



Welcome to JobMatch Talent

This result highlights the way you work and collaborate. There is no result that is better or worse, it is only when your properties and your approach matched to specific requirements that one can begin to talk about strengths and areas for development.

Testadministrator: **JobMatch Sweden AB**

Project: **Administrative support**

Test ID: **106076**

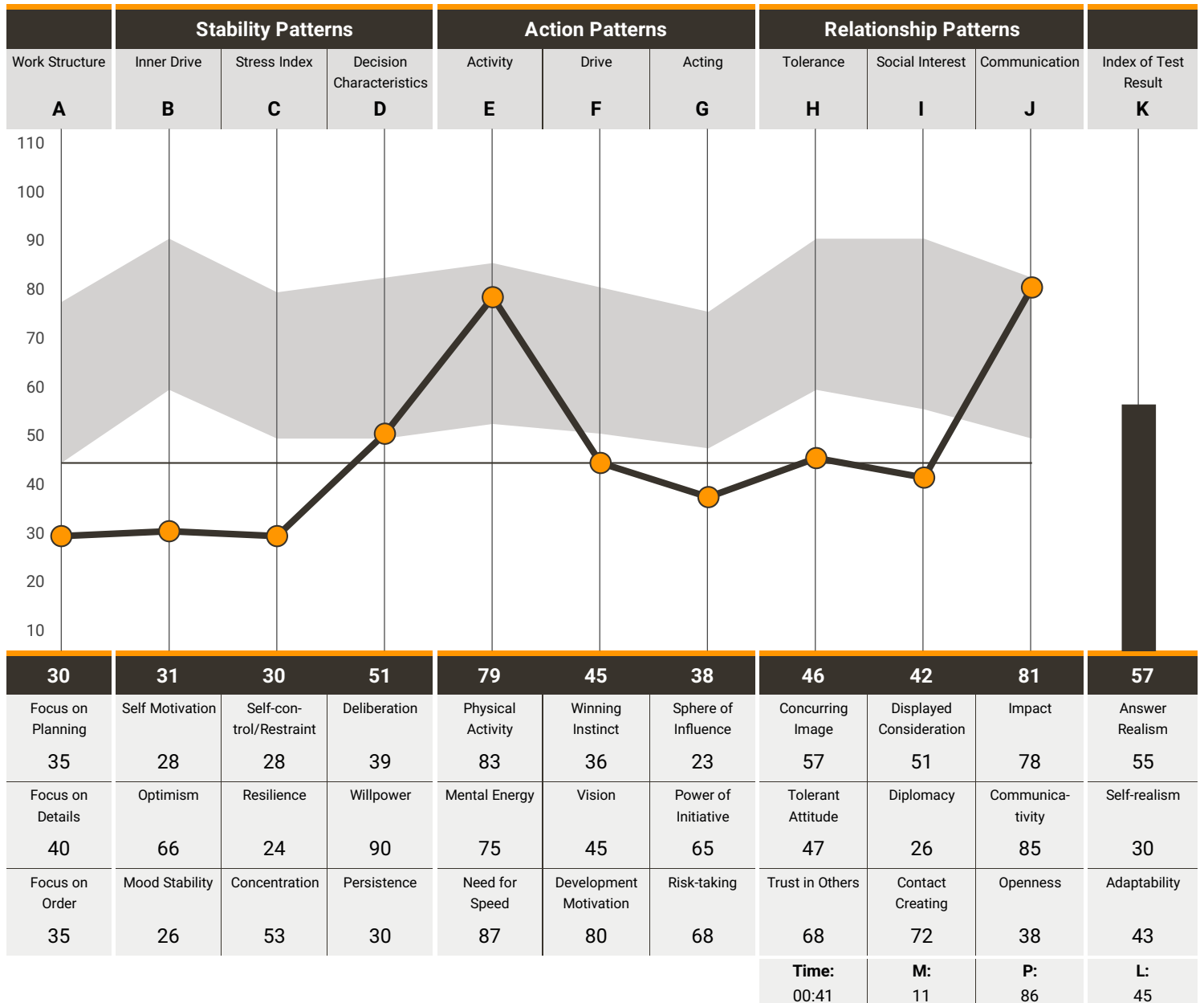
Profile: **Relation oriented leadership**

Candidate: **AL**

Gender: **Female**

Age: **35**

Date:



Instructions

In the diagram there are values associated with various work-related characteristics. The average value for professionals in Sweden is 60 for each characteristic on a scale of 10 to 110. However, the average varies for different roles.

The JobMatch Talent diagram provides a general picture of a person's working methods and how that person may be expected to perform within the various areas. It is however unrealistic to expect a result in which all values are at the high end of the scale.

In general, one can say that the higher the value of a particular characteristic, the less restrictive the person is in using this characteristic. The lower the value for a characteristic, the more restrictive and reluctant the person will be in making use of this characteristic. For a more thorough interpretation of the result you should read the Interpretation Manual and the report entitled Personal Working Style.

The strengths and development areas that are listed below are related to the profile that is selected for your service. It is not necessarily about your overall strengths and areas for development.

