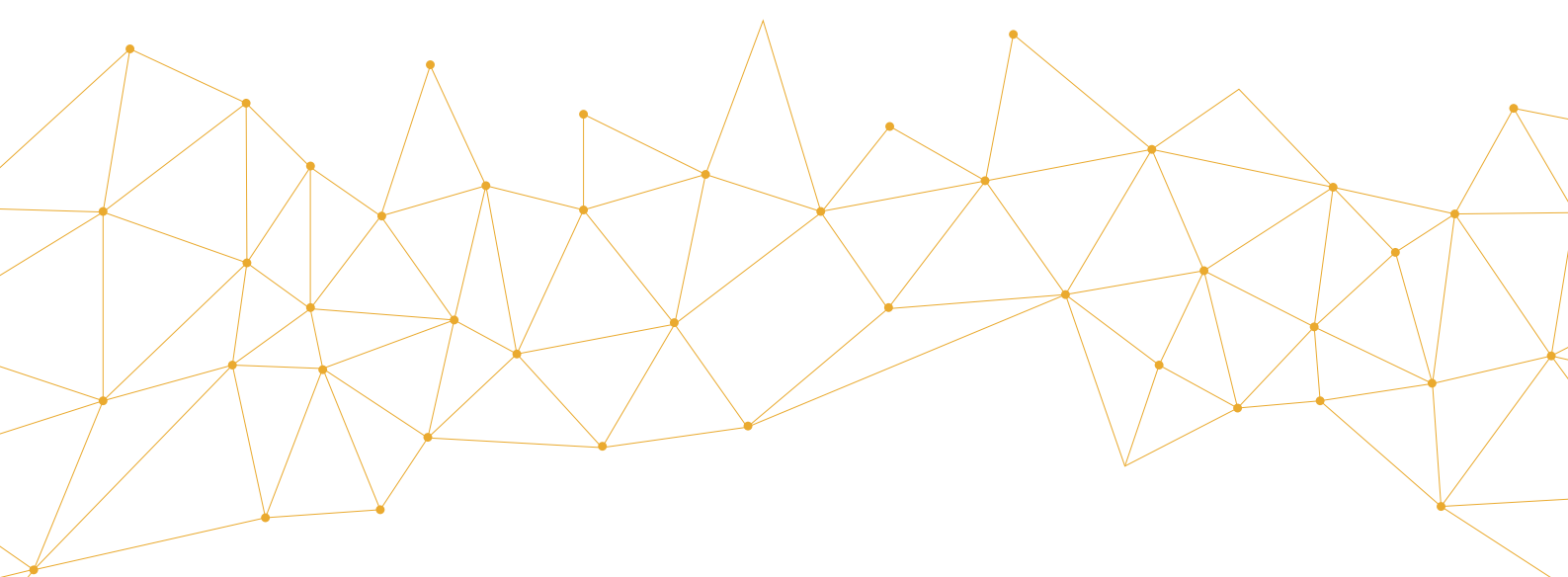


# MAP

## Managerial Report

Name: Demo Test

Assessment date: 03-10-2016



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Name:	Demo Test
Email address:	assessiotest2@mail.com
Year of birth:	1980
Gender:	Female
Nationality:	Sweden
Education:	Masters Degree
Work experience:	5 - 10 yrs of full time work
Management experience:	no management experience
Job type	HR
Assessment date:	03-10-2016
Report ordered by:	Lina Assessio

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# Introduction

The results in this report are a summary of the responses provided to the statements in the test. The statements, which are based on modern research into the psychology of work life, were produced in order to measure an individual's personality. A person's personality is, of course, more extensive and subtle than can be measured using a questionnaire. However, the qualities measured in this test are the measurable aspects of the personality that are most important when describing the personality in general and in particular for predicting behavior in the work life. It is a fact that people have different personalities and that these differences are important in a work context and also in the manager role. By mapping an individual's personality, we can identify strengths and weaknesses that influence the individuals behavior in his or her working life.

