



Managerial and Professional Profiler Executive Profile

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24/04/2025



Managerial and Professional Profiler Executive Profile

Introduction to the MAPP Profile

This profile chart provides graphical representations of:

- * Core personality traits that are relevant to managerial and professional roles
- * Core values associated with achievement, benevolence, change and security
- * Predictions of management competencies
- * Descriptions of likely leadership and team styles
- * Personality preferences in relation to limited factor models - Big Five and Type Theory

Feedback Guidelines

When exploring the profile with the respondent:

- * Emphasise that MAPP is a self-report questionnaire
- * Remind them it is not about ability - there are no rights or wrongs
- * Explain that no questionnaire is infallible - it is alright to disagree
- * Encourage a full, open two-way dialogue
- * Explain that their responses have been compared with a very large sample of managers/professionals



Managerial and Professional Profiler

Core Personality Traits

Response Style

1 2 3 4 5 6 7 8 9 10

Has tended to give responses that are socially acceptable or desirable. Has been less self-critical in self-evaluations. May have oriented responses towards perceptions of job requirements	•	•	◆	•	•	•	•	•	•	•	•	Self-critical Has tended to respond in an open, frank and self-exposing manner. Has probably attempted to present self in a way that is true to life.
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People

1 2 3 4 5 6 7 8 9 10

Enjoys own company. Doesn't feel a strong need for social contact. Happy with solitary activities.	•	•	◆	•	•	•	•	•	•	•	•	Sociable Likes company. Avoids solitary pursuits. Prefers to work with others rather than alone.
Shy and reticent, particularly in unfamiliar social settings. Unable to disguise apprehension in difficult social situations. Reluctant to speak up boldly. Finds social mixing difficult.	•	•	•	•	•	◆	•	•	•	•	•	Confident Projects a confident image in all social situations. Finds it easy to overcome shyness. Mixes well. Eager to speak up and contribute.
Cool, guarded; seemingly unfriendly. Maintains distance. Avoids involvement in other people's problems. Appears unsympathetic. Doesn't express affection easily.	•	•	•	•	•	◆	•	•	•	•	•	Affectionate Warm and affectionate. Is kind-hearted and caring. Likely to be approachable. Shows affection for people readily.
Uninterested in the complexities of people's motives and feelings. Takes others at face value. Tends not to notice subtle hints in people's behaviour.	•	•	•	•	•	•	•	◆	•	•	•	Perceptive Interested in motives behind behaviour. Notices what people are thinking or feeling. Likes to understand people.
Artful; calculating. Cautious about revealing thoughts and opinions. Tactful; discreet. May put on a false exterior.	•	•	•	•	•	•	◆	•	•	•	•	Candid Frank and open about opinions. Speaks mind. Lets people know where they stand. May be considered blunt or tactless.
May fail to convince others, even when right. Avoids pushing ideas on others; agrees to differ. Dislikes selling/negotiating.	•	•	•	•	◆	•	•	•	•	•	•	Convincing Persistent in convincing others of a particular view. Likes negotiating. Enjoys the process of persuasion.
Would rather capitulate than risk conflict. Accepts not always having own way. Makes concessions and compromises. Flexible, but may lack conviction.	•	•	◆	•	•	•	•	•	•	•	•	Uncompromising Stubborn; insists on getting own way. Pursues own route without compromise. Gets very frustrated if own expectations are not met.
Submissive; uncomfortable in leadership role. Avoids taking control of others. Tends not to push self forward.	•	•	◆	•	•	•	•	•	•	•	•	Assertive Dominant; assumes leadership. Gives directions; organises people. Asserts self. Makes presence felt. May be considered overbearing



Managerial and Professional Profiler

Core Personality Traits

Task	1	2	3	4	5	6	7	8	9	10	
Concerned with the detail of task execution. Planning is shorter term and more detailed/specific than strategic. More interested in practice than theory.	•	•	•	•	•	◆	•	•	•	•	Strategic Takes a global perspective. Makes longer term plans/policies. Concerned with wider implications. Leans towards the theoretical and may be less concerned with the pragmatic.
Accepts existing systems and methods. Adapts to existing practices and routines. Does things by the book. Prefers work that is clearly defined and doesn't require a unique or creative approach.	•	•	•	•	•	◆	•	•	•	•	Free-thinking Looks at problems in a fresh, unconstrained manner. Avoids preconceptions. Likes tasks for which systems/methods have not yet been established. Enjoys creative innovation.
Disorderly approach to work. Avoids rigid systems. Deals with problems as they arise. Crisis driven. Tends not to plan in advance; muddles through.	•	•	•	•	•	•	•	◆	•	•	Systematic Organised, methodical approach to work. Maps out what needs to be done in advance. Uses systems and priorities to structure work. Keeps things neat and up-to-date.
Disciplined approach to monotonous or repetitive work. Conscientious; likes to get things finished off. Concerned to meet deadlines and avoids distractions in order to do so.	•	•	•	◆	•	•	•	•	•	•	Distractable Easily bored by repetitive tasks. May fail to finish less interesting work. Avoids involvement with routine processing. Easily distracted.
Rational; analytical. Relies on hard facts and reasoning. Avoids assumptions and jumping to conclusions. Tries to be objective and logical.	•	•	•	•	◆	•	•	•	•	•	Intuitive Sets more store by impressions than logic. Makes intuitive decisions based on what feels right, rather than analysing hard factual data.
Enjoys taking risks and seizing opportunities. Dislikes having to delay. Prefers situations where quick thinking and fast decisions are required.	•	•	•	•	•	•	•	◆	•	•	Cautious Requires unhurried consideration before coming to a decision. Dislikes being rushed. Avoids risks and impulsive actions.

