PRISM 'Select-Online' Report

CONFIDENTIAL

This report has been prepared for:

Aamir Khan

02/12/2015

Job/Benchmark: Call Center Executive Test 1

Using brain science to enhance personal and business performance

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PRISM Report Contents:

PRISM 'Select-Online' - An Introduction

PRISM 'Select-Online' differs from many profiling instruments because it is strictly focused on work performance factors and it was developed to help predict job success. Therefore, it focuses on mission critical strengths such as communications, decision making, creativity, interpersonal skills, leadership, team effectiveness, support, motivation, self worth, organizational skills and how each individual deals with power, authority and autonomy. When mandatory tasks make up more than 35 percent of a person's work responsibilities for which there is a poor fit, job satisfaction and performance will often suffer.

Successful recruitment involves answering two key questions:

- Is the candidate eligible for the role in terms of education, skill, knowledge and experience?

- Is the candidate suitable for the role in terms of behavioural preference and work aptitude and is he or she a likely to be comfortable within the proposed work environment?

"Eligibility" means that the candidate has the skill and experience needed to do a job; "suitability" means that the candidate has natural traits that will help him or her to excel in a job. 'Eligibility' indicates if the candidate can do the job. 'Suitability' indicates if it is likely that he or she will do the job. A candidate can be highly eligible for a role, but also totally unsuitable.

A Harvard Business Review study has shown that the level of staff turnover almost doubles when no "job suitability match" has been undertaken. The study also concluded that 80% of staff turnover can be attributed to mistakes made during the employee selection and recruitment process. In another global study only 20% of people interviewed felt their job enabled them to do what they really did best. These are disturbing facts.

Even the most impressive résumé and job interview cannot tell you if a candidate is a good match for a specific position. Traditional recruitment methods place great emphasis on interviews with the candidate. The interview is, however, an exceptionally false situation. Everyone acts to some extent out of their normal character - including the interviewer. This is behavioural adaptability in action. Each person involved is modifying his or her base behaviour to suit an unusual set of circumstances. Only when those circumstances are removed, will he or she revert to a more normal behavioural pattern.

The general theory that has driven the development and effectiveness of PRISM is simple and intuitive: people who enjoy their jobs are more responsive to their work situations, perform better, and possess the drive and motivation to succeed. In PRISM measurement, there are no good or bad behaviours per se, but there can be certain behaviour preferences that are very important - positively or negatively - in specific jobs.

Name: Aamir Khan   **Job:** Call Center Executiv...   **Inventory Date:** 25/11/2015   **Report Date:** 02/12/2015

ANALYSIS
Cautious, Methodical, Precise, Thorough, Analytical, Shrewd

EXPRESSION
Inspiring, Creative, Imaginative, Persuasive, Optimistic, Lively
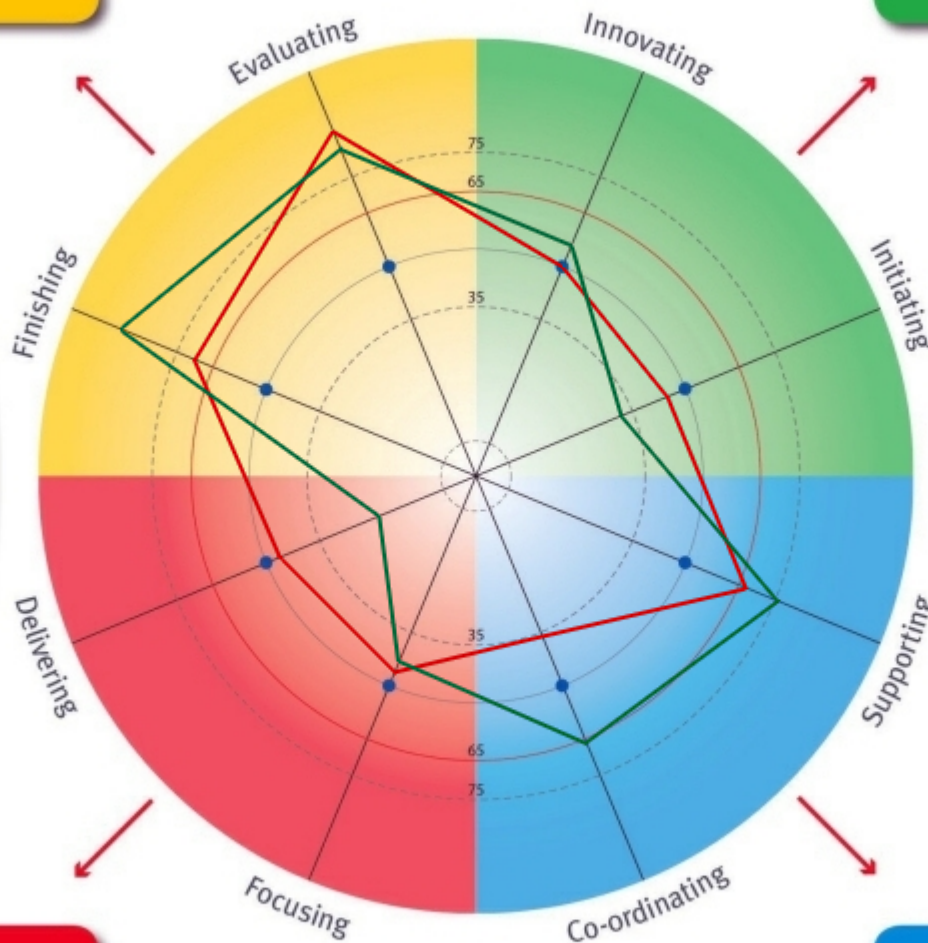
DECIDING

