Managerial and Professional Profiler
Assessment Report

Alisha Sample

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Managerial and Professional Profiler
Introduction to the Report

MAPP is a self-report questionnaire designed to measure fundamental characteristics that are important in the occupational setting.

These characteristics fall within three core personality domains and the critical fourth domain of values/motivation:

- **People** - interpersonal style including influencing, leadership, and team membership
- **Task** - approach to work including innovation, problem solving, planning and decision making
- **Feelings** - emotional self-assurance, resilience and handling stress
- **Values** - drivers and inhibitors in relation to achievement, benevolence, openness to change, security

This report is based solely on the respondent's answers to the MAPP questions. The statements in this report are included on the basis that they are generally true for someone who has given similar answers to this respondent but CANNOT be guaranteed to be accurate in every detail. No questionnaire is infallible. Although the results are generally very reliable, either the respondent or the assessor may disagree with some of the following descriptions.

When using this report you should also remember that the questionnaire is a self-report instrument and therefore provides an indication of how the respondent perceives their own personality and values. The questionnaire has been developed to highlight typical behaviours and preferences but does not provide measures of ability. Furthermore, there are no rights or wrongs in personality. Different profiles can be linked with success and job satisfaction in particular occupational roles, but there is no such thing as a profile that is generally good or generally bad.

The scores which are indicated graphically in this report, and the statements derived from these scores, are based on comparisons of results with a very large international sample of managers and professionals (NOT the general population).

The report contains:

Section One – Executive Summary
- A graphical summary of predictions against core management competencies
- Expert interview questions exploring potential strengths and limitations

Section Two – Full Narrative Report
- A full narrative describing core interpersonal, emotional and task related personality traits
- Descriptions of core values - motivators/drivers and dissatisfiers/inhibitors

Section Three – Relationship with Theoretical Models of Personality
- Big Five Factor Model description
- Personality Type description

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Managerial and Professional Profiler
Core Competencies

Leading

Low			Below average		Average		Above average		High
1	2	3	**4**	5	6	7	8	9	10

Influencing

Low			Below average		Average		Above average		High
1	2	3	**4**	5	6	7	8	9	10

Team playing

Low			Below average		Average		Above average		High
1	2	3	4	5	6	**7**	8	9	10

Innovating

Low			Below average		Average		Above average		High
1	2	**3**	4	5	6	7	8	9	10

Analysing

Low			Below average		Average		Above average		High
1	2	3	**4**	5	6	7	8	9	10

Planning

Low			Below average		Average		Above average		High
1	2	3	4	5	6	**7**	8	9	10

Delivering

Low			Below average		Average		Above average		High
1	2	3	**4**	5	6	7	8	9	10

Adapting

Low			Below average		Average		Above average		High
1	2	3	4	5	6	**7**	8	9	10

Resilient

Low			Below average		Average		Above average		High
1	2	3	4	5	6	**7**	8	9	10

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Core Competencies – Interview Exploration

PEOPLE COMPETENCIES – LEADING, INFLUENCING, TEAM PLAYING

POSSIBLE STRENGTHS

Interested in people's motives and feelings. Takes time to try to understand people.
Q. In what ways do you attempt to gain a better understanding of other people's needs and motives?
Q. Tell me about a situation where you have had to work hard to motivate someone else. What did you do?

Open and frank about own views and opinions. Candid; lets people know where they stand.
Q. To what extent are you open about your views when talking to others?
Q. How would you describe yourself as a politically sensitive person at work?

Prepared to compromise and accepts consensus. Avoids conflict by capitulating or making concessions.
Q. What are the kinds of things that you are stubborn about at work?
Q. Please tell me about a situation where you have worked to achieve a compromise?

Reasonably confident in social interactions.
Q. What sort of group situations are most likely to make you feel apprehensive?
Q. To what extent do you normally speak up and air your views at meetings?

Reasonably convincing but not overly persistent in persuading others to a point of view.
Q. Please describe a situation where you have had to be persistent in persuading someone else to your point of view?
Q. Under what circumstances do you prefer to agree to differ rather than force the issue?

Moderately approachable and caring but not highly affectionate.
Q. In what ways would your colleagues describe you as approachable?
Q. How far do you involve yourself in personal problems at work?

POSSIBLE LIMITATIONS

Submissive and unassertive. Uncomfortable in a leadership role.
Q. To what extent do you enjoy taking charge of people and situations?
Q. Under what circumstances do you prefer to let others take control?

Would rather capitulate than risk conflict. Frequently makes concessions and compromises. May lack conviction. Avoids confrontation.
Q. To what extent do you pursue your own goals in an uncompromising way?
Q. Tell me about a time when you have had to confront someone at work?

Less sociable. Prefers being on own. May prefer work with little contact with others.
Q. How important is it to you that your work gives you plenty of scope for social contact?
Q. To what extent do you prefer to work in a more solitary way?

Blunt or tactless. Overly frank. May lack tact and diplomacy.

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Core Competencies – Interview Exploration

Q. How far would you describe yourself as politically aware at work?
Q. Tell me about a recent situation where you have had to handle a difficult interpersonal problem?

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Core Competencies – Interview Exploration

Interview evidence – People – Positive Indicators

Interview evidence – People – Negative Indicators

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Core Competencies – Interview Exploration

TASK COMPETENCIES – INNOVATING, ANALYSING, PLANNING, DELIVERING

POSSIBLE STRENGTHS

Systematic, organised and methodical style of task management. Plans and prioritises in advance. Keeps things tidy and up to date.
Q. Tell me about a recent project you ran. How did you set about planning it?
Q. What systems have you currently put in place to monitor your personal progress against targets?

Conscientious and disciplined approach to implementation and task completion. Avoids distractions and concerned to meet deadlines.
Q. Under what circumstances are you distracted from the task in hand?
Q. How do you ensure that you meet deadlines?

Style of task management balanced between operational and strategic.
Q. To what extent would you describe yourself as a strategic thinker?
Q. When do you focus more on practical as opposed to theoretical considerations?

Avoids rushing into decisions. Less impulsive. Avoids risk.
Q. What is the most risky decision you have taken recently?
Q. Tell me a little about how you typically set about making a decision?

Will take account of hard data as well as experience. Can balance analysis with a more intuitive style.
Q. To what extent do you like to immerse yourself in hard data when resolving problems?
Q. When are you more likely to reflect on your feelings and experience when faced with a problem?

Reasonably creative and free-thinking, but also prepared to accept existing methods and practices. Balance of acceptance of rules/systems and willingness to innovate.
Q. Please tell me about an idea you have come up with which you felt was a somewhat novel solution to a problem?
Q. When are you most likely to stick with tried and trusted ways at work?

POSSIBLE LIMITATIONS

Preference for systematic style of task management may cause difficulties in dealing with unforeseen problems, or more ambiguous situations where systems cannot be applied.
Q. Please give me an example of when you have had to react quickly to a sudden change in plans. What did you actually do?
Q. How do you typically respond when faced with ambiguous, poorly defined situations?

Slow to arrive at decisions. Dislikes thinking on feet. Prefers to ponder at length. Misses opportunities.
Q. Tell me something about how you typically like to make decisions?
Q. Please describe a situation where you may have pondered overlong before reaching a decision?

