

A red circular logo with a white sunburst or starburst pattern inside.

Reflector ***BIG FIVE PERSONALITY***

*Personal report of
B. Smit*

PEOPLE IMPROVE PERFORMANCE

Details of participant

Name B. Smit

Test data

Test date Oct 6, 2009

Test number 319585.545312

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Personality report

Introduction

Personality describes aspects of the behaviour that typifies a person in comparison to others. The way in which a person will deal with people and situations in his/her work is determined by his/her personality, amongst other things.

Structure of the personality report

The Reflector Big Five Personality reports on what are known as the 'Big Five' personality factors and their underlying facets. The Big Five model accurately describes the differences between people. It deals sequentially with the following Big Five personality factors:

- **Need for Stability:**
The degree to which we react emotionally to setbacks
- **Extraversion:**
The degree to which we actively maintain contact with others
- **Openness:**
The degree to which we look for new experiences and new ideas
- **Accommodation:**
The degree to which we place other people's interests above our own
- **Conscientiousness:**
The degree to which we are organised and purposeful

In the report, each personality factor and each underlying facet is represented in the form of a bar. This bar is subdivided into scores with corresponding descriptions. Your score is always identified by a quadrangular symbol with a number inside. Your scores on the five personality factors are identified on one page initially. This is followed by a detailed overview for each of these factors, in which all underlying facets of the factor are also identified. The final chart is a summary of all of the factors and their associated facets.

Meaning of the scores

Your scores on the personality factors and facets are compared with the scores of a norm group. A norm group is a group of people who are comparable to the participant in the Reflector Big Five Personality in certain respects. The scores are expressed in what are known as t-scores. By factor or facet your t-score has been plotted on the bar. A t-score of 50 reflects the mid point of the norm group. Approximately seven per cent of the norm group have a t-score lower than 35. Seven per cent have a t-score of 65 or higher. Twenty-four per cent of the norm group score between 35 and 45. Another twenty-four per cent of the norm group score between 55 and 65. The remaining 38 per cent have a score between 45 and 55. For instance, a score of 45 means that one third of the norm group have a lower score and two thirds have a higher score than the participant.

Under each bar are three descriptions of behaviour. The one that is highlighted describes the behaviours which are most typical of you.

N Need for Stability The degree to which we react emotionally to setbacks

30

Resilient (N-) Usually reacts calmly, well-considered and self-assured when things go wrong. Also recovers quickly after a setback in stressful situations or after criticism by others. Focuses on solutions rather than on problems. Confident of his/her ability to cope with problems. Is generally cheerful and relaxed.

Receptive (N=) Usually reacts calmly and sensibly under normal working conditions. Can react emotionally to sudden pressure, stressful situations or criticism of others or not know what to do for a moment. However, recovers quickly from this and refocuses on solutions instead of problems.

Reactive (N+) Usually reacts emotionally to setbacks and can continue to worry for a long time. Then remains focused on problems rather than solutions. Can take criticism from others personally and react to it with irritation. Easily doubts his/her own abilities when faced with a setback, and can need some time to get him/herself back under control.

E Extraversion The degree to which we actively maintain contact with others

63

Introvert (E-) Prefers to work alone. Is serious, quiet and reserved. Would rather keep work relationships businesslike than get too personal. Generally avoids a leadership role. Makes way for others in group discussions and does not easily express his/her own opinion.

Ambivert (E=) Usually works just as easily with others as alone. Combines a businesslike attitude with personal attention in work relationships. Does not push him/herself forward, but takes charge when there is a reason to do so. Does not express his/her opinion as a matter of course, but stands up for it when necessary.

Extravert (E+) Actively makes personal contact with others, at and outside work. Deals warmly and enthusiastically with others and is decisive and energetic at work. Readily takes the lead in groups and expresses his/her opinion directly without beating around the bush.

O Openness The degree to which we look for new experiences and new ideas

42

Traditional (O-) Generally prefers the status quo to innovation, and simplicity to complexity. Seldom comes up with new ideas or working methods, but sticks to what has worked in the past. Usually derives opinions from others.

Moderate (O=) Usually wants to preserve what has worked in the past, but has an eye for new things that bring about improvements. Likes to keep things simple but does not avoid complicated problems when he/she has to face them. Now and then comes up with his/her own new ideas or working methods, sometimes against the prevailing opinion.

Inquiring (O+) Regularly comes up with new ideas, working methods and applications. Takes a broad and varied approach in doing so. Prefers complex concepts over simple, practical results. Comes up with original ideas and views and does not accept things without question.

A Accommodation The degree to which we place other people's interests above our own

47

Challenging (A-) Stands up directly for his/her own needs and interests. Usually sees others as competitors and easily enters into a conflict. Can keep this up at the expense of reaching a compromise. Generally thrives on recognition by others, but does not tend to give them the credit they deserve.

