

Role Wheel Report Personality Factors

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Disclaimer

This is a confidential report on the participant named above. It is designed to be used to support the assessment of the individual. Whilst it provides valuable insight into the individual's characteristics, it should not be used in isolation or be regarded as a complete assessment. HUCAMA Analytics Ltd accepts no liability for the consequences of the use of this report or its contents by any persons other than its authors for whatever purpose.

Overview

Introduction	<p>Personality Factors is a questionnaire that assesses relative preferences across 8 roles grouped into four quadrants:</p> <ul style="list-style-type: none">• INFORMATION: ANALYST & IMPLEMENTER• EMOTION: SUPPORTER & OPTIMIST• MOTIVATION: ACHIEVER & PIONEER• COMMUNICATION: NETWORKER & INFLUENCER	Norm Group	<p>Results are compared to a norm group consisting of individuals who completed the questionnaire before: Professionals & Managers. Based on the normal distribution results are expressed as standard scores:</p> <ul style="list-style-type: none">• Sten scores – range from 1 to 10 with a mean of 5.5• T-scores – range from 25 to 75 with a mean of 50• Percentiles – range from 1st to 99th indicating the percentage of the norm group the score comes above
Big 5 Model	<p>Personality Factors extends the widely accepted Five-Factor Model of personality into eight factors (see Kurz & Bartram, 2002).</p> <ul style="list-style-type: none">• Openness underpins ANALYST and PIONEER• Conscientiousness underpins IMPLEMENTER and ACHIEVER• Extraversion underpins NETWORKER and INFLUENCER• Agreeableness underpins SUPPORTER• Neuro-Agility (the opposite of Neuroticism) underpins OPTIMIST	Normal Distribution	
Stability vs. Plasticity	<p>Research differentiates between Stability (Alpha) and Plasticity (Beta) higher-order constructs. Stability roles are shown on the left half and Plasticity roles are shown on the right half of the graph. Stability factors are about getting things right and getting along with others. Plasticity factors are about getting ahead by pursuing ideas and influencing people.</p> <p>Stability-Plasticity Balance: imbalance with emphasis on plasticity at the expense of stability.</p>	Report Graphs	<p>The Wheel Report assesses relative preferences across 8 roles. The Profile shows all role preferences and highlights HIGH as well as LOW role preferences. Highest Role Preferences, Lowest Role Preferences and Role Preferences Contrasts are shown on separate pages, Dealing with Role Preferences outlines how to get the best out of individuals with a particular preference,</p>
Task vs People	<p>Research since the 1960's differentiates between task and people performance. ANALYST and IMPLEMENTER cover convergent thinking whereas ACHIEVER and PIONEER cover divergent thinking aspects of task performance. SUPPORTER and OPTIMIST cover interpersonal sensitivity whereas NETWORKER and INFLUENCER cover communication aspects of people performance.</p> <p>Task-People Balance: greater focus on tasks than on people.</p>	Decision Support	<p>This report is confidential and has a validity period of approximately 12 months. It is intended for use by individuals who are competent in the interpretation of Personality Factors assessments.</p> <p>For high-stakes decision-making the results should be discussed in an interactive session.</p>

Role Wheel

This page describes eight role types and shows a chart with the assessment results.

ANALYST

ANALYSTS are curious and like technology. They like to understand how things work and apply their expertise.