Matching Work Methods	Non-matching Work Methods	Other Work Methods
<ul style="list-style-type: none"> • You are happy to contribute ideas and take the initiative • Your result suggests that you are active and energetic • You have the ability to communicate your point emphatically • You are normally convinced that things will go well • You would like to have an active job • You have a good capacity for following your own line even if others offer resistance • It is easy to get into small-talk with you • Talking to others is something you enjoy • You take criticism on board • You don't need to be the person who formulates visions and are happy to leave that to others • You take in things that happen in your surroundings 	<ul style="list-style-type: none"> • You function best in a group where you can motivate each other from time to time • Setbacks and reversals are sometimes hard for you to shake off • It is likely that your planning sometimes goes awry unnecessarily • When things become monotonous you have a tendency to change direction • It is possible that you lack experience when it comes to exercising influence • There are indications that you may sometimes act without due consideration • It is apparent that you have a certain sensitivity to criticism - especially when it is not specific • You don't always care about doing things in the recognised or recommended way • It is possible that you find it hard to relax • There is a risk that you will overlook small details that may be of no interest to you • You don't always put emphasis on order and structure in your area 	<ul style="list-style-type: none"> • There are signs that you have an onerous and stressful situation that may affect your mood and well-being somewhat • You have a tendency to react very quickly - you may find it useful to count to 10 • Being open about your possible shortcomings is something you would rather avoid • You can easily become argumentative • It is not always easy for others to predict your behaviour • Your result gives the impression that you are very witty • You feel best if you have the opportunity to receive encouragement and acknowledgment for the work you carry out • You can feel very dissatisfied when things don't turn out as you want • You can be a little hot-tempered when things don't go the way you want

In the REFERENCE GUIDE you will find tips on what you should focus on when you request references from previous employers. In each section you will find Guidelines and Reference Questions. The Guidelines show which questions it might be advisable to pursue. Under the heading Reference Questions you will find examples of concrete questions you can put to the referees. The majority of the questions are based on the candidate's JobMatch result in relation to the profile chosen for the position. Among these are questions regarding non-matching characteristics but there are also questions intended to verify those characteristics that match the profile. Use the REFERENCE GUIDE for inspiration - choose the parts that you think are best suited and which you consider to be of importance.

WORK STRUCTURE

Guidelines:

- The person has no real interest in immersing herself in or getting involved with details. What problems might this bring with it in a position that demands a good deal of accuracy and thoroughness?
- The evidence suggests that the candidate is flexible and adapts well to new situations. However, it is also important to ascertain whether she prepares well enough and works according to an established plan.
- In all probability, this is not someone who could be characterised as meticulous, so it would be advisable to find out how great the risk that she will be unable to live up to your demands for order and structure.

Reference questions:

1. Where there ever any problems with regard to poor planning or a lack of preparation when faced with various tasks?
2. How would you describe her ability to timetable her work, meet deadlines and prepare herself when required to do so?
3. To what extent has she been known to make unnecessary mistakes as a result of carelessness?
4. Do you believe that the person is suited to a job in which it is important to keep track of things, be accurate and hand over work that is in principle always correct?
5. Does this person easily become disorganized or mixed-up? If so, what have been the consequences?
6. How have things functioned in terms of any reporting, documenting and following the organization's procedures?

STRESS INDEX**Guidelines:**

- It appears that the candidate may have a tendency to suffer from stress from time to time. How is this expressed?
- There are some indications that the person doesn't always have a stable disposition and it would be wise to find out what is likely to affect her negatively.
- This person has a tendency to worry about making mistakes and any criticism she might receive as a result. It would be advisable to find out how this effects her working situation and stress levels.

Reference questions:

1. Can she allow others to 'take the baton' without becoming frustrated or stressed?
2. Are there any particular circumstances that affect the person's equilibrium and influence her moods? If so, how is this expressed?
3. Is the person able to react professionally when put under a moderate amount of pressure or strain? If not, how does she behave when under pressure?
4. Is there anything in particular that needs to be considered with regard to giving her criticism or negative feedback?
5. Is the person always in a hurry, becoming agitated when things don't proceed at the fast pace she would like?
6. Do you think that routine tasks that need to be worked through methodically would cause her stress?
7. Does she work at such a hectic pace that it affects results or those around her in a negative manner? If so, in what way?

DECISION CHARACTERISTICS

Guidelines:

- She seems to be reasonably able to stand her ground. If strength of will is an important characteristic for the position it may be worth digging a little deeper into her ability to fight her corner and get others on board in an effective manner.
- The results indicate that the candidate is not particularly thoughtful or given to the kind of reflection that might be demanded in this type of position. It may be of significance to ascertain whether or not her decisions have proved to be correct in the long-term.

Reference questions:

1. Is it apparent with hindsight that her decisions were not properly thought through? If so, has this had any serious consequences?
2. This person appears to have a good deal of willpower. We need to know if she sometimes has a tendency to trample on other people?

MOTIVATION AND DRIVE

Guidelines:

- How would the person function in a position in which there is an almost incessant demand to reach set targets and perform to the very highest level?

Reference questions:

1. Is it your impression that she could do with being more self-motivated and alert?
2. Has there been anything lacking in her attitude to performing well and staying on the front foot?
3. How would you rate her chances of success in a position with a degree of influence?
4. Would you recommend this candidate for a position that demands the constant pursuit of results?
5. How self-motivated is she? Does she sometimes need to be reminded of what she needs to do?

ENERGY AND WILLINGNESS TO ACT**Guidelines:**

- The candidate appears to find it easy to get involved and seems to enjoy being kept busy. It might be worth ensuring that the amount of work involved in the position meets her need for stimulation and engagement.
- Her ability to take the initiative is in the mid-range. Will she act to the extent required or is she too cautious?

Reference questions:

1. Do you think that she will find this position stimulating and interesting enough?
2. How does she react to unforeseen events? Does she ask for help, take the initiative herself or is she more passive, waiting for others to act?
3. How would you describe her stamina and physical capacity for work? To what extent does she have the necessary reserves of energy to cope with any occasional high workloads?
4. Has she displayed a tendency to become frantic? She seems to want to maintain a high tempo and I wonder if she has made unnecessary mistakes in her haste?

