

ON-BOARDING REPORT

Criterion insights questionnaire



Olivia Hansen

LOGO

Completion date: 19/07/2016

This report could be used by:

Olivia's line manager and perhaps other colleagues.

This report describes:

Key findings from Olivia's personality profile that will help to motivate and engage Olivia as she takes up her new role. The report covers:



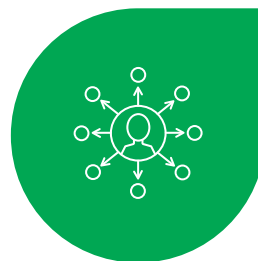
INTERACTION



STIMULATION



REWARD



ENVIRONMENT

UNDERSTANDING THIS REPORT

Introduction

This report has been automatically generated by Coast and describes the results of Olivia's responses to the Criterion Insights Questionnaire that she completed on 19/07/2016. This questionnaire measures the preferred styles, emotional tendencies, values and motivations of people at work. The results describe the way in which Olivia is likely to respond to people, tasks, demands, rewards and culture in a working environment.

Olivia's personality results were calculated by comparing her responses with the default Criterion Insights Questionnaire v321 composite occupational comparison group 2016; a large, diverse group of respondents who completed the questionnaire for UK based organisations between 2009-2016.

Important points

When reading this report, please remember the following points:

- **Personality is not fixed** - it may vary over time, change through training/development, or simply vary depending on the situation.
- **There are no rights or wrongs.** The scores do not measure ability, skills, capability or competence. They are merely indications of preferences or typical styles of behaviour.
- **The questionnaire is very reliable** but is not infallible.
- **The profile is intended to clarify the respondent's self-perceptions** – it does not provide an objective measure.
- **For further interpretation of the respondent's profile**, you should seek the advice of a trained Coast user.
- These results must be **kept within the boundaries** of confidentiality agreed with Olivia.
- **The results** must not be used for any purpose other than that agreed with Olivia.
- **These results must be kept securely** and not retained beyond the period agreed with Olivia.

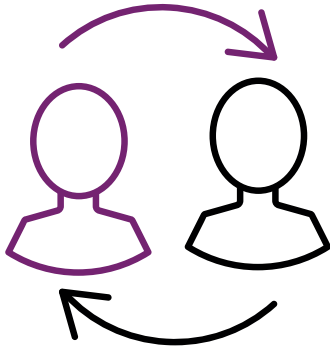
Further information about Olivia

Further reports can be downloaded from Coast for Olivia, which provide additional information about her personality:

- **Interview guidance report** – Suggested interview questions based on Olivia's profile.
- **Coast Universal Personality Report** – Narrative description of Olivia's personality.
- **Respondent job-matching scores report** – Describes degree-of-fit between Olivia and the requirements of a given job role.
- **Ability test results** – If Olivia was asked to complete an ability test, this report can be used alongside information from the Criterion Insights Questionnaire to provide an integrated picture.

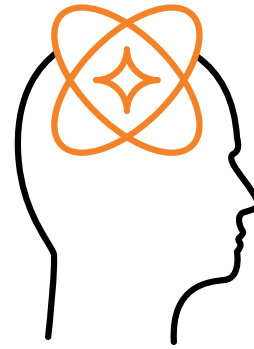
ON-BOARDING

Over the last 25 years, our work as Business Psychologists has shown us that four factors are key to motivation and engagement when a new person takes up a position.



Interaction

Our interpersonal style shapes how we enjoy working with others.



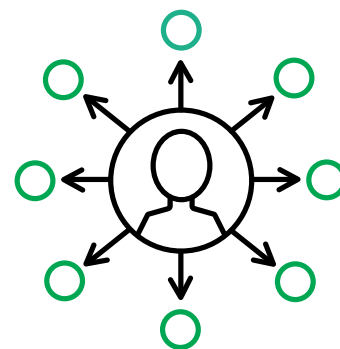
Stimulation

We embrace tasks which allow us to work in ways we find stimulating.



Reward

Our motivational priorities determine the kinds of work that we find most fulfilling.