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Core Competencies – Interview Exploration

Interview evidence – Task – Positive Indicators

Interview evidence – Task – Negative Indicators

SELF COMPETENCIES – ADAPTING, RESILIENT

POSSIBLE STRENGTHS
Derives satisfaction from both the process and the outcomes of job. Does not always need a particular goal.
Q. What do you find most satisfying when you are working towards a specific goal?
Q. Tell me about your feelings when there is no obvious result to be achieved from a particular task?

Not plagued by self-doubt nor self-satisfied and smug.
Q. What kinds of things have caused you to doubt yourself in the past?
Q. In what ways do you feel superior to your peers?

Will worry sufficiently about work to provide some stimulus to get things done. Not overly tense nor anxious however.
Q. What sorts of things are most likely to worry you at work?
Q. Please tell me more about the things that provide you with the stimulus to get things done?

Keeps thoughts and feelings to self. Avoids outbursts.
Q. If you are feeling stressed, how do you react?
Q. When have you openly displayed strong emotions?

POSSIBLE LIMITATIONS
Likes the familiar and predictable.
Q. When confronted with change, how do you typically feel?
Q. Tell me about the last time your role or responsibilities changed.

Interview evidence – Self – Positive Indicators

Interview evidence – Self – Negative Indicators

Managerial and Professional Profiler
Core Personality Traits - People

Assertive

Low		Below average		Average		Above average		High	
1	2	**3**	4	5	6	7	8	9	10

Uncompromising

Low		Below average		Average		Above average		High	
1	2	**3**	4	5	6	7	8	9	10

Alisha is a highly cooperative individual who places significant value on collaboration and does not feel the need to always have her own way. Rather than pushing for personal desires to be prioritised, she is more concerned with ensuring the collective good of the group. She finds satisfaction in working together with others, often placing the group's needs above her own individual preferences. This strong inclination towards teamwork makes Alisha particularly well-suited to environments where collective effort and mutual understanding are at the forefront.

Although she does not see herself as a natural leader, Alisha excels in roles where she can contribute meaningfully as a team member, rather than taking charge or holding a position of authority. She is comfortable working behind the scenes, offering support, and using her skills to complement the work of others. The idea of leadership, particularly the responsibility of directing others, does not resonate strongly with her. Instead, she is more at ease in positions where collaboration and cooperation are central to success.

One of Alisha's key strengths is her open-mindedness and flexibility. She has a remarkable ability to engage with differing viewpoints and is genuinely willing to listen to others. Rather than stubbornly insisting on her own preferences, she actively seeks to understand alternative perspectives and is open to compromise where possible. This flexible, considerate approach allows her to navigate challenging situations with ease, as she prefers to find common ground rather than push for a particular outcome. When faced with conflicting opinions or differing ideas, Alisha works towards a consensus, preferring peaceful resolution over confrontation. This tendency makes her particularly well-suited to roles that require diplomacy, negotiation, and cooperation, where mutual respect is essential to success.

In such environments, Alisha fosters an atmosphere where cooperation is prioritised, and everyone's input is valued. Rather than adhering to rigid positions, she encourages open dialogue and mutual respect, allowing for the free exchange of ideas. This approach helps to build strong, collaborative relationships within the team, where all members feel heard and valued. For Alisha, the ideal scenario is one where the team works together seamlessly, with a focus on shared goals and collective progress.

Furthermore, Alisha prefers to work as part of a team rather than pushing herself to the forefront. She is likely to feel uncomfortable in leadership roles where the responsibility of directing others falls on her, as this requires asserting authority and making decisions that impact others. Instead, she prefers to contribute in a supportive, collaborative manner, focusing on the collective effort rather than individual recognition. She values shared responsibility, where every team member plays a vital role and the success of the group is celebrated collectively, not attributed to one person.

In summary, Alisha thrives in environments where open communication, flexibility, and compromise are essential. She is more focused on maintaining harmony within the group than on pushing her own views and does not seek control or dominance in situations. Instead, she is content to contribute as part of the team, offering insight and support in ways that benefit the whole group. She avoids situations where leadership or direct authority is required, preferring instead to work collaboratively and ensure that the team functions smoothly through mutual respect and shared effort.

aAlisha is a Participative leader with moderate situational flexibility, meaning she is more people-oriented than task-oriented in her leadership style and sees "achievement through others" as the most effective route to task success. Her primary concerns in managing others are likely to centre on the well-being, motivation, and commitment of her team. She will typically involve colleagues and subordinates in planning and decision-making, not just on a consultative basis, but often in a fully democratic manner, allowing herself to be influenced by others, even if the consensus view does not entirely align with her own. She will foster a friendly, cohesive, and cooperative working environment, avoiding autocracy and deliberately downplaying differences in authority or status.

Her average level of situational flexibility suggests that she will remain reasonably consistent in this leadership style across many management contexts, though she will sometimes choose to adapt her style to the characteristics of subordinates (or team colleagues) or other situational factors. On such occasions, she will temporarily adjust from her usual approach, tailoring her actions to meet the specific needs of the situation.

Managerial and Professional Profiler
Core Personality Traits - People

Confident

Low		Below average		Average		Above average		High	
1	2	3	4	5	**6**	7	8	9	10

Convincing

Low		Below average		Average		Above average		High	
1	2	3	4	**5**	6	7	8	9	10

Alisha is reasonably comfortable when meeting new people—certainly as much as is typical for the comparison group. She may not always feel totally at ease in unfamiliar company, sometimes being a little reticent about contributing to discussions, but she is no shyer in this respect than most people. While she may occasionally experience slight apprehension when engaging with strangers, this does not hinder her from forming connections or participating in social situations. She is capable of adapting to new environments and people, though she might initially take a step back and observe before engaging more fully.

Despite her occasional reticence, Alisha is willing on occasion to persist in trying to influence others to her point of view. While she may not always feel that she can convince others, this is relatively typical of most in the comparison group. When she believes in the validity of her opinions, she is not afraid to express them and will attempt to sway others when necessary. However, she may find it challenging to fully convince others, especially when faced with strong opposition or differing perspectives, and she may feel uncertain about whether her arguments are compelling enough to alter someone's viewpoint.

Although Alisha may not consider herself a natural salesperson, she does not shrink from situations where a degree of persuasiveness is required. She may not actively seek out such roles but, when the need arises, she can step up and perform the task at hand. While she may not feel completely at ease in these circumstances, she possesses a level of resilience that allows her to engage without entirely retreating. In situations that call for a subtle approach to influence or negotiation, Alisha can rise to the occasion, even if she does so with some internal hesitation.

Perceptive

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	**8**	9	10

Candid

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	**7**	8	9	10

Alisha possesses a notably keen analytical mind when it comes to understanding human behaviour. She approaches social interactions with an inquisitive and thoughtful mindset, always attuned to what others might be thinking or feeling. While many people focus solely on visible actions, Alisha takes the time to explore the underlying needs, desires, and motives that drive these behaviours. This depth of attention allows her to build a comprehensive understanding of others, looking beyond surface-level actions to grasp the complex emotional and psychological dynamics at play.

