

NEO PROFESSIONAL DEVELOPMENT REPORT FOR INDIVIDUAL PLANNING

developed by
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Why this report?

This report will help you to understand yourself better so you become more effective in your current situation and prepare for future opportunities.

What is this report?

The statements in the report are based on your pattern of scores on the NEO-PI-R. These scores have been interpreted by a team of management psychologists.

Getting the most out of this report

Resist reading “good” or “bad” into any of the statements. Human characteristics can be either good or bad, depending on situation or use. What may be an asset -- strong assertiveness, for example -- in one situation may prove a liability in another.

Remember also that we do not always respond the same way to all situations, even though our tendency to act in consistent patterns may be strong. Therefore, you may want to visualize yourself in several different situations you normally face in your life. This might help to clarify apparent contradictions in the report.

If parts of the report appear to be inaccurate or inconsistent with your life history, go with your history - no person will ever know you as well as you know yourself. The possibility exists, however, that in some instances you may not have thought about certain aspects of your behavior. If after reflection, the information still seems to be at odds with your experience, you might discuss the information with some people who know you well.

To receive maximum benefit from this report, you will probably want to read it several times.

PROBLEM-SOLVING SKILLS

This section describes your problem-solving and decision-making styles. No attempt has been made to determine your intellectual power or IQ. The inventory you took is not equipped to make such determinations. It does, however, provide insight as to how you think, solve problems, and make decisions.

Ability to Organize Thoughts

You are reasonably well-organized and methodical in your approach to resolving problems. Under most circumstances, you show good self-discipline and determination in finding appropriate solutions to the problems facing you. Thinking very carefully before acting, you are cautious and deliberate in your approach to problems. However, you may be viewed by more action-oriented co-workers as requiring too much time to decide on a matter.

Open-Mindedness and Originality

You are a very curious person who possesses wide interests. You are very open-minded and willing to consider new ideas and solutions, however unconventional they may be. You enjoy intellectual pursuits for their own sake. You are about as imaginative as most people. You can entertain new ways of doing things while seeing the value of proven ideas and methods. You are usually aware of your strong emotions, and when they appear, your feelings may sometimes influence your decision making.

Confidence in Problem Solving

After forming your conclusion, you are as willing to speak up as the average person. You firmly believe you are a highly capable individual. You feel well-prepared to take on any problem or challenge. You are a very resourceful and confident problem solver.

PLANNING, ORGANIZING, AND IMPLEMENTATION SKILLS

This section of the report discusses how you go about analyzing situations, determining an action plan, and implementing the plan.

Action Orientation

You are quick to become frustrated and irritated when things are delayed or going in the wrong direction. You will generally feel free to express your dissatisfaction in an open and direct fashion, perhaps without considering the effect that your words will have on the other party. Your approach to your assignments is likely to be on the relaxed side. Though not necessarily sluggish, you are unlikely to be fast-paced or intense in your work efforts. You exhibit a balance between your desire for novelty and your comfort with routine.

You have an exceedingly high drive to achieve significant results in whatever you undertake. You are diligent and keep your attention sharply focused on the purpose of your activities. Highly industrious, you are quite willing to invest great amounts of time and energy into your projects in order to achieve the results you desire. However, your drive to succeed will often cause you to invest so much time in your work that other aspects of your life suffer. You have a greater ability than most to discuss subjects, issues, and tactics in an open and frank fashion. Sometimes compliant in the face of confrontation, you can also become demanding and competitive in some circumstances.

You tend to view yourself as a realist who makes decisions based on rational logic rather than emotional appeal. In some instances, you may be seen as cold or uncaring, and thus perhaps unfriendly. You have little sympathy for those who are unwilling to try or who cannot produce. More often than not, you take a serious and sober view toward things. Since you are

more likely to see problems than opportunities, you may be prone to see reasons for delaying taking action on the matter.

