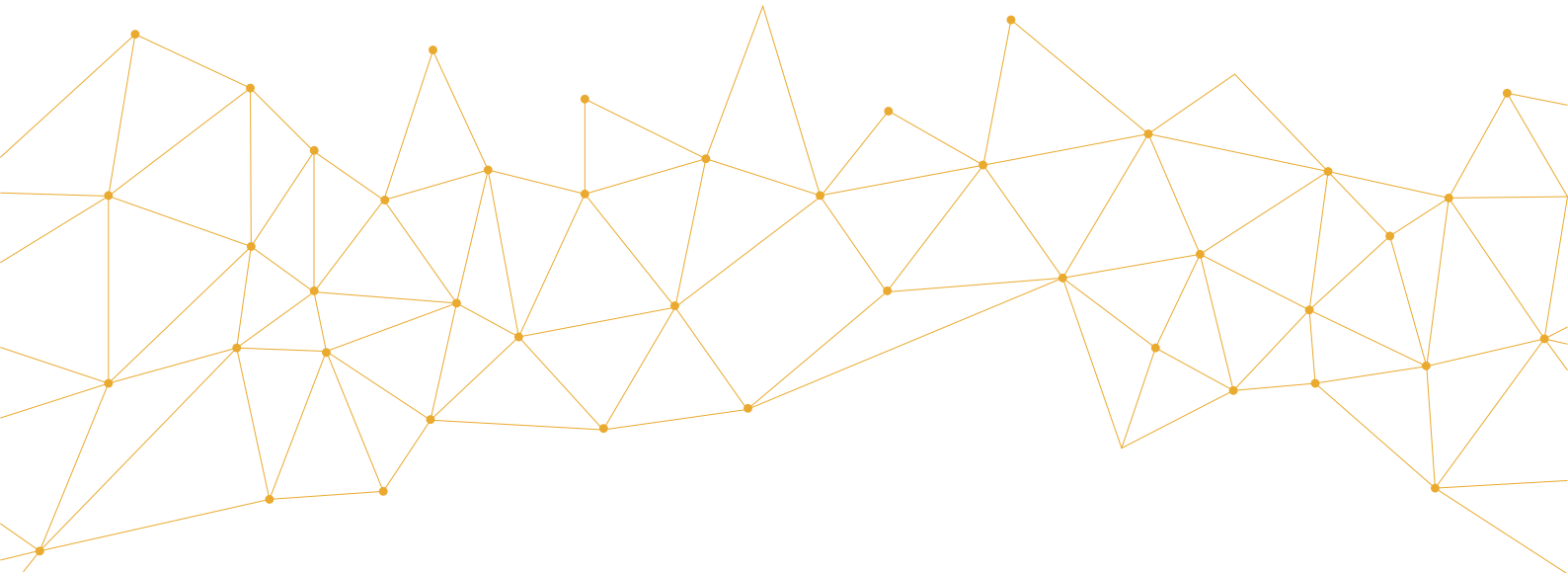


MAP

Interpretive report

First/given name: Map
Surname: 2
Date of test: 19-07-2022



 **ASCEND**
by ASSESSIO

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The respondent

First/given name:	Map
Surname:.....	2
Email:	a.a.m.danielsson+02@gmail.com
Year of birth:.....	2000
Gender:	Female
Nationality:.....	Sweden
Country of residence:.....	Sweden
Native language:.....	English
Highest level of education:.....	3 or more years of post-secondary education (college, university)
Current occupation:.....	Education, Training, and Library
Date of test:	19-07-2022
Report ordered by:	Amelie Danielsson
Reference group:.....	SWEDISH

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Introduction

The results in this report are a summary of the responses given by the respondent to the statements in MAP. The statements, which are based on contemporary work psychology research, have been developed for the purposes of measuring personality. It goes without saying that an individual's personality is very extensive and complex. Nevertheless, the characteristics that are measured in MAP are the key measurable aspects of personality for describing personality and predicting behaviour in working life. It is a fact that people have different personalities, and that these differences are important in work-related contexts. By mapping an individual's personality, we can identify his or her strengths and areas for development.

This report is divided up into five personality dimensions, each with their own measurement scale: Agreeableness (AG), Conscientiousness (CO), Emotional Stability (ES), Extraversion (EX) and Openness (OP). Each scale is in turn composed of five sub-scales numbered from 1 to 5 (for instance, AG1 is the first sub-scale for Agreeableness, AG2 is the second sub-scale, and so on).

Each part of the report begins with a description of the personality characteristic being measured, and how that characteristic might be expressed in a person's behaviour at the workplace.

This is followed by a diagram indicating the respondent's C-score. The diagram also shows where the respondent's score lies on the scale: low test scores, average test scores below the mean value, average test scores above the mean value, and high test scores.

The respondent's score level is followed by a descriptive text explaining the meaning of the score level, how the personality characteristic is usually expressed in a person's behaviour, and how others are likely to be affected by and perceive a person with that score level. The description is followed by a summary of the likely strengths of a person with a score of that level. Each part of the report ends with a number of points addressing areas for development that are relevant to individuals with scores of that level.

