



NEO™ PDR

Management Planning Report

Generated by **PARiConnect**

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Client name : Sample Test
Client ID : JT123
Gender : Male
Age : 26
Test date: 07/07/2014
Norms : Combined Gender, Adult

This report will help you to understand Mr. Test better so you can help him to become more effective in his current situation and can assist him to prepare for future opportunities.

The statements in the report are based on Mr. Test's pattern of scores on the NEO-PI-3. These scores have been interpreted by a team of management psychologists.

To receive the maximum benefit from this report, you will want to read it several times.

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Summary of Most Distinctive Characteristics

As you are aware, human characteristics have the potential to be both assets and liabilities. The trick always with truly distinctive characteristics is to recognize ways in which we can capitalize on their advantages while minimizing the effect of their disadvantages. The potential advantages and disadvantages of Mr. Test's most distinctive personality facets are presented in the following table.

When His Distinctive Characteristics Work to his Advantage

His reluctance to become involved in the problems and affairs of others allows him to keep a clearer focus on his task-related objectives than most people are capable of achieving. He will probably do well where a strong results orientation is essential; this is particularly true if people will have to sacrifice greatly in order to achieve the desired outcome.

He does not require a lot of friendly interaction with others. He may be suited to assignments where reserve and formality are desirable. Management should exercise caution about involving him in too many meetings, especially those where he would be expected to participate in a warm and informal manner.

When His Distinctive Characteristics Work to his Disadvantage

His tendency for a self-centered approach to many things and his reluctance to offer his assistance to others will cause some to see him as a selfish person who is only willing to give when he believes he will receive something in return of at least equal value; many will be put off by this quality.

Although his short-term objectives may be met, he will likely lose out in the long term due to the unwillingness of others to cooperate and support him. He needs to learn there is a time and place to give without strings.

His formality, reserve, and coolness may cause others to keep their distance. He may therefore fail to learn as much from others as he might otherwise do. He will probably be more comfortable with situations calling for a more formal style of communication or interaction. He is not likely to enjoy informal gatherings such as retreats or brainstorming sessions. Nonetheless, it may help to occasionally pair him up with a partner who is more cordial and friendly.

When His Distinctive Characteristics Work to his Advantage

A tough-minded individual who keeps his focus on what he needs to accomplish, he is seldom deterred from his work objectives by the needs of others. He should make a good contribution in situations where it is essential that concern for others not dilute the decisions and actions that need to be made. In a group discussion, he will play a constructive role in keeping the group from wandering off on tangents.

His pragmatic flexibility in ethics and morals permits him to adapt to the demands of the moment. This pragmatic quality could be well utilized on assignments that need to be carried out within a highly political environment.

When His Distinctive Characteristics Work to his Disadvantage

His tough-mindedness and his general lack of compassion may cause him to overlook some of the more subtle human elements in many situations. As a consequence, he may be blindsided by emotional or people issues. He is unlikely to be emotionally supportive of his coworkers in their difficulties; he will often be seen as cold and uncaring. In general, he would likely benefit from developing a greater capacity for empathy but will probably not achieve this without timely intervention, counsel, and encouragement from management.

His inconsistent approach to some assignments will cause many to be unable to count on him. Uncertain in their knowledge of his level of commitment, others may be cautious or wary of him. Consider placing rather strict limits on him and periodically counseling with him on assigned tasks where issues of principle are critical. This might help him to develop a greater sense of duty and a greater resolve to honor his commitments.

When His Distinctive Characteristics Work to his Advantage

Often concerned about his level of competence, he is unlikely to get in over his head. He will probably be most effective in situations where he has plenty of time to prepare and can rely on regular check-ins and positive feedback.

