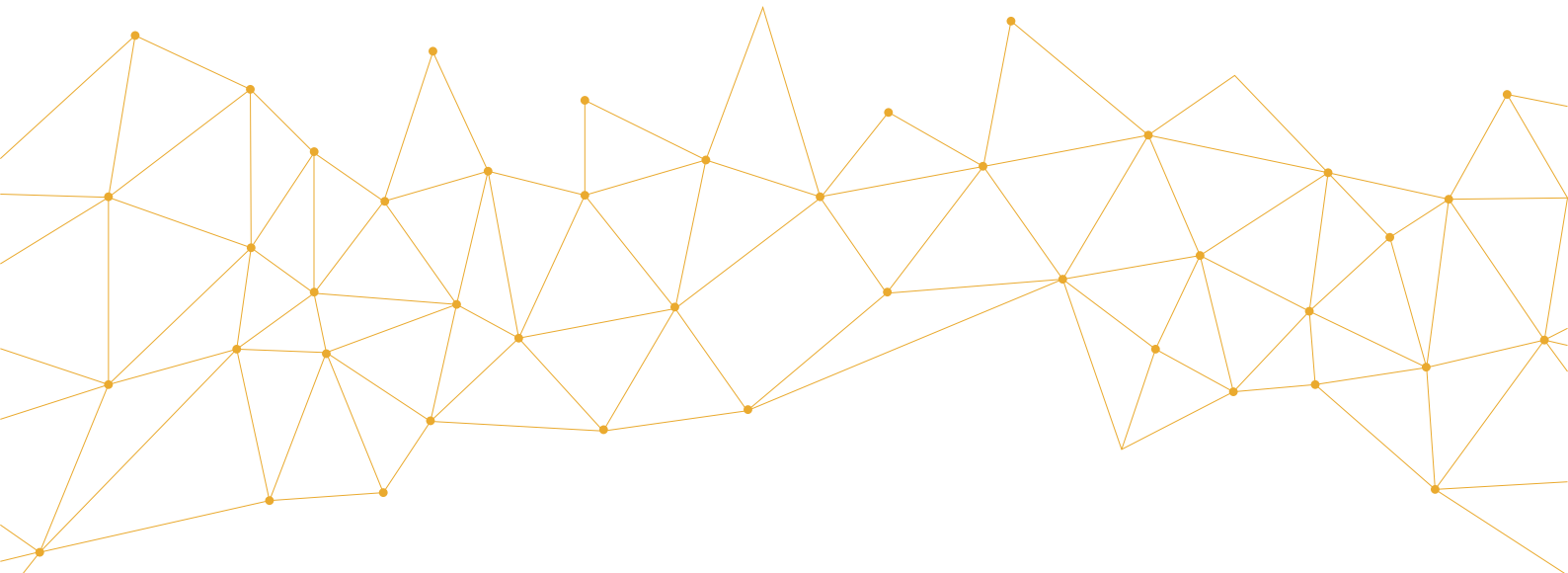


MAP

Managerial report

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



 **ASCEND**
by ASSESSIO

Contents

The respondent	3
Introduction	4
What do the results mean?	5
Things to bear in mind	6
Agreeableness (AG)	7
Strengths and areas for development	9
Conscientiousness (CO)	10
Strengths and areas for development	12
Emotional Stability (ES)	13
Strengths and areas for development	15
Extraversion (EX)	16
Strengths and areas for development	18
Openness (OP)	19
Strengths and areas for development	21
Profile overview	22

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

This report contains copyright-protected material. Consequently, the reproduction of the contents of this report, either entirely or partially, without the approval of Assessio International is prohibited under the Swedish Act (1960:729) on Copyright in Literary and Artistic Works. This prohibition applies to every form of reproduction irrespective of the medium used, for instance printing, copying, digitalisation, tape recording, etc.

Assessio International AB is not responsible for other compilations, presentations or interpretations of MAP results that are not part of the official form of the product (MAP) specified in the MAP Technical Manual.

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 in a managerial role.

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 manager with that score level. The description is followed by a summary of the likely strengths of a manager 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 managers with scores of that level.