Negotiating (A=) Carefully weighs his/her interests and needs against those of others. Does not avoid discussions or conflicts. Strives for a compromise that produces enough advantages for both parties. Wants recognition when his/her own accomplishments justify it. Also gives others the credit they deserve as long as this does not harm his/her own interests.

Accommodating (A+) Carefully safeguards the needs and interests of others, often at the expense of his/her own interests. Usually gives in rather than ending up in disagreements or conflicts. Downplays the importance of his/her own accomplishments. Trusts the word of others as long as there is no evidence to the contrary. Takes careful account of other people's reactions.

C Conscientiousness The degree to which we are organised and purposeful

32

Flexible (C-) Easily allows attention to be diverted between different tasks. Accepts results containing imperfections, as long as these are still acceptable. Rather works ad hoc than anticipating and structured, and generally has little eye for details.

Balanced (C=) Sets realistic and feasible goals for him/herself. Maintains a balance between work and leisure. Plans and structures to a sufficient extent, but leaves room for tasks that come in between. Usually delivers good work and has an eye for what can be done better, but does not strive for perfection. Usually concentrates well, but can be distracted.

Purposeful (C+) Sets ambitious and challenging, difficult to achieve goals for him/herself, and is driven to be the best. Plans and structures with foresight, paying attention to details. Keeps to the plans and carefully monitors their execution. Works on tasks with concentration and does not allow him/herself to be distracted.

< 30 -- 35 - 45 = 55 + 65 ++ 70 >

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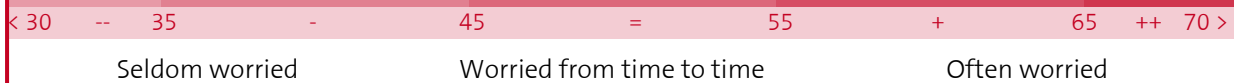
N: Need for Stability The degree to which we react emotionally to setbacks

30



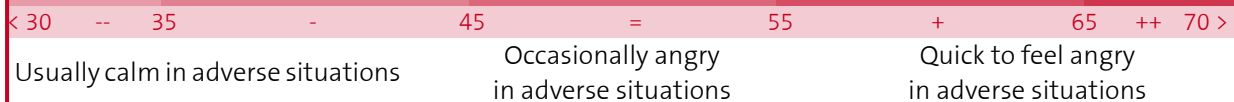
N1: Sensitiveness How much we worry about ourselves

44



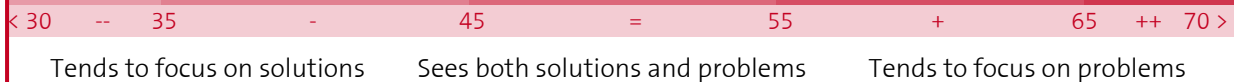
N2: Intensity How easily we get angry

36



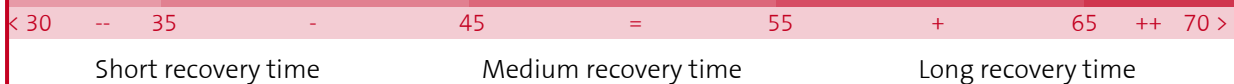
N3: Interpretation The degree to which we emphasise problems above solutions

50



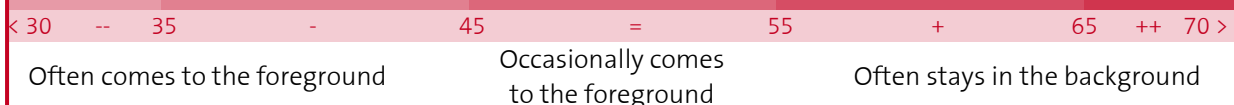
N4: Recovery Time How much time we need to recover from setbacks

