



MULTIFACTOR PERSONALITY PROFILE



Special guide

3/2023

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DESCRIPTION OF THE QUESTIONNAIRE

The Multifactor Personality Profile is a basic questionnaire oriented at the personality of the examinee. It can be utilized in all areas of work where human capital is concerned. It provides a solid ground for a larger diagnostic complex.

These multifactor personality questionnaires inform about the respondent's basic personal traits, how they perceive the world and make decisions, or which activities they prefer. This forms the basic platform on which future development can be built. The questionnaire is based on the popular MBTI concept to which it adds four more bipolar scales.

It is a personality questionnaire, which offers insight into one's personality based on 4 main areas that are further differentiated into more factors. This questionnaire describes a basic personality setting related to other people and the world around us, a way of perceiving reality and problem solving, a way and specifics of decision making and basic characteristics concerning work style.

Aside from output in the form of an easy-to-read chart, it also provides a comprehensive text including the interpretation of the overall profile, identification of advantages and potential risks, recommendations in regards to further development and, in case you define an ideal profile in advance, a comparison of the results with the ideal profile.

Theoretical Framework

The Multifactor Personality Profile uses as a basis a number of theories, which focus on the evaluation and description of personalities. It draws from questionnaires such as the Big Five, the Business-focused Inventory of Personality, the Golden Profiler of Personality and the Myers-Briggs Type Indicator.

Big Five

The Big Five personality traits are the following:

- ✓ openness to experience;
- ✓ conscientiousness

- ✓ extraversion
- ✓ agreeableness
- ✓ neuroticism

Business-focused Inventory of Personality (BIP)

The creators of this questionnaire are Rudiger Hossiep and Michael Paschen, who developed it in the 1990s in Germany. As Kuba (2013, p. 7) writes, "BIP is a frequently used tool mainly due to its relatively low price, simplicity of administration and wide scope, thanks to which it can be applied across many professions, fields and economic sectors."

However, one drawback of BIP is the fact that "although the constructs included in BIP integrate findings from differential psychology or motivational psychology, they are not based on any initial theoretical concept that encompasses all dimensions (Hossiep & Paschen, 2003, p. 11)." Here we find a similar problem as in the factor models, whose theoretical grounding is also very weak.

Myers-Briggs Type Indicator (MBTI)

The MBTI is based on the personality types described by C. G. Jung (1921), who identified four basic preferences in the perception and behaviour of different people in relation to the surrounding world, which are crucial for individuals to function normally in society. At the same time, a strong preference for one function restricts the influence of the others – especially the opposing functions – but they are all present at a more or less conscious level nevertheless.

Golden Profiler of Personality (GPOP)

John P. Golden created an adapted version of the MBTI and named it the Golden Profiler of Personality. The added value of GPOP is its "tense-calm" scale, which maps the response to stress. Theoretically, the test is also based on the five-factor model of personality, as it was found that these scales conceptually overlap (Wagnerová, 2011).

Description of the individual dimensions and scales

The inventory contains four basic areas, which consist of two scales. The order of the items in the inventory was chosen so that the four adjectives forming the item always represent one of the four basic areas and the opposite poles of both its scales. The items follow on from each other in the same order as they are presented in the graphical output of the inventory. This means that the first item includes the adjectives related to the Basic Personality Profile (introversion - extraversion - assertiveness - cooperation), the second item the Dominant Perception Style, the third the Decision Making Style and finally the Type of Preferred Activities. Most of the adjectives are positively formulated. Eight items are made up of adjectives with negative connotations (two for each area) and are placed in the inventory at random.

Basic personality profile

This dimension affects the basic personality profile to external stimuli, especially towards other people, i.e., in the framework of social interaction. It involves a combination of two scales: introversion - extraversion and cooperation – assertiveness.

The factors introversion – extraversion are based on the classical Jungian concept:

INTROVERSION	EXTRAVERSION
<ul style="list-style-type: none"> ✓ Focus on internal experience ✓ Sober-minded ✓ Deep thinking ✓ Ability to focus on activities ✓ Detachment ✓ Unwilling to engage in communication 	<ul style="list-style-type: none"> ✓ Focus on internal experience, either at the level of verbal communication or expression ✓ Lively and vivacious ✓ Easily makes new relationships ✓ Mostly superficial ✓ Easily distracted ✓ Finds it difficult to concentrate

The factors cooperation – assertiveness affect the degree of influence of the individual and their surroundings.

COOPERATION	ASSERTIVENESS
<ul style="list-style-type: none"> ✓ Submissive ✓ Cooperation orientated ✓ Supports others ✓ Open, sometimes passive ✓ Shy 	<ul style="list-style-type: none"> ✓ Dominant ✓ Needs to influence people and events around them ✓ Competitive, sometimes conflictive ✓ Maybe aggressive

Dominant Perception Style

Dominant perception style describes how an individual perceives the world around them. It involves a combination of two scales: details – scope and risks – opportunities.

The factors details – scope affect the degree of detail when perceiving external stimuli.

