



AVIATOR

Administrator Report

Simon Sample (M)

2nd December 2014



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About this Report

This report is based on the participant's responses to the personality questionnaire. It is structured against relevant competencies where personality is a major component.

The data in this report should be treated as tentative, providing clues for further exploration at interview. The comparison group is employed adults.

Personality data comes into its own when used as a basis for discussion at an interview, and this report therefore includes probe questions to help corroborate the way the participant described him or herself. Some of the questions ask for specific behavioural examples to validate what the participant is claiming about themselves.

Inferences in this report can therefore be tested, refined, accepted or rejected based on further concrete evidence obtained from the participant at interview. In this way, you can gain a more accurate understanding of the person and their suitability for a role in aviation.

As you use this report, be aware that personality is only one of a number of factors determining suitability for roles in aviation. Others include intellect and training. Used wisely, personality data is an insightful and powerful tool, but it is only one part of the picture. The shelf-life of this report is one year. After this time, re-testing should be considered.

For more information on the appropriate use of personality data, or to find out more about this tool including fuller definitions of the scales, please refer to the *Aviator User Manual* or contact Tests Direct at admin@tests-direct.co.uk.

Executive Overview

Relationship Building

- Less motivated by a need for involvement than most people
- Is not unsociable despite being only modestly interested in building relationships
- Distinctive lack of identification with team working arrangements
- Balances an appreciation of others' feelings with practical task demands

Leadership and Influence

- Authority is underpinned more by expertise and intellect than a strong desire to influence
- Fairly confident, but best with people more familiar to him
- More measured and thoughtful approach to influencing
- Appreciates the need to provide emotional and practical forms of support and direction
- Reasonably strong concern with standards and quality

Structure and Compliance

- Conscientious and conforming; accepts and complies with rules and regulations
- Organized and systematic - copes best in a structured environment

Resilience

- Modest level of general emotional resilience
- Indications of being more on edge, impatient and irritable than others
- Average level of self-belief, not over-confident
- Emotional resources appear to be somewhat depleted - possible signs of 'burn out'

Decision Making

- Less interest than most in identifying opportunities for change
- Balances awareness in decisions of the 'bigger picture' with more detailed and immediate considerations
- Considers both objective and subjective factors when decision-making

Profile of Simon Sample

Openness		
Tough Minded <i>(logic and evidence, measurement)</i>		Empathic <i>(feelings and sensitivities, engagement)</i>
Pragmatic <i>(grounded, concrete)</i>		Conceptual <i>(theoretical, creative)</i>
Focussed <i>(here and now, reality)</i>		Diffuse <i>(thinking more than doing, disconnected)</i>
Conservative <i>(loyal, status quo)</i>		Change Oriented <i>(challenge, radical)</i>
Conscientiousness		
Self Referenced <i>(personal codes and preferences, irreverent)</i>		Rule Conscious <i>(sense of duty, compliant)</i>
Less Exacting <i>(accepting, easy going)</i>		Precise <i>(standards, need for achievement)</i>
Unstructured <i>(adaptable, comfortable amid ambiguity)</i>		Methodical <i>(order, clarity)</i>
Extraversion		
Detached <i>(avoids involvement, not popularity-seeking)</i>		Affiliative <i>(approachable, relationships)</i>
Self Contained <i>(low social contact, work alone)</i>		Sociable <i>(interactive, stimulated by social contact)</i>
Less Stimulus Hungry <i>(considered, serious)</i>		Enthusiastic <i>(active, impulsive)</i>
Impassive <i>(diplomatic, quiet)</i>		Expressive <i>(communicative, unrestrained)</i>
Measured <i>(guarded, formal)</i>		Direct <i>(straightforward, informal)</i>
Independent <i>(autonomous, separate)</i>		Team Oriented <i>(collaborative, association)</i>
Shy <i>(reserved, social unease)</i>		Socially Confident <i>(assured, rapport)</i>
Emotion		
Affected by Feelings <i>(tendency to worry, apprehensive)</i>		Emotionally Resilient <i>(maintains perspective, robust)</i>
Self Doubting <i>(internalises anxieties, fear of failure)</i>		Self Believing <i>(confidence, conviction)</i>
Pessimistic <i>(downbeat, problemfocussed)</i>		Optimistic <i>(positive, empowered)</i>
Anxious <i>(uneasy, fretful)</i>		Calm <i>(relaxed, composed)</i>
Agreeableness		
Sceptical <i>(disbelieving, dubious)</i>		Trusting <i>(unquestioning, benefit of the doubt)</i>
Assertive <i>(forceful, insistent)</i>		Accommodating <i>(obliging, conflict avoidance)</i>
Need for Recognition <i>(approval seeking, self promotion)</i>		Modest <i>(unassuming, humble)</i>

Summary

Distortion : High Average

Simon has been reasonably willing to be open and honest about himself when responding to the questionnaire. But, his score on the questions distinguishing the frank from the guarded is sufficiently elevated to mean it is worth challenging the level of resilience and anxiety he has described here.