29



N5: Reticence The degree to which we feel uneasy in a group

36



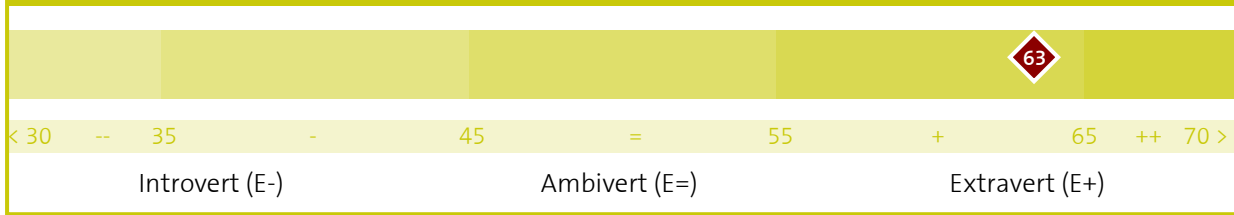
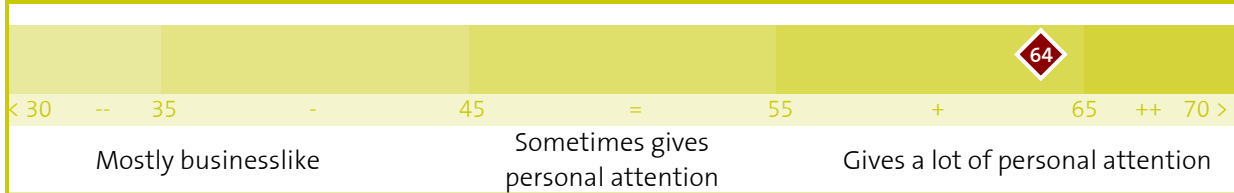
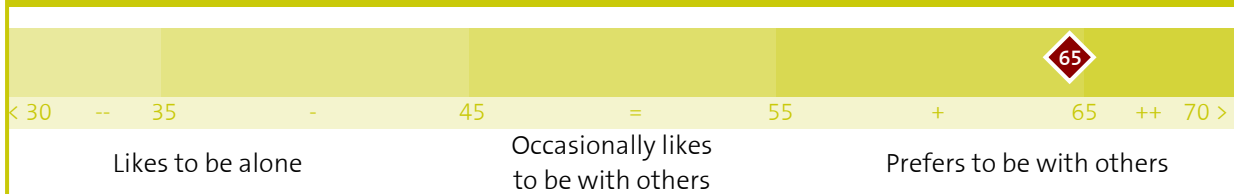
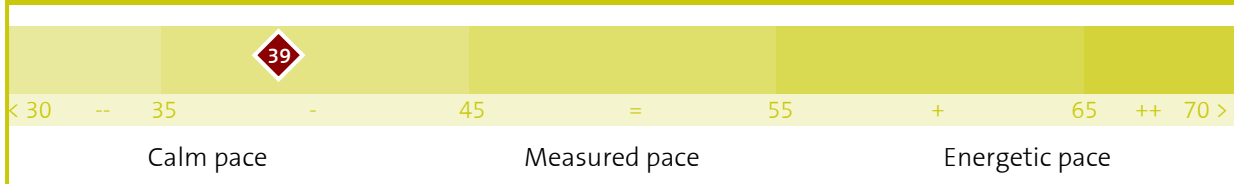
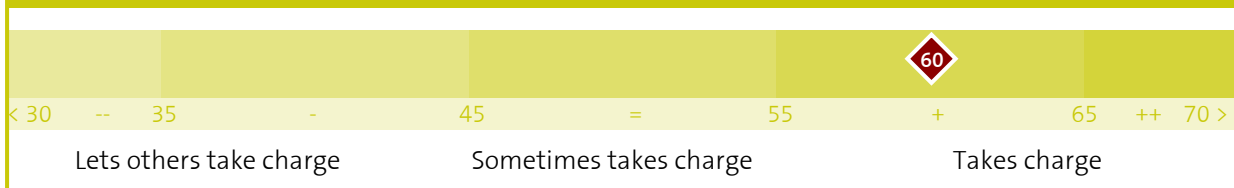
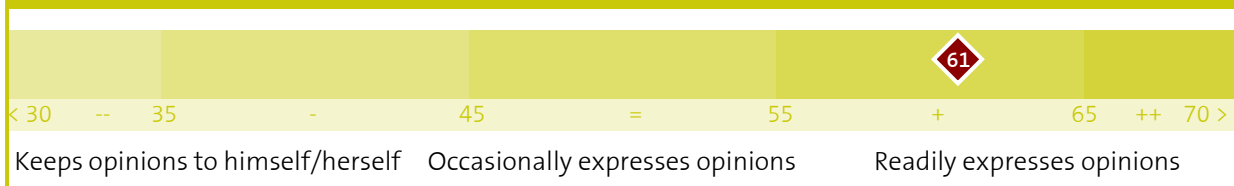
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E: Extraversion The degree to which we actively maintain contact with others**E1: Enthusiasm** The degree to which we associate with others in a pleasant and personal way**E2: Sociability** How easily and how often we seek the company of others**E3: Energy Mode** The degree of energy and the pace of working we display**E4: Taking Charge** The degree to which we take charge**E5: Directness** The degree to which we express our opinions directly

