PRISM

'PROFESSIONAL' REPORT

This report has been prepared for:

Sample Professional

25/03/2019

CONFIDENTIAL

Using brain science to enhance personal and business performance

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PRISM
PROFESSIONAL

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How can *PRISM* help me?

Dear Sample ,

You recently completed a *PRISM* Inventory - the self-reporting behavioural instrument. This report has been given to you to provide some feedback about the analysis of your responses to the Inventory. When considering this report's descriptions of your behavioural preferences, it is important to recognise that they are based on the answers you gave and it represents, therefore, the way you see your behaviour, rather than how your behaviour might be described by another person.

It is important to stress that no profiling tool is infallible. As with all self-report instruments, the accuracy of this report depends on the frankness and accuracy with which you completed the Inventory.

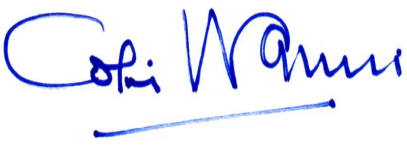
An important objective of this report is to help you to learn more about yourself and your behaviour preferences, so that you will be able to exploit your strengths to your best advantage and also minimize the likely impact of those strengths if they are overdone. The more you understand how you approach situations, the better you will be able to work to your full potential and make decisions that result in greater satisfaction. The planning steps below should help you increase your self-knowledge and identify areas of strength and development.

It is important that you set aside some quiet time to read through your report a number of times. Please pay close attention to what it says about you and highlight the statements you believe most accurately describe you.

Next, mark any comments that surprise you or indicate areas where you feel you could improve your effectiveness. Consider these qualities and ask people who know you well about them to see if they are true. If, after reflection, the information still seems to be at odds with your experience, you may find it valuable to discuss the contents with someone who knows you well. No questionnaire will ever know you as well as you know yourself. However, it is possible that in some circumstances, you may not have thought about certain aspects of your behaviour.

Having studied the report carefully, it is important that you draw up a list of those areas that you intend to focus on to help you improve your work and personal life. Carefully examine your current situation and set some realistic goals for increasing your effectiveness. In particular, plan what you are going to do to avoid or guard against those behaviours that may inhibit your effectiveness and performance in the future.

We hope you will find this report both enlightening and rewarding.



PRISM Brain Mapping

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Why is *PRISM* different?

PRISM is a neuroscience-based instrument specifically designed to identify the behavioural preferences that directly relate to personal relationships and work performance.

Neuroscience – which has seen most of its major discoveries made in the last 10-15 years – has proved that the brain is remarkably elastic in terms of its capacity for change. *PRISM* focuses, not only on the brain's functional architecture, but also on how the neural networks interact with brain chemicals such as glutamate, dopamine, noradrenaline, serotonin, testosterone and oestrogen to create behaviour. Modern neuroscience rests on the assumption that our thoughts, feelings, perceptions, and behaviours emerge from electrical and chemical communication between brain cells. It is these very same neuroscientific discoveries that have facilitated the development of the *PRISM* Brain Mapping Method.

Rather than the theoretical concepts of many traditional tests, *PRISM* measures the things that people like doing and the behavioural characteristics related to those things. Research shows that people whose interests match their occupations and activities find greater satisfaction, are more productive, and have higher levels of motivation. These results can increase the individual's work performance and enhance the chances of career success. Indeed, a Harvard Business Review study has shown that staff turnover almost doubles when no job suitability match has been undertaken. The study also concluded that 80% of staff turnover can be attributed to mistakes made during the employee selection and recruitment process.

To facilitate understanding, *PRISM* uses colours to illustrate the behaviour preferences. Although the *PRISM* model is a metaphor for brain functioning, the *PRISM* maps represent the dynamic interaction that takes place within the brain and is based on the principle that no one part of the brain does solely one thing, and no one part of the brain acts alone. All our thoughts, emotions and actions are the results of many parts of the brain acting together.

The *PRISM* chart represents the relationships between the right hemisphere (Green and Blue) and the left hemisphere (Gold and Red) of the brain, plus the front half of the brain - the motor cortex (Gold and Green) and the rear half of the brain - the sensory cortex (Red and Blue). Red and Gold preferences indicate how a person will tend to behave when engaged in a task and/or when under pressure to achieve results. Green and Blue preferences indicate how a person will tend to behave in a social setting when establishing rapport with others. As the person switches between these two preferences, he or she may display very different - even opposite - behaviours.

Many personality and individual assessment tests are based on bi-polar scales (either/or) type of questions. In other words they identify people as either one thing or another. *PRISM* differs in how data is gathered and reveals balances and imbalances instead of the 'typecasting' that comes from bi-polar methods.

In addition to *PRISM*'s eight behaviour dimensions, the 'Professional' and 'Personal' report identifies and measures 26 key aspects of work preference. This information allows you to make many links between your natural behaviour preferences and your work behaviour.

The report also enables you to gain an insight into your behavioural preferences from several points of view. In addition to the normal *PRISM* reports, you can receive outputs on Emotional Intelligence and on 'The Big Five' - one the most widely accepted and used models of personality.

PRISM 'Professional' has a number of added facilities. For example, it manages a 360-degree process with the option to include generic or in-house competencies. It can create team maps and match a team with a team benchmark. There is also a team diagnostic facility which measures a team performance as well as the quality of inter-personal relationships within the team. For information about these facilities, please contact your *PRISM* Practitioner.

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Interpreting your *PRISM* Report

PRISM 'Professional' and 'Personal' provide three 'maps' of an individual's behavioural preferences. The 'maps' are referred to as: 'Underlying , Adapted and Consistent'.

The 'Underlying Map' can be described as 'the real you'; your natural, inherent behaviour, or the behaviour used by you when under pressure. It is, therefore, an indication of how you tend to behave when you are either totally relaxed, or, occasionally, when you are under stress and when you feel no need to manage or control your behaviour to present the most appropriate response to the world. It, therefore, indicates the extent to which you are comfortable using these instinctive behaviours. Although it is likely to be your most comfortable behaviour pattern, you will find it necessary to adapt that behaviour from time to time to cope with the demands of everyday living.

The'Adapted Map' is the behaviour pattern that you tend to create to interact with the world at large. It indicates how you believe you need to adapt your 'Underlying' behaviour to achieve success in specific environments e.g. what you think others expect of you, or how you feel others want you to act. In other words, it is the behaviour you borrow on occasions in order to 'get the job done'. For example, how much you feel a need to adjust your natural, instinctive behaviour to meet the demands of your work. The 'Adapted Map' shows a pattern of movement away from the 'Underlying Map' - either outside it or inside it. If you adapt to a significant extent inside the 'Underlying Map', you may feel a degree of frustration at being unable, on occasions, to use your natural preferences to the full. On the other hand, if you adapt outside your 'Underlying Map', you may feel stressed at times, especially if the adapting carries on for a prolonged period of time.

Like everyone else, your overall behaviour is not based totally on either your 'Underlying' or 'Adapted' profiles which are, inevitably, only used by you for a relatively small proportion of your overall time. On the other hand, the 'Consistent Map' takes into consideration your responses which are consistent with both your 'Adapted' and 'Underlying Maps' and presents a picture of how you tend to behave for most of your time - the view that most other people probably have of you.

When examining your profile maps, check each colour quadrant to see if your 'Adapted Map' is outside your 'Underlying Map' (increases), or if it is inside your 'Underlying Map' (decreases).

If the 'Adapted Map' is outside your 'Underlying Map' in the 'Green' quadrant - you will appear more confident and socially-oriented.

If the 'Adapted Map' is inside your 'Underlying Map' in the 'Green' quadrant - you will appear less outgoing and more cautious.

If the 'Adapted Map' is outside your 'Underlying Map' in the 'Blue' quadrant - you will appear slower paced and more laid back.

If the 'Adapted Map' is inside your 'Underlying Map' in the 'Blue'quadrant - you will appear quicker paced and more assertive.

If the 'Adapted Map' is outside your 'Underlying Map' in the 'Red' quadrant - you will appear more controlling and results-focused.

If the 'Adapted Map' is inside your 'Underlying Map' in the 'Red' quadrant - you will appear less driven to achieve and more people-focused.

If the 'Adapted Map' is outside your 'Underlying Map' in the 'Gold' quadrant - you will appear more reliant on rules and procedures and attention to detail.

If the 'Adapted Map' is inside your 'Underlying Map' in the 'Gold' quadrant - you will appear to become more sociable and less attentive to detail.

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Name: Sample Professional **Company:** PRISM Brain Mapping **Inventory Date:** 26/05/2011

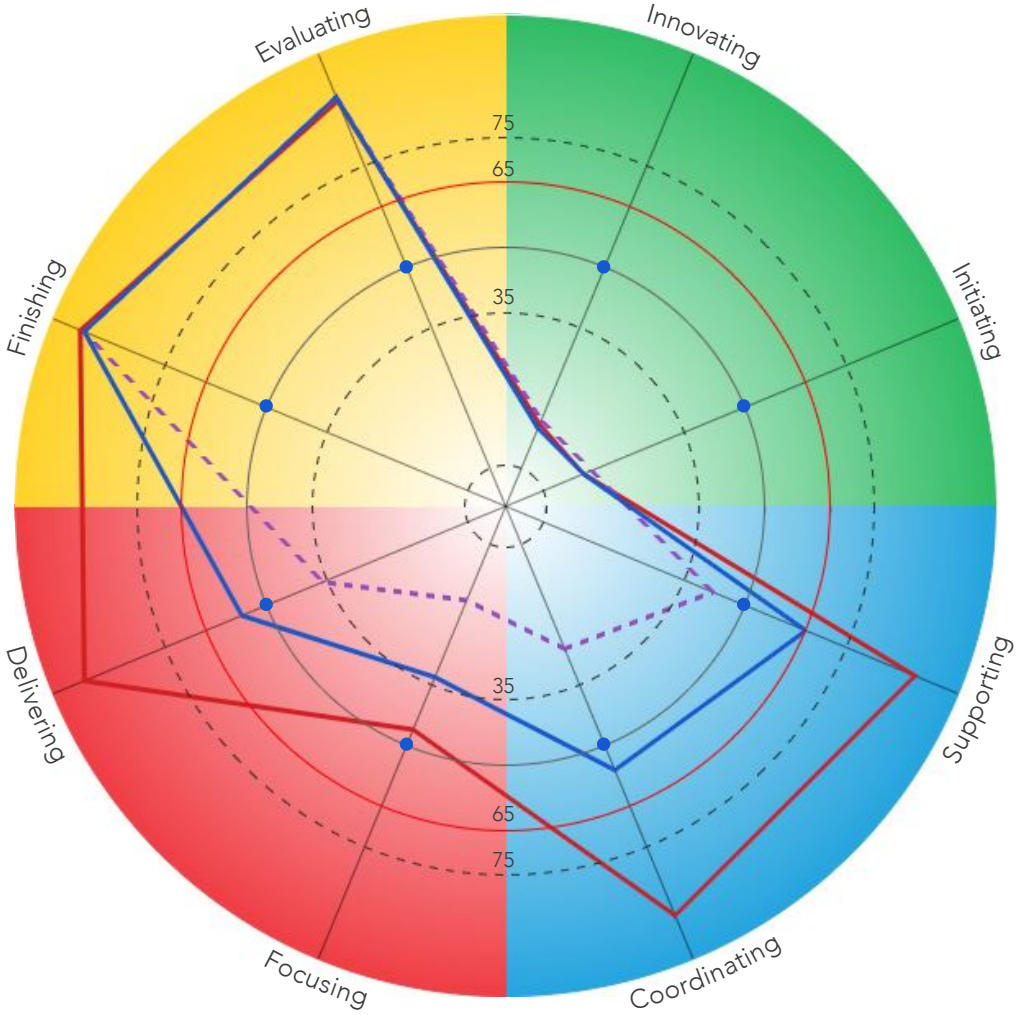
PRISM

ANALYSIS DECIDING EXPRESSION

REALISTIC

Cautious
Methodical
Precise
Thorough
Analytical
Shrewd

Forceful
Decisive
Hard-driving
Demanding
Challenging
Competitive



IDEALISTIC

Inspiring
Creative
Imaginative
Persuasive
Optimistic
Lively

Kind
Patient
Caring
Co-operative
Dependable
Supportive

DRIVE PROCESSING STABILITY

KEY

Underlying
Adapted
Consistent
Benchmark

QUADRANT VALUES

11	12	10	
92	34	61	
71	25	45	
94	94	94	

DIMENSION VALUES

INN	11	12	10	
INIT	10	12	10	
SUP	92	42	65	
CO	92	26	56	
FOC	46	14	33	
DEL	95	36	56	
FIN	96	95	95	
EVAL	91	92	92	

INTROVERSION/EXTROVERSION

Skew: 6.1% SD Score: 4

Important: Any profiling tool, such as ***PRISM***, should never be used to make a recruitment or re-deployment decision unsupported by other techniques.

