Quintax® PERSONALITY QUESTIONNAIRE
PORTRAIT NARRATIVE REPORT GENERATOR (Version 3)

SAMPLE RESPONDENT

***Quintax* NARRATIVE REPORT FOR SAMPLE RESPONDENT**

Job Title:
Group:
Division:
Location:
Norm Group Description: All Men and Women
Date of ***Quintax*** administration: 28/09/2006
Date of report: 28/09/2006
Feedback given by: Date of Feedback:

INTRODUCTION

The Big Five Factor Model and the concept of Type form the basis of an instrument used for deriving personality descriptions relevant to an individual's styles and preferences at work. The instrument is known as '***Quintax*** ', a short administration questionnaire. The name springs from 'Quin..' for its five factors, and 'tax..' for its taxonomy or system of types. It provides information on 5 factors of personality based on self-ratings obtained using the questionnaire method. The aspects assessed fall into 3 major groups:

    Relationships with People
    Approach to Work
    Emotions and Motivations

As a self-report instrument, ***Quintax*** relies on the individual's accuracy, honesty and frankness (although there is a 'response set' scale within ***Quintax*** to detect socially desirable responding). Even when respondents are quite open, the measure is not infallible and a margin for error should be allowed in the interpretation and conclusions.

The individual's preferences and styles are considered in the context of how a large sample of people have previously completed the questionnaire. All interpretations are based on the individual's style relative to this "norm" group. It should be stressed that the norm is not in any sense a "best" profile, it is merely the average of all people in the normative sample.

This report has been produced using a narrative report generator to serve as a basis for exploring work-related personality issues in feedback. It is not a definitive profile report as it has neither been tested with the individual in feedback, nor does it attempt to explore the implications of links or interactions among scales. Under these circumstances it should be seen as a speculative report on the individual's responses.

Quintax **HIGHLIGHTS REPORT FOR SAMPLE RESPONDENT**

As might be expected Sample has demonstrated a number of styles and preferences which are fairly typical of people in general. The dimensions which distinguish Sample most clearly as an individual are summarised below:

RELATIONSHIPS WITH OTHERS

Sample is rather reserved and reflective in nature. He may like to have time for quiet concentration and be relatively self-sufficient. Probably he prefers a small number of close friends to a wider circle of acquaintances. He may be shy or find it difficult to initiate new social contacts, and may like time to think before acting. In meetings a relatively quiet front may mask a strong grasp of issues being discussed.

THINKING STYLES

He is adaptable and flexible in dealing with the day-to-day demands of work. He may prefer to deal with things 'on the hoof' rather than plan or schedule for every eventuality. He probably likes to adapt to new information and ideas as they arise, and may feel that planning is a bridle to spontaneity. On the other hand, he may sometimes procrastinate too long in decision making. Sample is an inquiring and questioning person who likes to place current experiences and events into a 'big picture' context. He is patient with theory, and ideas, and may feel they play an important role in driving change. He may put the emphasis on innovation rather than implementation, and be keen to learn new skills and make use of new techniques. He may be suspicious of 'fixit' solutions that fail to take account of underlying issues.

***Quintax* PERSONALITY PROFILE REPORT FOR SAMPLE RESPONDENT**

RELATIONSHIPS WITH OTHERS

Where relationships are concerned Sample comes out as a person with rather less interest in making social contacts than is typical; he often feels happier in work with less social exertion. He may sometimes show reserve with others until he knows them well. Probably cautious in approach, he probably does not see himself as an impulsive or gregarious person. In dealing with others he is rather more considerate of people's views than is typical in the norm group. He often tries to take into account people's feelings about an issue before deciding on action. He usually tries to accommodate other people's behaviour, placing value on cooperation and agreement. He may mistrust more hardheaded approaches that fail to take account of people's feelings.

THINKING STYLES

Sample has a strong preference for operating at a theoretical or imaginative level. He sometimes concentrates on this at the expense of dealing with practical issues or detail, and may feel the latter is not his forte. Open to new experiences, he has a broad range of interests and likes to try out novel approaches. He is confident and often enthusiastic about change, and is likely to be a strong supporter of innovation. He is rather easygoing in approach, and may sometimes be less worried about following organised procedures than others in the norm group. He may feel that 'over-planning' stifles flexibility in responding to events. He sometimes enjoys handling issues as they arise, and looks forward to the odd interruption or distraction. He may sometimes find it difficult to 'get into gear' with routine duties.

EMOTIONS

Sample is not unlike other people in his ability to maintain a calm approach to things, feeling reasonably confident about his capacity to cope with the challenges in life without upset. He is likely to show typical levels of resilience to day-to-day stresses at work, and will be reasonably calm in a crisis. He may occasionally experience irritation with frustrations, but will generally feel able to cope well.

SOCIAL DESIRABILITY

On the validity scale, he has chosen about the same number of socially desirable responses to the questionnaire as other people. A straightforward interpretation of the other results in the questionnaire is probably appropriate. With this level of response there is little direct evidence that an alternative explanation of the results, for example in terms of response manipulation, is plausible.

TEAM ROLE ANALYSIS FOR SAMPLE RESPONDENT

The following stens show the degree of similarity or congruence between Sample's preferences and the 'Team Roles' which a person might play out in a group. The roles were first identified by Meredith Belbin in work published by him in 1981 in the book 'Management Teams - Why They Succeed or Fail'. They are separate from any roles that one might play functionally in a team, such as a personnel or HR specialist.