## The structure of the report

The report is divided into five personality dimensions, each of which is measured using an individual scale: Agreeableness (AG), Conscientiousness (CO), Emotional Stability (ES), Extraversion (EX) and Openness to Experience (OP). Each scale is composed of five sub-scales. These are numbered from 1 to 5 (for example, AG1 for the first sub-scale in Agreeableness, AG2 for the second sub-scale and so on). Each section of the report begins with a description of the scale and explains in which way the scale and its five sub-scales may be important with regard to a person's behavior in a management role. This is followed by a figure in which the person's test score level is marked. The intervals correspond to low test scores, average test scores that fall below the mean value for the norm group, average test scores that fall above the mean value for the norm group and high test scores. The figure provides the opportunity, therefore, to distinguish between average test scores falling below or above the mean value for the norm group within the average test score interval. The example figure below illustrates a test person's results on a scale that falls slightly below the mean value for the norm group.

## Bear in mind

- The results should not be interpreted in absolute terms, but instead as a guiding indication of how a person's personality is likely to be structured and how this manifests itself in terms of behavior in a management role.
- In this report, no "good" or "bad" results are presented: only descriptions of behaviors and developmental areas for all test score levels.
- High and low test scores probably reflect more of the personality traits of a person than average test scores.
- All test score levels, particularly low and high ones, almost always result in both advantages and disadvantages. The extent to which a personality trait will be an asset depends on both what work is to be carried out and also the results on the other scales. This is not taken into account in the report.
- A text description is a summary of several test score levels, which means that a person will perhaps not recognize himself in all descriptions.
- Text descriptions are based on the results on the entire scale: to take account of results in individual sub-scales, a Data Report or Profile Report is used. In a Profile Report, it is also possible to compare results with an existing group of managers.
- In order to get an indication of the likely performance or suitability, a Managerial Performance Suitability Score (MP-SS) is used.
- No test performs perfectly accurate measurements; there is always some element of measurement error in the results measured.

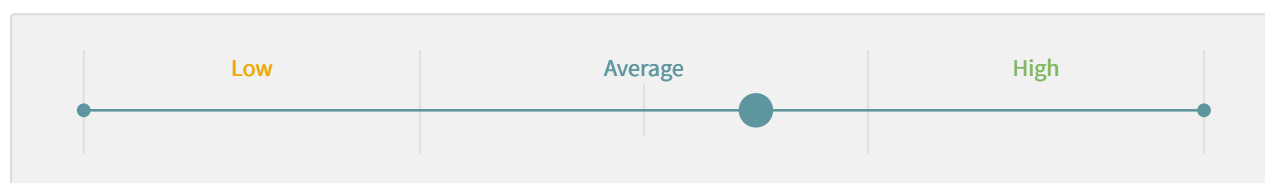
In order for the various test scores to be meaningful, they are compared with a group of people who have also responded to the statements, the 'norm group'. The norm group which was chosen in this particular case is stated on the first page of this report. Regardless of the norm group chosen, the level of average results corresponds to 68% (average value  $\pm 1$  standard deviation) of the results in the norm group. The

result level low mean that the person's test score correspond to the 16% (less than 1 standard deviation below the mean value) of the norm group that has achieved the lowest result on the scale in question. The result level high corresponds to the 16% (more than 1 standard deviation above the mean value) in the norm group that has achieved the highest test scores on the scale in question.

If any questions arise regarding the results or how the results will be used or handled, the Report requester who is named on the first page of the report, should be contacted first.

### Example test score

The indicated result level of the test person is followed by a descriptive text explaining the meaning of the result level and how the actual personality trait normally manifests itself in behavior as well as how co-workers and others in the organization are likely to be affected and perceive a manager with this kind of result. This description is followed by a summary of possible strengths that the personality trait is likely to bring about for a person in a management role. Each section in the report is concluded with a number of points that illustrate developmental areas for managers with the result level in question.



*The marked area in the figure represents the test subject's result level (low, average or high) on the scale as one out of four intervals.*

## Conscientiousness (CO)

Conscientiousness regards the manager's approach to tasks and undertakings and reflects the degree of persistence and the tendency not to give up. In addition, demands made of oneself and others are reflected, as in how a manager prefers tasks to be carried out. The scale shows to which extent the person can follow a plan or structure. An important aspect for managers is being able to systematically follow rules, instructions or priorities, despite disturbances. This is important for the decision-making strategy. The strategy's underlying reasons need to be understood, explained and communicated in order to obtain understanding, respect and commitment from co-workers. Conscientiousness influences whether a person is seen as competent and trustworthy as well as the group's attitude to deadlines and commitments. The latter often influences how trustworthy co-workers feel the manager is. The degree of Conscientiousness is reflected from five aspects:

### Intensity (CO1)

The focus and intensity with which a person carries out his or her duties and commitments, and what he or she expects from co-workers. How much emphasis a person puts on one's own and co-workers effectiveness.

