PRISM 'Professional' Report

CONFIDENTIAL

This report has been prepared for:

Alex Sample

15/04/2013

Job/Benchmark: Test

Using brain science to enhance personal and business performance

CONFIDENTIAL

PRISM Report Contents:

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How can *PRISM* help me?

Dear Alex,

You recently completed a *PRISM* Inventory - the self-reporting behavioural instrument. This report has been given to you to provide some feedback about the analysis of your responses to the Inventory. When considering this report's descriptions of your behavioural preferences, it is important to recognise that they are based on the answers you gave and it represents, therefore, the way you see your behaviour, rather than how your behaviour might be described by another person.

It is important to stress that no profiling tool is infallible. As with all self-report instruments, the accuracy of this report depends on the frankness and accuracy with which you completed the Inventory.
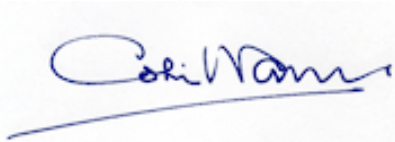
An important objective of this report is to help you to learn more about yourself and your behaviour preferences, so that you will be able to exploit your strengths to your best advantage and also minimize the likely impact of those strengths if they are overdone. The more you understand how you approach situations, the better you will be able to work to your full potential and make decisions that result in greater satisfaction. The planning steps below should help you increase your self-knowledge and identify areas of strength and development.

It is important that you set aside some quiet time to read through your report a number of times. Please pay close attention to what it says about you and highlight the statements you believe most accurately describe you.

Next, mark any comments that surprise you or indicate areas where you feel you could improve your effectiveness. Consider these qualities and ask people who know you well about them to see if they are true. If, after reflection, the information still seems to be at odds with your experience, you may find it valuable to discuss the contents with someone who knows you well. No questionnaire will ever know you as well as you know yourself. However, it is possible that in some circumstances, you may not have thought about certain aspects of your behaviour.

Having studied the report carefully, it is important that you draw up a list of those areas that you intend to focus on to help you improve your work and personal life. Carefully examine your current situation and set some realistic goals for increasing your effectiveness. In particular, plan what you are going to do to avoid or guard against those behaviours that may inhibit your effectiveness and performance in the future.

We hope you will find this report both enlightening and rewarding.

PRISM Brain Mapping

Why is *PRISM* different?

PRISM is a neuroscience-based instrument specifically designed to identify the behavioural preferences that directly relate to personal relationships and work performance.

Neuroscience – which has seen most of its major discoveries made in the last 10-15 years – has proved that the brain is remarkably elastic in terms of its capacity for change. *PRISM* focuses, not only on the brain's functional architecture, but also on how the neural networks interact with brain chemicals such as glutamate, dopamine, noradrenaline, serotonin, testosterone and oestrogen to create behaviour. Modern neuroscience rests on the assumption that our thoughts, feelings, perceptions, and behaviours emerge from electrical and chemical communication between brain cells. It is these very same neuroscientific discoveries that have facilitated the development of the *PRISM* Brain Mapping Method.

Rather than the theoretical concepts of many traditional tests, *PRISM* measures the things that people like doing and the behavioural characteristics related to those things. Research shows that people whose interests match their occupations and activities find greater satisfaction, are more productive, and have higher levels of motivation. These results can increase the individual's work performance and enhance the chances of career success. Indeed, a Harvard Business Review study has shown that staff turnover almost doubles when no job suitability match has been undertaken. The study also concluded that 80% of staff turnover can be attributed to mistakes made during the employee selection and recruitment process.

To facilitate understanding, *PRISM* uses colours to illustrate the behaviour preferences. Although the *PRISM* model is a metaphor for brain functioning, the *PRISM* maps represent the dynamic interaction that takes place within the brain and is based on the principle that no one part of the brain does solely one thing, and no one part of the brain acts alone. All our thoughts, emotions and actions are the results of many parts of the brain acting together.

Candidate: Alex Sample   **Report Date:** 15/04/2013
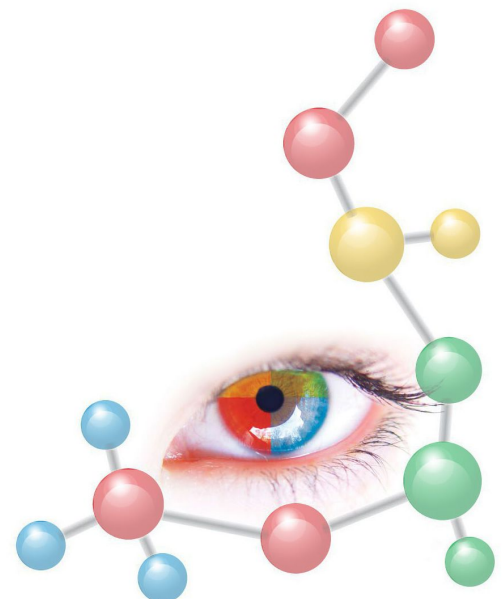
Why is *PRISM* different? [Continued]

The *PRISM* chart represents the relationships between the right hemisphere (Green and Blue) and the left hemisphere (Gold and Red) of the brain, plus the front half of the brain - the motor cortex (Gold and Green) and the rear half of the brain - the sensory cortex (Red and Blue). Red and Gold preferences indicate how a person will tend to behave when engaged in a task and/or when under pressure to achieve results. Green and Blue preferences indicate how a person will tend to behave in a social setting when establishing rapport with others. As the person switches between these two preferences, he or she may display very different - even opposite - behaviours.

Many personality and individual assessment tests are based on bi-polar scales (either/or) type of questions. In other words they identify people as either one thing or another. *PRISM* differs in how data is gathered and reveals balances and imbalances instead of the 'typecasting' that comes from bi-polar methods.

In addition to *PRISM*'s eight behaviour dimensions, the 'Professional' and 'Personal' report identifies and measures 26 key aspects of work preference. This information allows you to make many links between your natural behaviour preferences and your work behaviour.

The report also enables you to gain an insight into your behavioural preferences from several points of view. In addition to the normal *PRISM* reports, you can receive outputs on Emotional Intelligence and on 'The Big Five' - one the most widely accepted and used models of personality.

PRISM 'Professional' has a number of added facilities. For example, it manages a 360-degree process with the option to include generic or in-house competencies. It can create team maps and match a team with a team benchmark. There is also a team diagnostic facility which measures a team performance as well as the quality of inter-personal relationships within the team. For information about these facilities, please contact your *PRISM* Practitioner.
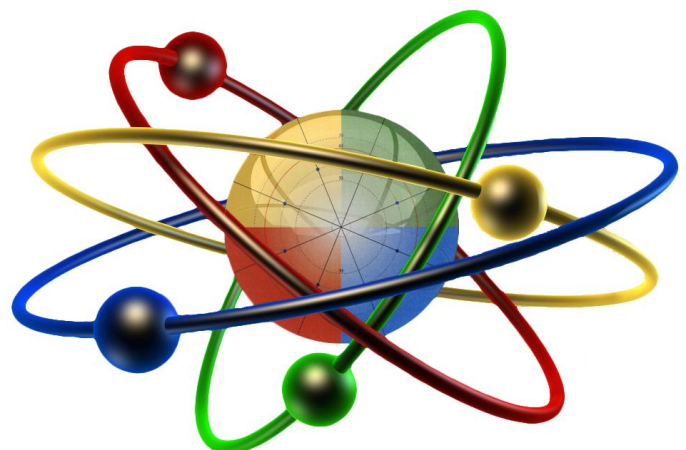
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Interpreting your *PRISM* Report

PRISM 'Professional' and 'Personal' provide three 'maps' of an individual's behavioural preferences. The 'maps' are referred to as: 'Underlying , Adapted and Consistent'.

The 'Underlying Map' can be described as 'the real you'; your natural, inherent behaviour, or the behaviour used by you when under pressure. It is, therefore, an indication of how you tend to behave when you are either totally relaxed, or, occasionally, when you are under stress and when you feel no need to manage or control your behaviour to present the most appropriate response to the world. It, therefore, indicates the extent to which you are comfortable using these instinctive behaviours. Although it is likely to be your most comfortable behaviour pattern, you will find it necessary to adapt that behaviour from time to time to cope with the demands of everyday living.

The 'Adapted Map' is the behaviour pattern that you tend to create to interact with the world at large. It indicates how you believe you need to adapt your 'Underlying' behaviour to achieve success in specific environments e.g. what you think others expect of you, or how you feel others want you to act. In other words, it is the behaviour

you borrow on occasions in order to 'get the job done'. For example, how much you feel a need to adjust your natural, instinctive behaviour to meet the demands of your work. The 'Adapted Map' shows a pattern of movement away from the 'Underlying Map' - either outside it or inside it. If you adapt to a significant extent inside the 'Underlying Map', you may feel a degree of frustration at being unable, on occasions, to use your natural preferences to the full. On the other hand, if you adapt outside your 'Underlying Map', you may feel stressed at times, especially if the adapting carries on for a prolonged period of time.

Like everyone else, your overall behaviour is not based totally on either your 'Underlying' or 'Adapted' profiles which are, inevitably, only used by you for a relatively small proportion of your overall time. On the other hand, the 'Consistent Map' takes into consideration your responses which are consistent with both your 'Adapted' and 'Underlying Maps' and presents a picture of how you tend to behave for most of your time - the view that most other people probably have of you.

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Interpreting your *PRISM* Report [Continued]

When examining your profile maps, check each colour quadrant to see if your 'Adapted Map' moves outside your 'Underlying Map' (increases), or if it moves inside your 'Underlying Map' (decreases).

If the map **increases** in the 'Green' quadrant - you will appear more confident and socially-oriented.

If the map **decreases** in the 'Green' quadrant - you will appear less outgoing and more cautious.

If the map **increases** in the 'Blue' quadrant - you will appear slower paced and more laid back.

If the map **decreases** in the 'Blue' quadrant - you will appear quicker paced and more assertive.

If the map **increases** in the 'Red' quadrant - you will appear more controlling and results-focused.

If the map **decreases** in the 'Red' quadrant - you will appear less driven to achieve and more people-focused.

If the map **increases** in the 'Gold' quadrant - you will appear more reliant on rules and procedures and attention to detail.

If the map **decreases** in the 'Gold' quadrant - you will appear to become more sociable and less attentive to detail.

Name: Alex Sample | **Job:** Test | **Inventory Date:** 05/07/2012 | **Report Date:** 15/04/2013

ANALYSIS
Cautious, Methodical, Precise, Thorough, Analytical, Shrewd

DECIDING

EXPRESSION
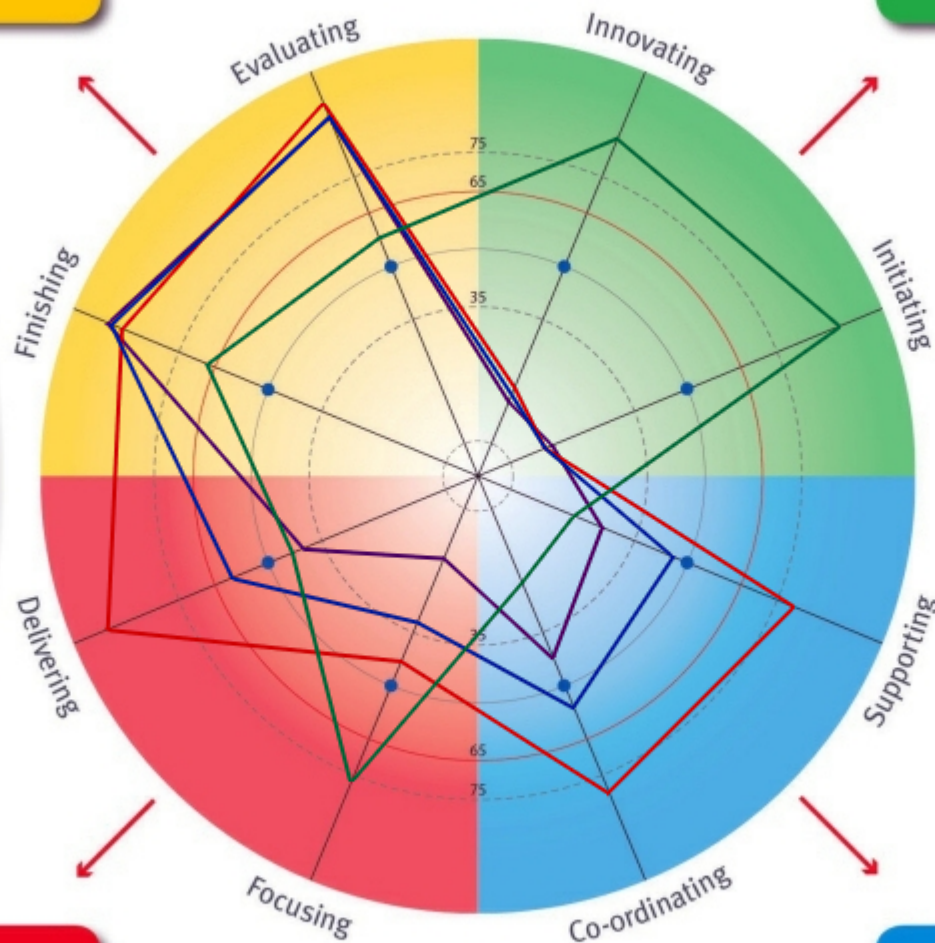Inspiring, Creative, Imaginative, Persuasive, Optimistic, Lively

PRISM
BRAIN MAPPING

KEY

Adapted	
Underlying	
Consistent	
Benchmark	

	Adapted	Underlying	Consistent	Benchmark
Inn	12	16	14	86
Init	12	10	10	93
Sup	26	80	46	18
Co	42	80	56	21
Foc	14	43	32	77
Del	40	95	60	43
Fin	95	91	94	67
Eval	92	96	92	58

REALISTIC

IDEALISTIC

QUADRANT VALUES

Adapted	Underlying	Consistent	Benchmark	
12	13	12	90	
34	80	51	20	
27	69	46	60	
94	94	93	62	

INTROVERSION/EXTROVERSION

Important
Any profiling tool, such as PRISM, should never be used to make a recruitment or re-development decision unsupported by other techniques.