PRISM
BRAIN MAPPING

sandaexcellence

KEY

Adapted	
Underlying	
Consistent	
Benchmark	

REALISTIC

IDEALISTIC

	Adapted	Underlying	Consistent	Benchmark
Inn		50		56
Init		45		32
Sup		67		76
Co		36		66
Foc		46		43
Del		46		18
Fin		70		91
Eval		88		83

QUADRANT VALUES

Adapted	Underlying	Consistent	Benchmark	
	48		44	
	52		71	
	46		30	
	79		87	

INTROVERSION/EXTROVERSION
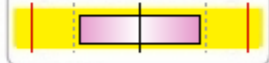
DRIVE
Forceful, Competitive, Hard-Driving, Decisive, Demanding, Challenging

PROCESSING

STABILITY
Supportive, Patient, Caring, Co-operative, Dependable, Kind

Chart labels: Evaluating, Innovating, Finishing, Initiating, Delivering, Supporting, Focusing, Co-ordinating

Scale values: 75, 65, 35, 35, 65, 75

SKEW: 6.4%   SD Score: 8

2

Dimension Key Points

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

The Candidate's *PRISM* Profile Narrative – Summary

Overview of Aamir's profile

The following text narrative is based on the responses that Aamir gave in the *PRISM* Inventory. According to those responses, he rated the following descriptors as most accurately describing his preferred behaviours and, therefore, the ones which he is most comfortable using:

"Aggressive, Ambitious, Candid, Caring, Collaborative, Confers with others, Consultative, Demanding, Determined, Dominant, Effervescent, Encourages others, Enthusiastic, Exact, Exuberant, Generous, Good natured, Helpful, Judges wisely, Lateral thinking, Methodical, Outgoing, Seeks agreement, Self-assured, Self-reliant, Systematic, Thorough, Unselfish, Visionary, Well-organised"

He also rated the following descriptors as least accurately describing his preferred behaviours and, therefore, the ones that he is least comfortable using and the ones which he prefers to avoid:

"Adventurous, All-inclusive, Asks for opinions, Assesses accurately, Authoritative, Confronts others, Consensual, Cultivates teamwork, Directing, Experimental, Forthright, Full of life, Gentle, Independent, Ingenious, Involves others, Kind hearted, Light hearted, Meticulous, Neat and tidy, Perfectionist, Playful, Promotes participation, Prudent, Quality-focused, Self-starting, Sparkling, Supportive, Takes the lead, Unorthodox"

Aamir is an extremely focused person who possesses a high degree of intelligence, capable of achieving almost anything. He is very analytical in nature and exacting in performance. His precise nature demands that he does everything in his power to achieve perfection. Having a strong desire for quality work, his standards are very high, and he fully expects everyone to accept and meet his level of performance. He gets frustrated with those who do not follow directions or do not do what they are supposed to do. He likes knowing precisely what rules and guidelines are to be followed at all times. Because he is very logical, he is motivated most by projects that allow him to make best use of his thinking skills. He is generally a very self-reliant person, who has structured ways of thinking, and often shows particular strengths when it comes to organising facts or working with precise detail or sophisticated systems. If he has a low blue score in his profile, then it would suggest that he is a quick-thinking individual who will often have useful input. However, his natural reticence means that he will not often offer an opinion unless asked directly for his thoughts.

Aamir's profile indicates that he does not demonstrate a strong preference for either extroversion or introversion and he will, therefore, shift easily from working with other people, or taking part in outgoing social situations, to the relative isolation of working alone. He will tend to find too much of either kind of environment or activity dissatisfying. He is more likely to display extroverted behaviour when in the company of people he knows well and feels comfortable with, and display introverted behaviour when in the company of strangers.

Aamir's profile indicates that he:

- Takes responsibilities seriously.
- Is competent, industrious and reliable.
- Can work well alone and with the minimum of supervision.