She is highly observant and perceptive, likely more so than most people. Alisha has an innate ability to pick up on the subtle, often overlooked cues that others provide through body language, facial expressions, tone of voice, and even the smallest changes in behaviour. These cues offer her valuable insights into the underlying emotions or thought processes of others, enabling her to understand why people behave the way they do. This heightened awareness allows Alisha to make more informed, accurate assessments of situations, giving her a clear advantage in navigating complex social environments.

The perceptiveness that Alisha demonstrates in understanding others' behaviour also translates into a great deal of flexibility in her interactions. She can adapt her approach based on the psychological makeup of the person she is dealing with at any given time. This adaptability means that Alisha is not rigid in his communication style; instead, she is adept at adjusting her tone, language, and overall approach depending on the emotional state and mindset of the other person. Whether dealing with someone who is assertive and direct, or someone who is more reserved and sensitive, she can tailor her responses in a way that best resonates with the other person's personality and current needs.

In addition, Alisha's ability to observe and analyse enables her to intuitively gauge the direction of an interaction. She is not merely reactive but is able to anticipate the potential needs, reactions, and emotional states of others, giving her the capacity to act pre-emptively. For instance, if she senses discomfort or tension in a conversation, she might choose to soften her approach or steer the discussion in a different direction to ease the situation. Alternatively, if she senses a more open or enthusiastic atmosphere, she might feel comfortable engaging more openly and assertively. This adaptability allows Alisha to maintain control and ensure positive outcomes in a variety of social contexts.

Furthermore, Alisha's analytical ability doesn't just focus on identifying what is happening in the moment; it extends to considering the broader implications and underlying patterns in behaviour. By recognising these patterns, she can understand how individuals typically behave and what motivates them, allowing her to make more accurate predictions about future actions or reactions. This insight into people's psychological makeup helps her navigate more complex or

difficult situations with confidence and ease, ensuring that she remains effective and empathetic in all of her interactions..

Alisha's primary team role is Team Worker. As a Team Worker, she excels at creating and maintaining a harmonious and supportive atmosphere within the team. She is deeply sociable and caring, with a natural inclination towards ensuring that relationships between group members remain positive and productive. Alisha is genuinely invested in the well-being of others, and this sense of empathy allows her to foster an environment where cooperation and mutual respect are prioritised.

While Alisha is not typically assertive or domineering, she is highly perceptive when it comes to understanding the dynamics and behaviours of those around her. She has an acute awareness of the emotional undercurrents within the team and can often sense when tensions are rising or when individuals are feeling uneasy. This sensitivity allows Alisha to step in and offer support or mediate when conflicts arise. Rather than imposing solutions or taking control, she prefers to approach sensitive situations with diplomacy, using her natural empathy and understanding to defuse difficult moments. Alisha may employ humour or carefully chosen remarks to lighten the mood and guide the team back to a place of calm and cooperation.

A key strength of Alisha as a Team Worker is her ability to build and maintain strong relationships across the group. She has a gift for making others feel heard, valued, and understood, which fosters a collaborative spirit within the team. Although Alisha may not always be the most competitive or goal-driven member of the team, she plays a vital role in ensuring that all members are working together effectively towards shared objectives. She is likely to place a high value on cooperation over competition, preferring to achieve success through mutual effort rather than individual accolades or rivalry.

In the face of conflict, Alisha's ability to manage situations with grace and tact is especially important. Rather than escalating disagreements, she will seek to understand all perspectives and work towards compromise. This makes Alisha a valuable asset when the team encounters disagreements or interpersonal challenges. She can navigate these situations without creating further tension, allowing the team to maintain its focus and unity.

While Alisha may not be as assertive or outspoken as some other team members, this does not mean that she is passive or lacks influence. In fact, she often uses her quieter, more subtle approach to guide the team through delicate situations and ensure that everyone feels included and respected. Alisha's strength lies in creating an environment where people are encouraged to collaborate, where differences are acknowledged but not allowed to divide the group.

Managerial and Professional Profiler
Core Personality Traits - People

Affectionate

Low		Below average		Average		Above average		High	
1	2	3	4	5	**6**	7	8	9	10

Sociable

Low		Below average		Average		Above average		High	
1	2	**3**	4	5	6	7	8	9	10

Alisha is not entirely a loner and does not lack a need for social contact, though she may be fairly content with her own company. She enjoys time spent independently, finding fulfilment in her personal pursuits and quiet reflection. While she may prefer to work autonomously, she is not someone who seeks to isolate herself from others completely. She likely enjoys roles that offer a balance of independent work and occasional interaction, where she can focus on tasks without constant social demands.

Although she might be more interested in her own inner world than in socializing or building relationships, she is not entirely detached or cold. She is capable of showing warmth to others, particularly when the circumstances feel right. She is not one to actively seek out social engagements, but when the situation calls for it, she can engage with people and offer support. She may take an interest in others' problems, especially when they seem genuine or when their concerns impact the work environment. In these moments, she is likely to offer sympathy, lending a compassionate ear or providing practical help if she feels it would be of value.

While Alisha may not be the most outwardly affectionate person, she is far from indifferent to those around her. She can demonstrate concern and care, particularly in situations where someone else's well-being or work is affected. She understands the importance of human connection, especially in the workplace, and will act with consideration when it matters most.

In summary, while Alisha may lean towards independent work and enjoy time spent alone, she is not emotionally distant or unapproachable. She strikes a balance between personal solitude and social engagement, offering warmth and support when it is needed, while still valuing her space and quiet time. She has the ability to connect with others on a meaningful level when the situation warrants it, demonstrating both empathy and professionalism.

Strategic

Low		Below average		Average		Above average		High	
1	2	3	4	5	**6**	7	8	9	10

Free-thinking

Low		Below average		Average		Above average		High	
1	2	3	4	5	**6**	7	8	9	10

Alisha demonstrates a highly balanced approach to task management, skilfully blending both operational and strategic styles. Her method is adaptable and flexible, allowing her to adjust her approach depending on the specific requirements of each situation, rather than being strictly driven by any one personality trait or predefined style. This makes her versatile in different work contexts, as she can navigate both immediate, practical tasks and more complex, long-term considerations with equal ease.

Alisha has a moderate tolerance for working within the constraints of rules, systems, and routines, appreciating structure and clarity. However, she is also capable of stepping outside of these confines when the need arises, demonstrating a creative and unconstrained thinking style. When faced with challenges that demand new solutions, she is able to tap into her innovative capabilities and think beyond established methods. This balance between structure and creativity enables her to function effectively in environments that require both stability and the occasional spark of originality.

In terms of work roles, Alisha is likely to thrive in positions that offer a balanced mix of responsibilities. She flourishes when given the opportunity to apply existing systems and methodologies, while also being allowed the freedom to explore and develop original approaches. She is driven by the possibility of continuous improvement and enjoys contributing to projects where there is space for both practical execution and strategic foresight.

Moreover, she is particularly adept at managing short-term, practical objectives while keeping an eye on long-term strategic considerations. This ability to switch between immediate tasks and overarching goals allows her to maintain focus on the present while making sure that future implications are always in mind. Whether dealing with routine tasks or taking on complex challenges, Alisha consistently demonstrates a well-rounded approach that integrates the best of both operational and strategic thinking.

