Quintax ®

MANAGERIAL & PROFESSIONAL IMPACT REPORT

David Carter

05 November 2015
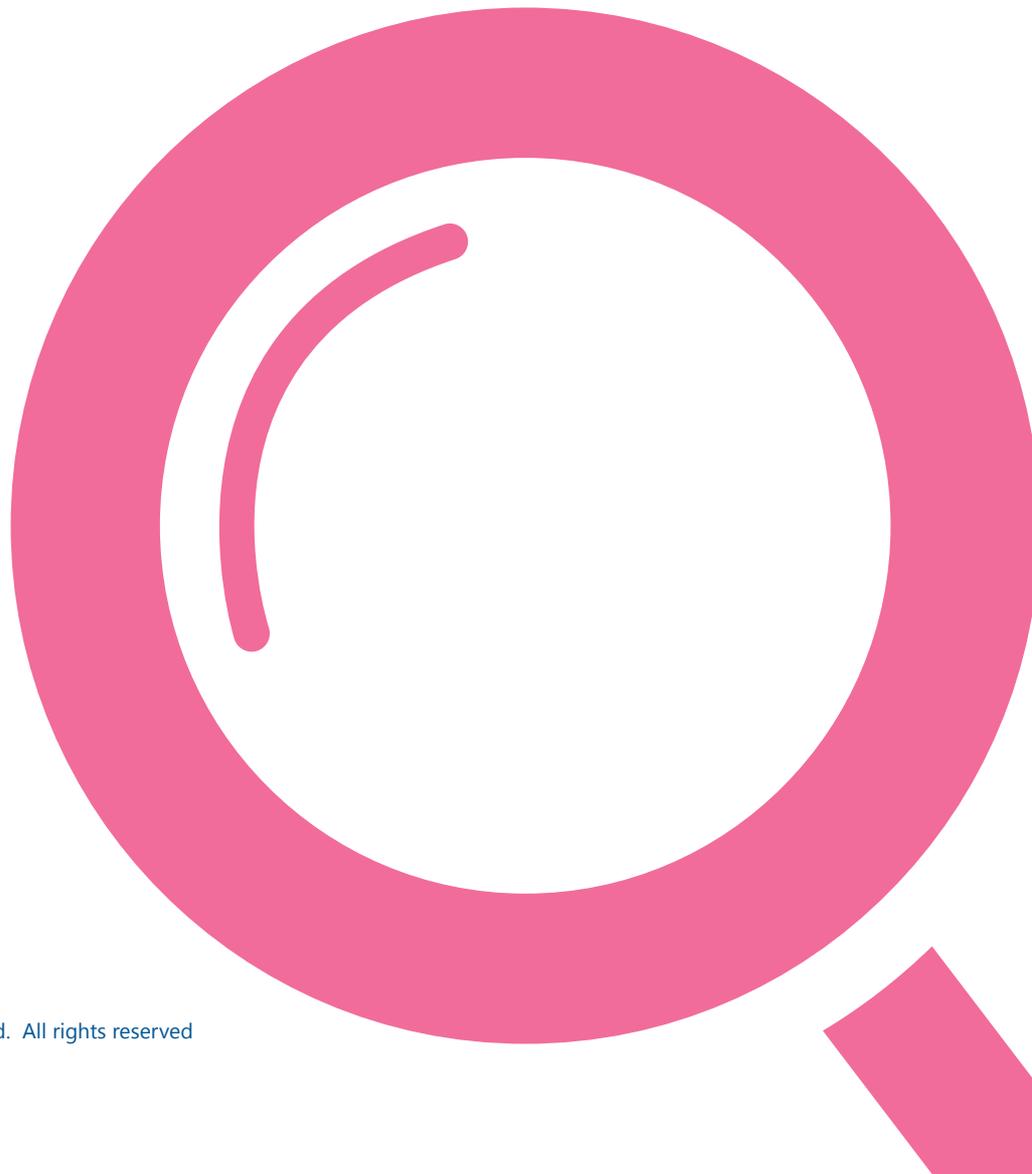
ABOUT THIS REPORT

This report provides information about the respondent's fundamental Quintax personality styles and preferences as they impact upon their work behaviour. It is set in a managerial and/or professional context, but its implications apply to a broad range of different jobs and occupations. Based on a widely accepted model of how adults act, think and relate to other people at work, it allows the identification of the typical ways in which the respondent deals with the requirements of their work setting and job role. All personality preferences bring some advantages and disadvantages when engaging with work, and this report describes those that may apply to this respondent. As preference and competence are not the same, it cannot give a full assessment of the person's capability. For this other assessments would be necessary. However, what individuals feel comfortable with, in the way of thinking and acting at work, will have a bearing on the way they perform at work. Exploration of these issues by feedback discussion or interview is the best way of gaining additional value from (and confidence in) this report. There is a validity scale within Quintax to detect socially desirable responding. However, even where respondents are quite open, the measure is not infallible and a margin for error should be allowed in the interpretation and the conclusions. Although written to be accessible to a wide range of readers, including the respondent, this interpretation should be supported by input from a qualified test user wherever possible.

The respondent's styles and preferences have been determined by comparison with the Quintax Norm 2015 which consists of a sample of 8840 predominantly UK respondents (4869 men & 3971 women) who have completed Quintax during selection, development or career counselling in an occupational setting.

The report includes:

- A descriptive summary
- A detailed report of David Carter's style for each attribute
- Perspectives and Deep Structure sections dealing with combinations of attributes and their implications for work
- A technical appendix

PUBLISHER'S NOTE