Relationship Building

Co-operation is the corner-stone of an efficient aviation team. This involves interacting effectively, contributing towards the attainment of team goals, and the co-ordination of activity with colleagues. Relevant scales are:

Detached		Affiliative
Self Contained		Sociable
Independent		Team Oriented
Tough Minded		Empathic

His responses indicate the need to build close and effective relationships with colleagues is not one of Simon's primary psychological drivers. He is likely to put as much effort into building relationships as is formally required of him. The score here is not so extreme that he might be seen as aloof or disinterested. He is clearly not likely to run the risk of over-identifying with others. Nonetheless it may be useful to establish more at interview about his ability to improve and repair relationships with colleagues.

Although Simon describes a relatively modest interest in building relationships with individuals, he does not appear likely as a team member to be unsocial. He appears to need social distraction as much as most. So although not likely to over-identify with others, he does appear likely to be a reasonably participative team member. Relationships with colleagues are therefore likely to have a much more social and professional basis than a personal one.

Alongside this modest level of interest in individuals and desire for involvement, is a more distinctive lack of identification with teams and team working arrangements. Simon also describes being much more self-reliant, much less dependent on others. So team spirit appears to be less important to him. He will find those roles in aviation where there is a strong requirement to work collectively as a team member less enjoyable.

Although not overly concerned with involvement, Simon's ability to work effectively in a team may well nonetheless be based on a reasonable degree of perceptiveness about colleagues. Responses suggest some ability to perceive and understand the relevance of the subjective factors affecting the team. Responses here suggest an ability to balance an appreciation of the feelings and sensitivities of others with an equal understanding of the objective, measurable factors which affect delivery.

Leadership and Influence

Within aviation, it is important to understand others' perspectives, and to provide clarity, direction, support and encouragement. When in a position of authority and responsibility, this area involves guiding, monitoring and motivating the group. Relevant scales are:

Assertive		Accommodating
Shy		Socially Confident
Measured		Direct
Less Exacting		Precise
Tough Minded		Empathic

Simon describes an average concern to influence compared with other adults. This suggests balance between a desire to influence and some receptiveness to other opinions. It suggests Simon's authority is underpinned more by expertise and intellect rather than a high level of natural persuasiveness. It also suggests that self-assertion is the outcome of a rational calculation of what is at stake rather than an instinctive concern constantly to exercise influence. At interview, it would be useful to get more evidence of the ability to cope with challenge and opposition.

As would be expected, along with the typical level of self-assertion he describes, Simon also indicates the presence of a similarly average level of social confidence. This suggests that whilst by no means shy or reticent, he operates best with people more familiar to him.

Perhaps not surprisingly, the average self-assertion and social confidence Simon describes is combined with evidence elsewhere of a more measured and thoughtful approach to influencing. Simon does not appear to be in the business of simply saying what he thinks. His responses suggest a concern to match his style of influencing to the audience.

Simon describes an average level of sensitivity to others' feelings. This suggests, if a leader, Simon appears capable of balancing an awareness of the practical and objective realities of delivery with an appreciation of more subtle, subjective factors, like the need to provide some encouragement and support. So he appears able to appreciate the need to provide emotional as well as practical forms of support and encouragement.

If in a position of authority, another helpful insight into his likely leadership style is seen elsewhere on the questionnaire. His modest self-assertion combines with a reasonably strong concern for standards, suggesting a fair amount of scrutiny of what colleagues are doing. How he maintains standards and deals with poor performance would be worth exploring further given the modest level of self-assertion he describes.

Structure and Compliance

Aviation is a process-driven and regulated working environment. People vary considerably in the extent to which they thrive in a highly structured workplace, and favour order and predictability. Relevant scales are:

Self Referenced		Rule Conscious
Unstructured		Methodical
Focussed		Diffuse

Simon appears to be well adapted to working in the highly regulated environments found in aviation, where there are strict requirements to comply with external and internal rules, systems and procedures. He describes a strong identification with rules. More generally his responses indicate a strong desire to live up to other people's expectations. He appears to have a strong sense of duty and obligation. He describes a strong conforming streak in his personality. This more generally suggests a conscientious, dependable employee, concerned to see clarity in and compliance with internal and external rules, standards and procedures. Whether this leads to unthinking inflexibility and compliance would be worth exploring at interview.

A preference for working in highly regulated and process driven environments like aviation is also seen in Simon describing a very systematic and methodical style of working. He seemingly needs a high level of order and predictability in his environment and may struggle with ambiguity.