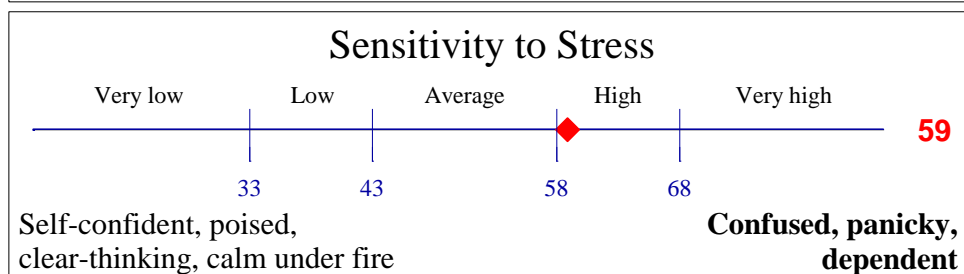
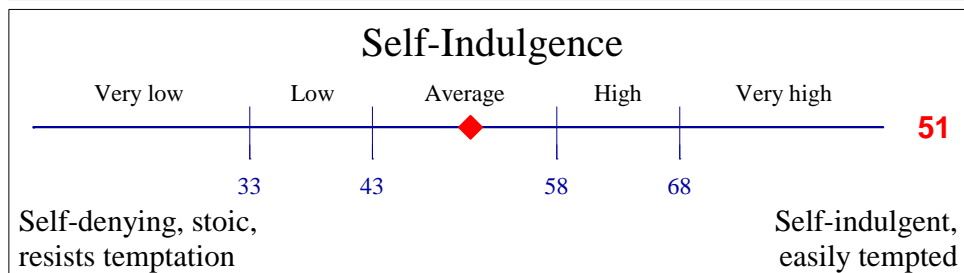
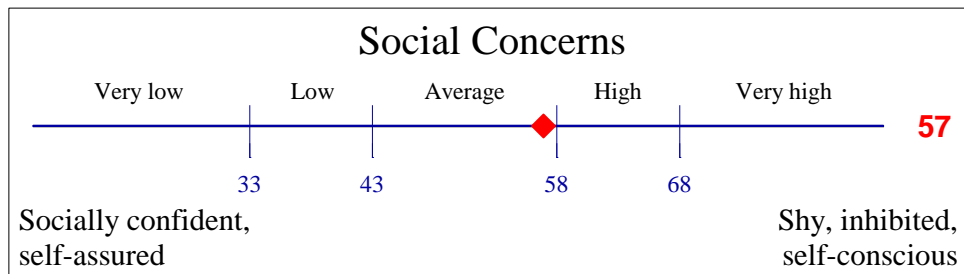
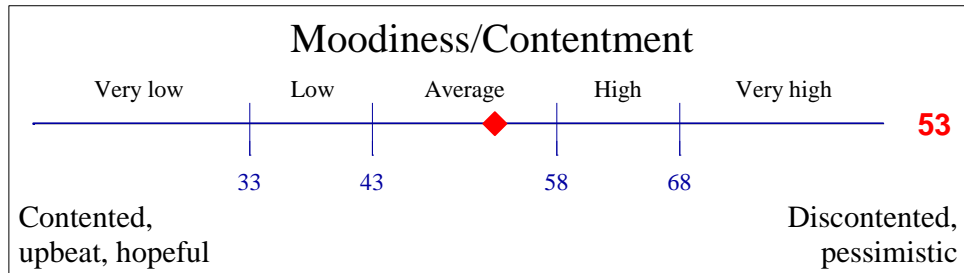
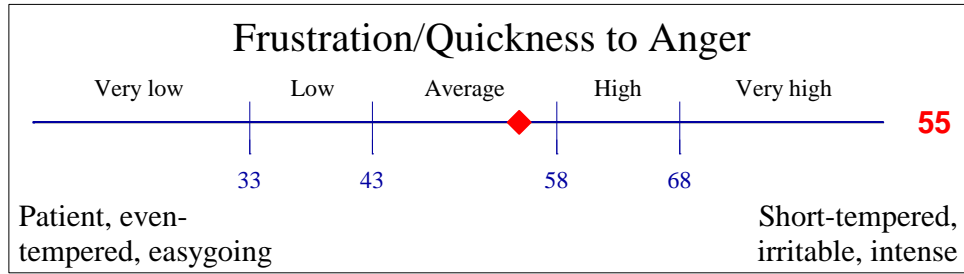
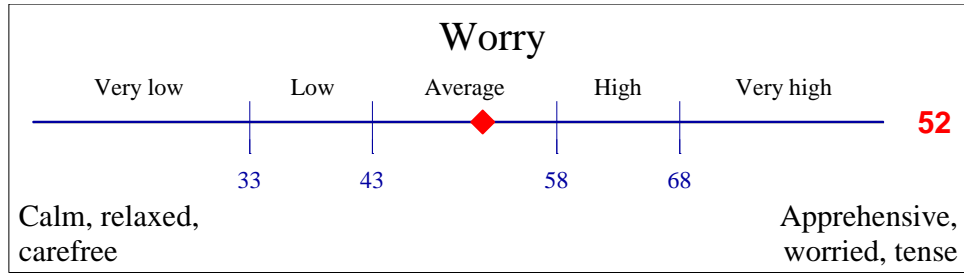
Not tied down to routine or rigid orderliness, he is responsive to immediate or quickly changing work demands. He is probably best suited to work in environments and situations of a fluid nature that require flexibility.

When His Distinctive Characteristics Work to his Disadvantage

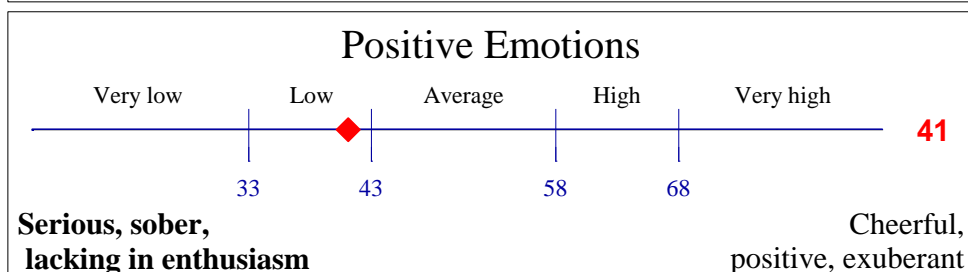
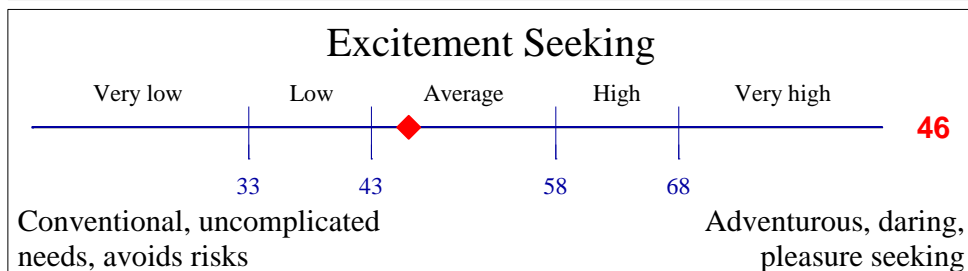
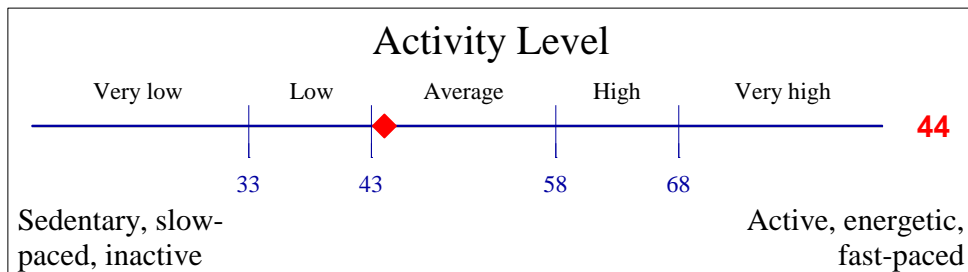
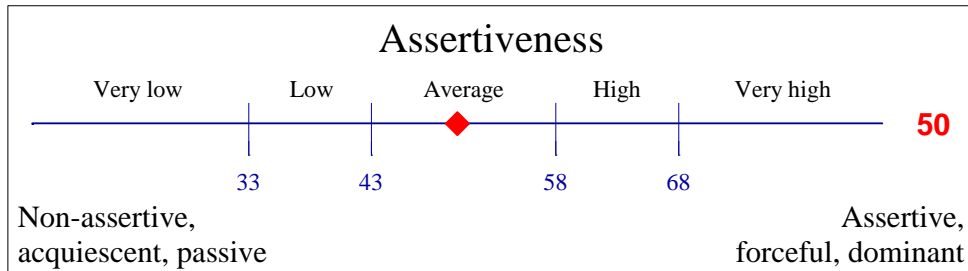
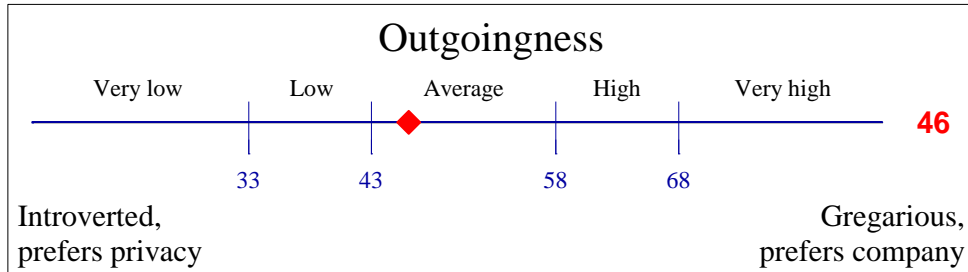
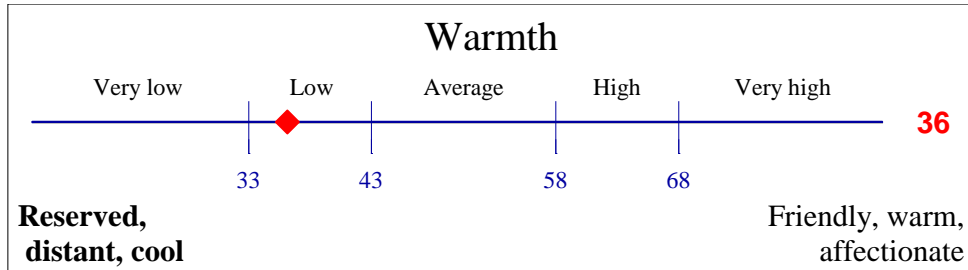
His lack of confidence will sometimes prevent him from taking on and succeeding at many tasks of which he is capable. This reluctance can also adversely impact the morale of others. Work with him to identify goals that are reachable but that will require him to stretch his self-imposed limits. The successful attainment of these goals could help to increase his feelings of competence.

