

Big Five Personality Factor Questionnaire

Jane Smith

McKenzie Consulting Australia Pty Ltd
ABN 17 0095 441 348

Level 4, 655 Pacific Highway, St Leonards
Locked Bag 2006, St Leonards NSW 2065
Ph: (02) 9460 7022 Fax: (02) 9460 9144

www.mckpeople.com.au

Introduction

Your personality has a significant influence on the way you think, feel and relate to other people. This report is intended to give you a general idea about how your personality might be described and to stimulate you to think about the implications for your work and personal life.

Personality traits tend to be pretty stable in adulthood and lead people to act in certain preferred ways. At work, your personality will sometimes help you to carry out work roles effectively and at other times get in the way. Leading meetings, fronting presentations and organizing social occasions will come more easily to individuals with extravert traits. By contrast, people with low scores on the agreeableness scale may take time to acquire skills in areas such as team building, coaching and mentoring because they are very self-sufficient and self-absorbed.

The report covers five broad dimensions of personality which are often referred to as the Big Five personality dimensions: extraversion, agreeableness, openness, conscientiousness and emotional stability. The report has five sections each dealing with one of the Big Five factors. Each of these factors is made up of four more specific scales that measure elements of the factor. Your scores on these scales are reported in each section and shown at the profile chart at the end of the report.

You should bear the following points in mind as you consider the report. First, please remember that the report is based on a self-perception questionnaire - which is not infallible. Second, although we give you a single score for each dimension, it is better to think of your score lying in a range of one point either side of the score reported. This is shown on the profile chart. Third, remember that this assessment is intended to help you clarify your view of yourself and help you to develop and improve yourself.

Finally, it is perfectly possible for a variety of reasons that you may not recognize yourself in the following pages. If this is the case, you might like to check what other people think. It would certainly be a good idea to take views from bosses, peers and direct reports before taking career or development decisions.

Profile Summary

Compared with the responses of other people, your responses to the questionnaire indicate that your personality can be summarized in the following terms.

Conscientiousness: You are pretty conscientious and efficient. You have pretty high standards and generally do your best to achieve your goals.

Openness to Change: You are realistic but willing to consider new ways of doing things. You seek a balance between established methods and new approaches.

Extraversion: You enjoy the company of others but you also like your privacy. You are fairly active and animated.

Emotional Stability: You are generally calm and able to deal with stress, but you sometimes experience feelings of guilt, anger or sadness.

Agreeableness: You come over as pretty shrewd, independent and competitive. You tend to express your emotions openly.

A common criticism of personality questionnaires is that people fake the results especially when they are used as part of selection procedures. We measure the presence of "faking good" by looking at the degree to which people present the impression of being at the same time very extravert, very agreeable, very open to change, very conscientious and very emotionally stable. Although such a profile has obvious attractions, it is in point of fact a very uncommon profile in the general population. Less than one in a hundred people present such a profile. Our analysis of your results indicates that you seem to have generally answered the questionnaire in a fairly candid way.

Conscientiousness

The conscientious person displays a strong sense of direction and self-control at work and in their personal life. High scorers are competent, organized, achieving and proactive. Low scorers do not seem to have the same sense of purpose and direction in their lives.

In earlier sections of the report, we have said that neither side of a personality dimension is intrinsically better. When it comes to conscientiousness, it is difficult to argue the merits of the low score end of the continuum. Modern society and employers expect people to have a reasonable degree of this trait. Employers selecting candidates for job positions are unlikely to recruit people with low scores on all the conscientiousness traits.

Personality traits that relate to behaviors such as competence, organization, achievement and initiative map directly onto business management competencies that occur frequently in company competency frameworks - for example, competencies such as planning, quality and achieving results. This is why employers will be looking for people who have average to high scores on these traits.

It is certainly hard to imagine an employer selecting a candidate for a fast-track management scheme in the knowledge that the individual has low scores on scales that measure initiative and achievement drive - although a low score on a scale measuring how organized and methodical an individual is may well be tolerated.

In the summary section, we reported that you come across as pretty conscientious and efficient. You have pretty high standards and generally do your best to achieve. Your scores on the traits that make up the conscientiousness factor reveal the following about your personality characteristics in this area.