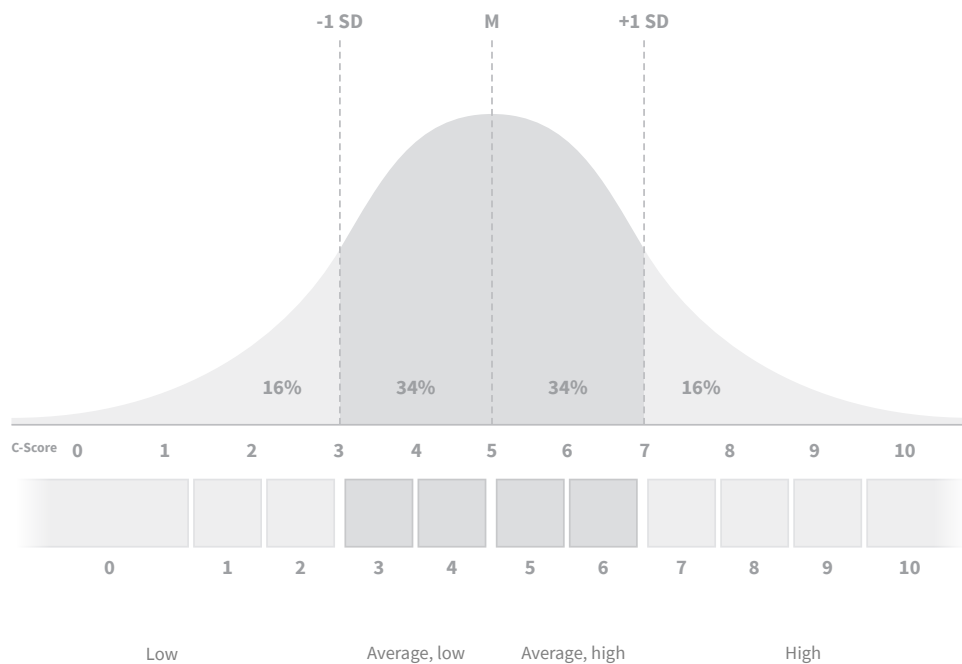
The report concludes with a profile overview summarising all test scores and result levels.

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 a managerial role.
- 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© Leadership is recommended as the best indicator of likely future performance or suitability for a managerial 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. In the role of manager, agreeableness is of importance in terms of how a person relates emotionally to his or her co-workers and superiors. This shows itself in how a person communicates, and the way in which a person uses power, influence and his or her position as a manager. The agreeableness possessed by a person in a managerial role affects his or her relationship with others on the basis of five aspects:

Trust (AG1)

The degree of faith one has in others (both superiors and staff), their expertise and intentions.

Communication (AG2)

The way in which a person shapes his or her communication with co-workers and others in the organisation.

Altruism (AG3)

The inclination to set aside one's own needs in order to give of oneself to one's staff, to support and be there for those in need, and to encourage others to do the same.

Compassion (AG4)

Having the ability to feel and show sympathy, humility, compassion and understanding for one's co-workers and each individual's unique situation.

Affection (AG5)

Having the ability to feel and show affection and warmth towards and in front of one's co-workers.



Managers with low scores are often matter-of-fact and practical individuals whose leadership style entails a professional and emotional distance to their staff. Such managers often assume the right strategy is to tone down emotional elements at the workplace in order to do as good a job as possible. This emotional restraint and distance means that others perceive these individuals as professional, objective and independent, but also rigid and emotionally detached. These individuals generally follow their own path and do not place any great importance on accommodating others or making other people happy. They seldom concern themselves with how those around them will react or be affected emotionally by various decisions and actions, which means that they generally find it easy to make decisions, and the decisions they make are most often distinct, clear and objectively reasoned. Managers with low scores do not mind dealing with conflicts that arise, in part because they seldom take such conflicts personally. On the contrary, they are more inclined to view conflicts and differences of opinion as a natural part of the work process and as something that is sometimes necessary if one is to arrive at the best result. Their employees may feel that managers with low scores manage conflicts without reflecting to any great extent on the possible existence of alternative approaches. A critical and sceptical attitude to those around them means that these individuals seldom allow themselves to be fooled, deceived or drawn into unexpected situations.