IMPLEMENTER

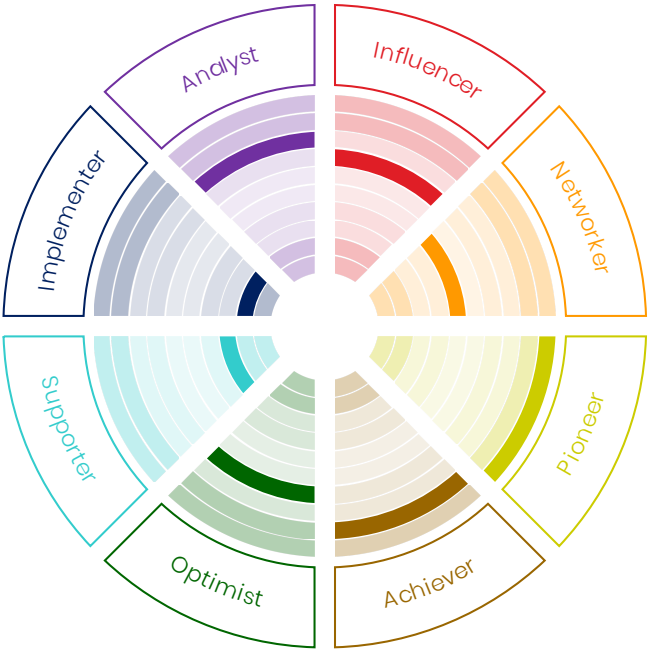
IMPLEMENTERS are tidy and detail-oriented. They like to work in a structured way and pride themselves on their reliability.

SUPPORTER

SUPPORTERS are empathic and helpful. They like to be there for the people and assist them.

OPTIMIST

OPTIMISTS are cheerful and patient. They like to bring fun and joy to work.



INFLUENCER

INFLUENCERS are assertive and direct. They like to take charge and convince others of their ideas.

NETWORKER

NETWORKERS are friendly and sociable. They like to work with groups of people and quickly develop relationships.

PIONEER

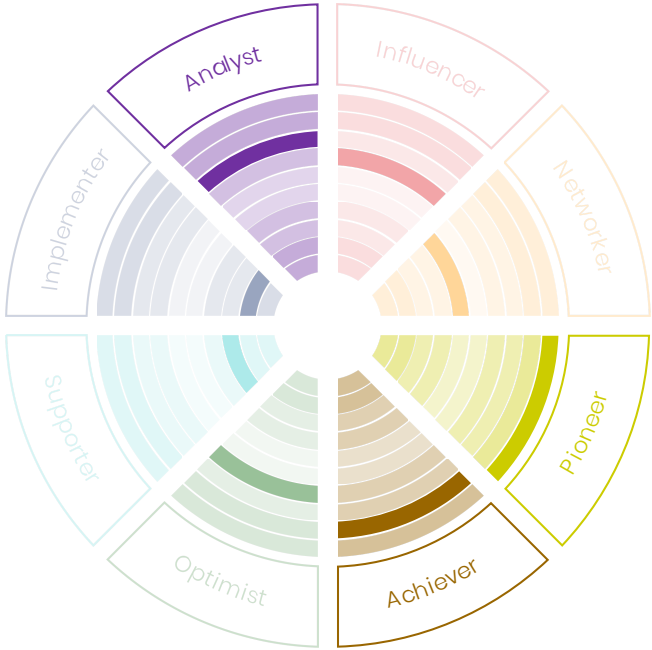
PIONEERS are original and like complexity. They like to think about the future and explore new trends and ideas.

ACHIEVER

ACHIEVERS are determined and goal-oriented. They like to have clear objectives and pursue them tenaciously.

Top Preference Combinations

This page describes combinations of the three highest preferences.



PIONEER (HIGH)
ACHIEVER (HIGH)
Individuals with this combination come up with ground-breaking ideas. They drive innovation and strategic thinking. They are suited to activities that require vision and creative insights.

PIONEER (HIGH)
ANALYST (HIGH)
Individuals with this combination use information creatively. They generate well-thought out propositions.. They are suited to tasks that require creative solutions to complex problems.

ACHIEVER (HIGH)
ANALYST (HIGH)
Individuals with this combination strive for expertise and insight into how things work. They want to understand and resolve problems. They are suited to activities that require specialist expertise and technological savvy.