### Diligence (CO2)

What degree of orderliness and conscientiousness characterizes the person's; manner of dealing with their duties, how much emphasis is put on fulfilling obligations and undertakings and how he expects others to deal with their duties and commitments.

### Ambition (CO3)

The striving and persistence a person has for achieving a set target and how far a person is prepared to go in order to get there- this sets the limits for the demands a person places on himself and others.

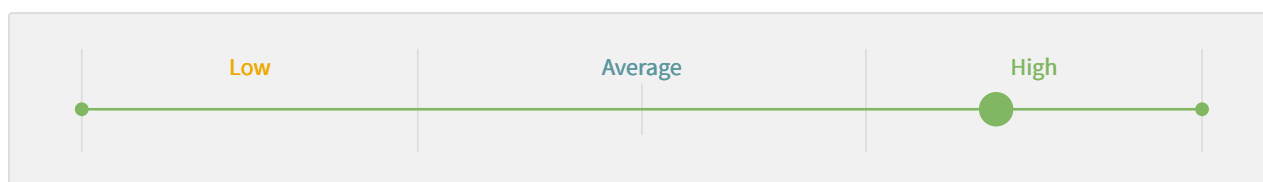
### Self-discipline (CO4)

A person's ability to motivate oneself and others to begin and complete tasks or undertakings, even if the person himself is bored or gets distracted.

### Decision Making (CO5)

The strategy a person employs when making decisions, whether a person is reflective and analytical, or spontaneous and impulsive.

## Result level



*Results above 7 receives the following narrative.*

## Description

Managers with high test scores on the Conscientiousness scale are often ambitious people who make great demands of both their own and others' performances. They are conscientious, loyal and have a good work ethic, and they expect the same from their co-workers.

Self-discipline, focus and the ability to motivate themselves and others mean that they are not deterred by monotonous or boring tasks. These people are often regarded as "doers", as they are efficient and get things done in time with strong results.

They trust their own ability to perform in accordance with set requirements and time frames, which not only leads to co-workers having confidence in the group's work, but also means that they are perceived as reliable, conscientious and competent.

As these people like order, they prepare carefully prior to their tasks by organizing, planning and scheduling. For this reason, others describe them as effective and task-oriented.

Rules and ethical considerations are an important part of their everyday lives and they mainly base their decisions on logic rather than intuition and gut feeling. Their decisions are usually well thought-out and carefully based on facts. If this is communicated in a good way, it is easy for co-workers to understand the reasoning behind the decisions, which creates support and acceptance.

### Strengths of managers with high test scores on the Conscientiousness scale:

- Ambitious, high-performing and effective
- Careful
- Conscientious, reliable and loyal
- Focused and persistent

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## Development areas

Listed below are a number of points that illustrate the potential development areas and practical tips for behavioral changes which can be relevant and useful for managers with high test scores on the Conscientiousness scale:

- Take care that planning, structure and order do not take up more energy and resources than is reasonable for the task, and remember that not everyone has the same undivided positive attitude to rules and structures.
- In order for your co-workers to feel sufficiently visible and supported, you should make conscious efforts at times to tone down the focus on tasks and the target – allow your co-workers to be the centre of your attention.
- For some co-workers the process is more important than the goal, so be aware of what is happening at the present so that you can confirm and encourage your co-workers during the current work.
- Delegate and try to relax control and allow others to make their own mistakes. Freedom with responsibility and capability will give your co-workers the opportunity to take on responsibility and develop.
- In order to avoid unforeseen events being interpreted as a negative disruptive element, you should allow room for these in your planning. Prepare yourself and the group for the kind of events that could affect your work.
- There are many ways of achieving the same goal. Therefore, try to be open to new ways of working, as this can have an enriching effect on your work.
- Remember that not everyone has the same level of ambition and the same degree of persistence as you have. Try to adapt and allocate tasks in the group in a way that no co-worker feels inadequate or excluded.



