



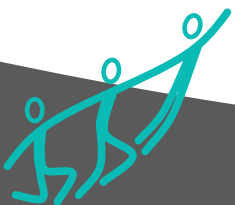
*Strictly Private and Confidential*

Personal Profile

Emily Ward

PeopleFactors

*18 February 2022*



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## Personality Profile

Emily Ward completed the Personality Indicator in English (UK) on 16 November 2017.

The Personality Questionnaire is designed to identify how similar or different the individual is from other people in 5 key dimensions of personality. The results are based on the respondent's description of their own personality and behaviour. There are no right or wrong personalities: people are just different. These differences mean that some people work better in certain types of jobs and respond differently in a variety of situations, and other people work better in other types of jobs and situations. Results on personality questionnaires enable a prediction of how people will behave in a variety of situations.

### Summary and Implications



Emily is more reflective and thoughtful than most other people. She can function without the need for constant social interaction.

She is likely to keep an emotional distance with others. She is interested in data and resolving issues on her own initiative. She could be perceived as cool and sometimes aloof.

She probably likes to plan well ahead and create contingency plans to ensure that risks are managed. She may be slow to commit to a decision and tends to see the downside of most situations.

She tends to be effective in social situations if given a clear role to play. She is unlikely to talk too much and can listen attentively.

She can share thoughts on work issues but is selective with whom she shares personal information. She can be tactful and is alert to issues of organisational politics but will voice her genuine opinion on a matter of principle.

She can work with others but is also able to make decisions by herself when there is no support available.



Emily is likely to appear calm in difficult situations and responds rationally if things go wrong. She may appear to lack a sense of urgency and may sometimes be slow to react to difficulties.



She is likely to be sensitive to threats and issues and under pressure may react emotionally rather than remaining calm and rational.

She tends to pick up on suspicious behaviour.

She is likely to be realistic about her own capabilities and is confident when she knows what she is doing. She will probably be cautious in new situations and careful about implementing her decisions.

She tends to be self-motivated and is able to relax between challenges.



Emily seems to have her established way of experiencing the world and processing information but is open to alternative approaches.

She is probably more interested in tasks than in people. She probably enjoys being alone and is likely to be able to concentrate for long periods without the need for social interaction.

She is likely to have a flexible approach when making decisions about people.

She tends to be imaginative and can generate many ideas. She is inquisitive, exploring a range of ideas. She likes solving conceptual problems.

She is likely to cope well with existing processes and with repetitive work. She may be content with less than adequate approaches and may miss opportunities for positive change.



Emily tends to fit in with others demands. She is accommodating and tends to put her own interests last. She will put up with inconvenience rather than cause disharmony by trying to change things to suit herself.

She is likely to avoid conflict and will probably remain supportive even in a situation which does not suit her personally. She is likely to be willing to take a back seat and may not challenge others views or take responsibility.

In social situations, she seems to be comfortable in expressing her opinions but is probably willing to listen when others challenge her.

She is likely to learn who she can trust from experience and is able to pick up ulterior motives.



She tends to cope well with traditional approaches and can be a steadying influence when everyone else advocates change. She will not normally challenge tried and trusted ways of doing things.



Emily seems to be more spontaneous than most other people. She may not plan ahead in detail or show the application to complete mundane tasks.

She tends to be cautious and takes things seriously. She is likely to think carefully about the consequences of her actions and is probably a good finisher.

She is likely to be attentive to rules and processes but does not feel bound by them if there is a good reason to take a different approach.

She typically focuses her attention on imaginative ideas and is likely to take a strategic approach. She may, however, be absent-minded and impractical at times.

She can tolerate ambiguity and uncertainty. She may prefer working in a more unrestrictive environment but may be inconsistent in striving for excellence and may not consistently manage the performance of direct reports.