COLLABORATION AND COMMUNICATION**Guidelines:**

- Does the person communicate in a manner suited to this particular job?
- How high a level of candour and openness can one expect?
- Investigate whether the position can satisfy the candidate's need, or lack thereof, to have contact with customers, colleagues or other people.
- Is there anything particular to bear in mind with regard to her ability to collaborate?

Reference questions:

1. It is desirable that someone in this position enjoys being around people. How would you describe her social skills?
2. Did the person complain often while working for you? If so, was this done directly to the "right" person/you or did she beat around the bush?
3. Does she prefer to remain in the background or is she willing and able to take centre stage when the situation demands it?
4. Is she often the one who raises issues that aren't working as they should? How does she go about this?
5. She gives the impression of being communicative. Has there been any downside associated with her willingness to speak to others?
6. Has the person been known to say something in such a way that others have really taken offence? If so, how did she resolve the situation?
7. What is her attitude to things she finds disagreeable or uncomfortable?
8. What is your opinion on the person's ability to be articulate and self-assured in relation to this position?

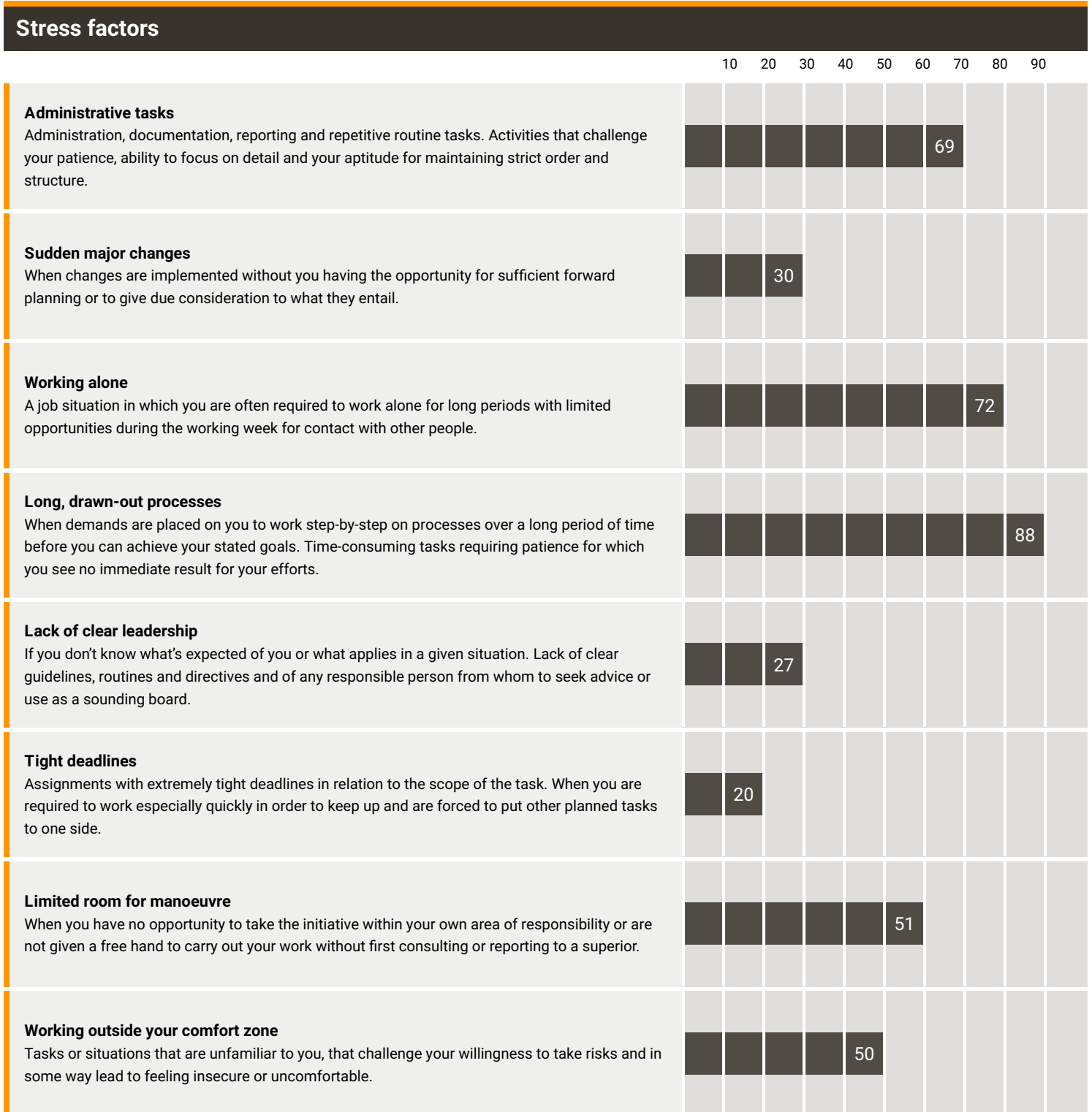
FURTHER QUESTIONS**Guidelines:**

- There are a couple of things in the results that may suggest that the candidate is in a somewhat pressured situation. It may be of value to find out if this is temporary and to what degree it may affect work performance.
- The person has a relatively low value for Answer Realism. There may be a variety of reasons for this; please refer to the JobMatch Talent Manual under the heading K- Result Index (under Tools in your JobMatch Center) or ask our consultant in conjunction with feedback.
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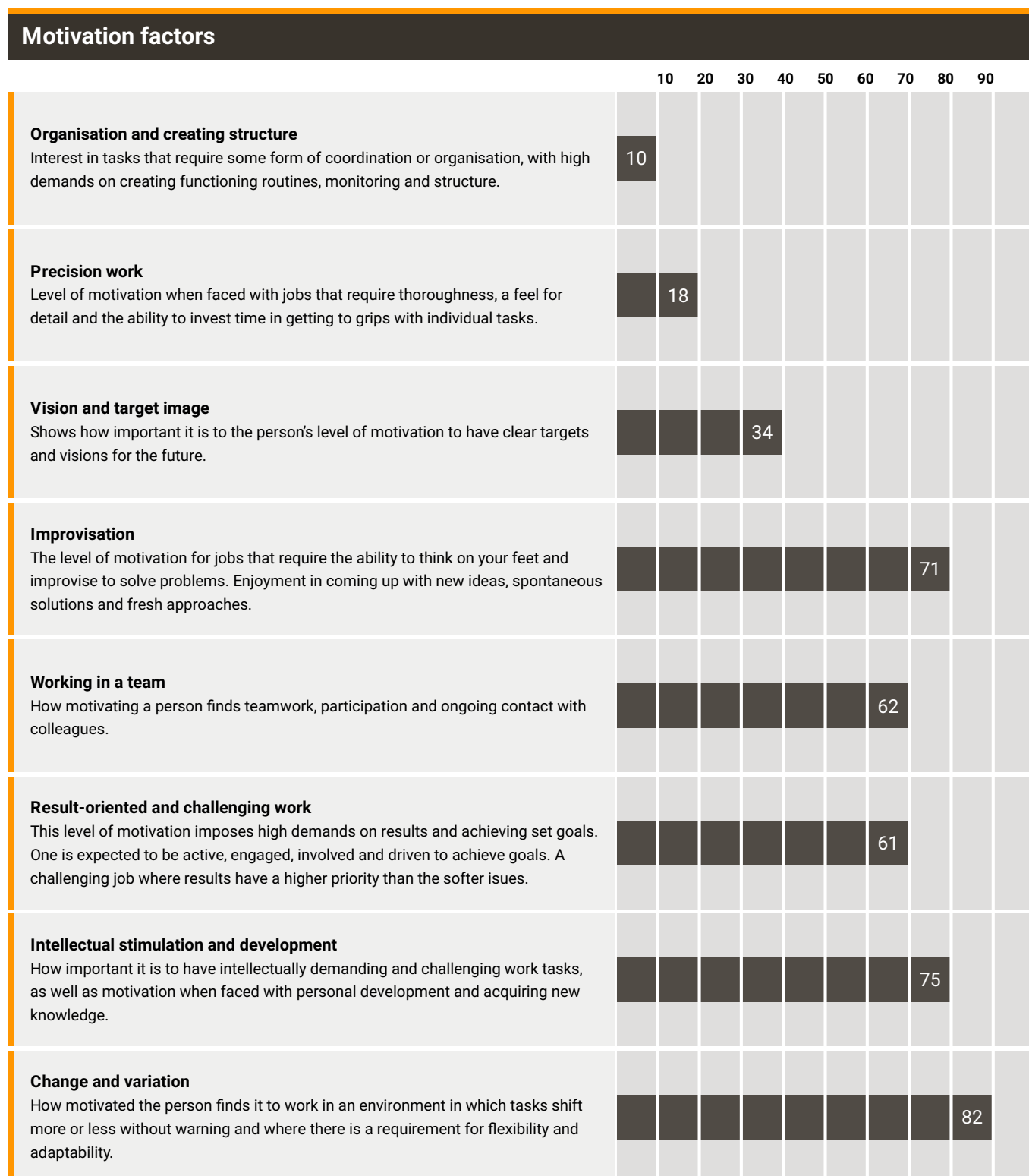
Reference questions:

1. Is there any reason to believe that the person may give the impression that she can handle more than she actually can?
2. To what degree would you say that the candidate is aware of her own limitations?
3. Do you think there's a risk that she might be unwilling to acknowledge shortcomings or find it difficult to admit to mistakes?
4. If she says that she's capable of doing something - is this really the case?