His proneness for a haphazard and disorderly approach likely leads to inefficiencies and wasted resources. His supervisor will probably want to make sure that his lack of organization does not delay his completion of important assignments. Courses and readings in sound organization and effective time management will be beneficial.

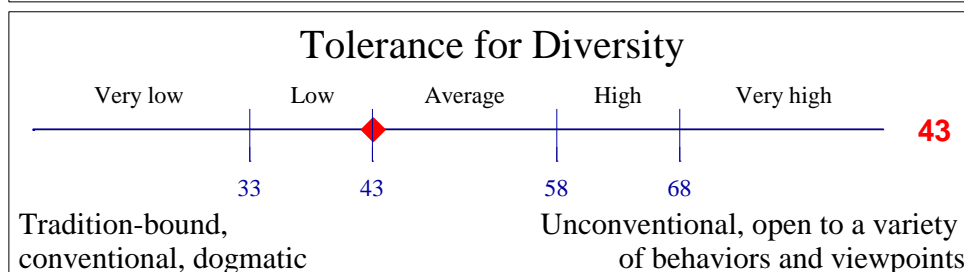
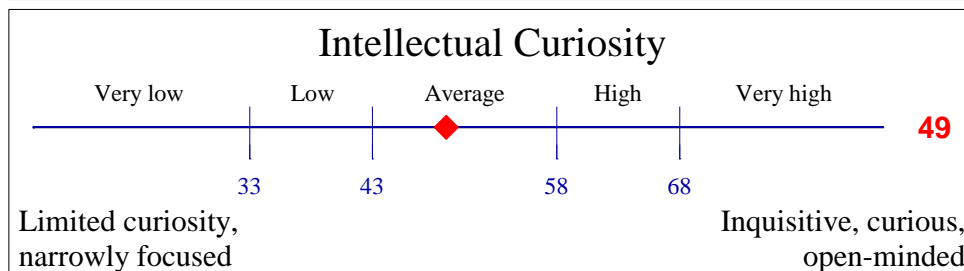
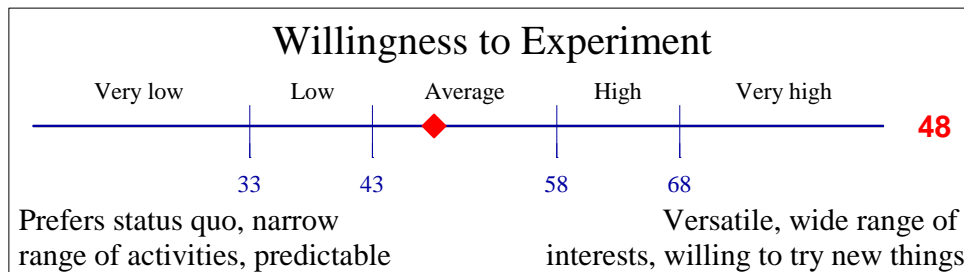
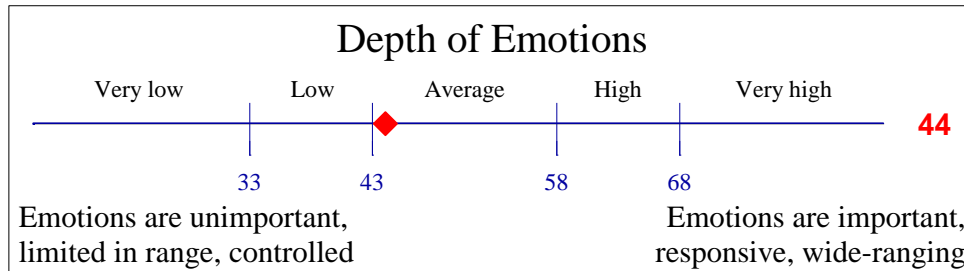
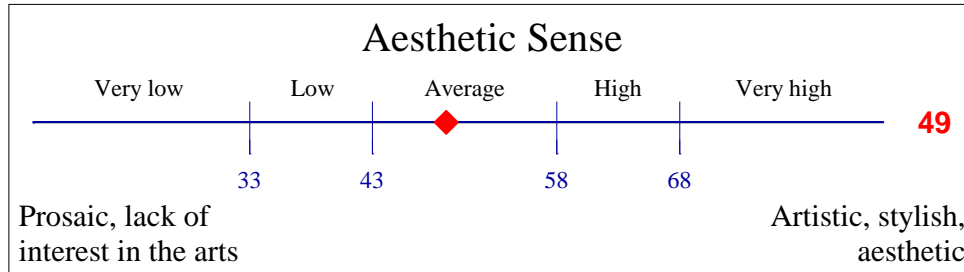
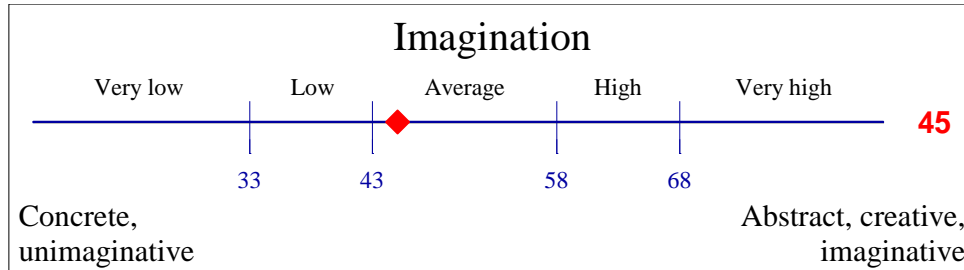
Profile Graphs for Emotional Reactions