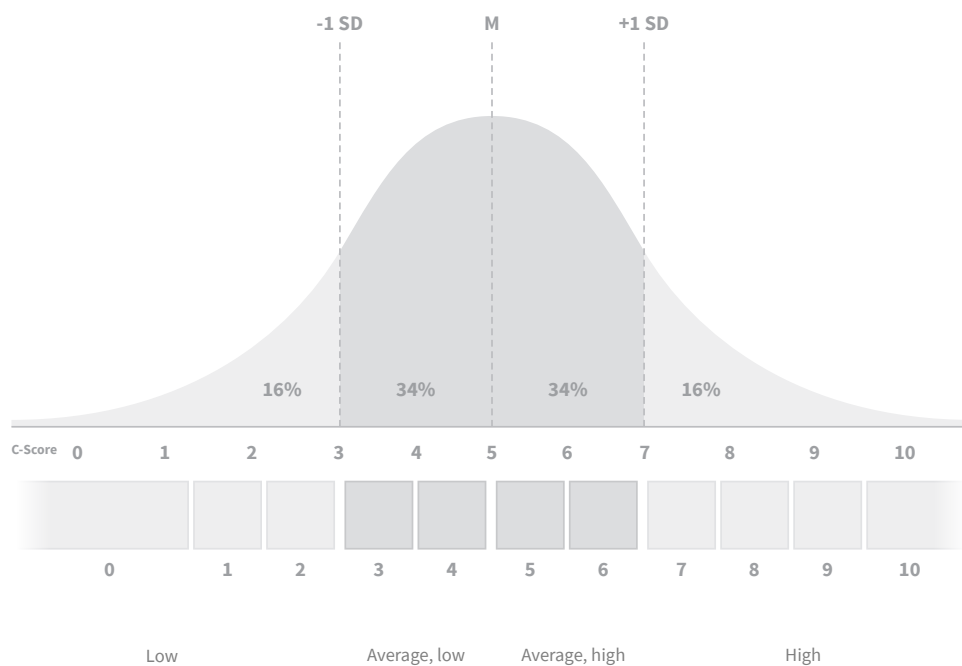
The report concludes with a profile overview summarising all test scores and result levels.

What do the results mean?

So that the test results are meaningful, they are compared with results of a group of people who have also responded to the same statements, called a reference group. The reference group used to calculate the results presented in this report is stated on the first page of the report. When you read the results, it is important to bear in mind the reference group and how it is made up, since it is this reference group that is being referred to in expressions such as "compared to most others".

Irrespective of the reference group that is being used, the level referred to as "low scores" is equivalent to the level achieved by the lowest-scoring 16% of the reference group members (more than one standard deviation below the mean) on the scale in question. The level referred to as "high scores" is equivalent to the highest-scoring 16% of the reference group members (more than one standard deviation above the mean) on the scale in question. Average scores are divided up into two levels; scores that are below the mean, representing 34% of the reference group (from the mean down to one standard deviation below the mean), and scores that are above the mean, representing 34% of the reference group (from the mean up to one standard deviation above the mean).

The diagram below shows a normal distribution, illustrating how the distribution of C-scores and the division into score levels relates to the normal distribution in terms of percentage distribution and standard deviations (± 1 SD).



Things to bear in mind

- This report does not set out to present particular results as being "good" or "bad" - there are usually advantages and challenges associated with both high and low scores on any given scale.
- Even though the characteristics measured by MAP are important, there are other characteristics and circumstances that can also affect behaviour and performance in work-related contexts.
- The results should not be interpreted in absolute terms; rather, they should be viewed as an indication of how a person's personality is most likely structured, and how it could affect that person's behaviour in the workplace.
- A person's personality is complex, and different combinations of scores on different scales may influence a person's behaviour. This is not taken into consideration in this report.
- It is likely that high and low score levels represent the personality characteristics that could be described as the person's particular character traits. The score levels that are closer to the average are not as likely to represent distinguishing character traits for the person in question.
- A result description is a summary of several score levels, meaning that a person might not identify with all parts of the description.
- Test results are never an exact science; there are many circumstances that can influence the reliability and validity of the measurement. For example, a misunderstanding of the instructions or a lack of motivation to provide sincere responses will affect the results.
- Please note that Targeted Prediction© is recommended as the best indicator of likely future performance or suitability for a particular role.

If you are a test administrator and have any questions regarding the interpretation of any MAP test results, please refer to the technical manual.

Agreeableness (AG)

The Agreeableness scale reflects how a person interacts with others. This is shown in the degree of trust one has in others, the belief that other people are intrinsically good, the ability to empathise with others, and the inclination to help and be there for other people. A key element of this scale is the emotional depth that characterises an individual's relationships, and the ability to express affection and tenderness in the presence of and towards others. This scale reflects genuine likeableness in the sense that a person is forthright and honest with others, even if this means that he or she may come across as being less flexible.



Individuals with low scores on the Agreeableness scale are sceptical and reserved. They may find it difficult to trust other people and their views. Since these individuals tend to be on guard in relation to other people and their surroundings, they are seldom fooled or deceived. They find it easy to adapt their communication and their messages in order to serve their own purposes or avoid negative reactions from others. Due to their adroit style of communication, others may find these individuals to be both pleasant and socially well-adapted in superficial and short-term contexts. In the longer term, however, others may feel both manipulated and deceived by the amiable way in which these individuals express themselves, or by their lack of sincerity. They do not usually have any great need of intimacy with other people, and they typically view emotional detachment as a strength. Individuals with low scores may have difficulty expressing love or affection in their relationships with others, and they do not see any particular benefits in uttering such strong expressions of emotion. On the contrary, they may find it difficult to interact with people who express strong feelings and may interpret this as a sign of weakness in the other person. They often view themselves as tough, unemotional, attentive, persistent and competitive, characteristics they deem to be advantageous. Others perceive them to be thick-skinned and independent, but also shallow, manipulative, emotionally withdrawn, self-centred and belligerent.

Strengths and areas for development

- Matter-of-fact, pragmatic and objective.
- Seldom naive or unsuspecting, preferring instead to adopt a critical approach.
- Independent and emotionally unattached.

- Be careful how you formulate your communication and how you express yourself, especially if you are conveying views that could be perceived to be negative criticism directed at others. Be aware that others may perceive you to be harsh, emotionally cold and confrontational at times when you yourself feel that you are being analytical, matter-of-fact and constructive.
- Be responsive to, and try to consider, the feelings and opinions of your colleagues. Learn to expect, and try to accept, the fact that other people include emotions in their analyses of different issues and situations, even if you yourself seldom allow emotions or feelings to influence your work.
- Think about the types of conflicts that are constructive and can further the task at hand, and focus on them. Try to avoid or put aside the types of conflicts that cannot be undertaken constructively, or that are unlikely to result in an outcome that furthers the task at hand.
- Being accommodating and willing to compromise is more likely to lead to a better outcome, not least in conflict situations. Work on adopting a slightly more 'wait and see' kind of approach.
- Practice being able to accept criticism. Bear in mind that constructive criticism, when it is called for, is usually provided out of consideration by a person who means well, and that it gives you an opportunity to develop and move forward in your professional life.
- Try to support and invite the involvement of your colleagues in your joint tasks and decisions - this creates commitment, participation and a feeling of solidarity and equality between you and your colleagues.
- Make the most of opportunities to show feelings of affection towards and in front of your colleagues - this contributes to a greater sense of solidarity, togetherness, understanding and respect between you and your colleagues.