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Dimension Key Points

	CHARACTERISTICS	
DIMENSION	STRENGTHS	POTENTIAL WEAKNESSES IF STRENGTHS ARE OVERDONE
Innovating	Imaginative, innovative thinker. Generates ideas and concepts. Visualises outcomes. Creates original solutions. Unorthodox, fertile-minded and radical.	Low attention to detail. Has difficulty explaining own ideas. Absent minded and forgetful. Dislikes criticism and following rules. Can be wayward and independent.
Initiating	Outgoing, animated and entertaining. Articulate and persuasive. Establishes rapport easily. High-spirited, jovial and light-hearted. Good at achieving 'win-win' negotiations.	Over optimistic and unrealistic. Fails to follow through or deliver. Easily bored and distracted. Need to be entertaining and popular. Makes impetuous, intuitive decisions.
Supporting	Kind hearted, harmonious and caring. Supportive of others. Handles repetitive or routine work well. Good natured and accommodating. Considerate, kindly and compassionate.	Dislikes conflict and aggressive people. Unassertive and over sensitive. Uncomfortable making tough decisions. Dislikes pressure or fast pace. Uncomfortable with change.
Co-ordinating	Makes good use of other people's skills. Encourages opinions and participation. Broad minded and collaborative. Remains calm when under pressure. Consultative and open-minded.	Lacks drive and independence of mind. Relies heavily on gaining agreement. Laid-back and casual. Can appear detached and laid back. Too tolerant of inappropriate behaviour.
Focusing	Blunt, outspoken, forceful and dominant. Authoritative, assertive and challenging. Copes well with adverse conditions. Driven to win and achieve status. High pressure negotiating skills.	Irritable and easily frustrated. Provocative and argumentative. Poor listener when under pressure. Suspicious of the motives of others. Quick to anger and volatile.
Delivering	Self-reliant and venturesome. Independent and self-motivated. Practical, determined and autocratic. Works well when under pressure. Likes structure and organisation.	Can be over-competitive for status. Inflexible and single-minded. Uncomfortable with sudden change. Frustrated by others' low commitment. Insensitive to others' emotional needs.
Finishing	Strong attention to detail and accuracy. Conscientious, painstaking and orderly. Good at communicating complex data. Focuses on accuracy and high standards. Follows tasks through to completion.	Insular, pedantic and slow moving. Dislikes delegating to others. Uneasy making contact with strangers. Intolerant of errors or disorganisation. Prone to worrying unduly or anxiety.
Evaluating	Questions the validity of data. Checks the pros and cons of all options. Does not accept things at face value. Makes astute decisions based on facts. Fair-minded and unemotional.	May be seen as sceptical and cynical. Can be uninspiring and negative. Appears indifferent to others' feelings. Slow and cautious when deciding. Unreceptive to new, untried ideas.

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Your *PRISM* Profile Narrative - Full

This narrative is based on your Underlying profile

Introduction

At first glance, some of the behaviour preferences which make up a candidate's profile may appear to be contradictory. This is because the factors concerned often represent such radically differing sets of values and motivations that it is hard to imagine them effectively coexisting in a single profile. Neuroscience shows that every person has several, sometimes conflicting, behaviour preferences rather than a single unchanging personality. This is what makes *PRISM* different from other instruments - and a much more authentic way of identifying behaviour! All people adapt their behaviour to meet the needs of specific situations and display entirely different behaviours: sometimes talkative and sometimes withdrawn, sometimes caring and sometimes aggressive, sometimes relaxed and sometimes anxious.

These different behaviours occur because the brain's hemispheres (the right side and the left side) process different information as they respond to what is going on around them. The right hemisphere (Green and Blue in *PRISM*) is interested in people as individuals. It focuses on self-awareness, empathy, emotional expression and understanding, novelty, intuition, flexibility of thought, social behaviour and the experience of emotions of all kinds. The left hemisphere (Gold and Red in *PRISM*) is not impressed by empathy. Its concern is with maximising gain for itself, and its prime motivation is achievement, power and control. The left hemisphere deals with narrow, focused attention and needs certainty and to be right. It has more affinity with the impersonal and the mechanical than with personal relationships, and is more efficient in routine, predictable situations.

In addition, the front of the brain (Green and Gold in *PRISM*) is where decisions are made and action is taken, and the rear of the brain is where sensory information is processed. In other words, the rear of the brain focuses on the present and the front of the brain focuses on the future.

PRISM maps show the extent to which individuals prefer to make use of each of the above parts of their brain. Although at any one time both hemispheres will be active, one will take a predominant role as a result of the situation that prevails at the time.

Take, for example, a person who has a strong preference for both Red and Blue behaviour. On one hand, Red is a controlling and guarded characteristic, preferring to avoid revealing too much personal information to others, but, on the other hand, Blue is a supportive and open characteristic, preferring to maintain amiable and harmonious relationships with others. Those individuals possessing both high Blue and Red preferences will adapt their behaviour in a social setting by showing the Blue accommodating and supportive side to their nature if they feel relaxed and if they can trust the people around them. However, in a task or work setting, especially when under pressure, those same individuals will show more of their Red preferences and thus demonstrate a much greater level of directness and forcefulness. These two contradictory behaviours are brought about by the brain's perception of what is necessary to cope effectively with the relevant situation.

Overview of your profile

The following text narrative is based on the responses that you gave in the *PRISM* Inventory. According to those responses, you rated the following descriptors as most accurately describing your preferred behaviours and,

[Continued]

Your *PRISM* Profile Narrative - Full [Continued]

therefore, the ones which you are most comfortable using:

Accurate, Analytical, Appraises data, Asks for opinions, Assesses accurately, Attentive to detail, Categorical, Choosey, Competitive, Detailed, Exact, Harmonious, Methodical, Meticulous, Neat and tidy, Orderly, Painstaking, Patient, Perceptive, Perfectionist, Precise, Prudent, Quality-focused, Questioning, Self-assured, Self-sufficient, Thorough, Watchful, Weighs pros and cons, Well-organised

You also rated the following descriptors as least accurately describing your preferred behaviours and, therefore, the ones that you are least comfortable using and the ones which you prefer to avoid:

Aggressive, Animated, Assertive, Dominant, Entertaining, Enthusiastic, Envisioning, Experimental, Exuberant, Fertile-minded, Full of life, Fun-loving, Generates ideas, High-spirited, Imaginative, Ingenious, Innovative, Inventive, Jovial, Lively, Original thinking, Outgoing, Produces novel ideas, Promotes participation, Pushy, Radical thinking, Shrewd, Sparkling, Sympathetic, Vivacious

The narrative which follows will only be accurate if the above responses are accurate.

It will be clear that the ways in which you manage your day-to-day relationships with others will be highly dependent on the way in which you see your environment at any given time. In a relaxed, open, social situation in which you feel comfortable with those around you, you will reciprocate by using any of your Green or Blue preferred behaviours, but in a task or work situation you will switch to a greater use of your Red or Gold preferred behaviours. Although you possess varying levels of all eight behaviour preferences, you will not display them all at the same time.

Your profile indicates that you:

- Take responsibilities seriously.
- Are competent, industrious and reliable.
- Can work well alone and with the minimum of supervision.
- Perform quality work and always give your best.
- Can be a willing and effective team player.
- Enjoy being valued for the support you give to others.
- Get along well with most people.
- See what needs to be done and do it.
- Handle pressure and difficult conditions well.
- Have the drive and determination to overcome obstacles.

You need to bear in mind that your profile also indicates that you will:

- Are suspicious of new or unconventional ideas
- Find it difficult to establish rapport easily with strangers
- Have difficulty dealing with sudden or frequent changes
- Appear detached and guarded at times
- Are uncomfortable dealing with abstract concepts or ideas

[Continued]

- Prefer established ways of working rather than finding new ones

Taking into consideration your strongest behaviour preferences, you need to be aware of the potential problems that could arise if those strengths are overdone when you are under considerable pressure, stressed, or in conflict with others. In such circumstances, it is possible that you may demonstrate some or all of the following characteristics:

- Pessimistic
- Possessive
- Judges others harshly
- Fussy
- Withdraws emotionally from the people
- Becomes uncommunicative
- Excessively rational
- Aggressive
- Uses sarcasm
- Conforms rigidly to rules

To enhance your overall performance, you should consider:

- Not being too critical or judgemental when others are telling you their problems.
- Trying to relax and loosening up a little.
- Being more tolerant when others make mistakes.
- Being careful not to talk over other people. Trying to use a vocabulary that is appropriate to the situation.
- Learning to express your emotional side and sharing your feelings with people you trust.
- Being less sensitive to comments and remarks made by others.
- Making more decisions on the basis of what is in your best interests.
- Trying to be more patient and less forceful.

Profile narrative

You tend to be factual and reliable, completing work with precision and accuracy. You are extremely well focused and generally avoid unnecessary risk or trouble. You know that shortcuts are sometimes costly in the long run, so you stick firmly to your high standards. You prefer to work in small groups rather than in front of large crowds. When you appear to be insensitive, it is usually because you are focusing completely on the task at hand. You are careful and consistent, but sometimes your analytical nature turns others off. You have a strong need to achieve success, and you will feel stifled and lacking in motivation if you fail to reach your personal goals. You build relationships slowly, having an inherently suspicious and questioning nature. Overall, the most important factor in your behaviour is your focus on matters of efficiency and productivity. You tend to place more emphasis on practical matters than on social issues, and your actions are normally based on a rational rather than an emotional response to your situation, albeit you do have an underlying focus on people-related matters. You are a relatively self-contained individual, whose general approach to problems tends to be somewhat detached and dispassionate. While you possess a sociable side, this still reflects your calm style, and for this reason you find

[Continued]

emotional displays and uncontrolled openness in other people annoying and distracting. You prefer to work within a well organised system, but you will also look for some freedom of action and independence.

Your profile indicates that you have a distinct preference for introversion and will, therefore, usually prefer to work alone and control your own feelings, process your thoughts internally before sharing them with others, explore options independently, avoid attention from strangers, pause and think before speaking or acting, inwardly focus and think things through slowly, seek solo, close experiences with select individuals and pursue depth of experiences. You are naturally a serious, quiet, private person who may prefer writing to talking, and enjoys handling individual assignments without interruptions.

Your main behaviour preferences show that on most occasions you will demonstrate that:

FINISHING

You are a capable, logical, conscientious person who will deliver exactly what you promise. You pay great attention to detail and quality and are compulsive at meeting deadlines and fulfilling obligations. You are also good at ensuring that the detailed aspects of a project, such as testing, rehearsing and general administrative matters, are planned and carried out properly. Although not a particularly assertive individual, you maintain a strong sense of urgency and are impatient of, and intolerant towards people who do not meet your high standards. You have high self-control and strength of character, and are serious and sincere in whatever you do. Although you may appear to be cool, calm and collected on the outside, inwardly you are often worried in case things go wrong. Guarded by nature, your emotions and feelings are generally kept to yourself. You have considerable self-discipline and are reluctant to delegate or admit defeat. It is important that you are aware that you can lower the morale of others by appearing unduly critical and losing sight of the overall objective by getting bogged down in small details.

DELIVERING

You are an independent, determined person who demands and gets results. Good at meeting tight deadlines, you are methodical and systematic, albeit a bit inflexible at times, and are good at ensuring that things work properly. Thriving on crises you concentrate on realism, structure and efficiency. Although you are self-sufficient and purposeful, you are willing to support others if it will help achieve your own objectives. You are a manually skilled, practical organiser who is capable of directing others and has a preference for disciplined application and routine. You are primarily concerned with what is possible, and are adept at converting ideas into a feasible action plan. Tough-minded and efficient you can work equally effectively alone with a minimum of supervision or in a group and take a structured and orderly approach to everything you do. Not easily discouraged by setbacks, you display considerable sincerity and integrity, but can be rather status conscious at times. You can sometimes be contemptuous and unresponsive to what you regard as speculative, 'woolly' ideas that do not have an obvious bearing on the matter in hand.

SUPPORTING

You are placid, quiet and unassuming, and value others' feelings. You will tend to form deep and lasting friendships with a few people, and value that friendship showing great warmth and affection. In general, you like to plan things well in advance, working to routines and systems. Having a strong sense of duty and responsibility, you will be committed and loyal to your colleagues and friends. Once committed to something, your patience is considerable and you are willing to work long hours on tasks that are important to you. You will tend to place the

[Continued]

objectives and needs of others before your own personal ambitions. Perceptive and diplomatic, you will tend to help avert interpersonal problems and thus enable others to contribute more effectively. Your lack of competitiveness and dislike of friction may, on occasions, make you appear to be a bit soft and indecisive. Trusting, sensitive and caring, you will not be seen as a threat by others, being non-threatening and non-provocative.