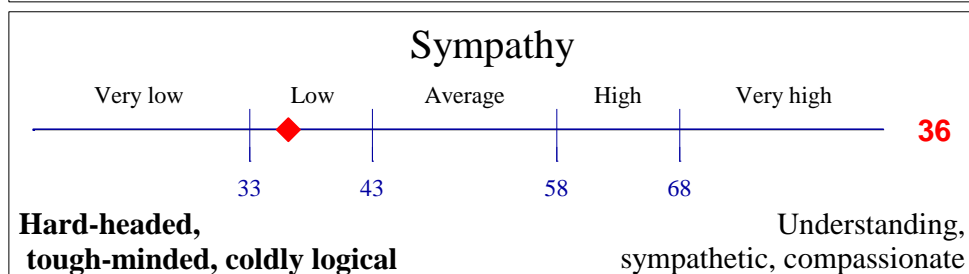
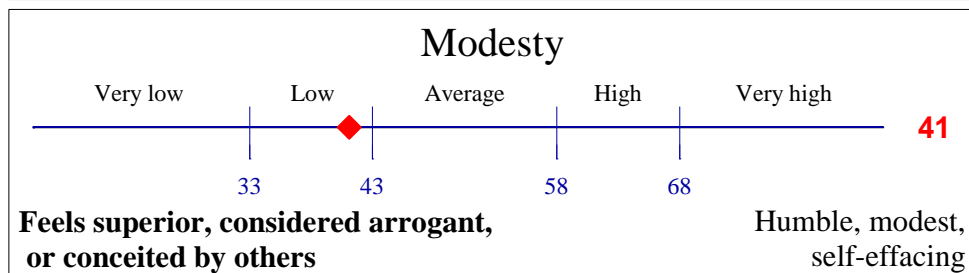
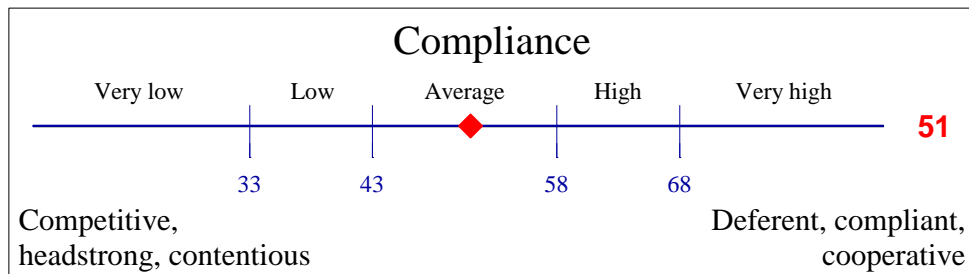
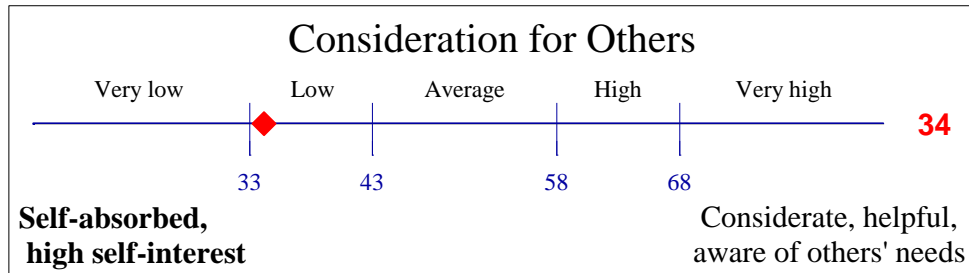
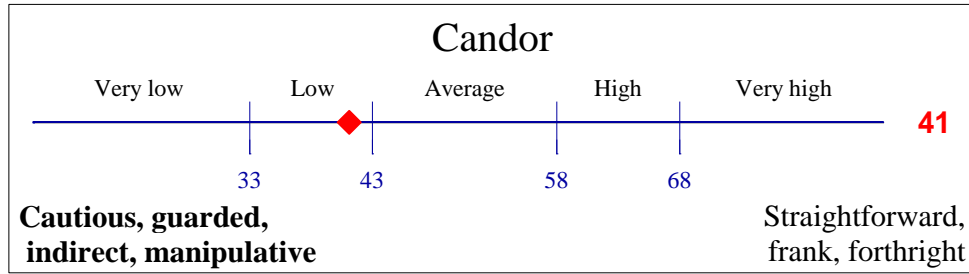
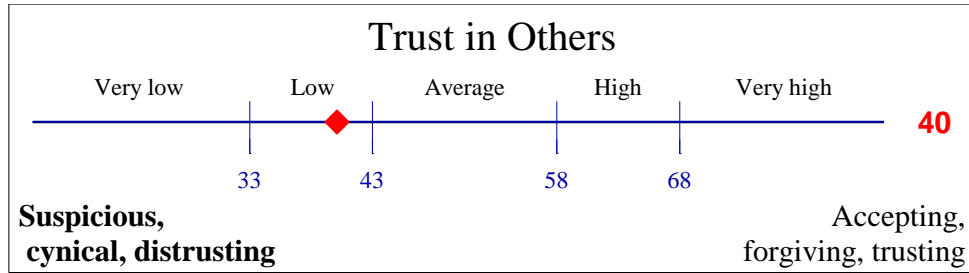
Profile Graphs for Interpersonal Patterns



