



Aspects Report

Personality Factors (PF48)

James Gold

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 using this report or its contents by any person for whatever purpose.

Overview

Introduction	<p>Personality Factors is a questionnaire that assesses 48 facets which are grouped into 12 paired-up aspects :</p> <ul style="list-style-type: none">• Emotional - Attitude: REFLECTING & ENTERPRISING• Operational - Attitude: NAVIGATING & THINKING• Emotional - Process: EXPRESSING & DIRECTING• Operational - Process: REGULATING & INNOVATING• Emotional - Impact: CARING & INSPIRING• Operational - Impact: STRIVING & DELIVERING	Norm Group	<p>Results are compared to a norm group consisting of individuals who completed the questionnaire before: 1079 Professionals and Leaders. 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>The Personality Factors instrument covers the widely accepted Five-Factor Model of personality (see Guarini, 2023):</p> <ul style="list-style-type: none">• Openness underpins INNOVATING and THINKING• Conscientiousness underpins DELIVERING and STRIVING• Extraversion underpins EXPRESSING and DIRECTING• Agreeableness underpins CARING and INSPIRING• Emotional Stability (the opposite of Neuroticism) underpins REGULATING and NAVIGATING	Response Style	<table><tr><td>Percentile</td><td>1st</td><td>5th</td><td>10th</td><td>25th</td><td>40th</td><td>60th</td><td>75th</td><td>90th</td><td>95th</td><td>99th</td></tr><tr><td>Sten</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr><tr><td>Response Style</td><td>6</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr></table> <p>Response style was balanced – more positive than about 60% of the comparison group.</p>	Percentile	1st	5th	10th	25th	40th	60th	75th	90th	95th	99th	Sten	1	2	3	4	5	6	7	8	9	10	Response Style	6									
Percentile	1st	5th	10th	25th	40th	60th	75th	90th	95th	99th																										
Sten	1	2	3	4	5	6	7	8	9	10																										
Response Style	6																																			
Learning Agility	<p>Learning Agility is the willingness to learn from experiences and apply those learnings to new situations. It is central to developing effectiveness at the workplace and to keep pace with changing situations. Learning ability is more about cognitive reasoning abilities, whereas learning agility is about personal qualities.</p> <p>Emotional and social aspects of relationships as well as change and results aspects of operations are covered. The personal qualities are grouped into Attitude, Process and Impact themes.</p>	Report Graphs	<p>The Personality Factors Report provides the following information for 48 Facets grouped into 12 Aspects:</p> <ul style="list-style-type: none">• Facet name and results interpretation text• Facet Sten score in relation to the comparison group• Graphical representation of score																																	
Emotional Intelligence	<p>Daniel Goleman’s 1995 bestselling book ‘Emotional Intelligence’ built on the original 1982 work of Richard Boyatzis on ‘The Competent Manager’. The term applies the idea of a hierarchical arrangement of qualities pioneered in the measurement of cognitive abilities to personality areas that underpin how we behave at the workplace. This report covers the most central facets of Emotional Intelligence through ‘Emotional Aspects’ and more peripheral facets through ‘Operational Aspects’.</p> <p>Emotional-Operational Balance: greater focus on operations than on emotions.</p>	Decision Support	<p>This report is confidential and has a validity period of approximately 12 months.</p> <p>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>																																	

Aspects Model

The Aspects Report applies personality theory to the workplace. Emotional and Operational Aspects of successful performance are explored with view to Attitude, Process and Impact themes.

The table below shows 12 emotional and operational aspects grouped into three themes. The aspects on the left are broadly about relationships whereas the aspects on the right are broadly about getting things done.

Emotional Attitude	REFLECTING	NAVIGATING
Operational Attitude	ENTERPRISING	THINKING
Emotional Process	EXPRESSING	REGULATING
Operational Process	DIRECTING	INNOVATING
Emotional Impact	CARING	STRIVING
Operational Impact	INSPIRING	DELIVERING

Emotional

Emotional aspects are concerned with people, feelings and communication.

How do we view ourselves and our emotions?