This computer-generated report is obtained from the results of the Quintax Personality Questionnaire completed by the respondent and reflects the answers given by them. As with all self-report personality questionnaires the results rely on the respondent's accuracy, honesty and frankness. Until the results and their implications have been validated through feedback this report must be treated as a speculative report on the individual's preferences and work styles. Stuart Robertson & Associates Ltd accepts no liability of any kind, including negligence, for the consequences of the use of this report and for its contents. This report has been published in an open, pdf format and we cannot guarantee that the contents are unchanged unless it has been downloaded directly from our server.

Stuart Robertson & Associates Ltd accepts no liability of any kind, including negligence, for the consequences of the use of this report and for its contents. This report has been published in an open, pdf format and we cannot guarantee that the contents are unchanged unless it has been downloaded directly from our server.

SUMMARY DESCRIPTION
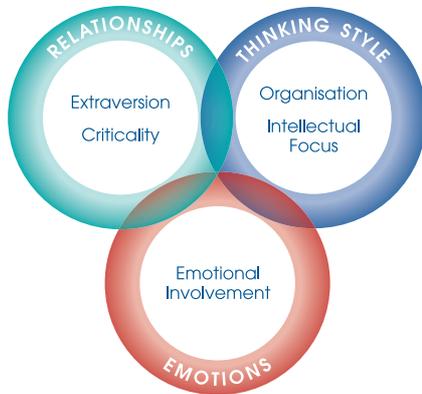
RELATIONSHIPS

Action and interaction with people and tasks

David prefers to maintain a balance between taking immediate action and thinking things through. If anything, he has a slight preference for engaging directly with events and the wider team first, but will be almost equally happy to consider matters independently where the situation demands it. Others will see David as at least as open, sociable and enthusiastic to others as the average.

Making and communicating judgements and decisions

In making decisions David always seeks to take a logical, analytical approach to comparing alternatives. He consistently favours rational argument to people-centred or values led appeals. Taking an enquiring and critical stance on most matters, David always feels the need to speak up when he has a point to make or disagrees with the viewpoint of others, even at the risk of being unpopular or disrupting team harmony.

THINKING STYLES

Organising, planning and seeing tasks through

David typically prefers to take an organised approach to life, planning and monitoring progress to ensure that results are delivered in good time. Nonetheless he will be prepared to deviate from plans and schedules deal more flexibly with unexpected demands and opportunities.

Problem solving, change and innovation

More often than not David prefers to stand back to take a more conceptual or 'big picture' approach to dealing with matters at work. This means that he likes to look for the underlying cause or explanation of things before getting to grips with the details and practicalities. David is somewhat more likely than the average to value and seek opportunities for large-scale innovation in work systems and processes rather than to stick with tried and tested approaches.