COORDINATING

You are mature in outlook and adopt a consultative approach to others, seeking involvement with them in day-to-day tasks. Charming, relaxed and broad-minded, you have well developed insights into what motivates other people. You will often be at your best facilitating situations that require interpersonal sensitivity. Because your people skills are so effective, you will usually have the ability to persuade people to do what you want them to do. Calm and unflappable,you will tend to be a practical realist who demonstrates a self-disciplined, yet open-minded, approach to life. Your enthusiasm tends to be goal orientated. You tend to think positively and, perhaps, most importantly, you know how to make the best use of the strengths and skills that others have to offer and are able to focus people on what they do best. At work, this means you tend to be adept at establishing the roles and task boundaries of the others, and also the one who identifies performance gaps and takes steps to fill them.

EVALUATING

You have a natural ability to make sound judgements unaffected by emotion or sentiment. Your strength lies in measured and dispassionate analysis of the facts rather than in abstract or hypothetical solutions. One of your most valuable skills is in assimilating, interpreting and evaluating large volumes of complex written material and assessing the judgements and contributions of the others. In particular, you are good at weighing up the facts and finally coming to a well considered decision. You are, however, slower than many people to make up your mind, because you like to have sufficient time to mull things over. It is important, therefore, for you to be open-minded and willing to accept change otherwise there is a danger that you will become negative and allow your analytical abilities to out-weigh your receptiveness to new ideas. Also, although you are fair, solid and dependable, you sometimes appear dry and cynical and lacking in personal warmth, empathy and motivation.

At lower preference ranges, your profile shows that:

FOCUSING

You will not normally be seen as an aggressive individual who is simply concerned with meeting your own personal goals at the expense of others. You are not noticeably self-confident, independent or demanding and are unlikely to become belligerent if your personal freedom of choice is threatened, or if obstacles are put in your way. You have little, if any, need to be in control of others and show little emotion to most forms of disappointment or frustration. You do not feel such a strong need to achieve your goals that you will do so by whatever means are available, even if these means breaking the 'rules' on occasions. In normal circumstances, you will try to avoid being confrontational or argumentative.

Least preferred behaviours - Your least preferred behaviours indicate that:

INNOVATING

You will try to avoid situations which require you to be totally radical or creative. Not naturally flexible, innovative, adaptable or unconventional, you do not demonstrate a strong desire to find new mental challenges. In a work situation you should not, therefore, be relied upon for the creation of ingenious, new ideas or novel strategies and

[Continued]

it is unlikely that you will devote much of your energy to finding new or radical ways of doing things. You are also unlikely to be comfortable in roles which lack structure or clear direction.

INITIATING

You will try to avoid situations which require you to be sociable with strangers. Not naturally outgoing or gregarious you are unlikely to have the flexibility of thought to find the most radical route to accomplish whatever needs to be done. You do not really enjoy being the centre of attention and will not normally be bubbly, free-spirited or light-hearted. You are unlikely to act on impulse and tend to think through the consequences of your actions. You are unlikely to be highly effective when it comes to picking up ideas and moving them forward or selling new ideas to others.

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PRISM PROFESSIONAL

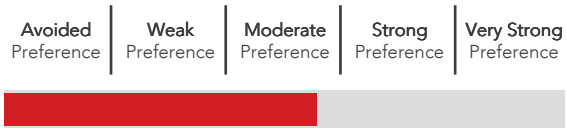
Work Preference Profile

This report summarises some of your natural work preferences and plots them against preference segments ranging from 'Avoided Preference' i.e. a work behaviour which you tend to be uncomfortable using, to 'Very Strong Preference' i.e. a behaviour which you tend to use instinctively most of the time, but which could become an 'overdone strength', and therefore counter-productive, when you are under pressure or in conflict with others. This report reflects your self-expressed preferences. Whether or not you use these preferences as stated will, of course, depend on a variety of factors such as organisational culture and the way in which you are managed on a day-to-day basis. It is also important to remember that people switch between social and task behaviours. A person can, therefore, be "outgoing" and "talkative" socially, but also be "demanding" and "single-minded" when engaged on a task or project.
Your scores in this section are based on your instinctive or underlying behaviours and reflect your ideal level of comfort with the relevant activities. It is, however, likely that you will feel the need to modify these preferences from time to time to cope with the demands of your everyday life.

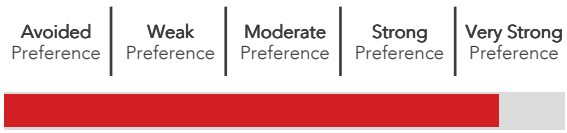
KEY: Candidate (Underlying)

Being cautious, but not fearful. Making careful, well thought out, astute decisions.

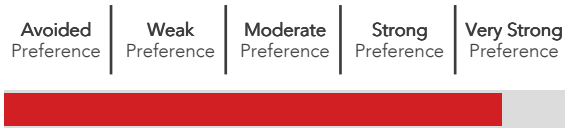
A tendency to be calm, stable and unflustered and to have a strong preference for being rational and rather impervious to stress and environmental pressures.



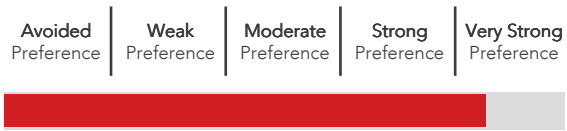
Comfortable working independently to achieve tough objectives or tight deadlines. Working in an environment that is results-driven, physically challenging and fast-paced.



Being able to concentrate for long periods on large quantities of complex information. Paying close attention to rules, instructions or detailed specifications.



Building group consensus and making good use of others' talents. Consulting and enabling others to take part in the decision making process.

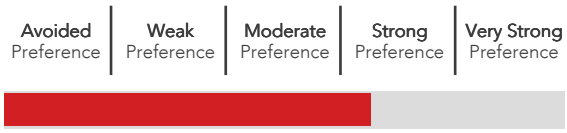


Work Preference Profile [Continued]

KEY: Candidate (Underlying)

Creating imaginative and innovative concepts, or visualising outcomes or solutions.

Likely to be able to adapt to a range of situations and to tolerate both criticism and challenge. Also likely to be able to maintain consistent performance in a wide range of situations and when under considerable pressure.



Being cheerful, talkative and outgoing with strangers. Having a strong need to interact socially with others for most of the time.

Taking and implementing tough, unpopular decisions despite strong opposition. Confronting or challenging others in a forthright or provocative manner.

A tendency to be sympathetic, co-operative and considerate, and have a strong preference for deferring to others and for relating to them by being tolerant and accommodating.

A tendency to be independent, forthright and demanding, and to have a strong preference for relating to others by being tough, distant and persistent.

Likely to have a high level of motivation and to show high levels of commitment to long-term goals and results which are pursued in the face of obstacles and setbacks.

Likely to be effective in persuading others to change their viewpoint or to adopt their interpretation of a situation, or the need for action.

5

PRISM PROFESSIONAL

Work Aptitude Overview

Aptitudes are natural mental or physical talents - special abilities for doing, or learning to do, certain kinds of things easily and quickly. Work aptitude measurements are designed to predict someone's potential to enjoy, learn or undertake specific activities. This is important because the information helps identify what types of tasks are most readily mastered by that individual. Given sufficient intelligence and drive, you can become competent in just about anything you set your mind to. But if you do not have an innate aptitude for a job, you are not likely to be very happy doing it.
Your Work Aptitude scores are based on questions that are entirely separate from those associated with your three behavioural preference maps. For this reason, the bar chart colour for displaying this measurement is different from the colours used in the Underlying, Adapted and Consistent maps.

Practical and mechanical

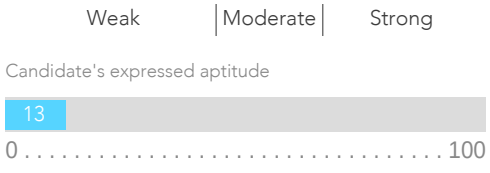
I enjoy hands-on activities and prefer a work environment that not only fosters technical and mechanical competence, but also provides work that produces tangible results. I have an aptitude for working with tools and operating machines, and enjoy working outdoors and physical activity. I prefer to use tried and tested methods and to follow established patterns, but I also like physically challenging activities.

Investigative and analytical

I enjoy investigating things and solving complex problems. I enjoy working alone and would rather analyse data and formulate ideas than take part in tasks that involve leading, selling, or persuading others. I have an interest in the realities of the physical world, but prefer thinking over doing. I would prefer to avoid highly structured situations with externally imposed rules and I sometimes feel uncomfortable in social situations, especially with strangers.

Creative and artistic

I enjoy creative work in the areas of music, writing, dance, performance and art, and prefer to be in environments which offer freedom from strict operating procedures and structured activities. I am comfortable working alone and have a need for personal expression. I can be sensitive and emotional at times. I enjoy attention and praise for my own artistic and creative achievements, but can be sensitive to criticism.



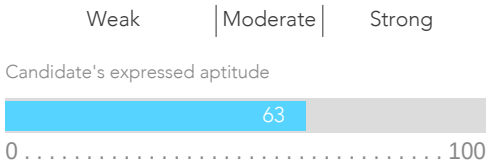
Social and empathetic

I enjoy dealing with people and dislike impersonal tasks that revolve around working with data and material things. I prefer to form close interpersonal relationships with others, and like teaching, helping and solving social problems. I tend to be concerned about human welfare, and am motivated by work that helps to overcome interpersonal problems and mediate disputes. I have good social and inter-personal skills, but I am less comfortable with mechanical and scientific activities.

Work Aptitude Overview [Continued]

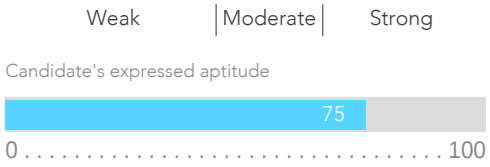
Competitive and entrepreneurial

I enjoy leading, influencing, persuading or motivating others and place high value on status, power, money, and material possessions. I am competitive and ambitious and thrive on taking risks and making decisions. I take a spontaneous approach to challenges and enjoy work activities that have to do with starting up and carrying out projects, especially business ventures. I prefer to avoid routine or systematic activities which require attention to detail and adherence to a set routine.



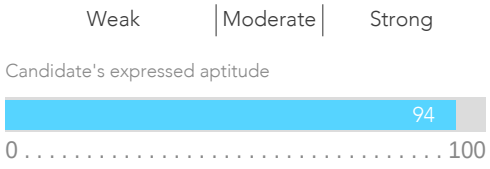
Orderly and efficient

I am methodical, logical, orderly and efficient and I like to follow clearly defined procedures that keep things running smoothly. I prefer structure and order to ambiguity. As a result, I prefer to work with the paper and/or computer based aspects of a business such as accounting, record keeping, and data processing. I am most comfortable working in situations and on tasks in which personal responsibilities are clearly defined. As a result, I like things to go as planned and prefer not to have my routines changed or upset.



Mathematical and logical

I enjoy analyzing and reasoning with numbers and can focus on large quantities of data for long periods without losing concentration. I have a high level of comfort with mathematical calculations and methods, and demonstrate strong numerical ability and accuracy.I use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.



Outgoing and expressive

I enjoy interacting with a wide range of people, and I am comfortable expressing my own feelings and opinions. I do not enjoy working alone. I have high self-esteem and a positive and enthusiastic approach to life, and establish rapport quickly with strangers. I am self-confident and talkative, and tend to be naturally outgoing and persuasive. I am sometimes impulsive and easily bored, and, on occasions, I can be distracted and fail to follow tasks through to completion.

5

PRISM PROFESSIONAL

Your Work Environment Preferences

Setting aside whether or not a candidate is eligible for a job or role, his or her success will depend in large part on the extent of match between them and their work environment.

Having a positive alignment between the employee and the work environment benefits the organisation in many ways. Important benefits include high levels of productivity and lower turnover rates.

The closer the match between people and their work environment, the more they enjoy and value their work. Individuals should, therefore, be given assignments that are consistent with their strengths and interests, and opportunities for continued learning and growth to reinforce those strengths and interests should be provided as well. Some work environments enhance an employees's performance, others inhibit that performance.