[Continued]

The Candidate's *PRISM* Profile Narrative – Summary [Continued]

- Performs quality work and always gives his best.
- Enjoys tasks that are mentally challenging.
- Prefers to concentrate on one thing at a time, but can multi-task if really necessary.
- Thinks logically and analytically.
- Is relatively slow moving because he is careful and cautious, but not fearful.
- Comfortable and effective at handling large quantities of complex data.
- Maintains high levels of concentration for long periods.

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

- Fussy
- Withdraws emotionally from the people
- Becomes uncommunicative
- Excessively rational
- Aggressive
- Uses sarcasm
- Conforms rigidly to rules
- Pessimistic
- Critical
- Inflexible

To enhance his overall performance, he should consider:

- Not being too critical or judgemental when others are telling him their problems.
- Trying to relax and loosening up a little.
- Being more tolerant when others make mistakes.
- Being careful not to talk over other people's heads. Trying to use a vocabulary that is appropriate to the situation.
- Learning to express his emotional side and sharing his feelings with people he trusts.
- Recognizing that imagination and creativity are important strengths.
- Trying to show more awareness of the feelings of the people around him.
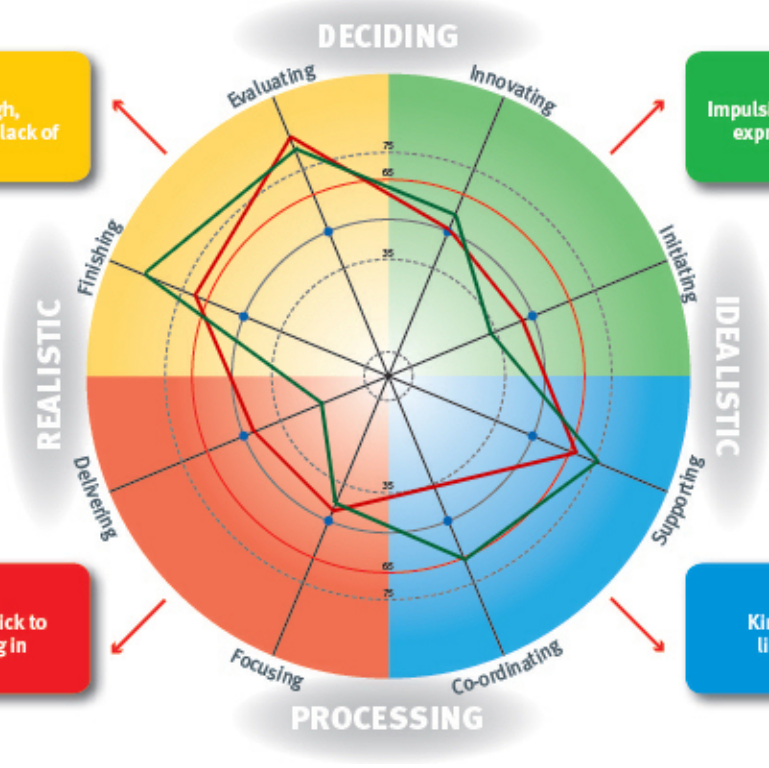- Reducing his expectations of himself and others.

Job/Role Benchmark vs. Actual Profile Comparison

ANALYSIS
Careful, accurate, self-contained, attentive to detail, thorough, follows rules closely and prefers to work alone, but dislikes lack of clarity, mistakes and untidiness.

PRISM BRAIN MAPPING

DRIVE
Competitive, forceful, outspoken, challenging, impatient, quick to anger, takes risks, pushy and decisive, but dislikes not being in charge and being told what to do.

EXPRESSION
Impulsive, talkative, imaginative, entertaining, excitable, fun-loving, expressive, optimistic and enthusiastic, but dislikes routine work, planning and having to follow rules.

STABILITY
Kind-hearted, caring, considerate, gentle, patient, co-operative, likes routine, reliable, supportive and unassertive, but dislikes conflict, change and making tough decisions.