Trust (AG1)

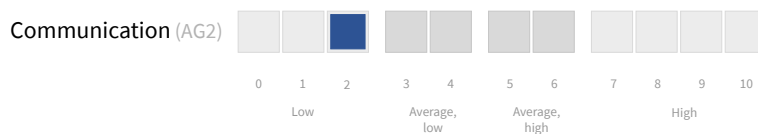
The Trust subscale reflects an individual's faith in others and how easy it is for him or her to trust other people. This subscale also reflects an individual's views on humanity and his or her faith in the intentions of others – whether he or she generally assumes the best of other people, or is more sceptical and reserved towards others.



Individuals with low scores on this subscale tend to be more reserved than most others. They are constantly on their guard in relation to other people and their intentions. Others may perceive these individuals as being cynical and without faith in humanity or trust in human nature. These individuals often express scepticism towards, and mistrust, the intentions of other people. Their first instinct is to assume that others are dishonest and could be dangerous. This approach means that they are seldom fooled or deceived.

Communication (AG2)

The Communication subscale reflects the way in which a person shapes his or her communication with others - whether a person communicates with others in a candid and forthright manner or prefers to be more cautious and perhaps vague. The way in which an individual communicates characterises the way in which he or she manages relationships with other people and provides information about the individual's interpersonal character in the long term. Please note that individuals with low scores are often described as nice in the context of brief superficial interactions, while individuals with high scores may be described as less likeable upon brief interaction, but as more genuinely nice in the long term.



Individuals with low scores on the Communication subscale prioritise a smooth and pleasant way of communicating that does not conflict with the impression others have of him or her as a nice person. They adapt the message or the content of the communication to other people or the situation at hand, or to suit their own objectives. Individuals with low scores often appear to be more cautious in their communication than people with high scores, which often means that they have a winning demeanour and do well in social contexts. These individuals are usually perceived as being nice, pleasant and easy to deal with, in particular following brief, superficial interaction. They have a gentle nature and go out of their way to avoid conflicts. The ability to adapt to the situation at hand and to other people is usually a successful trait, but in more extreme cases it may cause others to perceive these people as being manipulative and evasive individuals who do not express, or stand up for, their own opinions. As a rule it is not a problem for these individuals to stretch the truth, something that distinguishes them from people with high scores, who are generally driven by the need to always say what they deem to be true. Individuals with low scores are generally more willing to manipulate others through the use of flattery, cunning or guile in order to impose their will and achieve their goals. They view these strategies not only as necessary but also as desirable aspects of a person's social skills, and they may perceive more outspoken people as being naive, unnecessarily candid and sometimes uncomfortably frank.

Altruism (AG3)

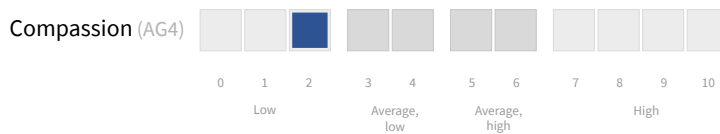
The Altruism subscale reflects the need a person has to be there for and help others. This subscale captures a person's inclination to put his or her own needs to one side and to instead help others and be there for a person in need.



Individuals with low scores on the Altruism subscale feel a limited need to be there for and help others. They are not driven by any strong desire to be there for others unless doing so will also serve their own purposes, and consequently they seldom get involved in the problems of other people, and avoid such draining situations as far as possible. Others may deem these individuals to be egocentric people who primarily think of themselves and their own well-being, whereas they often see themselves as having a healthy amount of self-focus and an ability to look to their own interests and not get drawn into the problems of others. They may feel that people with high scores do not have sufficient focus on their own interests, and that such people are unnecessarily giving and generous.

Compassion (AG4)

The Compassion subscale reflects the degree of sympathy and compassion a person feels for others. This shows itself in a person's tendency to be moved by the problems and needs of others, and in the extent to which a person gets involved in other people's situations out of genuine care and concern.



Individuals with low scores on the Compassion subscale have a very limited inclination to feel and show empathy and concern for others. These individuals are very practical by nature and they seldom notice other people's need for sympathy, nor are they affected to any great extent by other people's appeals and wishes for compassion. Others often perceive these individuals to be harsh and insensitive, although they see themselves as realists who make rational decisions based on logic. They may feel that people with high scores on this subscale are excessively sensitive and emotional.

Affection (AG5)

The Affection subscale reflects the extent to which a person's relationships are characterised by affection, love, tenderness and friendship as opposed to restraint and reservedness. The degree of affection encompasses characteristics that are relevant to a person's ability to develop close relationships.



Individuals with low scores on the Affection subscale are more reserved and seldom show feelings like love and tenderness. They often have a more reserved approach to others and prefer to behave more formally, even in relationships of a more personal nature. Individuals with low scores can be described as having a greater emotional distance in their relationships than those with high scores. Others may perceive these individuals to be professional, stable and in control of their situation, although they may also be perceived as being devoid of emotion and cut-off, without any particular interest in or need of other people.

Conscientiousness (CO)

The Conscientiousness scale describes a person's approach to his/her duties and undertakings. This scale, associated with performance, describes a person's preferred way of working –systematic, methodical and goal-oriented, or spontaneous, flexible and unstructured. This scale also represents the underlying drive to achieve something, measuring characteristics necessary to be able to follow through, such as the tendency to be organised, systematic, dutiful, effective and decisive.