This Report highlights the impact of various work environment factors on your performance and it is predicted that your work performance is likely to be affected by the undermentioned work environments as follows:

ENHANCED

NEUTRAL

INHIBITED

5

PRISM PROFESSIONAL

Your Work Environment Preferences

Your scores in this section are based on your instinctive or underlying behaviours and reflect your ideal level of comfort with the relevant activities. It is, however, likely that you will feel the need to modify these preferences from time to time to cope with the demands of your everyday life.
Your performance is likely to be affected, as shown below, by a work environment in which:

There is the opportunity to have a degree of independence to decide courses of action, policies etc and have responsibility for control of resources and people.	ENHANCED
There is a need to influence, persuade or negotiate 'win-win' solutions rather than to exercise a formal authority over others.	INHIBITED
Work takes place at a low or steady pace and where getting things right is more important than meeting deadlines.	ENHANCED
There is significant recognition for personal achievement in some highly visible or public way.	NEUTRAL
Creativity, imagination, innovation and abstract thinking are encouraged and where there is little requirement to follow a format previously developed by others.	INHIBITED
The drive and ability to identify business opportunities are valued and in which job emphasis is strongly focused on ambition and commercial success.	ENHANCED
There is a strong focus on thoroughly researching and recording factual data and where there is very little tolerance for error.	ENHANCED
There is considerable opportunity to engage in creative work in any of several artistic forms, displays ideas in graphic form or conceptualizing new ways of dealing with old problems.	INHIBITED
People are encouraged to be self-sufficient and to take responsibility for their own workload and productivity.	ENHANCED
People are rewarded for achieving high performance and for displaying strong determination to succeed despite difficult conditions, opposition or setbacks.	ENHANCED
Effective networking is seen as a key to success and where there are lots of opportunities for making new contacts and developing relationships.	INHIBITED
There are frequent opportunities for speaking publicly, as in giving formal presentations, to motivate, influence or persuade others to follow a course of action, or change opinions.	INHIBITED
The atmosphere is dynamic and fast-paced and where people are encouraged to take the initiative, display optimism and make things happen.	INHIBITED

Key

ENHANCED NEUTRAL INHIBITED

Your Work Environment Preferences [Continued]

Your scores in this section are based on your instinctive or underlying behaviours and reflect your ideal level of comfort with the relevant activities. It is, however, likely that you will feel the need to modify these preferences from time to time to cope with the demands of your everyday life.
Your performance is likely to be affected, as shown below, by a work environment in which:

There is little requirement to work in a highly structured way, or to comply with strict rules, regulations or operating procedures.	INHIBITED
There is a strong emphasis on using mathematical calculations or formulae and where analytical skills, logistical thinking and attention to detail are critical for success.	ENHANCED
Strategic thinking is highly valued and where it is seen important to have a clear vision for the future.	ENHANCED
Work routine and job duties are largely predictable and not likely to change over a long period of time.	ENHANCED
Manual skills, technical and mechanical competence are fundamental to success and where physically challenging activities are the common.	ENHANCED
There is the opportunity to be involved in helping other people in a direct way, either individually or in small groups and to develop close personal relationships.	ENHANCED
Interacting with people, particularly strangers, against a background of frequent change and task variety is a significant part of the daily work experience.	INHIBITED
There is the opportunity to undertake projects and to be able to determine the nature of what is to be done, without any significant amount of contact or directions from others.	ENHANCED
There is a need to be challenging, forceful, ambitious and tough-minded, and where there are clear win-and-lose outcomes.	ENHANCED
Work responsibilities frequently change in their content, pace and setting thus creating a constant sense of novelty and a high level of excitement.	INHIBITED
There is a constant need to analyse or evaluate data to make astute judgements regarding the relative merits of a variety of options and to make recommendations accordingly.	ENHANCED
Bringing together and facilitating the positive interaction of different people for certain tasks and for making the best use of each individual is fundamental for success.	ENHANCED
Showing a high level of ambition and determination, coupled with strict adherence to rules and an ability to remain calm under pressure, are essential qualities for success.	ENHANCED

Key

ENHANCED NEUTRAL INHIBITED

6

PRISM PROFESSIONAL

PRISM Quadrant Colour Characteristics - Greens

TYPICAL GREEN BEHAVIOUR:

- Flexible, multi-talented
- Opportunistic, adventurous
- Fast-paced, energetic
- Visualising, unconventional
- Innovative, creative
- Multi-tasking, adaptable
- Spontaneous, unstructured
- Enthusiastic, sense of humour
- Free-spirited, versatile
- Inventive, original

Underlying preference

OVERDONE GREEN BEHAVIOUR:

- Disorganised, casual
- Careless, impulsive
- Unfocused, scatter-brained
- Fails to complete, forgetful
- Undisciplined, ignores rules
- Unpunctual, irresponsible
- Frivolous, unrealistic
- Exaggerating, inaccurate
- Superficial, evasive
- Over-optimistic

WHAT 'TURNS ON' GREENS:

Greens love relating to and interacting with people in a positive, friendly environment. They need to have the opportunity to express their ideas and opinions. This helps them to achieve social recognition. If they are given the opportunity to create radical ideas, they will provide unlimited possibilities, and with such energetic enthusiasm, that others will be drawn in by their infectious optimism. If they have the freedom to be innovative and do things their way, there is no doubt they will produce ingenious results.

GREENS LOVE:

- Freedom
- Thinking laterally
- Enthusiasm
- Flexibility
- Little structure
- Creativity
- Few rules
- Innovation
- Individuality
- Imagination
- Open-mindedness
- Visionaries
- Unpredictability
- Having fun
- Adaptability
- Casual looseness
- Dynamic atmosphere
- Spontaneity
- Meeting lots of people
- Excitement
- Experimentation
- Constant change
- Taking risks
- Entertaining others

WHAT 'TURNS OFF' GREENS:

Greens are turned off by anything which they perceive as boring or ordinary. They have little tolerance for tedious details or the status quo, particularly when either slows down or blocks progress, growth or the creative process. It is best not to inhibit Greens with a lot of restrictions, because they will rebel and break the rules anyway. Give Greens plenty of freedom and leeway, and provide ample opportunities to use their inventive nature and they will be highly productive. Avoid telling them that there is only one answer, one option, or one point of view – their brain thinks laterally and will rarely be able to restrict possibility to a single outcome.

GREENS HATE:

- Routine
- Boredom
- Narrow-mindedness
- Confinement
- Lots of details
- Structure
- Exact expectations
- Nit-picking
- Rules
- Schedules
- Tedium
- Immobility
- Tunnel vision
- Constraints
- Lists
- Being unpopular
- Details
- Repetition
- Formality
- Required protocol
- Slow pace

GREENS ARE MOTIVATED BY:

- New ideas and ways of working
- Interesting people who like surprises
- Variety in day-to-day tasks and projects
- Opportunities to explore many different options
- Creative and innovative thinking
- Freedom to do things when they feel like it
- Thrills and challenges that push their limits
- Managing many activities at the same time
- Spontaneity and flexibility for quick changes
- Busy, chaotic, active, even noisy surroundings

GREENS PREFER TO:

- Use their imagination and create novel ideas
- Find new ways to solve problems
- Start projects rather than finish them
- Work fast and not worry about perfection
- Ignore rules and policies they disagree with
- Avoid decisions and commitments when possible
- Challenge accepted standards and procedures
- Surprise people with the unexpected
- Be creatively different, not practical
- Live and work in an unstructured environment

NOTE: The above comments relate to Underlying scores of 60% or more, or Consistent scores of 60% or more.

6

PRISM PROFESSIONAL

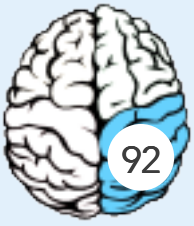
PRISM Quadrant Colour Characteristics - Blues

TYPICAL BLUE BEHAVIOUR:

- Supportive, sensitive
- Friendly, likable
- Slow-paced, laid-back
- Good listener, sympathetic
- Peace-loving, kind
- Helpful, hospitable
- Caring, nurturing
- Understanding, patient
- Generous, giving
- Process-centered, kind-hearted
- Patient, unassuming

OVERDONE BLUE BEHAVIOUR:

- Dependent, shy
- Procrastinating, lackadaisical
- Unassertive, meek
- Complaining, over-sensitive
- Insecure, worried
- Easily hurt, withdrawn
- Soft, vulnerable
- Over-anxious to please
- Easily intimidated, distressed
- Clinging, possessive



Underlying preference

WHAT 'TURNS ON' BLUES:

Blues are team players who have a desire to please and maintain stability in a group, even if it means sacrificing their own personal goals. Blues are driven by harmony, agreement and loyalty. They prefer to keep things as they are and provide a stabilising influence by the consistent way in which they go about their day-to-day work. They do well in handling routine matters. Change, therefore, is unwelcome. If they have a friendly, low-stress and slow-paced work environment, there is no doubt that they will be happy, committed workers who will do their best to please those with whom they work, and lend a helping hand along the way.

BLUES LOVE:

- Stability
- Cooperation
- Teamwork
- Pleasant people
- Helping others
- Camaraderie
- Loyalty/trust
- Emotional support
- Harmony
- Few pressures
- Relationships
- Slow pace
- Kindness
- Teaching and counselling
- Feeling needed
- Resolving conflicts
- Communication
- Routine
- Friendliness
- Being valued
- Encouragement
- Low stress

WHAT 'TURNS OFF' BLUES:

Blues are turned off by anything which they perceive as rude or insensitive. They have little tolerance for aggressive, self-centred behaviour, particularly when it can hurt or embarrass others. Blues need acceptance and assurance. They struggle when dealing with fear of conflict and/or the loss of a stable environment. Should conflict exist, they tend to become distressed and prone to worry or anxiety. It is best not to rush Blues. They function best in an easy-going, low-key environment where they can take their time to make decisions. They tend to seek a compromise or avoid making a difficult decision. Blues put people first, so it is important to communicate with them in a warm and friendly manner.

BLUES HATE:

- Change
- Aggressive behaviour
- Feeling excluded
- Lack of teamwork
- Conflict
- Fast pace
- Negative attitude
- Competition
- Isolation
- Impatience
- Heavy responsibilities
- Deadlines
- Making decisions
- Being put in the spotlight
- Insensitivity
- Uncooperativeness
- Pressure
- Rudeness
- Controversy
- Work overload

BLUES ARE MOTIVATED BY:

- Being valued
- Shared values
- Selling something they believe in
- Democratic processes
- Feeling part of a united team
- Working together cooperatively
- Opportunities to be of genuine help
- Being around positive people
- People who need and appreciate them
- Helping others
- Helping resolve conflict

BLUES PREFER TO:

- Feel comfortable and secure
- Be quiet, friendly and responsible
- Offer their services
- Solve people problems
- Talk with close friends
- Please others
- Make other people feel good
- Give credit to those who deserve it
- Be supportive and generous
- Take their time and work at a steady pace
- Be loyal and reliable
- Live and work in an environment that is stable and secure and where they don't have to make difficult decisions

NOTE: The above comments relate to Underlying scores of 60% or more, or Consistent scores of 60% or more.

PRISM PROFESSIONAL

PRISM Quadrant Colour Characteristics - Reds

TYPICAL RED BEHAVIOUR:

- Controlling, independent
- Assertive, authoritative
- Fast-paced, energetic
- Decisive, self-starting
- Goal-centred, determined
- Direct, forthright
- Competitive, ambitious
- Task oriented, forceful
- Hard-working, accountable
- Results-driven, daring

OVERDONE RED BEHAVIOUR:

- Domineering, demanding
- Aggressive, pushy
- Controlling, paranoid
- Impatient, volatile
- Autocratic, argumentative
- Abrasive, irritable
- Dictatorial, judgmental
- Ruthless, power-hungry
- Poor listener, egocentric
- Insensitive, belligerent

Underlying preference

WHAT 'TURNS ON' REDS:

Reds love to accept challenges, create action and achieve results. They are driven to overcome opposition in order to accomplish goals. They are quick to seize opportunities that allow them to assume control of their environment. If they know that there are rewards and recognition available for those who produce the best results, they will be among the top performers. In pursuing their goals, Reds sometimes regard the opinions of others as obstacles rather than helpful suggestions. They possess a remarkable ability to thrive in difficult and demanding environments.

REDS LOVE:

- Having authority
- Lots of action
- Being the best
- Challenge
- Making decisions
- Deadlines
- Goals
- Public recognition
- Responsibility
- Competition
- Independence
- Important tasks
- Negotiating
- Winning
- Practicality
- Power and control
- Productivity
- Speed
- Taking charge
- Opportunities to gain status
- Leadership roles
- Hard work
- Taking tough decisions

WHAT 'TURNS OFF' REDS:

Reds are irritated by anything that they perceive to be a waste of their time. They have little tolerance for long, repetitive discussions, particularly when firm decisions are not reached so that tasks can get underway immediately. It is best not to mention anything to Reds which can't or won't take place until well into the future, because they will become frustrated if they can't start on it right away. Plan ahead what you want to communicate to Reds, and say it as briefly and to-the-point as possible. Avoid telling Reds more details than they actually want or need to know – it frustrates them to have to read through apparently irrelevant information to get to the bottom line of any message.