# Emotional Stability (ES)

The Emotional Stability scale reflects a person's general emotional state and provides information on how much emotional resources a person has available to handle what is happening in the world around him or her, and to deal with other people. Every individual has a certain amount of emotional resources. Both the absolute quantity and how this is used "on an everyday basis" influence how much is "left over" for the stress and pressure a person in a managerial position is inevitably exposed to. The role of manager makes demands on the individual's emotional stability, seen in the following five aspects:

## Emotions (ES1)

The ability to deal with and handle co-workers' emotions; especially negative emotions such as anger, frustration and anxiety. The tendency to feel confident in life (with regard to both other people and events in the surrounding world).

## Temper (ES2)

Being even-tempered influences co-workers' experience of dealing with their manager in general and of criticism in particular.

## Confidence (ES3)

Confidence reflects how much a person puts others at ease in terms of leadership, and the ability to make and communicate decisions and opinions.

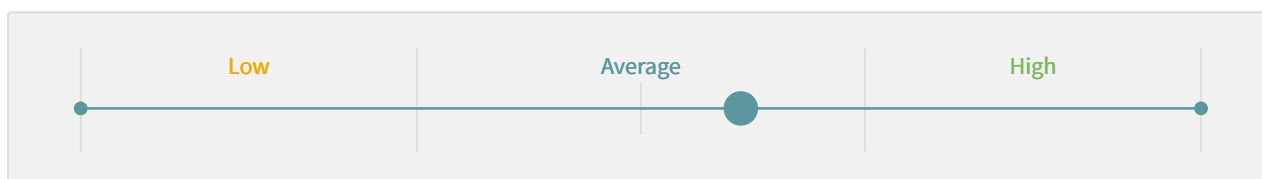
## Self-control (ES4)

The ability to exercise self-control and control impulses is important when it comes to the scope given to spontaneity and sudden impulses. The willingness to act on sudden impulses and re-prioritize quickly influences co-workers' situation at work and their feeling of stability.

## Stress (ES5)

The emotional resources a person in a management position has, for managing stress and pressure, set the limit with regard to the amount of pressure he or she is capable of putting up with.

## Result level



*Results within the range above 5 but below 7 receives the following narrative.*

## Description

Managers with average test scores are often regarded as well-balanced, sensible people who rarely worry or flare up unnecessarily. Their emotional stability means that their reactions are normally at the right level for the event in question and that they act in a subtle and sensible manner. These people often have a surplus of resources for handling a moderate amount of stress and pressure from their surroundings. On ordinary days, they are even-tempered, have a manner of expressing themselves that does not stand out or trouble others, and they rarely allow themselves to be pulled in emotionally to what is happening around them. They generally rely on both their own and their co-workers' ability to solve the majority of problems that arise at the workplace and it takes a great deal before they feel the need to go to someone else for advice and support. Emotionally stable managers rarely dread making decisions and rarely regret things they have done, even if the consequences of the decision they have made are not always optimal. In difficult circumstances or when making important decisions, they may feel the need to check with others and get help from others in making decisions. Basic self-confidence means that they can endure some set-backs and criticism, which lends both calmness and assurance to the group. Their self-confidence also means that they have a free and easy manner in social contexts. They feel comfortable with others and others feel comfortable in their company. In normal circumstances, they take their time considering the advantages and disadvantages of their actions and thinking about the consequences before they make decisions or act. This makes it easier for co-workers, who can then follow the logical reasoning that has led to the decision. Acting on the spur of the moment or reprioritizing without good reason is not something they do a lot, but this may occur when they are working under great pressure or in other trying circumstances. A lot of stress is, therefore, required before managers with average test scores are thrown off balance.