DRIVE
Forceful, Competitive, Hard-Driving, Decisive, Demanding, Challenging

PROCESSING

STABILITY
Supportive, Patient, Caring, Co-operative, Dependable, Kind

SD SKEW 3.9%

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Dimension Key Points

Dimension	Characteristics	
	Strengths	Potential weaknesses if strengths are overdone
Innovating	Abstract, innovative thinker. Generates ideas and concepts. Visualises outcomes. Creates original solutions. Unorthodox, detached and radical.	Low attention to detail. Has difficulty explaining own ideas. Absent minded and forgetful. Dislikes criticism and following rules. Can be wayward and independent.
Initiating	Outgoing, animated and talkative. Articulate and persuasive. Establishes rapport easily. High-spirited, jovial and motivating. Good at achieving 'win-win' negotiations.	Over optimistic and unrealistic. Fails to follow through or deliver. Easily bored and distracted. Need to be entertaining and popular. Makes impetuous, intuitive decisions.
Supporting	Kind hearted, harmonious and caring. Supportive of others. Handles repetitive or routine work well. Mild mannered and loyal to close friends. Sensitive, devoted and perceptive.	Dislikes conflict and aggressive people. Unassertive and over sensitive. Uncomfortable making tough decisions. Dislikes pressure or fast pace. Uncomfortable with change.
Co-ordinating	Makes good use other people's skills. Encourages opinions and participation. Democratic and seeks consensus. Remains calm when under pressure. Consultative and open-minded.	Lacks drive and independence of mind. Relies heavily on gaining agreement. Laid-back and casual. Can appear detached and laid back. Too tolerant of inappropriate behaviour.
Focusing	Forthright, demanding and impatient. Stubborn, blunt and challenging. Copes well with adverse conditions. Driven to win and achieve status. High pressure negotiating skills.	Irritable and easily frustrated. Provocative and argumentative. Poor listener when under pressure. Suspicious of the motives of others. Quick to anger and volatile.
Delivering	Controlling, single-minded and loyal. Independent and self-motivated. Practical, determined and autocratic. Works well when under pressure. Likes structure and organisation.	Can be over-competitive for status. Inflexible and single-minded. Uncomfortable with sudden change. Frustrated by others' low commitment. Insensitive to others' emotional needs.
Finishing	Strong attention to detail and accuracy. Conscientious, painstaking and orderly. Good at communicating complex data. Focuses on accuracy and high standards. Follows tasks through to completion.	Insular, pedantic and slow moving. Dislikes delegating to others. Uneasy making contact with strangers. Intolerant of errors or disorganisation. Prone to worrying unduly or anxiety.
Evaluating	Questions the validity of data. Checks the pros and cons of all options. Does not accept things at face value. Makes astute decisions based on facts. Fair-minded and unemotional.	May be seen as sceptical and cynical. Can be uninspiring and negative. Appears indifferent to others' feelings. Slow and cautious when deciding. Unreceptive to new, untried ideas.

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Your *PRISM* Profile Narrative - Full

Introduction

At first glance, some of the behaviour preferences which make up a candidate's profile may appear to be contradictory. This is because the factors concerned often represent such radically differing sets of values and motivations that it is hard to imagine them effectively coexisting in a single profile. Neuroscience shows that every person has several, sometimes conflicting, behaviour preferences rather than a single unchanging personality. This is what makes PRISM different from other instruments - and a much more authentic way of identifying behaviour! All people adapt their behaviour to meet the needs of specific situations and display entirely different behaviours: sometimes talkative and sometimes withdrawn, sometimes caring and sometimes aggressive, sometimes relaxed and sometimes anxious.

These different behaviours occur because the brain's hemispheres (the right side and the left side) process different information as they respond to what is going on around them. The right hemisphere (Green and Blue in PRISM) is interested in people as individuals. It focuses on self-awareness, empathy, emotional expression and understanding, novelty, intuition, flexibility of thought, social behaviour and the experience of emotions of all kinds. The left hemisphere (Gold and Red in PRISM) is not impressed by empathy. Its concern is with maximising gain for itself, and its prime motivation is achievement, power and control. The left hemisphere deals with narrow, focused attention and needs certainty and to be right. It has more affinity with the impersonal and the mechanical than with personal relationships, and is more efficient in routine, predictable situations.

In addition, the front of the brain (Green and Gold in PRISM) is where decisions are made and action is taken, and the rear of the brain is where sensory information is processed. In other words, the rear of the brain focuses on the present and the front of the brain focuses on the future.

PRISM maps show the extent to which individuals prefer to make use of each of the above parts of their brain. Although at any one time both hemispheres will be active, one will take a predominant role as a result of the situation that prevails at the time.

Take, for example, a person who has a strong preference for both Red and Blue behaviour. On one hand, Red is a controlling and guarded characteristic, preferring to avoid revealing too much personal information to others, but, on the other hand, Blue is a supportive and open characteristic, preferring to maintain amiable and harmonious relationships with others. Those individuals possessing both high Blue and Red preferences will adapt their behaviour in a social setting by showing the Blue accommodating and supportive side to their nature if they feel relaxed and if they can trust the people around them. However, in a task or work setting, especially when under pressure, those same individuals will show more of their Red preferences and thus demonstrate a much greater level of directness and forcefulness. These two contradictory behaviours are brought about by the brain's perception of what is necessary to cope effectively with the relevant situation.

Overview of Alex's profile

The following text narrative is based on the responses that Alex gave in the PRISM Inventory. According to those responses, he rated the following descriptors as most accurately describing

[Continued]

Your *PRISM* Profile Narrative - Full [Continued]

his preferred behaviours and, therefore, the ones which he is most comfortable using:

"Accurate, Analytical, Appraises data, Asks for opinions, Assertive, Assesses accurately, Bossy, Caring, Choosey, Conscientious, Consultative, Correct, Demanding, Dogmatic, Meticulous, Neat and tidy, Perfectionist, Precise, Prudent, Quality-focused, Selects carefully, Systematic, Takes charge, Thorough, Watchful, Weighs pros and cons, Well-organised"

He also rated the following descriptors as least accurately describing his preferred behaviours and, therefore, the ones that he is least comfortable using and the ones which he prefers to avoid:

"Amiable, Animated, Argumentative, Creative, Excitable, Experimental, Exuberant, Generates ideas, Headstrong, High-spirited, Imaginative, Innovative, Inventive, Lively, Looks for consensus, Orderly, Original thinking, Outgoing, Produces novel ideas, Promotes participation, Provocative, Quick to anger, Sparkling, Spontaneous, Stimulating, Stubborn, Sympathetic, Vivacious"

The narrative which follows will only be accurate if the above responses are accurate.

It will be clear that the ways in which Alex manages his day-to-day relationships with others will be highly dependent on the way in which he sees his environment at any given time. In a relaxed, open, social situation in which he feels comfortable with those around him, he will reciprocate by using any of his Green or Blue preferred behaviours, but in a task or work situation he will switch to a greater use of his Red or Gold preferred behaviours. Although Alex possesses varying levels of all eight behaviour preferences, he will not display them all at the same time.

Alex's profile indicates that he:

- Takes responsibilities seriously.
- Is competent, industrious and reliable.
- Can work well alone and with the minimum of supervision.
- Performs quality work and always gives his best.
- Can be a willing and effective team player.
- Enjoys being valued for the support he gives to others.
- Gets along well with most people.
- Sees what needs to be done and does it.
- Handles pressure and difficult conditions well.
- Has the drive and determination to overcome obstacles.

Alex needs to bear in mind that his profile also indicates that he will:

- Be suspicious of new or unconventional ideas
- Find it difficult to establish rapport easily with strangers
- Have difficulty dealing with sudden or frequent changes
- Appear detached and guarded at times
- Be uncomfortable dealing with abstract concepts or ideas
- Prefer established ways of working rather than finding new ones

[Continued]

Taking into consideration Alex's strongest behaviour preferences, he needs to be aware of the potential problems that could arise if those strengths are overdone when he is under considerable pressure, stressed, or in conflict with others. In such circumstances, it is possible that he may demonstrate some or all of the following characteristics:

- Pessimistic
- Possessive
- Judges others harshly
- Fussy
- Withdraws emotionally from the people
- Becomes uncommunicative
- Excessively rational
- Intolerant
- Uses sarcasm
- Conforms rigidly to rules

To enhance his overall performance, he should consider:

- Not being too critical or judgemental when others are telling him their problems.
- Trying to relax and loosening up a little.
- Being more tolerant when others make mistakes.
- Being careful not to talk over other people's heads. Trying to use a vocabulary that is appropriate to the situation.
- Learning to express his emotional side and sharing his feelings with people he trusts.
- Being less sensitive to comments and remarks made by others.
- Making more decisions on the basis of what is in his best interests.
- Trying to be more patient and less forceful.

Profile narrative

Alex tends to be factual and reliable, completing work with precision and accuracy. He is extremely well focused and generally avoids unnecessary risk or trouble. He knows that shortcuts are sometimes costly in the long run, so he sticks firmly to his high standards. He prefers to work in small groups rather than in front of large crowds. When he appears to be insensitive, it is usually because he is focusing completely on the task at hand. He is careful and consistent, but sometimes his analytical nature turns others off. He has a strong need to achieve success, and he will feel stifled and lacking in motivation if he fails to reach his personal goals. He builds relationships slowly, having an inherently suspicious and questioning nature. Overall, the most important factor in his behaviour is his focus on matters of efficiency and productivity. He tends to place more emphasis on practical matters than on social issues, and his actions are normally based on a rational rather than an emotional response to his situation, albeit he does have an underlying focus on people-related matters. Alex is a relatively self-contained individual, whose general approach to problems tends to be somewhat detached and dispassionate. While he possesses a sociable side, this still reflects his calm style, and for this reason he finds emotional displays and uncontrolled openness in other people annoying and distracting. He prefers to work within a well organised system, but he will also look for some freedom of action and independence.

[Continued]

Your *PRISM* Profile Narrative - Full [Continued]

Alex's profile indicates that he has a distinct preference for introversion and will, therefore, usually prefer to work alone and control his own feelings, process his thoughts internally before sharing them with others, explore options independently, avoid attention from strangers, pause and think before speaking or acting, inwardly focus and think things through slowly, seek solo, close experiences with select individuals and pursue depth of experiences. He is naturally a serious, quiet, private person who may prefer writing to talking, and enjoys handling individual assignments without interruptions.

Alex's main behaviour preferences show that on most occasions he will demonstrate that:

He has a natural ability to make sound judgements unaffected by emotion or sentiment. His strength lies in measured and dispassionate analysis of the facts rather than in abstract or hypothetical solutions. One of his most valuable skills is in assimilating, interpreting and evaluating large volumes of complex written material and assessing the judgements and contributions of the others. In particular, he is good at weighing up the facts and finally coming to a well considered decision. He is, however, slower than many people to make up his mind, because he likes to have sufficient time to mull things over. It is important, therefore, for him to be open-minded and willing to accept change otherwise there is a danger that he will become negative and allow his analytical abilities to out-weigh his receptiveness to new ideas. Also, although he is fair, solid and dependable, he sometimes appear dry and cynical and lacking in personal warmth, empathy and motivation.

He is an independent, determined person who demands and gets results. Good at meeting tight deadlines, he is methodical and systematic, albeit a bit inflexible at times, and is good at ensuring that things work properly. Thriving on crises he concentrates on realism, structure and efficiency. Although he is self-sufficient and purposeful, he is willing to support others if it will help achieve his own objectives. He is a manually skilled, practical organiser who is capable of directing others and has a preference for disciplined application and routine. He is primarily concerned with what is possible, and is adept at converting ideas into a feasible action plan. Tough-minded and efficient he can work equally effectively alone with a minimum of supervision or in a group and takes a structured and orderly approach to everything he does. Not easily discouraged by setbacks, he displays considerable sincerity and integrity, but can be rather status conscious at times. He can sometimes be contemptuous and unresponsive to what he regards as speculative, 'woolly' ideas that do not have an obvious bearing on the matter in hand.

He is a capable, logical, conscientious person who will deliver exactly what he promises. He pays great attention to detail and quality and is compulsive at meeting deadlines and fulfilling obligations. He is also good at ensuring that the detailed aspects of a project, such as testing, rehearsing and general administrative matters, are planned and carried out properly. Although not a particularly assertive individual, he maintains a strong sense of urgency and is impatient of, and intolerant towards people who do not meet his high standards. He has high self-control and strength of character, and is serious and sincere in whatever he does. Although he may appear to be cool, calm and collected on the outside, inwardly he is often worried in case something goes wrong. Guarded by nature, his emotions and feelings are generally kept to himself. He has considerable self-discipline and is reluctant to delegate or admit defeat. It is important that he is aware that he can lower the morale of others by appearing unduly critical and losing sight of the overall objective by getting bogged down in small details.

[Continued]

Your *PRISM* Profile Narrative - Full [Continued]

He is placid, quiet and unassuming, and value others' feelings. He will tend to form deep and lasting friendships with a few people, and value that friendship showing great warmth and affection. In general, he likes to plan things well in advance, working to routines and systems. Having a strong sense of duty and responsibility, he will be committed and loyal to his colleagues and friends. Once committed to something, his patience is considerable and he is willing to work long hours on tasks that are important to him. He will tend to place the objectives and needs of others before his own personal ambitions. Perceptive and diplomatic. he will tend to help avert interpersonal problems and thus enable others to contribute more effectively. His lack of competitiveness and dislike of friction may, on occasions, make him appear to be a bit soft and indecisive. Trusting, sensitive and caring, he will not be seen as a threat by others, being non-threatening and non-provocative.

He is mature in outlook and adopts a consultative approach to others, seeking involvement with them in day-to-day tasks. Charming, relaxed and broad-minded, he has well developed insights into what motivates other people. He will often be at his best facilitating situations that require interpersonal sensitivity. Because his people skills are so effective, he will usually have the ability to persuade people do what he wants them to do. Calm and unflappable, he will tend to be a practical realist who demonstrates a self-disciplined, yet open-minded, approach to life. His enthusiasm tends to be goal orientated. He tends to think positively and, perhaps, most importantly, he knows how to make the best use of the strengths and skills that others have to offer and is able to focus people on what they do best. At work, this means he tends to be adept at establishing the roles and task boundaries of the others, and also the one who identifies performance gaps and takes steps to fill them.

At lower preference ranges, Alex's profile shows that:

He will not normally be seen as an aggressive individual who is simply concerned with meeting his own personal goals at the expense of others. He is not noticeably self-confident, independent or demanding and is unlikely to become belligerent if his personal freedom of choice is threatened, or if obstacles is put in his way. He has little, if any, need to be in control of others and shows little emotion to most forms of disappointment or frustration. He does not feel such a strong need to achieve his goals that he will do so by whatever means are available, even if these means breaking the 'rules' on occasions. In normal circumstances, he will try to avoid being confrontational or argumentative.

Least preferred behaviours

Alex's least preferred behaviours indicate that:

He will try to avoid situations which require him to be totally radical or creative. Not naturally flexible, innovative, adaptable or unconventional, he does not demonstrate a strong desire to find new mental challenges. In a work situation he should not, therefore, be relied upon for the creation of ingenious, new ideas or novel strategies and it is unlikely that he will devote much of his energy to finding new or radical ways of doing things." He is also unlikely to be comfortable in roles which lack structure or clear direction.

