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## **CONTENT**

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- 1. Customer request**
- 2. Results validity**
- 3. Personality**
- 4. Interpersonal style and interactions**
- 5. Conclusion**

**HIGHLY CONFIDENTIAL!**

## 1. Customer request

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- Short personality assessment.
- Short interpersonal style and interaction assessment.
- Special: leadership, energy and drive, possible development needs identification

## 2. Results validity

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Validity of his results is slightly decreased, mainly because of visible tendency to manage impression of himself on others, he may be prone to overemphasize his strengths and to hide his weaknesses especially in relationships area. On the other hand, his tendency to view his personality self-critically is normal – average. As a result, his answers are credible and should reflect existing features well, some pro-social traits may however be inflated in accordance with expected direction of his professional behavior

### 3. Personality

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#### Extroversion domain

- Strongly excitement-oriented, enthusiastic and full of positive emotions, very gregarious, he is very extroverted person, directing most of his energy in social relationships.
- He craves excitement and stimulation. He may like bright colors and noisy environments. Cheerful and optimistic, he shows tendency to experience positive emotions such as joy, happiness, love, and excitement. laugh easily and often. He she usually experiences a sense of optimism and high spirits.
- Colorful and entertaining, he wants to be the center of attention, enjoys having an audience, engages in behavior that wins the notice of others, may enjoy being dramatic or witty. He enjoys the company of others – “the more the merrier.”
- Dominant, he is confident in dealing with others, not easily embarrassed or influenced by others, shows presence in interpersonal situations, possesses aplomb. He attempts to control environment and to influence or direct other people, expresses opinions forcefully, enjoys the role of leader and may assume it spontaneously.

### 3. Personality (continued)

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#### Neuroticism domain

- He admits to some (standard) situational anxieties and to spontaneous and impulsive reacting, his emotions are however generally weaker, he should be satisfied and resilient.
- Fearless and courageous, he feels little fear of injury and is relatively tough, brave, and insensitive to physical pain.
- He is easy-going and slow to anger, resistant to anger and feelings of frustration. It is difficult to evoke these feelings in him, he rarely experiences them.
- Free from depression, he rarely experiences emotions such as guilt, sadness, hopelessness, and loneliness but is not necessarily cheerful and lighthearted. His emotional experience and response is adequate. He is optimistic, in a good mood and does not suffer from depressive symptoms.
- Having a cheerful happy disposition, he feels good about himself, sees a bright future ahead, is optimist, lives interesting, exciting life, enjoys the things he does.

### 3. Personality (continued)

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#### Openness to experience domain

- He has quite a lot of new ideas, is also ready to deal with complex issues, at the same time he is also practical and pragmatical and relatively closed to new experience in his values.
- He tends to accept authority and to honor tradition and, as a consequence, may be generally conservative, regardless of political party affiliation.
- He takes an interest in why things happen. He enjoys both philosophical arguments and brain teasers. Openness to ideas does not necessarily imply high intelligence, though it can contribute to the development of intellectual potential.
- Unconventional, he has a tendency to accept the unusual, is receptive to ideas that might seem strange or radical.

### 3. Personality (continued)

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#### Agreeableness domain

- High on his compassion, concern for others and trust, but immodest and impolite at the same time and ready to take advantage of others, his agreeableness is a mixture, in which disagreeable traits and facets prevail.
- Self-protective, he is ready to defend self against real or imagined harm from other people, takes offense easily, does not accept criticism readily.
- Immodest and inflexible, he may be seen as stubborn and is willing to argue. He believes he is superior person and may be considered conceited or arrogant by others.
- He is more likely to stretch the truth or to be guarded in expressing his or her true feelings, but this should not be interpreted to mean that he is a dishonest or manipulative person.
- Trusting, he is disposed to believe that others are honest and well-intentioned.
- He refuses to take blame for others' mistakes, has a high self-opinion, does not experience guilt easily, does not allow others to take advantage of his or her good will, asserts own rights, avoids apologizing. He is aggressive, prefers to compete rather than to cooperate, and has no reluctance to express anger when necessary.