### Strengths of managers with average test scores on the Emotional Stability scale:

- Stable, self-confident
- Comfortable with making decisions
- Can handle stress

## Development areas

Listed below are a number of points that illustrate the potential development areas and practical tips for behavioral changes which can be relevant and useful for managers with average test scores on the Emotional Stability scale:

- Try to convey the fact that you are aware about what is happening around you. Your co-workers need to know that you have understood what is happening around you.
- Be sure to express commitment so that your co-workers feel that you are taking the business and co-workers seriously.
- Convey interest and emotional commitment to your co-workers. This will satisfy their need for support from you as a manager.
- Show that you are sensitive, available and emotionally committed, as this will create a feeling of solidarity and make it easier for your co-workers to confide in you.
- In order to avoid being regarded as too self-confident, you should work on creating a humble image. Openness to others' opinions, respect for co-workers' competence and the ability to change or reconsider will enrich the group's work and strengthen the feeling of equality among the members of the group.
- Be aware that your co-workers may become anxious considerably more easily than you – use your own stability to give these people assurance and calmness.

# Openness to Experience (OP)

The Openness to Experience scale reflects a person's tendency to be open to and in need of emotional stimulation. The search for this stimulation may be focused on the surrounding world in the form of physical experiences or inwards towards the individual himself through, for example, his own world of ideas. In a management role, the results on the Openness to Experience scale provide an indication of the ability to picture possible future scenarios and to consider possible abstract alternatives. Interest in new things may have a facilitating effect in management roles where development and renewal are required; the Openness scale reflects this from five areas:

## Imagination (OP1)

An active imagination and the ability to picture things mentally can help co-workers see the entire picture and view their duties from another perspective.

## Aesthetics (OP2)

The interest in aesthetic expressions and the search for impressions that stimulate the inner emotional world, may influence how much emphasis the person in a management role puts on how things look and how they are presented.

## Emotional Sensitivity (OP3)

Attention to one's own and others' mood, creates an awareness that may be valuable for people in a management role. This awareness also characterizes the scope allowed for emotional sensitivity and how it is expressed.

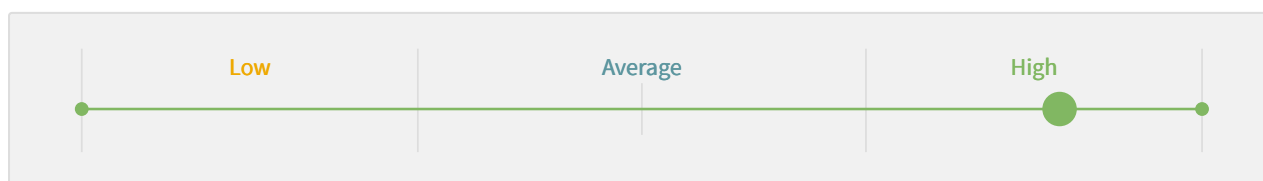
## Experiences (OP4)

The need for inner emotional experiences governs how receptive a person is to new ones. The inclination to try new methods and approaches is governed by this quality.

## Mindset (OP5)

Intellectual curiosity paves the way for receptivity and a willingness to observe and reason with regard to new and unconventional ideas.

## Result level



*Results above 7 receives the following narrative.*

## Description

Managers with high test scores are often seen as original, curious and open to new ideas. They are inclined to take a broad brush approach, speak in abstract theoretical models and consider future opportunities. Managers with high test scores are often creative and inventive, which means that they are suitable for managerial roles that require innovation and new thinking. However, others in the organization may feel overwhelmed by more or less realistic and relevant ideas and suggestions. Therefore, managers with high test scores are sometimes seen as eccentric and wayward. They tire quickly of managerial roles that required detailed organization and administration of existing tasks and objectives.

With their lively imagination and strong ability to picture things, they are often seen as colorful, interesting and fascinating, as they find it easy to express their own feelings and to quickly interpret other people's moods. The latter does not, however, automatically mean that they feel empathy for the emotional states of others, but only that they have understood and are aware of the other person's emotional state.

Managers with high test scores easily end up in abstract, philosophical or political discussions, and their interest in science and intellectual reasoning is often stimulating for the co-workers around them. However, co-workers with a more limited interest in these matters may find it difficult to follow all the abstract thinking and ideas and lose interest.

Rich inner emotional sensitivity requires stimulation. Therefore, managers with high test scores like to visit new places, try new activities and often have many different interests.

Their unconventional attitude and restless intellect leads them to challenge authorities and prevailing circumstances, values and political decisions. In organizations, this may become a problem and the person may be seen as less flexible and as having an inherent resistance to accepting and identifying themselves with the mainstream.

They are always prepared to reassess norms and approaches, which may be interpreted as healthy and flexible, but this may also make their co-workers unsure about what values the manager actually has and what he or she represents.