EMOTIONS

Engagement and expression of emotions in response to work events, pressure and stress

David is more likely than most to feel calm and composed when under pressure at work. He does not experience or display strong emotional reactions to events, feels able to cope effectively with most situations and is not prone to worry. David maintains an optimistic and positive stance and recovers quickly from setbacks, showing a willingness to persist in the face of obstacles.

RELATIONSHIPS

Extraversion
Criticality

ACTION AND INTERACTION WITH PEOPLE AND TASKS

David has a slightly greater preference for taking immediate action to deal with events rather than thinking things through first, but will be happy to take time to consider before acting if the situation requires it. Compared to others in the norm group he sometimes responds more spontaneously and directly with what is going on around him and at other times likes to reflect and to engage more with the world of ideas and imagination. David seeks to maintain a balance between maintaining a breadth of focus across multiple activities and taking time and space to concentrate on a few matters in greater depth. Equally comfortable working either as part of a team or independently, he may tend first is to engage quickly with the wider team when dealing with work matters, but will happily look to his own resources where appropriate.

In general, David exercises about the same degree of caution in decision-making as the average person in the norm group, neither acting impulsively and taking too many risks nor being excessively cautious. In meetings and teamwork David is likely to be at least as active in making contributions as is typical. Others will see him as someone who is neither especially open and disclosing nor overly reserved and private. Generally, David engages with work with a degree of liveliness and enthusiasm typical of the norm group, but may take a more sober approach at times. In all of these areas the specific circumstances may well determine his approach.

As David has shown only a slight preference for extraversion, the following list of typical advantages and potential risks of the Extravert personality will apply only to some extent to his behaviour. Given David's score, there may be situations where he demonstrates a more Introverted style when that is appropriate to the situation.

Typical strengths of the more Extravert personality:
- Keen to see ideas, plans and decisions through into action and outcomes
- Enjoys working with and through people
- Happy in busy, fast-moving environments; enjoys variety
- Positive, open and inclusive in team working
- Confident, lively and warm in relationships with others
- Decisive, adventurous and prepared to tolerate risk
- Willing to experiment, try things out

Potential liabilities of the more Extravert personality:
- Prefers action and having a visible impact to thinking through the alternatives and their implications
- Finds it difficult to work alone, without the support and input of others
- Has a preference for high risk actions or strategies
- Intrudes too much on other people's time and personal space
- Fails to give enough space to others to talk in group situations
- Too disclosing in sensitive situations
- Prone to hasty decision-making
- Needs a stimulating work environment to flourish

MAKING AND COMMUNICATING JUDGEMENT AND DECISIONS

Extraversion

Criticality

Compared with the average person in the norm group, David has a very clear preference for taking a highly analytical and logical approach to appraising situations and making decisions. David bases his belief in and support for a course of action on a clear and reasoned argument rather than relying on intuition. In doing so, he risks being seen as limiting the consideration of aspects in a debate to those that can be easily objectified or measured. He sees the impact of decisions on people's feelings and values as secondary and can appear detached and impersonal as a consequence. David is nonetheless keen to treat people fairly and equally. He feels very comfortable in following through on tough decisions where these are logically justified.

David enjoys the cut and thrust of verbal debate, seeing this is an opportunity to air, discuss and refine ideas rather than a source of conflict. He likes to probe and question others' ideas and proposals to test their viability in delivering the desired outcomes in any situation. In return, David expects his own ideas to be thoroughly tested by others. David nearly always wants to intervene and speak out where he disagrees with a point of view or can see a flaw in another's argument. However, his directness in expressing his own view on matters can be seen as brusque and overly critical by others. Even where David is a lone voice among the group he is likely to persist in upholding his point of view or position, believing his logically formed argument to be right unless proved otherwise. This can have the consequence of disrupting and delaying effective group decision-making. He much prefers to take control in work situations to ensure that things are done his way.

With a very clear preference for a more Logical style, the following list of typical advantages and risks of the Logical personality is very likely to apply to David's behaviour at work.