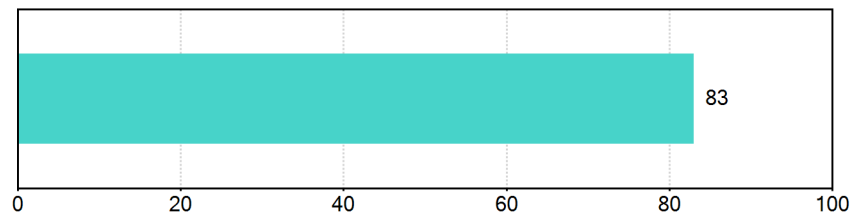
# Standard General Reasoning International Test (S-GRIT)

Emily Ward completed the Standard General Reasoning International Test in English (UK) on 16 November 2017.

This test measures the ability of a person to learn fast and their potential for solving problems. It is a measure of intellectual ability and potential to learn, not a measure of current knowledge. Performance in this test is unlikely to improve significantly through training or practice. It measures an ability that is highly predictive of future potential.

This page shows the overall score that Emily obtained. This overall score remains stable over time. The next page shows her scores on the three scales of the S-GRIT: verbal, numerical and spatial. These scores may change as an individual develops in different directions but the overall score remains stable.

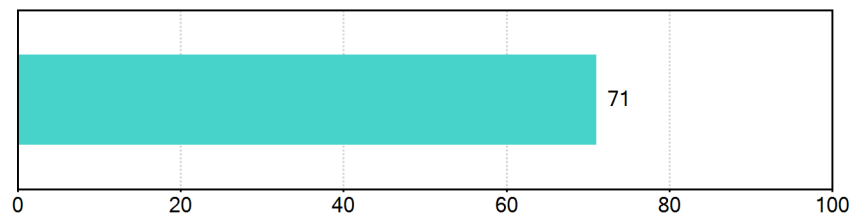
## Overall Reasoning Score



**Her score was higher than 83 % of a group of over 12,000 international graduates, managers and technical staff.** This score suggests that she picks up new concepts and new knowledge quickly. In new and unfamiliar areas she may excel at integrating detail into the wider picture and generalising from a known context to a new situation. She is likely to manipulate abstract concepts with ease and to be able to discern the connections between apparently disparate pieces of information.

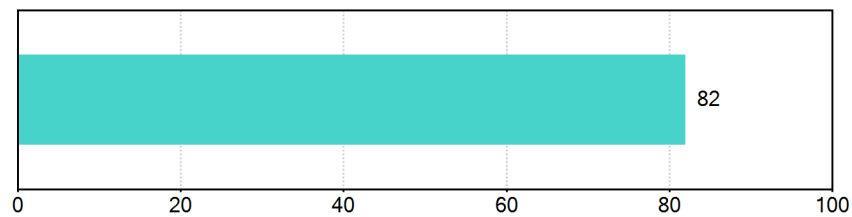


## Verbal Reasoning Score



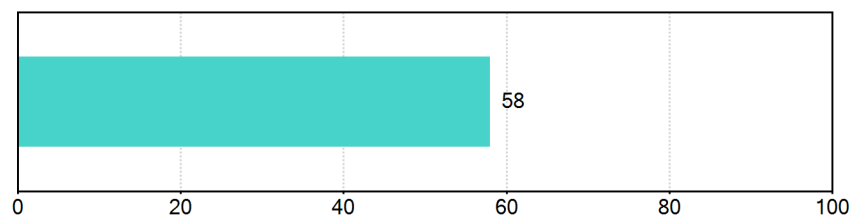
Her verbal reasoning score was higher than **71 %** of a group of over **12,000 international graduates, managers and technical staff**. She will be fast and accurate at understanding verbal information and interpreting the finer details of complex written documents.

## Numerical Reasoning Score

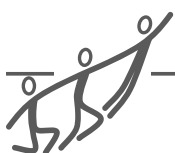


Her numerical reasoning score was higher than **82 %** of a group of over **12,000 international graduates, managers and technical staff**. She will be fast and accurate at analysing numerical and financial data. She is likely to be able to scan a page of calculations and almost instantly spot any errors or deviations from expected patterns. She is likely to be skilled at dealing with mathematical concepts, manipulating sets of data and interpreting complex numerical information.