He will try to avoid situations which require him to be sociable with strangers. Not naturally outgoing or gregarious he is unlikely to have the flexibility of thought to find the most radical route to accomplish whatever needs to be done. He does not really enjoy being the centre of

[Continued]

Your *PRISM* Profile Narrative – Full [Continued]

attention and will not normally be bubbly, free-spirited or light-hearted. He is unlikely to act on impulse and tends to think through the consequences of his actions. He is unlikely to be highly effective when it comes to picking up ideas and moving them forward or selling new ideas to others.
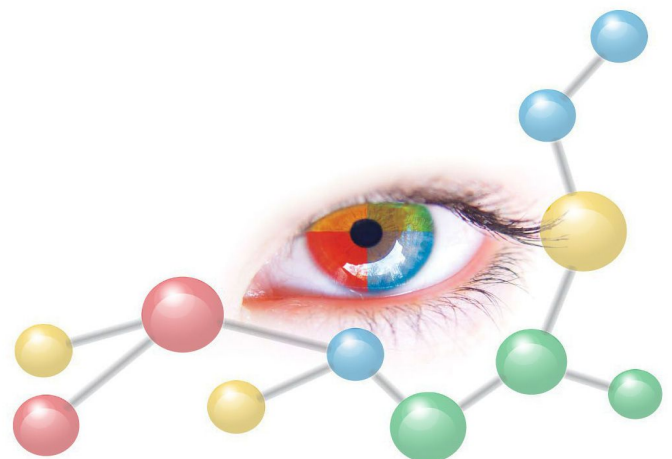
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An Important Note on Job/Role Benchmarking

To be meaningful, *PRISM* Benchmarks must be created to identify the key characteristics that are believed to be critical for the achievement of excellence in a specific role.   For example, a benchmark for the role 'Sales Executive' is much too general in nature to cater for the very specific needs of the wide range of roles that exist under such an umbrella title.
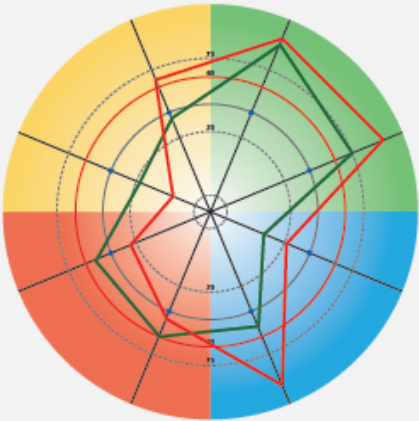
The actual requirements of a particular individual role may differ significantly because of a variety of factors such as company culture etc. For example, the key requirements for the position of 'Sales Executive' in 'Company A' may differ very significantly from the role of 'Sales Executive' in 'Company B' and, if so, the relevant Benchmarks would need to reflect those differences.

When considering your suitability for a new role we strongly suggest that you clearly establish the behavioural requirements for that particular position and then compare those honestly with your *PRISM* Profile found in this report.

Job/Role Benchmark vs. Actual Profile Comparison [Continued]

This section is only relevant if you have included a Benchmark in your profile.

The **PRISM Wheel** gives you an 8 dimensional map of your natural behavioural preferences, compared with the map considered ideal for the Benchmark selected.

Ratings are on a scale of 1-100. Ratings appearing towards the outside of the circle show a strong preference for this behaviour, whereas ratings towards the centre show a general aversion to this behaviour.

Importance	Behaviour dimension	Benchmark versus Actual		Match	Comments
Critcal for Excellence	Innovating	92	95	Strong Match	Your natural tendency towards this behavioural dimension, which is deemed critical for success, indicates that you would be extremely well matched to this aspect of the job Profile.
Very Important	Initiative	76	95	Strong Match	Your natural tendency towards this behavioural dimension, which is deemed critical for success, indicates that you would be extremely well matched to this aspect of the job Profile.
Unhelpful	Supporting	22	36	Match	Your natural tendency towards this behavioural dimension, which is deemed critical for success, indicates that you would be extremely well matched to this aspect of the job Profile.

The **PRISM** Benchmark Table gives an analysis of your rating in each of the 8 dimensions against the ratings considered ideal for the Benchmark Role.

In order to maximise your chances of achieving a good 'fit' to a role (which is often very different to being theoretically qualified for it) you should be looking to be as close to the benchmark profile as possible.

You will see that for any Job Benchmark, behavioural dimensions are deemed to range between being 'Critical for Excellence' to being 'Unhelpful'.
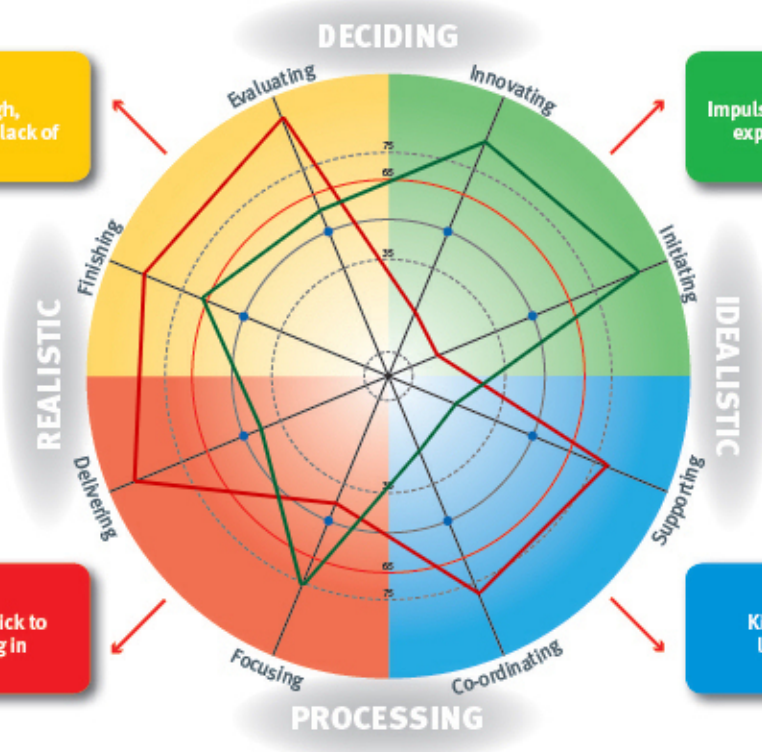
Study carefully any of the 8 dimensions in particular where a significant mismatch has been identified. It is critical that you appreciate that a significant overshoot in a trait deemed 'Unhelpful' can be every bit as negative as a significant undershoot in a trait deemed 'Critical for Excellence'. After all, it can be just as harmful to your job satisfaction and job performance if you have to suppress significantly a naturally strong trait, as it is striving to show a higher degree of a certain trait in which you are naturally not comfortable.

In a 'Mismatch' or even more importantly in a 'Strong Mismatch' situation consider honestly whether you feel you could adapt your behaviour in that role to move closer to the benchmark (see the **PRISM** Quadrant Colour Characteristics notes later in this report for help).

A certain amount of adaptation is of course inevitable - few roles will suit us perfectly in all aspects. Note that whilst you may feel (and be) able to adapt behaviour somewhat to move closer to the requirements of a particular job, prolonged significant adaptation – either moderating a naturally strong tendency or striving to show a higher degree of a certain trait in which you are naturally not comfortable – may well lead to unhappiness and subsequent poor performance.

Job/Role Benchmark vs. Actual Profile Comparison [Continued]

DECIDING

ANALYSIS
Careful, accurate, self-contained, attentive to detail, thorough, follows rules closely and perfers to work alone, but dislikes lack of clarity, mistakes and untidiness.

PRISM
BRAIN MAPPING

EXPRESSION
Impulsive, talkative, imaginative, entertaining, excitable, fun-loving, expressive, optimistic and enthusiastic, but dislikes routine work, planning and having to follow rules.

DRIVE
Competitive, forceful, outspoken, challenging, impatient, quick to anger, takes risks, pushy and decisive, but dislikes not being in charge and being told what to do.

STABILITY
Kind-hearted, caring, considerate, gentle, patient, co-operative, likes routine, reliable, supportive and unassertive, but dislikes conflict, change and making tough decisions.

REALISTIC IDEALISTIC

PROCESSING

(Radar chart dimensions: Evaluating, Innovating, Finishing, Initiating, Delivering, Supporting, Focusing, Co-ordinating)

Candidate:
Alex Sample

Job or Role:
Test

Inventory Date:
05/07/2012

Quadrant Values
13
80
69
93

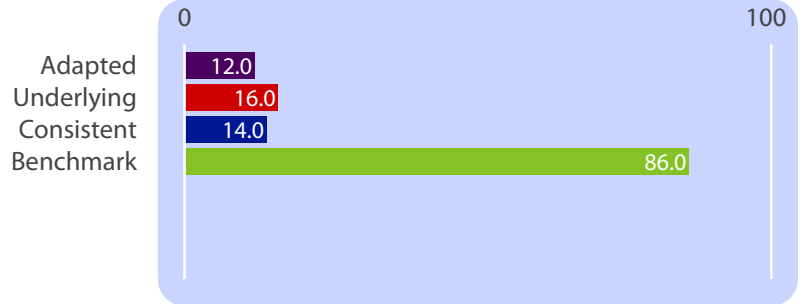| Importance	Behaviour dimension	Job/Benchmark vs Actual		Match	Comments – The candidate's preference for:
Critical for excellence	Innovating	86	16	Mismatch	The candidate's preference for creativity, imagination, abstract thinking, innovation, and the generation of new ideas appears to be a mismatch with the agreed benchmark for this behavioural dimension.
Critical for excellence	Initiating	93	10	Mismatch	The candidate's preference for initiating contacts, networking, persuading others, selling ideas and juggling several tasks at the same time appears to be a mismatch with the agreed benchmark for this behavioural dimension.
Potentially counter-productive	Supporting	18	80	Mismatch	The candidate's preference for putting people at ease, building team spirit, mediating conflict, being empathetic and caring for others appears to be a mismatch with the agreed benchmark for this behavioural dimension.
Potentially counter-productive	Coordinating	21	80	Mismatch	The candidate's preference for working co-operatively, seeking consensus, enabling others to take part and consulting others appears to be a mismatch with the agreed benchmark for this behavioural dimension.
Very important	Focusing	77	43	Likely Mismatch	The candidate's preference for being forthright and outspoken, taking tough decisions and working in an aggressive environment appears to be a likely mismatch with the agreed benchmark for this behavioural dimension.
Unhelpful or Not relevant	Delivering	43	95	Mismatch	The candidate's preference for taking charge, being assertive, meeting tight deadlines, working independently and being driven by a need to win appears to be a mismatch with the agreed benchmark for this behavioural dimension.
Important	Finishing	67	91	Likely Mismatch	The candidate's preference for paying attention to details, delivering quality and accuracy, being good at follow through and following procedures appears to be a likely mismatch with the agreed benchmark for this behavioural dimension.
Occasionally useful	Evaluating	58	96	Likely Mismatch	The candidate's preference for checking large amounts of complex data, analysing information, evaluating options and making dispassionate judgements appears to be a likely mismatch with the agreed benchmark for this behavioural dimension.

4

Job/Role Benchmark vs. Actual Profile Comparison [Continued]
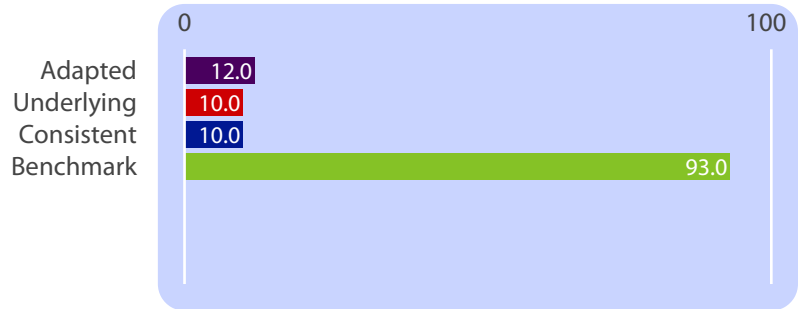
Innovating

Abstract, innovative thinker.
Generates ideas and concepts.
Visualises outcomes.
Creates original solutions.
Unorthodox, detached and radical.

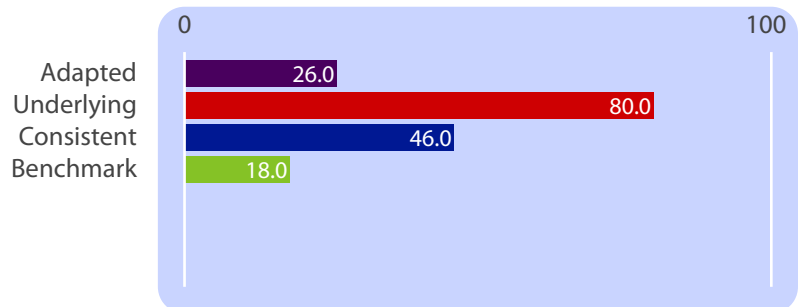|	0 — 100
Adapted	12.0
Underlying	16.0
Consistent	14.0
Benchmark	86.0

Initiating

Outgoing, animated and talkative.
Articulate and persuasive.
Establishes rapport easily.
High-spirited, jovial and motivating.
Good at achieving 'win-win' negotiations.

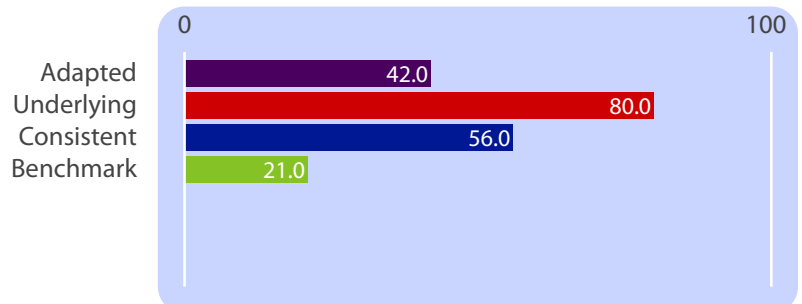|	0 — 100
Adapted	12.0
Underlying	10.0
Consistent	10.0
Benchmark	93.0

Supporting

Kind hearted, harmonious and caring.
Supportive of others.
Handles repetitive or routine work well.
Mild mannered and loyal to close friends.
Sensitive, devoted and perceptive.

	0 — 100
Adapted	26.0
Underlying	80.0
Consistent	46.0
Benchmark	18.0

Co-ordinating

Makes good use other people's skills.
Encourages opinions and participation.
Democratic and seeks consensus.
Remains calm when under pressure.
Consultative and open-minded.

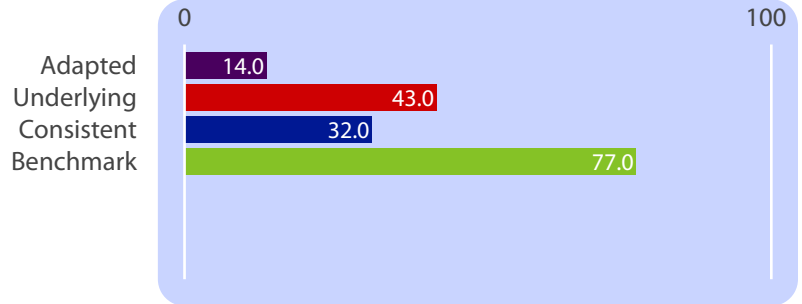|	0 — 100
Adapted	42.0
Underlying	80.0
Consistent	56.0
Benchmark	21.0

[Continued]

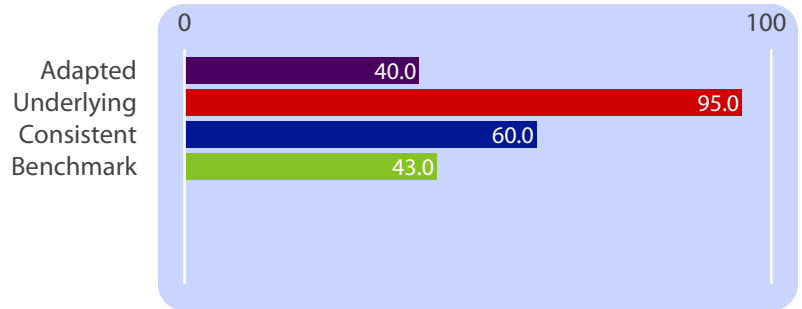# Job/Role Benchmark vs. Actual Profile Comparison [Continued]

Focusing

Forthright, demanding and impatient.
Stubborn, blunt and challenging.
Copes well with adverse conditions.
Driven to win and achieve status.
High pressure negotiating skills.