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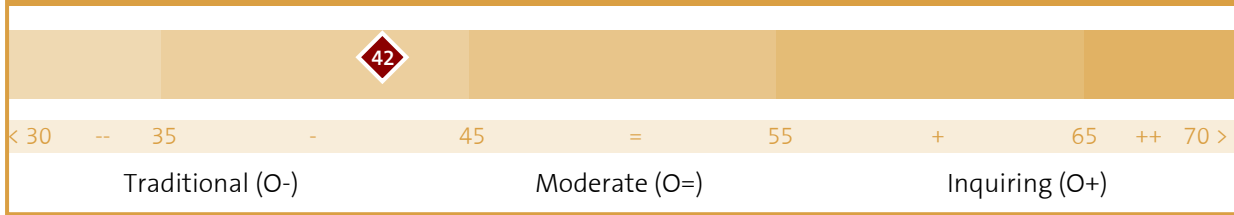
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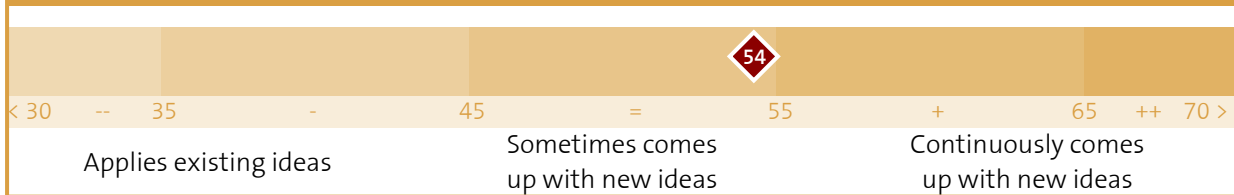
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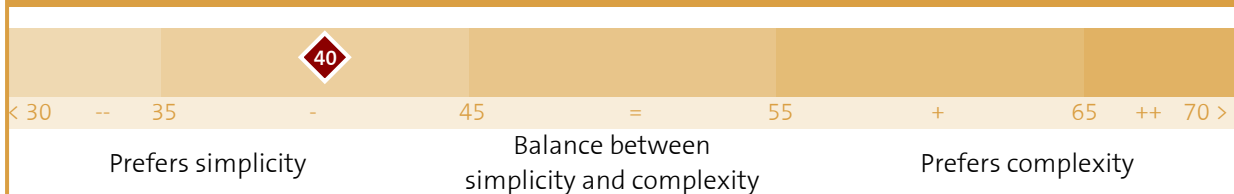
O: Openness The degree to which we look for new experiences and new ideas



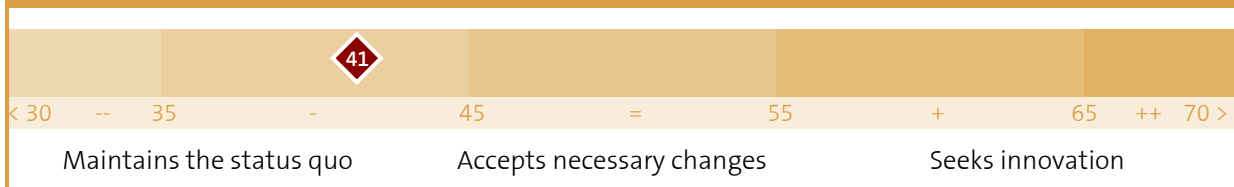
O1: Imagination The number of new ideas and applications we come up with



O2: Complexity The degree to which we approach matters in a complex and theoretical way



O3: Change The amount of change we strive for



O4: Autonomy The degree to which we show autonomy in our opinions and arguments



7%

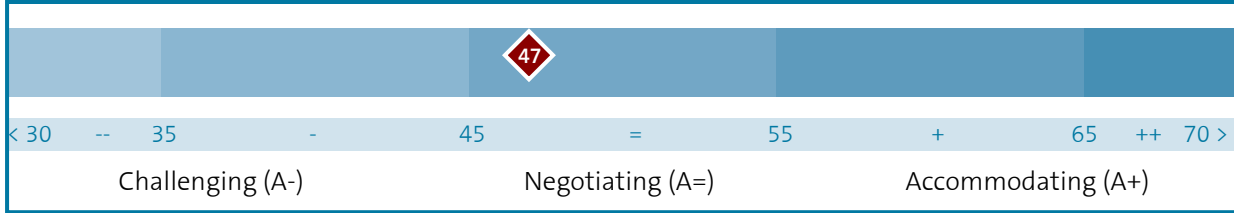
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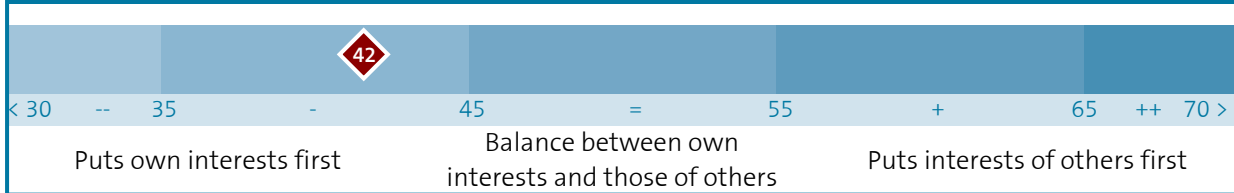
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A: Accommodation The degree to which we place other people's interests above our own