### 3. Personality (continued)

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#### Conscientiousness domain

- He lacks deliberation and even his more important decisions can be made based on current impulses. He however is industrious and has quite a good sense of order.
- He is hasty and often speaks or acts without considering the consequences. At best, he is spontaneous and able to make snap decisions when necessary. He avoids making detailed plans or preparations, prefers not to follow a schedule, accepts uncertainty and ambiguity, may base decisions on uncertain information, does not engage in persistent or intense intellectual concentration.
- He tends to act on impulse, may take unnecessary risks. He enjoys gambling and taking a chance, willingly exposes self to situations with uncertain outcomes, enjoys adventures having an element of peril, takes chances, unconcerned with danger.
- He is more casual about many matters and may be somewhat undependable or unreliable

#### Toxic personality traits

He has standard managerial slightly increased sense of personal importance, no directly toxic personality traits were detected. It should be however taken into account that he considers himself as superior and as entitled to privileges that others do not have, he may also be greedy. He also is less sincere, may flatter others or pretend to like them in order to obtain favors.

#### 4. Interpersonal style and interactions

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- He attempts to be simultaneously strongly oriented both on pursuing his own goals in the interaction with others as well as on maintaining kind relationships with them. He therefore aspires to be integrative kind of manager, equally oriented on achieving his objectives as well as on developing/leading his subordinates in friendly and warm way.
- He is ambitious, yearning for success, wanting a prosperous life, wide range of interests. He seeks social attention and recognition, likes to be a top dog, play to an audience, spontaneous, witty, not easily embarrassed. He is willing to assume authority positions. Assertive and dominant, he is ready to utilize both direct and indirect ways to influence other people. He often relies on his strong personality to intimidate others at the same time he is also able to manipulate people ruthlessly to his advantage. He likes to be responsible, self-confident, persuasive, task-oriented, dominant.
- Strongly extroverted, he can be described as daring, forward, and outgoing. He tends to speak without hesitation and readily engages in social activities. He is not shy with strangers at all. His initiative is almost never inhibited by unfamiliar people or situations. He enjoys large groups and social gatherings, he seeks social attention and recognition, likes to play to an audience, spontaneous, witty, not easily embarrassed. He is likeable, understands the feelings of others, versatile, adventurous, has good social skills. He is skillful at persuading others to achieve a particular goal, sometimes by indirect mean , occasionally seen as manipulative of others, but is ordinarily diplomatic, socially intelligent. Nevertheless, he is more superficial and skilled in communication and interaction than truly nurturant and supportive.
- He does not hesitate to enter situations of conflict of interest almost at all and gets in them very often. His preferred way to resolve them is by fast and conventional compromise, which he may be prone to overusing. He however is also good in negotiating more complex deals as well as in pushing for his position one-sidedly. He has only little ability to retreat and accommodate.
- He is typical extroverted leader regarding his interpersonal needs. He strongly desires to lead, control and instruct others and also strongly rejects to be led, controlled and instructed himself. His mindset may be authoritarian in this sense and it may get him in "mission impossible" kind of situations.