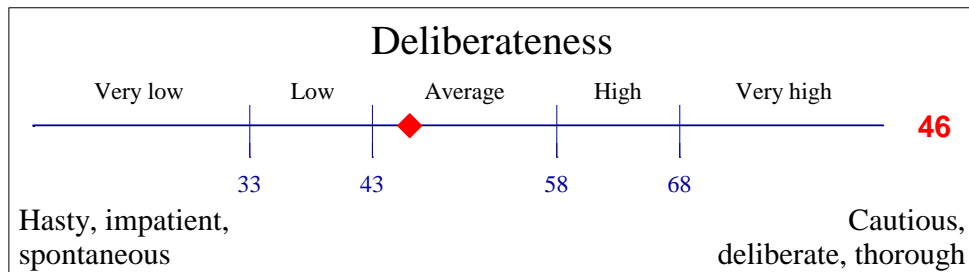
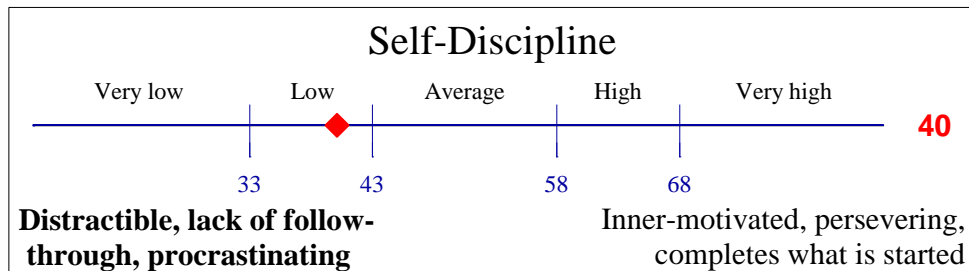
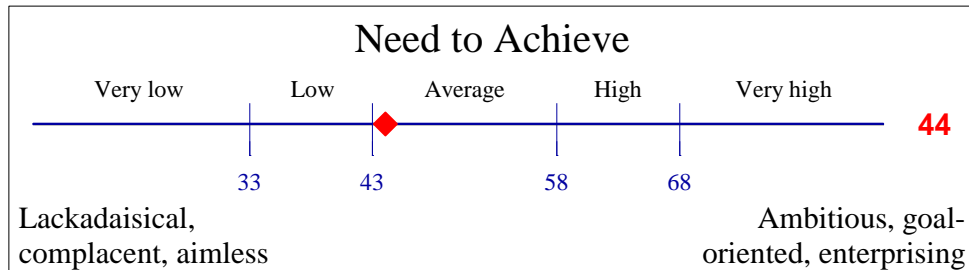
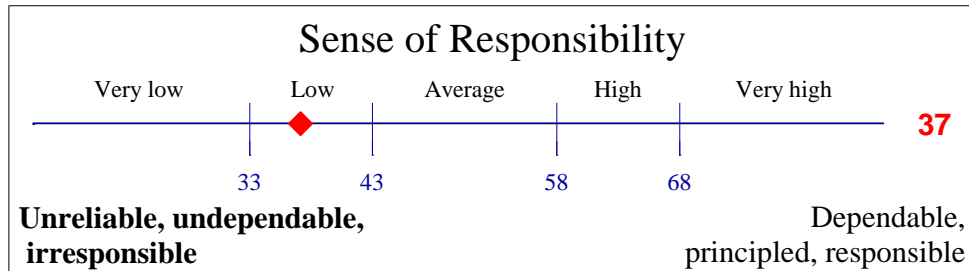
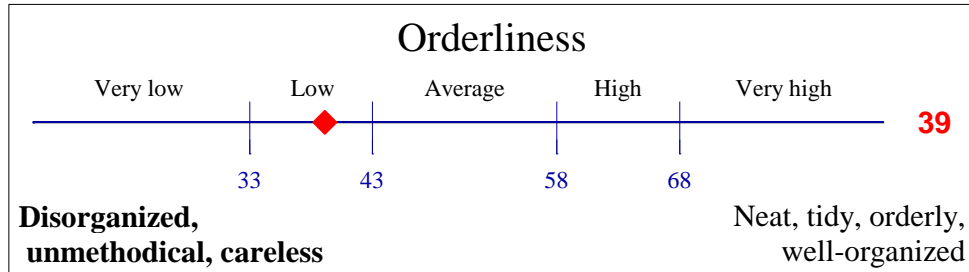
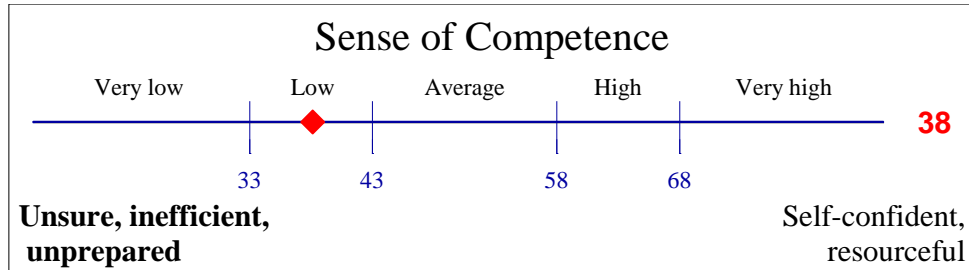
Profile Graphs for Openness to Change