Intuitive

	Low		Below average		Average		Above average		High	
1	2	3	4	**5**	6	7	8	9	10

Cautious

	Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	**8**	9	10

Alisha tends to avoid making quick decisions, preferring instead to engage in careful contemplation and reflection before arriving at a conclusion. She values a thoughtful, measured approach and is more inclined to deliberate at length over the available information, ensuring that her choices are well-considered. This reflective decision-making style reflects her desire to avoid impulsive actions and ensure that any conclusions drawn are grounded in thorough consideration.

When it comes to tasks, she brings a balanced style of thinking, sometimes adopting an objective, logical approach, but at other times allowing herself to be influenced by intuitive, gut feelings. While her reasoning is often clear and structured, she recognises the value of instinctive impressions in guiding decisions. This ability to combine both analytical thinking and intuitive insights allows Alisha to navigate complex situations with flexibility and awareness.

In analysing problems, her focus tends to be on hard, factual information. However, her approach may not always involve rigorous scientific scrutiny or critical evaluation of every detail. Instead, Alisha will sift through the facts in a manner that aligns with her preference for thorough yet thoughtful analysis. This process can sometimes be quite protracted, as she takes time to ensure all relevant perspectives are considered before reaching a final decision. This careful approach allows her to minimise risk and make informed choices based on the best available information.

She generally feels more at ease in environments where there is room for unhurried contemplation, rather than in high-pressure situations where immediate decisions are necessary. Her preference for taking time to reflect means that roles which demand quick thinking or fast-paced decision-making may feel less natural for her. Instead, Alisha is most comfortable in roles that allow for a more measured pace, where she can dedicate the time her analysis requires to reach well-rounded conclusions.

Managerial and Professional Profiler
Core Personality Traits - Task

Systematic

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	7	**8**	9	10

Distractable

Low		Below average		Average		Above average		High	
1	2	3	**4**	5	6	7	8	9	10

Alisha is fairly orderly and systematic in her management of tasks, showing a well-balanced approach that incorporates both structure and flexibility. She usually spends time prioritising and planning before diving into any piece of work, ensuring that a clear pathway is set out. This habit of pre-emptive organisation allows her to engage with tasks in a methodical way, reducing the likelihood of unnecessary disruptions or setbacks as she works.

She has a strong preference for foresight, tidiness, and punctuality, and will often opt for preparation and planning over reactive crisis management. This preference indicates that Alisha values predictability and careful coordination, and that she is not inclined to leave things to chance. Her conscientious attitude towards task completion ensures that she approaches all assignments with a focus on achieving high standards and fulfilling expectations.

Although Alisha may not be the most rigid or overly meticulous when it comes to detail, she is quite disciplined in seeing tasks through to their conclusion. Her reliability is a standout feature; even in the face of challenges, she is likely to keep pushing forward to meet objectives. Alisha is not easily distracted and tends to avoid unnecessary diversions, maintaining focus on the work at hand, no matter how repetitive or monotonous. This perseverance is particularly evident when tasks require sustained effort and attention over extended periods of time.

In terms of work style, Alisha is generally organised, methodical, and structured. She takes care to maintain order in the execution of work, ensuring that tasks are approached logically and step by step. This quality of organisation makes Alisha a reliable implementer, as she can be trusted to follow through on projects and tasks with precision. Even when the work becomes challenging or repetitive, she draws on her inner strength—tenacity, concentration, and determination—to get jobs finished and ensure successful outcomes.

Overall, Alisha's approach to work is a blend of organisation, foresight, and tenacity. She is well-suited to roles that demand methodical planning, attention to detail, and persistence in the face of difficulties. This combination of qualities makes Alisha an asset to any team, as she is likely to be both dependable and efficient, consistently achieving results through careful preparation and steady perseverance.

Self-assured

Low		Below average		Average		Above average		High	
1	2	3	4	**5**	6	7	8	9	10

Anxious

Low		Below average		Average		Above average		High	
1	2	3	4	**5**	6	7	8	9	10

Sensitive

Low		Below average		Average		Above average		High	
1	2	3	4	**5**	6	7	8	9	10

Expressive

Low		Below average		Average		Above average		High	
1	2	3	**4**	5	6	7	8	9	10

Alisha exhibits a temperament that is moderately relaxed, striking a balance between calmness and awareness of external pressures. While she is generally able to stay composed, she is more susceptible to stress than some others, particularly in certain high-stakes or challenging situations. Unlike those who remain unfazed by most stressors, Alisha is more attuned to the demands of her environment, which can make her feel more tense or keyed up in moments of pressure.

Despite this, Alisha's self-esteem remains firmly grounded. Her sense of self-worth is realistic and neither inflated nor diminished when compared to others. She does not struggle with feelings of superiority or inferiority but instead has a balanced and mature understanding of her own capabilities. This self-awareness contributes to her stable sense of identity, allowing her to navigate both personal and professional situations without excessive self-criticism or undue arrogance. In general, Alisha has a solid grasp of her strengths and weaknesses and does not feel the need to compare herself to others for validation.

However, as with most individuals in roles of responsibility, particularly those with managerial duties, Alisha does occasionally experience stress when confronted with high-pressure situations. This susceptibility to stress is not an indication of weakness, but rather a reflection of her commitment to performing well. She tends to feel heightened levels of tension when the stakes are high, especially when deadlines are tight, or outcomes are uncertain. While these moments of stress can be challenging, they are by no means debilitating, and Alisha can typically manage them effectively.

Alisha's ability to handle these stressors stems from both experience and emotional resilience. While she may experience discomfort or frustration in particularly taxing situations, she has learned how to manage these feelings. She may feel tense or uneasy in the face of work-related demands, but this does not usually prevent her from fulfilling her responsibilities. Her pragmatic approach to problem-solving allows her to maintain focus and address challenges in a structured, goal-oriented manner.

In situations where the pressure increases, Alisha is likely to retreat to a calm, analytical mindset. She might need a moment to recalibrate and regain composure, but once she has a clear sense of direction, she is able to push forward without allowing stress to compromise her performance. While she is not as immune to stress as some, Alisha has learned to adapt and cope with it in healthy ways. This emotional flexibility enables her to remain productive and focused, even under the weight of demanding circumstances.

Alisha is emotionally balanced, exhibiting a moderate degree of emotional sensitivity that keeps her from being either overly thick-skinned or excessively reactive. While she demonstrates resilience in the face of challenges, she is not impervious to emotional responses. Like most people, she can feel upset or hurt when faced with criticism or unfavourable circumstances, especially when her personal values or capabilities are questioned. Similarly, in particularly trying situations, she may experience feelings of anger, frustration, or disappointment. However, these emotional responses tend to be contained and controlled, rather than allowing them to erupt unchecked.

On the rare occasions when she does feel inwardly emotional—whether in reaction to criticism, feelings of injustice, or unmet expectations—she is unlikely to openly express her emotions. Alisha prefers to maintain a sense of emotional poise and restraint, refraining from voicing her feelings or demonstrating her internal turmoil. Rather than expressing anger or frustration outwardly, she typically keeps her emotions internalised, and remains composed even in the face of strong emotional reactions. This emotional control means that Alisha does not often feel the need to "let off steam" or share her frustrations with others, even when faced with situations that might provoke such an urge in others.