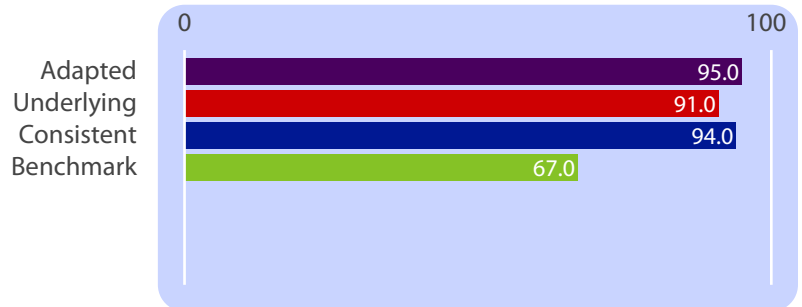|	0 — 100
Adapted	14.0
Underlying	43.0
Consistent	32.0
Benchmark	77.0

Delivering

Controlling, single-minded and loyal.
Independent and self-motivated.
Practical, determined and autocratic.
Works well when under pressure.
Likes structure and organisation.

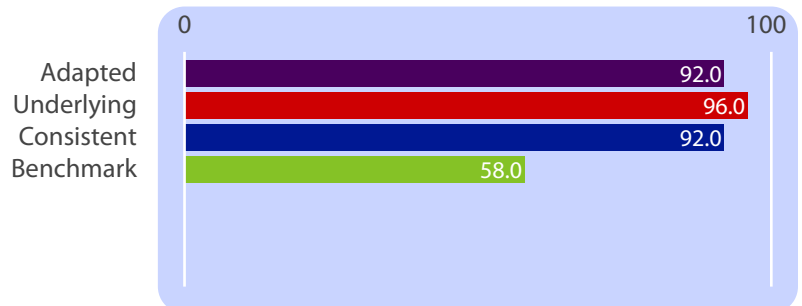|	0 — 100
Adapted	40.0
Underlying	95.0
Consistent	60.0
Benchmark	43.0

Finishing

Strong attention to detail and accuracy.
Conscientious, painstaking and orderly.
Good at communicating complex data.
Focuses on accuracy and high standards.
Follows tasks through to completion.

	0 — 100
Adapted	95.0
Underlying	91.0
Consistent	94.0
Benchmark	67.0

Evaluating

Questions the validity of data.
Checks the pros and cons of all options.
Does not accept things at face value.
Makes astute decisions based on facts.
Fair-minded and unemotional.

	0 — 100
Adapted	92.0
Underlying	96.0
Consistent	92.0
Benchmark	58.0

Work Preference Profile

This report summarises some of Alex's natural work preferences and plots them against preference segments ranging from 'Avoided Preference' i.e. a work behaviour which he tends to be uncomfortable using, to 'Very Strong Preference' i.e. a behaviour which he tends to use instinctively most of the time, but which could become an 'overdone strength', and therefore counter-productive, when he is under pressure or in conflict with others. This report reflects Alex's self-expressed preferences. Whether or not he uses his preferences as stated will, of course, depend on a variety of factors such as organisational culture and the way in which he is managed on a day-to-day basis. It is also important to remember that people switch between social and task behaviours. A person can, therefore, be "outgoing" and "talkative" socially, but also be "demanding" and "single-minded" when engaged on a task or project.
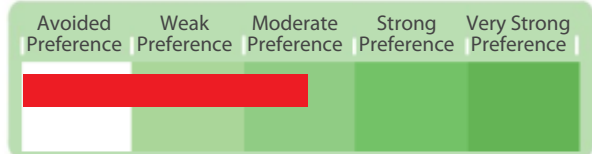
Work Preference Profile [Continued]

Being cautious, but not fearful. Making careful, well thought out, astute decisions

	Avoided Preference	Weak Preference	Moderate Preference	Strong Preference	Very Strong Preference

A tendency to be calm, stable and unflustered and to have a strong preference for being rational and rather impervious to stress and environmental pressures.

	Avoided Preference	Weak Preference	Moderate Preference	Strong Preference	Very Strong Preference

Comfortable working independently to achieve tough objectives or tight deadlines. Working in an environment that is results-driven, physically challenging and fast-paced

	Avoided Preference	Weak Preference	Moderate Preference	Strong Preference	Very Strong Preference

Being able to concentrate for long periods on large quantities of complex information. Paying close attention to rules, instructions or detailed specifications
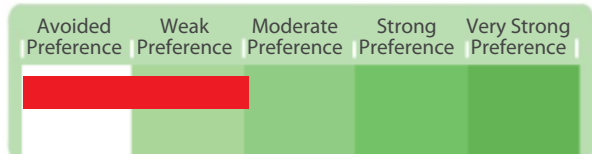
	Avoided Preference	Weak Preference	Moderate Preference	Strong Preference	Very Strong Preference

Building group consensus and making good use of others' talents. Consulting and enabling others to take part in the decision making process

	Avoided Preference	Weak Preference	Moderate Preference	Strong Preference	Very Strong Preference

Creating imaginative and innovative concepts, or visualising outcomes or solutions

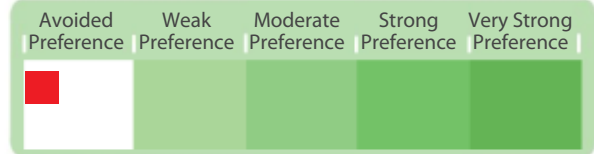|	Avoided Preference	Weak Preference	Moderate Preference	Strong Preference	Very Strong Preference

Likely to be able to adapt to a range of situations and to tolerate both criticism and challenge. Also likely to be able to maintain consistent performance in a wide range of situations and when under considerable pressure.
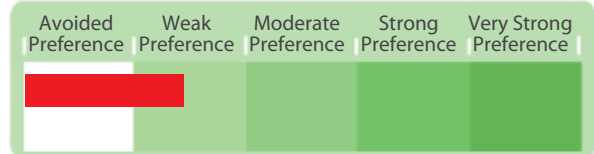
	Avoided Preference	Weak Preference	Moderate Preference	Strong Preference	Very Strong Preference

5

PRISM BRAIN MAPPING

Work Preference Profile [Continued]

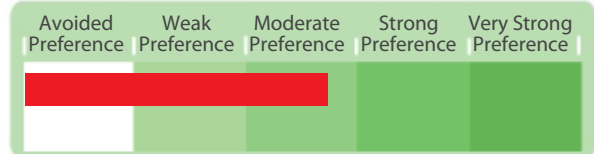|	Avoided Preference	Weak Preference	Moderate Preference	Strong Preference	Very Strong Preference

Being cheerful, talkative and outgoing with strangers. Having a strong need to interact socially with others for most of the time

	Avoided Preference	Weak Preference	Moderate Preference	Strong Preference	Very Strong Preference

Taking and implementing tough, unpopular decisions despite strong opposition. Confronting or challenging others in a forthright or provocative manner

	Avoided Preference	Weak Preference	Moderate Preference	Strong Preference	Very Strong Preference

A tendency to be sympathetic, co-operative and considerate, and have a strong preference for deferring to others and for relating to them by being tolerant and accommodating.

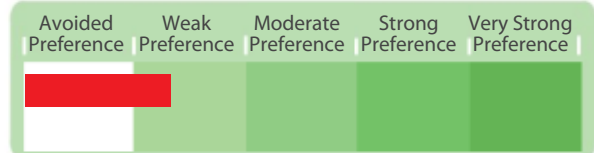|	Avoided Preference	Weak Preference	Moderate Preference	Strong Preference	Very Strong Preference

A tendency to be independent, forthright and demanding, and to have a strong preference for relating to others by being tough, distant and persistent.

	Avoided Preference	Weak Preference	Moderate Preference	Strong Preference	Very Strong Preference

Likely to have a high level of motivation and to show high levels of commitment to long-term goals and results which are pursued in the face of obstacles and setbacks.
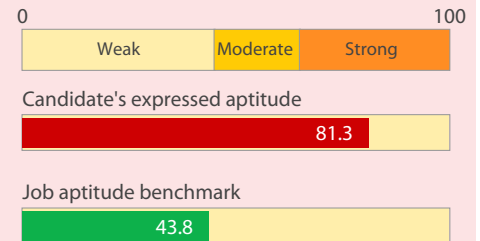
	Avoided Preference	Weak Preference	Moderate Preference	Strong Preference	Very Strong Preference

Likely to be effective in persuading others to change their viewpoint or to adopt their interpretation of a situation, or the need for action.
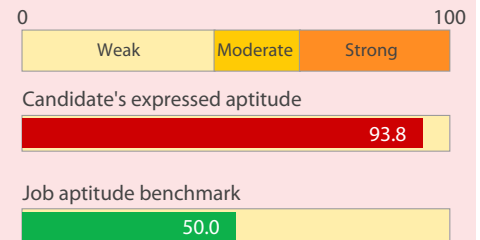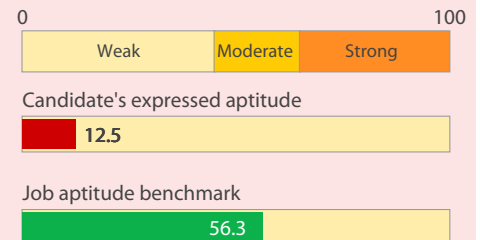
5

Work Aptitude Overview

Practical and mechanical: Enjoys hands-on activities and prefers a work environment that not only fosters technical and mechanical competence, but also provides work that produces tangible results. Has an aptitude for working with tools and operating machines, and enjoys working outdoors and physical activity. Prefer to use tried and tested methods and to follow established patterns, but also likes physically challenging activities.
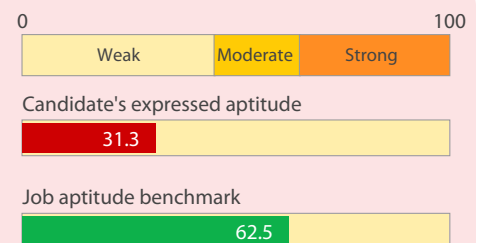Key behaviours: being efficient, realistic, structured, tough-minded.

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude

81.3

Job aptitude benchmark

43.8

Investigative and analytical: Enjoys investigating things and solving complex problems. Enjoys working alone and would rather analyse data and formulate ideas than take part in tasks that involve leading, selling, or persuading others. Has an interest in the realities of the physical world, but prefer thinking over doing. Would prefer to avoid highly structured situations with externally imposed rules and sometimes feels uncomfortable in social situations.
Key behaviours: being precise, well-organised, thorough, accurate.

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude

93.8

Job aptitude benchmark

50.0

Creative and artistic: Enjoys creative work in the areas of music, writing, dance, performance and art, and prefers to be in environments which offer freedom from strict operating procedures and structured activities. Prefers to work alone and has a need for personal expression. Can be sensitive and emotional at times. Enjoys attention and praise for own artistic and creative achievements, but can be sensitive to criticism.
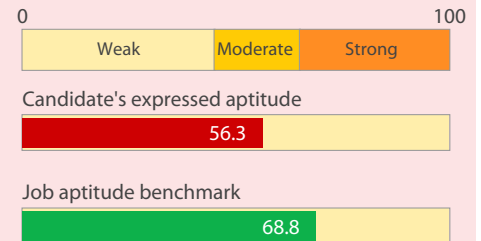Key behaviours: being imaginative, creative, artistic, innovative.

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude

12.5

Job aptitude benchmark

56.3

Social and empathetic: Enjoys dealing with people and dislikes impersonal tasks that revolve around working with data and material things. Prefers to form close interpersonal relationships with others, and likes teaching, helping and solving social problems. Is concerned about human welfare, and is motivated by work that helps to overcome interpersonal problems and mediate disputes. Has good social and inter-personal skills, but is less comfortable with mechanical and scientific activities.
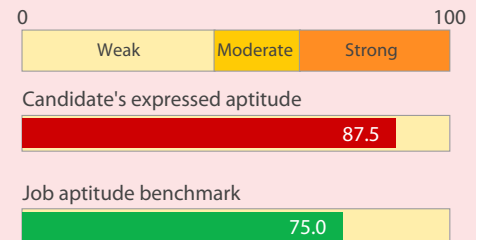Key behaviours: being caring, supportive, accommodating,

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude

31.3

Job aptitude benchmark
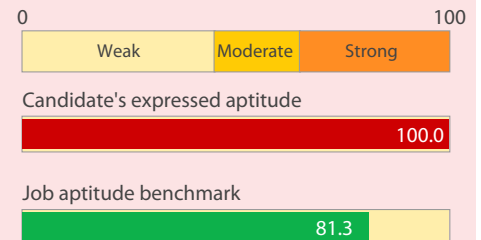
62.5

Work Aptitude Overview [Continued]

Competitive and entrepreneurial: Enjoys leading, influencing, persuading or motivating others and places high value on status, power, money, and material possessions. Is competitive and ambitious and thrives on taking risks and making decision. Takes a spontaneous approach to challenges and enjoys work activities that have to do with starting up and carrying out projects, especially business ventures. Prefers to avoid routine or systematic activities which require attention to detail and adherence to a set routine.
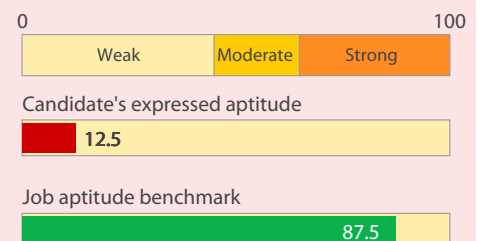Key behaviours: being competitive, stimulating, assertive, single-

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude

56.3

Job aptitude benchmark

68.8

Orderly and efficient: Is methodical, logical, orderly and efficient and likes to follow clearly defined procedures that keep things running smoothly. Prefers structure and order to ambiguity. As a result, prefers to work with the paper and/or computer based aspects of a business such as accounting, record keeping, and data processing. Is most comfortable working in situations and on tasks in which personal responsibilities are clearly defined. As a result, likes things to go as planned and prefers not to have own routines changed or upset.
Key behaviours: being methodical, conscientious, systematic, follows

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude

87.5

Job aptitude benchmark

75.0

Mathematical and logical: Enjoys analysing and reasoning with numbers and can focus on large quantities of data for long periods without losing concentration. Has a high level of comfort with mathematical calculations and methods, and displays strong numerical ability and accuracy. Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
Key behaviours: being analytical, logical, evaluating, questioning.

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude

100.0

Job aptitude benchmark

81.3

Outgoing and expressive: Enjoys interacting with people and openly expresses own feelings and opinions. Does not like working alone. Has a high self-esteem and a positive and enthusiastic approach to life, and establishes rapport quickly with strangers. Typically self-confident and talkative, tends to be naturally outgoing and persuasive. Often impulsive and easily bored, can be inattentive to details and may fail to follow tasks through to completion.
Key behaviours: being outgoing, high-spirited, animated, lively.

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude

12.5

Job aptitude benchmark

87.5

PRISM
BRAIN MAPPING

Work Environment – Performance Predictions

Setting aside whether or not a candidate is eligible for a job or role, his or her success will depend in large part on the extent of match between them and their work environment.