Typical strengths of the more Logical personality:
- Constructs clear, reasoned arguments for own position
- Takes a principled approach to dealing with matters
- Believes in fairness and justice in decision-making
- Can take and see through tough decisions
- Tests ideas and proposals
- Sees the flaws in others' arguments
- Not easily fooled
- Would rather be right than popular

Potential liabilities of the more Logical personality:
- Rarely gives full, uncritical support to any idea or proposal
- Overly direct and brusque with others
- Likely to believe and insist that they are right without realising they have not factored in all the issues that matter
- Liable to dominate, and be sceptical and distrustful of others
- Disrupts team harmony through lack of willingness to compromise
- Quick to dismiss others' point of view if they disagree - likes to win rather than build consensus
- Tendency to go own way, act independently
- May be unable to give-in gracefully

THINKING STYLE

THINKING STYLE

Organisation

Intellectual Focus

ORGANISING, PLANNING AND SEEING TASKS THROUGH

David has a moderately greater preference than the average for organisation, indicating a stronger affinity towards structure and planning than towards spontaneity and flexibility. In comparison to the norm group as a whole David is more likely to seek to plan and organise fully rather than simply react to matters as they arise, but he will see the necessity to quickly revise or deviate from plans where circumstances change. David generally prefers to work within formal planning environments and outside of these will often use lists, diaries and other tools to manage his time and other resources.

Wherever circumstances allow, David will typically seek to see things through, completing tasks fully and attending to details. He generally likes to achieve completion of current tasks before starting anything new, ticking off milestones and achievements on the path to completion. Rather more than the average David focusses on meeting deadlines and delivering results. Consequently others are likely to see him as dependable and reliable. He tends to be a little impatient with those who scatter their efforts or leave loose ends without good cause. When it comes to conforming with procedures, rules and guidelines and completing routine or mundane tasks David will be somewhat more conscientious than the average, only occasionally feeling the need to consider more pragmatic or short-cut solutions where strict interpretations block the achievement of important goals.

Given a moderate preference for a more Structured style, the following list of typical advantages and potential risks of the Structured personality may well apply to David's behaviour in some situations.

Typical strengths of the more Structured personality:
- Enjoys completing tasks, meeting targets
- Looks ahead to deadlines
- Uses detailed plans and checklists to get things done
- Seeks to plan for every eventuality
- Takes an organised, efficient approach to dealing with things
- Responsible and dependable
- Follows and supports organisational norms, rules and procedures
- Delivers on promises
- Takes decisions and moves on

Potential liabilities of the more Structured personality:
- Impatient with those who are less efficient than themselves
- Can appear to lack humour through taking things too seriously
- Gets caught up in relatively unimportant detail and perfectionism
- Can be rigid and inflexible
- May consider it more efficient to complete a task themselves rather than delegate it
- Can become resentful when plans are disrupted
- Can appear to be resistant to change and innovation
- Seeks closure and completion of tasks too early
- Appears conventional and conformist

THINKING STYLE

Organisation

Intellectual
Focus

PROBLEM SOLVING, STRATEGIC THINKING, CHANGE AND INNOVATION

Compared with others in the norm group David has shown a moderate preference for a more theoretical approach. Typically David tries to understand the bigger picture and enjoys considering the wider implications of problems before making a decision or engaging in action. With only a moderate leaning in this direction he is likely to be aware of the danger of extending this into unnecessarily complex or abstract analysis. When presented with a problem David will generally focus on the underlying cause or explanation of things as a key part of the process of delivering a solution, rather than simply take things as they stand at face value. He shows some patience with theory and abstraction, but is also mindful of the need to turn ideas into workable solutions.

David is typically quite open-minded about innovation and change with a positive approach to seeking opportunities for improvement and change balanced by some regard for the practicalities of the situation. He is, however, unlikely to need encouragement to take the 'helicopter view'. David tends to favour a review of a range of possible ways of dealing with matters, including more radical innovations as well as more incremental or conservative approaches. More than the average for the norm, David is reasonably comfortable dealing with theory, abstract ideas and the broader aspects of longer-term or strategic issues. In his own work, David likes experimenting with new tools and approaches without always feeling the need to jump on the latest bandwagon.

Given a moderate preference for a more Theoretical style, the following list of typical advantages and risks of the Theoretical personality will often apply to David's behaviour, depending to a degree on the demands of the situation.