Strengths and areas for development

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

- Think about how you formulate your communication - others may perceive you to be harsh and emotionally cold at times, when you yourself feel that you are being analytical and matter-of-fact.
- Consider, and be responsive to, the feelings and opinions of your staff. Learn to expect that other people include emotions in their analyses of different issues and situations and allow such emotions to influence their work, even though you seldom do.
- Take time occasionally to think about the types of conflicts that are constructive and that can further the task at hand. Focus on them, and put other conflicts aside.
- Try to be more accommodating and compromising in your approach - such an approach usually helps to create a platform based on confidence, respect and trust (not least in conjunction with conflicts).
- Work on involving your co-workers in the decision-making process - this creates commitment, participation and a sense of solidarity and equality.
- Take advantage of opportunities to show feelings of affection towards and in front of your co-workers. This strengthens the group's sense of belonging, unity, understanding and respect for each other.

Conscientiousness (CO)

Conscientiousness reflects a person's approach to his/her duties and undertakings, and the drive and perseverance with which a person performs his/her work. This scale also reflects the goals a person sets for himself/herself and the group whose work a person manages, the demands a person makes of his/her own performance and the performance of his/her staff, and how a person prefers work duties to be carried out. This scale reflects a person's ability to follow a pre-determined plan or structure. The ability to systematically follow rules and instructions and maintain set priorities is important when it comes to giving employees an opportunity to understand the reasoning behind decisions, and to enable them to see a structure and consistency in strategic deliberations. Conscientiousness also affects the extent to which a person is perceived as competent and credible, and the group's attitude towards deadlines and commitments. The degree of Conscientiousness is reflected on the basis of five aspects:

Intensity (CO1)

The focus and intensity with which a person approaches his/her own work duties and undertakings, and what a person expects of his/her staff. How much emphasis a person places on his/her own and the group's efficiency.

Diligence (CO2)

The degree of orderliness and diligence that characterises the way a person performs his/her duties, the importance a person attaches to fulfilling commitments and obligations, and how a person expects others to carry out their work tasks.

Ambition (CO3)

The desire and perseverance a person possesses to perform and to achieve set goals, and how far a person is prepared to go in order to do so.

Self-discipline (CO4)

The ability to motivate oneself and others to get going and complete tasks or undertakings, even if you yourself are bored or get distracted.

Decision-making (CO5)

The strategy a person employs when making decisions - whether the person is contemplative and analytical or spontaneous and impulsive.



Managers with low scores have a spontaneous, less structured way of approaching their duties, and sometimes view pre-determined plans as restrictive. They are often described as relaxed and carefree, since they usually take the day as it comes and don't mind postponing things, especially if it has to do with what they perceive to be tedious work tasks that generate little motivation. They enjoy having a lot of things on the go at the same time, and they easily become bored with monotonous work tasks. They find it easy to adapt to new conditions, and are often perceived by others as flexible, adaptable individuals who are always open to new suggestions. Individuals with low scores often take rules, moral principles and obligations lightly. They also generally attach only limited importance to sticking to prior agreements or set plans. To the extent that individuals with low scores engage in explicit decision-making processes, they often base their decisions on brief deliberations rather than thorough analyses and contemplation. Individuals with low scores prefer to delay having to make decisions for as long as possible in order to see what happens. Managers with low scores seldom see the need to provide a logical and clear explanation of the reasoning behind a specific decision. This means that employees may find it difficult to understand the background behind a decision. However, managers with low scores may also be perceived as open, bold, innovative and dynamic.

Strengths and areas for development

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

- Develop a structured work approach that is based on a logical, analytical and actively motivational process. This is important for creating understanding and commitment on the part of the employees, not least in relation to the decisions made.
- Try to view planning and structure as an aid both for yourself and others, rather than as a restriction.
- Take time to get to know the details: awareness of and commitment to details often creates a feeling that, as a manager, you are interested in and are understanding of your employees' work and work situation.
- Spend time preparing and prioritising, and deal with one thing at a time. Maintaining focus creates efficiency and thoroughness, and leads to an impression of seriousness and reliability.
- Employees may find flexibility and spontaneity to be taxing. 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.
- Be careful not to be overly spontaneous at work. In order to be perceived as a leader, it is important to create an impression of stability and structure.
- Set both long-term and short-term goals, and communicate them to your staff. This creates a sense of solidarity and gives the work of the entire group direction and focus.