REDS HATE:

- Indecision
- Bureaucracy
- Slow pace
- Excuses
- Small-talk
- Irresponsibility
- Dependency
- Lack of initiative
- Overly sensitive people
- Apathy
- Irrelevant information
- Long explanations
- Having little to do
- Delaying decision making
- Having to follow orders
- Close supervision
- Obstructive practices
- Self-pity

REDS ARE MOTIVATED BY:

- Competition, real or imagined
- Important goals that must be met by a deadline
- Roles to keep them challenged and busy
- Authority to negotiate and make some decisions
- Independence, without close supervision
- Tough assignments
- Leadership roles, formal or informal
- Opportunities to achieve higher status
- Public recognition for their accomplishments
- Productivity and initiative in others

REDS PREFER TO:

- Compete to win or to achieve targets
- Have the authority to take the decisions necessary to achieve goals
- Solve problems physically
- Work without a lot of assistance
- Make decisions that save time
- Handle strong pressures
- Meet tight deadlines
- Get right to the bottom line
- Be given clear instructions
- Negotiate conditions
- Break rules if necessary
- Live and work in an environment that allows them to be in control and create results

NOTE: The above comments relate to Underlying scores of 60% or more, or Consistent scores of 60% or more.

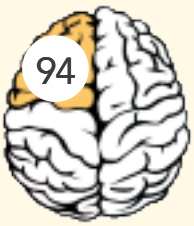
PRISM Quadrant Colour Characteristics - Golds

TYPICAL GOLD BEHAVIOUR:

- Quality-focused
- Detailed, structured
- Accurate, meticulous
- Slow, deliberate
- Focused, thorough
- Well-organised
- Logical, analytical
- Proper, punctual
- Hardworking, responsible
- Traditional, conservative
- Serious, reserved
- Guarded, self-contained

OVERDONE GOLD BEHAVIOUR:

- Perfectionist, pedantic
- Aloof, self-opinionated
- Humourless, inflexible
- Obsessive, nit-picking
- Unsociable, negative
- Critical, rule-bound
- Nagging, questioning
- Detached, unfeeling
- Narrow-minded, unfeeling



Underlying preference

WHAT 'TURNS ON' GOLDS:

Golds are motivated not just by results, but by quality results. They tend to be low-key, factual and extremely accurate. They are at their best when a job needs to be done with precision. Golds set high standards for themselves and others, and expect everyone to comply, always with the same high standards. Part of their drive for quality, accuracy and order is derived from their strong desire for a structured environment. Golds prefer a logical, step-by-step approach to tasks. For them, even life itself should proceed along a predictable path. They believe in themselves, their capabilities and their intellectual skills. They pride themselves on their ability to solve complex problems.

GOLDS LOVE:

- Quality
- Being methodical
- Planning in detail
- Logical analysis
- Accurate records
- Not being rushed
- Focusing on facts
- Looking for errors
- Quiet isolation
- Competent workers
- Measurement tools
- Proving a point
- Meeting requirements
- Professionalism
- Following rules
- Perfection
- Clear expectations
- Efficiency
- Clear instructions

WHAT 'TURNS OFF' GOLDS:

Golds are turned off by disorganisation and lack of clarity and detail. They need to ask lots of questions and will usually remain cautious before accepting a proposal or a programme for change. They dislike anything which they perceive as poor quality or unreliable information. They have little tolerance for poor standards or incompetence, particularly when either can affect quality, efficiency or profit. Get your facts and details right before you talk to Golds and give them information in a logical, step-by-step way. Their preoccupation with detail leads them to dislike any environment where nothing has a label, name or place. They tend to be uncomfortable dealing with emotional issues or human relationships.

GOLDS HATE:

- Low standards
- Being rushed
- Change
- Untidiness
- Disregard for quality
- Vagueness
- Frivolous tasks
- Inaccurate information
- Unreliability
- Blockages to facts
- Incompetence
- Costly shortcuts
- Exaggeration
- Imprecise record-keeping
- Lack of focus
- Self-indulgence
- Talking about personal matters
- Displays of emotion

GOLDS ARE MOTIVATED BY:

- Sufficient time to finish what they start and check it
- Privacy, peace and quiet with few interruptions
- Opportunities to plan ahead in detail
- Fault-finding or inspection roles
- Authority to control quality
- Organized systems that assure accuracy and efficiency
- Consistency and competence in fellow-workers
- Excellence in everything
- Exceeding expected standards

GOLDS PREFER TO:

- Work with tested systems and procedures
- Check and double-check data
- Work on their own
- Make quality inspections
- Provide accurate, factual reports
- Focus on instructions and follow exact rules
- Create and adhere to schedules
- Measure progress, efficiency, quality
- Analyse all options before making a decision
- Persuade through logical argument
- Live and work in a structured environment that values quality

NOTE: The above comments relate to Underlying scores of 60% or more, or Consistent scores of 60% or more.

7

PRISM PROFESSIONAL

PRISM Career Development Analysis

In the previous pages we have given you an analysis based solely upon the key 8 dimensions of human behaviour preferences.

The answers you gave to the ***PRISM*** 'Professional' Inventory enable us to 'zoom in' to 26 business related characteristics in which we all demonstrate varying abilities and aptitudes.

The candidate pointer indicates your ratings in these areas, according to the answers you gave in the questionnaire.

If a Benchmark has been included, the green band indicates an ideal range for the requirements of that Benchmark.

A good match across most areas is likely to lead to a good 'fit' between your preferences and that role.

NOTE: The further towards the extremes of the scale the benchmark is, the more important that factor is perceived to be in the Benchmark. Matches in areas towards the extreme right hand side - where the trait is considered critical for success in the role – and extreme left hand side - where the trait is considered potentially counter productive and hence undesirable in the role – are more critical than those in the centre of the scale.

PRISM Career Development Analysis

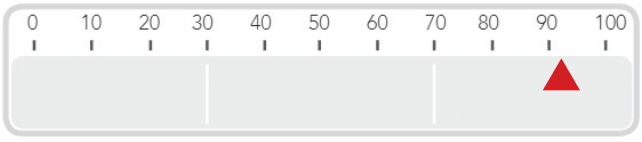
KEY: ▲ Candidate (Underlying)

PEOPLE SKILLS

TEAMWORKING

Low Preference

Formal and reserved, prefers to work alone without interruptions.



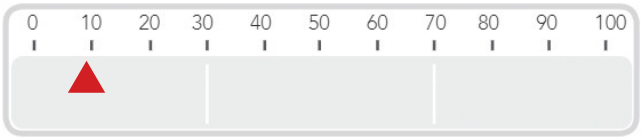
High Preference

Prefers work that involves social interaction, likes supporting others and getting them involved.

RECOGNITION

Low Preference

Prefers to avoid being in the spotlight, is reserved and is uncomfortable making small talk with strangers.



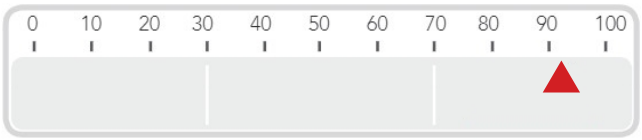
High Preference

Has a strong need to be noticed and to be popular, is friendly and communicative, does not like rejection or loss of support.

CONCERN FOR OTHERS

Low Preference

Unaware of others' feelings, reluctant to get involved in people's problems and emotional issues.



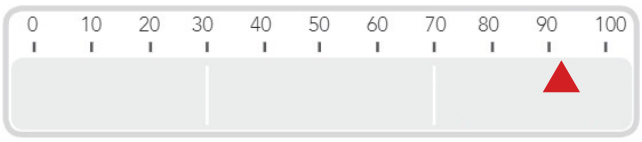
High Preference

Caring and understanding, shows empathy and is considerate, sympathetic and approachable.

CONSENSUS SEEKING

Low Preference

Makes decisions independently, seldom looks for advice or opinions.



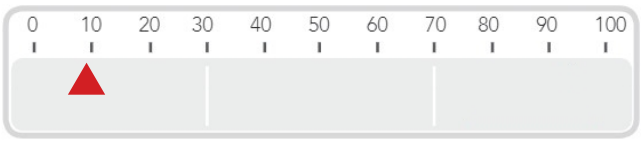
High Preference

Makes decisions by consensus and actively seeks the views and involvement of others.

SOCIAL SKILLS

Low Preference

Quiet and guarded, prefers small groups, rarely seeks people out and avoids the limelight.



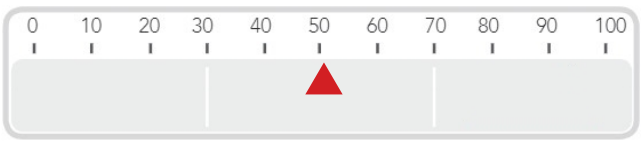
High Preference

Talkative, optimistic, expressive and lively, enjoys socialising and meeting new people.

PEOPLE FOCUS

Low Preference

Less responsive to others, controls own emotions and feelings, values results more than harmony.



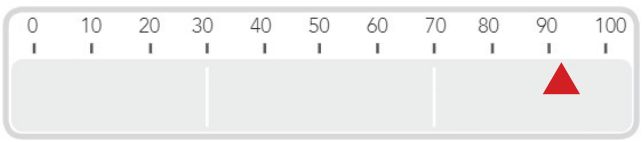
High Preference

Responsive to others and relationship focused, unafraid to show or discuss feelings and emotions openly.

STABILITY

Low Preference

Competitive and tough-minded, unafraid to take tough decisions and risk unpopularity in the interests of achieving results.



High Preference

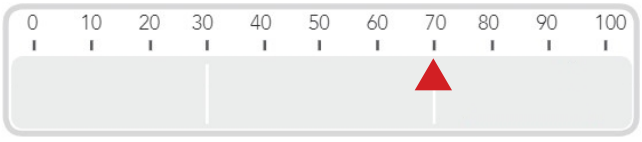
Has a strong need for harmony and to be accepted and of help and value to others. Prefers a predictable, secure environment.

PRISM Career Development Analysis [Continued]

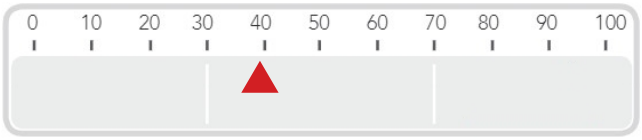
KEY: ▲ Candidate (Underlying)

DRIVE FOR RESULTS

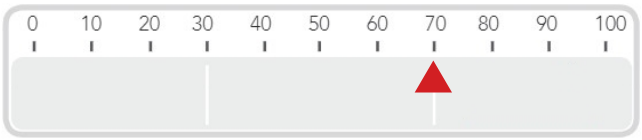
INITIATIVE

Low Preference		High Preference
Prefers to keep things as they are and undertakes new work only after consultation or when told to.		Self-motivated. Capitalises on opportunities, initiates action, enjoys identifying and accepting challenges.

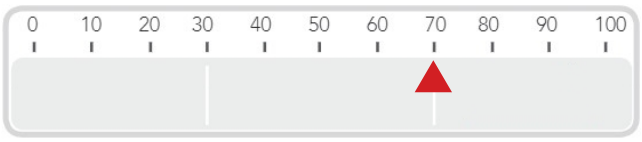
ENERGY LEVEL

Low Preference		High Preference
Likes to work at a steady pace, dislikes being rushed or put under pressure.		Very dynamic, works well under pressure, tends to be involved in several activities at the same time.

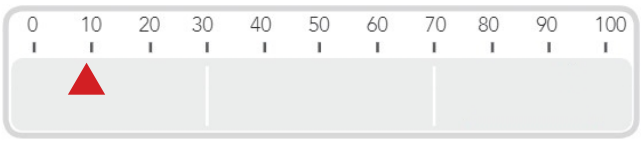
AMBITION

Low Preference		High Preference
Easy going, unassertive, non-competitive, focuses on achievable, undemanding targets.		Enjoys being given tough goals, has high aspirations, is competitive and driven to succeed.

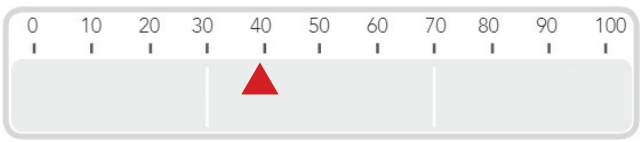
CONTROL

Low Preference		High Preference
Dislikes taking tough decisions or telling others what to do, is unassertive and happy to let others take the lead.		Takes control of situations, dominant, decisive and forceful, enjoys being in charge of others and has a strong need for bottom line success.