Resilience

This is about the ability to cope with pressure situations, take effective decisions and maintain control to achieve the objective. It involves dealing with unanticipated demands for performance, and channelling strong feelings (e.g. anxiety or guilt) effectively. Relevant scales are:

Affected by Feelings		Emotionally Resilient
Anxious		Calm
Self Doubting		Self Believing
Pessimistic		Optimistic
Sceptical		Trusting

Simon describes a relatively modest level of general emotional resilience compared to other employed adults. The relevance of this average score is more determined by the job context. So at face value, Simon's responses suggest he may struggle to cope with the emotional wear and tear of an emotionally demanding role. More reassurance is required of the ability to cope with setbacks and his ability to make effective decisions under pressure.

Simon, perhaps as might be expected, describes experiencing a somewhat elevated level of current or reactive anxiety. This is likely to be the result of very specific occupational or domestic stressors operating in his life right now. Simon appears therefore to be somewhat more on edge, impatient and irritable than many of his colleagues.

Average emotional adjustment is seen elsewhere. Simon describes a tendency, similar to the average employed adult, to question his judgement. This again suggests more reassurance is required about his emotional robustness and ability to cope, especially if in the 'high demand' environments often found in aviation.

Other evidence of less effective psychological adaptation is seen in what appears to be a degree of 'burnout'. Simon appears to be less positive about life and what he is able to achieve at work. Simon's emotional resources appear to be somewhat depleted currently, something which would need to be explored at interview.

Decision Making

Personality plays a significant part in determining how we take in and process information, our attention to detail, and the extent to which we factor subjective considerations into our decisions. This area also covers the willingness to look beyond current aviation practice, and identify opportunities for improvement. Relevant scales are:

Conservative		Change Oriented
Pragmatic		Conceptual
Tough Minded		Empathic

Simon's responses suggest his approach to decision-making is likely to reflect a fair amount of respect for existing ways of doing things. Clearly, Simon is not likely to make decisions which promote change unless there are clear and persuasive reasons for doing so. More generally, the score here suggests the presence of a fairly traditional outlook on life and work.

As suggested, Simon, when compared with other employed adults, appears to respect current policy and customs and seemingly favours traditional solutions. This conservative outlook (in the non-political sense) is, given responses elsewhere, coupled with an desire to balance awareness in his decision-making of the 'bigger picture' with an appreciation of the more detailed, practical and immediate considerations.

In addition, Simon's decision-making is likely, given responses elsewhere, to give equal weight to the objective and subjective factors. Simon is therefore not likely to push options which demonstrate an absence of emotional literacy. Nor are options likely to be based on any woolly-minded, wishful thinking.

Probe Interview Questions

Below are questions suggested by the participant's responses. The number of questions for each section may vary. This is not an exhaustive list of questions - there may be other things you wish to ask based on the profile.

Relationship Building

Can you give an example of when you have acted to improve a relationship with a colleague? What was the issue? What did you do? What was the outcome?

Can you think of an occasion when you have helped a team to work better together?

Leadership and Influence

Your responses to the personality questionnaire suggest there are some issues you would be less willing to compromise on. If so what sorts of issues would you be less persuadable on?

If we think about leadership style along a continuum running from 'tight' and 'close' at one end, where there is a fair amount of scrutiny of what people are doing, through to 'loose' and 'general' at the other, where others are afforded a fair amount of autonomy in the way they go about achieving results, where in general would you see yourself sitting?

Your responses to the personality questionnaire suggest as a leader you are able to balance an appreciation of practical considerations with some awareness of less measurable factors like the motivation of the team. Can you give an example of when you believe you have demonstrated the ability to get things done combined with an awareness of how to get the best out of others?

Structure and Compliance

Your responses to the personality questionnaire suggest you are happy to comply with rules. Has there been a time when you have decided to be more flexible or creative in the way you have interpreted and applied a rule, a standard or a procedure?

Resilience

Your responses to the personality test suggest, like most people, you can worry a little. What have you found more emotionally taxing at work in recent weeks or months? How did you cope? Would people around you have been aware of how you were feeling?

Your responses to the personality questionnaire suggest you are currently experiencing a fair amount of stress either at home or at work. What in particular are you finding stressful in your life right now?

What aspects of work do you feel less enthusiastic about?

Decision Making

Your responses suggest when taking or contributing to a decision, without losing sight of important detail you are able to step back and take a broader view of issues. What would you see as the key challenge in this role in the next three to five years?

Your responses to the questionnaire suggest an ability to make decisions based on an awareness of the practical realities and subjective issues like the acceptability of decisions. Can you give an example of when you believe you have done this and achieved this balance in a decision?



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