Typical strengths of the more Theoretical personality:
- Curious and inquisitive
- Looks for underlying causes to problems
- Change oriented
- Sees how things can be improved through radical change
- Likes to learn and master new skills
- Takes an imaginative approach to creativity
- Generates new ideas, perspectives and alternative approaches
- Engages intellectually with complex ideas and situations
- Takes a strategic approach to analysing and handling issues

Potential liabilities of the more Theoretical personality:
- Over-complicates things for others
- Addresses abstract issues rather than practical realities
- Easily bored with the 'status quo'
- Engages in change for change's sake
- Overlooks difficulties in implementing ideas, or lists alternatives without deciding between them
- Can miss important details and facts relating to problems in the here and now
- Tries new ways of dealing with routine tasks rather than just getting them done efficiently
- Overly vague, unrealistic, or idealistic about future goals, lacking clarity

EMOTIONS

Emotional
Involvement
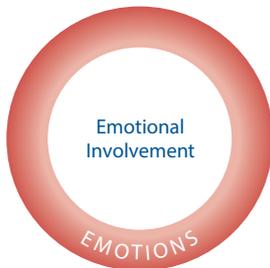
EMOTIONS

ENGAGEMENT AND EXPRESSION OF EMOTIONS IN RESPONSE TO WORK EVENTS, PRESSURE AND STRESS

By comparison with others in the norm group David clearly takes a calm approach when dealing with frustrations and difficulties at work. David is less likely than the average to experience strong emotions as a result of work events. One advantage of this is that David will be unlikely to display emotion when under pressure at work. A disadvantage for David is that others may sometimes see him as rather detached and uninfluenced by important events. He may sometimes be puzzled by the depth or suddenness of others' emotional reactions at work. However, David feels secure in his capacity to cope with most situations, demonstrating self-confidence and inspiring confidence in others when the going gets tough. When David encounters difficulties at work (whether operational or staff-related) he quickly engages in problem solving in an effort to resolve matters without letting his emotions get in the way.

David rarely appears stressed at work. Indeed, David may appear at times to be a little too casual or 'laid back' to others - even when his inner motivation is very strong. When David encounters obstacles to achieving goals he is likely to persist, renewing his efforts and remaining positive about achieving the desired outcome, unless events make this impossible. Even then, David can recover equanimity quickly following setbacks and remains upbeat and optimistic when the going is difficult. Being less prone to worry than most David is likely to find it easy to switch off from work pressures at the end of the day.

Given a clear tendency towards a more Calm style, the following list of typical advantages and risks of the Calm personality is likely to apply to David's behaviour.

Typical strengths of the more Calm personality:
- Resilient to stress and pressure
- Seeks ways to cope when things go wrong
- Optimistic - expects things to work out well
- Persistent and realistic in the face of setbacks
- Maintains a calm and reassuring outlook at times of difficulty
- Fundamentally secure and balanced
- Consistent - not prone to mood swings
- Deals with even the most serious problems rationally, without letting own emotions get in the way

Potential liabilities of the more Calm personality:
- Appears too uninvolved or laid back to others
- Doesn't communicate a sense of urgency or importance about things
- Seems content to the point of smugness
- Appears not to appreciate risks or dangers associated with events or actions
- Doesn't appear to acknowledge others' emotional reactions to events

PERSPECTIVES

PERSPECTIVES ON PEOPLE

Given David's styles and preferences the following additional observations will fairly often be evident in his behaviour.

Action oriented and resilient, David looks at things from a logical point of view and makes many decisions based upon objective comparison of the options. He feels that sentiment or emotion in relation to people's needs or values is of secondary importance and should not be allowed to cloud the decision making process when a tough choice is involved. With an assertive style, David may not always understand the feeling reactions of others to his actions or proposals. He may feel that some colleagues are oversensitive to criticism or allow emotion to get in the way of healthy debate.

Advantages
- A sociable outlook with a bias to action - comfortable with risk
- Resilient and thick-skinned under pressure
- Focussed on considering issues objectively, allowing no place for sentiment
- Able to push through tough decisions

Disadvantages
- Not always very empathic about people's feelings in debate
- Sometimes seen as abrupt or insensitive to others' needs
- Less concerned with consensus than getting the right outcome
- May be keen to get on with action, without considering all the risks

PERSPECTIVES ON TASKS

Given David's styles and preferences the following additional observations will frequently be evident in his behaviour.