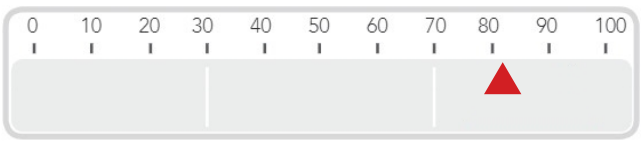
ADAPTABILITY

Low Preference		High Preference
Likes order and predictability, prefers to adapt what is tried and tested rather experiment with something new.		Prefers variety and novelty, adapts quickly to change, adjusts to new circumstances, dislikes routine and constraints, easily bored.

RISK TAKING

Low Preference		High Preference
Slower paced, prefers to check facts, ask questions, complies with rules and avoids risks or making errors.		Fast paced and impatient, has a strong need to achieve quick results. Willing to take risks and break the rules to achieve success.

TASK FOCUS

Low Preference		High Preference
Relationship focused and enjoys working with people and creating an open, harmonious working environment.		Is self-sufficient and prefers to deal with tasks and results rather than people issues. Uncomfortable talking about feelings and emotions.

PRISM Career Development Analysis [Continued]

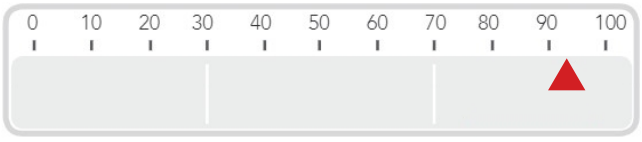
KEY: ▲ Candidate (Underlying)

CONSCIENTIOUSNESS

ATTENTION TO DETAIL

Low Preference

Focuses on the big picture, not preoccupied with detail, easily distracted and poor at follow through.



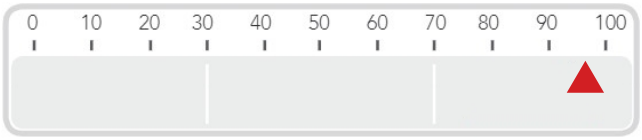
High Preference

Thorough, methodical, enjoys detailed work which requires high attention to small details. Follows through on commitments.

COMPLIANCE

Low Preference

Not constrained by rules, prefers general guidelines to specific regulations. Likes personal freedom.



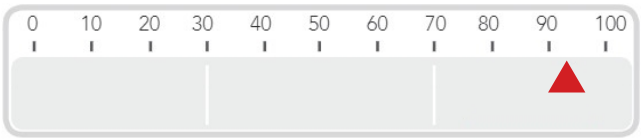
High Preference

Follows rules and regulations closely even when inconvenient, likes clear guidelines and responsibilities. Places high value on being precise and right.

DEPENDABILITY

Low Preference

Becomes distracted and places less importance on meeting deadlines, casual about commitments.



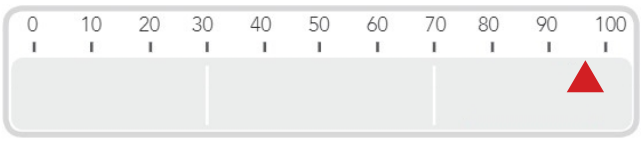
High Preference

Dependable, reliable and consistent, meets obligations and commitments with the minimum of supervision.

DETERMINATION

Low Preference

Prefers work that can be completed quickly, dislikes having to concentrate over a long period.



High Preference

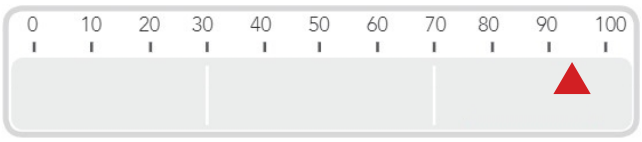
Enjoys overcoming obstacles, very determined and committed, works until task is completely finished.

RESILIENCE

STRESS MANAGEMENT

Low Preference

Dislikes high-pressure work, finds it hard to relax, quickly becomes tense and irritable, has difficulty handling setbacks.



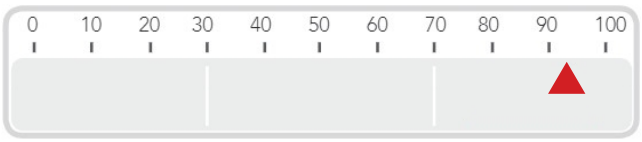
High Preference

Works well in high pressure situations, able to cope with multiple demands without being unduly influenced by own emotions.

SELF MANAGEMENT

Low Preference

Openly expresses frustrations, can be impatient and easily annoyed, tends to say things and later regret them.



High Preference

Calm, easygoing and free from anxiety, keeps emotions in check, rarely expresses anger. Has a calming influence on others.

PRISM Career Development Analysis [Continued]

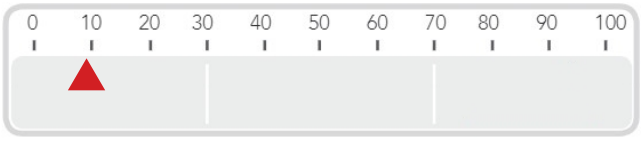
KEY: ▲ Candidate (Underlying)

THINKING SKILLS

ABSTRACT THINKING

Low Preference — High Preference

Prefers using and building upon tried and tested methods, avoids unconventional or abstract ideas.

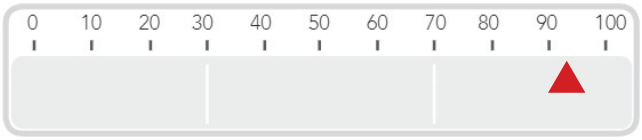


Creative, imaginative and original, likes solving problems by thinking laterally, dislikes rules.

ANALYTICAL THINKING

Low Preference — High Preference

Impulsive, makes quick decisions, relies on personal instinct rather than logic to guide choices.



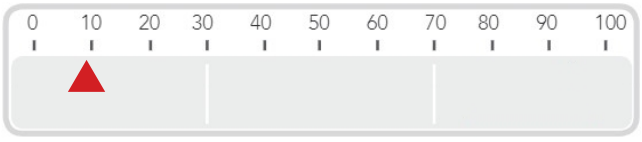
Analytical, cautious and astute, takes a logical approach to problem solving by using all available data.

IDEAL SOCIAL ENVIRONMENT

NEED FOR SOCIAL INTERACTION

Low Preference — High Preference

Needs an environment that has little need for social interaction with people, other than close friends, and which provides both time and private space to reflect on important issues.

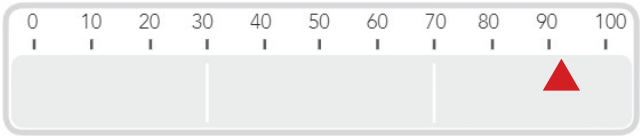


Needs an environment that provides considerable opportunity for face-to-face interaction with others to create positive relationships and to gain social acceptance.

NEED FOR STABILITY

Low Preference — High Preference

Needs an environment that values commitment and efficiency more than harmony, and in which personal achievement and status can be recognised and rewarded.



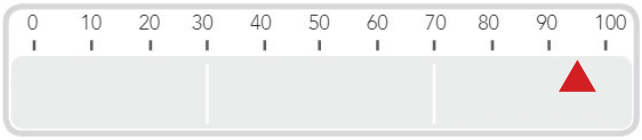
Needs an environment that is predictable, steady-paced and harmonious, and which provides opportunities to be of assistance to others and to be appreciated for providing such help.

IDEAL WORKING ENVIRONMENT

NEED TO ACHIEVE

Low Preference — High Preference

Needs a work environment that is strongly focused on achieving effective relationships and in which tough decision making and meeting tight deadlines are relatively unimportant.

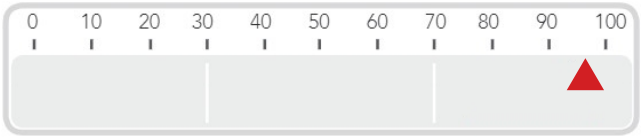


Needs a work environment in which being self-motivated, taking responsibility and achieving demanding targets are important, and in which there are opportunities for decision making.

NEED TO BE RIGHT

Low Preference — High Preference

Needs a work environment that is flexible, spontaneous and unstructured and in which attention to small details or rules are relatively unimportant.



Needs a work environment in which achieving high standards of accuracy and conforming to strict rules are important and in which there is little need for social interaction with others.

8

PRISM PROFESSIONAL

Emotional Intelligence Report

This report, based on your responses to the *PRISM* Inventory, highlights your preference for each of the Emotional Intelligence (EQ) dimensions shown below. In reviewing your results, it is helpful to begin by reading the definition of the element being reported. You will find this just below the title of each element. Any results below the Mid Range will give you some indication of development priorities, while any High Range results will reflect a strength you may wish to apply more widely.

Recent studies indicate that Emotional Intelligence (EQ) influences behaviour in a wide range of domains including school, community, and the workplace. At the individual level, it is believed to relate to academic achievement, work performance, our ability to communicate effectively, solve everyday problems, build meaningful interpersonal relationships, and even our ability to make moral decisions. Given that emotional intelligence has the potential to increase our understanding of how individuals behave and adapt to their social environment, it is an important topic for study as an overall part of human behaviour.

Emotional competence refers to the personal and social skills that define how effectively individuals perceive, understand, reason with and manage their own and others' emotions and feelings. These skills are important at work, because emotions are an inherent part of workplace activities at all levels. There now is a considerable body of research suggesting that a person's ability to perceive, identify, and manage emotion provides the basis for the kinds of social and emotional competencies that are important for success in almost any job. For example, research has found that the primary causes of derailment in management careers involve deficits in emotional competence. The three primary ones are difficulty in handling change, not being able to work well in a team, and poor interpersonal relations.

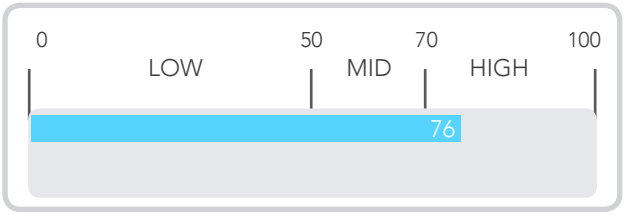
This Report summarises your preference for each of the eight elements which make up the overall *PRISM* Emotional Intelligence model and is based solely on your own self-perception of your Emotional Intelligence strengths. To obtain a more comprehensive picture of your Emotional Intelligence, you should obtain feedback, through the 360 degree process, from those who know you well.

Your Emotional Intelligence scores are based on questions that are entirely separate from those associated with your three behavioural preference maps. For this reason, the bar chart colour for displaying this measurement is different from the colours used in the Underlying, Adapted and Consistent maps.

Emotional Intelligence Report [Continued]

SELF AWARENESS

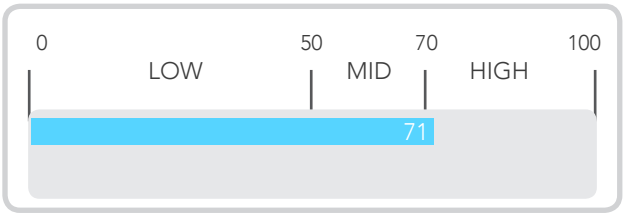
May not always be fully aware of own feelings and emotions in work situations and/or may not be able to control the impact of those emotions and feelings on own behaviour.



Likely to be highly aware of own feelings in a wide range of work-related situations and can remain in control of those emotions and feelings, thus maintaining a positive or optimistic outlook on life.

SELF MANAGEMENT

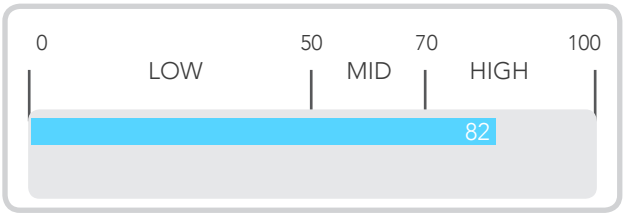
May find it difficult to perform consistently when under pressure. They may also become frustrated by challenge or criticism and therefore find it difficult to continue to perform effectively in these circumstances.



Likely to be able to adapt to a range of situations and to tolerate both criticism and challenge. Also likely to be able to maintain consistent performance in a wide range of situations and when under considerable pressure.