## 5. Conclusion


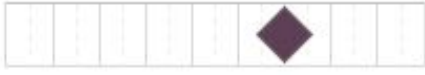

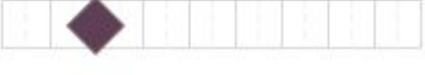


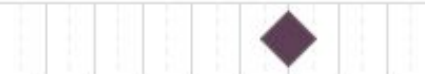


He desires to be held in high esteem by acquaintances, concerned about reputation and what other people think, works for the approval and recognition of others. He tends to be confident, calm, and secure in almost all situations, even situations most people find unfavorable or hazardous. He is usually described as resourceful and efficient. He impress other people as productive, proactive, competent, and innovative individuals who rarely lack ideas on how to solve problems. These individuals tend to look at a difficult situation as a challenge or an opportunity. At the same time, he manifests some habits that are inconsistent with and make it hard for him to accomplish worthwhile goals ("goal-incongruent habits"). He is sometimes perceived by others as self-defeating and weak-willed. His will power appears to be too weak to overcome many strong temptations, even if he knows he will suffer as a consequence. He attempts to act as hard working, achievement oriented, leader-like, and a source for providing new ideas and vision. He has many genuine work-related skills but may lack those necessary for reliable peer-to-peer cooperation, he may need to emerge as a leader and be in charge even in situation where it is unproductive. His managerial competencies are higher than average, but his best skillset is for sales. His reserves are his risky and sometimes too casual approach, he is also less willing to be instructed. He is independent, his sense of structure is average, he however is achievement oriented enough to accomplish his tasks thoroughly.

<b>Ability to work in a team</b>	<b>2</b>
<b>Responsibility for actions</b>	<b>3,5</b>
<b>Communication</b>	<b>4,5</b>
<b>Leadership</b>	<b>4,5</b>
<b>Trusworthiness (validity of the test results, lie-score, self-deception score)</b>	<b>3</b>
<b>Results Orientation (motivation)</b>	<b>4</b>
<b>Problem solving (est.)</b>	<b>4</b>
<b>Organisational skills (workload handling, time management, efficiency, progress tracking)</b>	<b>3,5</b>
<b>Commercial/sales skills</b>	<b>4,5</b>
<b>Decision making (level of independence, speed)</b>	<b>4</b>
<b>Coachability</b>	<b>2</b>

## 6. Graphical interpretation






Validity measures			HS	%-ile	Sten
realistic and self-critical subconscious self-image	<p>Self-deceptive enhancement</p> <p>1 2 3 4 5 6 7 8 9 10</p> 	subconscious tendency to view oneself too positively	36	42	5
conscious honesty and sincerity in responding	<p>Impression management</p> <p>1 2 3 4 5 6 7 8 9 10</p> 	conscious effort to promote own desirable traits	47	85	8
Big Five personality traits			HS	%-ile	Sten
tendency to be calm, emotionally stable, and free from persistent negative feelings	<p>Neuroticism</p> <p>1 2 3 4 5 6 7 8 9 10</p> 	tensions, high emotional reactiveness and vulnerability to stress	1,80	13	3
low interest in people, not taking them into account in decision making	<p>Agreeableness</p> <p>1 2 3 4 5 6 7 8 9 10</p> 	friendly, compassionate, and cooperative, helpful nature, and well- tempered, positive attitude towards people	3,90	51	6
easy-going and perhaps careless, flexible and spontaneous, but can be perceived as unreliable, sloppy	<p>Conscientiousness</p> <p>1 2 3 4 5 6 7 8 9 10</p> 	Tendency to be self- disciplined and dependable, planning, able to sacrifice momental desires for future gains	4,10	99	10
a tendency towards being solitary and reserved, aloof or self-absorbed	<p>Extraversion</p> <p>1 2 3 4 5 6 7 8 9 10</p> 	being outgoing and energetic, assertive, talkative, positive emotions, seeks the company of others, attention-seeking and domineering	4,40	94	9
conventional and cautious, reality and routine oriented, pragmatic performer	<p>Openness/intellect</p> <p>1 2 3 4 5 6 7 8 9 10</p> 	intuition and intellectual curiosity, having a preference for variety over routine, creative, artistic, complexity oriented	4,05	75	7