Feelings	1	2	3	4	5	6	7	8	9	10	
Self-doubting. Low self-esteem. Feels self-conscious when being observed. May need to be encouraged by others to perform or take on particular challenges. May feel inferior to others.	•	•	•	•	◆	•	•	•	•	•	Self-assured High self-esteem. Feels good about self even in difficult situations. Rarely experiences self-doubt. May feel superior to others.
Calm; relaxed. A low level of general anxiety. Usually feels that everything will turn out well. Only worries when circumstances are critical. Takes pressure in stride.	•	•	•	•	◆	•	•	•	•	•	Anxious Generally anxious, even when things are going well. Maintains an internal tension. Rarely feels completely relaxed. Worries about work. Finds it difficult to switch off.
Thick-skinned. Not concerned by what others think. Able to shrug off criticism. Rarely feels strong emotions. Difficult to provoke or upset.	•	•	•	•	◆	•	•	•	•	•	Sensitive Easily upset. Takes things personally and finds it hard to ignore criticism. Is concerned about what others think. Is more emotionally affected by events. Strongly moved by feelings.
Keeps feelings concealed from others. Doesn't like to reveal emotional state. Can appear calm even when angry or otherwise emotionally affected. Bottles feelings up.	•	•	•	◆	•	•	•	•	•	•	Expressive Readily shows feelings. May find it difficult to control emotions. More volatile. Prefers to let off steam rather than hiding feelings.



Managerial and Professional Profiler Core Values

Self-enhancement

	1	2	3	4	5	6	7	8	9	10	
Prefers co-operation to competition. Is less concerned about making comparisons between self and others. Loses gracefully. Is interested in own standards rather than those of others.	•	•	◆	•	•	•	•	•	•	•	Competition Motivated by competition. Compares own own success on a relative basis. Strongly dislikes losing. May feel envious of others.
Motivated more by process than outcome. Low need for achievement. Able to be contented, even when not working towards a particular goal.	•	•	•	•	◆	•	•	•	•	•	Results Motivated by the potential to get results. Obtains job satisfaction primarily from seeing own achievements. Sets mind on the final outcome. Likes to get on with things.
Favours democratic management. Sets little store by status. Dislikes having to submit to the authority of others. Negative values for autocratic leadership. Questions authority and expects own judgements to be questioned by others.	•	•	•	•	◆	•	•	•	•	•	Personal authority Values respect for own status. Enjoys the power element of personal authority. Favours a hierarchical reporting structure. Retains the right to have unquestioning support from subordinates.
Unwilling to take on burdensome responsibilities. Would rather share accountability for critically important jobs. May feel more comfortable when somebody else is in charge.	•	•	◆	•	•	•	•	•	•	•	Responsibility Finds own responsibilities a reward in themselves. Demotivated when not given responsibility for tasks. Likes to have accountability and is unwilling to share this with others.
Attaches no value to work for its own sake. Values other aspects of life as much or more than career. May choose not to work if it became financially unnecessary.	•	•	•	◆	•	•	•	•	•	•	Work Feels that work is necessary for character and self-respect. Enjoys hard work. Identifies with career. Would be miserable if unemployed. Believes that people should work whether they have to or not. Misses work when away.

Self-transcendence

	1	2	3	4	5	6	7	8	9	10	
Values personal rather than collective responsibility. Feels that first duty is towards self. Has less sympathy for those who don't or won't help themselves. Doesn't feel a need to work in a caring environment.	•	•	•	•	•	•	◆	•	•	•	Altruism Places emphasis on work that benefits others. May be unhappy with work that lacks a positive impact upon others. Is motivated by the concept of service.
Less dependent on friendship. More oriented towards task than people. Sees intimacy in the workplace as inappropriate. Need for affection is relatively low.	•	•	•	•	•	•	◆	•	•	•	Intimacy Attaches very high value to closeness in relationships. Needs affection and friendship. Values camaraderie. Puts relationships before other needs/rewards.
Takes work and self seriously. Dislikes frivolity. Feels that people are often too flippant. Takes a solemn, reflective view.	•	•	◆	•	•	•	•	•	•	•	Levity Enjoys jokes. Values humour and light heartedness. Feels that seeing the funny side is healthy. Enjoys the company of jovial people.