Conscientiousness

You see yourself as very capable, sensible, and prudent. You feel well-prepared to deal with life, have high self-esteem, and take responsibility for your own situation. Others see you as confident and resourceful. As a person who pays attention to your conscience under most circumstances, you follow your moral code closely. In most instances, you can be counted on to carry out your assignments dependably.

You are neat, tidy, and generally well-organized. You prefer to have things in their proper place. You will be seen by others as methodical and orderly. However, you may sometimes become distracted by small details that seem out of place and then lose focus on the big picture. You characteristically think things through in a cautious and deliberate fashion before taking action. You will seldom make errors of commission, but your caution may cause you to let some windows of opportunity pass by without taking timely action on them. More reactive types of people may view you as taking too much time to decide on a matter.

You are unlikely to be deterred from carrying tasks through to their conclusion. You are characteristically disciplined and self-motivated.

Openness to Possibilities and Alternatives

You possess a high degree of intellectual curiosity about a wide variety of topics. You show an eagerness to consider new and unconventional ideas and methods. You will be viewed by others as imaginative, curious, insightful, and open-minded. However, you may also tend to be idealistic and impractical.

Your approach to your assignments and your work environment will often reflect your aesthetic sensitivities and your appreciation for artistic expression. You are usually willing to question your own and others' assumptions and authority, but in a constructive and objective fashion as opposed to a rebellious or disruptive manner. You can be expected to bring new insights to situations.

STYLE OF RELATING TO OTHERS

Living in an interdependent culture, you can achieve your career goals only with the help and support of others. Effective human relations skills are essential for success in your work and life. Your patterns of relating to other people are discussed in this section of your report. Reflect on how your characteristics influence your interpersonal relationships. This report makes no value judgments about your style of working with other people. As in many situations, a style that proves to be an asset to good relationships in one situation may prove to be a liability in another. Reflect on how these characteristics of yours influence the quality of different relationships in your life.

Outgoingness

Being on the reserved side, you are somewhat detached in your dealings with other people. As a result, you may be seen as cool and distant. You are more of a loner than a people person. You may be comfortable being with others but will seldom actively seek people out.

Your preference is to be with a few people you know well rather than with a large group of strangers.

You are as assertive and forceful as most people, sometimes taking the lead, at other times letting others do the talking. You are highly self-conscious and often feel uncomfortable around others, although this may not be readily apparent to them. You lack confidence in your social skills and are often apprehensive about others' judgments. You often feel socially inept.

Accommodation

You frequently believe you are superior to others and consequently may be viewed by many as arrogant or conceited. You are often self-centered and proud to the point where many may see you as a show-off. You may need to be careful not to exaggerate the importance of your contributions. You will usually balance your drive to compete with a desire to be cooperative and accommodating. While you may recognize the difficulties of others, you will seldom allow yourself to be moved by their plight. You are more results-oriented than compassionate under most circumstances.

Trust

You are very cautious and careful around other people and often suspicious of their intentions. You are likely to be seen by most people as cynical and skeptical. Few will be able to earn your trust. You are concerned about the well-being of others, but also factor in your own needs and concerns. At times, you willingly extend a helping hand, and on other occasions, you are more self-centered and reluctant to become involved in others' problems.

Quality of Relationships

You are more open-minded and tolerant of the views of others than are most people. Direct and forthright in most situations, you are typically open, straightforward, and sincere in your dealings with others.

PERSONAL STYLE

Each of us has a unique emotional signature to our personality. In this section of the report, your special combination of emotional qualities is discussed. As in other sections of the report, value judgments have been avoided. Emotions are neither good nor bad. They can be assets or liabilities, depending as much on the situation as on the particular emotion you are experiencing. Reflect on these statements in relation to situations you have been in when emotional patterns, such as those presented here, have surfaced. Ask yourself which of these patterns have usually been assets in handling the situations you recall. Which patterns have been liabilities in handling them effectively?