**Strengths of managers with high test scores on the Openness to Experience scale:**

- Open
- Imaginative
- Intellectual

## Development areas

Listed below are a number of points that illustrate the potential development areas and practical tips for behavioral changes which can be relevant and useful for managers with high test scores on the Openness to Experience scale:

- Try to structure and sort the ideas shared with others, as co-workers without the same attitude may become tired of all the creativity.
- In order not to lose your co-workers' interest, you should consider what is reasonable and possible in practice before you present your suggestions.
- Distinguish between what is there solely for your own intellectual stimulation and what is relevant for your co-workers and the group's performance. There is a risk that reasoning that is too abstract and complex will confuse your co-workers instead and that they will then lose interest.

## Extraversion (EX)

The Extraversion scale measures the degree of energy with which a person approaches life as well as the need they have for surrounding themselves with other people and what capacity and interest they have in social relations and contact with others. The social position a person prefers to find himself in is an important side of the managerial role, partly for communicating the need to be at the centre of things and partly for feeling satisfied with being the focus of co-workers' attention and expectations. Being a manager largely involves leading and allocating the groups work through social contact with others in the organization, which makes demands on the managers communication skills and manner of relating to others. In addition, the managerial role also requires a certain amount of pace and activity. The Extraversion Scale reflects five areas that characterize the way in which a manager approaches social life:

### Social Need (EX1)

The role of managers is to make demands regarding individual's interest in co-workers and how comfortable they are in social situations.

### Social Image (EX2)

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

### Pace of Life (EX3)

In the management role it is important to be able to keep up with and enjoy working at a fast pace, which influences co-workers perception of the manager's vitality and energy.

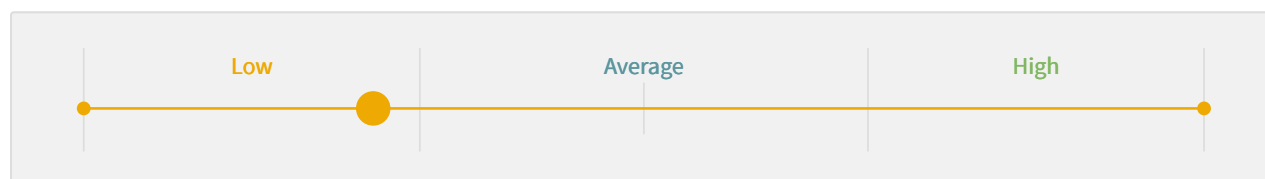
### Excitement Seeking (EX4)

The need for dramatic, fresh challenges is reflected in the managers tendency to try out new things, take risks and seek excitement; sometimes for the sake of excitement itself.

### Cheerfulness (EX5)

A persons tendency to experience and express positive feelings, often conveys positive energy to the entire group.

## Result level



*Results below 3 receives the following narrative.*

## Description

Managers with low test scores may be regarded as subdued, serious and reserved, and often give an impression of seriousness, reflection and calm. The fact that they express themselves less exuberantly and are less open to social contact means that they are restrained and reserved in social situations. Normally, they need to consciously strain themselves to make contact with and enter into small talk with people they do not know. They prefer to socialize with one or just a few people at a time, as social situations can require a lot of energy and vigor. Managers with low test scores enjoy working on their own. They rarely conduct their work by (putting a lot of time into) social relationships. They often keep a low profile and have a limited need to be seen and be at the centre of other people's attention. In groups led by managers with low test scores, there is, therefore, often scope for co-workers to make themselves heard.

These managers prefer a calm and relaxed pace of life that sticks to routines and habits with limited variation. Groups led by this kind of manager generally have realistic timetables and a pleasant work pace. Managers with less conspicuous ways of expressing themselves may sometimes find it difficult to assert themselves in social situations that are dominated by more energetic people who are strong socially.