Individuals with low scores on the Conscientiousness scale tend to approach their duties and undertakings in a spontaneous, open and flexible manner. They prefer to act on the spur of the moment and take the day as it comes, being more relaxed and easy-going. Although it is easy for them to put things off, they may also be involved in a number of different things at the same time. They may come across as irresponsible, reckless, chaotic or unproductive, and perhaps even unreliable on occasions. They are not necessarily lacking in moral fibre, but they tend to apply their moral principles less strictly. It is not uncommon for them to be insensitive to rules and expectations, and they often dislike societal norms and authority. Others may find them egotistical, and sometimes incapable of understanding the effects of their own behaviour on other people. Individuals with low scores on this scale have a more easy-going attitude towards obligations, and they are not as concerned about following pre-determined plans or procedures; indeed, they are more likely to view planning as a restriction. They are not as openly performance-oriented as people with high scores, and they seldom feel a need to challenge authority or to always accommodate others. They may make quick and sometimes hasty decisions, since they tend to rely more on feeling than logic. They may come across as people whose actions are governed by their own whims and desires, since they seldom view hard work as an end in itself.

Strengths and areas for development

- Relaxed attitude to performance –do not burden themselves or their co-workers with lofty targets.
- Flexible and spontaneous.
- Tolerant and easy-going.

- Develop a structured work approach that is based on a logical, analytical, actively motivational process. This is important when it comes to getting colleagues to understand and care about how you think and reason, and your superiors to understand and care about how you work and the choices and decisions you make.
- Try to view planning and structure as an aid both for yourself and others, not as a restriction.
- Take time to get to know the details: awareness of and commitment to details often creates the impression that you are interested in and dedicated to the task.
- Take time to prepare and prioritise. Try to deal with one thing at a time. Maintaining focus on one thing at a time generates efficiency and thoroughness, which in turn gives an impression of seriousness and reliability.
- Colleagues and superiors may eventually find your flexibility and spontaneity to be taxing. Consequently, you should try to stick to set schedules, and focus on delivering, finishing and following up. In the long run, this creates an impression of decisiveness and credibility.
- Don't be overly spontaneous in your work –try to plan, then stick to your plan, as others may perceive spontaneity as a lack of stability and structure.
- Set concrete goals, both long-term and short-term, and communicate them to your co-workers when appropriate. This creates a sense of solidarity and gives the work of the entire group direction and focus.

Intensity (C01)

The Intensity sub-scale reflects a person's work tempo - in other words, the intensity and tempo with which a person approaches assignments and undertakings. This sub-scale reflects the amount of perseverance a person has, the extent to which he or she works hard and with urgency in order to be as efficient as possible, or whether the person is more relaxed and does not attach as much importance to getting a lot done. This sub-scale also reflects a person's own sense that he/she performs efficiently and competently, and how important that is to him/her. Please note that a low score on this sub-scale does not mean that a person automatically has low self-confidence; it is solely a reflection of a more relaxed attitude to efficiency and being viewed as good at what they do.



Individuals with low scores on the Intensity sub-scale work at a lower tempo than most. They do not view efficiency as an end in itself, but are satisfied to carry out work duties and undertakings at a moderate pace. Individuals with low scores often have a relaxed attitude to their obligations, and have no need of appearing very capable or extremely efficient. Perseverance is not their strongest suit, and they tend to give up on something if things do not go as hoped or planned. They seldom feel that it is necessary to complete assignments or undertakings, regardless of what happens. These individuals take one thing at a time, seldom rushing or forcing anything. In particular, people with high scores on this sub-scale may perceive these individuals as inefficient, slow and sometimes a little lazy.

Diligence (C02)

The Diligence sub-scale consists of two equally important components - the degree of orderliness a person tends to have, and the extent to which a person is diligent and loyal. This sub-scale also reflects the amount of importance a person attaches to fulfilling obligations and commitments.



Individuals with low scores on the Diligence sub-scale have a lower level of diligence and orderliness than most. These individuals come across as being relatively disorganised, and as a general rule they do not think orderliness is particularly important. They seldom spend time preparing for things, preferring to take things as they come. They have a relaxed approach to following rules, living up to agreements and observing and meeting agreed times and deadlines. Quite simply, they do not allow themselves to be as affected by such things. They prefer to work in an unstructured manner, and they usually feel that an orderly, systematic approach is restrictive. Rules and structure may make them feel trapped and inhibited. This relaxed attitude to commitments means that others may perceive them as nonchalant and somewhat unreliable. Their lack of orderliness means that others often view them as relaxed, easy-going and flexible people, but also as sloppy, reckless and neglectful.

Ambition (CO3)

The Ambition sub-scale reflects a person's desire to perform, his/her level of ambition, and the demands a person places on himself/herself. This sub-scale reflects how goal-oriented a person is, how far a person is willing to go, and how much effort a person is prepared to invest in order to achieve his/her goals. The degree of perseverance and assiduity are two important aspects of this sub-scale.



Individuals with low scores on the Ambition sub-scale have a lower level of ambition than most. They don't generally have any great need or desire to achieve more than they already do. Consequently, they typically place low demands on themselves, seldom having any explicit or clear goals. They are satisfied with their current level of achievement and seldom feel the need to strive for more, or to be better at things than they already are. Individuals with low scores are not driven by a desire to achieve. They usually come across as relaxed people who take the day as it comes, although others may perceive them as lazy and unstructured.

Self-discipline (CO4)

The Self-discipline sub-scale reflects the extent to which a person has the ability to start and complete tasks or undertakings, regardless of whether this is on account of him/her getting bored, or is due to other distractions. A key aspect of this sub-scale is people's ability to motivate themselves, even when it comes to monotonous, routine tasks.



Individuals with low scores have low self-discipline. They have no difficulty in putting things off, and are happy to put their immediate duties to one side. These individuals find it particularly hard to complete undertakings if the tasks involved are monotonous and routine, or they perceive those tasks as boring. They easily become distracted, and may find it difficult to maintain focus on the task at hand. Individuals with low scores may have difficulty motivating themselves to complete necessary tasks, and may consequently require help from others to find the task meaningful. They may be shocked by their increasing pile of unfinished tasks, so may tend to complete them a little too hastily. This means that it is seldom constructive to force people with low self-discipline to take on too many tasks, or tasks they don't want to do, since the results are likely to suffer. Others may perceive them as undisciplined, unfocused people who are easily distracted, who follow the path of least resistance, and who act on the spur of the moment.