Managerial and Professional Profiler Core Values

Openness to change

	1	2	3	4	5	6	7	8	9	10	
Favours the familiar and predictable. Maintains interest after novelty has worn off. Content with unchanging work and responsibilities.	•	•	•	◆	•	•	•	•	•	•	Novelty Dislikes the predictable. Looks for new experiences. Dissatisfied in an unchanging environment. Becomes restless with work as its novelty wears off.
Has less need to put something of self into work. Less likely to look for opportunities for self-expression. Puts little emphasis on creativity as a satisfier at work. Content with work that provides little outlet for individuality.	•	•	•	◆	•	•	•	•	•	•	Self-expression Likes to express self at work. Dislikes work that leaves no scope for originality. Is motivated by contributing something of self. Likely to be more individualistic.
Not impressed by intellectuals. Negative values for academics. Believes theoretical arguments to be irrelevant. Feels that society attaches too much significance to intelligence.	•	•	•	◆	•	•	•	•	•	•	Intellect Admires people with high intellectual capacity. Prefers work with an intellectual content. Likes the company of clever people. Discontented in an environment with little intellectual stimulation.

Conservation

	1	2	3	4	5	6	7	8	9	10	
Rarely or never worries about the long term future. Attaches little importance to the notion of security. May find the prospect of a 'safe' future unchallenging.	•	•	•	•	•	•	◆	•	•	•	Security Needs security. Will avoid choices that involve the risk of losing security. Likes to know how the future will develop. Unsettled by uncertainty. Demotivated when the future is unsafe.
Low need for respect/recognition. Relatively indifferent to people's opinions. Doesn't expect thanks for good work. Motivated more by own perceptions of good work than other people's.	•	•	•	•	•	◆	•	•	•	•	Recognition Values respect and praise from others (including peers, subordinates, boss). Responds well to judicious praise. Likes to be seen to be good at the job. Motivated by 'pats on the back'.
Not interested in money or outward displays of wealth. Places more emphasis on interest or enjoyment at work than on material reward. Doesn't value the pursuit of possessions or comfort. Rejects materialism.	•	•	•	◆	•	•	•	•	•	•	Material Wealth Puts emphasis on material wealth and domestic comfort. Is motivated by financial rewards. May be jealous of those who are better off. Likes spending money.