## Spatial Reasoning Score



Her spatial reasoning score was higher than **58 %** of a group of over **12,000 international graduates, managers and technical staff**. She may deal effectively with spatial transformations in an area where she has relevant experience but may find it more difficult to deal with complex spatial problems in an area which is unfamiliar.



## Analytic Skills Test (AST)

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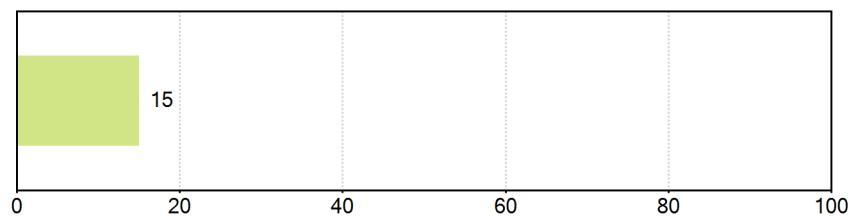
Emily Ward completed the Analytic Skills Test in English (UK) on 16 November 2017.

Analytic skills mainly include:

- the ability to identify unstated assumptions or presuppositions
- the ability to judge the validity of inferences drawn from factual statements

This is a measure of the application of her knowledge and skill to problem solving. Her score on an attainment test such as AST may improve as a result of training or coaching.

### Analytic Skills Score



**Her performance in this test was better than 15 % of the comparison group.**

Her score suggests that she may sometimes be distracted from the main point by irrelevant detail, be misled by faulty reasoning or be unable to support her ideas with a logical justification. Even in an area that she knows relatively well, her explanations may not be particularly clear or easy for others to understand.





## Downwards Managerial Style

Emily Ward completed the Downwards Managerial Style in English (UK) on 15 February 2018.

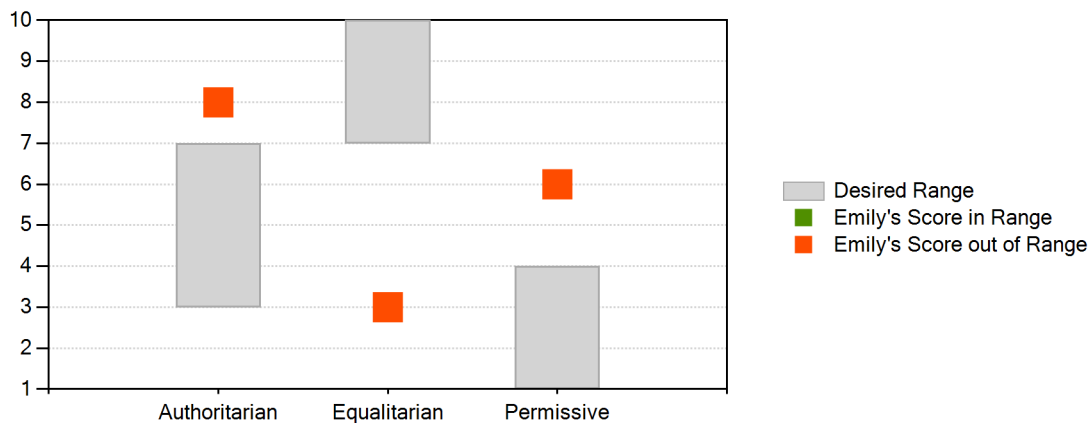
The Downwards Managerial Style identifies the style in which Emily is likely to respond to her team. These styles are:

**Authoritarian**

**Equalitarian**

**Permissive**

This questionnaire is designed to show which of these styles is most dominant, meaning that Emily is unable to score 'high' in all categories.



**Authoritarian** - Predominantly  
**Equalitarian** - Rarely  
**Permissive** - Sometimes

In managing team members, Emily appears to favour a controlling management style. She may realise that this frustrates some team members and attempt to compensate by using a more permissive, lenient style on some occasions or with some team members. This can appear inconsistent and puzzling. A more effective style for the long term is a consistently equalitarian, engaging style. This shows respect for the individual, objectively assesses their ability and allocates responsibility accordingly. She rarely uses this style but would benefit from developing it into a consistent strategy for managing others.



## This report was provided by hfi

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