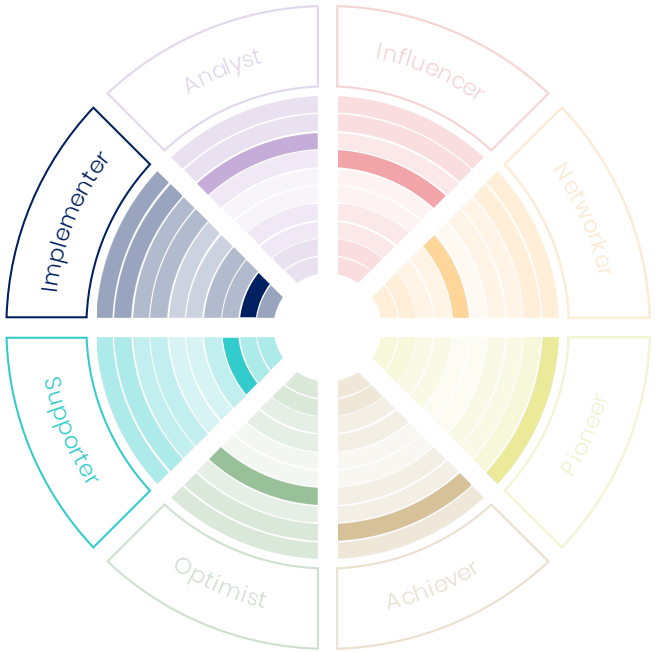
Potential Areas for Development

This page describes the combination of the two lowest preferences, indicating potential areas for development.

SUPPORTER (LOW)

IMPLEMENTER (LOW)

Individuals with this combination prefer to act spontaneously and pursue their own interests. They dislike having to proceed in a prescribed manner and to take account of everyone's preferences. They could get exhausted when the key responsibilities of the role revolve around details and feelings.



Preference Order

PIONEER (HIGH)	10										
ACHIEVER (HIGH)	8.60										
ANALYST (HIGH)	7.56										
OPTIMIST	6.53										
INFLUENCER	6.50										
NETWORKER	5.48										
SUPPORTER (LOW)	3.37										
IMPLEMENTER (LOW)	2.33										

Potential Areas for Development

SUPPORTER (LOW)

IMPLEMENTER (LOW)

Individuals with this combination prefer to act spontaneously and pursue their own interests. They dislike having to proceed in a prescribed manner and to take account of everyone's preferences. They could get exhausted when the key responsibilities of the role revolve around details and feelings.

Top Preference Combinations

PIONEER (HIGH)

ACHIEVER (HIGH)

Individuals with this combination come up with ground-breaking ideas. They drive innovation and strategic thinking. They are suited to activities that require vision and creative insights.

PIONEER (HIGH)

ANALYST (HIGH)

Individuals with this combination use information creatively. They generate well-thought out propositions.. They are suited to tasks that require creative solutions to complex problems.

ACHIEVER (HIGH)

ANALYST (HIGH)

Individuals with this combination strive for expertise and insight into how things work. They want to understand and resolve problems. They are suited to activities that require specialist expertise and technological savvy.

Derailment Risks

This page describes how high and low preferences can combine, and possibly undermine performance if imbalance is not paid attention to.

PIONEER (HIGH)	10	<div></div>
IMPLEMENTER (LOW)	2	<div></div>

Individuals with this combination quickly generate novel ideas. They could at times come up with eccentric schemes that are not properly thought through. They could benefit from working with people who put structure around the ideas or learning to frame ideas in the right context.

PIONEER (HIGH)	10	<div></div>
SUPPORTER (LOW)	3	<div></div>

Individuals with this combination come up with ideas regardless of how they may be perceived by others. They could at times come up with unpopular schemes that are considered to be unhelpful. They could benefit from working with empathetic people who are in touch with people's feelings or learning to adopt a participative style.