Emotional Stability (ES)

The Emotional Stability scale reflects a person's general emotional state and provides information about the extent of the emotional resources the person can draw on in order to manage what is happening, and deal with other people. Every individual has a certain level of emotional resources. The total amount of emotional resources available, and how those resources are utilised in everyday situations, dictates the amount of resources left to deal with the stress and strain a person in a managerial role is inevitably exposed to. The role of manager places demands on an individual's emotional stability as viewed from five perspectives:

Emotions (ES1)

The ability to manage and respond to employees' feelings, in particular negative feelings such as anger, frustration and concern, and the tendency to have faith in what will happen (both in relation to other people and to events in the outside world).

Temper (ES2)

Maintaining a stable temperament and mood affects employees' perception of how they are treated by their manager in general, and how they perceive criticism in particular.

Confidence (ES3)

Confidence reflects the level of comfort a person exhibits when managing the work process and the group, and the ability to make and communicate decisions and opinions.

Self-control (ES4)

The ability to exhibit self-control and to control one's impulses affects how spontaneous and prone to sudden whims the person will tend to be. Sudden impulses and hasty changes in priority affect employees' work situation and their sense of stability.

Stress (ES5)

The emotional resources a person in a managerial position has available to deal with stress and pressure define the amount of stress he or she can tolerate.



Managers with low scores are usually described as being attentive and clued-up. Employees often perceive them as dedicated individuals who get actively involved, who care about what is happening and who take things seriously. Their sensitive nature means that they often express their emotions. Sometimes this is perceived as a sign of vitality that fills the group with energy, and sometimes as an indication that the person is in touch with his or her feelings and dares to show such feelings, both positive and negative. When people in managerial roles are explicitly perceived to be sensitive, the employees, in order to spare their manager further tribulation, may turn to someone else or take matters into their own hands. These managers are often prone to mood swings. Others may describe them as temperamental, colourful and dramatic, but also as moody and volatile. The latter perception may create a sense of insecurity, since the employees cannot be sure how the manager will react to requests or criticism. In such instances, there is a risk that the employees will turn to someone else instead. It is not unusual for these individuals to suffer a crisis of confidence, especially after setbacks or negative feedback, or when the future is uncertain. One way for these people to deal with this is to stick to tried-and-trusted routines, which also usually leads to a predictable future. New methods and approaches may be perceived as stressful and leading to an uncertain outcome, and this may make these individuals apprehensive and uncomfortable. Consequently, employees with new ideas may find it difficult to gain acceptance for such ideas. These managers like to turn to others for advice when faced with difficult decisions and situations. This may be perceived as a sign of responsiveness and openness and a desire to create participation, although it may also be interpreted as a lack of independence and decisiveness. In the context of an organisation, this may make it difficult for such people to be accepted as natural leaders. Impulsiveness and spontaneity may often be viewed as assets and may be interpreted as a sign of flexibility, especially by people who are not under the direct management of these individuals (for example their superiors). However, such impulsiveness may also lead to negative consequences for the individual's employees, who constantly have to adapt to new guidelines and instructions. These managers may have a limited amount of resources available to deal with stress and pressure from outside. This may lead to the organisation and the employees having to provide support and ease the burden in circumstances where the manager does not have the resources required to deal with the situation on his/her own.