Candidate:
Aamir Khan

Job or Role:
Call Center Executive Test 1

Inventory Date:
25/11/2015

Quadrant Values:
47
51
46
79

Importance	Behaviour dimension	Job/Benchmark vs Actual			Match	Comments – The candidate's preference for:
Occasionally useful	Innovating	56		50	Strong Match	The candidate's preference for creativity, imagination, abstract thinking, innovation, and the generation of new ideas appears to be a strong match with the agreed benchmark for this behavioural dimension.
Potentially counter-productive	Initiating	32		45	Strong Match	The candidate's preference for initiating contacts, networking, persuading others, selling ideas and juggling several tasks at the same time appears to be a strong match with the agreed benchmark for this behavioural dimension.
Very important	Supporting	76		67	Strong Match	The candidate's preference for putting people at ease, building team spirit, mediating conflict, being empathetic and caring for others appears to be a strong match with the agreed benchmark for this behavioural dimension.
Important	Coordinating	66		36	Moderate Match	The candidate's preference for working co-operatively, seeking consensus, enabling others to take part and consulting others appears to be a moderate match with the agreed benchmark for this behavioural dimension.
Unhelpful or Not relevant	Focusing	43		46	Strong Match	The candidate's preference for being forthright and outspoken, taking tough decisions and working in an aggressive environment appears to be a strong match with the agreed benchmark for this behavioural dimension.
Potentially counter-productive	Delivering	18		46	Likely Mismatch	The candidate's preference for taking charge, being assertive, meeting tight deadlines, working independently and being driven by a need to win appears to be a likely mismatch with the agreed benchmark for this behavioural dimension.
Critical for excellence	Finishing	91		70	Moderate Match	The candidate's preference for paying attention to details, delivering quality and accuracy, being good at follow through and following procedures appears to be a moderate match with the agreed benchmark for this behavioural dimension.
Critical for excellence	Evaluating	83		88	Strong Match	The candidate's preference for checking large amounts of complex data, analysing information, evaluating options and making dispassionate judgements appears to be a strong match with the agreed benchmark for this behavioural dimension.

Candidate: Aamir Khan   **Report Date:** 02/12/2015

Job/Role Benchmark vs. Actual Profile Comparison

Profile Comparison Chart

BEHAVIOUR PREFERENCES   **WORK APTITUDES**   **CORE TRAITS**

Categories (left to right): Innovating, Initiating, Supporting, Co-ordinating, Focusing, Delivering, Finishing, Evaluating, Practical and mechanical, Investigative and analytical, Creative and artistic, Social and empathetic, Competitive and entrepreneurial, Orderly and efficient, Logical and mathematical, Outgoing and expressive, Relationship management, Emotional stability, Decisiveness, Self-motivation, Conscientiousness, Flexibility

SD Score: 8   Skew: 6.4375%

→● Candidate (Aamir Khan)   →● Benchmark (Call Center Executive Test 1)

▼Cr = Critical Factor

5

Work Aptitude Overview

Practical and mechanical: Enjoys hands-on activities and prefers a work environment that not only fosters technical and mechanical competence, but also provides work that produces tangible results. Has an aptitude for working with tools and operating machines, and enjoys working outdoors and physical activity. Prefer to use tried and tested methods and to follow established patterns, but also likes physically challenging activities.

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude

50

Job Aptitude Benchmark

63
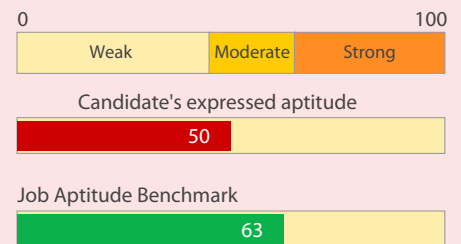
Investigative and analytical: Enjoys investigating things and solving complex problems. Enjoys working alone and would rather analyse data and formulate ideas than take part in tasks that involve leading, selling, or persuading others. Has an interest in the realities of the physical world, but prefer thinking over doing. Would prefer to avoid highly structured situations with externally imposed rules and sometimes feels uncomfortable in social situations.

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude

50

Job Aptitude Benchmark

94
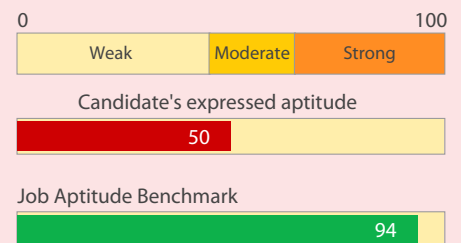
Creative and artistic: Enjoys creative work in the areas of music, writing, dance, performance and art, and prefers to be in environments which offer freedom from strict operating procedures and structured activities. Prefers to work alone and has a need for personal expression. Can be sensitive and emotional at times. Enjoys attention and praise for own artistic and creative achievements, but can be sensitive to criticism.

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude

81

Job Aptitude Benchmark

75
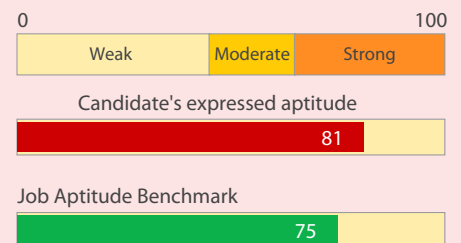
Social and empathetic: Enjoys dealing with people and dislikes impersonal tasks that revolve around working with data and material things. Prefers to form close interpersonal relationships with others, and likes teaching, helping and solving social problems. Is concerned about human welfare, and is motivated by work that helps to overcome interpersonal problems and mediate disputes. Has good social and inter-personal skills, but is less comfortable with mechanical and scientific activities.