Having both a planful and future oriented nature, David enjoys organising matters for a clear purpose, or with a vision of how things ought to progress in mind. Being calm, David is unlikely to worry when faced with disruptions to plans and schedules, bringing in either backup or entirely new plans to ensure that short-term setbacks do not block the achievement of longer-term goals.

Advantages
- Maintains a clear vision of objectives and how to achieve them
- Looks ahead to anticipate potential risks and plans to mitigate them
- Maintains high personal standards of diligence - expecting the same from others
- Persistent and resilient in the face of setbacks or disruptions to plans

Disadvantages
- Produces complex, multi-level plans that others find hard to follow
- Can be highly judgemental in seeing less organised colleagues as lacking motivation or direction
- Can become impatient when asked to revisit decisions on a previously agreed outcome

DEEP STRUCTURE CHARACTERISTICS

A person's behaviour is often determined by the way in which preferences interact with one another at a 'deep structure' level. The following analysis picks out some of the classic interactions, described in a range of personality theories, which are evident in David's profile.

QUINTAX TEMPERAMENT

There are four temperaments in the Quintax model: Troubleshooter, Organiser and Doer, Logical Strategist, and Passionate Idealist.

David's scores place him in the Logical Strategist temperament, in which we find people who enjoy thinking about and debating issues at work. Logical Strategists (i.e. people who combine Logical with Theoretical) like to tackle and discuss how to deal with difficult problems and find new and different ways of looking at how things are done, often from a 'big picture' or strategic perspective. Coupled with a strong intellect, Logical Strategists can be very cerebral, bringing a powerful resource to their organisational involvement. With a stronger preference for logical than theoretical, David is likely to thrive on the cut and thrust of debate as well as the chance to envision future options. Disadvantages arise from the tendency to appear dismissive or confrontational by seeking to present views forcefully in hard logical terms, or by being seen as rather less practical or too 'blue sky'.

EYSENCKIAN TYPES

Eysenck described four 'types': Calm Introvert (Phlegmatic), Volatile Introvert (Melancholic), Calm Extravert (Sanguine), and Volatile Extravert (Choleric). Eysenck borrowed the terms in brackets for these types from Galen, a prominent Greek physician in the Roman Empire.

David's scores place him in the Calm Extravert type. People in this type display a positive, relaxed style most of the time. They are found to be responsive and reassuringly confident about what can be achieved, taking a calm, but action-centred approach to dealing with life and work. It is claimed that they are often found to perform well in leadership positions. With a stronger preference for Calm than Extravert, David is likely to demonstrate high levels of resilience, equanimity and unflappability in difficult situations and is likely to avoid some of the higher levels of risk and impulsivity common in strong Extravert types.

ALPHA & BETA TYPES

Digman argued that behind the Big 5 personality factors there are two more broad traits: Alpha (representing behaviour intended to support community or socialised values) and Beta (representing the desire for personal growth, mastery or self-assertion). These have come to be known as 'Getting Along' and 'Getting On' respectively. They are independent of each other.

Alpha Type: 'Getting Along'

On Quintax, David has a profile which scores in the average area for 'Getting Along'. Compared to the norm, he is similar to others in the degree to which he is disposed to fit in with the norms, standards and procedures of the organisation. This implies that David generally seeks to co-operate with others, and follow rules and procedures in a consistent manner.

Beta Type: 'Getting On'

David has a profile which scores in the average area for 'Getting On' compared with others in the Quintax Norm Group. This suggests that his desire to operate in an action centred way, thinking about issues in their broader strategic context, and investing highly in personal growth is about average when compared with others at work. David is likely to deploy this style at least as much as other people typically do at work, but it is unlikely to be the most obvious aspect of his approach.

Alpha & Beta Together

With moderate scores on both 'Getting Along' and 'Getting On', David is likely to show some combination of styles incorporating helpful, organised and calm interventions with a motivation towards innovation, change and improvement. He is as likely as the average to support people and processes in the organisation, while also showing a typical level of interest in developing his own personal competency to progress.

|	Getting Along			
		High	Medium	Low
Getting On High				
Medium			David	
Low				

Quintax ®

MANAGERIAL & PROFESSIONAL IMPACT REPORT: TECHNICAL APPENDIX

WHAT DOES QUINTAX MEASURE?