Competent: You have a pretty high score on this dimension. You present yourself as a person who shows a good deal of drive and determination, and you usually strive to do well at what you do. You prepare in advance and generally think about the consequences of different courses of action before you act.

Organized: You present yourself as pretty organized in your work and personal life. You set pretty high standards for yourself and others to achieve. You like to do a job well and can usually be relied on to complete it without mistakes and errors. You like things to be relatively tidy and orderly in your workspace and at home.

Achieving: You have a higher than average score on this dimension than the average person. This indicates that you are generally well-motivated and have a good sense of direction in your life. You are concerned to improve your skills and competencies and get on in your chosen occupation.

Proactive: You have a somewhat higher score on this dimension than the average person. You have a good deal of initiative and drive and will generally get down to work quickly. You can be relied on to get on with things on your own and come up with ideas and proposals to make things better.

Openness to Change

All people have creative ability but individuals express it differently according to their thinking style. Thinking style influences where people look for information, the sort of information they prefer dealing with and the type of environment they prefer working in. When solving problems and making decisions, people divide into two camps - adaptors and innovators.

Adaptors accept problems at face value and focus on solutions that do things better. They prefer structured environments, established ways of doing things and concrete information. They process information in a rational and sequential way. Innovators are the exact opposite. They dislike established structure and routine, have little regard for rules and look for solutions that focus on doing things differently. They prefer intuitive thinking and are comfortable in situations where there is incomplete information. Feeling comfortable in ambiguous situations, innovators adapt quickly to change.

These differences appear to influence the occupations people choose - for example, entrepreneurs tend to be more innovative perhaps because they have to create their own organizations because they don't fit within established ones. Adaptors on the other hand fit in well in most large organizations and make good corporate citizens. When solving problems they tend to come up with solutions that represent fine-tuning or continuous improvement rather than radical shifts. This is what many large corporations value and reward.

There is a place for both styles in most organizations just as there is a place for continuous improvement and radical innovation in technology. It is important to recognize the validity of both styles, understand your own style and in certain situations adopt features of the opposite style where that style would help achieve your objectives.

In the summary section, we reported that you come across as realistic but willing to consider new ways of doing things. You seek a balance between established methods and new approaches. Your scores on the traits that make up the openness factor reveal the following about your personality characteristics in this area.

Imaginative: You have a very high score on this dimension. You seem to use your imagination to develop a rich and creative life at work and in your personal life. At work, you probably like to spend time thinking about things and imagining and visualizing different ways of doing and achieving things.

Innovative: You present yourself as a person with the style of an innovator. Innovators are creative and inventive people who develop new perspectives on things. Innovators tend to generate novel ideas about how to do things differently. Innovators are self-confident people with achievement drive who make things happen.

Rule Breaking: You have a mid-range score on this dimension. This can mean that you are willing to bend the rules in some situations but not others. It also indicates that you follow the rules as much as the average person. In other words, you generally stick to rules and procedures but you will take a risk from time to time.

Adaptable: You present yourself as somewhat less flexible and adaptable than the average person. This indicates that you prefer to stick with tried-and-tested methods and adapt cautiously to change. You need some convincing before you will drop the way things are normally done in favour of new and innovative ways of working.

Extraversion

Extraverts and introverts represent the opposite ends of a key personality trait that affects how people form and manage relationships with others and how they communicate - both at work and in their personal lives. The majority of people are of course neither very extrovert nor very introvert but somewhat in between.

If you are high on extraversion, you will like being surrounded by people at work and in your personal life. You will enjoy socializing with people and you will be talkative and communicative. You will also lead an active existence and you will seek excitement and stimulation. People are likely to perceive you as cheerful, upbeat and optimistic. Extraverts are selected for sales positions because the job demands these qualities.

Introverts lack the extravert's qualities but do not necessarily display the opposite ones. A typical introvert will be content to work on their own and will not feel the need to be surrounded by lots of people. This does not mean that they are unfriendly nor suffer from social anxiety. They are just more reserved and while they may not seek out opportunities for excitement nor display the extravert's high spirits, they are not necessarily lazy, unhappy nor pessimistic. Similarly, while they may keep their ideas and opinions to themselves, they may be very articulate when invited to express their views.