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude

56

Job Aptitude Benchmark

88
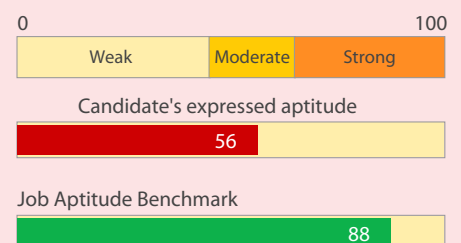
Work Aptitude Overview [Continued]

Competitive and entrepreneurial: Enjoys leading, influencing, persuading or motivating others and places high value on status, power, money, and material possessions. Is competitive and ambitious and thrives on taking risks and making decision. Takes a spontaneous approach to challenges and enjoys work activities that have to do with starting up and carrying out projects, especially business ventures. Prefers to avoid routine or systematic activities which require attention to detail and adherence to a set routine.

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude
88

Job Aptitude Benchmark
63
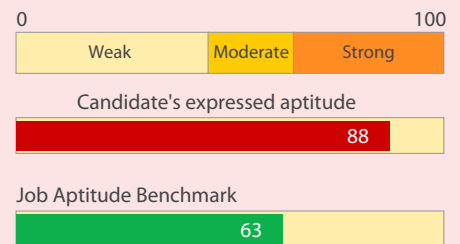
Orderly and efficient: Enjoys being methodical, logical, orderly and efficient and likes to follow clearly defined procedures that keep things running smoothly. Prefers structure and order to ambiguity. As a result, prefers to work with the paper and/or computer based aspects of a business such as accounting, record keeping, and data processing. Is most comfortable working in situations and on tasks in which personal responsibilities are clearly defined. As a result, likes things to go as planned and prefers not to have own routines changed or upset.

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude
69

Job Aptitude Benchmark
94
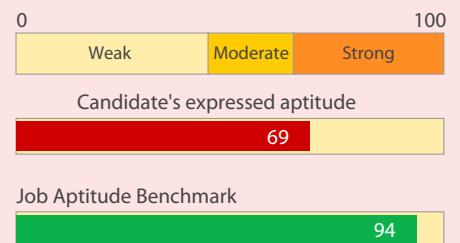
Mathematical and logical: Enjoys analysing and reasoning with numbers and can focus on large quantities of data for long periods without losing concentration. Has a high level of comfort with mathematical calculations and methods, and displays strong numerical ability and accuracy. Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude
56

Job Aptitude Benchmark
81
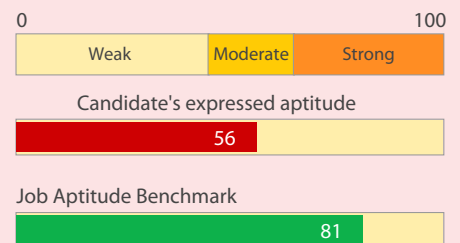
Outgoing and expressive: Enjoys interacting with people and openly expresses own feelings and opinions. Does not like working alone. Has a high self-esteem and a positive and enthusiastic approach to life, and establishes rapport quickly with strangers. Typically self-confident and talkative, tends to be naturally outgoing and persuasive. Often impulsive and easily bored, can be inattentive to details and may fail to follow tasks through to completion.

0		100
Weak	Moderate	Strong

Candidate's expressed aptitude
50

Job Aptitude Benchmark
50
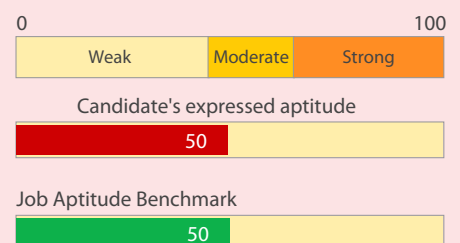
Work Environment - Performance Predictions

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

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

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

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

Enhanced   YES! ✓

Neutral   NEUTRAL ?

Inhibited   NO! ✗

Work Environment - Performance Predictions [Continued]

The Candidate's performance is likely to be affected, as shown below, by a work environment in which:

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

Key					
Enhanced	YES! ✓	Neutral	NEUTRAL?	Inhibited	NO! ✗

Work Environment – Performance Predictions [Continued]

The Candidate's performance is likely to be affected, as shown below, by a work environment in which:

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

Key					
Enhanced	YES! ✓	Neutral	NEUTRAL?	Inhibited	NO! ✗

PRISM Career Development Analysis

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

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

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

The green band is an ideal range for the Benchmark you selected.

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

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

PRISM Career Development Analysis [Continued]

Key: ▲ Candidate (Underlying) ████ Benchmark

People skills

Low Preference	**Teamworking**	High Preference
Formal and reserved, prefers to work alone without interruptions.	0 10 20 30 40 50 60 70 80 90 100	Prefers work that involves social interaction, likes supporting others and getting them involved.

