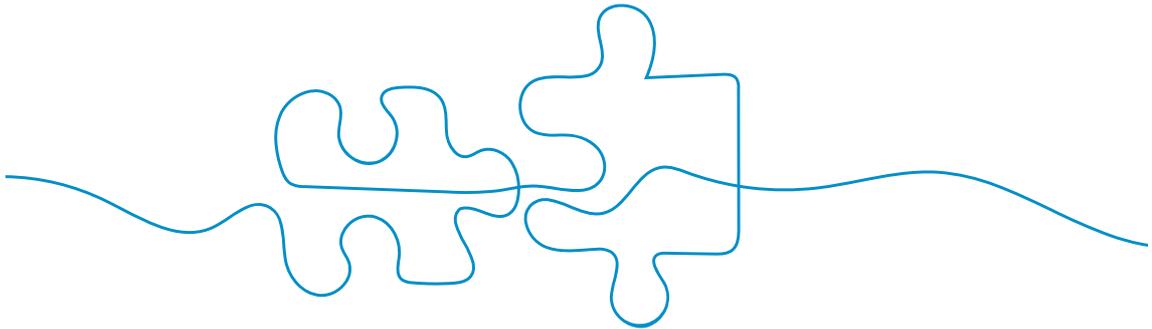


**Sam Sample**

# Individual Develop Report

**Winsborough Training**



**22/11/2023**

# About this report

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This report is designed to distill the results about your day-to-day style, at risk behaviours, and your motives and drivers into key insights. You can use it by yourself or alongside other coaching or development processes.

Your results are presented in four areas that contribute to a person's behaviour at work. It is more important to focus on key themes as you read through your report, rather than single details. There are a series of developmental tips and prompts to help you kick start your development.



This report contains the key insights from the personality [assessments you completed](#). Personality measures provide valuable information about how people typically behave and what is important to them in their lives.

***We know there is far more to you and your life than what can be derived from a short online survey.***

This report is not intended to be the sole and definitive source of information about you. This report is confidential and is not intended for wide distribution. It should be stored securely and only shared with relevant others.

Remember, there is no such thing as the 'perfect person'. We all have strengths and areas in which to develop. The report will highlight these equally to help you identify where you might want leverage your strengths or focus your development.

At work our strengths and developmental areas are relative to the level of the role we are in and other contextual factors such as the culture and operating environment of the organisation.

## Day to Day

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The descriptions in this section indicate your personality characteristics when you are at your best. Results on the left or right are not seen as 'good' or 'bad' - there are usually advantages and challenges associated with both ends of any dimension.

Assessment results are never an exact science and a person's personality is complex. These results should not be interpreted in absolute terms, but instead viewed as an indication of how a person's personality could affect their behaviours in the workplace. Alongside these dimensions there will be other characteristics and circumstances that can also affect a person's behaviour and performance in work-related contexts.

## Extremes

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Everyone has days when they're not at their best. Stress, boredom, and other pressures can lead us to act in ways that do not reflect our best in relationships and work. Remember, this is not about you show up every day, but rather the potential downside behaviours that may show up from time to time.

## Core Needs & Drivers

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Values and needs are a deep wellspring of energy that can motivate action and sustain commitments. A person's values influence their decisions, preferences for work tasks, and the culture in which they feel most comfortable.

## Cognitive Agility

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Matrigma measures abstract reasoning or how people approach problem solving and complex information, through an individual's ability to find patterns and underlying logic from a series of visual diagrams.

## Emotional Experience

Emotions affect all aspects of our behaviour and especially how we react when dealing with setbacks or stressful situations.

### Day to Day

#### REFLECTIVE

More sensitive and reflective  
More emotionally responsive  
More affected by external circumstances



#### EVEN

More stable and confident  
More emotionally resilient  
Less affected by external circumstances

- Calm and unruffled by pressure and stress.
- Manages emotions well and confident in their abilities.
- Consistent and even-tempered in relationships.

### Question for reflection

How do you convey your awareness and understanding to someone when they are upset or in distress?

What cues do you look for in a situation to know if it is appropriate to show composure and instill calm, or if it is better to show sensitivity and an understanding of the situation's urgency and importance?

### Extremes

#### INTENSE

Easily bruised  
Stress prone  
Tense and emotional



#### UNEMOTIONAL

Nonchalant about risk  
Unaware of other's stress  
Unreactive

- Unlikely to be either too intense or too emotional.
- Focus on their emotional experience and expression result in the previous section to understand how they will react to issues normally.

### Development Tip

For the most part you will manage your emotions appropriately, even under additional pressure. Reflect on how you usually express and regulate your emotions and respond to setbacks, especially when projects don't go as planned.