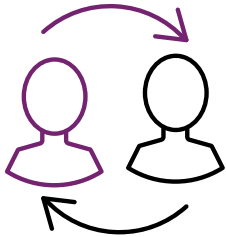


Environment

We thrive in a cultural environment which nurtures our key values.

GETTING THE BEST FROM OLIVIA

On-boarding can be enhanced by understanding Olivia's key motivational drivers. This page summarises the most important things to consider.



Interaction

Olivia especially enjoys working with people when she can be...



Influential:
Olivia is ready to persuade others to change their position.



Competitive:
Olivia likes to win and feels energised working in a competitive environment.



Stimulation

Olivia readily embraces tasks which allow her to be...



Decisive:
Olivia likes to think quickly and can make decisions under pressure.



Optimistic:
Olivia remains positive even when the going gets tough.



Reward

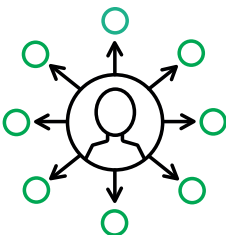
Olivia feels rewarded and fulfilled by...



Achievement:
Olivia is motivated to complete tasks which have successful outcomes.



Status:
Olivia values the prestige and status associated with high levels of responsibility.



Environment

Olivia feels energised in a cultural environment which nurtures...



Humour:
Olivia likes to have fun at work. She enjoys having a joke with her colleagues.



Order:
Olivia feels at home in a culture with clearly defined rules and procedures.

ON-BOARDING INSIGHTS



Interaction

Assertive



Compared to others, Olivia is more assertive in her approach. Her responses suggest that she is inclined to make her presence felt in a group, and enjoys being a fairly dominant force in many situations. Olivia is likely to create an impact in her communication style and take the lead, ensuring that her views and opinions are heard. She might need help in recognising those situations where it is appropriate to take a slightly less dominant approach and allow others to have their say, or take the lead.

On-boarding advice:

- Invite Olivia to participate when a strong presence is needed for impact.
- Encourage Olivia to decide when a supportive approach is needed.

Talkative



Olivia describes herself as somebody who has a preference for being expressive of her own views and sees herself as more of a talker than a listener. She could come across as less patient than others when it comes to listening and she may find that her own thoughts get in the way. She may tend to share her opinions more readily than she takes on the views of others. Olivia may benefit from some support in identifying occasions when it is more appropriate to take time out first to listen to the views of others.

On-boarding advice:

- Encourage Olivia to balance talking with listening
- Don't be surprised if Olivia is enthusiastic about expressing her views.

Gregarious



Olivia describes herself as slightly happier working with other people than working alone. She likes to be reasonably sociable and gets some pleasure from meeting new people. Olivia should be fairly comfortable in getting to know new people and establishing a network of contacts and support at work. She may enjoy working as part of a team and will tend to be motivated in tasks and projects that require collaboration.

On-boarding advice:

- Make the most of Olivia's enthusiasm for working with others.
- Avoid asking Olivia to work for long periods in isolation.

Influential



She is very comfortable with the challenges of persuading others to a particular point of view. Her responses indicate that Olivia will put a great deal of energy into changing people's opinions. Providing opportunities for her to persuade and influence others will help her make the most of this strength. She may also need guidance to identify situations in which it is appropriate to back down, rather than pressing home her point.

On-boarding advice:

- Encourage Olivia to be persuasive in situations where stakeholder viewpoints need to change.
- Invite Olivia to judge carefully when to influence others and when to accept their differing opinions.

Competitive



Olivia indicates that she strongly values, and enjoys, competition. She is very likely to compare her performance with others, and will be highly motivated by the opportunity to work in a competitive environment where she can compete to win. Having the chance to do this in her role will appeal greatly to Olivia. Emphasis on any competitive aspects of the role are therefore likely to motivate Olivia.

On-boarding advice:

- Olivia's drive to be the best is an important motivational force which can be nurtured and channelled.
- Encourage Olivia to work collaboratively towards shared aims when this is essential for collective success.