DETAILS	SCOPE
<ul style="list-style-type: none"> ✓ Detail oriented ✓ “Here and now” ✓ Facts ✓ In extreme situations excessive detail, lack of perspective 	<ul style="list-style-type: none"> ✓ Complex oriented ✓ Perspective ✓ Future oriented ✓ Strategic thinking and vision ✓ Unstructured ✓ Disregard for reality ✓ Lacks detail

The factors risks – opportunities affect the degree of confidence and consideration of risks in relation to the outside world.

RISKS	OPPORTUNITIES
<ul style="list-style-type: none"> ✓ Risk oriented ✓ Cautious ✓ Principles and rules ✓ In extreme situations anxiety and fixation with threats 	<ul style="list-style-type: none"> ✓ Opportunity oriented ✓ The need for self-realization ✓ Ambitious ✓ Almost unwavering certainty and optimism ✓ In extreme situations a tendency to take risks and act recklessly

Decision Making Style

The decision making process describes the factors that contribute to making decisions. It involves a combination of two scales: feeling – thinking and adaptability – independence.

FEELING	THINKING
<ul style="list-style-type: none"> ✓ Decides based on what is “good” ✓ Takes interest in others and their needs ✓ Very empathetic ✓ Altruistic ✓ Needs to not harm anyone ✓ Needs to feel accepted ✓ Oversensitive in relationships and to criticism 	<ul style="list-style-type: none"> ✓ Decides based on what is “right” ✓ Takes into account the logic of the matter and rational judgment ✓ Strictly rational ✓ Needs to achieve a high output and be efficient ✓ Straight talking, sometimes harsh ✓ Lack of tact

The factors adaptability – independence affect the extent to which they adapt themselves versus them adapting others.

ADAPTIBILITY	INDEPENDENCE
<ul style="list-style-type: none"> ✓ Tendency to adapt themselves ✓ Tendency to respect external conditions ✓ Instable ✓ Vague 	<ul style="list-style-type: none"> ✓ Tendency to adapt others ✓ Transforms those around them into their image ✓ In extreme conditions self-centered and thoughtless

Type of Work Style

Type of work style includes factors related to work activities and their focus. It involves a combination of two scales: closing – opening and stability – activity.

Factors closing – opening affect the degree of focus on closing, completing started activities or opening, starting new ones.

CLOSING	OPENING
<ul style="list-style-type: none"> ✓ Planning ✓ Needs to see things done to the end ✓ Tendency to regard things as being unchangeable once they are decided upon ✓ Reluctant to change 	<ul style="list-style-type: none"> ✓ Needs to find new, fresh solutions ✓ Tendency to always approach things in a new way ✓ The individual sometimes makes changes to procedures even where they are not practical

Factors stability – activity affect the overall need for activities.

STABILITY	ACTIVITY
<ul style="list-style-type: none"> ✓ Needs calm and stability ✓ Needs stable, well-known and unchanging conditions ✓ Lazy and indifferent 	<ul style="list-style-type: none"> ✓ Needs activities and events ✓ Needs change and new stimuli ✓ In extreme conditions, distracted and overloaded

ITEM ANALYSIS

Item difficulty

By a rule of thumb, all items with a difficulty lower than 0,1 and higher than 0,9, should be checked for content.

EXTRAVERSION							
Open	Communicative	Temperamental	Impulsive	Sociable	Outspoken	Full of life	Absent-minded
0,30	0,38	0,19	0,43	0,36	0,32	0,23	0,19

ASSERTIVENESS							
Assertive	Enforcing	Influential	Hostile	Dominant	Competitive	Decisive	Competitive
0,21	0,16	0,16	0,13	0,13	0,19	0,24	0,47

SCOPE							
Anticipating	Conceptual	Dreamer	Strategist	Having perspective	Intuitive	Unrealistic	Resourceful
0,27	0,19	0,20	0,19	0,23	0,25	0,11	0,24

OPPORTUNITIES							
Assured	Confident	Risk-taking	Fearless	Bold	Ambitious	Careless	Confident in one's abilities
0,21	0,23	0,32	0,16	0,22	0,23	0,19	0,32

THINKING							
Performance-driven	Stern	Organising	Logical	Rational	Tactless	To-the-point	Fair
0,31	0,23	0,25	0,44	0,39	0,09	0,26	0,34

INDEPENDENCE							
Independent	Stubborn	Self-reliant	Autonomous	Strong-minded	Self-centered	Free-spirited	Free
0,22	0,39	0,29	0,21	0,15	0,22	0,08	0,12

OPENING							
Postponing	Agile	Original	Innovative	Not following through	Full of ideas	Creative	Improvising
0,21	0,34	0,25	0,25	0,10	0,21	0,34	0,19

ACTIVITY							
Distracting	Productive	Active	Enterprising	Restless	Responsible	Lively	Taking initiative
0,14	0,26	0,42	0,30	0,24	0,25	0,27	0,24

INTROVERSION							
Take things into account	Stable	Good listener	Reserved	Thoughtful	Focused	Cautious	Taciturn
0,17	0,16	0,34	0,24	0,39	0,21	0,22	0,15

COOPERATION							
Cooperating	Agreeable	Supportive	Submissive	Peaceful	Obliging	Non-confrontational	Shy
0,33	0,29	0,30	0,20	0,12	0,29	0,30	0,20