5. Could it be that the person is currently in a stressful situation? If so, how has it affected her work?
6. Has she had any personal problems and if so has she required extra consideration, support and help because of this?

The bars below show various stress factors and the degree to which these may apply to you in situations where you find yourself under stress. A bar with a value below 50 shows a gradual decrease in the impact of stress from moderate to insignificant. If, on the other hand, this level is above 50 – this indicates a gradual increase from moderate to significant. Stress can be experienced in a number of different ways. In this context, we are thinking of a negative impact on mood or emotions. This may take the form of frustration, dissatisfaction, irritation or harassment. Sometimes you might not feel this stress directly but notice symptoms such as tiredness, boredom or resignation.



Your motivation profile shows the extent to which different areas have a motivating effect on you. Any lines on the diagram that are in the vicinity of the 50-line are of no crucial significance to your levels of motivation. It should be emphasised that this profile says nothing about your work performance within a given area, only the extent to which the various areas motivate and energise you.



Welcome to the JobMatch Talent Evaluation Guide

JobMatch Talent is a professional psychological test that measures work-related attributes based on the 200 questions you have answered. It is thus not a test that assesses you as a person but rather a test that endeavours to provide a picture of how you use your attributes and abilities in various work-related situations.

It is important to be aware that high values should not automatically be equated with "good" and low values should not automatically be equated with "bad". When reviewing the results it is therefore necessary to set aside the traditional mindset of "the higher the score, the better". This way of thinking does not apply to JobMatch Talent.

Generally speaking there is no "right" or "wrong" way of working. Different positions/roles involve different demands, and it is only in this context that it is possible to begin talking about advantages/disadvantages or strengths/weaknesses and areas of development. It is also important to remember that not all of the attributes included in the JobMatch Talent Guide are of equal importance for all types of positions or roles.