Most managerial jobs demand extravert and introvert qualities. At times, you will have to work on your own and focus on listening to what your bosses or direct reports are saying rather than expressing your own views. At other times, you will be expected to lead from the front, communicate a vision and inspire people. The trick is to recognize and be able to flexibly deploy the appropriate behavioural qualities even if it means working against the grain of your personality.

In the summary section, we reported that you present yourself as someone who enjoys the company of others but also values your privacy. Overall, you have a mid-range score on the extraversion factor suggesting that you are as extravert as the average person. Your scores on the traits that make up the extraversion factor reveal the following about your personality characteristics in this area.

Friendly: You have a mid-range score on this dimension. This means that you are as warm, affectionate and friendly as the average person. You tend to form friendships and attachments to others fairly easily, and you get to know people as quickly as the average person does.

Outgoing: You have a mid-range score on this dimension. This indicates that you enjoy the company of people as much as the average person. You are quite lively and animated in some situations but you are more quiet and reserved in others. You handle social gatherings as well as the next person.

Assertive: You seem to be pretty forceful and persuasive. You put your views across pretty directly, you will often tell people if you think they are wrong, and you can generally argue your views and stand up for yourself. You will probably take charge when the opportunity arises.

Energetic: You have a somewhat lower score on this dimension than the average person. You seem to prefer a fairly leisurely and relaxed lifestyle. This does not mean that you are lazy, but it does tend to indicate that you leave others to get things started and to initiate changes and improvements at work.

Emotional Stability

Individuals who score high on emotional stability are usually calm, even-tempered and relaxed at work and in their personal lives. They can generally handle stressful situations without becoming upset and rattled. Low scorers tend to have difficulty controlling their thoughts and emotions. People with very low scores across all the dimensions may be at risk of or suffering from psychological problems.

The emotional stability dimensions have some overlap with the concept of emotional intelligence that has recently been promoted in certain management texts. The emotionally intelligent individual is described as a person who recognizes and understands the potential consequences of their different emotional states and is able to regulate them - for the benefit of themselves, other people and the organization.

So as with conscientiousness, the high score end of this trait is the desirable end to lie. Employers look for mental toughness in their managers and managers who lash out at people under stress are increasingly less likely to get promoted. When things go wrong, managers are expected to display a veneer of outer calm whatever they may be feeling inside.

This does not mean that a high score on all the emotional stability dimensions is necessary. People who naturally worry about things may be less likely to make mistakes because their natural vigilance leads them to think about the risks associated with different actions. Employers do not necessarily expect their employees to be always happy in their personal lives but there is an expectation that people should continue to perform effectively whatever their state of happiness.

In the summary section, we reported that you come across as generally calm and able to deal with stress, but you sometimes experience feelings of guilt, anger or sadness. Your scores on the traits that make up the stability factor reveal the following about your personality characteristics in this area.

Relaxed: You have a slightly lower score on this factor than the average person. This indicates that you have a natural tendency to worry about things. You find it more

difficult to relax and unwind when you have things on your mind. The positive side of this trait is that you may identify possible problems and solutions that a more laid-back person might miss.

Contented: You have a slightly lower score on this dimension than the average person. This indicates that you have fairly frequent mood swings. You vary between feeling fairly positive and periods when you feel more gloomy and much less optimistic about the future. In short, you are a little less happy and contented with things at the present time than the average person.

Self-Assured: You have a very high score on this dimension. You clearly feel at ease meeting new people and are sure of your ability to handle unfamiliar situations. You are able to stand up for yourself and you are comfortable with bosses and senior managers. You handle people with self-assurance and poise.

Resilient: You have a mid-range score on this dimension. This indicates that you can usually handle tense situations pretty well but there are occasions when you feel stressed and get panicked. In short, you can handle pressure and stress as well as the next person. You seem to be as resilient and mentally tough as the next person.

Agreeableness

Like extraversion, agreeableness is a personality dimension that influences relationships. People who score high on agreeableness display sensitivity, compassion and understanding.

These qualities - often referred to as empathy - are important in caring professions and also in aspects of managerial work. People expect their bosses to accept what they say at face value, to behave in a straightforward fashion, to listen to their views and opinions and show concern when they experience problems. A manager who displays these qualities is perceived as having a participative and democratic style that is believed to be beneficial to the organization and motivating to the individual. These qualities are important in coaching and mentoring.

The individual who scores low on agreeableness is, by contrast, more independent, self-absorbed, skeptical of people's intentions and competitive rather than cooperative.