DETAILS							
Systematic	Detail-oriented	Pedantic	Thorough	Precise	Conscientious	Pedantic	Factual
0,30	0,22	0,37	0,31	0,25	0,29	0,43	0,23

RISKS							
Prudent	Doing things the right way	Anxious	Diligent	Assessing risks	Deliberate	Clingy	Careful
0,22	0,36	0,10	0,34	0,31	0,23	0,27	0,20

FEELING							
Considerate	Over-sensitive	Helpful	Compassionate	Sensitive	Takes things personally	Empathetic	Friendly
0,27	0,18	0,27	0,24	0,21	0,24	0,30	0,37

ADAPTABILITY							
Consulting	Indecisive	Adaptable	Compromising	Accepting	Hesitant	Tolerant	Modest
0,21	0,19	0,20	0,11	0,25	0,45	0,36	0,17

CLOSING							
Critical	Focused on completing tasks	Goal-oriented	Planner	Rigid	Responsible	Complying	Reliable
0,52	0,26	0,31	0,38	0,13	0,44	0,27	0,41

STABILITY							
Passive	Constant	Secure	Restrained	Conservative	Predictable	Conventional	Calm
0,15	0,14	0,14	0,10	0,36	0,09	0,15	0,19

Item-total correlation

The item total correlation is a correlation between the question score and the overall assessment score. A small item-correlation provides empirical evidence that the item is not measuring the same construct measured by the other items included. A correlation value less than 0.2 indicates that the corresponding item does not correlate very well with the scale overall and, thus, it may be dropped or replaced.

EXTRAVERSION							
Open	Communicative	Temperamental	Impulsive	Sociable	Outspoken	Full of life	Absent-minded
0,38	0,52	0,48	0,56	0,58	0,19	0,46	0,41

ASSERTIVENESS							
Assertive	Enforcing	Influential	Hostile	Dominant	Competitive	Decisive	Competitive
0,57	0,54	0,51	0,43	0,58	0,57	0,57	0,65

SCOPE							
Anticipating	Conceptual	Dreamer	Strategist	Having perspective	Intuitive	Unrealistic	Resourceful
0,35	0,45	0,42	0,30	0,34	0,50	0,31	0,35

OPPORTUNITIES							
Assured	Confident	Risk-taking	Fearless	Bold	Ambitious	Careless	Confident in one's abilities
0,45	0,58	0,55	0,55	0,53	0,56	0,35	0,45

THINKING							
Performance-driven	Stern	Organising	Logical	Rational	Tactless	To-the-point	Fair
0,42	0,43	0,40	0,62	0,52	0,29	0,59	0,34

INDEPENDENCE							
Independent	Stubborn	Self-reliant	Autonomous	Strong-minded	Self-centered	Free-spirited	Free
0,46	0,55	0,39	0,41	0,47	0,52	0,19	0,39

OPENING							
Postponing	Agile	Original	Innovative	Not following through	Full of ideas	Creative	Improvising
0,36	0,40	0,48	0,48	0,34	0,55	0,46	0,45

ACTIVITY							
Distracting	Productive	Active	Enterprising	Restless	Responsible	Lively	Taking initiative
0,36	0,40	0,31	0,47	0,56	0,50	0,47	0,48

INTROVERSION							
Take things into account	Stable	Good listener	Reserved	Thoughtful	Focused	Cautious	Taciturn
0,33	0,49	0,33	0,56	0,50	0,39	0,42	0,61

COOPERATION							
Cooperating	Agreeable	Supportive	Submissive	Peaceful	Obliging	Non-confrontational	Shy
0,45	0,48	0,45	0,46	0,60	0,53	0,58	0,66

DETAILS							
Systematic	Detail-oriented	Pedantic	Thorough	Precise	Conscientious	Pedantic	Factual
0,31	0,44	0,61	0,41	0,56	0,40	0,59	0,29

RISKS							
Prudent	Doing things the right way	Anxious	Diligent	Assessing risks	Deliberate	Clingy	Careful
0,37	0,35	0,42	0,50	0,48	0,40	0,37	0,52

FEELING							
Considerate	Over-sensitive	Helpful	Compassionate	Sensitive	Takes things personally	Empathetic	Friendly
0,58	0,59	0,45	0,69	0,67	0,25	0,35	0,27

ADAPTABILITY							
Consulting	Indecisive	Adaptable	Compromising	Accepting	Hesitant	Tolerant	Modest
0,27	0,57	0,46	0,40	0,44	0,64	0,45	0,42

CLOSING							
Critical	Focused on completing tasks	Goal-oriented	Planner	Rigid	Responsible	Complying	Reliable
0,38	0,37	0,38	0,50	0,25	0,51	0,40	0,46

STABILITY							
Passive	Constant	Secure	Restrained	Conservative	Predictable	Conventional	Calm
0,43	0,46	0,38	0,53	0,49	0,36	0,54	0,47

RELIABILITY

Test – retest reliability

Having good test re-test reliability signifies the internal validity of a test and ensures that the measurements obtained in one sitting are both representative and stable over time.

Without good reliability, it is difficult for you to trust that the data provided by the measure is an accurate representation of the participant's performance rather than due to irrelevant artefacts in the testing session such as environmental, psychological or methodological processes. The length of time between the two tests was 5 months and the estimate reliability is 0,83.