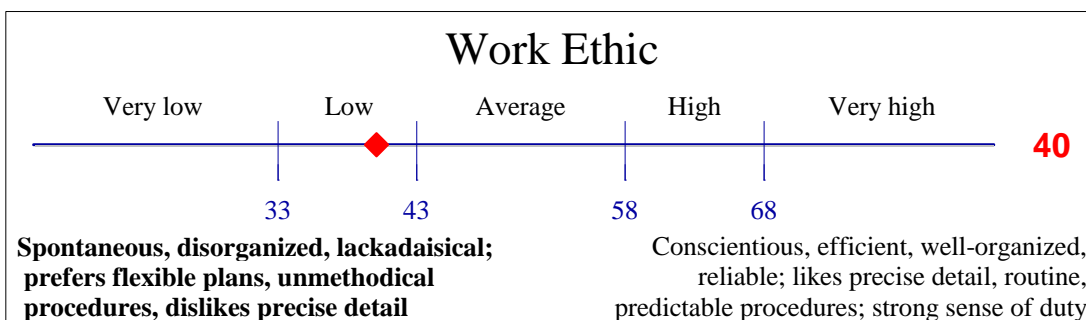
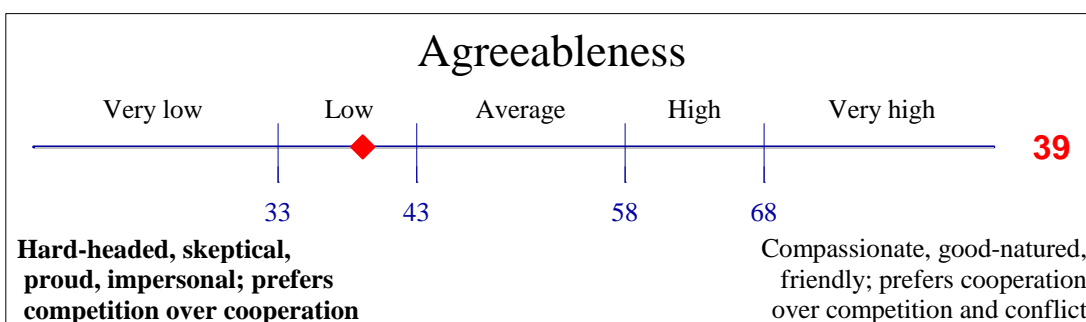
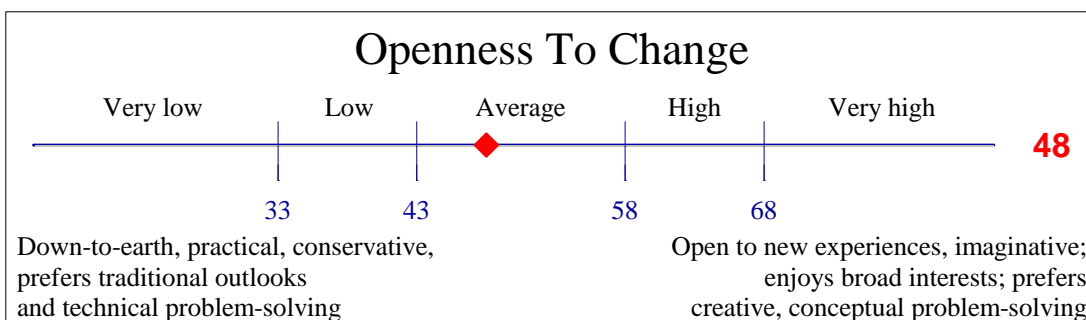
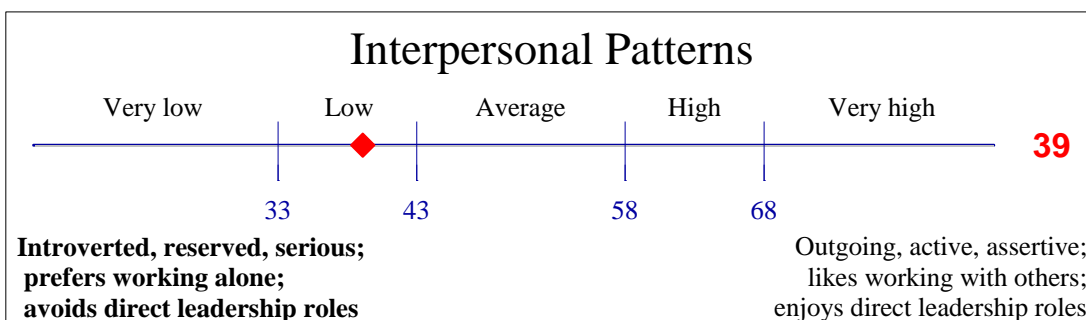
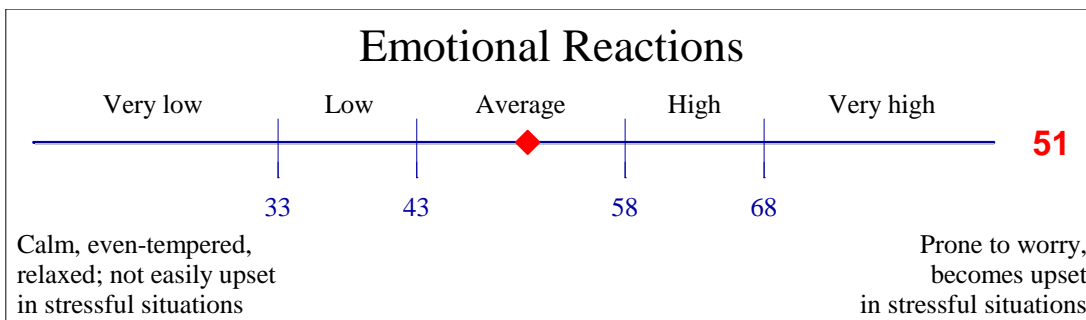
Profile Graphs for Agreeableness



Profile Graphs for Work Ethic



Profile Graphs for All Domains



Mr. Test's Problem Solving Skills

This section describes Mr. Test's problem-solving and decision making styles. No attempt has been made to determine his intellectual power or IQ. The inventory he took is not equipped to make such determinations. It does, however, provide insight as to how he thinks, solves problems, and makes decisions.