Having a positive alignment between the employee and the work environment benefits the organisation in many ways. Important benefits include high levels of productivity and lower turnover rates.

The closer the match between people and their work environment, the more they enjoy and value their work. Individuals should, therefore, be given assignments that are consistent with their strengths and interests, and opportunities for continued learning and growth to reinforce those strengths and interests should be provided as well. Some work environments enhance an employees's performance, others inhibit that performance.

This Report highlights the impact of various work environment factors on Alex's performance and it is predicted that his work performance is likely to be affected by the undermentioned work environments as follows:

Significantly enhanced ✔✔

Enhanced ✔

Inhibited ✖

Significantly inhibited ✖ ✖

Work Environment – Performance Predictions [Continued]

The Candidate's performance is likely to be affected, as shown below, by a work environment in which:

There is the opportunity to have a degree of independence to decide courses of action, policies etc and have responsibility for control of resources and people.	✔✔
There is a need to influence, persuade or negotiate 'win-win' solutions rather than to exercise of formal authority of others.	✘ ✘
Work takes place at a low or steady pace and where getting things right is more important than meeting deadlines.	✔✔
There is significant recognition for personal achievement in some highly visible or public way.	✘
Creativity, imagination, innovation and abstract thinking are encouraged and where there is little requirements to follow a format previously developed by others.	✘ ✘
The drive and ability to identify business opportunities are valued and in which job emphasis is strongly focused on ambition and commercial success.	✘
There is a strong focus on thoroughly researching and recording factual data and where there is very little tolerance for error.	✔✔
There is considerable opportunity to engage in creative work in any of several artistic forms, displays ideas in graphic form or conceptualizing new ways of dealing with old problems.	✘ ✘
People are encouraged to be self-sufficient and to take responsibility for their own workload and productivity.	✔✔
People are rewarded for achieving high performance and for displaying strong determination to succeed despite difficult conditions, opposition or setbacks.	✔
Effective networking is seen as a key to success and where there are lots of opportunities for making new contacts and developing relationships.	✘ ✘
There are frequent opportunities for speaking publicly, as in giving formal presentations, to motivate, influence or persuade others to follow a course of action, or change opinions.	✘ ✘
The atmosphere is dynamics and fast-paced and where people are encouraged to take the initiative, display optimism and make things happen.	✘ ✘

Key			
Significantly enhanced	✔✔	Significantly inhibited	✘ ✘
Enhanced	✔	Inhibited	✘

Work Environment – Performance Predictions [Continued]

The Candidate's performance is likely to be affected, as shown below, by a work environment in which:

There is little requirement to work in a highly structured way, or to comply with strict rules, regulations or operating procedures.	✗ ✗
There is a strong emphasis on using mathematical calculations or formulae and where analytical skills, logistical thinking and attention to detail are critical for success.	✔✔
Strategic thinking is highly valued and where it is seen important to have a clear vision for the future.	✔
Work routine and job duties are largely predictable and not likely to change over a long period of time.	✔✔
Manual skills, technical and mechanical competence are fundamental to success and where physically challenging activities are the common.	✔
There is the opportunity to be involved in helping other people in a direct way, either individually or in small groups and to develop close personal relationships.	✗
Interacting with people, particularly strangers, against a background of frequent change and task variety is a significant part of the daily work experience.	✗ ✗
There is the opportunity to undertake projects and to be able to determine the nature of what is to be done, without any significant amount of contact or directions from others.	✔✔
There is a need to be challenging, forceful, ambitious and tough-minded, and where there are clear win-and-lose outcomes.	✔
Work responsibilities frequently change in their content, pace and setting thus creating a constant sense of novelty and a high level of excitement.	✗ ✗
There is a constant need to analyse or evaluate data to make astute judgements regarding the relative merits of a variety of options and to make recommendations accordingly.	✔✔
Bringing together and facilitating the positive interaction of different people for certain tasks and for making the best use of each individual is fundamental for success.	✔✔
Showing a high level of ambition and determination, coupled with strict adherence to rules and an ability to remain calm under pressure, are essential qualities for success.	✔✔

Key			
Significantly enhanced	✔✔	Significantly inhibited	✗ ✗
Enhanced	✔	Inhibited	✗

Candidate: Alex Sample   **Report Date:** 15/04/2013

PRISM Quadrant Colour Characteristics - Reds

Typical Red behaviour: Controlling, independent • Assertive, authoritative • Fast-paced, energetic • Decisive, self-starting • Goal-centred, determined • Direct, forthright • Competitive, ambitious • Task oriented, forceful • Hard-working, accountable • Results-driven, daring.

Overdone Red behaviour: Domineering, demanding • Aggressive, pushy • Controlling, paranoid • Impatient, volatile • Autocratic, argumentative • Abrasive, irritable • Dictatorial, judgmental • Ruthless, power-hungry • Poor listener, egocentric • Insensitive, belligerent.

What 'turns on' Reds: Reds love to accept challenges, create action and achieve results. They are driven to overcome opposition in order to accomplish goals. They are quick to seize opportunities that allow them to assume control of their environment. If they know that there are rewards and recognition available for those who produce the best results, they will be among the top performers. In pursuing their goals, Reds sometimes regard the opinions of others as obstacles rather than helpful suggestions. They possess a remarkable ability to thrive in difficult and demanding environments.

Reds love: Having authority • Lots of action • Being the best • Challenge • Making decisions • Deadlines • Goals • Public recognition • Responsibility • Competition • Independence • Important tasks • Negotiating • Opportunities to gain status • Practicality • Power and control • Productivity • Speed • Taking charge • Winning • Leadership roles • Hard work • Taking tough decisions.

What 'turns off' Reds: Reds are irritated by anything that they perceive to be a waste of their time. They have little tolerance for long, repetitive discussions, particularly when firm decisions are not reached so that tasks can get underway immediately. It is best not to mention anything to Reds which can't or won't take place until well into the future, because they will become frustrated if they can't start on it right away. Plan ahead what you want to communicate to Reds, and say it as briefly and to-the-point as possible. Avoid telling Reds more details than they actually want or need to know – it frustrates them to have to read through apparently irrelevant information to get to the bottom line of any message.

Reds hate: Indecision • Bureaucracy • Slow pace • Excuses • Small-talk • Irresponsibility • Dependency • Lack of initiative • Overly sensitive people • Apathy • Irrelevant information • Long explanations • Having little to do • Delaying decision making • Having to follow orders • Close supervision • Obstructive practices • Self-pity.

Reds are motivated by: Competition, real or imagined • Important goals that must be met by a deadline • Roles to keep them challenged and busy • Authority to negotiate and make some decisions • Independence, without close supervision • Tough assignments • Leadership roles, formal or informal • Opportunities to achieve higher status • Public recognition for their accomplishments • Productivity and initiative in others.

Reds prefer to: Compete to win or to achieve targets • Have the authority to take the decisions necessary to achieve goals • Solve problems physically • Work without a lot of assistance • Make decisions that save time • Handle strong pressures • Meet tight deadlines • Get right to the bottom line • Be given clear instructions • Negotiate conditions • Break rules if necessary • Live and work in an environment that allows them to be in control and create results.

PRISM Quadrant Colour Characteristics – Greens

Typical Green behaviour: Flexible, multi-talented • Opportunistic, adventurous • Fast-paced, energetic • Visualising, unconventional • Innovative, creative • Multi-tasking, adaptable • Spontaneous, unstructured • Enthusiastic, sense of humour • Free-spirited, versatile • Inventive, original.

Overdone Green behaviour: Disorganised, casual • Careless, impulsive • Unfocused, scatter-brained • Fails to complete, forgetful • Undisciplined, ignores rules • Unpunctual, irresponsible • Frivolous, unrealistic • Exaggerating, inaccurate • Superficial, evasive • Over-optimistic.

What 'turns on' Greens: Greens love relating to and interacting with people in a positive, friendly environment. They need to have the opportunity to express their ideas and opinions. This helps them to achieve social recognition. If they are given the opportunity to create radical ideas, they will provide unlimited possibilities, and with such energetic enthusiasm, that others will be drawn in by their infectious optimism. If they have the freedom to be innovative and do things their way, there is no doubt they will produce ingenious results.

Greens love: Freedom • Thinking laterally • Enthusiasm • Flexibility • Little structure • Creativity • Few rules • Innovation • Individuality • Imagination • Open-mindedness • Visionaries • Unpredictability • Having fun • Adaptability • Casual looseness • Dynamic atmosphere • Spontaneity • Meeting lots of people • Excitement • Experimentation • Constant change • Taking risks • Entertaining others.

What 'turns off' Greens: Greens are turned off by anything which they perceive as boring or ordinary. They have little tolerance for tedious details or the status quo, particularly when either slows down or blocks progress, growth or the creative process. It is best not to inhibit Greens with a lot of restrictions, because they will rebel and break the rules anyway. Give Greens plenty of freedom and leeway, and provide ample opportunities to use their inventive nature and they will be highly productive. Avoid telling them that there is only one answer, one option, or one point of view – their brain thinks laterally and will rarely be able to restrict possibility to a single outcome.

Greens hate: Routine • Boredom • Narrow-mindedness • Confinement • Lots of details • Structure • Exact expectations • Nit-picking • Rules • Schedules • Tedium • Immobility • Tunnel vision • Constraints • Lists • Being unpopular • Details • Repetition • Formality • Required protocol • Slow pace.

Greens are motivated by: New ideas and ways of working • Interesting people who like surprises • Variety in day-to-day tasks and projects • Opportunities to explore many different options • Creative and innovative thinking • Freedom to do things when they feel like it • Thrills and challenges that push their limits • Managing many activities at the same time • Spontaneity and flexibility for quick changes • Busy, chaotic, active, even noisy surroundings.

Greens prefer to: Use their imagination and create novel ideas • Find new ways to solve problems • Start projects rather than finish them • Work fast and not worry about perfection • Ignore rules and policies they disagree with • Avoid decisions and commitments when possible • Challenge accepted standards and procedures • Surprise people with the unexpected • Be creatively different, not practical • Live and work in an unstructured environment.

PRISM Quadrant Colour Characteristics – Blues

80

Typical Blue behaviour: Supportive, sensitive • Friendly, likable • Slow-paced, laid-back • Good listener, sympathetic • Peace-loving, kind • Helpful, hospitable • Caring, nurturing • Understanding, patient • Generous, giving • Process-centered, kind-hearted • Patient, unassuming.

Overdone Blue behaviour: Dependent, shy • Procrastinating, lackadaisical • Unassertive, meek • Complaining, over-sensitive • Insecure, worried • Easily hurt, withdrawn • Soft, vulnerable • Over-anxious to please • Easily intimidated, distressed • Clinging, possessive.

What 'turns on' Blues: Blues are team players who have a desire to please and maintain stability in a group, even if it means sacrificing their own personal goals. Blues are driven by harmony, agreement and loyalty. They prefer to keep things as they are and provide a stabilising influence by the consistent way in which they go about their day-to-day work. They do well in handling routine matters. Change, therefore, is unwelcome. If they have a friendly, low-stress and slow-paced work environment, there is no doubt that they will be happy, committed workers who will do their best to please those with whom they work, and lend a helping hand along the way.

Blues love: Stability • Cooperation • Teamwork • Pleasant people • Helping others • Camaraderie • Loyalty/trust • Emotional support • Harmony • Few pressures • Relationships • Slow pace • Kindness • Teaching and counselling • Feeling needed • Resolving conflicts • Communication • Routine • Friendliness • Being valued • Encouragement • Low stress.

What 'turns off' Blues: Blues are turned off by anything which they perceive as rude or insensitive. They have little tolerance for aggressive, self-centred behaviour, particularly when it can hurt or embarrass others. Blues need acceptance and assurance. They struggle when dealing with fear of conflict and/or the loss of a stable environment. Should conflict exist, they tend to become distressed and prone to worry or anxiety. It is best not to rush Blues. They function best in an easy-going, low-key environment where they can take their time to make decisions. They tend to seek a compromise or avoid making a difficult decision. Blues put people first, so it is important to communicate with them in a warm and friendly manner.

Blues hate: Change • Aggressive behaviour • Feeling excluded • Lack of teamwork • Conflict • Fast pace • Negative attitude • Competition • Isolation • Impatience • Heavy responsibilities • Deadlines • Making decisions • Being put in the spotlight • Insensitivity • Uncooperativeness • Pressure • Rudeness • Controversy • Work overload.

Blues are motivated by: Being valued • Shared values • Selling something they believe in • Democratic processes • Feeling part of a united team • Working together cooperatively • Opportunities to be of genuine help • Being around positive people • People who need and appreciate them • Helping others • Helping resolve conflict.

Blues prefer to: Feel comfortable and secure • Be quiet, friendly and responsible• Offer their services • Solve people problems • Talk with close friends • Please others • Make other people feel good • Give credit to those who deserve it • Be supportive and generous • Take their time and work at a steady pace. • Be loyal and reliable • Live and work in an environment that is stable and secure and where they don't have to make difficult decisions.

PRISM Quadrant Colour Characteristics – Golds

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Typical Gold behaviour: Quality-focused • Detailed, structured • Accurate, meticulous • Slow, deliberate • Focused, thorough • Well-organised • Logical, analytical • Proper, punctual • Hardworking, responsible • Traditional, conservative • Serious, reserved • Guarded, self-contained.

Overdone Gold behaviour: Perfectionist, pedantic • Aloof, self-opinionated • Humourless, inflexible • Obsessive, nit-picking • Unsociable, negative • Critical, rule-bound • Nagging, questioning • Detached, unfeeling • Narrow-minded, unfeeling.

What 'turns on' Golds: Golds are motivated not just by results, but by quality results. They tend to be low-key, factual and extremely accurate. They are at their best when a job needs to be done with precision. Golds set high standards for themselves and others, and expect everyone to comply, always with the same high standards. Part of their drive for quality, accuracy and order is derived from their strong desire for a structured environment. Golds prefer a logical, step-by-step approach to tasks. For them, even life itself should proceed along a predictable path. They believe in themselves, their capabilities and their intellectual skills. They pride themselves on their ability to solve complex problems.

Golds love: Quality • Being methodical • Planning in detail • Logical analysis • Accurate records • Not being rushed • Focusing on facts • Looking for errors • Quiet isolation • Competent workers • Measurement tools • Proving a point • Meeting requirements • Professionalism • Following rules • Perfection • Clear expectations • Efficiency • Clear instructions.

What 'turns off' Golds: Golds are turned off by disorganisation and lack of clarity and detail. They need to ask lots of questions and will usually remain cautious before accepting a proposal or a programme for change. They dislike anything which they perceive as poor quality or unreliable information. They have little tolerance for poor standards or incompetence, particularly when either can affect quality, efficiency or profit. Get your facts and details right before you talk to Golds and give them information in a logical, step-by-step way. Their preoccupation with detail leads them to dislike any environment where nothing has a label, name or place. They tend to be uncomfortable dealing with emotional issues or human relationships.

Golds hate: Low standards • Being rushed • Change • Untidiness • Disregard for quality • Vagueness • Frivolous tasks • Inaccurate information • Unreliability • Blockages to facts • Incompetence • Costly shortcuts • Exaggeration • Imprecise record-keeping • Lack of focus • Self-indulgence • Talking about personal matters • Displays of emotion.