ON-BOARDING INSIGHTS



Stimulation

Rational



Olivia shows a preference for rational analysis and avoids making decisions on the basis of intuition. She may take a more evidence based approach to her work, relying on data and logic to solve problems. She is likely to feel comfortable working on tasks where there is a good deal of information upon which to base a decision and she can adopt a more scientific approach. She may sometimes find it more of a challenge to draw conclusions in situations where little data or evidence is available and she needs to rely on past experience or intuition.

On-boarding advice:

- Invite Olivia to use her scientific logical style as a sound basis for creating solutions.
- Support Olivia in making more intuitive judgements when decisions are needed in the absence of facts or evidence.

Decisive



Compared to other people, Olivia has a strong preference for taking quick decisions rather than leaving issues open for consideration. Her highly decisive thinking style means she is likely to reach a conclusion more quickly than other people. She should find it easy to think quickly and make decisions under time pressure. She will respond very positively to situations where a quick decision is desirable, but should ensure that she takes enough time to think things through where this is required.

On-boarding advice:

- Olivia responds well to time pressure so be confident about placing her in situations where quick decisions are needed.
- Make sure that Olivia's decisive style is supported with appropriate checks and balances.

Methodical



Olivia has a preference for using tried and tested methods, rather than creating new solutions. Her methodical tendency indicates that she is more comfortable working within clear guidelines and is less enthusiastic about providing creative solutions. Olivia is likely to welcome being given clear guidance about aspects of her role, and will prefer environments where she is required to follow a conventional approach. She may be less comfortable when asked to innovate.

On-boarding advice:

- Provide Olivia with clear guidance on existing processes when this is possible.
- Invite Olivia to draw on her own creativity and the creativity of others when more innovative solutions are needed.

Practical



Compared to others, Olivia has a very strong preference for dealing with practical issues rather than strategic thinking. She will be more comfortable getting on with concrete day-to-day activities rather than focussing on the wider implications of actions. She is very likely to prefer tasks that require planning and thinking through the concrete practicalities of how something can be achieved and she will naturally be drawn to what is important from a practical perspective right now, rather than considering future strategy. Providing opportunities for Olivia to collaborate with others who prefer to focus on the longer-term strategic implications of things will help her to understand the bigger picture.

On-boarding advice:

- Allow Olivia to deal with her work in ways that are practical, specific and concrete.
- Encourage Olivia to discuss wider implications and longer-term considerations when a more strategic approach is required.

Optimistic



Olivia describes herself as having a strong tendency to accentuate the positive in situations. She is likely to adopt an optimistic outlook and will expect things to turn out for the best. She is very likely to remain upbeat, even in situations where things are challenging. She may be in a good position to help others in maintaining a positive attitude towards meeting those challenges. She may also need to make sure that she takes on board constructive feedback so that she can maintain a realistic view where things have not gone quite as well as expected.

On-boarding advice:

- Allow Olivia's positive attitude to inspire and engage her colleagues.
- Invite Olivia to participate in tasks where setbacks must be overcome with confident optimism.

ON-BOARDING INSIGHTS



Reward

Achievement



Olivia is motivated by the successful completion of tasks and activities in her role. She sees herself as being very results-focussed and will frequently look for some challenge to take on in her work. She is likely to be motivated by being kept busy on tasks which have a concrete outcome and which can give her a sense of personal achievement.

On-boarding advice:

- Take time to recognise the successful outcomes which Olivia achieves.
- Involve Olivia in tasks which require a strong drive for results.

Boundaries



Olivia is less likely than many others to need opportunities to form lots of social connections at work in order to keep motivated. Placing an emphasis on other aspects of the role will tend to be more engaging for Olivia. She may sometimes need encouragement to take part in more social aspects of the role with the team.

On-boarding advice:

- Understand that Olivia may not want to form close friendships with all of her work colleagues.
- Respect Olivia's choices if she prefers to keep her working relationships within professional boundaries.