Mr. Test's Ability to Organize Thoughts

He may sometimes be unsystematic in his analyses of problems and situations. From time to time, he procrastinates in beginning his analyses. He may easily become discouraged by difficult problems and be too quick to cease his efforts to resolve them. He tries to balance the need for a quick decision with thoughtful deliberation in resolving problems—despite being somewhat disorganized.

Mr. Test's Level of Open-Mindedness and Originality

He is willing to entertain new ideas and solutions but will not get carried away with curiosity or intellectual pursuits. He is about as imaginative as most people. He can entertain new ways of doing things while seeing the value of proven ideas and methods. His emotions will influence his decisions about as frequently and as heavily as is characteristic of most people.

Mr. Test's Confidence in Problem Solving

After forming his conclusion, he is as willing to speak up as the average person. More than the typical person, he is likely to question his ability to analyze a situation correctly and form an appropriate conclusion.

Mr. Test's Planning, Organizing, and Implementation Skills

This section of the report discusses how Mr. Test goes about analyzing situations, determining an action plan, and implementing that plan.

Mr. Test's Action Orientation

He deals with frustrating delays about as well as the average person. While sometimes very open and candid in expressing his frustrations, on other occasions, he will be hesitant to communicate these feelings. The intensity and pace he applies to his work are representative of the typical person. He exhibits a balance between his desire for novelty and his comfort with routine.

Moderately ambitious and achievement-oriented, he is as career-oriented as most people. He wants to be successful, but will only push himself so far to achieve success. He tends to be shrewd and calculating in his approach to people. Having his own agendas, he may manipulate others to serve his own ends and be reluctant to discuss some issues openly and frankly. Sometimes compliant in the face of confrontation, he can also become demanding and competitive in some circumstances. He tends to view himself as a realist who makes decisions based on rational logic rather than emotional appeal. In some instances, he may be seen as cold or uncaring, and thus, perhaps, unfriendly. He has little sympathy for those who are unwilling to try or who cannot produce. More often than not, he takes a serious and sober view toward things. Because he is more likely to see problems than opportunities, he may be prone to see reasons to delay taking action on matters.

Mr. Test's Level of Conscientiousness

At times, he is moderately unsure of himself. He may feel unprepared or inept when tackling something new or difficult. He is not bound by a strict code of duty and responsibility. As a result, others may sometimes see him as unreliable and undependable on important matters. He is somewhat disorganized and unmethodical in his approach to tasks. He is reasonably cautious and deliberate in his approach to most things, although at times he may act spontaneously. He may have some trouble getting himself started on assignments. Somewhat easily discouraged, he may cease his efforts prematurely. He may be seen as somewhat unmotivated or undisciplined.

Mr. Test's Openness to Possibilities and Alternatives

His interest in exploring new ideas and his willingness to utilize new methods is representative of the average person. He is only moderately curious or inquisitive. His aesthetic sense is in the average range and is not likely to be a significant influence on his approach to his work. He often accepts prevailing value systems, but he is also willing to consider new assumptions and new ways of looking at things.

Mr. Test's Style of Relating to Others

Living in an interdependent culture, Mr. Test can achieve his career goals only with the help and support of others. Effective human relation skills are essential for success in his work and life. His patterns of relating to other people are discussed in this section.

Mr. Test's Degree of Outgoingness

Being on the reserved side, he is somewhat detached in his dealings with other people. As a result, he may be seen as cool and distant. He enjoys the company of others, but also enjoys his alone time; his needs for social contact and privacy are evenly balanced. He is as assertive and forceful as most people—sometimes taking the lead, at other times letting others do the talking. He feels neither more nor less self-conscious than the average person. In most instances, he is reasonably comfortable around others, but will also experience times when he feels awkward or socially inept.

Mr. Test's Level of Accommodation

He tends to believe he is better than others and will sometimes express this opinion. He runs the risk, therefore, of being seen as conceited or arrogant. He will usually balance his drive to compete with a desire to be cooperative and accommodating. While he may recognize the difficulties of others, he will seldom allow himself to be moved by their plight. He is more results-oriented than compassionate under most circumstances.

Mr. Test's Level of Trust

He tends to be skeptical of others and may be suspicious of their intentions. He is cautious in extending his trust. He tends to be more self-centered than altruistic in his willingness to help others. In most instances, he looks out for his own interests first and measures the cost to himself before offering his assistance to others.

Quality of Mr. Test's Relationships

He is fairly typical of most people in his ability to understand and accept others whose principles differ from his own. Tending to be guarded and restrained, he will seldom be very candid, forthright, and open in his communications.

Mr. Test's Personal Style

Each of us has a unique "emotional signature" to our personality. In this section of the report, Mr. Test's special combination of emotional qualities is discussed. Emotions can prove to be assets or liabilities, depending as much on the situation as on the particular emotions being experienced.

Mr. Test's Level of Emotionality

His ability to experience his emotions is characteristic of a typical individual. His level of self-control is typical of the average person. He will usually be able to resist temptation, only occasionally will he act on impulse. His level of energy and activity matches that of people in general, his pace is usually moderate. He seeks about as much excitement and stimulation as the average person.