Golds are motivated by: Sufficient time to finish what they start and check it • Privacy, peace and quiet with few interruptions • Opportunities to plan ahead in detail • Fault-finding or inspection roles • Authority to control quality • Organized systems that assure accuracy and efficiency • Consistency and competence in fellow-workers • Excellence in everything • Exceeding expected standards.

Golds prefer to: Work with tested systems and procedures • Check and double-check data • Work on their own • Make quality inspections • Provide accurate, factual reports • Focus on instructions and follow exact rules • Create and adhere to schedules • Measure progress, efficiency, quality • Analyse all options before making a decision • Persuade through logical argument • Live and work in a structured environment that values quality.

PRISM Career Development Analysis

In the previous pages we have given you an analysis based solely upon the key 8 dimensions of human behaviour preferences.
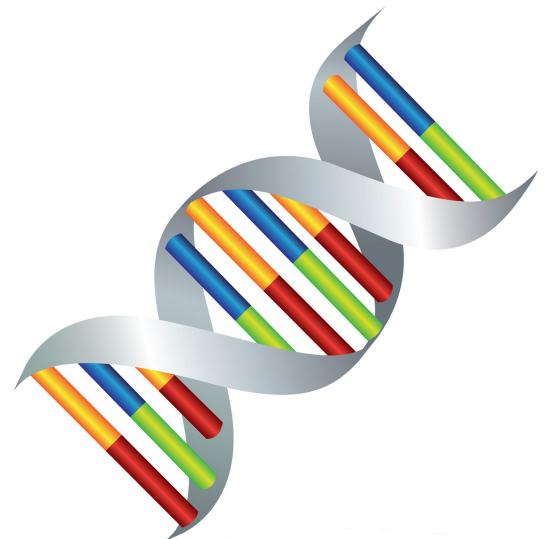
The answers you gave to the *PRISM* 'Professional' Inventory enable us to 'zoom in' to 26 business related characteristics in which we all demonstrate varying abilities and aptitudes.

The red pointer indicates your ratings in these areas, according to the answers you gave in the questionnaire.

The green band is an ideal range for the Benchmark you selected.

A good match across most areas is likely to lead to a good 'fit' between your preferences and that role.

NOTE: The further towards the extremes of the scale the benchmark is, the more important that factor is perceived to be in the Benchmark. Matches in areas towards the extreme right hand side - where the trait is considered critical for success in the role – and extreme left hand side - where the trait is considered potentially counter productive and hence undesirable in the role – are more critical than those in the centre of the scale.

PRISM Career Development Analysis [Continued]

Key: ▲ Candidate (Underlying)   ▬ Benchmark

People skills

Low Preference	Teamworking	High Preference
Formal and reserved, prefers to work alone without interruptions.	0 10 20 30 40 50 60 70 80 90 100	Prefers work that involves social interaction, likes supporting others and getting them involved.

Low Preference	Recognition	High Preference
Prefers to avoid being in the spotlight, is reserved and is uncomfortable making small talk with strangers.	0 10 20 30 40 50 60 70 80 90 100	Has a strong need to be noticed and to be popular, is friendly and communicative, does not like rejection or loss of support.

Low Preference	Concern for others	High Preference
Unaware of others' feelings, reluctant to get involved in people's problems and emotional issues.	0 10 20 30 40 50 60 70 80 90 100	Caring and understanding, shows empathy and is considerate, sympathetic and approachable.

Low Preference	Consensus seeking	High Preference
Makes decisions independently, seldom looks for advice or opinions.	0 10 20 30 40 50 60 70 80 90 100	Makes decisions by consensus and actively seeks the views and involvement of others.

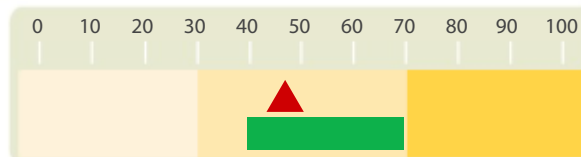| Low Preference	Social skills	High Preference
Quiet and guarded, prefers small groups, rarely seeks people out and avoids the limelight.	0 10 20 30 40 50 60 70 80 90 100	Talkative, optimistic, expressive and lively, enjoys socialising and meeting new people.

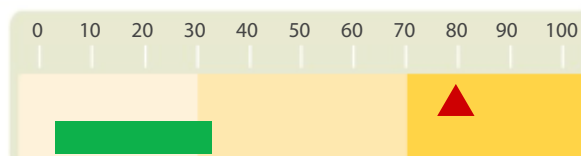| Low Preference	People focus	High Preference
Less responsive to others, controls own emotions and feelings, values results more than harmony.	0 10 20 30 40 50 60 70 80 90 100	Responsive to others and relationship focused, unafraid to show or discuss feelings and emotions openly.

Low Preference	Stability	High Preference
Competitive and tough-minded, unafraid to take tough decisions and risk unpopularity in the interests of achieving results.	0 10 20 30 40 50 60 70 80 90 100	Has a strong need for harmony and to be accepted and of help and value to others. Prefers a predictable, secure environment.

Candidate: Alex Sample   **Report Date:** 15/04/2013

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PRISM Career Development Analysis [Continued]

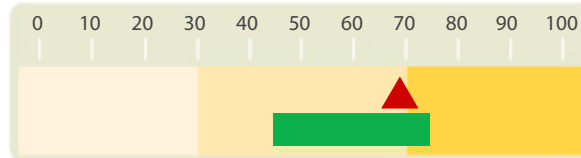Key: ▲ Candidate (Underlying)   ▬ Benchmark

Drive for results

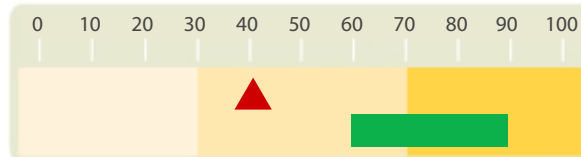| Low Preference	Initiative	High Preference
Prefers to keep things as they are and undertakes new work only after consultation or when told to.	0 10 20 30 40 50 60 70 80 90 100	Self-motivated. Capitalises on opportunities, initiates action, enjoys identifying and accepting challenges.

Low Preference	Energy level	High Preference
Likes to work at a steady pace, dislikes being rushed or put under pressure.	0 10 20 30 40 50 60 70 80 90 100	Very dynamic, works well under pressure, tends to be involved in several activities at the same time.

Low Preference	Ambition	High Preference
Easy going, unassertive, non-competitive, focuses on achievable, undemanding targets.	0 10 20 30 40 50 60 70 80 90 100	Enjoys being given tough goals, has high aspirations, is competitive and driven to succeed.

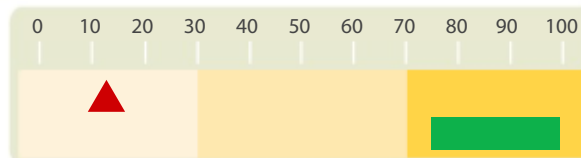| Low Preference	Control	High Preference
Dislikes taking tough decisions or telling others what to do, is unassertive and happy to let others take the lead.	0 10 20 30 40 50 60 70 80 90 100	Takes control of situations, dominant, decisive and forceful, enjoys being in charge of others and has a strong need for bottom line success.

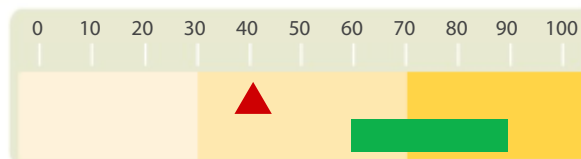| Low Preference	Adaptability	High Preference
Likes order and predictability, prefers to adapt what is tried and tested rather experiment with something new.	0 10 20 30 40 50 60 70 80 90 100	Prefers variety and novelty, adapts quickly to change, adjusts to new circumstances, dislikes routine and constraints, easily bored.

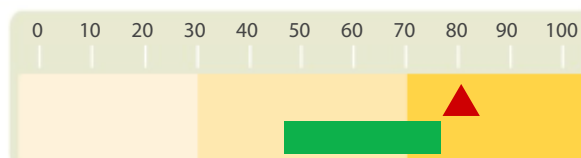| Low Preference	Risk taking	High Preference
Slower paced, prefers to check facts, ask questions, complies with rules and avoids risks or making errors.	0 10 20 30 40 50 60 70 80 90 100	Fast paced and impatient, has a strong need to achieve quick results. Willing to take risks and break the rules to achieve success.

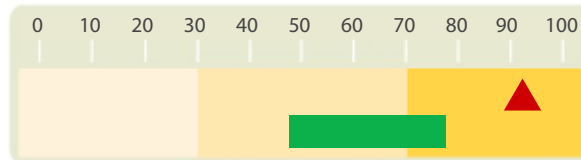| Low Preference	Task focus	High Preference
Relationship focused and enjoys working with people and creating an open, harmonious working environment.	0 10 20 30 40 50 60 70 80 90 100	Is self-sufficient and prefers to deal with tasks and results rather than people issues. Uncomfortable talking about feelings and emotions.

PRISM Career Development Analysis [Continued]

Key: ▲ Candidate (Underlying) ▬ Benchmark

Conscientiousness

Attention to detail

Low Preference | | High Preference

Focuses on the big picture, not preoccupied with detail, easily distracted and poor at follow through.
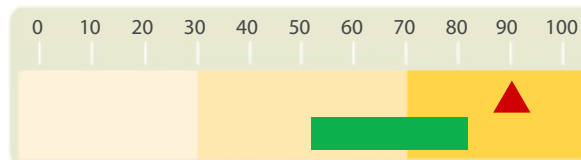
| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

Thorough, methodical, enjoys detailed work which requires high attention to small details. Follows through on commitments.

Compliance

Low Preference | | High Preference

Not constrained by rules, prefers general guidelines to specific regulations. Likes personal freedom.

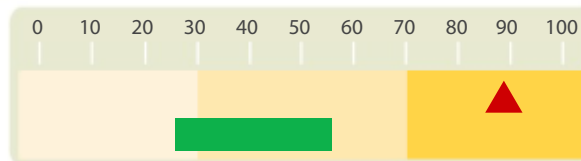| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

Follows rules and regulations closely even when inconvenient, likes clear guidelines and responsibilities. Places high value on being precise and right.

Dependability

Low Preference | | High Preference

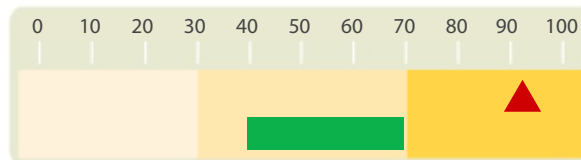Becomes distracted and places less importance on meeting deadlines, casual about commitments.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

Dependable, reliable and consistent, meets obligations and commitments with the minimum of supervision.

Determination

Low Preference | | High Preference

Prefers work that can be completed quickly, dislikes having to concentrate over a long period.
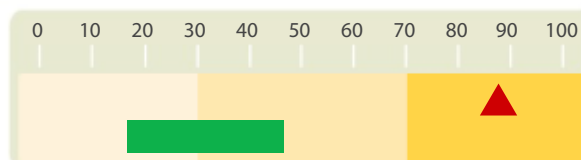
| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

Enjoys overcoming obstacles, very determined and committed, works until task is completely finished.

Resilience

Stress management

Low Preference | | High Preference

Dislikes high-pressure work, finds it hard to relax, quickly becomes tense and irritable, has difficulty handling setbacks.

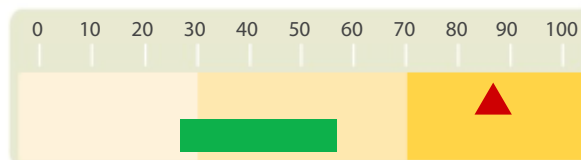| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

Works well in high pressure situations, able to cope with multiple demands without being unduly influenced by own emotions.

Self management

Low Preference | | High Preference

Openly expresses frustrations, can be impatient and easily annoyed, tends to say things and later regret them.

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

Calm, easygoing and free from anxiety, keeps emotions in check, rarely expresses anger. Has a calming influence on others.
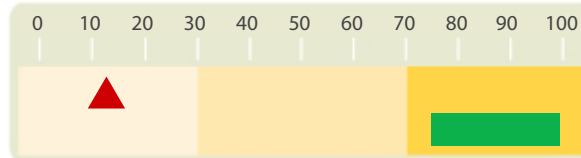
7

PRISM Career Development Analysis [Continued]

Key: ▲ Candidate (Underlying)   ▬ Benchmark

Thinking skills

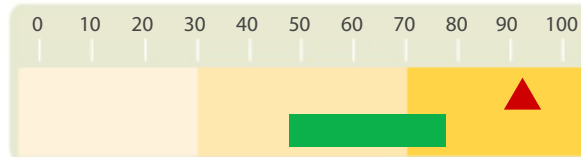| Low Preference	Abstract thinking	High Preference
Prefers using and building upon tried and tested methods, avoids unconventional or abstract ideas.	0 10 20 30 40 50 60 70 80 90 100 ▲ (benchmark ~75-95)	Creative, imaginative and original, likes solving problems by thinking laterally, dislikes rules.

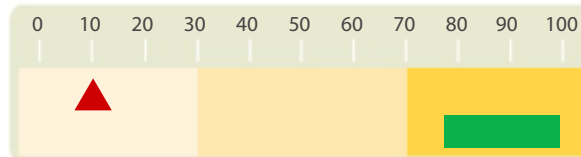| Low Preference	Analytical thinking	High Preference
Impulsive, makes quick decisions, relies on personal instinct rather than logic to guide choices.	0 10 20 30 40 50 60 70 80 90 100 ▲ (benchmark ~45-70)	Analytical, cautious and astute, takes a logical approach to problem solving by using all available data.

Ideal social environment

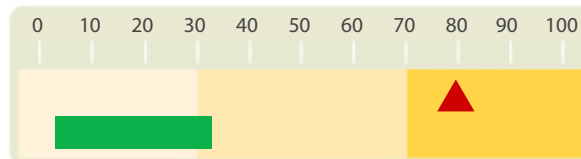| Low Preference	Need for social interaction	High Preference
Needs an environment that has little need for social interaction with people, other than close friends, and which provides both time and private space to reflect on important issues.	0 10 20 30 40 50 60 70 80 90 100 ▲ (benchmark ~75-90)	Needs an environment that provides considerable opportunity for face-to-face interaction with others to create positive relationships and to gain social acceptance.

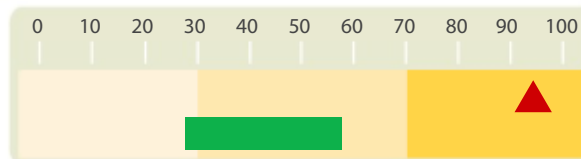| Low Preference	Need for stability	High Preference
Needs an environment that values commitment and efficiency more than harmony, and in which personal achievement and status can be recognised and rewarded.	0 10 20 30 40 50 60 70 80 90 100 ▲ (benchmark ~10-30)	Needs an environment that is predictable, steady-paced and harmonious, and which provides opportunities to be of assistance to others and to be appreciated for providing such help.