Cronbach's alpha

Cronbach α is an estimate of the internal consistency of a psychometric test. It is a function of the number of items in a test, the average covariance between item-pairs, and the variance of the total score. The alpha coefficient for questionnaires should be 0,7 and higher.

Introversion / Extraversion	Cooperation / Assertiveness	Details / Scope	Risks / Opportunities	Feeling / Thinking	Adaptability / Independence	Closing / Opening	Stability / Activity
0,75	0,83	0,76	0,75	0,76	0,73	0,75	0,73

Split – half method

The split-half method uses the correlation between two subscores for an estimation of reliability. The underlying assumption is that the two halves of the test (or even all items on the test) are equally precise and measure the same underlying construct. The Spearman-Brown formula is then used to correct the estimate for the number of items. The estimate of reliability should be 0,7 and higher.

Introversion / Extraversion	Cooperation / Assertiveness	Details / Scope	Risks / Opportunities	Feeling / Thinking	Adaptability / Independence	Closing / Opening	Stability / Activity
0,82	0,87	0,76	0,70	0,79	0,76	0,83	0,79

VALIDITY

Convergent validity of the Multifactor Personality Profile with GPTP

Convergent validity refers to the degree to which two measures of constructs that theoretically should be related, are in fact related. Convergent validity can be established if two similar constructs correspond with one another and can be estimated using correlation coefficients. High correlations between the test scores would be evidence of convergent validity.

Golden Profiler of Personality (GPTP) is based on a number of known theories of personality including; Jung, the principles of Trait theorists and the Big 5 model.

MPP	introversion / extraversion	cooperation / assertiveness	details / scope	risks / opportunities	feeling / thinking	adaptability / independence	closing / opening	stability / activity
GPOP								
Extraversion	,768**	,456**	,292*	,572**			,311**	,360**
Talkative	,786**	,513**	,269*	,567**			,271*	,331**
Socially Bold	,526**	,346**	,250*	,440**			,253*	,312**
Participative					-,282*			
Outgoing	,673**	,445**		,439**				,285*
Spontaneous	,498**	,413**	,399**	,577**			,389**	,347**
Introverting	-,690**	-,402**	-,264*	-,518**			-,244*	-,301*
Quiet	-,719**	-,454**	-,334**	-,531**			-,318**	-,365**
Intimate	-,401**			-,344**				
Reserved	-,599**			-,312**				-,256*
Restrained	-,634**	-,311**		-,371**				
Reflective	-,508**	-,420**	-,322**	-,586**			-,335**	-,314**
Sensing	-,244*		-,623**	-,409**	,278*		-,697**	-,276*
Practical		-,258*	-,514**	-,487**			-,590**	-,414**
Concrete			-,379**		,499**		-,425**	

Conventional			-,533**	-,262*	,297*		-,651**	
Traditional	-,320**		-,547**	-,434**			-,498**	-,262*
Intuing	,266*		,593**	,472**			,682**	,443**
Inovative	,252*	,291*	,412**	,495**		,271*	,492**	,482**
Abstract			,355**		-,332**		,468**	
Visionary			,559**		-,390**		,690**	
Trendsetting	,287*	,300*	,474**	,539**			,458**	,446**
Thinking		,405**			,630**	,251*		
Rational		,314**			,572**			
Autonomous			-,247*				-,275*	
Competitive		,466**		,330**	,506**	,500**		
Analytic		,298*			,329**		-,290*	
Feeling		-,296*			-,680**			
Empathetic	,245*				-,634**			
Compassionate								
Nurturing		-,509**		-,415**	-,497**	-,316**		
Conforming					-,338**		,251*	
Organizing	-,287*		-,709**	-,375**	,397**		-,671**	
Goal-setting	-,368**		-,489**	-,293*	,404**		-,477**	
Planned			-,620**		,435**		-,491**	
Reliable			-,469**	-,268*			-,500**	
Non-conforming			-,255*		,249*		-,378**	
Adapting	,463**		,636**	,478**	-,261*		,542**	,346**
Impulsive			,448**		-,316**		,312**	,252*
Casual			,472**	,318**			,500**	

Smysl pro celek	,397**	,341**	,509**	,609**			,318**	,422**
Open-ended					-,318**		,274*	
Tense	-,393**	-,523**	-,335**	-,678**	-,238*		-,400**	
Skepticism	-,380**	-,433**		-,532**			-,271*	-,314**
Unsure	-,270*	-,386**	-,298*	-,521**			-,295*	

Convergent validity of the Multifactor Personality Profile with NEO-FFI

The NEO-FFI-3 is a 60-item version of the NEO-PI-3 that provides a quick and accurate measure of the five domains of personality (Neuroticism, Extraversion, Openness, Agreeableness, and Conscientiousness).

MPP	intro- version / extra- version	cooperation / assertiveness	details / scope	risks / opportunities	feeling / thinking	adaptability / independence	closing / opening	stability / activity
NEO-FFI								
Neuroticism	-,309**	-,417**		-,550**	-,328**		-,282*	-,255*
Extraversion	,716**	,438**		,499**				,431**
Openness to experience			,472**	,329**			,582**	,330**
Agreeableness		-,476**			-,434**	-,254*		
Conscientiousness			-,450**				-,431**	

Convergent validity of the Multifactor Personality Profile with SPARO

SPARO is czech standardized questionnaire (Šucha, 2013), which is part of the Diaros diagnostic testing battery. For more information about the questionnaire and the results of the validation study, visit: https://www.tcconline.cz/wp-content/uploads/files/MOP_manual.pdf page 62.