Mr. Test's Patterns of Emotions

He shows neither great concern nor optimism about the future. He is as apprehensive about what might go wrong as the average person. He is fairly typical of the average person in experiencing anger and frustration. When he is upset with people or events in his life, he generally recognizes his anger. While he will sometimes be very open and candid in expressing his frustration and anger, on other occasions, he will be closed and restrained in communicating these feelings. Therefore, others will often be uncertain about how to read him and how to approach him on delicate issues. His periods of feeling discouraged are fairly typical of the experiences of most people. His emotions seldom get stuck in a down frame of mind, and he deals with discouraging events as well as the next person. Although he can cope with some pressure situations, more typically, he will feel inadequate. He may request the assistance of others when most would say he has the skills to deal with the situation on his own.

Mr. Test's Control of Emotions

He tends to have a low opinion of his abilities and may even see himself as somewhat unprepared or inept. He may, at times, appear to lack confidence. He has a relatively limited ability to discipline himself and to persevere with difficult or boring tasks. He tends to become discouraged easily and to procrastinate when starting demanding projects. He characteristically balances prudent deliberation with quick action.

Mr. Test's Outlook on Life

He is willing to question his rationale for some of his values while holding firmly to others. At times, he simply accepts authority without question, but on other occasions,

he will question conventional thinking. He is rather typical of the average person in his aesthetic sensitivities and his appreciation for different forms of artistic expression. He is unlikely to be artistically sophisticated. He is more serious than the average person and will be less exuberant than most people. He is more likely to see problems than opportunities and tends to view the glass as half empty. However, he is not necessarily an unhappy individual.

Concluding Suggestions

This report represents a consensus interpretation of the meaning and possible implication of this person's scores on the NEO-PI-3. This report was developed by a team of management psychologists. Its sole purpose is to provide you with information about the person so you may perceive him more accurately. This added insight could strengthen your efforts to enhance his effectiveness.

This report focuses on behaviors. We can change behavior if we choose to and if we are willing to work at the change. The report describes this person's performance on a single assessment instrument. To gain maximum benefit from it, this measure should be interpreted within the context of other factors and with the assistance of a trained professional.

There will probably be many things in the report that make you feel good about this person. There may be a few things that concern you. This is to be expected. Everyone has some areas in which they are most effective and other areas that need improvement. Furthermore, a strength in one situation may be a weakness in another. For example, aggressively pursuing a sale may be effective in one situation but may fail in another. As a consequence, we recommend the report be interpreted and applied within the context or environment in which this person currently functions, or desires to function.

This report does not pretend to be 100% accurate, nor should it be taken as an absolute; all measurements contain some error. Furthermore, people can and do change. Use what is helpful to you in improving your ability to work with this person. Reflect on ways in which you can be of help to this person in leveraging qualities the report identifies that will support his success on the job. Think of ways you can help this person compensate for qualities that can undermine his job success.

Occasionally, you may see statements in this report that do not appear to be totally consistent with each other. This is likely to occur when the person has unusual or unexpected combinations of scores. Consider sharing this report—especially those findings that surprise you—with appropriate and trusted coworkers; and look for evidence from other quarters that will confirm or clarify the sections of the report you question.

This report is designed as a tool to use in helping this person be successful in his work. Reflect on it and use it only for his benefit. This report should not be used as the sole determinant of employee-related decisions. It can, however, be a useful tool in this area as a guide for checking additional sources of information about this person and in helping you to shape your discussions and planning sessions with him. Most of all, it is intended to assist you in your work with this person to develop his career optimally.

Item Responses

Item Rsp.	Item Rsp.	Item Rsp.	Item Rsp.	Item Rsp.	Item Rsp.	Item Rsp.	Item Rsp.	Item Rsp.	Item Rsp.
1. N	25. N	49. N	73. N	97. N	121. D	145. N	169. N	193. A	217. N
2. N	26. N	50. A	74. N	98. N	122. N	146. D	170. A	194. N	218. N
3. N	27. N	51. N	75. N	99. N	123. N	147. N	171. N	195. A	219. N
4. N	28. N	52. N	76. A	100. N	124. N	148. N	172. N	196. N	220. A
5. N	29. D	53. N	77. N	101. N	125. N	149. N	173. N	197. D	221. N
6. N	30. N	54. N	78. N	102. A	126. N	150. N	174. N	198. N	222. N
7. N	31. N	55. N	79. N	103. N	127. A	151. N	175. N	199. N	223. A
8. N	32. N	56. D	80. N	104. N	128. N	152. N	176. N	200. D	224. N
9. A	33. N	57. N	81. N	105. N	129. N	153. A	177. N	201. N	225. N
10. N	34. N	58. N	82. D	106. N	130. N	154. N	178. N	202. D	226. A
11. N	35. N	59. N	83. N	107. N	131. N	155. N	179. D	203. N	227. N
12. N	36. A	60. N	84. N	108. N	132. N	156. N	180. N	204. N	228. A
13. N	37. N	61. N	85. N	109. D	133. N	157. N	181. N	205. N	229. N
14. N	38. N	62. N	86. N	110. N	134. D	158. N	182. N	206. N	230. A
15. N	39. N	63. N	87. N	111. N	135. N	159. N	183. N	207. N	231. N
16. D	40. N	64. A	88. N	112. N	136. N	160. N	184. N	208. D	232. A
17. N	41. N	65. N	89. A	113. N	137. N	161. D	185. N	209. N	233. N
18. N	42. D	66. N	90. N	114. N	138. N	162. N	186. A	210. N	234. A
19. N	43. N	67. N	91. N	115. N	139. N	163. N	187. N	211. N	235. N
20. N	44. N	68. N	92. N	116. A	140. A	164. N	188. N	212. N	236. N
21. N	45. N	69. D	93. N	117. N	141. N	165. N	189. N	213. N	237. N
22. N	46. N	70. N	94. N	118. N	142. N	166. N	190. A	214. N	238. N
23. A	47. N	71. N	95. D	119. N	143. N	167. N	191. N	215. N	239. N
24. N	48. N	72. N	96. N	120. N	144. N	168. N	192. N	216. N	240. N

Summary of Responses

SD: 0.00% D: 7.08% N: 82.92% A: 10.00% SA: 0.00% ?: 0.00%

***** End of Report *****