How do we express and regulate feelings?

How do we care for others and our accomplishments?

Operational

Operational aspects are concerned with tasks, thoughts and actions.

How do we explore opportunities and process information?

How do we take charge and create change?

How do we inspire others and get things done?

Attitude

Attitude aspects are concerned with our mindset.

To what extent do we have a reflecting and enterprising mindset? Reflecting is concerned with learning and self-improvement as well as valuing ourselves. When we believe in ourselves then others are more likely to believe in us.

To what extent do we have a navigating and thinking mindset? Navigating is about taking in information and evaluating it objectively without jumping to conclusions. It is about establishing a sense of direction. Thinking is about processing information using technology, words and numbers.

Process

Process aspects are concerned with how we work.

In relationships it is useful to reflect on fundamental questions such as:

How are we expressing ourselves and directing others?

With respect to getting things done, it is useful to reflect on fundamental questions such as:

How do we cope with setbacks and innovate?

Impact

Impact aspects are concerned with the effects of our work.

With respect to relationships, we can try to understand how people are feeling about us. Caring aspects are about others feeling supported and appreciated whereas Inspiring aspects are about feelings of engagement. What is our impact on interpersonal aspects?

With respect to getting things done, we can try to understand what our work goals and objectives are. What are we trying to accomplish and how are we executing our work?

Agilities and Implications

The Aspects have been formulated to relate 48 facets of Personality Factors (PF48) to 12 aspects of Emotional Intelligence and Learning Agility. These are paired up into six agilities and compared.

At the end of the report the most extreme scores are listed showing associated strengths as well as over-use risks.

		Emotional	Operational	Emotional	Operational
Attitude	REFLECTING ASPECT	ENTERPRISING ASPECT		NAVIGATING ASPECT	THINKING ASPECT
	Appraising own value and self-worth to leverage self-efficacy	Engaging entrepreneurially with problems to create value		Reviewing interactions to maintain professionalism and diffuse tensions	Processing information in an effective manner to drive success
Process	EXPRESSING ASPECT	DIRECTING ASPECT		REGULATING ASPECT	INNOVATING ASPECT
	Transparently communicating views and emotions to create impact	Taking decisive action to direct and challenge people		Facing and overcoming adversity through emotional processing	Harnessing intuitive insights to create appealing outcomes
Impact	CARING ASPECT	INSPIRING ASPECT		STRIVING ASPECT	DELIVERING ASPECT
	Supporting others to help and comfort individuals	Encouraging others to motivate and align people		Driving success through self-motivation	Executing tasks in a reliable manner to drive efficiency

Emotional Aspects Summary

REFLECTING ASPECT	Appraising own value and self-worth to leverage self-efficacy
Learning Orientation	Is interested in studying and self-improvement
Self-Belief	Believes in own capabilities
Situational Insight	Is less insightful about emotional situations than most
Self-Esteem	Balances modesty and self-regard

NAVIGATING ASPECT	Reviewing interactions to maintain professionalism and diffuse tensions
Objectivity	Occasionally experiences emotional highs and lows
Recovery	Needs a moderate amount of time to recover from setbacks
Self-Control	Keeps impulses under control
Complexity Orientation	Likes to develop concepts and think through ideas

EXPRESSING ASPECT	Transparently communicating views and emotions to create impact
Emotional Awareness	Could miss cues to emotional needs
Independence	Tends to come up with own opinions arguments and approaches
Enthusiasm	Tends to be serious and preoccupied
Directness	Mostly says what comes to mind

REGULATING ASPECT	Facing and overcoming adversity through emotional processing
Adaptability	Usually responds flexibly to changes
Optimism	Maintains a balance between optimism and pessimism
Calmness	Is relaxed and calm
Patience	Occasionally gets irritated

CARING ASPECT	Supporting others to help and comfort individuals
Empathy	Is disinclined to listen sympathetically
Helpfulness	Could overlook the needs of others
Society Focus	Occasionally interested in societal and welfare issues
Friendliness	Reserved around others