Convergent validity of the Multifactor Personality Profile with Stress management questionnaire (DZZ)

The Stress-management Questionnaire describes the participant's ability to cope with difficult and stressful situations and it is aimed especially at employees in highly demanding positions and positions requiring high level of stress-resistance. The Stress-management Questionnaire observes twelve basic strategies people use in reaction to stress or psychological strain. Individuals tend to apply these strategies automatically and unintentionally, i.e. it is not a conscious choice based on evaluation of circumstances and decision-making.

MPP	introversion / extraversion	cooperation / assertiveness	details / scope	risks / opportunities	feeling / thinking	adaptability / independence	closing / opening	stability / activity
DZZ								
Control over situation	,240*	,349**		,317**	,336**	,318**		,374**
Self-control		,375**		,275*	,465**			
Sharing					-,334**			
Positive approach	,434**	,563**		,570**	,351**		,246*	,292*
Blaming		,294*						
Relaxing	,326**							
Avoiding		-,242*						-,264*
Reconciling	-,308**	-,440**		-,421**	-,330**			-,279*
Self-reliance	-,246*	-,244*						
Responsibility	-,321**	-,493**	-,246*	-,624**	-,261*		-,239*	
Self-reflection	-,312**	-,353**		-,353**				
Deliberation	-,300*	-,377**	-,364**	-,590**	-,290*		-,281*	
Solution +		,314**			,343**			,243*
Solution -		-,269*			-,286*			-,267*
Contentment +	,494**	,576**		,566**	,259*			
Contentment -	-,546**	-,531**		-,589**				

Discriminant validity of the Multifactor Personality Profile with Abstract Thinking Test

Discriminant validity tests whether concepts or measurements that are not supposed to be related are actually unrelated. The Multifactor Personality Profile and the Abstract Thinking Test (ABS) do not correlate with each other on most of the scales.

That is, the Multifactor Personality Profile measures an individual's personality regardless of his or her level of abstract thinking.

MPP	introversion / extraversion	cooperation / assertiveness	details / scope	risks / opportunities	feeling / thinking	adaptability / independence	closing / opening	stability / activity
ABS								
Solved								
Solved correctly								
The Pattern Completion								
The analytical thinking	-,286*			-,255*				
The Logical Relationships								
The Combinatory Thinking								

Predictive validity of the Multifactor Personality Profile for predicting salesman performance

In psychometrics, predictive validity is the extent to which a score on a scale or test predicts scores on some criterion measure. Predictive validity is concerned with the prediction of subsequent performance or outcomes. Educators, researchers, and practitioners are often interested in how well a test or assessment will forecast an individual's future performance in a particular domain.

We present statistically significant correlations of the Multifactor Personality Profile scales with successful sales representatives in six studies:

MPP	introversion / extraversion	cooperation / assertiveness	details / scope	risks / opportunities	feeling / thinking	adaptability / independence	closing / opening	stability / activity
Sales Representatives								
Contracts of Successful Sales Representatives		,30**		,32**	,33*	,37**		

MPP	introversion / extraversion	cooperation / assertiveness	details / scope	risks / opportunities	feeling / thinking	adaptability / independence	closing / opening	stability / activity
Sales Representatives								
Contracts of Unsuccessful Sales Representatives	0,39**		-0,32*	0,39**	0,24*			0,35*

MPP	introversion / extraversion	cooperation / assertiveness	details / scope	risks / opportunities	feeling / thinking	adaptability / independence	closing / opening	stability / activity
Sales Representatives								
Soft Rating		,305**						,264**
Average Production per Week		,298**			,258*			,233*
The Average Number of Contracts per Week		,255*			,286**			,212*

MPP	introversion / extraversion	cooperation / assertiveness	details / scope	risks / opportunities	feeling / thinking	adaptability / independence	closing / opening	stability / activity
Sales Representatives								
Number of Contracts per Month						,226*		
Production per Month				,333**		,299**		

MPP	introversion / extraversion	cooperation / assertiveness	details / scope	risks / opportunities	feeling / thinking	adaptability / independence	closing / opening	stability / activity
Sales Representative s								
Sales Volume								,264*

MPP	introversion / extraversion	cooperation / assertiveness	details / scope	risks / opportunities	feeling / thinking	adaptability / independence	closing / opening	stability / activity
Sales representative s								
Manager Evaluation		,221*	,208*	,260**	,223*	,263**		

SAMPLE DESCRIPTION

SEX	
✓ 52 % women	N=543
✓ 38 % men	N=401
✓ 10 % unspecified	N=100

The normative group consists of European English-speaking population (N=1044). The total sample comprises more than 28,000 Czech citizens and 1,000 foreign nationals. We present sample description of the European normative group.