Low Preference	**Recognition**	High Preference
Prefers to avoid being in the spotlight, is reserved and is uncomfortable making small talk with strangers.	0 10 20 30 40 50 60 70 80 90 100	Has a strong need to be noticed and to be popular, is friendly and communicative, does not like rejection or loss of support.

Low Preference	**Concern for others**	High Preference
Unaware of others' feelings, reluctant to get involved in people's problems and emotional issues.	0 10 20 30 40 50 60 70 80 90 100	Caring and understanding, shows empathy and is considerate, sympathetic and approachable.

Low Preference	**Consensus seeking**	High Preference
Makes decisions independently, seldom looks for advice or opinions.	0 10 20 30 40 50 60 70 80 90 100	Makes decisions by consensus and actively seeks the views and involvement of others.

Low Preference	**Social skills**	High Preference
Quiet and guarded, prefers small groups, rarely seeks people out and avoids the limelight.	0 10 20 30 40 50 60 70 80 90 100	Talkative, optimistic, expressive and lively, enjoys socialising and meeting new people.

Low Preference	**People focus**	High Preference
Less responsive to others, controls own emotions and feelings, values results more than harmony.	0 10 20 30 40 50 60 70 80 90 100	Responsive to others and relationship focused, unafraid to show or discuss feelings and emotions openly.

Low Preference	**Stability**	High Preference
Competitive and tough-minded, unafraid to take tough decisions and risk unpopularity in the interests of achieving results.	0 10 20 30 40 50 60 70 80 90 100	Has a strong need for harmony and to be accepted and of help and value to others. Prefers a predictable, secure environment.

Candidate: Aamir Khan   **Report Date:** 02/12/2015

PRISM Career Development Analysis [Continued]

Key: ▲ Candidate (Underlying)   ████ Benchmark

Drive for results

Initiative

Low Preference

Prefers to keep things as they are and undertakes new work only after consultation or when told to.

High Preference

Self-motivated. Capitalises on opportunities, initiates action, enjoys identifying and accepting challenges.

0 10 20 30 40 50 60 70 80 90 100

Energy level

Low Preference

Likes to work at a steady pace, dislikes being rushed or put under pressure.

High Preference

Very dynamic, works well under pressure, tends to be involved in several activities at the same time.

0 10 20 30 40 50 60 70 80 90 100

Ambition

Low Preference

Easy going, unassertive, non-competitive, focuses on achievable, undemanding targets.

High Preference

Enjoys being given tough goals, has high aspirations, is competitive and driven to succeed.

0 10 20 30 40 50 60 70 80 90 100

Control

Low Preference

Dislikes taking tough decisions or telling others what to do, is unassertive and happy to let others take the lead.

High Preference

Takes control of situations, dominant, decisive and forceful, enjoys being in charge of others and has a strong need for bottom line success.

0 10 20 30 40 50 60 70 80 90 100

Adaptability

Low Preference

Likes order and predictability, prefers to adapt what is tried and tested rather experiment with something new.

High Preference

Prefers variety and novelty, adapts quickly to change, adjusts to new circumstances, dislikes routine and constraints, easily bored.

0 10 20 30 40 50 60 70 80 90 100

Risk taking

Low Preference

Slower paced, prefers to check facts, ask questions, complies with rules and avoids risks or making errors.

High Preference

Fast paced and impatient, has a strong need to achieve quick results. Willing to take risks and break the rules to achieve success.

0 10 20 30 40 50 60 70 80 90 100

Task focus

Low Preference

Relationship focused and enjoys working with people and creating an open, harmonious working environment.

High Preference

Is self-sufficient and prefers to deal with tasks and results rather than people issues. Uncomfortable talking about feelings and emotions.