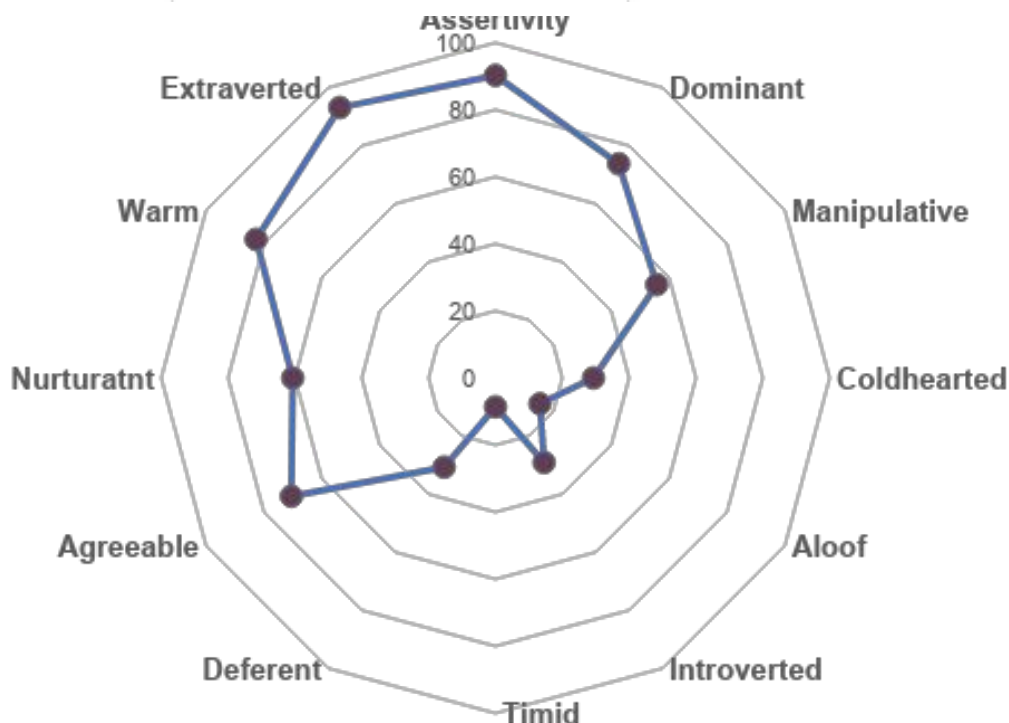
Big Five facets			HS	%-ile	Sten
Toughness, Happiness, Moderation	<div>Withdrawal</div> <div>1 2 3 4 5 6 7 8 9 10</div> <div></div>	Anxiety, Depression, Vulnerability	2,00	7	3
Calmness, Imperturbability, Stability	<div>Volatility</div> <div></div>	Irritability, Anger, Agitation	1,60	42	5
Unsensitive, stony-hearted, relentless	<div>Compassion</div> <div></div>	Empathy, Concern, Sympathy, Understanding	4,60	99	10
Take advantage of others	<div>Politeness</div> <div></div>	Pleasantness, altruism, Morality, Selflessness	3,20	7	2
easily distracted, relaxed	<div>Industriousness</div> <div></div>	Purposefulness, Self-discipline, Competence	4,40	95	9
Spontaneous, dealing well with unstructured work, novelty seeking	<div>Orderliness</div> <div></div>	Neatness, Perfectionism, Punctuality	3,80	90	8
Reserved, Shy,	<div>Enthusiasm</div> <div></div>	Friendliness, excitement, zealousness	4,20	80	7
obedient, Hold back own opinions	<div>Assertiveness</div> <div></div>	Leadership, Gregariousness	4,60	54	6
difficulty with understanding abstract ideas, simple	<div>Intellect</div> <div></div>	Creative, Quick, Intelligent, Ingenuity	4,60	95	9
Narrow interests, neutral	<div>Openness</div> <div></div>	Artistry, Aesthetic Sense, Reflection	3,50	72	7