AGE	
✓ 30 % under 30	N=317
✓ 52 % 30–44 years old	N=543
✓ 8 % 45+ years old	N=88
✓ 9 % unspecified	N=96

EDUCATION	
✓ 0 % primary	N=5
✓ 18 % secondary	N=188
✓ 28 % university	N=288
✓ 42 % higher education	N=437
✓ 12 % unspecified	N=126

POSITION AT WORK	
✓ 42 % I have subordinates	N=437
✓ 47 % I do not have subordinates	N=486
✓ 11 % unspecified	N=121

CONTACT WITH CLIENTS	
✓ 52 % I am in direct contact with clients	N=544
✓ 36 % I am not in direct contact with clients	N=375
✓ 12 % unspecified	N=125

ADMINISTRATION OF THE MULTIFACTOR PERSONALITY PROFILE QUESTIONNAIRE

The questionnaire has 32 items. Each line offers four attributes, among which participant can divide a total of six points.

The number of points allocated to individual attributes shows to which degree that attribute is characteristic of a person. The higher the score the more typical the attribute is.

Points can be distributed as per the following examples:

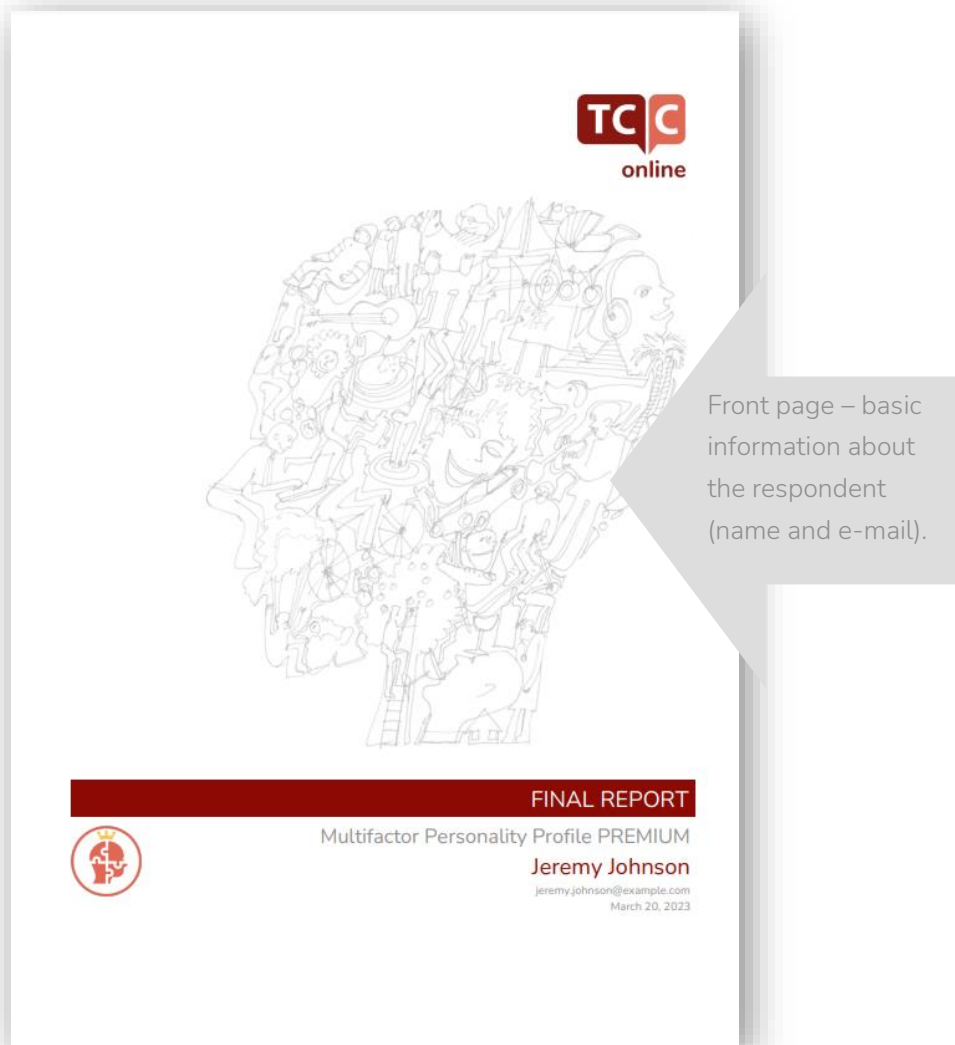
- ✓ 6-0-0-0 (meaning that out of the choice of attributes, one fits you perfectly, whereas others do not fit at all) or
- ✓ 2-1-2-1 (meaning that all four attributes represent specific person almost equally; two of them a little less and two of them a little more) or
- ✓ 0-1-2-3 (meaning that the first attribute is not characteristic of the specific person at all; and the remaining three represent him/her in this order).

There are, of course, many ways of distributing the points. The sum of the points must always be 6.

Estimated time to complete the questionnaire: 10–15 minutes.

FINAL REPORT

Final report provides detailed interpretation of results. The inventory offers 6561 possible combinations of the resulting profile.