Strengths and areas for development

- Attentive and reactive.
 - Expressively emotional.
 - Responsive.
-
- Practice spending your emotional resources more sparingly –acting and reacting to everything that happens is a drain on your energy.
 - Don't overestimate the importance of your own involvement in various problematic situations. Try to view various happenings with a greater amount of distance, and evaluate situations in an objective manner.
 - Try to tone down your expressions of emotion –employees may feel uncomfortable when faced with such strong emotions, even the positive ones.
 - Develop a strategy for maintaining an even temper –mood swings may cause employees to feel insecure in terms of the sorts of reactions they can expect.
 - Be open to new work methods and approaches, and work on being able to accept a certain amount of uncertainty.
 - Work on increasing your faith in your own abilities –in the role of manager, it is important that you convey a sense of security, competence and decisiveness.
 - Expect a certain amount of setbacks, and prepare yourself and your staff for this in advance –in this way, you will all be better equipped to deal with setbacks when they arise.
 - Set aside time for reflection and contemplation, think before you act, and don't let your impulsive side steer your actions too often, as this may lead to decisions that you regret or have to change –this is both inefficient and frustrating for employees, who may find it difficult to follow the logic behind the decisions that have been made.
 - Try to set priorities that are clear and shared by all –this often creates focus and calm throughout the entire group.
 - Think about the situation or situations that are stressful, and try to either avoid them altogether, or develop a strategy for how to prevent them from having too great an effect on you and your behaviour.

Extraversion (EX)

The Extraversion scale measures the degree of energy a person directs towards his/her surroundings, the need a person feels to surround himself/herself with other people, and the person's confidence and level of interest in socialising and having contact with others. The social position a person prefers and is capable of adopting is an important aspect of the role of manager. This is due to the fact that it firstly communicates a person's need to be the centre of attention and how comfortable a person feels in that position, and secondly indicates that a person feels comfortable being the focus of his/her employees' attention and expectations. Being a manager has a lot to do with leading and allocating the group's work duties through social contact with others within the organisation, which places demands on the manager's ability to communicate and the way he/she relates to others. Furthermore, the role of manager often requires a certain degree of vivacity and activity, and the energy to keep up the pace and approach things with renewed vigour. The Extraversion scale reflects five areas characterising the way in which a manager approaches social interactions:

Social Need (EX1)

The role of manager requires a person to show interest in his/her staff and feel comfortable in social situations.

Social Image (EX2)

In order to be viewed as a natural leader, a person is often required to portray a prominent and sometimes dominant image.

Pace of Life (EX3)

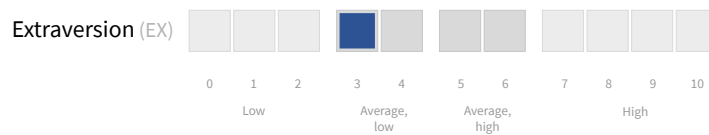
In the role of manager, it is important to be able to maintain your energy level and to enjoy working at a high tempo, and this also affects employees' perception of your vitality and vigour as a manager.

Excitement-seeking (EX4)

The need for drama and new challenges reflects itself in a manager's tendency to try new things, take risks and seek thrills, sometimes solely for the sake of the thrill itself.

Cheerfulness (EX5)

A person's tendency to experience and express positive feelings often radiates positive energy to the entire group.



Managers with scores somewhat below the average are often perceived as low-key and reserved, and they often give an impression of seriousness and contemplation. They express themselves calmly and are only moderately open to and interested in social contact with other people, and are consequently often quiet and perceived as somewhat reserved in social settings. Managers with this somewhat reserved way of expressing themselves may have difficulty establishing their place in contexts dominated by those more energetic and vibrant. It usually requires a conscious effort on their part to engage in small talk or initiate contact with people they don't know. They prefer to socialise with only one or a few people at a time, since large social gatherings can require a lot of energy and effort. These managers are happy working on their own, and they seldom utilise social relationships as a significant part of their work approach. A low profile and a limited need to stand out or be the centre of attention around others creates scope for their employees to be more assertive and gain recognition. These individuals often prefer a fairly calm and relaxed pace of life, with regular routines and habits, at least to a certain extent. They may perceive excessive variation and new impulses to be stressful. As a result, groups led by a manager with a score somewhat below the average often have realistic schedules and conduct their work at a comfortable pace.