ACHIEVER (HIGH)	9	<div></div>
IMPLEMENTER (LOW)	2	<div></div>

Individuals with this combination set their sights high without worrying about detailed plans. They could pursue their goals in a somewhat chaotic manner where gains could be short-lived if errors and omissions undermine accomplishments. They could benefit from working with someone more detail conscious or learning to work in a more structured way and agreeing with others what exactly needs to be accomplished.

ACHIEVER (HIGH)	9	<div></div>
SUPPORTER (LOW)	3	<div></div>

Individuals with this combination single-mindedly push through their agenda. Their highly driven approach could at times undermine harmonious relationships. They could benefit from considering other people's needs and learning to show more empathy at work.

ANALYST (HIGH)	8	<div></div>
IMPLEMENTER (LOW)	2	<div></div>

Individuals with this combination are inquisitive and fluid in their information search. They could miss problems and mistakes in spite of their critical thinking. They could benefit from working with structured people who check that all relevant points have been covered.

ANALYST (HIGH)	8	<div></div>
SUPPORTER (LOW)	3	<div></div>

Individuals with this combination are inquisitive and firm. They could upset others with their critical analysis and foment resistance. They could benefit from working with empathetic people who are in touch with others or learning to soften the message.

Dealing with Role Preferences Tips

ANALYST

Give ANALYSTS accurate information and data. Respect their inquisitive nature and preference for continuous learning. Motivate them by asking them to think of pros and cons of important topics.

IMPLEMENTER

With IMPLEMENTERS make an appointment, have an agenda and stick to it. Be attentive to details and take responsibility for your actions. Motivate them by giving them project management tasks.

SUPPORTER

Show SUPPORTERS how you have considered the needs of others in your plan. Give them time to express their ideas, issues and concerns regarding impact on others. Motivate them by asking for their support and opinion.

OPTIMIST

Be open to the views of OPTIMISTS and consider them. Do not tell them that things are not going to work out. Motivate them by giving them opportunity to create fun and joyous activities for others.



INFLUENCER

With INFLUENCERS get to the point quickly and stay to the point. Allow opportunities for them to influence others, express self and assert their views. Motivate them by putting them in charge of getting others on board and spreading the word.

NETWORKER

Ask NETWORKERS about their life and be comfortable sharing information about yourself. Respect their preference to work with others. Motivate them by involving them in bigger teams and projects, or just spending time with them.

PIONEER

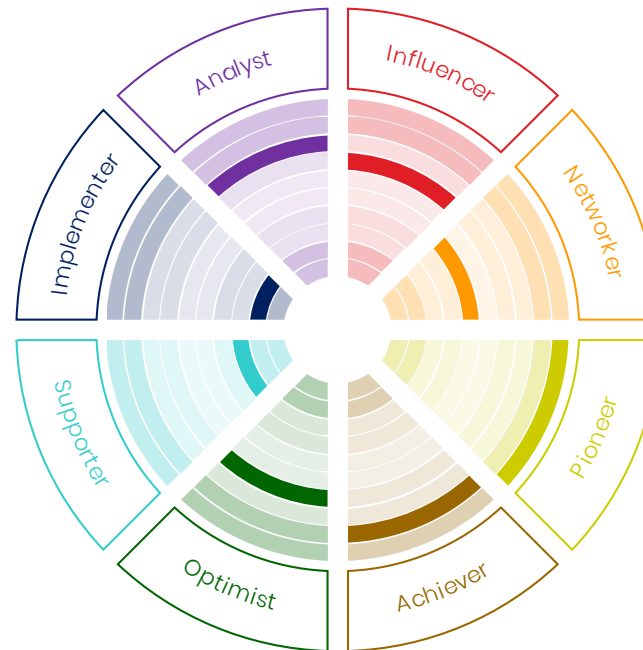
Give PIONEERS the big picture and allow them time to think through ideas. Do not shoot down their ideas. Motivate them by giving them the most complex problems to solve.

ACHIEVER

Ask ACHIEVERS what their goals are and show how your ideas can help them satisfy their goals. Motivate them by sharing the strategy with them, so they can find the best way to align with it.