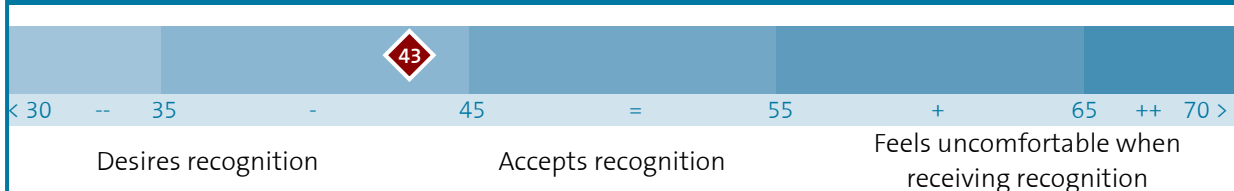
A1: Service The degree to which we are interested in the needs and interests of others



A2: Agreement The degree to which we try to avoid differences of opinion



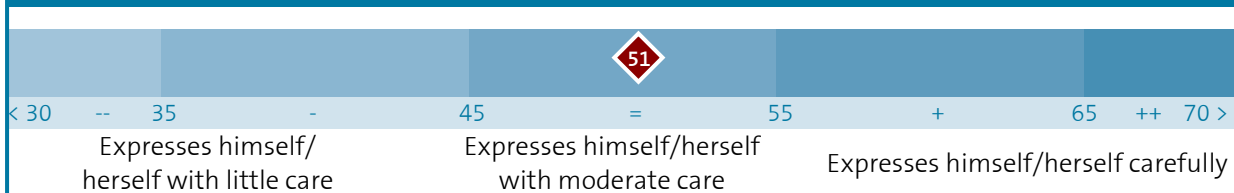
A3: Deference The degree to which we pursue personal recognition



A4: Trust of Others How easily we place our trust in others



A5: Tact How carefully we choose our words



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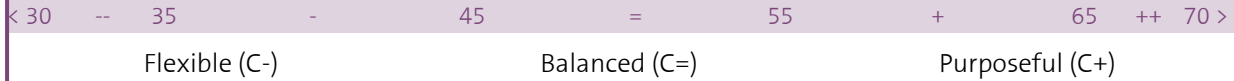
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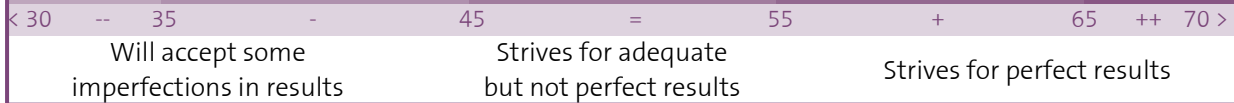
C: Conscientiousness The degree to which we are organised and purposeful

32



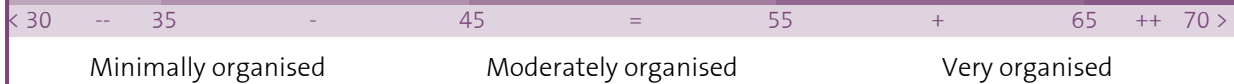
C1: Perfectionism The degree to which we strive for perfect results

27



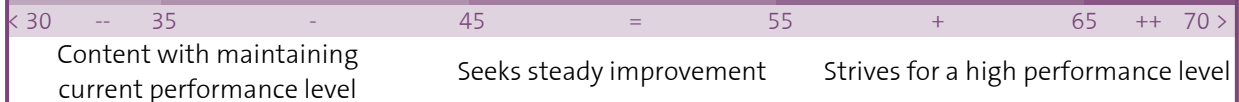
C2: Organisation The degree to which we work in an organised and structured manner

42



C3: Drive The degree to which we strive to achieve more and more

29



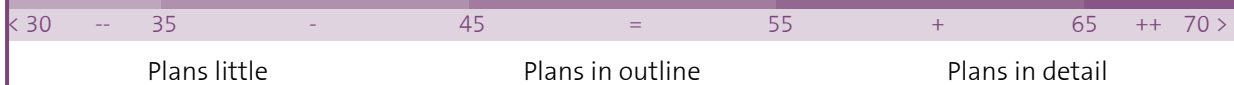
C4: Concentration The degree to which our attention stays focused on a task