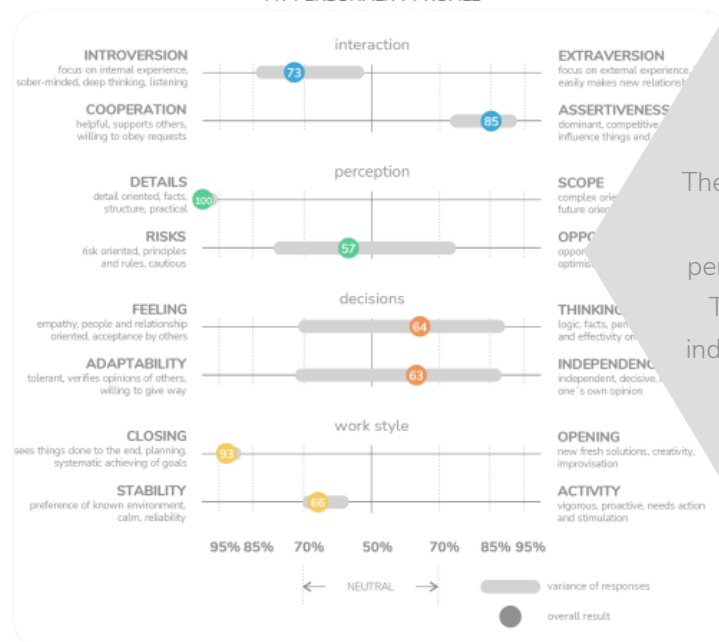


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You now hold in your hands a report from Multifactor Personality Profile questionnaire. It is a personality questionnaire which offers insight into one's personality based on 4 main areas that are further differentiated into more factors. This questionnaire describes a basic personality setting related to other people and the world around us, a way of perceiving reality and problem solving, a way and specifics of decision making and basic characteristics concerning work style. It is very important to mention that all results in this questionnaire are neither positive nor negative, better nor worse. These results show an individual personality profile, its main specifics and advantages, and warn about potential downsides and risks. It is vital to always relate these results to current profession, role, situation and other factors, take them with due consideration and interpret them within the context of a given situation. These results can be used as a basis for deeper self-understanding and as a support tool for personal development. The results are presented as percentiles. Percentiles tell you what percentage of people in the population appear in a given interval and how the results are weighted. It is natural that most of the population tends to have average values in the observed scales, more distinctive values are then logically much more rare in population. The population against which the result is compared consists of more than 30,000 respondents. More information about the norms and the questionnaire can be found at <https://www.tconline.eu/products/psychodiagnostics>.

MY PERSONALITY PROFILE



These results show an individual personality profile. The center line indicates the mean

The extended version of the PREMIUM output includes the addition of ‚personas‘ to the output, which simplifies working with the results and helps to consolidate key information.



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In further parts of the report, you can also find verbal interpretations of the profile and a summary of main advantages or potential risks, and a recommendation of possible further meaningful ways of development.

INTERPRETATION

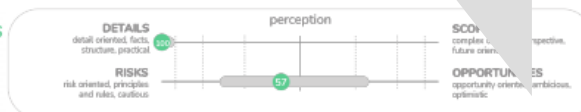
**STRONG
SILENT TYPE**
79%



This personality type is defined by a combination of introversion and assertiveness. People of this type do not show emotion; they are contemplative and thoughtful; they join communication in cases when they find it necessary. They can focus on a task very well; they do not show their emotions on their appearances, they work on their goals and complete their projects – they do not give up easily. They might often surprise others with the results they have achieved. 'They run deep' is something people say of this personality type. Their character is not obvious from others and they are seen as persons of authority. They tend to keep their focus on their tasks. They naturally prefer leading by example to giving orders. Their tendency to not communicate may make them appear autocratic.

Verbal interpretations of the profile and a summary of main advantages or potential risk

**METICULOUS
TYPE**
100%



Perception is dominated by Details and a balanced representation between Risks and Opportunities. This combination produces a significantly systematic approach, orientation to detail, and facts. Such people are very diligent and systematic; they prefer understandable and clearly given orders and rules. They are realistic, focused mainly on the 'here and now.' They always 'have their feet firmly on the ground.' They usually have very good analytical skills and are good with numbers and data. In communication, they tend to focus on facts and specifics – but they are more inclined to act than talk about things. Given their eye for detail, they are often incapable of having a broad perspective and do not easily perceive how things might be connected. Others often see them as pedantic or uptight people with less creativity and imagination.

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WHAT I CAN RELY ON

- discretion and thoughtfulness
- focus on tasks and activities
- tenacity, calmness, diligence
- realism, focus on concrete facts
- structure-oriented and systematicness
- attention to detail, diligence, conscientiousness
- respect for deadlines
- diligence, consistency, tendency to follow through
- systematicness, focus, reliability

WHAT TO WATCH OUT FOR

- reticence, lack of interest in communicating and sharing, inscrutability
- stubbornness, unwillingness to admit mistakes
- tendency to dwell on details, lack of perspective, failure to see things in perspective
- lack of imagination, difficulty seeing beyond the present reality
- lack of flexibility, difficulty with change, reluctance to change
- impatience, inclination to solve problems immediately, regardless of priorities

DEVELOPMENT RECOMMENDATIONS

- communicate not only factual decisions and important information, but also 'talk' to others, share own views and feelings, help to cultivate the right atmosphere
- communicate disagreement, be open to discussion; proactively seek out the views and attitudes of others, do not rely on their own initiative
- focus on a longer-term perspective; do not let the current reality limit future options; disconnect from 'here and now'
- do not get stuck on details, try seeing things in perspective and overview
- work with priorities, do not give in to urgency
- do not insist on what had been planned when it is no longer effective due to external changes


Advantages and
recommendations
for personal
development

The extended version of the PREMIUM output includes also a link between the personality profile and the expected management style preferred team roles, or inspiration for development in the form of tips and recommendations for appropriate development activities in terms of form or scope.