Ideal working environment

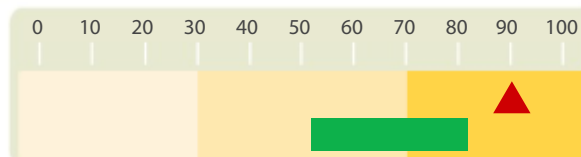| Low Preference	Need to achieve	High Preference
Needs a work environment that is strongly focused on achieving effective relationships and in which tough decision making and meeting tight deadlines are relatively unimportant.	0 10 20 30 40 50 60 70 80 90 100 ▲ (benchmark ~35-55)	Needs a work environment in which being self-motivated, taking responsibility and achieving demanding targets are important, and in which there are opportunities for decision making.

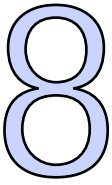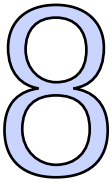| Low Preference	Need to be right	High Preference
Needs a work environment that is flexible, spontaneous and unstructured and in which attention to small details or rules are relatively unimportant.	0 10 20 30 40 50 60 70 80 90 100 ▲ (benchmark ~55-75)	Needs a work environment in which achieving high standards of accuracy and conforming to strict rules are important and in which there is little need for social interaction with others.

8

Emotional Intelligence Report

This report, based on your responses to the *PRISM* Inventory, highlights your preference for each of the Emotional Intelligence (EQ) dimensions shown below. In reviewing your results, it is helpful to begin by reading the definition of the element being reported. You will find this just below the title of each element. Any results below the Mid Range will give you some indication of development priorities, while any High Range results will reflect a strength you may wish to apply more widely.

The report also shows how your preferences correlate with the five personality dimensions – 'The Big Five': Openness to Experience, Extraversion, Conscientiousness, Agreeableness and Emotional Stability. The five dimensions are held to be a complete description of personality. Candidate's graphics are in blue and observers' graphics are in orange (if applicable).
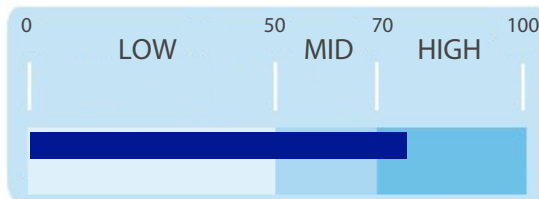
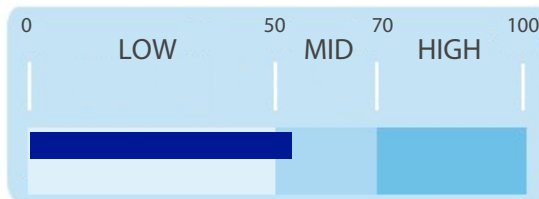# Emotional Intelligence Report [Continued]

Self awareness

May not always be fully aware of own feelings and emotions in work situations and/or may not be able to control the impact of those emotions and feelings on own behaviour.

0		50	70	100
	LOW	MID	HIGH	

Likely to be highly aware of own feelings in a wide range of work-related situations and can remain in control of those emotions and feelings, thus maintaining a positive or optimistic outlook on life.
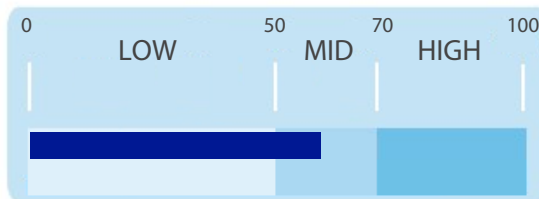
Self management

May find it difficult to perform consistently when under pressure. They may also become frustrated by challenge or criticism and therefore find it difficult to continue to perform effectively in these circumstances.

0		50	70	100
	LOW	MID	HIGH	

Likely to be able to adapt to a range of situations and to tolerate both criticism and challenge. Also likely to be able to maintain consistent performance in a wide range of situations and when under considerable pressure.
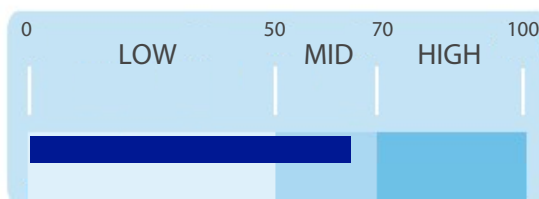
Self motivation

May have a tendency to focus on short-term goals and actions at the expense of clear long-term goals or aspirations.

0		50	70	100
	LOW	MID	HIGH	

Likely to have a high level of motivation and to show high levels of commitment to long-term goals and results which are pursued in the face of obstacles and setbacks.

Awareness of others

May not always spend enough time listening to others or be aware of their needs and views and have a tendency to impose their own solutions on others.

0		50	70	100
	LOW	MID	HIGH	

Likely to be highly empathetic to other people and to engage them in problem-solving and decision-making or acknowledge their uncertainties, needs, views and opinions.

Candidate: Alex Sample   **Report Date:** 15/04/2013

Emotional Intelligence Report [Continued]

Influencing others

May find it difficult to win others over to own point of view, and may be frustrated by a lack of success in persuading others to change their viewpoint or opinion on an issue.
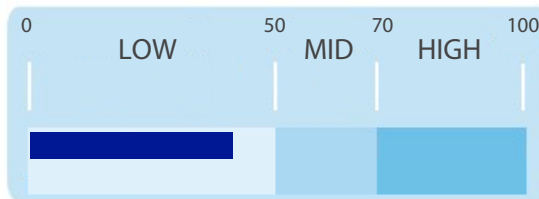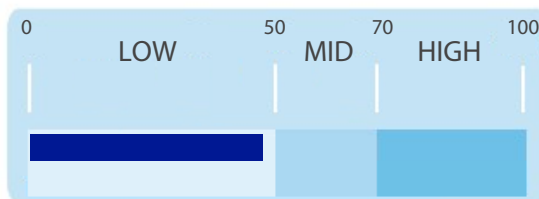
0	50	70	100
LOW	MID	HIGH	

Likely to be effective in persuading others to change their viewpoint or to adopt their interpretation of a situation, or the need for action.
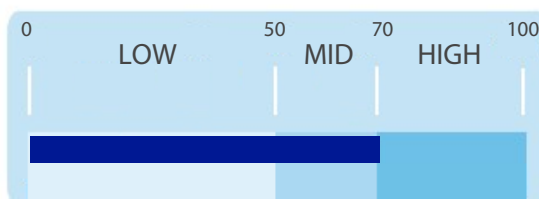
Decisiveness

May be uncomfortable making decisions unless in possession of all the available facts and may lack the confidence to use their own experience and instincts.

0	50	70	100
LOW	MID	HIGH	

Likely to be able to make decisions in difficult situations when faced with incomplete or ambiguous information, and use their previous experience as a basis for an intuitive assessment of the decision.

Consistency

May display inconsistencies between words and actions and willing to 'bend the rules' to get a task completed or to achieve a particular goal.

0	50	70	100
LOW	MID	HIGH	

Likely to display consistency in words and actions over time and also to adhere strictly to rules and have high ethical standards.

Relationship management

Has a tendency to be independent, self- absorbed and self-reliant, preferring to take decisions without seeking the involvement of others. Also, has a tendency to be rather self-absorbed and not particularly interested in other people's problems.

0	50	70	100
LOW	MID	HIGH	

Has a strong democratic style and is good at meeting the emotional needs of others by taking a close interest in them and their concerns, and effectively managing relationships with them so that they feel involved, valued and motivated.

Emotional Intelligence Report [Continued]

Recent studies indicate that Emotional Intelligence (EQ) influences behaviour in a wide range of domains including school, community, and the workplace. At the individual level, it is believed to relate to academic achievement, wo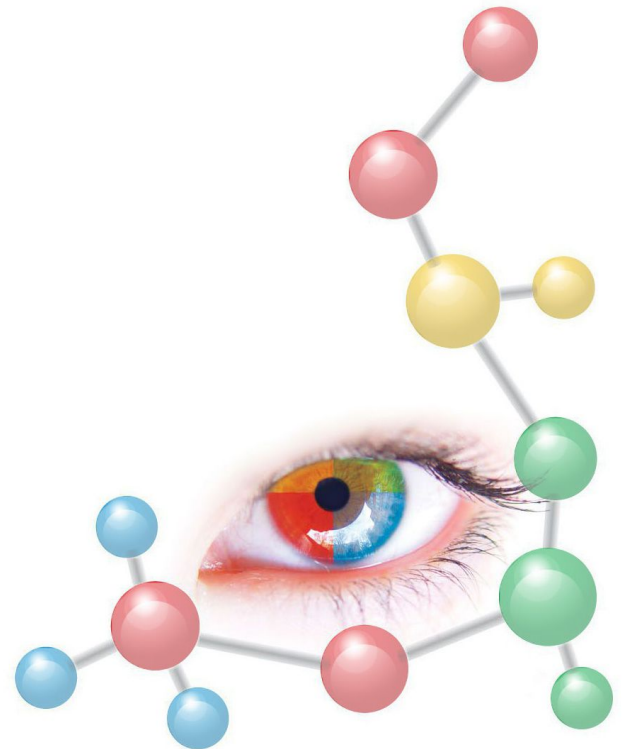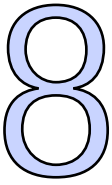rk performance, our ability to communicate effectively, solve everyday problems, build meaningful interpersonal relationships, and even our ability to make moral decisions. Given that emotional intelligence has the potential to increase our understanding of how individuals behave and adapt to their social environment, it is an important topic for study as an overall part of human behaviour.

Emotional competence refers to the personal and social skills that define how effectively individuals perceive, understand, reason with and manage their own and others' emotions and feelings. These skills are important at work, because emotions are an inherent part of workplace activities at all levels. There now is a considerable body of research suggesting that a person's ability to perceive, identify, and manage emotion provides the basis for the kinds of social and emotional competencies that are important for success in almost any job. For example, research has found that the primary causes of derailment in management careers involve deficits in emotional competence. The three primary ones are difficulty in handling change, not being able to work well in a team, and poor interpersonal relations.

This Report summarises Alex's preference for each of the eight elements which make up the overall PRISM Emotional Intelligence model and is based solely on his own self-perception of his Emotional Intelligence strengths. To obtain a more comprehensive picture of his Emotional Intelligence, he should obtain feedback, through the 360 degree process, from those who know him well.

Emotional Intelligence Report [Continued]

Alex's responses to the PRISM questionnaire indicate that his overall Emotional Intelligence result is within the average range compared to the distribution of results from a sample group of some 2,000 individuals and matches 40% of the target population.

He may, however, find it useful to study each of the individual results in order to identify which EI factors he might wish to develop, or to use more widely, to enhance his performance.

HIGH

Consistency - He believes that he sticks strictly to rules, instructions and guidelines. He also believes that he displays a high degree of personal commitment to both goals and behaviours. He feels that he demonstrates high ethical standards and achieves high levels of performance without resorting to more expedient behaviour. This involves his ability to accept personal responsibility and accountability for his actions and decisions, as well as being open and transparent in his dealings with others. These behaviours are important in building trust when working with others and through the ability to honour and deliver on the commitments which he makes.

Self awareness - He believes that he is very aware of his own feelings and emotions in a wide range of work-related situations, and he feels he is confident that he can remain in control of those emotions and feelings, thus preventing them from affecting his decision making. As a result, he feels that he has realistic understanding of his natural strengths and is, therefore, able to make the most of them and maintain a positive or optimistic outlook on life.

MID

Self management - He believes that he tends to find some situations much more difficult to handle than others. He also believes that, on occasions, he can become frustrated by being challenged or criticised and, therefore, finds it difficult to continue to perform totally effectively in such circumstances.

Self motivation - He believes that his ability to maintain focus on achieving a significant goal or result varies from one situation to another. In some situations he also feels that he tends to focus on short-term goals and actions at the expense of clear long-term goals or aspirations.

Awareness of others - He feels that he generally takes account of the views and feelings of others, but there are situations in which he has a tendency to impose solutions on others. He also feels frustrated on those occasions when he does not receive the support he expects or would like from others and, therefore, encounters difficulties in dealing with people in those circumstances.

Relationship management - Alex believes that, although he can adopt a democratic or participative approach, he can also be insensitive to the emotional needs of others on occasions and fails to understand and deal effectively with how they perceive and feel about situations. As a result, he feels that he can sometimes come across to others in a less than positive manner and, as a result, fail to get the best out of people. When under pressure He may not always take a close interest in those around him, make time for them and listen to their views and concerns. In such circumstances he may not always see that it is necessary to involve others, or to seek their opinions.

LOW

Influencing others - He feels that he finds it difficult at times to win others over to his point of view, and becomes frustrated when he is unsuccessful in persuading others to change their viewpoint or opinion on an issue. He also believes that, on occasions, he finds it difficult to develop rapport with others, particularly strangers.

Decisiveness - He feels that he is not very comfortable when making decisions unless he has full and accurate data available. He believes that he sometimes lacks the confidence to use his own experience to close any gaps in information, or may believe such intuitive behaviour would lead to an incorrect or bad decision.

'The Big Five' Report

THE 'BIG FIVE' PERSONALITY TRAITS

The Five-Factor Model, also known as 'The Big Five', is probably the most widely accepted and used model of personality in the world. There is a strong correlation between *PRISM* dimensions and the relevant 'Big Five' traits.

The 'Big Five' traits are:

> Extraversion
> Agreeableness
> Conscientiousness
> Emotional Stability (the opposite of Neuroticism)
> Openness to Experience

These traits appear to account for most differences among individual personalities, describing five universal dimensions. This report presents your preferences for these traits at three levels: *high preference, mid-range preference and low preference.* A high preference is regarded as one of 65% or more. A mid range preference score is regarded as between 36 % and 64% and a low preference score is regarded as 35% or less. Your self- perception preference is shown as a blue/grey coloured bar on the above chart. If you are using *PRISM* as part of a 360 degree process, your observers' view of your preference for each trait will be shown as an orange/brown bar. Note: the extent of your preference for the opposite of each trait e.g. 'Introversion' in the case of 'Extraversion', is shown on the left of the '0' central reference.

1.   **Extraversion** refers to the degree to which a person can tolerate and/or is stimulated by the energy he or she obtains from people and situations. People with a strong preference for Extraversion tend to be seen as friendly, outgoing and energetic. They seek to influence people and communicate views and ideas easily. Those with a low preference for Extraversion (Introverts) will be content to work on their own and will not feel the need to be surrounded by people.

> *Strong preference:* You prefer to be around other people and are talkative, enthusiastic, sociable and fun-loving. You will often become the formal or informal leader. You may not be a good listener because you tend to dominate the conversation.

> *Mid range preference:* If you fall in the mid-range on the Extraversion scale, you

tend to move easily from working with others to working alone. You have a moderate threshold for sensory stimulation and may tire of it after a while.

> *Low preference:* If you have a low preference for Extraversion (an Introvert), you prefer working alone. Typically, you are a serious, quiet, private person who may opt to write or email instead of talking to others. Others may consider you cold or uncaring.

2.   **Agreeableness** refers to one's preference for accommodating the needs and concerns of others. A person who has a low preference for Agreeableness tends to focus on his or her own personal priorities.

> *Strong preference:* You tend to relate to authority and to other people by being tolerant, empathetic and accepting. You may come across as helpful, caring, conflict-averse and even soft because you will yield your position for the benefit of others.

> *Mid range preference:* You can shift between competitive and cooperative situations and usually push for a win-win strategy.