36



C5: Methodicalness The degree to which we plan with foresight and in detail

51



N: Need for Stability				
The degree to which we react emotionally to setbacks				
	Resilient (N-)	Receptive (N=)	Reactive (N+)	
N1: Sensitiveness	Seldom worried	Worried from time to time	Often worried	30
N2: Intensity	Usually calm in adverse situations	Occasionally angry in adverse situations	Quick to feel angry in adverse situations	36
N3: Interpretation	Tends to focus on solutions	Sees both solutions and problems	Tends to focus on problems	44
N4: Recovery Time	Short recovery time	Medium recovery time	Long recovery time	50
N5: Reticence	Often comes to the foreground	Occasionally comes to the foreground	Often stays in the background	29

E: Extraversion				
The degree to which we actively maintain contact with others				
	Introvert (E-)	Ambivert (E=)	Extravert (E+)	
E1: Enthusiasm	Mostly businesslike	Sometimes gives personal attention	Gives a lot of personal attention	63
E2: Sociability	Likes to be alone	Occasionally likes to be with others	Prefers to be with others	64
E3: Energy Mode	Calm pace	Measured pace	Energetic pace	39
E4: Taking Charge	Lets others take charge	Sometimes takes charge	Takes charge	60
E5: Directness	Keeps opinions to himself/herself	Occasionally expresses opinions	Readily expresses opinions	61

O: Openness				
The degree to which we look for new experiences and new ideas				
	Traditional (O-)	Moderate (O=)	Inquiring (O+)	
O1: Imagination	Applies existing ideas	Sometimes comes up with new ideas	Continuously comes up with new ideas	42
O2: Complexity	Prefers simplicity	Balance between simplicity and complexity	Prefers complexity	40
O3: Change	Maintains the status quo	Accepts necessary changes	Seeks innovation	41
O4: Autonomy	Associates with prevailing opinions	Sometimes presents original opinions	Regularly presents original opinions	53

A: Accommodation				
The degree to which we place other people's interests above our own				
	Challenging (A-)	Negotiating (A=)	Accommodating (A+)	
A1: Service	Puts own interests first	Balance between own interests and those of others	Puts interests of others first	42
A2: Agreement	Engages in confrontation	Sometimes engages in confrontation	Avoids confrontation	47
A3: Deference	Desires recognition	Accepts recognition	Feels uncomfortable when receiving recognition	43
A4: Trust of Others	Reserved towards others	Has some trust in others	Readily trusts others	51
A5: Tact	Expresses himself/herself with little care	Expresses himself/herself with moderate care	Expresses himself/herself carefully	51

C: Conscientiousness				
The degree to which we are organised and purposeful				
	Flexible (C-)	Balanced (C=)	Purposeful (C+)	
C1: Perfectionism	Will accept some imperfections in results	Strives for adequate but not perfect results	Strives for perfect results	32
C2: Organisation	Minimally organised	Moderately organised	Very organised	27
C3: Drive	Content with maintaining current performance level	Seeks steady improvement	Strives for a high performance level	42
C4: Concentration	Easily switches attention	Lets attention slide sometimes	Keeps focused on one task	29
C5: Methodicalness	Plans little	Plans in outline	Plans in detail	36

< 30	--	35	-	45	=	55	+	65	++	70
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Competency Report

Introduction

A competency describes a combination of knowledge, skills and behaviour that is important to be successful in achieving results in a certain field. In the competency report, a profile of competencies has been selected that are important for achieving results within a specific job or role. On the basis of an individual's scores on the Reflector Big Five Personality, it is indicated for each competency how easily someone with a certain personality profile can display or develop this competency.

An explanation of the competency report is given below. In order, it explains how the report is structured, how you should interpret the scores and what the scores mean when it comes to developing competencies.

Structure of the competency report

Part 1 of the competency report gives an overview of your scores on the competencies selected. The scores on the competencies are based on your personality profile from the first part of this Reflector Big Five Personality report. The scores give an indication of the ease with which you, given your personality profile, can display or develop this competency. Five categories are used:

- **Very easy:**
Someone with the personality profile as described under 'Personality Report' will be able to display or (further) develop this competency very easily.
- **Fairly easy:**
Someone with the personality profile as described under 'Personality Report' will be able to display or (further) develop this competency fairly easily.
- **Requires some effort:**
Someone with the personality profile as described under 'Personality Report' will be able to display or (further) develop this competency with some effort.
- **Requires quite some effort:**
For someone with the personality profile as described under 'Personality Report' it will require quite some effort to display or develop this competency.
- **Requires a lot of effort:**
For someone with the personality profile as described under 'Personality Report' it will require a lot of effort to display or develop this competency.

Part 2 of the competency report goes into more detail on your scores on the competencies selected. For each competency, the definition of the competency, your t-score on the competency and the corresponding development category is mentioned. An explanation is also given as to why the relevant development category applies to you.