### Strengths of managers with low test scores on the Extraversion scale:

- Give a serious impression
- Independent
- Calm

## Development areas

Listed below are a number of points that illustrate the potential development areas and practical tips for behavioral changes which can be relevant and useful for managers with low test scores on the Extraversion scale:

- Try to be available for your co-workers and invite participation and openness, also with regard to your thoughts, feelings and values.
- Dare to make yourself heard. Practice feeling comfortable with being at the centre of attention, as this will increase the likelihood of your co-workers seeing you as a natural leader for the group.
- Try to convey energy and vitality to your work, as this will rub off on the group and could create a common feeling of strength and energy.
- Work on presenting an optimistic impression of yourself and of the work that needs to be done.
- Show that you are open to new suggestions and ideas and that you are willing to try new approaches, even if you do not know exactly where this will lead to.
- Be aware that others see advantages in quick results, even if they are not entirely perfect.



## Agreeableness (AG)

The Agreeableness scale reflects how a person interacts with others. In the role of manager, agreeableness is important when relating emotionally to co-workers and superiors. This is manifested in how and in which manner a person communicates and in which way they use their power and position as a manager. The agreeableness of a person in a management role is assumed to influence the person's relationship with others in regard to five areas:

### Trust (AG1)

The degree of trust in others (superiors and co-workers), their capacity and intentions.

### Communication (AG2)

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

### Altruism (AG3)

The tendency for a person to put aside their own needs, in order to help co-workers and assist those in need, while getting others to do the same.

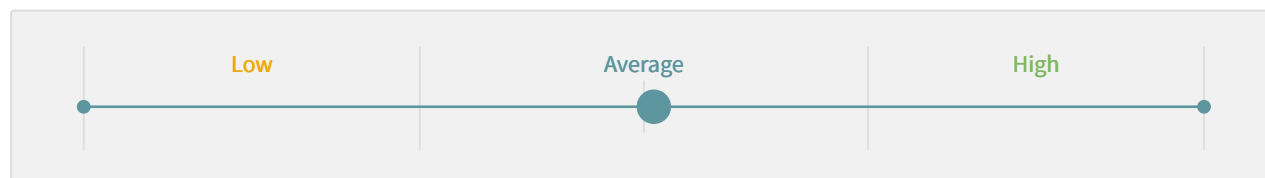
### Compassion (AG4)

To have the ability to feel and show sympathy, humbleness, compassion and understanding towards one's co-workers and the unique circumstances linked to each co-worker.

### Affection (AG5)

To have the ability to feel and show affection and warmth towards and in the presence of one's co-workers.

## Result level



*Results within the range above 5 but below 7 receives the following narrative.*

## Description

Managers with average test scores are often popular with their co-workers because of their likable image, and they are usually seen as pleasant and friendly. They believe people are good and have honest intentions, and they often get close to their co-workers and colleagues. They value friendship, honesty and relationships highly. These managers are team players and often good at including their co-workers in the decision-making. They rarely get into conflicts with others, but are instead seen as cooperative and willing to compromise, as well as willing to exert themselves to make others satisfied. Since the well-being of the people around them is important to them, they are easily affected by other people's problems and they are often willing to go out of their way to help. Managers with average test scores are seen as generous and obliging people who are sensitive to their co-workers' needs and requirements.

### Strengths of managers with average test scores on the Agreeableness scale:

- Pleasant and friendly, good interpersonal skills
- Flexible and obliging
- Willing to cooperate and compromise

## Development areas

Listed below are a number of points that illustrate the potential development areas and practical tips for behavioral changes which can be relevant and useful for managers with average test scores on the Agreeableness scale:

- Work on maintaining a professional distance from co-workers, superiors and others at the workplace, as this will make it easier to keep the focus on tasks and common objectives and to make business-like decisions.
- Practice giving criticism where it is justified, as this gives others the opportunity to develop and progress in their work.
- Practice feeling comfortable with being honest, even when this involves communicating disagreeable, sensitive or difficult messages to your co-workers. In the long term, this will create trust and credibility for you as a manager.
- Practice making demands and saying no to others – do not be too eager to accommodate others
- Dare to instruct others. Be clear about what you want and what you expect from your co-workers, as this will create confidence in you as a manager.
- Co-workers may see managers with high test scores as afraid of conflict and avoiding difficult situations and decisions. Remember that conflicts resolved in a constructive manner may both relieve tension and be developmental.
- Trust your own judgment when it comes to making decisions. Involving your co-workers in decision-making often generates commitment and participation. However, excessively frequent participation may also contribute to the manager being seen as spineless, which works against the possibility of being seen as a natural leader of the group.