As an example: A person has a value of 90 for Communicativity under the J-scale. The guide describes both the advantages and the disadvantages that this can entail, but it does not take other attributes into consideration that could compensate for such advantages or disadvantages. For example, the person with 90 for Communicativity could also have a high value for Self-control/Restraint (under C), in which case the negative aspects normally associated with a high value for Communicativity might not be as applicable to this particular person.

Naturally, not everything that is stated about the various attributes will perfectly describe you and your way of working. Sometimes both the advantages and the disadvantages will provide a good match; on other occasions it might be only the advantages or only the disadvantages that are relevant. This is something that only you and those who really know you can determine.

We define low values as 40-50 and below, and high values as 70-80 and above. Values in the range 50-70 are not described, since this is a level that is close to the average, which means that these attributes are not particularly distinctive in any way.

Under each attribute you will find an explanation of what it can entail to have a high or low value for that particular attribute.

- + Possible advantages associated with a high or low value.
- Possible disadvantages associated with a high or low value.

We hope that you find it interesting to receive your JobMatch Talent-results and that it will prove to be a positive experience for you!

You are always welcome to contact us, for example when you collect your results, if you have any questions that your test administrator is unable to answer.

Best regards,
JobMatch Talent

A. Work Structure

Shows the extent to which you place focus on having structure in your work.

A1. Focus on Planning

35

You are usually able to cope when your planning is disrupted or "destroyed" by unforeseen circumstances. You can adapt and make changes to your planning when required, without being negatively affected.

You may find it difficult to keep to agreed times, or you may sometimes cut things very fine. It is possible that you overlook forward-planning and preparation.

+

You often think long-term and plan ahead. You respect other people's time and planning. You are usually well-prepared.

-

It can be a stress factor or a cause of irritation for you if you are often interrupted and need to drop what you are doing in order to deal with something else. You may be less comfortable in situations where there isn't time for thorough preparation.

A2. Focus on Details

40

You find it easy to maintain a holistic view and to focus on the key guidelines. You don't usually get unnecessarily involved in the work of others or get hung up on minor details.

You can tend to make small careless mistakes: "oops, I didn't see that". You could possibly find it difficult to be patient if something is complicated or if someone is being longwinded.

+

It is likely that you are careful and thorough. You usually make sure that the thing you're working on is totally correct before others are allowed to see it. Your interest in getting involved with things at an in-depth level means that you are well-informed. You find it easy to identify things that others might not always see. You are patient when it comes to complicated tasks.

-

You run the risk of being more thorough than is practical, which can mean that a lot of time is expended on certain tasks. You sometimes require more detailed information than can be provided.

A3. Focus on Order

35

You are seldom irritated by the fact that other people don't keep things in order. You can cope with working in disorganised or chaotic surroundings. You are not overly disturbed by a lack of order.

You prioritise other things ahead of orderliness, and as a result you run the risk of getting in a muddle or needing to rummage around in order to find your things. You can allow your papers and documents to pile up, have a lack of control and risk becoming stressed as a result.

+

You have good control of your work duties. You are well-organised. You can find your documents. You build structures and routines.

-

You can be a bit of a perfectionist and can find it difficult to tolerate a lack of order. You run the risk of getting caught up in formulating routines and organising things, regardless of whether or not it is necessary to do so. NOTE! This applies to the highest values here in combination with a low value for E3 (Need for Speed) and a low value for H2 (Tolerant Attitude).

B. Inner Drive

Shows your inner drive and your approach to opposition and difficulties.

B1. Self Motivation



You allow others to show what they can do. You aren't a threat to those around you in situations where "everyone" wants to shine.

+ You are independent, and you want to do your best. You are able to cope with setbacks without losing enjoyment for your work. You provide your own motivation.

You sometimes need a little positive reinforcement from others to maintain your motivation. You can feel a need to rely on your discipline and your sense of duty when your desire to work fails. It can take a while for you to bounce back after a setback if you don't have positive people around you.

- You can be a "lone wolf" and can find it difficult to conform – you do what you think is best. You can become too involved with your work, at the expense of the other aspects in your life.

B2. Optimism



You are a realist. You are aware of possible problems and you take them into account. You aren't blinkered in your approach. You are prepared for the fact that things can sometimes go wrong.

+ You are hopeful and you see possibilities. You think that most things are enjoyable. You are not particularly affected by setbacks.

Those with a low value here include people who expect problems to arise. You can tend to have a pessimistic outlook and feel that many things are difficult to achieve or resolve.

- You can tend to have your "head in the clouds" and not see problems or difficulties, and you may tend to ignore warning signals from other people.

B3. Mood Stability



You are clearly noticing something is wrong or when you are not completely satisfied. You listen a lot to your emotions, and as a result you can sometimes perceive things more intensely than other people. Your mood is fairly easily affected by things, which can be both an advantage and a disadvantage, depending on the context.

+ In general you find it easy to maintain a good mood. You are only momentarily affected by setbacks and the like.

Setbacks can have a major negative impact on you and can affect you for a considerable period of time. Your mood is fairly easily affected by things, which of course can be both an advantage and a disadvantage.

- Some people with a very high value here can maintain a very good mood despite the fact that things have gone to hell, which can be perceived by others as a sign that this person doesn't care about things.

C. Stress Index

Shows how you are affected by stress factors (these can vary greatly from individual to individual).

C1. Self-control/Restraint

30

Those around you are seldom left wondering how you feel. Most likely you are easy to read. You often react quickly to situations that arise and get things off your chest when something doesn't sit right with you. A low value here does not, however, mean that you are overly sensitive or that you react more often than other people.

+ You are usually able to control yourself and maintain a professional approach, even under pressure. Your calmness is of benefit to you in negotiations and other similar situations. You maintain control of your emotions.