Decision-making (C05)

The Decision-making sub-scale describes the strategy a person adopts when making decisions. This sub-scale encapsulates the tendency to be thoughtful and analytical (as opposed to being more spontaneous and impulsive) when making decisions.



Individuals with low scores on the Decision-making sub-scale are usually spontaneous and impulsive in their decision-making. They tend to base their decisions on the spur of the moment and on gut-feeling, rather than on well-considered logic. They may find it testing, and sometimes unnecessary, to obtain the information that others feel is necessary. Individuals with low scores are usually at ease making decisions, even when they feel they don't have all the relevant information. They have the ability to make quick decisions when the situation requires. A lack of contemplation combined with that quick decision-making process sometimes leads to overly hasty, poorly considered decisions, and it is not uncommon for them to have a tendency to talk or act without thinking about the consequences first. Others may perceive these individuals as spontaneous and dynamic, but since there is a lack of logic behind their decisions, it may often be difficult for other people to understand or accept the decisions made.

Emotional Stability (ES)

The Emotional Stability scale reflects a person's general emotional state. This relates to how intensely and how often a person experiences (primarily negative) emotions such as anger, worry, guilt and depression. The intensity and frequency of such emotions are important aspects, since they form the foundation of the person's state of mind, which affects his/her everyday behaviour. This includes whether a person has an even temper and good self-confidence, and how well a person is able to manage his or her own impulses. A key aspect is also how constructively a person reacts when dealing with setbacks and stressful situations. This scale also reflects the emotional resources people have at their command to resolve the problems and conflicts arising in everyday life.



Individuals with low scores on the Emotional Stability scale tend to experience emotions such as worry, irritation and insecurity more often, more persistently and more intensely than most. This means that they often come across as lively, energetic people with a lot of temperament, who in the short term are able to engage others and grab their attention through their emotional intensity. However, in the long term, or in stressful situations, others may feel that they overreact or are excessively intense. Individuals with low scores tend to be alert and clued-up, which means that they are seldom startled or surprised by the situations that arise. Others may perceive them as fidgety, tense or restless, but they may equally well see them as attentive and interested in what is happening around them. Individuals with low scores easily become emotionally involved in situations, and express their emotions to a greater extent than people who are more emotionally reticent (i.e. those with high scores). An inclination to act on their impulses and the spur of the moment means that these individuals may be perceived as courageous and fascinating, but this can also cause them to end up in situations they later regret. These people's changeable bent means that they may come across as unpredictable, and sometimes unreliable, when existing agreements are suddenly disregarded and new plans are put into effect. Individuals with low scores are usually sensitive to pressure from the outside world, and it generally takes less pressure to cause them feelings of stress or overload. People with low scores may doubt themselves, and they may worry about making mistakes or failing at something. Consequently, they like to seek support and advice from others, which means that they may be perceived as indecisive and lacking in independence. On the other hand, those same characteristics may give the impression of a person who is attentive, responsive and who takes other people's views and opinions seriously, and who is prepared to change previous decisions and stances after input from others. Shortcomings in their fundamental sense of confidence mean that they may find it difficult to command attention in social situations, and they often feel uncomfortable speaking in front of large groups or making small talk with people they don't know.

Strengths and areas for development

- Observant and reactive.
 - Expressively emotional.
 - Responsive.
-
- Be careful to use your emotional resources in the best way –frequently acting and reacting drains your resources, so try to identify the things that really need your attention.
 - To ensure you don't waste your resources unnecessarily, try not to overestimate the importance of your own involvement in problematic situations. Instead, try to view various events from the outside, at a distance, and make an effort to evaluate situations more objectively.
 - Try to maintain a certain equanimity when you express your feelings - others may find overly emotional outbursts to be uncomfortable, even if they involve positive expressions such as joy and delight.
 - Work hard on finding a strategy for how to keep your temper, even when you are under pressure, or in stressful situations. An uneven temper may cause your colleagues to feel unsure about the types of reactions they can expect from you.
 - Try to be open to new work approaches, methods and processes. You should also get mentally prepared for having to deal with a certain degree of uncertainty when trying new work methods, in order to avoid feeling stressed at a later stage.
 - Work on maintaining a belief in your own resources. It is important to convey a sense of confidence, competence and decisiveness to colleagues and superiors.
 - Make a habit of always allowing for a certain number of setbacks, and prepare for such setbacks in advance. That way, you will be better equipped to cope, if not everything goes as planned.
 - Give yourself time for reflection, especially during stressful situations. Think carefully before you act, and don't let impulses steer your actions, as this could lead to decisions you later regret, or need to change. This is both inefficient and frustrating for others, who may find it difficult to follow the logic that has led to your decisions.
 - Make an effort to stick to your own and your team's priorities, even under stressful circumstances. This increases the level of belief in you as a person, improves the efficiency of the work, and creates a sense of calm and focus, both for you and for the other people in the teams you are working in.
 - Think about the situation or situations you find stressful. Then try to either avoid them altogether, or to develop a strategy for how to prevent them from having too great an effect on you and your behaviour.

Emotions (ES1)

The Emotions sub-scale is the core of the overall Emotional Stability scale. This sub-scale also reflects a person's fundamental emotional stability. This is for instance expressed in the degree of confidence a person has in others, the extent to which a person agonises over decisions, whether a person worries about failure, regrets things he/she has done or dwells on things, as opposed to putting things behind him/her and moving on.



Individuals with low scores on the Emotions sub-scale tend to be more perturbed, worried and anxious than most. They are usually attentive, but they often feel and express concern about trifling matters, and potential and sometimes unrealistic threats. They often feel concern about things that are new and unknown. Others often perceive them as anxious, tense, apprehensive and restless, but also as dedicated, lively, alert people who are constantly informed and ready to act.