> *Low preference:* You relate to authority and to others by being direct, tough-minded, forceful, and competitive. At times, you may come across as hostile or self-centered.

3.   **Conscientiousness** refers to one's preference for attention to detail and rule-following. A person with a strong preference for Conscientiousness tends to be thorough and good at follow-through when accomplishing one or more goals. A person with low for Conscientiousness prefers multitasking and a more spontaneous work style.

> *Strong preference:* You work toward goals in a disciplined, focused and dependable fashion. You proceed in a linear, sequential manner, with a strong will to achieve high quality results, free of errors. You typically consolidate your time, energy and resources in pursuit of

[Continued]

'The Big Five' Report [Continued]

your goals.

Mid range preference: You tend to keep work demands and personal needs in balance. You can switch from focused activities to spontaneous diversions without much effort or stress.

Low preference: You tend to approach goals in a relaxed, spontaneous, open-ended way. Your mind can switch tracks on the run. You may be a procrastinator, viewed as casual about responsibilities, or be rather disorganised.

4. **Emotional Stability** refers to a person's ability to handle stressful situations in a calm, steady, rational and secure way. A person with a strong preference for Emotional Stability is very calm and relatively unaffected by stress that often burdens others. A person with a low preference for Emotional Stability is very reactive and prefers a stress-free workplace.

High preference: You tend to respond to stressful situations in a calm, secure and rational way. Typically, you are relatively stress-free. However, unless you are very attentive, you may appear to others to be too laid back and relaxed. Others may even perceive you to be uncaring, lethargic, insensitive or unaware of problems. You may need to take this into consideration if you want to nurture good working relationships.

Mid range preference: You are responsive and tend to be calm, secure and steady under normal circumstances. You have a moderate threshold for handling workplace stress.

Low preference: You may have a shorter emotional "trigger" and can't take much stress before feeling it. Under stress, you may appear irritable, tense, restless, depressed, easily discouraged, temperamental or worried. In tough times, you need time to vent your frustrations or alleviate your concerns before you're ready to tackle the next job challenge.

5. **Openness to Experience** refers to one's originality of thought or openness to new experiences. A person with

a strong preference for Openness to Experience has an appetite for new ideas and activities, and is easily bored. Those with a low preference for Openness to Experience prefer familiar territory and tend to be more practical.

Strong preference: You tend to have many broad or artistic interests and like to be cutting-edge. You are often curious, introspective and reflective, seeking new experiences and thinking about the future. You may be easily bored. Others may view you as impractical or unrealistic.

Mid range preference: You tend to be somewhat down to earth, but you'll consider a new way of doing something if convinced. You aren't known for your creativity or curiosity, but you appreciate innovation and efficiency.

Low preference: If you are in the low range for this preference, you are practical and down to earth. You approach work with efficiency and are comfortable with repetitive activities. Others may view you as conservative, narrow in your thinking, set in your ways, or even rigid.

'The Big Five' Report [Continued]

Introversion — Extraversion

Introversion

A tendency to be quiet, reserved and unassertive and to have a strong preference for working alone and controlling own feelings.

65	35	0	35	65
High	Mid	Low	Low	Mid	High

Extraversion

A tendency to be sociable, energetic and assertive and to have a strong preference for being around people and being involved in their activities.

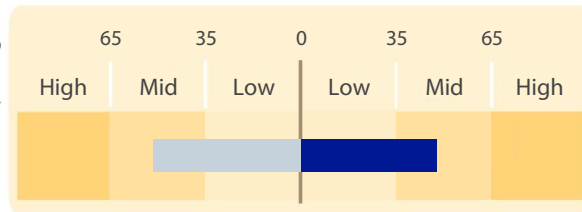## Low agreeableness — High agreeableness

Low agreeableness

A tendency to be independent, forthright and demanding, and to have a strong preference for relating to others by being tough, distant and persistent.
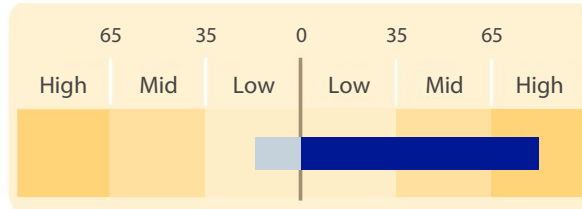
65	35	0	35	65
High	Mid	Low	Low	Mid	High

High agreeableness

A tendency to be sympathetic, co-operative and considerate, and have a strong preference for deferring to others and for relating to them by being tolerant and accommodating.

Low conscientiousness — High conscientiousness

Low conscientiousness

A tendency to be impulsive, flexible and easily distracted and to have a strong preference for approaching goals in a relaxed, spontaneous, casual fashion.
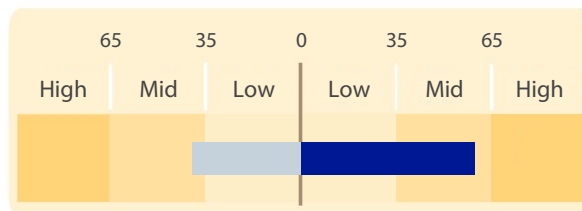
65	35	0	35	65
High	Mid	Low	Low	Mid	High

High conscientiousness

A tendency to be dependable, consistent and thorough and to have a strong preference for focusing on goals in an industrious and highly disciplined manner.

Low emotional stability — High emotional stability

Low emotional stability

A tendency to be moody, anxious and pessimistic and to have more self-doubts, negative emotions and less satisfaction with life than most people.

65	35	0	35	65
High	Mid	Low	Low	Mid	High

High emotional stability

A tendency to be calm, stable and unflustered and to have a strong preference for being rational and rather impervious to stress and environmental pressures.

Low openness to experience — High openness to experience

Low openness to experience

A tendency to be conventional, cautious, and follow rules and to have a preference for having a factual, down-to-earth, realistic approach to everyday life.

65	35	0	35	65
High	Mid	Low	Low	Mid	High

High openness to experience

A tendency to be imaginative, spontaneous and flexible and to have a strong preference for discovering new experiences or new ways of doing things.

Mental Toughness Report

There is widespread, growing interest in understanding the relationship between behavioural preferences and business success, and research has identified a cluster of nine behavioural strengths, or competencies, that are linked to both mental toughness and peak leadership performan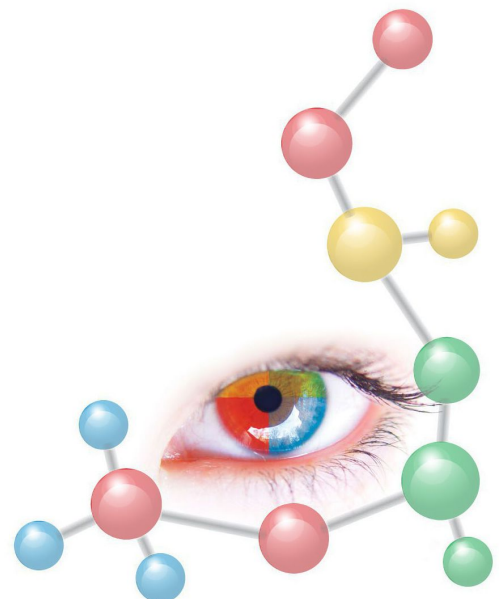ce. The *PRISM Mental Toughness Inventory* measures a candidate's preference for each of those behaviours. They include: self-belief, ambition, resilience, self-management, optimism, determination, independence, competitiveness and adaptability. The *PRISM Mental Toughness Inventory* is an exciting advance in the ability to measure the building blocks that are scientifically linked to business success.

It is important to note, however, that in addition to mental toughness strengths, high performance leaders are also very effective at relationship building and relationship management, and excel at developing and motivating others through whom they achieve their results.

Candidate: Alex Sample   **Report Date:** 15/04/2013

Mental Toughness Report [Continued]

The mental toughness competencies covered by the Report are:

Self Belief
Having and expressing an unshakable belief in one's own skills, talents and abilities to perform successfully at the highest levels despite tough opposition.

Ambition
Having high aspirations to set one's own standard of excellence and to achieve status, recognition or reward by being driven to succeed unconstrained by others.

Resilience
Having the behavioural persistence to bounce back quickly from difficulties and to see setbacks as nothing more than a minor distraction along the road to ultimate success.

Self Management
Having the ability to manage effectively one's own impulsive emotions and to maintain consistently good performance even when under pressure.

Optimism
Having the ability to see 'the big picture', identify opportunities and maintain a strong, positive frame of mind despite setbacks and difficulties.

Determination
Having the ability to maintain a strong drive and goal focus and avoid distractions that can interfere with optimum performance, regardless of what else is happening.

Independence
Having the ability to work comfortably on one's own with a minimum of supervision, or without seeking the advice or opinions of others and to be accountable for one's actions.

Competitiveness
Having a strong desire to strive for competitive success, but primarily focusing on challenging oneself to reach optimal performance.

Adaptability
Having the ability to modify one's approach to changing situations and to take calculated risks in order to achieve success or the competitive advantage.

Mental Toughness Report [Continued]

This Report is designed to provide you with an opportunity to review the behavioural preferences necessary for responding to the challenges of the modern business environment. It provides you with a set of scores measuring your mental toughness preferences, based upon your replies to the *PRISM* Professional Inventory.

Each measurement in the Report has four possible ratings:

A Development Need:
Your level of mental toughness in this competence is low and likely to be restricting your overall effectiveness. Your Report indicates that you will feel uncomfortable using the behaviours associated with this competence and will avoid them if at all possible. Developing your skills in this competence is likely to be essential to your long-term personal growth and success.

A Development Opportunity:
Your level of mental toughness in this competence is less than adequate, and there is opportunity for self improvement. You should, therefore, take the opportunity to develop this competence into a natural strength.

A Natural Strength:
You have a natural mental toughness strength in this competence. You should, however, build on this strength by considering additional strategies to use it more effectively.

A Potential Overdone Strength:
Your score indicates that you have above average mental toughness in this competence, but you need to be careful not to overdo this strength otherwise it could undermine your overall performance. For example, being 'competitive' is a strength, but it can be counter-productive when used to excess and used internally to compete unnecessarily with work colleagues.

Mental Toughness Report [Continued]

Getting the most from this Report

To get the best results from this Report it is important to study it closely and then follow the five steps listed below, but it is also beneficial to share its contents with those who know you well and ask for their feedback.

Step One
List the natural strengths identified in your Report that you recognise and accept as your key strengths and consider how they add value to your personal performance. Now, identify several strategies that you can implement with immediate effect to increase the effectiveness of those strengths.

Step Two
List any key development areas identified in your report that you recognise as true of you and decide what actions you will take to address this challenge. You may find it useful to discuss these with you *PRISM* Practitioner or line manager.

Step Three
List any areas for development identified in your Report that surprised you. Pause and consider the potential impact of these behaviours on your overall performance. These may represent 'blind spots' and you may need to consider asking for feedback from those who know you well and who are familiar with your day-today work.

Step Four
Identify the key challenges you are facing in your job performance at present and consider how you can use your identified strengths more effectively to enhance your performance. Discuss your report with your *PRISM* Practitioner or line manager, paying particular attention to those behaviours that require further development, and consider what development options are available to you.

Step Five
Identify those behaviours that you may overdo when you are under pressure or in conflict with others and consider what actions you will take to avoid their negative potential in such circumstances.

Finally, think of the opportunities that arise from this Report to set some new goals for your personal performance development. Remember developing clear goals and achieving them puts you in charge of your life. A goal is a measurable written statement of a definite next step. Clearly define 3-4 important goals that you would like to achieve and by what date you intend to achieve each of them.

All descriptions used in this Report are designed for you to consider in the light of your day-to-day work, but it is for you to decide how relevant they are to your performance in your job. The Report should, therefore, be used as a guide to self reflection and personal assessment. Higher scores are associated with greater levels of mental toughness and thus enhanced business performance, but, ultimately, success will depend upon how committed you are to using the information provided in the Report to enhance your own development.

Mental Toughness Report [Continued]

Self Belief

Having and expressing an unshakable belief in one's own skills, talents and abilities to perform successfully at the highest levels despite tough opposition.

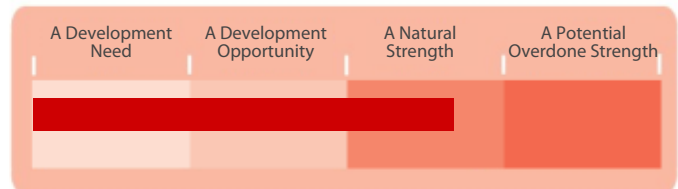| A Development Need	A Development Opportunity	A Natural Strength	A Potential Overdone Strength

Ambition

Having high aspirations to set one's own standard of excellence and to achieve status, recognition or reward by being driven to succeed unconstrained by others.

A Development Need	A Development Opportunity	A Natural Strength	A Potential Overdone Strength

Resilience

Having the behavioural persistence to bounce back quickly from difficulties and to see setbacks as nothing more than a process along the road to ultimate success.

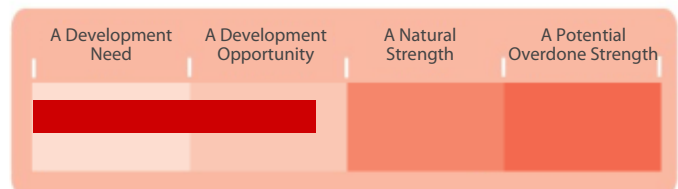| A Development Need	A Development Opportunity	A Natural Strength	A Potential Overdone Strength

Self Management

Having the ability to manage effectively one's own impulsive emotions and to maintain consistently good performance even when under considerable pressure.

A Development Need	A Development Opportunity	A Natural Strength	A Potential Overdone Strength

Optimism

Having the ability to see 'the big picture', identify opportunities, and maintain a strong, positive frame of mind despite setbacks and difficulties.

A Development Need	A Development Opportunity	A Natural Strength	A Potential Overdone Strength

Candidate: Alex Sample   **Report Date:** 15/04/2013

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Mental Toughness Report [Continued]

Determination

Having the ability to maintain a strong drive and goal focus and avoid distractions that can interfere with optimum performance, regardless of what else is happening.

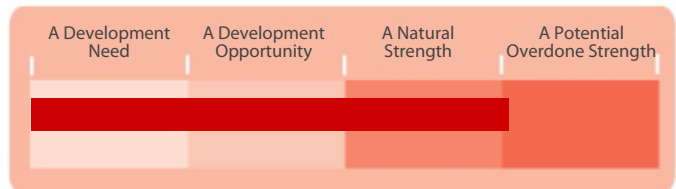| A Development Need	A Development Opportunity	A Natural Strength	A Potential Overdone Strength

Independence

Having the ability to work comfortably on one's own with a minimum of supervision, or without seeking the advice or opinions of others and to be accountable for one's actions.

A Development Need	A Development Opportunity	A Natural Strength	A Potential Overdone Strength

Competitiveness

Having a strong desire to strive for competitive success, but primarily focusing on challenging oneself to reach optimal performance.

A Development Need	A Development Opportunity	A Natural Strength	A Potential Overdone Strength

Adaptability

Having the ability to modify one's approach to changing situations and to take calculated risks in order to achieve success or the competitive advantage.

A Development Need	A Development Opportunity	A Natural Strength	A Potential Overdone Strength