You can sometimes find it difficult to control yourself, and there may be occasions when your feelings are apparent even when you don't want them to be. If your value for E3 (Need for Speed) is high then it is likely that you are fairly impatient and don't like to be kept waiting.

- It can be difficult to tell if you are feeling stressed or under pressure. You can also run the risk of "biting the bullet" for a longer period of time than is practical if something isn't as it should be. You can be too patient in certain situations.

C2. Resilience

25

You are receptive to how others perceive you and the things you do. You understand when you have done something wrong. You are aware that you can't always cope with all types of difficult situations. As a person you are often self-corrective.

+ You don't take it personally when you receive criticism. You don't overreact and you seldom feel offended if someone points out that you have made a mistake. You are often able to cope with tough situations. You are relatively unaffected by what others think about you.

You can be sensitive to criticism and can read more into what people say than is actually the case. This can deplete your energy levels. You need positive and concrete feedback. You aren't necessarily good at giving yourself a pat on the back when it is deserved.

- You are not always receptive to feedback from other people and you can tend to reject criticism when you receive such. You are possibly a little "Teflon-coated" i.e. nothing sticks to you, especially if you also have a low value for F3 (Development Motivation). You seldom care what others think about you.

C3. Concentration

55

You have your "radar" turned on and you notice the things that are happening around you.

+ You are able to sit still and remain concentrated on the task at hand. You usually don't mind when things are going on around you. You can be interrupted without becoming particularly stressed as a result. You find it easy to focus.

You can sometimes become distracted or stressed by interruptions. Your thoughts can sometimes run away with themselves and you can find it difficult to remove things from your mind. You may need to find ways to screen yourself off in order to be able to concentrate more easily.

- You can become so engrossed in what you are doing that you don't react when something happens in your surroundings.

D. Decision Characteristics

Shows how you make decisions and how you relate to decisions.

D1. Deliberation

40

You are usually quick out of the blocks without the need for too much prior analysis. It is likely that you can make split-second decisions. You seldom dilly-dally. You usually find it easy to cope with change and new approaches.

You can run the risk of getting ahead of yourself by making decisions without a great deal of prior consideration. The more experienced and used to your job you become, the less this tends to be a problem.

+

You make well thought-out decisions. You consider things and analyse a situation before you say what you think or before you act. The people around you usually find you predictable.

-

There are times when you think and analyse things a great deal, and you can sometimes find it difficult to reach a final decision (although there is a good chance that any decision you ultimately make will be the right one). You can dislike rapid change or when people come up with innovative ideas. It may be that you feel the need to slow things down in order to gain time to think before agreeing to something.

D2. Willpower

90

It is easy to get you to go along with things. Most likely you are responsive and lacking in prestige. You listen to the wishes of others, and you have no problem following another path than your own.

You are restrictive when it comes to trying to get your own way, and you may only do so when the circumstances are right for you. You can run the risk of giving in unnecessarily when you are dealing with strong-willed people.

+

You are decisive. You try to get your own way and are not easily moved. You don't usually bend, even if you encounter resistance. You don't easily give in to counterarguments.

-

Others can perceive you as being excessively decisive and combative. It can be difficult to meet you in discussions. You sometimes follow your own path to such an extent that you risk running over others unless you are careful, especially if you also have a high value for J1 (Impact).

D3. Persistence

30

You are able to give up on something in time, before you reach a complete impasse. You choose your battles carefully. You enjoy varied work duties.

You can sometimes find it easy to give up on something or stop what you're doing if it becomes too difficult. You can dislike tasks that take a long time, are monotonous or require you to overcome many obstacles. You need variation in your work.

+

You carry out and complete what you have started. You are persistent and you don't give up. You can work with things that take a long time. You fight all the way for things you think are important.

-

Others can perceive you as being stubborn and difficult to deal with. There is a risk that you simply keep on going, regardless of whether or not the thing you are doing must actually be done. Perhaps you don't always realise when it is time to give up on something.

E. Activity

Shows the nature of the activity with which you are comfortable and how you want to utilise your energy.

E1. Physical Activity

85

You find it relatively easy to have a job where you sit still or don't get to move around much. You seldom become restless. You usually satisfy your need for physical activity during your leisure time.

+ You usually have a great need to move around. You are able to cope with work that requires travel or physical exertion. You are generally alert and energetic.

You may find it too much of a strain to perform work that is physically demanding or work that requires a high degree of mobility.

- You can find it trying to sit still for long periods of time, since you need to find outlets for your energy. It can sometimes be difficult for you to take things easy. You can tend to "dash about".

E2. Mental Energy

75

You find it easy to relax. You are selective when it comes to choosing the things you get involved with, and you don't need constant stimulation in order to be happy.

+ You find it easy to get involved in things. You like working a lot. You want to have intellectual stimulation and you enjoy it when there is always something happening.

You can easily become mentally tired if you have a lot to do. You may need to take a short break from time to time in order to recharge your energy levels.

- You are always on the go with one thing or another, and perhaps you don't always realise when you are tiring yourself out. You can find it difficult to take things easy, with the risk that you push yourself too hard.

E3. Need for Speed

85

You are probably very patient and you appreciate being able to take your time on individual tasks, without having to rush through them. You can cope with jobs that involve a fair amount of waiting.

+ You like to work quickly and you don't allow your work duties to take more time than necessary. You are quick out of the blocks. You usually cope well with tough deadlines and time restraints.

You can become stressed by time constraints and deadlines. You may not feel very comfortable in situations where you need to hurry.

- You can easily become impatient when things take too long. You don't like waiting. There is a risk for careless mistakes if your value for A (Work Structure) is low. You can find it difficult to tolerate long or drawn-out meetings.