STRIVING ASPECT	Driving success through self-motivation
Self-Discipline	Gets to work quickly
Determination	Is likely to carry out plans
Goal Orientation	Goes for the goal
Development Orientation	Addresses performance issues at times

Operational Aspects Summary

ENTERPRISING ASPECT	Engaging entrepreneurially with problems to create value
Change Orientation	Prefers variety to routine
Sociability	Tends to avoid attention and approaching others
Activity Orientation	Enjoys excitement, action and adventure
Opportunity Focus	Tends to take advantage of opportunities

DIRECTING ASPECT	Taking decisive action to direct and challenge people
Competitiveness	Values competition and winning very highly
Assertiveness	Likes to take the lead
Confrontation	Is strongly inclined to confront people
Decisiveness	Makes decisions quickly

INSPIRING ASPECT	Encouraging others to motivate and align people
Empowerment	At times inspires and motivates people
Team Orientation	Prefers working alone to group work
Trust	Tends to believe that others have good intentions
Persuasiveness	Seeks to influence others

THINKING ASPECT	Processing information in an effective manner to drive success
Analysis	Is inclined to critically evaluate arguments
Technology Focus	Is interested in technology and new equipment
Fact Focus	Is interested in reading and writing
Data Focus	Is moderately interested in arithmetic and statistics

INNOVATING ASPECT	Harnessing intuitive insights to create appealing outcomes
Challenge	Occasionally accepts challenges
Ambition	Is less interested in career advancement than others
Originality	Balances tradition and innovation
Imagination	Occasionally enjoys creative activities

DELIVERING ASPECT	Executing tasks in a reliable manner to drive efficiency
Orderliness	Is forgetful and untidy
Prudence	Is strongly inclined to act spontaneously
Meticulousness	Is as concerned about perfection as most
Rule Adherence	Tries to follow the rules

Emotional Aspects Profile

REFLECTING ASPECT	6	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Learning Orientation	7	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Self-Belief	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Situational Insight	2	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Self-Esteem	5	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>

NAVIGATING ASPECT	7	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Objectivity	5	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Recovery	6	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Self-Control	7	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Complexity Orientation	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>

EXPRESSING ASPECT	6	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Emotional Awareness	4	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Independence	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Enthusiasm	4	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Directness	7	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>

REGULATING ASPECT	6	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Adaptability	6	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Optimism	6	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Calmness	7	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Patience	5	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>

CARING ASPECT	1	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Empathy	1	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Helpfulness	3	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Society Focus	3	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Friendliness	2	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>

STRIVING ASPECT	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Self-Discipline	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Determination	7	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Goal Orientation	7	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Development Orientation	6	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>

Operational Aspects Profile

ENTERPRISING ASPECT	6	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Change Orientation	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Sociability	4	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Activity Orientation	7	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Opportunity Focus	7	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>

THINKING ASPECT	7	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Analysis	7	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Technology Focus	7	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Fact Focus	7	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Data Focus	6	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>

DIRECTING ASPECT	9	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Competitiveness	10	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Assertiveness	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Confrontation	9	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Decisiveness	8	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>