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THE TEAM ROLES YOU'RE BEST SUITED FOR


Our personality preferences influence which roles we will naturally feel more comfortable in and which will be easier for us to take on in larger groups. This doesn't mean that we can't take on other functions based on our conscious decision or in relation to our position and responsibilities. Below you can see which roles may better fit you than others. If you want to map your preference for team roles beyond what is suggested by your personality, you can use the Team Roles questionnaire. Learn more here: <https://www.tcconline.eu/questionnaires-tests/team-roles>


Evaluator


Carries out analyses, and points out facts and information. Emphasizes the need for revision in order to find a proposed solution possible to implement. Keeps the team's feet firmly on the ground. Structures the team's work, tries to bring about order and methods. Calls for specifics rather than abstracts. Points out discrepancies.


Implementer

Works with facts and information, and filters out assumptions and conjectures. Determines a method, a plan, a group, and insists on adherence to it. Excels at orienting themselves in assignments and in their conduct. Brings others toward valid solutions. Is specific, pragmatic, and brings others back to the task at hand.


Referee

Sets the rules, conditions and work methods for the team. Considers and evaluates other people's opinions. Is impartial, and even in extreme situations does not get involved. Capable of formulating succinct evaluations. Emphasizes logic and relies exclusively on their own judgement.


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The team roles that may better fit a person than others

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THE LEADERSHIP STYLES YOU'RE BEST SUITED FOR

Similarly, just as our personality setup makes it easier for us to accept certain roles in the team, it also influences our management style. Just as we lead and manage the team. So if you have a managerial position or are preparing for one, it can be helpful to know to which style you may spontaneously gravitate. It's up to you to decide whether, given your goals, the company you work for, its corporate culture, and the particular team. Part of the managerial role is the ability to be situational, meaning being capable of choosing different styles in light of the circumstances, and developing them further, i.e., able to move on and acquire new skills and competencies beyond what comes naturally to us. You can use the Management Style Quiz to map your preference for management styles beyond what is close to you personally; you can use the Management Style Quiz more here: <https://www.tconline.eu/questionnaires-testu/managerial-style-quick/>.



PERFECTIONIST

Perfectionist managers want their people to do the best job possible. They care about their team members whose work is beyond complaint. They assign specific, well-defined tasks, and set input parameters. They give feedback on specific aspects and point out errors and shortcomings. Perfectionist managers establish and demand quality standards and personally control the work of their people. They give feedback, expect accuracy and reliability from subordinates, and emphasize the quality of performance. They tend to give recognition and praise for a job well done. Perfectionist managers tell subordinates HOW to work.



PACESETTING

Performance managers emphasize people being fully focused on performance and their work. They want the team and individuals to meet their goals. They communicate opinions and decisions clearly, establish order and rules, and expect them to be executed by the team. Performance managers give feedback on performance and execution, wait for their people to experience success and victory, and lead the team to be better than others. They motivate with rewards for achieving goals. They expect adherence to established procedures and do not tolerate oversteps. They tend to achieve high results, especially in non-standard and crisis situations. RESULTS are key for performance managers.

The management styles close to the individual based on their personality

APPROACH TO LEARNING – TIPS FOR ADAPTATION

Personality affects how we learn, what works for us and what can hinder our learning process. For the purposes of adaptation and further development, below are tips and advice for what may suit you in terms of form or content and what to avoid.

When learning, more detail-oriented people focus on facts and partial information and prefer to have it in a clear structure. They prefer to have enough in-depth information and are comfortable with their methodology. They learn from concrete data and examples and want to see clear links to practice.

People with a tendency to close topics tend to be systematic. They plan their learning and are comfortable with pre-prepared study plans in which they complete sub-topics before moving on to the next after the topic is closed.

People with a preponderance of assertiveness like to be in control of their learning process. They like setting it up and organizing it. They need to know what each activity will lead to and they want to compete. They need challenges and the opportunity to compete.

WHAT SUPPORTS EFFECTIVE LEARNING

- logical progression and sequence, clear methods
- sufficient information and relevant sources
- concrete examples and practical demonstrations
- tasks with clear rules and regulations
- step-by-step planning, study plans
- clearly demarcated modules linked to each other
- competitions, the opportunity to compare yourself with others
- continuous monitoring of your progress
- challenges and tasks requiring performance

WHAT CAN SLOW DOWN LEARNING

- generality and non-specificity of information at or without interpretation
- superficial introduction to topics
- theoretical teaching without practical application
- frequent program changes
- working on multiple tasks or topics simultaneously
- absence of milestones and deadlines
- inability to interfere in the course of education
- prevalence of activities based on sharing and cooperation
- absence of individual goals and approach

Tips and advice for what may suit a person in terms of form or content and what to avoid

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