Temper (ES2)

The Temper sub-scale reflects a person's inclination to feel and express irritation, and indicates how easily people can be provoked into losing their temper. Other than a person's inclination to feel and express general dissatisfaction, this sub-scale also measures an individual's tendency to react with anger, irritation, frustration, disappointment and bitterness. Please note that high scores on this sub-scale do not mean that a person walks around in a good mood - just that he or she tends not to become irritable.



Individuals with low scores on the Temper sub-scale have a tendency to feel and express irritation, both in general and towards others. They are easily provoked into losing their temper. Compared to most, they express frustration, anger and bitterness more often and more readily. This uneven temper means that they may be perceived as both moody and irritable - especially in stressful situations - and as vivacious and colourful.

Confidence (ES3)

The Confidence sub-scale reflects the degree of basic self-confidence a person has, affecting factors such as how comfortable a person is in social situations, a person's ability to make decisions, and the way he/she conveys decisions and opinions to those around. This sub-scale also reflects responsiveness to other people's opinions, the scope afforded such opinions, and the influence those opinions have on the person in question.



Individuals with low scores on the Confidence sub-scale sometimes lack basic self-confidence. They may worry about making mistakes or failing, and consequently they are more receptive to, and more easily influenced by, other people's opinions. Their insecurity and lack of belief in their own ability to manage the problems that arise - and in their own judgement - may make it difficult for them to make decisions. They are often perceived as indecisive and lacking in independence when they seek the support, advice and confirmation of others. On the other hand, those same characteristics may give the impression of a person who is attentive and responsive, who takes other people's views and opinions seriously, and who is prepared to change previous decisions and stances. Insecurity often affects their ability to feel comfortable in social situations. Individuals with low scores easily become embarrassed, and they tend to feel inferior to others. They are often perceived as shy, insecure and withdrawn.

Self-control (ES4)

The Self-control sub-scale reflects the level of control a person has over sudden urges and desires. This sub-scale measures a person's ability to exercise self-restraint and to rein in his/her impulses. Impulsiveness affects a person's tendency to act spontaneously, take risks and make quick decisions.



Individuals with low scores on the Self-control sub-scale have a limited ability to control their impulses, desires and whims. Their impulsive, spontaneous reactions run the risk of resulting in excessively emotional outbursts and poorly considered decisions. This tendency to frequently act on their impulses may lead to frustration in others, since those around them have difficulty understanding what has led to their behaviour or statements. For example, decisions made might not stem from a logical process that others can follow, tending instead to be irrational and random in nature. These individuals are inclined to fall prey to their desires, which may include things like food, tobacco, alcohol or gambling. Even though they are aware of the consequences, their desires may be so strong that their lack of self-control renders them unable to resist. These people are often described as spontaneous and flexible, but also as changeable, fickle and sometimes unreliable, in particular in the workplace, where old agreements are suddenly torn up and replaced with new plans.

Stress (ES5)

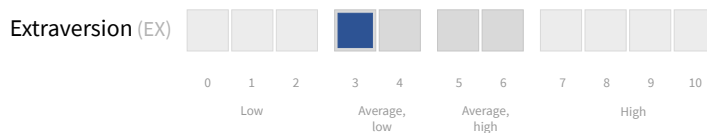
The Stress sub-scale measures a person's ability to cope with stress and pressure, and the resources a person has available to deal with those situations. A person's sensitivity to stress determines the stage at which he or she reacts emotionally and behaviourally to those around. This provides an indication of the workload and amount of stress a person can comfortably cope with. This sub-scale also shows how a person reacts in stressful situations, and how this comes to the fore in the person's behaviour and feelings.



Individuals with low scores on the Stress sub-scale are more sensitive than most to different forms of stress and pressure. They have a lower stress threshold, and fewer emotional resources available to handle pressure, resolve problems that arise, and fix or get out of situations that give rise to various forms of pressure. When these individuals are faced with various forms of pressure, they may suffer a feeling of hopelessness and feel unable to deal with the situation. In extremely pressing circumstances they may become very stressed, and have difficulty acting constructively and rationally. The recurring feeling of being incapable of dealing with the situation at hand means that they seek help and support more often, thus becoming more reliant on other people as well. Stress and pressure put a significant drain on their energy, and their mental resources need to be given an opportunity to regenerate. With the right support, these people can function in jobs that entail a certain amount of stress, but after periods of intense pressure, there needs to be good support and sufficient time available for recovery and processing emotions. Others often perceive these individuals as sensitive, fragile and sometimes excitable.

Extraversion (EX)

The Extraversion scale measures the degree of energy with which people interact with their surrounds, thus describing the social role they usually adopt. This scale captures people's need of companionship, and their interest in surrounding themselves with others. This scale generates a picture of how individuals see themselves, and how they are perceived by others - both in terms of the need to command attention and be noticed, and whether they are comfortable and unencumbered among others, even people they do not know. It also has to do with a person's need to take centre stage and be the focus of other people's attention and expectations, and how comfortable he or she feels in such situations. The core of this scale is a tendency to seek out experiences that provide stimulation, together with the level of a person's pace of life.



Individuals with scores somewhat below the average have a level of energy and need for social interaction that is somewhat lower than most. Their need to take part in social activities is not as strong as for those with high scores, although this should not be interpreted as a dislike of hanging out and spending time with others. They usually feel more comfortable in smaller social gatherings, having no pronounced need to be the centre of other people's attention, and seldom standing out by commanding a lot of attention in a group. Adopting a prominent role in larger social contexts often requires a conscious effort on their part and is a drain on their inherent resources. In other words, they tend to perform better in smaller social gatherings, and they need to withdraw from time to time and to lower the tempo in order to recover. These individuals are not characterised by any unusual level of activity - they are neither extremely passive nor extremely active. They usually maintain a fairly calm tempo, although they can step things up a gear if the situation requires.