F. Drive

Shows the way in which you have ambitions to develop and progress in your professional life.

F1. Winning Instinct

35

You are happy to allow others to emerge and show what they can do. You are probably a good team-player and you enjoy being part of a team. You don't feel obligated to have to "climb the ladder" and build your career. Prestige is not usually important to you.

+ You are ambitious and goal-oriented. You are determined to achieve something. You are driven and persistent. You often have lofty career goals.

You may lack sufficient focus on goals when it comes to positions/roles that require a real killer instinct, for example a job within sales. You are seldom comfortable with jobs that require you to constantly strive to "be number one".

- You can find it difficult to accept the fact that other people achieve more than you. You don't always allow others to emerge, and you sometimes feel extremely driven to "be the best". In extreme cases this type of person can be a lone wolf with focus on their own career and ambitions.

F2. Vision

45

You are realistic and down to earth. You are able to work in the present and leave planning for the future to others. You don't particularly need to have something to look forward to – most often you can feel happy with the situation as it is.

+ You are hopeful. You look forward to the future and what it will bring. You like to formulate visions and targets that you can strive to achieve.

Perhaps you are less happy in a job that places stringent demands on your ability to focus on the future. You may find it more difficult to become motivated and gain energy from the need to strive to achieve large-scale visions.

- You can tend to have your head in the clouds, with unrealistic expectations regarding the future. A high value here could be a problem when it comes to a position/role where there is not much scope to influence the future.

F3. Development Motivation

80

It is possible that you are in the middle of, or have recently completed, a training course or development measure. You have the ability to feel satisfied with your current level of competence.

+ You make an effort to develop and become more knowledgeable. You have the ability to change the way you work. You can accept feedback and help from others.

You are not always open to educational or developmental activities. It can sometimes be difficult to reach you with feedback or help and support.

- You may be less content in a job where you don't have the opportunity to continuously develop and expand your skills and knowledge. You may also find it a little difficult to feel satisfied with what you know and are able to do.

G. Acting

Shows various aspects of your actions.

G1. Sphere of Influence

25

You seldom make a fuss when it comes to being able to exercise a great deal of influence. You are not bothered if other people decide things or take the lead.

In managerial and influential positions you may need more leadership experience, which could entail a major challenge if the demands on your ability to exercise influence are great. For other positions a low G1 value is of less relevance.

+ You are used to exercising influence and having a say in developments. You enjoy having a high level of involvement.

- You can find it difficult to tolerate a job where you aren't able to exercise very much influence. You can tend to get involved in more things than is practical, for example clubs and associations, boards of directors and the like.

G2. Power of Initiative

65

You can cope with a job where it is other people who determine your tasks and duties. You are more focused on carrying out your work than on being creative and finding new ways to do things.

You can run the risk of being somewhat reserved when it comes to ideas you may have, perhaps preferring to wait until someone else takes the initiative.

+ You are alert to change. You are more than happy to provide new ideas and suggestions and are often the originator of new approaches, new projects and the like.

- You can be too quick to get started with things, without first checking with others. You sometimes act outside of your own area of responsibility. You can find it difficult to be comfortable in a position/role where there is little or no opportunity to propose and push through changes.

G3. Risk-taking

70

You seldom place yourself in situations that are difficult and troublesome. You are aware of risks and take them into consideration. You are careful by nature.

You are cautious by nature. You prefer a safe bet to taking a chance. Perhaps you want to have an extra margin of safety when something needs to be done that is outside of your comfort zone.

+ Most likely you are brave and perhaps even a little adventurous. You trust in your own ability and judgement and have no particular need for external security factors. You dare to go for the things you believe in.

- You can be careless or unable to see risks. You can tend to get in over your head or risk putting yourself or others in difficulty.

H. Tolerance

Shows your approach to the fact that other people are who they are and do what they do.

H1. Concurring Image

55

Other people know what you think about things. You are usually honest when it comes to forwarding your opinions and criticisms. You dare to go against the tide and bring up uncomfortable topics of conversation.

+

You usually express yourself extremely mildly. You don't like to complain or give offence to others. You use a good-natured and pleasant tone and can be understanding of other people's faults and shortcomings (at least that's how it seems to others).

You can be *too* direct in your criticism, and you may give the impression of being obstinate. There is a risk that you sometimes end up in unnecessary conflicts with others as a result of your forwardness. Perhaps other people sometimes perceive you as being more critical and negative than you actually are.

-

You're not comfortable having to say no to others if there is a risk that tension will arise as a result. You may be so intent on getting on well with others that you don't say what you think but instead simply bite your tongue when you are annoyed or disagree with someone.

H2. Tolerant Attitude

45

You seldom fall for things. You are careful in your approach and take nothing for granted. You pick up on things that aren't as they should be. You know to tread with caution when you think that something doesn't feel right.

+

You are usually broadminded and unprejudiced. You find it easy to "accept things as they are". You don't get hung up on trivial matters. You are a good listener, since you seldom reject what others have to say without first trying to understand how they are thinking.

At times you can be more intent on finding what is wrong rather than seeing what is good. People with the lowest values here can simply reject or denounce anything that doesn't agree with their own viewpoint. You can be a bit sceptical and suspicious, and you sometimes presuppose that things aren't as they should be.

-

You are sometimes too positive and accepting of things. You can be more permissive or accepting than is actually appropriate for the situation at hand. You don't always notice things that aren't as they should be.

H3. Trust in Others

70

You are not easily fooled. Normally you are neither surprised nor disappointed when you discover that someone is up to no good. You find it easy to maintain your distance to those around you.

+

You display understanding towards other people. You get close to others through tolerance and trust. You find it easy to trust other people. You seldom judge people.