Quintax is a 'Big Five' measure which means that it provides reliable and valid assessment of the five fundamental factors of personality as identified and agreed by personality theorists. These fall into 3 major domains (Relationships, Thinking Style, and Emotions) as shown below.
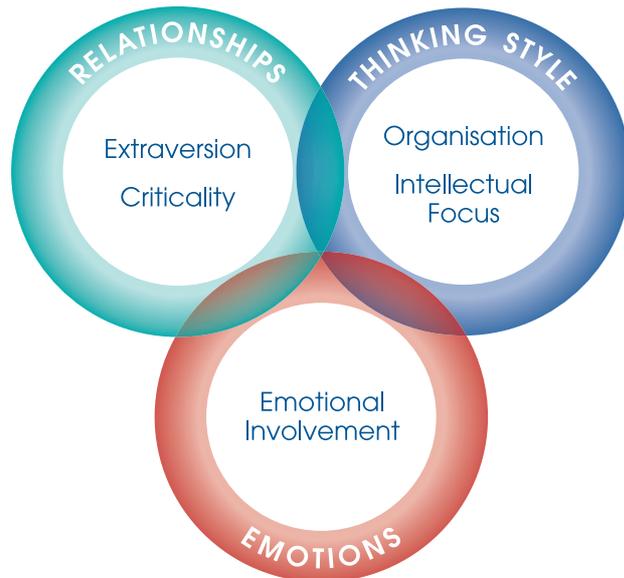
Quintax has been designed to focus on the expression of the five factors in workplace behaviour. Each factor is represented by a scale of preference for one style or another in dealing with relationships, thinking and emotions as follows:

EXTRAVERSION	Introvert · · · · · · · · · · · · Extravert
CRITICALITY	Personable · · · · · · · · · · · · · Logical
ORGANISATION	Adaptable · · · · · · · · · · · · · · Structured
INTELLECTUAL FOCUS	Grounded · · · · · · · · · · · · · · Theoretical
EMOTIONAL INVOLVEMENT	Calm · · · · · · · · · · · · · · Volatile

The respondent's styles and preferences have been determined by comparison with the Quintax Norm 2015 which consists of a sample of 8840 predominantly UK respondents (4869 men & 3971 women) who have completed Quintax during selection, development or career counselling in an occupational setting.

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 comparison group.

RESPONDENT'S PROFILE

The chart below summarises the scores obtained - along with a 'margin for error' in the assessment in each case - by David Carter on the five Quintax factors.

COMPARISON OR NORM GROUP: QUINTAX NORM 2015

	Score	Left	1	2	3	4	5	6	7	8	9	10	Right
Extraversion	6	Introvert	●	●	●	●		○		●	●	●	Extravert
Criticality	9	Personable	●	●	●	●	●	●	●		○		Logical
Organisation	7	Adaptable	●	●	●	●	●		○		●	●	Structured
Intellectual Focus	7	Grounded	●	●	●	●			○		●	●	Theoretical
Emotional Involvement	3	Calm	●		○		●	●	●	●	●	●	Volatile

KEY:

Score	Meaning
1 - 3 OR 8 - 10	A score in this area suggests that the respondent has a clear preference, style or tendency in the direction of either the left pole of the factor (1 – 3) or the right pole of the factor (8 – 10).
4 OR 7	Here the score suggests a moderate preference, style or tendency in the direction of the left pole (4) or the right pole (7) of the factor.
5 OR 6	Here the respondent is showing a preference which is typical of many in the comparison or norm group, but perhaps with a slight affinity towards the left pole (5) or the right pole (6) of the factor.

APPROACH TO SELF DESCRIPTION:

	Score	Left	1	2	3	4	5	6	7	8	9	10	Right
Socially Desirable	5	Less	●	●	●		○		●	●	●	●	More

In completing the questionnaire David's endorsement of the statements that are potentially prone to 'socially desirable' responding falls within the typical range of respondents in the norm group. As a result it appears that David's responses are not significantly influenced by the tendency to present oneself in a favourable light. As a consequence the profile on which this report is based can be treated with reasonable confidence. A full analysis of a wide range of factors - including socially desirable responding - that might impact upon the interpretability of David's profile is available in the Quintax Analytics Report.