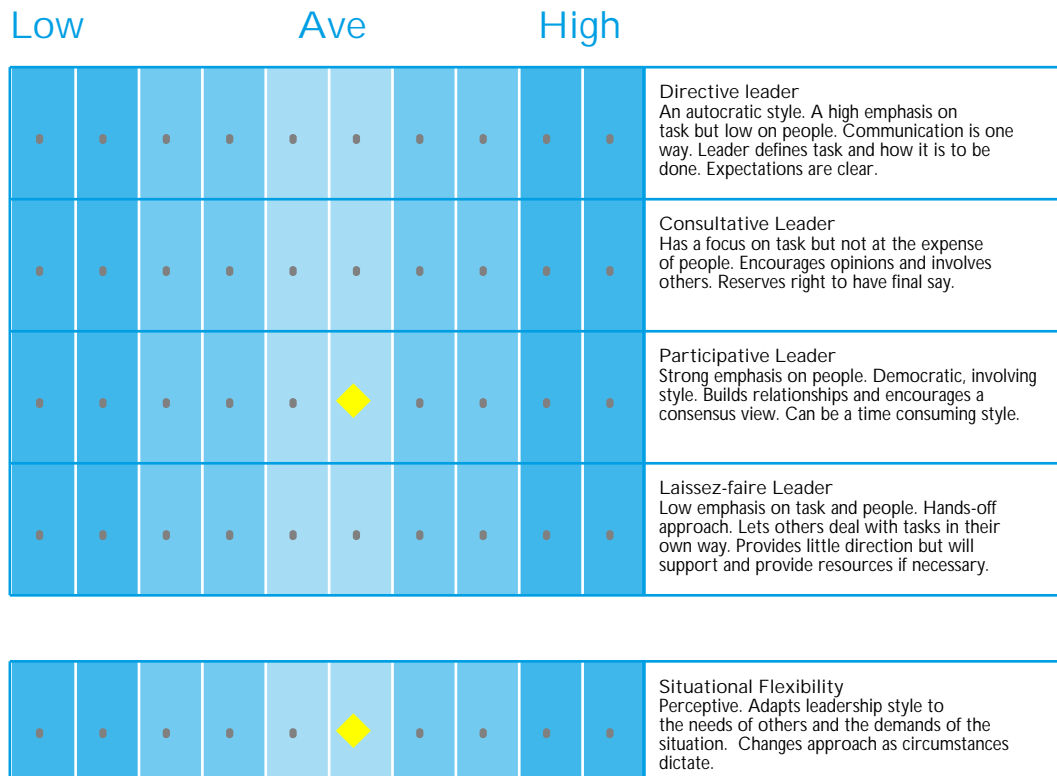
Managerial and Professional Profiler

Management Competencies

	Low				Ave				High				
Less likely to direct or take control. May not lead from the front/take responsibility. Chooses inappropriate style.	•	•	•	◆	•	•	•	•	•	•	•	•	Leading Directs, takes control. Leads from the front, takes responsibility. Chooses appropriate style.
Does not build rapport or negotiate. May not sell ideas or persuade.	•	•	•	◆	•	•	•	•	•	•	•	•	Influencing Builds rapport, negotiates. Sells ideas, persuades.
Less likely to facilitate. May not relate to team members.	•	•	•	•	•	•	◆	•	•	•	•	•	Team playing Joins in, facilitates Relates to team members.
Does not embrace change or generate ideas. Accepts the status quo. May not see the big picture.	•	•	◆	•	•	•	•	•	•	•	•	•	Innovating Embraces change, generates ideas. Challenges the status quo. Sees the big picture.
Less logical; uses instinct rather than facts. Does not seek evidence. Indecisive. Misses opportunities.	•	•	•	◆	•	•	•	•	•	•	•	•	Analysing & decision-making Logical, fact finds. Seeks evidence, decisive. Seizes opportunities.
Less systematic. Disorganised. Less conscientious; unstructured.	•	•	•	•	•	•	◆	•	•	•	•	•	Planning and organising Systematic, organised. Conscientious, structures work.
Less results oriented. May not get things done. Has less drive to succeed.	•	•	•	◆	•	•	•	•	•	•	•	•	Delivering Results oriented. Gets things done. Has a drive to succeed.
Is unwilling to change; inflexible. Uncompromising.	•	•	•	•	•	•	◆	•	•	•	•	•	Adapting Is willing to change, flexible. Finds compromises.
Less able to handle stress. May not overcome setbacks.	•	•	•	•	•	•	◆	•	•	•	•	•	Resilient Controls feelings, handles stress. Overcomes setbacks.



Managerial and Professional Profiler Leadership Style



Notes for Assessors

This chart highlights the strongest likely preference in terms of leading others. The strength of this preference is shown from low to high.

The likelihood of the other styles being used is determined by the level of situational flexibility - the extent to which the respondent identifies the capabilities and motivation of subordinates to deal with the demands of the task.

Situational Flexibility is MODERATE.

This respondent will sometimes employ different styles.










Managerial and Professional Profiler Team Roles

	Low			Ave			High			
People Focus	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	Coordinator Controls the team. Assertive but not overbearing. Enthusiastic. Wants to achieve goals.
People Focus	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	Team Worker Amiable, amenable, caring. Likes to maintain team harmony. Defuses conflict.
People Focus	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	Resource Investigator Friendly. Has wide networks. Looks for outside resources. Negotiates; does deals.
Thinking Focus	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	Plant Creative, imaginative. Less constrained. More radical thinker. Likes novelty. May need praise.
Thinking Focus	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	Monitor Evaluator Objective, detached, rational. Careful decision taker. May lack real commitment.
Doing Focus	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	Completer Finisher Conscientious, methodical. Ties up loose ends. Anxious to get details right.
Doing Focus	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	Implementer Structured, orderly. Committed to work and the organisation. Concerned about delivery.
Doing Focus	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	Shaper Competitive, goal oriented. Driven to succeed at any cost. Energetic and single-minded. Not afraid of conflict.








Managerial and Professional Profiler Organisation Type

Low	Ave	High	
			Entrepreneurial Dynamic, knowledge driven businesses. Opportunistic.
			Commercial Sales, marketing. Financial services.
			Administrative Public sector. Bureaucratic.
			Operational Engineering, manufacturing.
			Service Personal services, consultancy.
			Research Scientific research. R & D.
			Hierarchical Uniformed services - armed forces, police.



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 Type Theory

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. Disorganised, unstructured. Dislikes routine. Spontaneous, flexible.

Assessor note: the predicted type is ISFJ.

No strong preference suggests varying behaviours may be observed.