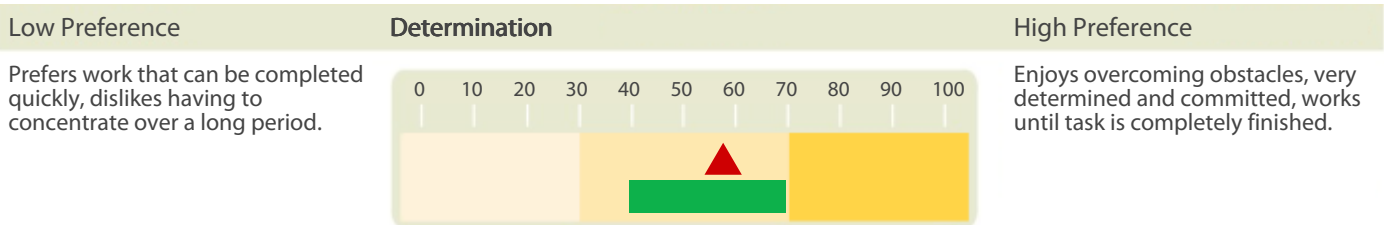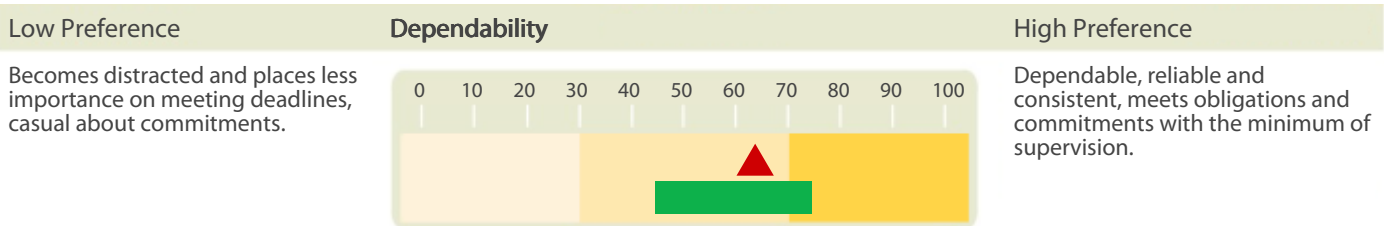0 10 20 30 40 50 60 70 80 90 100

PRISM Career Development Analysis [Continued]

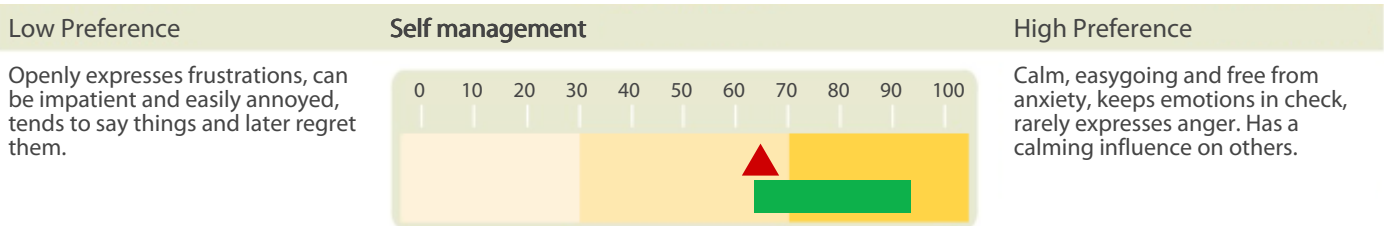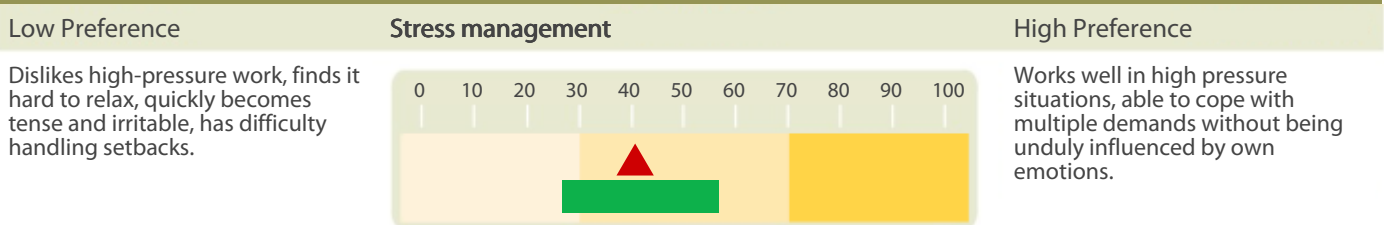**Key:** ▲ Candidate (Underlying) ▬ Benchmark

Conscientiousness

Low Preference	Attention to detail	High Preference
Focuses on the big picture, not preoccupied with detail, easily distracted and poor at follow through.	0 10 20 30 40 50 60 70 80 90 100 ▲	Thorough, methodical, enjoys detailed work which requires high attention to small details. Follows through on commitments.

Low Preference	Compliance	High Preference
Not constrained by rules, prefers general guidelines to specific regulations. Likes personal freedom.	0 10 20 30 40 50 60 70 80 90 100 ▲	Follows rules and regulations closely even when inconvenient, likes clear guidelines and responsibilities. Places high value on being precise and right.

Low Preference	Dependability	High Preference
Becomes distracted and places less importance on meeting deadlines, casual about commitments.	0 10 20 30 40 50 60 70 80 90 100 ▲	Dependable, reliable and consistent, meets obligations and commitments with the minimum of supervision.