This tendency to maintain emotional silence serves several key advantages. Those who interact with Alisha are likely to perceive her as emotionally stable, reliable, and resilient. Her composed nature creates an impression of someone who is steadfast in the face of pressure or adversity, making her an invaluable presence in situations that require calm, rational decision-making. People are unlikely to witness any signs of emotional volatility or instability in Alisha, which allows her to maintain an aura of professionalism and emotional steadiness, even when the circumstances would be expected to trigger emotional reactions in others.

However, this emotional inscrutability can also create some challenges. While Alisha's emotional silence may be seen as a strength, it can make her difficult to relate to, particularly for individuals who place value on open emotional expression and who prefer to discuss and share their feelings freely. For those who expect or value emotional transparency, Alisha's tendency to keep her emotional state private can create a sense of distance or emotional unavailability. This perceived emotional distance might cause others to feel uncertain or disconnected, as they may find it difficult to gauge how Alisha truly feels about certain matters.

Managerial and Professional Profiler
Core Values – Self-enhancement

Results

Low		Below average		Average		Above average		High	
1	2	3	4	**5**	6	7	8	9	10

Competition

Low		Below average		Average		Above average		High	
1	2	**3**	4	5	6	7	8	9	10

Personal authority

Low		Below average		Average		Above average		High	
1	2	3	4	**5**	6	7	8	9	10

Responsibility

Low		Below average		Average		Above average		High	
1	2	**3**	4	5	6	7	8	9	10

Work

Low		Below average		Average		Above average		High	
1	2	3	**4**	5	6	7	8	9	10

She places a high value on co-operation rather than competition, believing that true success is best achieved through mutual support and collective effort. For Alisha, the satisfaction of working together towards a shared goal is far more rewarding than the pursuit of individual accolades or outperforming others. She is much more focused on meeting her own standards of excellence and personal growth, rather than measuring success by comparison to the achievements of peers. This intrinsic motivation drives her to set her own benchmarks and work diligently towards them, with a sense of purpose that is independent of external recognition or competition.

Relative achievement, or being better than others, holds little appeal for Alisha. The idea of ranking or competing for superiority is not something that resonates with her. Instead, she is more interested in making meaningful contributions, achieving personal goals, and seeing tangible progress in her own development. For Alisha, success is defined by personal fulfilment, mastery, and the satisfaction of knowing that she has worked diligently towards her own ideals, rather than by how she measures up to the achievements of others.

This mindset makes Alisha less suited to environments that heavily stimulate and encourage competition among employees. In such settings, where individual success is prioritised over collective achievement, she may feel disconnected or demotivated. The pressure to outperform colleagues and be constantly compared to others can create an atmosphere of rivalry, which is not conducive to the collaborative spirit that she values. She may struggle to thrive in cultures that focus on competition, as it undermines her natural inclination to work together as a team and achieve common goals.

Instead, Alisha is far better suited to work environments where collaboration, teamwork, and collective success are prioritised. She thrives when working alongside others who share a commitment to achieving shared objectives, where

success is seen as a result of the combined efforts of the group. For her, the satisfaction of contributing to a team effort, where each member plays a vital role in reaching a common goal, is far more fulfilling than any individual achievement.

In such collaborative environments, Alisha can flourish, bringing her skills, insights, and work ethic to the table in a way that complements the strengths of others. She is likely to be an excellent team player, providing support and encouragement to colleagues, and fostering a sense of unity and shared purpose within the group. Her approach promotes a positive, cooperative work culture, where everyone's contributions are valued, and the focus is on achieving success together.

Alisha's motivation is balanced between process and outcome, with neither element taking priority over the other. She possesses a typical level of need for achievement, driven by both the intrinsic satisfaction derived from the work itself and the desire for tangible results. While she is motivated by the end goals, she does not rely solely on these results to sustain enthusiasm or engagement in her work. Alisha can find purpose and satisfaction in the process of work, even in the absence of immediate or obvious outcomes, and remains focused on the quality of the work regardless of whether the results are readily apparent.

She takes a holistic approach to tasks, valuing the journey of completing them as much as the final result. For Alisha, both approach and outcome matter, but neither is emphasised at the expense of the other. She seeks to strike a balance between the two, ensuring that the methods used to achieve goals are just as important as the achievements themselves. This balanced perspective allows Alisha to remain engaged and productive, as she is equally invested in refining techniques and ensuring a well-executed approach, as well as in reaching the goals set before her.

In terms of achievement, Alisha has a typical need for success but does not require constant reinforcement from external sources in the form of immediate or tangible results to maintain enthusiasm. While the sense of accomplishment from seeing measurable progress is important to her, it is not the only factor that drives Alisha. She is capable of remaining motivated and focused even when results are slow to materialise, as she derives satisfaction from the process and from the effort involved. This makes Alisha resilient in the face of setbacks, able to continue working with dedication, regardless of whether immediate success is apparent.

While Alisha is attentive to the results of her work, concerns regarding approach, methodology, and process are not overshadowed by bottom-line considerations. She understands the importance of outcomes but is equally aware that achieving those outcomes is just as dependent on how work is approached and executed. Alisha values a well-thought-out strategy, ensuring that tasks are completed in an efficient and effective manner, without sacrificing the integrity of the process for the sake of quick results. This approach allows Alisha to maintain a high level of quality in all that she does, fostering both sustainable success and continuous improvement.

In a professional context, Alisha thrives in environments where there is a clear focus on both achieving results and maintaining a strong, efficient approach. She is well-suited to roles where the process of getting things done is as important as the end result, and where there is room for flexibility and creativity in how tasks are carried out. Alisha is likely to excel in situations where she is given the freedom to innovate and refine methods, while still keeping an eye on the final goals to be achieved.

In leadership roles, Alisha may favour a balanced approach to managing teams, where both the process of collaboration and the achievement of team goals are valued equally. She would encourage her team to focus not only on the desired outcomes but also on the approach, methodology, and teamwork that will help achieve those results. This balanced focus can lead to an environment where success is sustainable and the work is satisfying, not just for the results but for the process of achieving them.

Alisha has a balanced value for personal authority, which is neither excessively inclined towards autocracy nor strict democracy. This suggests that she is not ideologically fixed in one particular mode of leadership, but rather, she keeps an open mind about when and how authority should be exercised. She is likely to recognise that there are times when a clear, authoritative decision is necessary, especially in situations requiring rapid action or where expertise is needed to guide a team through complex issues. At the same time, she is equally aware that leadership is not a one-size-fits-all approach, and that there are many contexts in which a more participative or consultative style is more appropriate.

While she acknowledges the significance of status and position, she is not rigid in believing that authority should always be exerted through hierarchical structures. Instead, she understands that leadership can be more fluid and adaptable, and that sometimes sharing power and responsibility can lead to better outcomes. In situations where collaboration and collective input are crucial, Alisha is likely to favour a more inclusive decision-making process, where the views of all team members are considered and valued. This flexible approach to authority allows Alisha to tailor her leadership style to suit the needs of the moment, ensuring that the most effective strategy is chosen depending on the specific challenges or goals at hand.

She sees value in both authoritative and participative styles of management, recognising that each has its place in different circumstances. For instance, in environments where rapid decision-making is required or in high-stakes situations, she may lean towards a more directive approach, where her position and expertise guide the process. Conversely, when there is a need for innovation, problem-solving, or team cohesion, Alisha is more likely to embrace a democratic leadership style, encouraging collaboration and giving team members the freedom to contribute their ideas and opinions.