Whilst agreeable people are more popular than independent/antagonistic individuals, agreeableness is not a virtue in all situations. At times, you need to be ready to fight your corner, to compete with others for promotion, and to be skeptical of people's intentions.

So as with extraversion, neither side of this dimension is intrinsically better. The trick once again is to be able to deploy both styles in appropriate situations in order to secure personal and organizational competitive advantage.

In the summary section, we reported that you come across as pretty shrewd, independent and competitive. You tend to express your emotions openly. Your scores on the traits that make up the agreeableness factor reveal the following about your personality characteristics in this area.

Trusting: You have an average score on this dimension which suggests that you are as likely to believe what others say as the average person. You are neither very

gullible nor very suspicious. You judge whether others are honest and trustworthy on the evidence. You balance trust and scepticism according to the situation.

Genuine: You have a very much lower score on this dimension than the average person. This suggests that you see flattery and manipulation as tactics to be deployed in pursuit of business objectives. You smooth-talk people to get your way. You tend to see straightforward people as naive people who get taken for a ride.

Considerate: You have a mid-range score indicating that you are as thoughtful, understanding and caring as the average person. In other words, you show concern for people's needs and problems at times and at other times decide not to get involved. You vary your personal style according to the people and situation.

Unassuming: You present yourself as very assertive, self-confident and pushy. You talk openly about your aspirations and successes. You feel that it is to your advantage to sell your views and ideas, and promote your successes and achievements in order to get on at work and in life.

B5FQ											
Jane Smith											
Lower			Average				Higher				
1	2	3	4	5	6	7	8	9	10	Dimension	
.	.	.	.	<	...	>	.	.	.	Friendly : Gets to know people quickly, cheers people up, enjoys contact	
.	.	.	<	...	>	Outgoing : Likes to be surrounded by people, talks a lot, enjoys social occasions	
.	<	...	>	.	Assertive : Communicates views and ideas, seeks to influence people, takes control	
.	.	<	...	>	Energetic : Keeps busy, reacts quickly, is always on the go, fills spare time with activity	
.	.	.	<	...	>	Trusting : Believes that people have good intentions, trusts people to be honest	
<	...	>	Genuine : Behaves straightforwardly, does not manipulate or use people	
.	.	.	.	<	...	>	.	.	.	Considerate : Shows concern, listens well, makes people feel welcome	
<	...	>	Unassuming : Keeps quiet about achievements, avoids talking about self	
.	<	...	Imaginative : Has strong imagination, sets aside time for thinking, enjoys daydreaming	
.	<	...	>	.	.	Innovative : Generates original solutions to problems, has lots of ideas for change	
.	.	.	.	<	...	>	.	.	.	Rule Breaking : Prepared to bend the rules and take risks to achieve change	
.	<	...	>	Adaptable : Tries new ways of working, prefers variety to routine, adapts quickly to change	
.	<	...	>	.	Competent : Completes tasks, excels at work, gets things done efficiently	
.	<	...	>	.	.	Organized : Likes to be organized, keeps things tidy, does things according to a plan	
.	<	...	>	.	Achieving : Works hard, sets high standards, does more than is expected of him or her	
.	<	...	>	.	.	Proactive : Gets down to work quickly, initiates activities, prepares in advance	
.	.	<	...	>	Relaxed : Has fewer worries than most people, finds it easy to unwind	
.	<	...	>	Contented : Comfortable with self, happy with life, positive about future	
.	<	...	>	Self-Assured : Confident in unfamiliar surroundings and with new people	
.	.	.	<	...	>	Resilient : Calm under pressure, copes with problems, overcomes setbacks quickly	
.	.	.	.	<	...	>	.	.	.	Impression Management : Manages self-presentation to convey positive impact	
1	2	3	4	5	6	7	8	9	10		
.	<	...	>	.	.	Conscientious : Competent, organized, achieving, proactive	
.	.	.	.	<	...	>	.	.	.	Open : Imaginative, innovative, rule-breaking, adaptable	
.	.	.	<	...	>	Extravert : Friendly, outgoing, assertive, energetic	
.	.	.	<	...	>	Stable : Relaxed, contented, self-assured, resilient	
.	<	...	>	Agreeable : Trusting, genuine, considerate, unassuming	