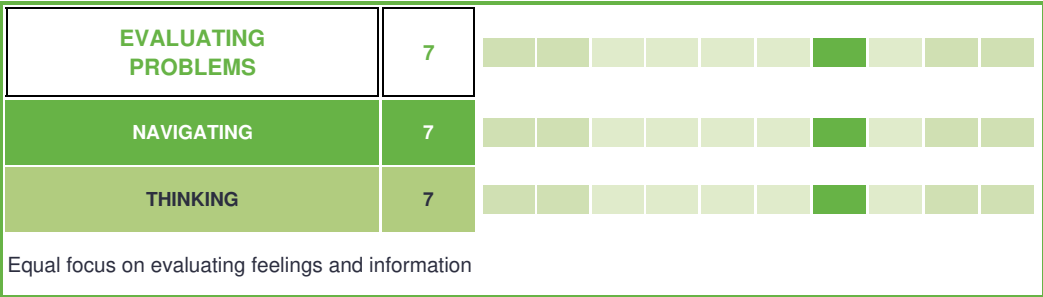
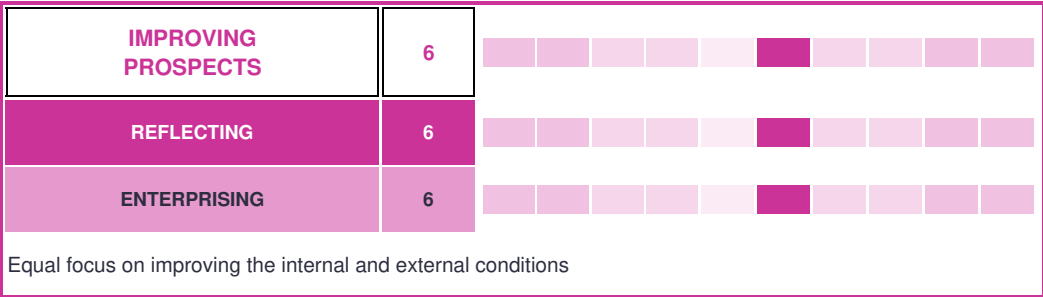
INNOVATING ASPECT	4	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Challenge	6	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Ambition	3	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Originality	5	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Imagination	4	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>

INSPIRING ASPECT	6	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Empowerment	5	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Team Orientation	4	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Trust	7	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Persuasiveness	7	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>

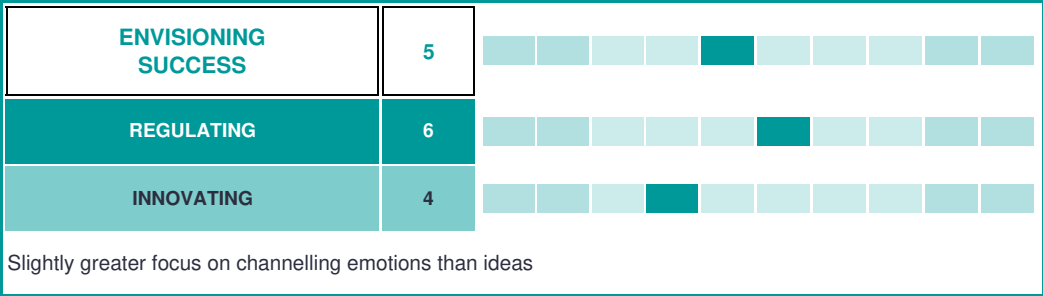
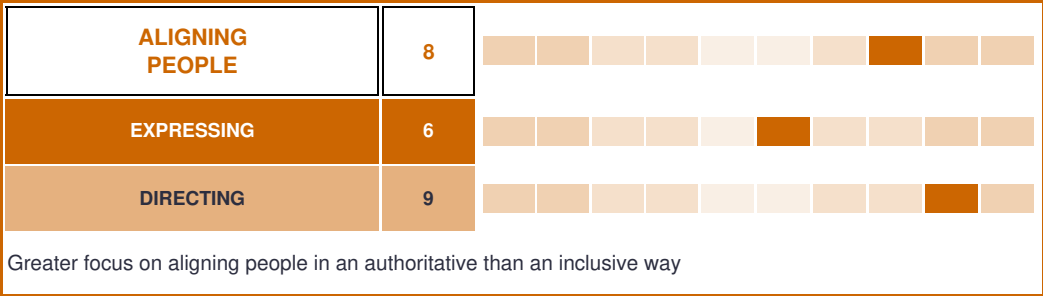
DELIVERING ASPECT	3	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Orderliness	1	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Prudence	2	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Meticulousness	6	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Rule Adherence	5	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>