You can often assume that other people will behave badly or deceitfully. You may send out signals of "I don't accept you as you are", which can cause other people to feel somewhat ill at ease. It is not uncommon to end up with low H3 values if they have been very disappointed or deceived a number of times in the past.

-

You can be rather easily deceived or fooled due to the fact that you are so seldom suspicious of others. You can be understanding of even the most difficult of people – which can be both a good and a bad thing.

I. Social Interest

Shows what is important to you in social relationships.

I1. Displayed Consideration



You aren't particularly afraid of ending up in conflicts with others. You don't often treat someone with kid gloves or back away from making demands, setting boundaries or giving criticism. Emotionally you are able to maintain your distance to others when necessary.

+ You are kind-natured and you care about how others feel. You find it easy to be compassionate, kind and empathic. You like to help others when you can.

Others can sometimes perceive you as cold and tough. At times you fail to consider how other people feel about things. Your efforts to maintain positive relationships are often based on your own terms.

- You may be so compassionate or helpful that you run the risk of causing negative consequences for yourself or others. You can be very restrictive when it comes to making demands on others.

I2. Diplomacy



You have no particular restrictions when it comes to expressing yourself in a straightforward and direct manner. You don't usually back away from saying what you mean.

+ You are smooth in the way you express yourself. You consider how others perceive the things you say. It is seldom that you lock horns with others or behave in a provocative manner.

You can express yourself somewhat clumsily. You may end up hurting or offending others unnecessarily due to the direct manner in which you say things. You can make things sound worse than you actually mean to.

- You can be somewhat ambiguous. You run the risk of wrapping up criticism or bad news in cotton wool to the extent that the true gist of what you are saying might not reach the recipient.

I3. Contact Creating



You're normally fine when it comes to working alone. You don't have any particular need for a lot of social contact with colleagues or other people during your workday.

+ You find it easy to get to know people. You enjoy meeting new people and you like having people around you. You are social by nature and can usually make appropriate chitchat.

You can be very restrictive when it comes to your social side, and you aren't always comfortable meeting new people. You need time to yourself now and then. You may be uninterested in social events unless they provide you with some form of stimulation.

- You can be so intent on having contact with other people that it is difficult for you to be happy in a job that doesn't afford you the opportunity to do so. You can create a greater number of contacts than you can actually handle.

J. Communication

Shows how you communicate your messages to other people.

J1. Impact



Most likely you have a gentle tone and are able to let others into discussions. Other people probably seldom get the feeling that you are running them over – you have the ability to get others on your side without forcing them to do something.

+ You find it easy to promote your cause. You can capture the attention of others and dictate the direction of a dialogue. You aren't afraid to take the spotlight. You can communicate with effect and credibility.

If the situation isn't completely right then you can tend to remain in the background. You are restrictive when it comes to disagreeing with others or putting weight behind your words. It can also feel like quite an effort for you to "take charge" and direct others.

- You can run the risk of running over other people or taking charge in a group situation without having been asked to do so. You can be difficult to meet in discussions, especially if you also have a high value for Willpower (D2).

J2. Communicativity



You have no particularly need of hearing your own voice. If you have a high value for J3 (Openness) then you probably usually only choose to talk when you feel that you have something relevant to add. You can cope with "quiet" surroundings. You don't disturb your colleagues with a load of idle chat.

+ You are good at communicating with those around you. You are usually good at providing information. You enjoy talking with other people.

Other people can perceive you as being taciturn and someone who doesn't always think of informing others. It may be necessary for people to force the words out of your mouth at times. Often you dislike the need to make small-talk in social situations.

- You can sometimes talk more than the people around you have the time or energy to listen.

J3. Openness



You can keep a secret. You don't turn yourself inside-out and "expose" yourself to just anyone. You are seldom embarrassing in what you say.

+ Others know where you stand. You tell people what you think. You find it easy to be clear and to formulate your message. You are able to play your part in group situations.

You are restrictive when it comes to wanting to open up and be yourself. Other people can find it difficult to really get to know you. You tend to keep your opinions to yourself unless the situation feels completely right for you. You sometimes find it difficult to speak up if something is bothering you.

- You may find it difficult to keep quiet when it comes to sensitive topics, or you may be too outspoken in relation to personal matters. The more difficult you find it to listen to or feel empathy for others, the "worse" your openness can be for those around you.

K. Index of Test Result

Shows your approach when you answer questions about how you prioritise things and how you work.

K1. Answer Realism

55

You may have a firmly-rooted conviction that there is hardly anything you aren't good at.

+

You have answered a number of questions where you admit to the existence of "shortcomings", in other words things that you can't cope with or aren't particularly good at. A high value here is usually an indication of good self-insight.

Most likely you dislike exposing things that can be perceived as "weaknesses".

-

It is possible that you can be pretty hard on yourself. You sometimes focus on the things you don't think you can cope with or the things that you perceive as being negative about yourself.

K2. Self-realism

30

You may choose to ignore things that would normally be perceived as limitations or be seen as realistic. This can result in your daring to take on most things.

+

You are aware of your own limitations. You don't try to present yourself as better than you actually are. You have a realistic view of yourself and your own capacity. When answering the questions you take an honest look at your attitudes and actions.

You might not always differentiate between reality and desire when it comes to your own capacity.

-

K3. Adaptability

45

You dare to follow your own thoughts and beliefs. You don't allow rules to become a limiting factor when results need to be achieved.

+

It comes naturally to you to follow routines, rules and laws, and to respect the regulations that apply. You are often loyal and dutiful.

It can be difficult to control you. You probably don't want to allow yourself to be restricted by procedures or rules.

-

If you have a very low value for G3 (Willingness to take risks) then you could become excessively cautious and not dare to take action without first checking with other people that it is OK to do so.