Level of Emotionality

Your feelings are important to you. More than most people, you feel the highs and the lows. You listen to your feelings and use them to guide your decision making. You have a very high tolerance for frustration and possess a strong ability to rein in your impulses in order to act in a controlled manner. You are on the leisurely and relaxed side. While not necessarily unmotivated, you are seldom vigorous or fast-paced in your actions or movements. You

avoid risky situations and activities that are highly exciting and stimulating. Your pattern of activities will be viewed by most as boring or bland.

Patterns of Emotions

You are more apprehensive than most people but will seldom be overwhelmed by your concerns. However, you will expend larger amounts of time and energy being concerned about events than will most people, and your behavior will often reveal this tension. Your judgment and the timing of your actions will sometimes be impaired by your undue concern about what might go wrong.

You frequently experience feelings of frustration, resentment, and anger; you may also have a low flash point. In addition, you may often brood over these emotions. You are also comfortable in expressing your anger and dissatisfaction in an open, direct, and forthright manner. Others will seldom be in doubt about your position on things, but they may not appreciate your candor and frankness of expression.

Your periods of feeling discouraged are fairly typical of the experiences of most people. Your emotions seldom get stuck in a down frame of mind, and you deal with discouraging events as well as the next person. Although you can cope with some pressure situations, more typically, you will feel inadequate. You may request the assistance of others when most would say you have the skills to deal with the situation on your own.

Control of Emotions

Feeling self-confident and effective, you are resourceful and well-prepared. You feel very competent in most situations. You are a disciplined individual. You are usually able to motivate yourself to get boring or tough jobs completed. You are very cautious and prudent in your approach to situations. You are very thorough and think things through fully before acting.

Outlook on Life

You are usually willing to question the way things are. You are not one to hold rigidly to beliefs and are usually open to exploring alternative ways of thinking and behaving. You have a deep appreciation for art and beauty. You are moved by music and intrigued by art.

You are more serious than the average person and will be less exuberant than will most people. You are more likely to see problems than opportunities and tend to view the glass as half-empty. However, you are not necessarily an unhappy individual.

SUMMARY OF YOUR MOST DISTINCTIVE CHARACTERISTICS

This report has stated several times that human characteristics have the potential to be both assets and liabilities. The trick always with truly distinctive characteristics is to recognize ways in which we can capitalize on their upside benefits while minimizing the effect of their downside potential. The asset potential and the liability potential of your most distinctive scores are presented in the following table. Regardless of the asset or liability potential of the most distinctive facets of your personality, remember that truly successful people simply try to be themselves; they do things in a way that is natural for them and that also seems to be the most appropriate for the particular situation in which they find themselves.

When Your Distinctive Characteristics Work to Your Advantage

Prone to experience frustration and anger, you may serve as a good barometer of your group's morale, workload issues, and other potential problems -- as long as you express these feelings in appropriate ways. Situations where candor of expression is desirable would probably suit you well.

Highly self-conscious, you are unlikely to do things that will draw attention to yourself or be perceived negatively by others.

Your deliberation will serve you well in highly detailed tasks where accuracy is critical. You are not one to permit yourself to be rushed or to go off half-cocked. Your caution and deliberation will minimize the risks in proposed actions.

When Your Distinctive Characteristics Work to Your Disadvantage

Tending to be quickly angered and easily frustrated, you may be seen by others as irritable and disagreeable. You might want to develop a greater number of socially appropriate channels through which to express these feelings.

You tend to be too sensitive to how you are perceived by others and may respond poorly to criticism or public scrutiny. You might work on not taking others' comments and observations so personally.

Your cautious and deliberate nature may cause you to study some things more than they merit. More action-oriented individuals will view you as needlessly slow, perhaps calling you an obstructionist. You probably need to realize that your strong deliberation will at times lead to errors of omission on your part. You could most likely benefit from moving more quickly in many instances, particularly on issues of minor importance.

Your wariness and suspicious nature make it difficult for others to take advantage of you. You are good at investigating the downside consequences of proposed courses of action.

