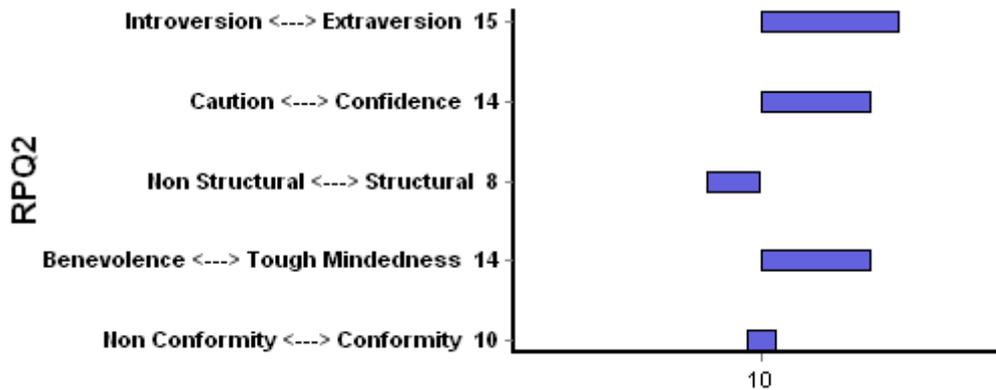


Example Salesperson
Rapid Personality Questionnaire (RPQ2)
Norm group - Generic

Test Date: 31/03/2009 GMT



The bars represent the strength of preference of the candidate for the given scale.

INTRODUCTION

The Rapid Personality Questionnaire (RPQ) is a validated psychometric measure that has been created to assist with the selection and development of personnel. The RPQ contrasts a person's responses with those given by a general sample of the working population. The standardised factor scores range between 1 and 19 with an average score band of between 9 and 11. The text report should be read in this context with due regard given to the requirements of a person's current or proposed role. As with all psychometric measures, the RPQ scores should be used in conjunction with other sources of information on the individual - such as interview and curriculum vitae - and should not be interpreted in isolation.

EXTRAVERSION - Score: 15

Example Salesperson has scored 15 on Extraversion. It indicates that he sees himself as quite energetic, outgoing, ambitious, sociable and persuasive. He is enthusiastic and he enjoys working with other people, particularly when he has a high-profile role. He takes pleasure from being associated with a successful organisation and successful people and from receiving recognition for his own achievements. His natural inclination is to be fairly open and expressive in making his views known and on occasion he can be quite impulsive. He enjoys competition and is motivated by results, particularly when working with others.

He tends to enjoy a fast-paced environment that necessitates quick decision-making and where he is encouraged to think on his feet. His natural inclination is to have limited patience with jobs that require a more deliberate pace, preferring the stimulation of rapid results.

His score on Tough-Mindedness is high and accordingly his managerial style tends towards focused communication with subordinates to achieve his objectives.

He can be risk-taking and impulsive, particularly as he enjoys challenge and pressure in his work. He has a high score on Confidence, which means that he has faith in his decision-making ability. It is therefore important to ensure that he has received sufficient training before he is placed in a role where he has to take major decisions. This is particularly important as extraverts can often have a trusting and optimistic outlook.

CONFIDENCE - Score: 14

Example Salesperson scored 14 on the Confidence scale. This suggests that he is generally relaxed, secure, optimistic and self-assured at work. As a rule he is confident in his ability to be effective and can cope with reasonable levels of stress and pressure. He enjoys responsibility at work, is adaptable and unconcerned by unexpected situations - indeed normally relishing the challenges they provide.

Having some influence over organisational/departmental policy is important to him; he is confident and enjoys being involved in decision making. It is possible, however, that on occasion his confidence and optimism may lead him to take on more than he can handle.

Comfortable with the image he presents to others and extravert by nature, he should be competent in jobs where his success depends on the impression he makes. He is normally inclined to stand his ground when faced with opposition and he generally has enough self-assurance to withstand assertive colleagues - usually being considered assertive himself.

He also scores high on Tough-Mindedness and this indicates that he is likely to pursue his objectives with determination, even when he cannot avoid causing hardship for others.

STRUCTURAL - Score: 8

Example Salesperson's score of 8 on Structural means that he has a relatively informal approach to organising and structuring his workload. He does not see himself as being naturally suited to dealing with details and may, in fact, believe that too much self-imposed order and structure reduce his effectiveness.

Inevitably, however, experience and the nature of his role are likely to influence the extent to which he actually manifests this tendency.

TOUGH-MINDEDNESS - Score: 14

Example Salesperson's score of 14 on Tough-Mindedness suggests that he tends to be hard driving, obstinate and performance-focused: a person who likes to achieve his objectives. His goals may be personal or business; in pursuit of them he can be intolerant and demanding. This is particularly apparent when, under pressure, he probably tends to be ill-tempered. He prefers to be in a position where he feels in control and may try to overcome obstacles and regain charge by being forceful if pushed into a corner.

He is not overly patient and considerate of others; colleagues may on occasion feel he regards them as a means to an end. He has the potential to rapidly achieve substantial results. In the wrong environment, however, his approach to work can result in occasionally upsetting colleagues.