This balanced perspective means that Alisha is able to adapt her leadership style to the context, ensuring that authority is exercised in a manner that is both appropriate and effective. She is not rigid in her thinking about leadership, nor does she view authority as something that must always be imposed. Rather, she is pragmatic and strategic in recognising the strengths of various leadership approaches and uses them accordingly to achieve the best possible outcomes.

Alisha is not particularly attracted to responsibility as a motivator. While she is perfectly capable of managing responsibility when required, she does not seek it out or feel driven by the desire for control or authority. Rather, she is more comfortable working within well-defined parameters, focusing on tasks that others are in charge of. In such environments, Alisha can contribute effectively without feeling burdened by the pressures of leadership or accountability.

She is often prepared to share accountability for outcomes that fall strictly within her own remit. While she takes pride in performing well and meeting expectations, the thought of being solely responsible for the success or failure of a

larger project is not something that motivates or excites her. She values teamwork and collaboration and is at ease when working within a shared framework where duties and accountability are distributed across multiple individuals.

This tendency to shy away from personal responsibility extends to more significant, high-stakes situations, where the weight of decision-making or the risk of negative outcomes may feel uncomfortable. In these cases, Alisha may prefer that someone else is ultimately answerable for larger decisions, allowing her to focus on the tasks at hand without the added pressure of having to take ultimate responsibility for the broader consequences. This preference is not about a lack of commitment or diligence; rather, it reflects her desire to avoid the stress that comes with being held fully accountable for complex, large-scale outcomes.

The pressures of burdensome responsibilities, particularly when they involve overseeing the work of others or making critical decisions that impact the whole organisation, may feel overwhelming for Alisha. In these situations, she might find it difficult to maintain focus, and may even feel a sense of unease or reluctance when faced with the expectation to lead or oversee. This does not mean that she lacks leadership capabilities, but rather that she is more inclined to thrive in an environment where responsibilities are shared and there is a clear distinction between leadership and execution.

In the ideal work environment, Alisha is most comfortable when there is a balance of responsibility, with team members taking shared ownership for outcomes. She is best suited to a role where her contributions are important, but not weighed down by the burdens of decision-making or high-stakes outcomes. Alisha performs well when she can focus on the task at hand without the expectation of having to carry the full responsibility for success or failure, allowing her to contribute effectively while avoiding the stress that accompanies personal accountability for larger, organisational outcomes.

Alisha attaches little intrinsic value to work for its own sake. This does not imply that she is unmotivated or uninterested in her work, but rather that she does not strongly identify with her job or employer. Instead, she is likely to view work more as a means to achieve financial stability or other practical needs, rather than as a source of personal fulfilment. If she were not dependent on work for financial reasons, she would likely be content spending her time on other activities that bring her personal satisfaction or joy, such as pursuing hobbies, spending time with family, or engaging in leisure pursuits.

For Alisha, work is not necessarily a defining aspect of her identity. While she may be dedicated and conscientious in performing tasks, this is often motivated by external factors such as the necessity of earning an income, meeting obligations, or fulfilling societal expectations. The satisfaction she derives from work is more likely to stem from achieving practical results rather than from the intrinsic value of the work itself. In fact, if offered the opportunity to spend more time on personal interests, she would likely take advantage of this, finding greater meaning and satisfaction outside of the workplace.

She places significant value on maintaining a balance between work and personal life. If given the choice, she would prefer a role that allows more freedom, fewer time constraints, and more leisure time. Her personal interests and well-being are likely to be prioritised over career advancement or professional recognition. Alisha may feel frustrated or disengaged in a work environment that demands long hours or excessive commitment, especially if it restricts time spent on activities that are more personally meaningful.

While she is not uninterested in work, she would rather have the option to manage her own time and priorities, so that work does not dominate all other aspects of her life. A role that offers flexibility and time for personal pursuits would likely be highly appealing to her. In contrast, a position that demands excessive work hours or provides little personal autonomy might not align with her values and priorities.

Note for assessors: Self-enhancement values are associated with achievement and power. Lower scores on the above scales are associated more closely with the next section - Self-transcendence.

Altruism

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	**7**	8	9	10

Intimacy

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	**7**	8	9	10

Levity

Low		Below average		Average		Above average		High	
1	2	**3**	4	5	6	7	8	9	10

Alisha has a fairly strong inclination towards altruism, and she believes that the welfare of the individual should be a collective responsibility. For Alisha, the well-being of others is not just an individual matter, but something that requires collective effort and support. She values environments where mutual care and responsibility are prioritised, and this belief significantly shapes her perspective on work and relationships. She is driven by the idea that contributing to the welfare of others is both a moral obligation and a source of fulfilment.

She feels genuinely rewarded by performing work that has a direct benefit to other people, particularly when these people are perceived as being in need or deserving of support. Whether it's helping vulnerable individuals, making a positive impact on a community, or contributing to social good, Alisha derives great satisfaction from knowing that her efforts contribute meaningfully to others' lives. If her work does not have a clear, visible benefit to others, she may begin to question the purpose of what she is doing. She could start to feel that the work is rather pointless or disconnected from any meaningful outcome, leading to a sense of dissatisfaction. In such cases, she may feel inclined to seek out a new role or career path that aligns more closely with her values and provides a greater sense of purpose.

She may be prepared to make personal sacrifices in terms of other work-related rewards, such as financial gain, career advancement, or personal comfort, in order to engage in work that has some altruistic value. For Alisha, the sense of purpose and the knowledge that one's actions are helping others can outweigh the traditional markers of success. She would be willing to forgo other benefits—whether they are related to pay, status, or even professional growth—if the work fulfils the deeper need to contribute to the well-being of others. This readiness to make personal sacrifices indicates a strong alignment with values centred on collective good and social responsibility.

Alisha regards relationships with others as a central element of her happiness and well-being. She deeply values human warmth, affection, and emotional connection, recognising these bonds as key contributors to her overall satisfaction in both personal and professional settings. For Alisha, the strength of friendships and interpersonal relationships often takes precedence over other sources of satisfaction or external rewards, such as financial incentives or status. She finds fulfilment not only in achieving personal or professional goals but also in the sense of belonging and mutual respect that comes from close, supportive relationships.

Given this, Alisha is highly suited to environments where there is a strong sense of camaraderie, team spirit, and interpersonal closeness. She thrives in social settings where genuine connections can be made, where collaboration is encouraged, and where there is an ongoing exchange of care and support among colleagues. Her ability to relate to others emotionally makes herself a valuable team member in such contexts, as she brings a sense of empathy and warmth to the workplace.

However, Alisha may find it difficult to feel content or engaged in environments where contact with others is limited, guarded, or infrequent. If interpersonal interactions are sparse or emotionally distant, she is likely to feel isolated or unfulfilled, as these connections are vital to her sense of purpose and job satisfaction. In work situations where relationships are less emphasised, or where social boundaries are strictly maintained, Alisha may begin to feel disconnected or demotivated, especially if she perceives a lack of genuine emotional engagement.