Focus



Olivia finds settling down to focus on a single job slightly more satisfying than facing many different tasks at once. She describes herself as feeling a little more drawn to the opportunity to focus on specific tasks, rather than having to juggle lots of priorities. She may find it more motivating where she can have some consistency about what she is required to do, and does not need to have constant variety to keep interested in her work.

On-boarding advice:

- Allow Olivia to schedule her tasks and projects so that she can focus on top priorities and avoid pursuing too many different aims simultaneously.
- Provide Olivia with appropriate support if the nature of her work is frequently changing.

Self-belief



Olivia describes herself as someone who has fairly strong self-esteem. Her responses suggest that she does not often experience self-doubt and generally feels fairly positively about herself and her abilities. Olivia's self-confidence suggests she may be prepared to throw herself into somewhat challenging situations and may require little support. She may need to make sure that she takes on board constructive feedback that she receives so that she is able to work on any areas for development in the role.

On-boarding advice:

- Reinforce Olivia's self-esteem by allowing her to take on challenges and grow in her role.
- Find ways of using Olivia's inner confidence to motivate and inspire her colleagues.

Status

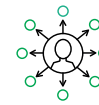


Olivia's responses suggest that she has a strong value for the prestige that comes with holding a senior position at work. Achieving a high position of status is a key source of satisfaction for her. She is likely to be motivated by any kudos or cachet that may be associated with a particular role within her organisation.

On-boarding advice:

- Look for ways to acclaim the kudos and prestige associated with Olivia's work.
- Remember that responsibilities with status and cachet may be motivating for Olivia.

ON-BOARDING INSIGHTS



Environment

Order



She has expressed a fairly strong value for a work environment which provides order through clearly defined rules and structure. She is happy working on tasks where there are clear boundaries, controls and rules for how work should be done. She is likely to respond well to being given clear guidelines and will ensure that these are taken on board and followed. Olivia may tend to be slightly less motivated by any parts of the role that require her to work without clear guidance or where procedures to follow are not obvious. She may benefit from working with others who are more comfortable in situations like this.

On-boarding advice:

- **Have confidence in Olivia's readiness to work within existing structures and guidelines.**
- **When the work environment seems chaotic, support Olivia by providing a sense of guidance and structure.**

Resilience



Olivia describes her temperament as being neither sensitive nor resilient. She may sometimes feel hurt by criticism but no more than most people. The extent to which she feels emotionally affected by conflict, criticism or setbacks may vary a great deal depending on the situation. Like many others, on occasion she will be able to receive feedback about her performance without getting upset, although there may be other times when her feelings are more easily upset.

On-boarding advice:

- **Feel confident about allowing Olivia to participate in projects which are emotionally challenging.**
- **Offer Olivia clear and honest feedback to optimise her performance.**

Pressure



Olivia describes herself as someone who responds fairly positively to pressure at work. She has a slight preference for working in a busy environment than a calm and peaceful one. She feels that she can sometimes perform better when under some pressure and she may be motivated on occasions by taking on tasks which put her under pressure.

On-boarding advice:

- **Reinforce Olivia's readiness to turn pressure into positive motivational energy.**
- **Recognise that Olivia is comfortable dealing with situations which some people would find stressful.**

Humour



Olivia prefers to work in a light-hearted and cheerful environment. She favours working with others who like to have a laugh at work and can generally see humour even in difficult situations. Olivia values a business culture that encourages fun and feels that work should include opportunities to have a laugh and a joke now and then. She will gain some satisfaction from being able to work sometimes in a more lighted-hearted atmosphere. She may need to remain aware of when a more serious approach is required.

On-boarding advice:

- **Let Olivia's colleagues know that she has a sense of fun.**
- **Invite Olivia to participate in situations which benefit from humour and joviality.**

Stability



She has a slight preference for the familiar rather than the new and for working in an organisation with a culture of stability which does not frequently change. Where she is faced with changes in her role, she may welcome a little support in taking on board these changes and in adapting to what is new.

On-boarding advice:

- **Invite Olivia to join projects which require a respect for established values and structures.**
- **In periods of change and transformation, motivate Olivia by discussing the implications and benefits with her.**