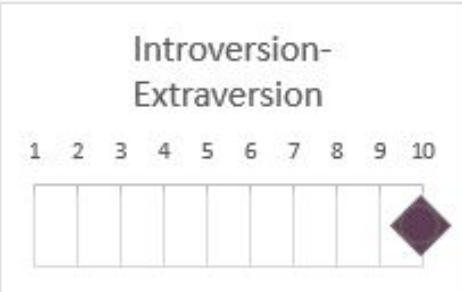



Dark triad			HS	%-ile	Sten
Moral, trusting,	<p><b>Machiavellianism</b></p> <p>1 2 3 4 5 6 7 8 9 10</p> 	tendency to manipulation and exploitation of others, Success-oriented, cunning	20	7	3
modesty, sincerity selflessness	<p><b>Narcissism</b></p> <p>1 2 3 4 5 6 7 8 9 10</p> 	grandiosity, pride, egotism, superiority, self-confidence	30	74	7
Empathic, compliant,	<p><b>Psychopathy</b></p> <p>1 2 3 4 5 6 7 8 9 10</p> 	tendency towards antisocial behavior, impulsivity, selfishness,	15	45	5
The Interpersonal Questionnaire/ Interpersonal Traits			HS	%-ile	Sten
Taking the lead, talkative, likes to be in the center of attention	<p><b>Assertivity-Timidity</b></p> <p>1 2 3 4 5 6 7 8 9 10</p> 	Submissive, self-effacing	2,33	9	3
Behaving socially powerfully, attempting to have a lot of direct control over others	<p><b>Dominant-Deferent</b></p> <p>1 2 3 4 5 6 7 8 9 10</p> 	Avoiding to Influence others	3,83	34	5
Influencing others by indirect and selfish means	<p><b>Manipulative-Agreeable</b></p> <p>1 2 3 4 5 6 7 8 9 10</p> 	Gentle, unaggressive, avoiding to harm or offend anyone,	6,67	69	6
Cold, lacking affection, insensitive	<p><b>Coldhearted-Nurturant</b></p> <p>1 2 3 4 5 6 7 8 9 10</p> 	Carefull, helpful, sensitive, selfless	6,67	71	7
Distant and disconnected from others	<p><b>Aloof-Warm</b></p> <p>1 2 3 4 5 6 7 8 9 10</p> 	Cheerful, good-natured, friendly	8,00	83	7
Cautious, coy, preferring independence and solitude	<p><b>Introverted-Extroverted</b></p> <p>1 2 3 4 5 6 7 8 9 10</p> 	Radiate the energy, lively, outgoing, gregarious and social	7,50	83	7

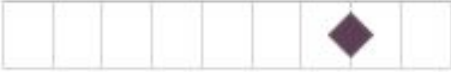





## The Interpersonal Questionnaire/Interpersonal Traits

			HS	%ile	Sten
Reluctant to be visible	<p>Assertivity</p> <p>1 2 3 4 5 6 7 8 9 10</p>	Taking the lead, talkative, likes to be in the center of attention	4,17	90	8
Reluctant to confront or influence others directly	<p>Dominant</p>	Behaving socially powerfully, attempting to have a lot of direct control over others	3,33	74	7
Avoiding to take advantage of others	<p>Manipulative</p>	Influencing others by indirect and selfish means	2,17	56	6
No signs of frosty relating to others	<p>Coldhearted</p>	Cold, lacking affection, insensitive	1,83	29	4
Forms close attachments with others	<p>Aloof</p>	Distant and disconnected from others	1,33	15	3
Sociable, enjoying a lot of contact with others	<p>Introverted</p>	Cautious, coy, preferring independence and solitude	1,83	29	4
Not afraid to express himself outwardly	<p>Timid</p>	Submissive, self-effacing	1,50	9	3
Not easy to push around, not avoiding confrontations	<p>Deferent</p>	Avoiding to Influence others	2,17	31	4
Not much respect for others, not hesitating to take advantage of them	<p>Agreeable</p>	Gentle, unaggressive, avoiding to harm or offend anyone,	3,83	71	7
Not supporting others or caring for them	<p>Nurturant</p>	Carefull, helpful, sensitive, selfless	3,50	61	6
Autonomous, minimally displaying positive emotions	<p>Warm</p>	Cheerful, good-natured, friendly	4,33	83	7
Independent, loner, self-sufficient	<p>Extraverted</p>	Radiate the energy, lively, outgoing, gregarious and social	4,33	93	8