The roles which show a sten of 8 or more may be thought of as 'natural roles' - i.e. roles which one may find it easy to develop and act out. These are roles that match closely to Sample's personality preferences. Stens from 4 to 7 show roles which Sample could adopt if required. They may be reasonably comfortable for a person, but may not be a natural first choice. Finally, stens of 1 to 3 show Sample's least comfortable roles. These are roles which Sample may find it difficult to develop or act out because of personality preferences. It should be borne in mind that for a true measure of team role one should take into account the views of external observers on one's behaviour, as personality preferences are only one of the determinants of team role behaviour.

CO-ORDINATOR STEN = 2

This indicates that Sample may find that 'Co-ordinator' is a role that is more difficult to adopt.

Originally designated Chairmen, these individuals work best in bringing together the talents of the team - spotting talents and delegating responsibilities. In their personal characteristics they are calm, self-confident and controlled. They are trusting of others, committed to goals and objectives and fairly dominant. Their intellectual ability is likely to be only slightly above average, with a preference for dealing with practical realities. The co-ordinator is sometimes known as "the team controller" role.

SHAPER STEN = 3

This indicates that Sample may find that 'Shaper' is a role that is more difficult to adopt.

Shapers are best employed in sparking new life into moribund groups, and working in situations that may require tough and unpopular decisions. They are extraverted, dominant, perhaps aggressive, with a great deal of nervous energy. They are independent and assertive with a tendency to impatience and emotional outburst. They will be opportunistic rather than conscientious and relatively tough-minded. The Shaper is sometimes known as "the slave driver" role.

PLANT STEN = 10

This indicates that Sample has 'Plant' as a natural team role.

Plants are innovators and inventors and can be highly creative. Their function is to generate new developments and solve difficult or complex problems. Typically their traits include introversion, independence, unorthodoxy and a tendency to criticism, but sensitivity to the praise or criticism of others. They may also be anxious and are likely to be of high intellectual ability. The Plant is sometimes known as "the source of original solutions".

MONITOR EVALUATOR STEN = 8

This indicates that Sample has 'Monitor Evaluator' as a natural team role.

Monitor-Evaluators are the people who can analyse problems and evaluate the pros and cons of any suggestions. The good Monitor-Evaluator is rarely or never wrong. They are sober, unemotional, patient individuals, not given to hasty decision-making and may appear over-critical. They are likely to be high in intellectual ability, but low in drive or achievement orientation. The Monitor-Evaluator is sometimes known as "the analyser of problems".

RESOURCE INVESTIGATOR STEN = 7

This indicates that Sample has 'Resource Investigator' as a role that can be adopted when required.

Resource Investigators are useful for their ability to find out information, primarily directly from others, and bringing it back to the team. They are likely to be extravert, socially confident and relaxed, but can easily run out of enthusiasm for a project. They are not necessarily of any more than average intellectual ability. The Resource Investigator is sometimes known as "the creative negotiator".

TEAM WORKER STEN = 6

This indicates that Sample has 'Team Worker' as a role that can be adopted when required.

The role of the Team Worker is to ensure harmonious operation of the team, with equal opportunity for participation. They will be diplomatic and seen as useful and non-threatening by the rest of the team, perhaps promoting "team spirit". They are socially oriented, being sociable, but not dominant or assertive, and they are trusting and sensitive with an interest in people. The Team Worker is sometimes known as "the internal facilitator".

IMPLEMENTER STEN = 2

This indicates that Sample may find that 'Implementer' is a role that is more difficult to adopt.

Originally called Company Workers, Implementers are concerned with doing what needs to be done. They are likely to value efficiency and organisation. Their personal characteristics include conscientiousness, self-control, tough-mindedness, trust and tolerance, and finally conservatism. Implementers are sometimes known as "the effective organiser".

COMPLETER FINISHER STEN = 3

This indicates that Sample may find that 'Completer Finisher' is a role that is more difficult to adopt.

Completer-Finishers are aware of the need to attend to detail and stick to schedules. Their role is often to instill a sense of urgency in the team for seeing the project through. They are high in conscientiousness and anxiety, with strong self-control and tend to be introverted. The Completer-Finisher is sometimes known as "the one who guarantees delivery".

CANDIDATE *Quintax* REPORT FOR SAMPLE RESPONDENT

As might be expected, you have demonstrated a number of styles and preferences which are fairly typical of people in general. These, along with the attributes which distinguish you most clearly as an individual are summarised below:

RELATIONSHIPS WITH OTHERS

Your responses suggest that you have a reflective and reserved approach to things, perhaps with a preference for periods of quiet concentration or for working alone. You may be the kind of person who prefers a small number of close friends to a larger number of acquaintances, and with a degree of self-sufficiency, you may prefer independent action. Your responses suggest that you enjoy working in a harmony with others, but that you can also take a tougher and more logical approach when required, even if this might make you unpopular. You are similar to others in placing emphasis on sticking to principles, but also recognising the importance of team spirit and accommodating people's feelings when necessary.

THINKING STYLES

You appear to place emphasis on the adaptable and flexible approach to work, dealing with job demands as they arise, and without placing a lot of emphasis on planning or time management. You may have a tendency to follow your interests and to prefer the spontaneous approach rather than deal with the drudgery of routine tasks, and the 'have-tos' of daily work. You appear to have a clear preference for the theoretical approach, and like to focus on the big picture issues. You probably have a questioning and change oriented style. Showing a strong interest in understanding the underlying implications of events you probably favour innovation and change but may occasionally miss the simple solution to a practical problem.

EMOTIONS

Your responses are similar to those of many others and suggest that you show typical levels of tension and anxiety in the face of stress and pressure. As a consequence, you seem able to avoid a strong emotional reaction to challenges, while not being impervious to nerves and natural anxieties on a day to day basis.