Interpretation of the scores

The scores relating to development potential do not indicate whether or not you have mastered the competency in question. They do, however, indicate whether this competency fits in with your personality profile. A competency that fits in well with your personality profile will be easy for you to develop. On the other hand, a competency that does not fit in well with your personality profile will be harder to develop. It is important in this context for you to find out the extent to which you may nevertheless have learned to master a competency that is difficult to develop, or if a competency that is easy or fairly easy to develop, still needs to be developed. Bear in mind in this context that it will always take more energy and attention to display a competency that does not fit in well with your personality profile than to display a competency that fits in well with your personality. Even if you have indeed learned to master this competency.

Meaning of the scores

Your scores on the competencies are compared to the scores of a norm group. A norm group is a group of people who are comparable to you in certain respects. The scores are expressed in what are called t-scores. Your t-score on each competency is listed in the bar. A t-score of 50 represents the mid point of the norm group. Approximately seven per cent of the norm group have t-scores below 35. Seven per cent have t-scores of 65 or higher. Twenty-four per cent of the norm group score between 35 and 45. Another twenty-four per cent of the norm group score between 55 and 65. The remaining 38 per cent have scores between 45 and 55. For instance, a score of 45 means that one third of the norm group have lower scores and two thirds have higher scores than the participant.

Development categories

The ease with which you can display or develop a competency is expressed in five categories. Which development category applies to you is determined by your t-score on the competency. The following rules are used for this.

- **Very easy:**
Your t-score on a competency is greater than or equal to 65.
- **Fairly easy:**
Your t-score on a competency is greater than or equal to 55 and less than 65.
- **Requires some effort:**
Your t-score on a competency is greater than or equal to 45 and less than 55.
- **Requires quite some effort:**
Your t-score on a competency is greater than or equal to 35 and less than 45.
- **Requires a lot of effort:**
Your t-score on a competency is less than 35.

Competency Report Part 1

This part of the competency report gives an overview of your scores on the competencies that are part of the competency profile selected for you. The scores are based on your personality profile from the first part of this Reflector Big Five Personality report. The scores give an indication of the ease with which you, given your personality profile, can display or develop this competency. The competencies are classified according to competency area.

Competency area	Competencies	Development potential on the basis of personality
Management and Leadership	Coaching	Fairly easy
	Group leadership	Fairly easy
	Planning and organising	Requires quite some effort
Enterprise	Customer orientation	Requires some effort
Analysis and Decision-making	Decisiveness	Fairly easy
Communication	Sensitivity	Requires quite some effort
	Negotiating	Requires some effort
	Teamwork	Fairly easy
Personal behaviour	Stress tolerance	Very easy
Motivation	Initiative	Requires quite some effort
	Results orientation	Requires a lot of effort

Competency Report Part 2

This part of the competency report goes into more detail on your scores on the competencies selected. For each competency, the definition of the competency, your t-score on the competency and the corresponding development category are stated. An explanation is also given as to why the relevant development category applies to you. The competencies are classified according to competency area.

Competencies in the area of Management and Leadership

The Management and Leadership competency area comprises the competencies related to behaviour focused on directing, motivating and developing human resources at the level of both content and process.

Coaching
Directing and guiding an employee in the performance of his/her job; adapting coaching style to employee and situation so that the employee can develop optimally.

55										
< 30	--	35	-	45	-	55	+	65	++	70 >

Fairly easy

In general it is fairly easy for the competency Coaching to be developed by people who generally put the interests of others before their own interests (A1), usually express themselves carefully (A5), often stay calm in adverse situations (N2), usually like to work with others (E2), trust others regularly (A4) and regularly give personal attention in contact with others (E1).

Most elements of this description fit your personality.

Group leadership
Directing and guiding a group of employees in the performance of their tasks; establishing and maintaining the team spirit and joint activities needed to achieve a set goal.

63										
< 30	--	35	-	45	-	55	+	65	++	70 >

Fairly easy

In general it is fairly easy for the competency Group Leadership to be developed by people who regularly take charge (E4), usually like to work with others (E2), regularly give personal attention in contact with others (E1), strive for a reasonably high performance level (C3), recover from setbacks in a fairly short period of time (N4) and regularly come to the foreground (N5).

Most elements of this description fit your personality.

Planning and organising

Determining goals and priorities effectively and stipulating the time, activities and resources required to achieve the set goals.

44

< 30 -- 35 - 45 - 55 + 65 ++ 70 >

Requires quite some effort

In general it requires quite some effort for the competency Planning and Organising to be developed by people who plan very little before they start something (C5), usually work with little order (C2), usually let others take charge (E4) and will regularly accept some imperfections in results (C1).

Most elements of this description fit your personality.