Strengths and areas for development

- Quiet and undemonstrative.
 - Independent.
 - Calm.
-
- Try to make yourself available to your colleagues, invite participation and openness, and learn to share your thoughts, feelings and values.
 - Dare to stand out, and practice feeling comfortable as the centre of other people's attention.
 - Try to give off an aura of energy and joie-de-vivre when you are at work, as this will rub off on others and may help to create a feeling of joint strength and drive.
 - Work on communicating an optimistic view of yourself and the work that needs to be done.
 - Show that you are open to new suggestions and ideas, and that you are willing to try out new approaches, even if you don't exactly know how things will turn out.
 - Be aware that other people see benefits in achieving quick results, even if they aren't completely perfect outcomes.

Social Need (EX1)

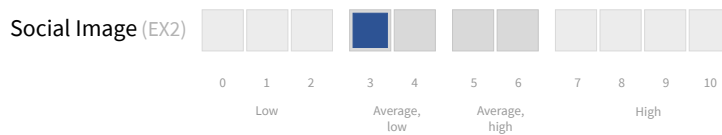
The Social Need sub-scale measures how sociable a person is. It reflects a person's interest in spending time with others, and his/her tendency to seek out situations involving more than one person. This sub-scale reflects a person's need to have other people around, and how comfortable he/she is in social situations.



Individuals with low scores on the Social Need sub-scale have a lower need for social contact and are less sociable than most. They are often perceived as reserved, and prefer to avoid social situations, in which they generally feel uncomfortable. They are usually more comfortable on their own or together with just a few other people they know well. Coming across as loners, they prefer - and are satisfied with - only a few social relationships.

Social Image (EX2)

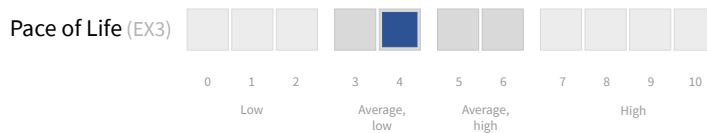
The Social Image sub-scale describes how a person approaches social situations - if the person is more dominant and adopts a more prominent role, or is more low-key and withdrawn.



Individuals with scores somewhat below the average on the Social Image sub-scale have a limited need of being the centre of, or attracting, other people's attention. They prefer to stay in the background, and do not have any explicit need to command much attention when in the company of others, meaning that they tend to be quite sparing with their opinions and views. Their limited need of adopting a prominent role in social contexts means that they are usually happier just following the crowd and being part of the group, rather than leading it. This does not, however, mean that they are incapable of managing situations where they must interact with others, end up being the centre of attention, or where they need to lead other people - just that these types of situations require a lot of them, and drain their energy resources considerably, rather than providing them with energy.

Pace of Life (EX3)

This sub-scale describes the energy level of people's lives, and hence the degree of vivacity, lust and vigour people express with their pace of life: whether a person is more comfortable with a high pace of life, full of activities, or is happier to live life at a calmer and more relaxed pace.



Individuals with scores somewhat below the average have a somewhat lower pace of life than most. They prefer - and are usually happier with - a calm, relaxed pace of life without too many activities. Their energy resources are not remarkably low, nor do they have unlimited amounts of energy and vigour. They need to manage their energy resources and prioritise the activities most important to them. These people are often aware of this limitation themselves, and are consequently generally careful not to commit to too many activities or undertakings.

Excitement-seeking (EX4)

The Excitement-Seeking sub-scale describes the need for outside stimulation, colourful experiences and excitement. This sub-scale reflects a person's need for excitement and new challenges, as opposed to being calm and satisfied with the security of familiar surrounds.



Individuals with scores somewhat below the average on the Excitement-Seeking sub-scale typically prefer a calmer, more secure life. Even though they don't mind a little excitement and drama from time to time, and in the right situation, they aren't driven to constantly seek out such experiences, or to take risks purely for excitement's sake.

Cheerfulness (EX5)

The Cheerfulness sub-scale captures the tendency to experience and express positive feelings, such as joy, happiness and love. This is shown in their degree of cheerfulness, contentment, gaiety and emotion. People who mostly express themselves in a cheerful, relaxed manner score highly on this sub-scale, while those who are less exuberant and not as vivacious score lower.



Compared to most, individuals with scores somewhat above the average usually experience and express positive feelings to a somewhat greater extent. As a rule, they experience and express positive emotions such as love, joy and happiness to a somewhat greater extent than most people, often being perceived as easy-going, pleasant, sociable, happy and easy to talk to. They find it easy to establish relationships with others, often helping to brighten up the mood within the team. Even if they don't experience and express these positive feelings with the same frequency and intensity as people with high scores, they still convey a sense of positive energy. Naturally, if something extremely irritates them or knocks them off balance, their cheerful mood may disappear, putting somewhat of a dampener on their positive disposition.

Openness (OP)

The Openness scale reflects an inclination to be open to, and have a need of, inner experiences - in other words, emotional experiences that take place within a person. These inner experiences are sometimes stimulated by external events or activities, although they are just as likely to be generated from within - for instance with the help of the person's own imagination. Openness encompasses a person's tendency to possess a lively imagination, aesthetic sensitivity, responsiveness to inner emotions, a love of variation and intellectual curiosity, and to not be dependent on the views and judgements of others. This scale reflects whether a person prefers variation, complexity and creativity, or if a person is more interested in specific knowledge, choosing the familiar and traditional ahead of the unexplored and unconventional.