AWARENESS OF OTHERS

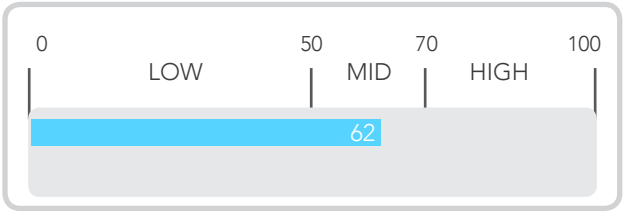
May not always spend enough time listening to others or be aware of their needs and views and have a tendency to impose their own solutions on others.



Likely to be highly empathetic to other people and to engage them in problem-solving and decision-making or acknowledge their uncertainties, needs, views and opinions.

RELATIONSHIP MANAGEMENT

Has a tendency to be independent, self- absorbed and self-reliant, preferring to take decisions without seeking the involvement of others. Also, has a tendency to be rather self-absorbed and not particularly interested in other people's problems.

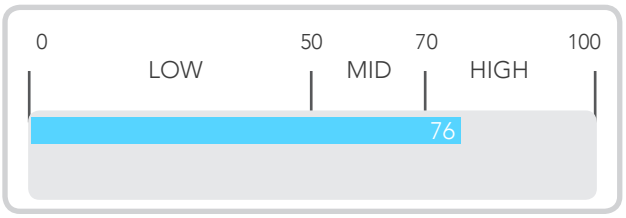


Has a strong democratic style and is good at meeting the emotional needs of others by taking a close interest in them and their concerns, and effectively managing relationships with them so that they feel involved, valued and motivated.

Emotional Intelligence Report [Continued]

SELF MOTIVATION

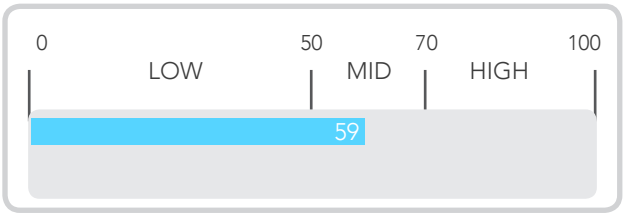
May have a tendency to focus on short-term goals and actions at the expense of clear long-term goals or aspirations.



Likely to have a high level of motivation and to show high levels of commitment to long-term goals and results which are pursued in the face of obstacles and setbacks.

INFLUENCING OTHERS

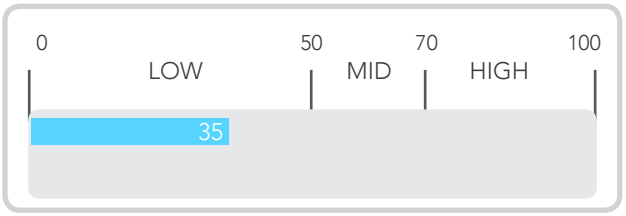
May find it difficult to win others over to own point of view, and may be frustrated by a lack of success in persuading others to change their viewpoint or opinion on an issue.



Likely to be effective in persuading others to change their viewpoint or to adopt their interpretation of a situation, or the need for action.

DECISIVENESS

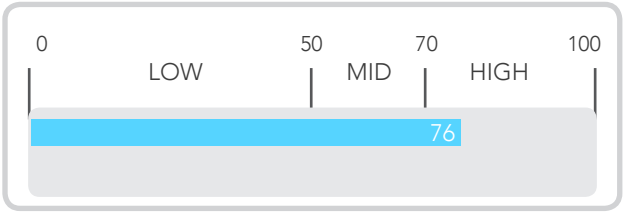
May be uncomfortable making decisions unless in possession of all the available facts and may lack the confidence to use their own experience and instincts.



Likely to be able to make decisions in difficult situations when faced with incomplete or ambiguous information, and use their previous experience as a basis for an intuitive assessment of the decision.

CONSISTENCY

May display inconsistencies between words and actions and willing to 'bend the rules' to get a task completed or to achieve a particular goal.



Likely to display consistency in words and actions over time and also to adhere strictly to rules and have high ethical standards.

Emotional Intelligence Report [Continued]

Your responses to the *PRISM* questionnaire indicate that your overall Emotional Intelligence result is within the average range compared to the distribution of results from a sample group of some 2,000 individuals and matches 40% of the target population.

You may, however, find it useful to study each of the individual results in order to identify which EI factors you might wish to develop, or to use more widely, to enhance your performance.

HIGH

Self management - You feel that you are able to adapt easily to a range of situations and to tolerate both being criticised and being challenged. You believe that you are also able to maintain consistent performance in a wide variety of situations even when under considerable pressure. You also feel that you have the ability to recognise both the positive and negative impact of your own feelings and emotions in a work context and to control them in a way which ensures that both organisational and personal goals are satisfied.

Self motivation - You feel that you have a high level of self-motivation to initiate action and are very focused on achieving good results or outcomes. You believe that you show high levels of commitment to, and focus on, long-term goals and results, and pursues these with determination even in the face of set-backs and obstacles. You also believe that you demonstrate the physical and mental drive, energy and desire to make an impact and to pursue challenging objectives.

Awareness of others - You believe that you are very sensitive to and empathetic with other people. As a result, you believe that you will engage with others and involve them in problem-solving and decision-making. In dealing with other people you believe that you will listen carefully to them and acknowledge their uncertainties, views and opinions. In particular, you feel that you have the ability to recognise and understand the needs, motivations and feelings of others, to respond to these and to be able to resolve conflict between individual, group and organisational needs.

Consistency - You believe that you stick strictly to rules, instructions and guidelines. You also believe that you display a high degree of personal commitment to both goals and behaviours. You feel that you demonstrate high ethical standards and achieves high levels of performance without resorting to more expedient behaviour. This involves your ability to accept personal responsibility and accountability for your actions and decisions, as well as being open and transparent in your dealings with others. These behaviours are important in building trust when working with others and through the ability to honour and deliver on the commitments which you make.

Self awareness - You believe that you are very aware of your own feelings and emotions in a wide range of work-related situations, and you feel you are confident that you can remain in control of those emotions and feelings, thus preventing them from affecting your decision making. As a result, you feel that you have realistic understanding of your natural strengths and are, therefore, able to make the most of them and maintain a positive or optimistic outlook on life.

MID

Influencing others - You feel that, in some situations, it is necessary for you to win others over to your point of view and you feel frustrated when you fail to persuade others to change their viewpoints or opinions on important issues.

Relationship management - You believe that, although you can adopt a democratic or participative approach, you can also be insensitive to the emotional needs of others on occasions and fail to understand and deal effectively with how they perceive and feel about situations. As a result, you feel that you can sometimes come across to others in a less than positive manner and, as a result, fail to get the best out of people. When under pressure you may not always take a close interest in those around you, or make time for them and listen to their views and concerns. In such circumstances you may not always see that it is necessary to involve others, or to seek their opinions.

LOW

Decisiveness - You feel that you are not very comfortable when making decisions unless you have full and accurate data available. You believe that you sometimes lacks the confidence to use your own experience to close any gaps in information, or may believe such intuitive behaviour would lead to an incorrect or bad decision.

9

PRISM PROFESSIONAL

'The Big Five' Report

THE 'BIG FIVE' PERSONALITY TRAITS

The Five-Factor Model, also known as 'The Big Five', is probably the most widely accepted and used model of personality in the world. There is a strong correlation between *PRISM* dimensions and the relevant 'Big Five' traits.

The 'Big Five' traits are:

Extraversion
Agreeableness
Conscientiousness
Emotional Stability (the opposite of Neuroticism)
Openness to Experience

These traits appear to account for most differences among individual personalities, describing five universal dimensions. This report presents your preferences for these traits at three levels: ***high preference, mid-range preference and low preference.*** A high preference is regarded as one of 65% or more. A mid range preference score is regarded as between 36 % and 64% and a low preference score is regarded as 35% or less. Your self- perception preference is shown as a blue/grey coloured bar on the charts below. If you are using *PRISM* as part of a 360 degree process, your observers' view of your preference for each trait will be shown as an orange/brown bar. Note: the extent of your preference for the opposite of each trait e.g. 'Introversion' in the case of 'Extraversion', is shown on the left of the '0' central reference.

1. **Extraversion** refers to the degree to which a person can tolerate and/or is stimulated by the energy he or she obtains from people and situations. People with a strong preference for Extraversion tend to be seen as friendly, outgoing and energetic. They seek to influence people and communicate views and ideas easily. Those with a low preference for Extraversion (Introverts) will be content to work on their own and will not feel the need to be surrounded by people.

> *Strong preference:* You prefer to be around other people and are talkative, enthusiastic, sociable and fun-loving. You will often become the formal or informal leader. You may not be a good listener because you tend to dominate the conversation.

> *Mid range preference:* If you fall in the mid-range on the Extraversion scale, you tend to move easily from working with others to working alone. You have a moderate threshold for sensory stimulation and may tire of it after a while.

> *Low preference:* If you have a low preference for Extraversion (an Introvert), you prefer working alone. Typically, you are a serious, quiet, private person who may opt to write or email instead of talking to others. Others may consider you cold or uncaring.

2. **Agreeableness** refers to one's preference for accommodating the needs and concerns of others. A person who has a low preference for Agreeableness tends to focus on his or her own personal priorities.

> *Strong preference:* You tend to relate to authority and to other people by being tolerant, empathetic and accepting. You may come across as helpful, caring, conflict-averse and even soft because you will yield your position for the benefit of others.

> *Mid range preference:* You can shift between competitive and cooperative situations and usually push for a win-win strategy.

> *Low preference:* You relate to authority and to others by being direct, tough-minded, forceful, and competitive. At times, you may come across as hostile or self-centered.

3. **Conscientiousness** refers to one's preference for attention to detail and rule-following. A person with a strong preference for Conscientiousness tends to be thorough and good at follow-through when accomplishing one or more goals. A person with low for Conscientiousness prefers multitasking and a more spontaneous work style.

> *Strong preference:* You work toward goals in a disciplined, focused and dependable fashion. You proceed in a

[Continued]

linear, sequential manner, with a strong will to achieve high quality results, free of errors. You typically consolidate your time, energy and resources in pursuit of your goals.

Mid range preference: You tend to keep work demands and personal needs in balance. You can switch from focused activities to spontaneous diversions without much effort or stress.

Low preference: You tend to approach goals in a relaxed, spontaneous, open-ended way. Your mind can switch tracks on the run. You may be a procrastinator, viewed as casual about responsibilities, or be rather disorganised.

4. Emotional Stability refers to a person's ability to handle stressful situations in a calm, steady, rational and secure way. A person with a strong preference for Emotional Stability is very calm and relatively unaffected by stress that often burdens others. A person with a low preference for Emotional Stability is very reactive and prefers a stress-free workplace.

Strong preference: You tend to respond to stressful situations in a calm, secure and rational way. Typically, you are relatively stress-free. However, unless you are very attentive, you may appear to others to be too laid back and relaxed. Others may even perceive you to be uncaring, lethargic, insensitive or unaware of problems. You may need to take this into consideration if you want to nurture good working relationships.

Mid range preference: You are responsive and tend to be calm, secure and steady under normal circumstances. You have a moderate threshold for handling workplace stress.

Low preference: You may have a shorter emotional "trigger" and can't take much stress before feeling it. Under stress, you may appear irritable, tense, restless, depressed, easily discouraged, temperamental or worried. In tough times, you need time to vent your frustrations or alleviate your concerns before you're ready to tackle the next job challenge.

5. Openness to Experience refers to one's originality of thought or openness to new experiences. A person with a strong preference for Openness to Experience has an appetite for new ideas and activities, and is easily bored. Those with a low preference for Openness to Experience prefer familiar territory and tend to be more practical.

Strong preference: You tend to have many broad or artistic interests and like to be cutting-edge. You are often curious, introspective and reflective, seeking new experiences and thinking about the future. You may be easily bored. Others may view you as impractical or unrealistic.

Mid range preference: You tend to be somewhat down to earth, but you'll consider a new way of doing something if convinced. You aren't known for your creativity or curiosity, but you appreciate innovation and efficiency.

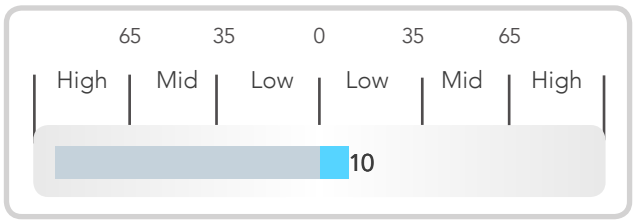
Low preference: If you are in the low range for this preference, you are practical and down to earth. You approach work with efficiency and are comfortable with repetitive activities. Others may view you as conservative, narrow in your thinking, set in your ways, or even rigid.