Competencies in the area of Enterprise

The Enterprise competency area comprises the competencies related to behaviour focused on detecting and utilising market opportunities, anticipating and dealing with customer issues and achieving customer satisfaction and business advantage.

Customer orientation
Investigating customer wishes and needs and acting accordingly; anticipating customer needs; giving high priority to service and customer satisfaction.

48

< 30 -- 35 - 45 - 55 + 65 ++ 70 >

Requires some effort

In general it requires some effort for the competency Customer Orientation to be developed by people who seek balance between their own interests and those of others (A1), express themselves with moderate care (A5), occasionally like to work with others (E2), sometimes give personal attention in contact with others (E1) and have some trust in others (A4).

Most elements of this description fit your personality.

Competencies in the area of Analysis and Decision-making

The Analysis and Decision-making competency area comprises the competencies related to behaviour concerned with collecting, analysing and weighing data, placing data in a broader perspective, adopting standpoints and making well-considered decisions.

Decisiveness

Active decision-making; committing oneself by expressing opinions, taking action.

55

< 30 -- 35 - 45 - 55 + 65 ++ 70 >

Fairly easy

In general it is fairly easy for the competency Decisiveness to be developed by people who regularly take charge (E4), easily express their opinions (E5), regularly present original opinions (O4), strive for a reasonably high performance level (C3) and regularly engage in confrontation (A2).

Most elements of this description fit your personality.

Competencies in the area of Communication

The Communication competency area comprises the competencies related to behaviour focused on mutual interaction and communication, personal demeanour and social skills.

Sensitivity

Showing oneself to be aware of other people and the environment and of one's own influence on both. Behaviour reflecting recognition of the feelings of others.

42

< 30 -- 35 - 45 - 55 + 65 ++ 70 >

Requires quite some effort

In general it requires quite some effort for the competency Sensitivity to be developed by people who generally put their own interests first (A1), are somewhat businesslike in their contact with others (E1), usually express themselves with little care (A5), easily express their opinions (E5) and regularly engage in confrontation (A2).

Most elements of this description fit your personality.

Negotiating

Communicating one's own standpoints and arguments effectively and pointing out common goals in a manner leading to agreement and acceptance by all parties.

53

< 30 -- 35 - 45 - 55 + 65 ++ 70 >

Requires some effort

In general it requires some effort for the competency Negotiating to be developed by people who occasionally respond angrily in adverse situations (N2), see both solutions and problems (N3), express themselves with moderate care (A5), seek steady improvement in performance level (C3) and need a medium amount of time to recover from setbacks (N4).

Most elements of this description fit your personality.

Teamwork

Contributing actively to a joint result or solution to a problem, even when such teamwork concerns a matter which is not of immediate personal interest.

57

< 30 -- 35 - 45 - 55 + 65 ++ 70 >

Fairly easy

In general it is fairly easy for the competency Teamwork to be developed by people who usually like to work with others (E2), regularly give personal attention in contact with others (E1), trust others regularly (A4), generally put the interests of others before their own interests (A1) and usually avoid confrontation (A2).

Most elements of this description fit your personality.

Competencies in the area of Personal behaviour

The Personal behaviour competency area comprises the competencies related to behaviour which is determined to a great extent by people's personal, individual natures.

Stress tolerance
Continuing to perform effectively when facing time pressure, adversity, disappointment and opposition.

65

< 30 -- 35 - 45 - 55 + 65 ++ 70 >

Very easy

In general it is very easy for the competency Stress Tolerance to be developed by people who usually stay calm in adverse situations (N2), recover from setbacks in a short period of time (N4), tend to focus on solutions (N3), seldom worry (N1) and will accept some imperfections in results (C1).

Most elements of this description fit your personality.

Competencies in the area of Motivation

The Motivation competency area comprises the competencies related to behaviour which is determined to a great extent by the personal attitude and motivation of individuals.

Initiative
 Recognising opportunities and acting on them; self-starting rather than waiting passively to see what happens.

43

< 30 -- 35 - 45 - 55 + 65 ++ 70 >

Requires quite some effort

In general it requires quite some effort for the competency Initiative to be developed by people who usually let others take charge (E4), usually are content with maintaining their current performance level (C3), usually sustain existing practices (O3), usually associate themselves with prevailing opinions (O4), usually tend to focus on problems (N3) and have a reasonably calm pace (E3).

Most elements of this description fit your personality.

Results orientation
 Actively focused on achieving results and objectives; ready to take action in case of disappointing results.

29

< 30 -- 35 - 45 - 55 + 65 ++ 70 >

Requires a lot of effort

In general it requires a lot of effort for the competency Results Orientation to be developed by people who are content with maintaining their current performance level (C3), present original opinions (O4), avoid confrontation (A2) and have a calm pace (E3).

Most elements of this description fit your personality.