Alisha is a serious-minded individual, who tends to adopt a rather solemn and reflective outlook on life. In social situations, she may not immediately see the humorous side of things and is more likely to focus on the deeper or more meaningful aspects of conversations and events. This tendency extends to work, where she views professionalism as paramount. For her, work is not just about completing tasks, but about commitment, responsibility, and delivering high-quality results. She believes that frivolity in the workplace is often inappropriate and undermines the seriousness with which she approaches her responsibilities.

While this low value for levity does not suggest that she lacks a sense of humour altogether, it does mean that she tends to gravitate toward humour that aligns with her more serious approach. Flippancy, especially when it pertains to issues that she deems important, is something she is unlikely to tolerate well. Alisha is more likely to find jokes or comments that undermine the significance of certain matters to be disrespectful or even counterproductive.

This inclination toward seriousness also reflects in her work environment preferences. She tends to thrive best in settings where colleagues share a similar seriousness of purpose and professionalism. Working with others who value hard work and dedication as much as she does is likely to be crucial to her productivity and job satisfaction.

Her approach may sometimes be perceived as rigid or overly intense, but this is simply a reflection of her deep commitment to doing things thoroughly and thoughtfully. Alisha is the type of person who enjoys immersing herself in projects that require focus, structure, and discipline. In personal relationships, she may also exhibit this same level of seriousness, expecting a certain level of maturity and responsibility from those close to her. However, those who understand her values may find her to be a highly reliable, dedicated, and trustworthy individual.

Notes for assessors: Self-transcendence values are associated with benevolence and a concern for the well-being of others. Lower scores on the above scales are more closely related to the previous section - Self-enhancement.

Novelty

Low			Below average		Average		Above average		High	
1	2	3	**4**	5	6	7	8	9	10

Self-expression

Low			Below average		Average		Above average		High	
1	2	3	**4**	5	6	7	8	9	10

Intellect

Low			Below average		Average		Above average		High	
1	2	3	**4**	5	6	7	8	9	10

Alisha places minimal emphasis on creativity or individuality as key satisfiers in the workplace. She does not find fulfilment in expressing &himself& through unique or original ideas. Instead, she tends to favour more conventional and well-established approaches to work. Her focus is not on self-expression but rather on accomplishing tasks in a straightforward and predictable manner.

She has a low need for self-expression, preferring to keep her personal thoughts and emotions separate from her professional role. She does not see the workplace as an appropriate environment for self-discovery or personal affirmation. Rather, she is more likely to be motivated by clear expectations, measurable results, and the practical application of existing skills.

In the workplace, Alisha is unlikely to seek out opportunities that require the application of unique, original, or imaginative ideas. She does not find reinforcement in the act of creating new or innovative solutions, and his& preference lies in situations that are more familiar and structured. She may not feel comfortable in roles that demand too much self-expression or creativity, as she would rather rely on established methods to achieve success.

Instead of engaging in creative problem-solving or experimenting with new ideas, Alisha feels more at ease when her work is based on tried-and-tested strategies. She is likely to excel in environments that reward consistency, adherence to rules, and the completion of tasks that require precision and accuracy. For Alisha, fulfilment comes from meeting practical goals rather than from exploring new ideas or pushing boundaries.

This preference is indicative of a person who seeks stability and reliability in their work environment, rather than novelty or self-affirmation. Alisha's psychological profile suggests that she is most satisfied when her work aligns with routine tasks and well-understood processes, allowing her to feel competent and secure in her abilities.

Alisha is not particularly impressed by intellect in the conventional sense. She believes that theoretical or abstract arguments, while perhaps intellectually stimulating, are often irrelevant to the practical realities of daily life. She tends to view such debates as disconnected from the tangible issues that people face on a day-to-day basis. To her, intellectual discussions that lack direct applicability to real-world situations can seem like an exercise in futility. She values practical thinking and solutions that can be easily applied to everyday challenges, rather than theoretical musings that appear detached from the real world.

She also holds the view that academics are sometimes out of touch with the realities of the world beyond their research. While she does not dismiss their expertise, she believes that many in academic circles are so deeply engrossed in their specialised fields that they lose sight of the broader societal context or practical application of their work. For her, the value of knowledge is directly tied to its ability to influence and improve real-world outcomes, rather than being confined to abstract or highly specialised domains.

This perspective leads Alisha to feel that society places too much emphasis on intellectual achievement, often elevating intellect above other essential human qualities. She believes that qualities such as empathy, emotional intelligence, creativity, and practical skills are just as, if not more, important than abstract intelligence. As a result, she may feel that society's obsession with intellectualism overlooks the value of these other traits, which she considers equally significant in contributing to personal and social success.

Alisha will tend to avoid highbrow conversation, especially when it involves what she perceives as pseudo-intellectual debates. Such discussions, where individuals seem more focused on displaying their knowledge or engaging in intellectual posturing than on engaging in meaningful dialogue, are particularly off-putting to her. At best, she finds them tedious and frustrating, and at worst, she finds them repellent and counterproductive. She is not interested in debates for the sake of appearing clever or gaining intellectual superiority; instead, she values conversations that are rooted in practicality, authenticity, and genuine problem-solving.

In social or professional settings, Alisha prefers to focus on subjects that are grounded in reality and offer direct value, rather than engaging in abstract or overly theoretical discussions. She thrives in environments where there is a clear connection between ideas and actions, and where people value tangible results over theoretical concepts. For her, the measure of intelligence is not the ability to engage in high-level abstract discourse, but rather the capacity to apply knowledge effectively in ways that benefit both individuals and society as a whole.

Notes for assessors: Openness to change values are associated with exploration, self-direction and new experiences. Lower scores on the above scales are more closely related to the next section - Conservation.

Security

Low		Below average		Average		Above average		High	
1	2	3	4	5	6	**7**	8	9	10

Recognition

Low		Below average		Average		Above average		High	
1	2	3	4	5	**6**	7	8	9	10

Material wealth

Low		Below average		Average		Above average		High	
1	2	3	**4**	5	6	7	8	9	10

Alisha has a fairly strong need for job security, with her sense of professional stability being a key driver of her motivation and overall job satisfaction. She places significant value on occupational stability, feeling most comfortable in environments where her career trajectory is clear and predictable. If this stability is in any way threatened, Alisha is likely to experience discomfort, as uncertainty in the workplace creates a sense of insecurity that can undermine her confidence and focus.

She thrives when there is a well-defined path for professional development, both in the short term and over the medium and long term. Knowing where her career is headed gives her a sense of control and purpose. This clarity not only supports her ability to plan and work towards specific goals, but also strengthens her overall commitment to her role and organisation. When these pathways are clear and achievable, Alisha is likely to feel motivated, confident, and engaged in her work.

However, if her future becomes uncertain, whether due to organisational changes, unclear career advancement prospects, or an absence of long-term direction, Alisha may experience a significant dip in motivation. She is likely to feel demotivated, as the lack of stability undermines both her commitment and enthusiasm for the role. This uncertainty can cause stress, as Alisha feels uncomfortable with the unpredictability of future outcomes, especially if it threatens to disrupt her long-term career plans.