Conflict resolution			HS	%ile	Sten
Not willing to compete	<p>Competing</p> <p>1 2 3 4 5 6 7 8 9 10</p> 	Assertive and uncooperative, pursuing his/her own goals, ignoring those of others	6	82	7
Not willing to look for more complicated agreements or negotiate excessively	<p>Collaborating</p> 	Assertive and cooperative, attempting to work with the other to find a solution optimising the concerns of both	7	71	7
Uncompromising, prone to "either or" approach	<p>Compromising</p> 	Intermediate in both assertiveness and cooperativeness, objective is to find an expedient, mutually acceptable solution which partially satisfies both	11	97	9
Provocative, not avoiding conflicts	<p>Avoiding</p> 	Unassertive and uncooperative, not addressing a potential conflict, may take the form of diplomatic sidestepping, postponing, or withdrawing from a situation.	2	0	1
Not willing to be on the losing side and retreat	<p>Accommodating</p> 	Inassertive and cooperative, foregoes his/her own concerns to satisfy the concerns of the other, elements of self-sacrifice, altruism	4	37	5



Jungian personality type		
<p>Introverts can focus on small things and especially on thoughts and feelings. They do not look for such contact with their surroundings, which can sometimes be unpleasant for them and they prefer to listen. They would rather think about what they would say than they should say inconsistent information.</p>	<p>Introversion- Extraversion</p> 	<p>Extroverts are focused on contact with people and reality, they are talkative and like to express their feelings and emotions</p>
<p>Are realistic and focus on the facts and details. They apply common sense and past experience to come up with practical solutions</p>	<p>Sensing-Intuition</p> 	<p>Prefer to see things from different angles, focusing on possibilities and big picture. They explore how things work and how it could be done better.</p>
<p>Tend to make decisions using logical analysis, objectively weigh pros and cons, and value honesty, consistency, and fairness</p>	<p>Thinking-Feeling</p> 	<p>People who base their decisions and conclusions on personal and social values, with understanding and harmony the primary goals.</p>
<p>Tend to be organized and prepared, prefer rules, structure, detailed instructions, planning strictly and meet deadlines.</p>	<p>Judgment-Perception</p> 	<p>Flexible and spontaneous with making plans. They seek for a lot of possibilities and keep every option open</p>
General self perception		ESTJ
<p>Practical realist, matter-of-fact, with a natural head for business or mechanics. Not interested in subjects they see no use for, but can apply themselves when necessary. Like to run and organize activities. Tend to run things well, especially if they remember to consider other people's feelings and points of view when making their decisions.</p>		
On-the-job self-perception		ENFP
<p>Warmly enthusiastic, high-spirited, ingenious, imaginative. Able to do almost anything, that interests him/her. Quick with a solution for any difficulty and ready to help anyone with problem. Often rely on their ability to improvise instead of preparing in advance. Can always find compelling reasons for whatever they want.</p>		

Interpersonal needs		
Shy, does not initiate interaction	<p><b>Inclusion expressed</b></p> <p>0 1 2 3 4 5 6 7 8 9</p> <p></p>	Outstanding, needs to include others and interact with them
Socially distanced, aloof, no need for the attention of others	<p><b>Inclusion wanted</b></p> <p></p>	Friendly, needs to belong, to be noticed and recognized
Absent-minded, no need to control others	<p><b>Control expressed</b></p> <p></p>	Authoritarian, needs to lead, influence, provide structure, make the decisions
Rebellious, refusing to be controlled	<p><b>Control wanted</b></p> <p></p>	Submissive, wants to be directed or controlled
Cold, not engaging in close relationships	<p><b>Affection expressed</b></p> <p></p>	Empathetic, actively wanting to be close and personal
Defensive, avoiding to receive positive affection from others	<p><b>Affection wanted</b></p> <p></p>	Needy, desiring to receive closeness and warmth in relationships