Strengths and areas for development

- Quiet and undemonstrative.
 - Independent.
 - Calm.
-
- Try to make yourself available to your employees, 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. This increases the likelihood that your staff will view you as a natural leader for the group.
 - Try to give off an aura of energy and joie-de-vivre at work, as this will rub off on the group 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.

Openness (OP)

The Openness scale reflects a person's inclination to be open to, and in need of, sensory and/or emotional stimulation. The search for this stimulation could be directed at the outside world in the form of physical experiences, or it could be directed inwards, for example towards a person's own inner thoughts. In relation to the role of manager, the score on the Openness scale may provide an indication of a person's ability to imagine possible future scenarios and to reflect on abstract conceivable alternatives. An interest in new things may aid the work of a manager whose role requires development and innovation; in the Openness scale, this is reflected in five different areas:

Imagination (OP1)

An active imagination and the ability to picture things mentally may help employees to see the bigger picture and to view their work duties from a different perspective.

Aesthetics (OP2)

An interest in forms of artistic expression and the search for impressions that stimulate the inner emotional world may influence how much emphasis the person in the management role places on how things look, are presented or appear.

Emotional Sensitivity (OP3)

Attention to one's own emotional state and the emotional state of others creates an awareness that could be of value to a person in a managerial role. This awareness also characterises the degree of emphasis afforded a person's emotions, and the expression of those emotions.

Experiences (OP4)

The need for inner emotional experiences dictates an individual's level of receptiveness to, and need of, new experiences of this kind. The inclination to try new methods and approaches is dictated by this trait.

Mindset (OP5)

Intellectual curiosity paves the way for a receptiveness and willingness to consider and contemplate unconventional new ideas.



Managers with scores somewhat above the average are often perceived as inquisitive and open to new ideas. These individuals tend to attack things with broad strokes, talk in terms of abstract theoretical models, and think about future possibilities rather than organising and structuring the practical details of the work at hand. They generally tire quickly of managerial roles that require detailed planning and the administration of existing tasks and targets. These managers often think in both unconventional and creative terms, which means that they are well suited to managerial roles requiring innovation and creative thinking. Others in the organisation may sometimes feel inundated with ideas and suggestions that don't always seem particularly realistic or relevant, and they may no longer expect all the creativity and innovation to actually lead to something constructive or tangible. A rich inner emotional sensitivity requires stimulation, and consequently these individuals generally like visiting new places or trying new activities, and they often have many different interests. They are interested in aesthetics and design, and seek aesthetic stimulation through the arts. They sometimes have the ability and the desire to distinguish the nuances of various artistic expressions, something that cannot always be said of people with low scores. If their search for stimulation is not necessarily in line with the interests of the organisation or what is best for the employees, this may be perceived by the organisation to be a lack of focus or an inability to see concrete assignments through to their conclusion. With their imagination and good ability to visualise abstract concepts, these individuals are often viewed as being colourful, interesting and fascinating, since they find it easy to express their own feelings and are able to quickly pick up on other people's moods. However, the latter does not necessarily mean that they empathise with other people's emotional state - just that they have picked up on, and are aware of, such emotions. These individuals are often stimulated by abstract, philosophical or political discussions. Their interest in science and intellectual pastimes is often a source of stimulation for their staff. However, those employees who are less interested in such matters may find it difficult to keep up with all the abstract thoughts and ideas and may therefore lose interest. The unconventional approach adopted by these individuals means that they do not automatically accept authorities and prevailing circumstances, values and political decisions. This lack of adherence to established norms and an inherent resistance to falling into line with others may subsequently define how others perceive them. Their tendency to re-evaluate norms and accepted views may be interpreted as a healthy, flexible approach, although it might also make employees unsure about what the manager's values actually are and what he or she really stands for.

Strengths and areas for development

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

- Do not pay excessive homage to traditional values and norms. Treat new ideas with openness, and be prepared to re-evaluate old beliefs.
- Communicate to your staff that you are open to change when necessary.
- Make an effort to create a workplace culture that promotes, and makes the most of, your staff's ideas and creativity.
- Show your appreciation for the members of staff who contribute their own ideas and make new suggestions.
- Systematically re-evaluate old work methods, and seek help from others to develop processes and approaches.

Profile overview