CONFORMITY - Score: 10

Example Salesperson's score of 10 on Conformity indicates that he tends to strike a balance between conventionality and individualism. He is most content in environments that offer variety, where he is often free to demonstrate a creative streak, yet is not required to do so all the time.

When dealing with tasks that hold little interest for him, or when feeling less confident, he may prefer to work with tried and tested methods. However, he likes to approach projects that he enjoys with a degree of creative licence and could feel stifled if not given such opportunities. His respect for traditional methods means that he would probably not be comfortable in a completely unconventional work place.

Generally, he is probably comfortable in most job settings except those involving extremes, where the environment demands either dedication to structure and rules or the continuous development of novel ideas.

TEAM TYPE

The RPQ has been developed to highlight the potential Team Types of individuals and some people are allocated more than one Team Type, as they are suited to several team roles. There are eight RPQ Team Types and the following descriptions should be considered in conjunction with Example Salesperson's current or proposed role and the styles of existing team members.

Example Salesperson is a Driver. Drivers are very objective-focused and highly motivated to achieve goals. They can be somewhat forthright and impatient and can be abrasive in their dealings with others. Drivers like to lead the team through its objectives, overcoming obstacles that may arise. They believe in action and can often inspire more complacent colleagues. However, a Driver's style is sometimes considered disruptive if a team is already motivated and working well. The Driver's contributions are to inject life into teams and to bypass hurdles, even if this means resorting to unorthodox means. The Facilitator should be aware of Drivers' tendency to react strongly to frustrations that they may encounter in achieving their goals.

RAPID PERSONALITY QUESTIONNAIRE SUMMARY POINTERS

Most people work at their best when their role suits their personality. The following pointers are job roles that Example Salesperson's responses indicate would suit him. This section is intended as a guide and has been written as bullet points to help focus a discussion. Not every point will apply to him, although the majority should.

Example Salesperson is likely to prefer work environments:

- where he may need to be dynamic and enthusiastic.
- where he works in a team, especially in a leading role.
- where there is contact with the public.
- which require a competitive streak.
- where the work is varied.
- which require a lot of confidence.
- where he needs to be somewhat optimistic and self-assured.
- which provide challenge.
- which may require dealing with some pressure or stress.
- where he can make decisions.
- where making a good impression is important.
- which require a less formal approach to organisation.
- where the 'big picture' is more important than the details.
- where there are support staff to assist with administration.
- where self-imposed order is not a major factor.
- where he needs to be forceful and persistent with other people.
- which are performance focused.
- where he need not be particularly sensitive to the needs of others.
- where he feels in control of the situation.
- where he needs to be somewhat cynical of others.
- where he influences the decisions which affect him.
- where he can strike a balance between convention and change.
- where there are rules and regulations, however he can modify them when necessary.

INTERVIEW SUMMARY POINTS

When interviewing Example Salesperson you should consider his personal characteristics in the context of the proposed role.

His high Extraversion score suggests that you should consider the following:

Has he felt insufficiently challenged in a previous role and how did he resolve this?

Would he describe himself as a risk taker?

What does he need from a job to keep him interested and involved?

Do you feel he spends more time talking than listening?

Is he able to work with lots of distractions around?

How comfortable would he be working in a very quiet environment where nothing much happens?

Has he had to work without people around or anyone to talk to? If so, how comfortable was that for him?

Can he think of times when he had to make decisions without discussing them with other people? If so, how comfortable was he with this?

Has he ever created a problem for himself due to being somewhat impulsive?

How does he avoid getting bored and distracted when working on his own or on long-term or detailed projects?

Ask how he deals with shy people.

Does he find it difficult to keep his views and ideas to himself? Has he experienced problems in the past by being too open and frank, possibly tactless?

Bearing in mind his extravert nature, ask him how his manager can best manage and focus him.

Bearing in mind his high Confidence and Tough-Mindedness. Does he think he makes other people nervous or overwhelms them?

Ask him to describe how he reacts when someone gets in the way of his achieving his goals.

His above average Confidence score suggests that you should consider the following:

Is he prone to making mistakes or underestimating problems due to over-confidence?

Does he have sufficient confidence for very pressured roles?

How does he check the quality of his work?

Evaluate whether he is likely to feel limited by the proposed role.

Ask him about circumstances when he has had to be cautious in his decision making. Determine whether this is sufficient for the proposed role.

His relatively low Structural score suggests that you should consider the following:

Discuss how he manages his workload in order to meet his commitments.

To what extent would he be content working with meticulous and fastidious colleagues?

Does he find himself avoiding structure whenever he can?

Ask him to describe occasions when he has had to be particularly organised and probe into how effective he was at this.

His above average Tough-Mindedness score suggests that you should consider the following:

Discuss whether he is aware of the impact he can sometimes have on others. Is this something he cares about or that affects the ways he works with others?

How does he achieve his objectives in the face of opposition?

Discuss to what extent he considers himself a team player.

How does he resolve disputes with others?

Would he describe himself as an individual who appreciates the other person's perspective?

Will he sometimes upset others by being too blunt?

Discuss to what extent he is comfortable asking others for help and also whether others are likely to approach him for help.

His average Conformity score suggests that detailed probing in this area is not necessary unless the role calls for extremes of behaviour relevant to this scale.