Change Wheel

Change can have many different aspects and therefore it is difficult to predict how situations develop. However, personal references and needs remain fairly stable. This pages describes different needs associated with a role preference.



ANALYST

ANALYSTS need to know that all the possible scenarios have been explored with regards to the change. They are likely to engage in it by acquiring more knowledge about the change, analysing evidence, and assessing implications of different actions. Key questions they are asking are: What are other options? Which evidence is supporting this? Where can I find more information on this?

IMPLEMENTER

IMPLEMENTERS need to know the detailed plan of implementing the change and its impact. They are likely to engage in it by trying to control the details and track progress. Key questions they are asking are: What is the timeline of this? How will this exactly look like when it's done? What is the first step?

SUPPORTER

SUPPORTERS need to feel that the needs of all the people have been considered in the change. They are likely to engage in change by listening to other people's concerns and addressing them with empathy. Key questions they are asking are: How does this feel? What are people concerned about? How do we make everyone feel comfortable with this?

OPTIMIST

OPTIMISTS need to feel that the change brings hope and a positive outlook for the future. They are likely to engage in change in a calm and positive manner. They bring objectivity and constructive solutions for removing barriers to change. Key questions they are asking are: What are objective barriers to this? How do we overcome them? How do we make it fun?

INFLUENCER

INFLUENCERS need to feel like they have the opportunity to take charge of the change. They are likely to engage in it by getting on the stage and convincing others of their ideas, especially key stakeholders or bigger groups of people. Key questions they are asking are: What is my role? Who is with me? How do we get others on board?

NETWORKER

NETWORKERS need to feel that there is a good vibe about the change and that everyone is aligned behind it. They are likely to engage by checking how others are thinking and feeling, as well as spreading and collecting news. Key questions they are asking are: What's the vibe? Who is for and who is against? What is the latest on this?

PIONEER

PIONEERS need to understand the purpose and vision of change. They are likely to act as change agents if they have the opportunity to innovate, and come up with original ideas. Key questions they are asking are: Why do we do this? What is the purpose? What is new for me?

ACHIEVER

ACHIEVERS need clarity around objectives of the change. They are likely to quickly start pursuing the goals, and aligning the objectives of the change with their personal ones. Key questions they are asking are: What needs to be done? How do we measure progress? What do I need to do to stay ahead of others?

Change Preferences

This page describes the change implications for combinations of role preferences

Low Preference Combination

SUPPORTER (LOW)
IMPLEMENTER (LOW)
In times of change they tend to dislike working on details and project plans of the change, and could at times overlook the atmosphere and other people’s feelings during the process of implementing the change. If the requirement of the situation is to take care of plans or the atmosphere during the change, they could benefit from structured training on the topic or additional support from empathic others. In a changing environment, they tend to dislike thinking about what is going to happen and like to take a self-interested view that jars with others, which makes them most suitable for roles where they can work flexibly without having to support other people.

High Preference Combinations

PIONEER (HIGH)
ACHIEVER (HIGH)
Individuals with this combination want to work on highly challenging problems. They are likely to engage in change by picking the most complex, difficult or important topics. Key questions they are asking are: What is the best solution we can come up with? How do we achieve this in the most creative way? What is the most fundamental thing we want to tackle?

PIONEER (HIGH)
ANALYST (HIGH)
Individuals with this combination want to be on top of new developments and technologies, and develop creative solutions. They are likely to engage in change by inquiring about the purpose of initiatives and by taking the initiative. Key questions they are asking are: Where can we learn more about this? What is the modern way of doing this? How do all of these pieces fit together?

ACHIEVER (HIGH)
ANALYST (HIGH)
Individuals with this combination want to become top experts in their domain of work. They are likely to engage in change by setting ambitious goals and engaging in different learning experiences to maximize their understanding. Key questions they are asking are: How do I become an expert in this? What are the necessary capabilities for this? What will be important skills in the future?