Individuals with scores somewhat above the average are open to, and have a need of, inner experiences to a somewhat greater extent than most. Even though the constant search for new experiences is not their only or strongest driving force, they take advantage of, and appreciate, opportunities to try new activities and experience new things. These individuals are seldom overly colourful or overly subdued when expressing their emotions, although they lack neither the ability nor the need to express their feelings in front of others. They are usually able to express themselves in an adequate, reasonable manner that does not cause others to feel uncomfortable or uneasy, and for their own part they are seldom unsettled by the way other people express themselves. They don't mind things that are already familiar to them, or working with tried-and-trusted methods, as this makes them feel comfortable and secure; however, they prefer, appreciate and are stimulated by venturing into the unknown and the unfamiliar. They don't require any more practical and concrete meaning to what they do, but nor do they mind if such meaning exists. These individuals often have a good sense of imagination, but it is unusual for them to pay no heed to what is actually realistic or practically achievable. Their new ideas, and the unconventional work methods these people suggest, are often reasonable, which means that others can understand them and maintain interest in them. They occasionally like to engage in abstract, philosophical or political discussions. They reflect on new ethical, social and political ideas from time to time, and may sometimes intellectualise just for the sake of it. In other words, although they are not constantly striving to re-evaluate the world around them, they do possess an active intellect that occasionally urges them to question established authority, prevailing circumstances, work methods, values, norms, outlooks and political decisions.

Strengths and areas for development

- Realistic.
- Down-to-earth.
- Find it easy to accept and adapt to prevailing norms and values.

- Do not allow traditional values and norms to influence, govern or limit you too much. Approach new ideas with an open mind, and be prepared to re-evaluate old beliefs.
- Try to signal to those around you that you are open to change when necessary.
- Make an effort to help foster a work culture that promotes and makes the most of both your own and other people's ideas and creativity.
- Show your appreciation for co-workers who contribute their own ideas and make new suggestions.
- Systematically re-evaluate old work methods, and seek help from your colleagues to develop processes and approaches.

Imagination (OP1)

The Imagination sub-scale reflects whether a person has an active imagination or is more down-to-earth and focused on practical, everyday things that are happening here and now. This sub-scale also encompasses a person's inclination to daydream, and to allow himself/herself to be stimulated by abstract trains of thought.



Individuals with high scores have a dynamic ability to conceptualise, and a rich imagination. They can spend a lot of time - and invest large parts of their intellectual resources - on nurturing their daydreams, creating a stimulating, detailed imaginary inner landscape. They may allow themselves to get drawn into their daydreams, and it may be difficult for them to focus on what is happening here and now. They have an aptitude for developing their daydreams, and they believe that a high level of inventiveness makes life richer and more creative. Others may perceive them as original and fascinating, but also as scatterbrained and removed from reality.

Aesthetics (OP2)

The Aesthetics sub-scale reflects a person's interest in the artistic and aesthetically stimulating. An interest in the arts is based on a need for inner stimulation, and consequently these people tend to be open to, and to seek out, activities that add to their inner emotional world. This area encompasses forms of expression such as poetry, music, painting and design.



Individuals with high scores on the Aesthetics sub-scale have a great interest in aesthetics and the artistic. They satisfy their high need for emotional stimulation by seeking out these types of activities and expressions. They are deeply appreciative of - and are easily greatly moved by - aesthetics, poetry, music, art and design. They enjoy being consumed and captivated by both music and art, and attach great importance to these types of expression. For these people, personally having an artistic bent or a talent for music, or even having good taste, is not particularly important. Instead, their interest in the arts is driven by the inner emotional experiences created by such expressions. Others perceive them as individuals of good taste and sophisticated cultural interests.

Emotional Sensitivity (OP3)

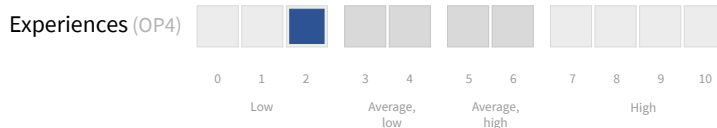
The Emotional Sensitivity sub-scale reflects how receptive and attentive people are, primarily to their own emotional state, but also to the emotional state of those around them. This sub-scale also reflects the extent to which people perceive variations in the intensity and richness of their emotions, and the importance they attach to such emotions.



Compared to most, individuals with scores somewhat below the average are somewhat less receptive to, and somewhat less inclined to pay attention to, their own and other people's emotional state. This should not be interpreted as an indication that they constantly ignore or disregard other people's or their own state of mind; rather, it is an indication that they are more frugal with focusing on and attaching importance to their state of mind and emotions. They may find emotional people to be a bit over the top, and may feel that such people over-interpret a person's state of mind and expressions of emotion. These individuals may have an intentional reason for not showing their emotions, or it may just be a case of them finding it difficult to show their feelings, even if they would like to do so. Others often perceive these people as a little thick-skinned and insensitive.

Experiences (OP4)

The Experiences sub-scale reflects how willing people are to try new activities in order to stimulate their inner emotional world. The search for inner experiences leads certain people to be more open to all new experiences available, but for others, the opposite applies - i.e. they become more faithful to their habits, reflecting a lesser need of inner emotional stimulation.



Individuals with low scores on the Experiences sub-scale usually have a more limited need of inner emotional stimulation—quite simply, these people do not have much need of new experiences in order to satisfy their inner emotional needs. This normally shows itself in the way they prefer the familiar and routine, and the fact that they typically choose the known and the tried-and-trusted. Others may perceive them as rigid, recalcitrant and unwilling to embrace development and innovation. However, they are usually able to maintain a good level of efficiency in what they do, since they expend very little of their energy on seeking out new experiences to provide inner stimulation. These individuals may find change to be difficult and full of uncertainty, and may avoid exposing themselves to such stress.

Mindset (OP5)

The Mindset sub-scale reflects a person's degree of intellectual curiosity. This area encompasses how receptive a person is to new and sometimes unconventional ideas, and how willing he/she is to consider them. Their intellectual curiosity is expressed through abstract, philosophical discussions, theoretical reasoning and other forms of activity that stimulate a person's intellect.



Compared to most, individuals with scores somewhat below the average on the Mindset sub-scale have a somewhat more limited level of intellectual curiosity, and are somewhat less interested in intellectual activities. They seldom mind spending time on activities that provide them with intellectual stimulation, but they do not have the same need to do so as people with high scores. They are not unreceptive or unprepared to re-evaluate and consider phenomena through theoretical discussions and abstract reasoning, but ideally they like to see a connection to something concrete and realistic. Spending time on intellectual activities or generating unconventional ideas just for the sake of it is seldom something they prioritise or attach much value to.

Profile overview