While Alisha may still perform well in situations that involve some level of uncertainty, it is the sustained ambiguity about future prospects that will truly undermine her sense of fulfilment. She tends to perform best in environments where there is a clear structure, clear expectations, and a transparent path for career progression. These elements are key to ensuring that her need for job security is met and that she remains motivated and engaged in her professional life.

Alisha has a typical need for recognition from others, which means that while she does not rely excessively on constant positive feedback, she still appreciates receiving praise and acknowledgment when it is due. She values judicious and meaningful recognition, understanding that such praise can help reinforce her sense of accomplishment and validate the quality of her efforts. However, she is not strongly dependent on this external validation to maintain motivation or confidence in her work.

She is like most people in that she enjoys hearing positive feedback and knowing that her contributions are noticed and appreciated by others. This recognition serves as a useful indicator that her efforts are on the right track, which can boost her morale and encourage continued engagement. Despite this, Alisha does not require a constant stream of compliments, praise, or respect to feel valued in the workplace. She is unlikely to seek out or demand excessive attention for every accomplishment, understanding that not all achievements need to be celebrated outwardly.

While Alisha is receptive to praise, she relies to a significant degree on her own judgement of the quality of her work. She tends to assess her progress and performance based on internal standards and a personal sense of fulfilment. This self-reliance means that she is less likely to be swayed or demotivated by the absence of external recognition, as she has a solid understanding of her abilities and the intrinsic rewards of completing tasks to the best of her ability.

This balanced approach allows Alisha to thrive in environments where recognition is not always forthcoming or where praise may be less frequent. She does not require constant affirmation, but values thoughtful and well-placed feedback when it is offered. This combination of self-assurance and openness to external validation makes Alisha flexible in responding to different workplace cultures, where the frequency and manner of recognition may vary.

Moreover, Alisha is likely to thrive in a work environment where recognition is given in a constructive and measured manner, as this allows her to maintain a sense of accomplishment without becoming dependent on others for reassurance. She appreciates when the recognition aligns with her efforts and contributes to her personal sense of achievement, rather than relying solely on external praise to validate her sense of worth.

Alisha has a low value for material wealth. She does not consider money to be a significant driver in her career decisions or overall job satisfaction. While she is not entirely indifferent to financial rewards, she tends to prioritise other aspects of work such as personal growth, job fulfilment, and the opportunity to make a meaningful contribution over the pursuit of material gain.

Though she does not actively reject materialism, she is unlikely to let the pursuit of financial rewards play a substantial role in influencing her career trajectory or long-term goals. For Alisha, career satisfaction is more likely to stem from finding a role that aligns with her values, offers opportunities for development, or provides a sense of purpose, rather than one that solely focuses on earning potential or external financial incentives.

In practical terms, this means that Alisha may be less driven by promotions or salary increases unless these are tied to meaningful aspects of work, such as greater responsibility, personal growth, or alignment with her core values. While she appreciates the necessity of financial stability, she is more focused on how a job impacts her sense of fulfilment and personal achievement.

Alisha is likely to find satisfaction in roles that offer a balanced mix of intrinsic rewards, such as creativity, autonomy, or the ability to contribute to something larger than herself, rather than those that offer primarily financial incentives. As such, she might be drawn to careers that offer long-term personal satisfaction, even if they do not provide the highest monetary compensation.

Notes for assessors: Conservation values are associated with safety, security and stability. Lower scores on the above scales are more closely related to the previous section - Openness to change.

Managerial and Professional Profiler
Core Values – Conservation

Opportunities to collaborate with others.

Tasks with non-intellectual emphasis.

Predictability; familiarity; continuity.

Opportunities to perform work which has clear and direct benefit to others; altruistic task content.

Opportunities to form relationships and make close friends.

Working environment oriented towards serious-mindedness.

Job/career security; clear career plan.

Culture which subordinates the work ethic to other values.

Work requiring deep, understanding of the feelings, thoughts and motivations of others.

Culture which favours openness in expression of opinions.

Tasks requiring an organised, systematic, methodical approach.

Scope to spend time in unhurried consideration before taking decisions.

Managerial and Professional Profiler
Dissatisfiers/Inhibitors

Culture with strongly materialistic values.
Highly competitive working environment.
Excessive responsibility; accountability for highly critical outcomes.
Lack of job/career security; no clear career plan; uncertainty about future.
Culture which strongly values the work ethic.

Little or no opportunity to form relationships and make close friends; lack of interpersonal warmth in working environment.
Working environment oriented towards light heartedness/frivolity; colleagues poking fun at each other.
Work which involves extensive interpersonal contact with others and little time alone.
Company politics; culture with low value for openness/candour; work requiring interpersonal flexibility, tact or diplomacy.
Work requiring assertive direction of others.

Tasks with extensive abstract/intellectual content; intellectually oriented colleagues.
Unpredictability; constant change; little opportunity to build up familiarity with task content.
Crisis management; having little or no opportunity to plan ahead; having to deal with issues in an unsystematic manner.
Work requiring hurried decisions; having to take action with little time for consideration; having to take risks which have not been fully thought through.
Little or no opportunity to perform work which has clear and direct benefit to others;lack of altruistic task content.

Managerial and Professional Profiler
Big Five Factor Model

More like this	In between	More like this
Down-to-earth, uncreative, conventional, prefers routine, less curious, conservative.	●	**Openness to experience** Imaginative, creative, original, prefers variety, curious, liberal.

More like this	In between	More like this
Negligent, overlooks things, disorganised, tardy, aimless, gives up.	●	**Conscientiousness** Conscientious, hardworking, organised, punctual, ambitious, persevering.

More like this	In between	More like this
Reserved, loner, quiet, passive, sober, inward looking.	●	**Extraverted** Affectionate, joiner, talkative, active, fun-loving, passionate.

More like this	In between	More like this
Puts self-interest first, suspicious, uncooperative, antagonistic, critical, irritable.	●	**Agreeableness** Softhearted, trusting, generous, considerate, acquiescent, lenient, good-natured.

More like this	In between	More like this
Calm, even-tempered, self-assured, optimistic, comfortable, unemotional, resilient.	●	**Neuroticism** Anxious, temperamental, pessimistic, emotionally volatile, vulnerable to stress.

Managerial and Professional Profiler
Psychological Type

More like this	No strong preference	More like this
Introversion Energised by being on own, likes solitude. Private, keeps thoughts to self. Quiet, deliberate.	●	**Extraversion** Energised by being with others, gregarious. Expressive, self revealing. Talkative, enthusiastic.

More like this	No strong preference	More like this
Sensing Concrete, practical. Focus on the present. Detailed, factual. Uses senses.	●	**Intuition** Imaginative, abstract. Focus on future. Conceptual, theoretical. Likes ideas and complex tasks.

More like this	No strong preference	More like this
Feeling Empathetic, warm. Ruled by heart not head. Sensitive, vulnerable. Avoids conflict, seeks harmony.	●	**Thinking** Rational, logical, objective. Ruled by head not heart. Thick-skinned, impersonal. Critical.

More like this	No strong preference	More like this
Judging Decisive. Structured, organised. Seeks closure. Finishes things off.	●	**Perceiving** Procrastinates, puts things off. Dis-organised, unstructured. Dislikes routine. Spontaneous, flexible.

Assessor note the predicted type Is ISFJ.
No strong preference suggests varying behaviours may be observed.