Your tendency to doubt the integrity of those around you may foster a climate of negativism. You may hold on to grudges too tightly and may, at times, even attempt to get even with those you feel have wronged you. In general, it would likely be helpful if you were to develop a greater capacity to trust that others will do as they say, and to manage your cynicism at those times when they do not.

You are open-minded, intellectually curious, and open to new ideas from all sources. You have wide ranging interests and are probably an inventive problem-solver.

You may become caught up too easily in new concepts or philosophical discussions that, while interesting to you, detract from your assigned tasks. It might be to your advantage to put more of your ideas on the shelf and explore them only after you have attended to current business.

You are often self-absorbed and can be quite immodest in telling others of your abilities and accomplishments. While you may be seen as a braggart at times, others will clearly know what you believe you can do in any situation and how your abilities can be best utilized. You might also serve well on a team that needs an outspoken advocate.

Because of a proneness to be too quick to sing your own praises, you risk being seen as conceited, arrogant, and too self-accepting. You may tend to avoid those who will challenge you and unintentionally isolate yourself from those whose help you most need; you run the risk, therefore, of surrounding yourself with weak, overly compliant people. Developing a greater sense of humility could result in a positive payoff for you.

Concluding Suggestions

This report represents a consensus interpretation of the meaning and possible implications of your scores on the NEO-PI-R. This report was developed by a team of industrial psychologists. Its sole purpose is to provide you with information regarding how you described yourself in the inventory, and, as a consequence, how others may perceive you.

This report focuses on behaviors. We can change behavior if we choose to and if we are willing to work at the change. The report describes your performance on a single assessment instrument. To gain maximum benefit from it, this measure should be interpreted within the context of other factors and with the assistance of a trained professional.

There will probably be many things in the report that make you feel good about yourself. There may be a few things that concern you. That is to be expected. Everyone has some areas in which they are most effective and other areas that need improvement. Furthermore, a strength in one situation may be a weakness in another. For example aggressively pushing for what one wants may succeed in one situation but fail in another. As a consequence, we recommend the report be interpreted and applied within the context or environment in which you currently function, or desire to function.

This report does not pretend to be 100% accurate, nor should it be taken as an absolute -- all measurements contain some error. Furthermore, people can and do change. Use what is helpful to you. Reflect on ways you can leverage qualities that will support you in achieving your goals. Reflect on ways you might compensate for qualities that may impede your progress towards your goals. Occasionally, you may see statements in this report that do not appear to be totally consistent with each other. This is likely to occur if you have an unexpected combination of scores. Consider sharing this picture of yourself with trusted friends or co-workers, especially those findings that surprise you or those with which you take issue. This report is designed as a tool for your growth; use it for your benefit.

NEXT STEPS

This section is designed to help you make the most of this report. Some of you will know exactly what to do with this information. For these people, the “next steps” are clearly obvious. Others of you, however, may be uncertain how to best utilize this information about yourself. In a few cases, some people may even feel overwhelmed by it. Regardless of which of these cases best describes you, you might find the following suggestions to be helpful in gaining maximum benefit from your report.

If you are uncertain about or disagree with some of the information, we suggest that you reflect on those specific areas, searching through a wide variety of situations in your past where the “troublesome” descriptions might fit. If you find any of these, contrast these with other situations where you have behaved differently from how the report has described you. You might also consider discussing these aspects of your report with someone who knows you well.

Remember that a recurring theme in your report is that behavioral patterns are not intrinsically “good” or “bad.” Every characteristic has the potential to be both. Pay particular attention to the concluding sections of your report where your most distinctive characteristics are summarized. Reflect on how you can reinforce the upside potential of your most distinctive qualities while also thinking about what steps you can take to minimize the effect of their downside potential.

As you read your report, frequently ask yourself, “What is the significance of this information relative to my career development? What type of assignments am I best suited for? In what type of work environment am I most likely to be successful and satisfied?”

If you wish information about specific occupations, you might check the *Occupational Outlook Handbook* and the *Dictionary of Occupational Titles* (US Department of Labor, Bureau of Labor Statistics), available in most reference libraries.

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