Low Preference	Determination	High Preference
Prefers work that can be completed quickly, dislikes having to concentrate over a long period.	0 10 20 30 40 50 60 70 80 90 100 ▲	Enjoys overcoming obstacles, very determined and committed, works until task is completely finished.

Resilience

Low Preference	Stress management	High Preference
Dislikes high-pressure work, finds it hard to relax, quickly becomes tense and irritable, has difficulty handling setbacks.	0 10 20 30 40 50 60 70 80 90 100 ▲	Works well in high pressure situations, able to cope with multiple demands without being unduly influenced by own emotions.

Low Preference	Self management	High Preference
Openly expresses frustrations, can be impatient and easily annoyed, tends to say things and later regret them.	0 10 20 30 40 50 60 70 80 90 100 ▲	Calm, easygoing and free from anxiety, keeps emotions in check, rarely expresses anger. Has a calming influence on others.

PRISM Career Development Analysis [Continued]

Key: ▲ Candidate (Underlying)　　████　Benchmark

Thinking skills

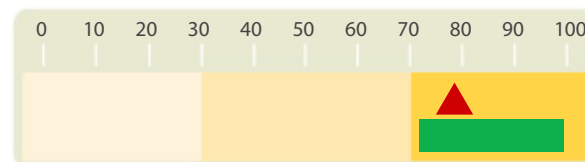| Low Preference	Abstract thinking	High Preference
Prefers using and building upon tried and tested methods, avoids unconventional or abstract ideas.	0 10 20 30 40 50 60 70 80 90 100	Creative, imaginative and original, likes solving problems by thinking laterally, dislikes rules.
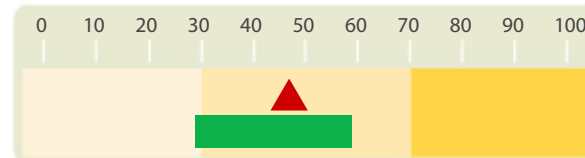
Low Preference	Analytical thinking	High Preference
Impulsive, makes quick decisions, relies on personal instinct rather than logic to guide choices.	0 10 20 30 40 50 60 70 80 90 100	Analytical, cautious and astute, takes a logical approach to problem solving by using all available data.

Ideal social environment

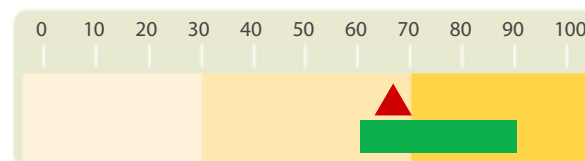| Low Preference	Need for social interaction	High Preference
Needs an environment that has little need for social interaction with people, other than close friends, and which provides both time and private space to reflect on important issues.	0 10 20 30 40 50 60 70 80 90 100	Needs an environment that provides considerable opportunity for face-to-face interaction with others to create positive relationships and to gain social acceptance.
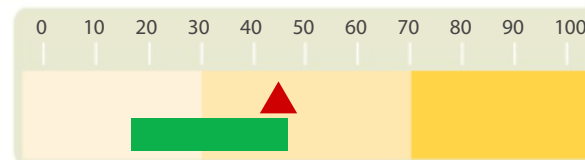
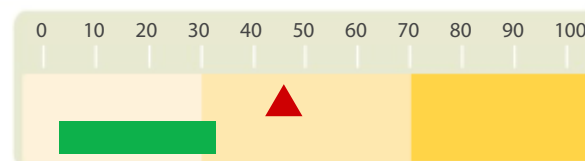| Low Preference	Need for stability	High Preference
Needs an environment that values commitment and efficiency more than harmony, and in which personal achievement and status can be recognised and rewarded.	0 10 20 30 40 50 60 70 80 90 100	Needs an environment that is predictable, steady-paced and harmonious, and which provides opportunities to be of assistance to others and to be appreciated for providing such help.

Ideal working environment

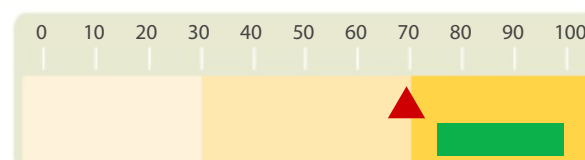| Low Preference	Need to achieve	High Preference
Needs a work environment that is strongly focused on achieving effective relationships and in which tough decision making and meeting tight deadlines are relatively unimportant.	0 10 20 30 40 50 60 70 80 90 100	Needs a work environment in which being self-motivated, taking responsibility and achieving demanding targets are important, and in which there are opportunities for decision making.

Low Preference	Need to be right	High Preference
Needs a work environment that is flexible, spontaneous and unstructured and in which attention to small details or rules are relatively unimportant.	0 10 20 30 40 50 60 70 80 90 100	Needs a work environment in which achieving high standards of accuracy and conforming to strict rules are important and in which there is little need for social interaction with others.