Work Agilities

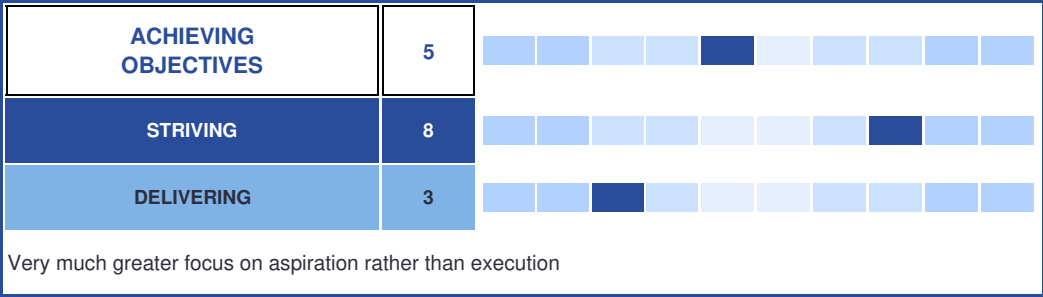
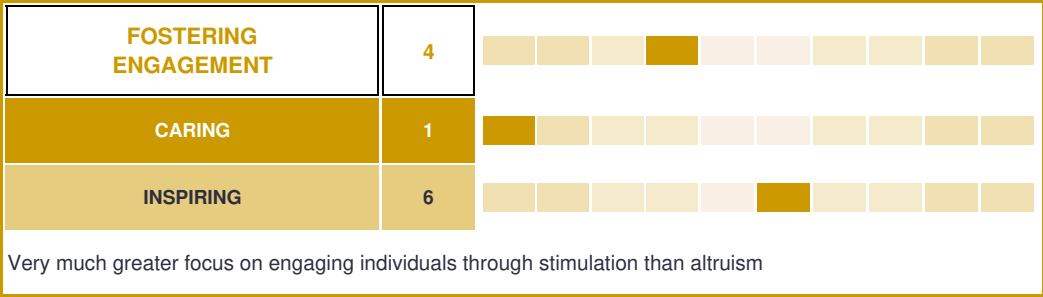
Attitude (7)



Process (7)



Impact (4)



Implications

It is always beneficial to reflect on how we behave and consider that all traits have potential upsides and downsides depending on the situation and how consciously we act. Below you will find statements describing key strength. Use of the key strengths drives job satisfaction and job performance. Most people like to use their strengths. However, strengths can become liabilities when overused. Below you will find exploration statements. Reflect on situations where you may have overused your strengths and identify how you could mitigate suck risks in the future.

	Key Strengths	Overuse Risks
DIRECTING: Competitiveness (10)	Pursues competitive advantages. Invests energy to win.	Could be challenging and provocative in competitive situations.
CARING: Empathy (1)	Is likely to make decisions without looking at individual interests or sympathies.	Could be seen as aloof. Lack of interest in other people's problems could lead to decisions that are counterproductive.
DELIVERING: Orderliness (1)	Improvises to make things happen. Copes with disorder and chaos.	Could underestimate the value of structure as a common framework. Could find it difficult to follow a given structure and approach.
DIRECTING: Confrontation (9)	Confronts issues. Addresses conflicts.	Could be too antagonistic in situations that require more subtle approaches.
REFLECTING: Situational Insight (2)	Could ignore emotions in decision making. Could rely on facts and logic in emotionally charged situations.	Finds it hard to read emotions. Could misread emotional aspects of problems.
CARING: Friendliness (2)	Has a clear focus on the task and the goal. Personal relationships are not a precondition for good cooperation.	Could seem unapproachable and difficult to engage.
DELIVERING: Prudence (2)	Intuitive and spontaneous. Responds to unexpected circumstances and events.	Could feel constrained by too much planning and coordination. Others could find it difficult to collaborate with someone who is unpredictable.
NAVIGATING: Complexity Orientation (8)	Is curious about deeper connections or higher meaning of things.	Could lose interest if topics or tasks become too simple or banal.
ENTERPRISING: Change Orientation (8)	Is a strong change agent with ambitions to adapt and improve. Is open to new and different ways of working.	Could find it difficult to complete routine work. Could push for change even when not needed.
REFLECTING: Self-Belief (8)	Projects self-belief. Feels confident that tasks will be completed successfully.	Could sometimes overestimate own ability to handle all problems. Could come across as over-confident at times.