Your Big Five scores are based on questions that are entirely separate from those associated with your three behavioural preference maps. For this reason, the bar chart colour for displaying this measurement is different from the colours used in the Underlying, Adapted and Consistent maps.

'The Big Five' Report [Continued]

INTROVERSION — EXTRAVERSION

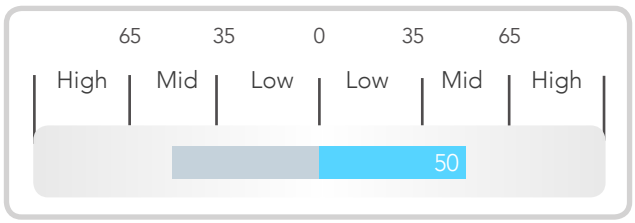
A tendency to be quiet, reserved and unassertive and to have a strong preference for working alone and controlling own feelings.



A tendency to be sociable, energetic and assertive and to have a strong preference for being around people and being involved in their activities.

LOW AGREEABLENESS — HIGH AGREEABLENESS

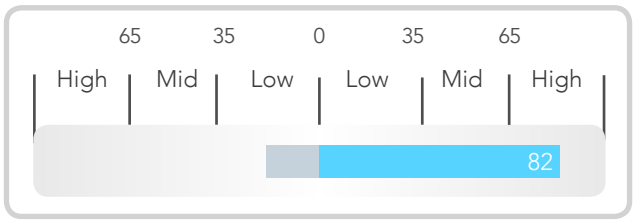
A tendency to be independent, forthright and demanding, and to have a strong preference for relating to others by being tough, distant and persistent.



A tendency to be sympathetic, co-operative and considerate, and have a strong preference for deferring to others and for relating to them by being tolerant and accommodating.

LOW CONSCIENTIOUSNESS — HIGH CONSCIENTIOUSNESS

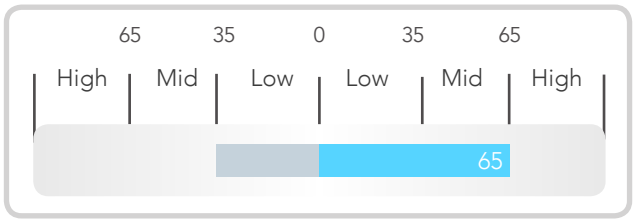
A tendency to be impulsive, flexible and easily distracted and to have a strong preference for approaching goals in a relaxed, spontaneous, casual fashion.



A tendency to be dependable, consistent and thorough and to have a strong preference for focusing on goals in an industrious and highly disciplined manner.

LOW EMOTIONAL STABILITY — HIGH EMOTIONAL STABILITY

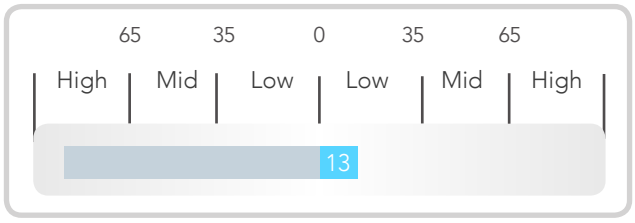
A tendency to be moody, anxious and pessimistic and to have more self-doubts, negative emotions and less satisfaction with life than most people.



A tendency to be calm, stable and unflustered and to have a strong preference for being rational and rather impervious to stress and environmental pressures.

LOW OPENNESS TO EXPERIENCE — HIGH OPENNESS TO EXPERIENCE

A tendency to be conventional, cautious, and follow rules and to have a preference for having a factual, down-to-earth, realistic approach to everyday life.



A tendency to be imaginative, spontaneous and flexible and to have a strong preference for discovering new experiences or new ways of doing things.

10

PRISM PROFESSIONAL

Mental Toughness Report

There is widespread, growing interest in understanding the relationship between behavioural preferences and business success, and research has identified a cluster of nine behavioural strengths, or competencies, that are linked to both mental toughness and peak leadership performance. The *PRISM Mental Toughness Inventory* measures a candidate's preference for each of those behaviours. They include: self-belief, ambition, resilience, self-management, optimism, determination, independence, competitiveness and adaptability. The *PRISM Mental Toughness Inventory* is an exciting advance in the ability to measure the building blocks that are scientifically linked to business success.

It is important to note, however, that in addition to mental toughness strengths, high performance leaders are also very effective at relationship building and relationship management, and excel at developing and motivating others through whom they achieve their results.

This Report is designed to provide you with an opportunity to review the behavioural preferences necessary for responding to the challenges of the modern business environment. It provides you with a set of scores measuring your mental toughness preferences, based upon your replies to the *PRISM* Professional Inventory.

Each measurement in the Report has four possible ratings:

A Development Need:
Your level of mental toughness in this competence is low and likely to be restricting your overall effectiveness. Your Report indicates that you will feel uncomfortable using the behaviours associated with this competence and will avoid them if at all possible. Developing your skills in this competence is likely to be essential to your long-term personal growth and success.

A Development Opportunity:
Your level of mental toughness in this competence is less than adequate, and there is opportunity for self improvement. You should, therefore, take the opportunity to develop this competence into a natural strength.

A Natural Strength:
You have a natural mental toughness strength in this competence. You should, however, build on this strength by considering additional strategies to use it more effectively.

A Potential Overdone Strength:
Your score indicates that you have above average mental toughness in this competence, but you need to be careful not to overdo this strength otherwise it could undermine your overall performance. For example, being 'competitive' is a strength, but it can be counter-productive when used to excess and used internally to compete unnecessarily with work colleagues.

Your Mental Toughness scores are based on questions that are entirely separate from those associated with your three behavioural preference maps. For this reason, the bar chart colour for displaying this measurement is different from the colours used in the Underlying, Adapted and Consistent maps.

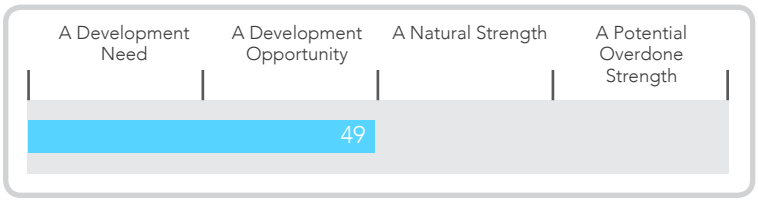
10

Mental Toughness Report [Continued]

PRISM PROFESSIONAL

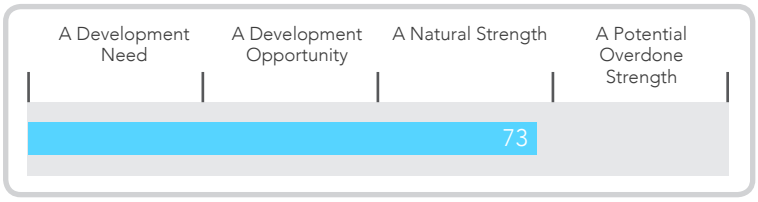
SELF BELIEF

Having and expressing an unshakable belief in one's own skills, talents and abilities to perform successfully at the highest levels despite tough opposition.



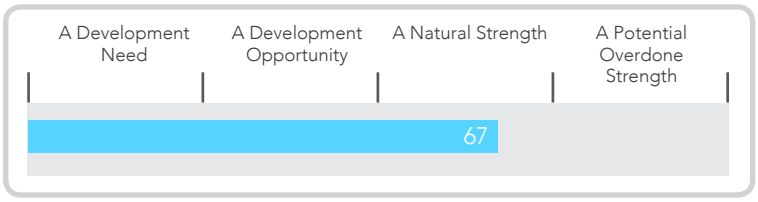
AMBITION

Having high aspirations to set one's own standard of excellence and to achieve status, recognition or reward by being driven to succeed unconstrained by others.



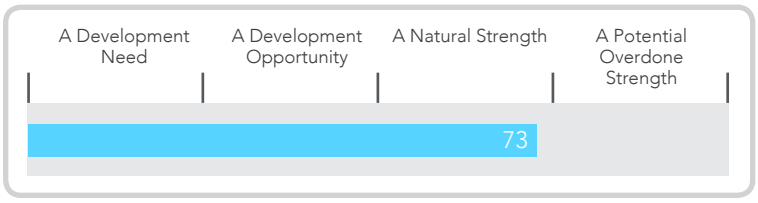
RESILIENCE

Having the behavioural persistence to bounce back quickly from difficulties and to see setbacks as nothing more than a process along the road to ultimate success.



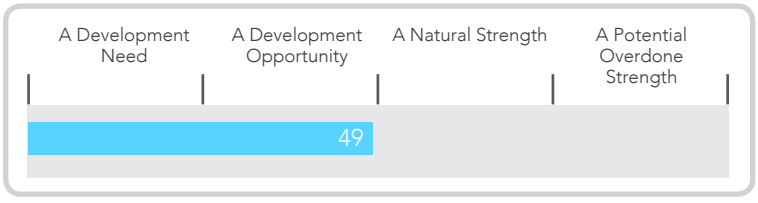
SELF MANAGEMENT

Having the ability to manage effectively one's own impulsive emotions and to maintain consistently good performance even when under considerable pressure.



OPTIMISM

Having the ability to see 'the big picture', identify opportunities, and maintain a strong, positive frame of mind despite setbacks and difficulties.



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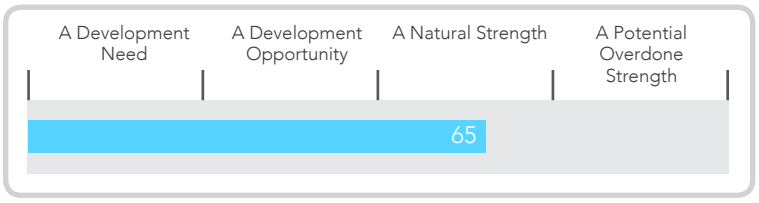
PRISM PROFESSIONAL

Mental Toughness Report [Continued]

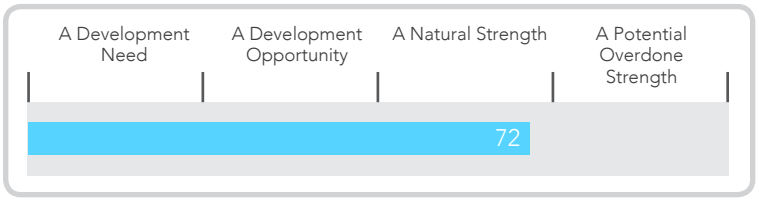
DETERMINATION

Having the ability to maintain a strong drive and goal focus and avoid distractions that can interfere with optimum performance, regardless of what else is happening.



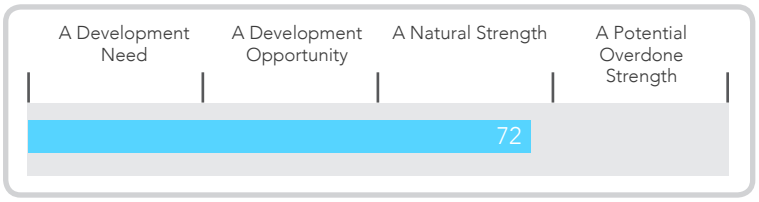
INDEPENDENCE

Having the ability to work comfortably on one's own with a minimum of supervision, or without seeking the advice or opinions of others and to be accountable for one's actions.



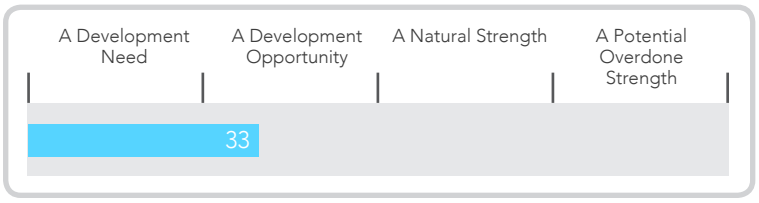
COMPETITIVENESS

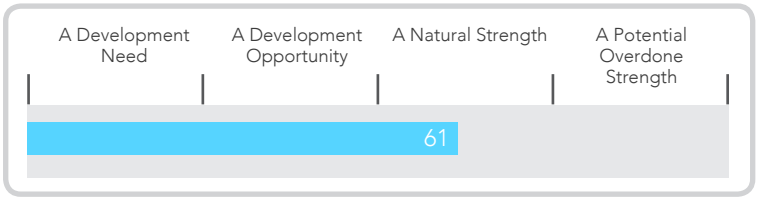
Having a strong desire to strive for competitive success, but primarily focusing on challenging oneself to reach optimal performance.



ADAPTABILITY

Having the ability to modify one's approach to changing situations and to take calculated risks in order to achieve success or the competitive advantage.



OVERALL MENTAL TOUGHNESS RATING

This overall rating takes into consideration all ratings from the previous nine dimensions