## Extraversion

The need for social contact and desire to be the focus of other people's attention. Reveals the degree of energy a person brings and their comfort in social settings.

### QUIET

More introverted and reserved  
Low key and independent of others  
Less need for attention



### ENTHUSIASTIC

More extroverted and enthusiastic  
Socially dominant and energetic  
Greater need for attention

- Restrained, somewhat serious.
- Independent and focussed on their own thoughts.
- Comfortable working alone and being immersed in their tasks.

### Question for reflection

How do you typically approach collaboration and establishing new connections?

Think about situations when you could be more proactive in reaching out to, or involving others. Consider specific ways you could develop a deeper connection by, for example, more readily sharing your thoughts, feeling, and values.

### Extremes

#### WITHDRAWN

Shy and aloof  
Cool and guarded  
Reluctant to engage



#### UNRESTRAINED

Domineering  
Socially dependent  
Superficial

- Unlikely to be either too withdrawn or too unrestrained when not at their best.

### Development Tip

You are not typically at risk of veering toward either of these extremes under pressure. It is still useful to reflect on how you usually balance the feelings of others with business requirements and respond to attention from colleagues.

## Agreeableness

The expression of affection and warmth towards others. Wanting to help and cooperate, doing well by others and getting along.

### INDEPENDENT

More independent  
Objective and restrained towards others  
Individualistic



### CARING

More trusting  
Warm and caring towards others  
Supportive

- Direct and down-to-earth.
- May compete with colleagues, but responsive to authority.
- Skeptical of others and tough-minded in relationships.

### Question for reflection

Think about how you formulate and share your message especially when conveying views that could be perceived as negative or critical of others.

How do you ensure your tendency to be analytical and matter of fact, does not seem harsh and confrontational to others?

### Extremes

#### INSENSITIVE

Skeptical  
Blunt and inconsiderate  
Uncaring



#### OVERSENSITIVE

Naive  
Unassertive  
Easily taken advantage of

- Not always listening to other people's opinions.
- Can be direct to the point of being blunt.
- Can miss social cues and others' feelings or emotions

### Development Tip

Under stress you can seem self-focused and show less concern for the opinions, needs, and well-being of others. Look for opportunities to involve others in the process and work on ways to be more responsive to colleagues feelings and opinions.

# Conscientiousness

A person's preferred way of working - systematic, methodical and goal-oriented, or spontaneous, flexible and unstructured. It also represents the underlying drive to achieve something.

## FLEXIBLE

More flexible and changeable  
Intuitive and spontaneous  
Relaxed and carefree



## PLANNED

More focused and organised  
Goal oriented  
Systematic and structured

- Focused and hard-working with high standards.
- Thorough, careful and prepared.
- Applies the rules pedantically.

## Question for reflection

How do you deal with sudden shifts or changes in priorities or tasks?

How do you know when your work is completed to a high enough standard and its time to move on?

## Extremes

### IMPULSIVE

Easily bored  
Disorganised  
Hasty and unfocussed



### RIGID

Perfectionistic and controlling  
Stubborn and picky  
Rule bound and inflexible

- Unlikely to be either too impulsive or too rigid when not at their best.

## Development Tip

Your result indicates you are unlikely to tip into either of these two extremes. How do you balance the quality and speed of your work? How do you handle it when you or others make mistakes?

## Openness

Intellectual curiosity, novelty and an awareness of one's internal feelings, thoughts, and ideas.

### LOGICAL

Comfortable with established processes and routines  
Focused on the here and now  
Seek practical, concrete meaning in their work



### CURIOUS

More explorative and conceptual  
Greater need for new experiences and change  
Abstract and philosophical

- Operates well with existing approaches and a near-term focus.
- Keeps attention on tangible tasks without becoming distracted.
- Logical, linear and operational.

### Question for reflection

How do you typically approach a problem you have never seen before?

What strategies do you use to make sure you spend time thinking about new solutions rather than being overly immersed in the 'here and now' and favouring tried and true solutions?

### Extremes

#### CONFORMIST

Pragmatic  
Concrete and grounded in reality  
Too critical of new ideas



#### ECCENTRIC

Idealistic and impractical  
Hard to follow logic  
Distracted by the new and different

- Indifferent to input and inclined to persist even when things aren't working.
- May prefer to stay within their comfort zone.
- Can close off discussions and be perceived as unyielding and rigid.

### Development Tip

Under pressure you are likely to respond to pressure by following norms and convention and avoiding change regardless of the risk. Look for opportunities to challenge your assumptions, systematically re-evaluate old work methods, and solve problems in new ways.

# Core Needs & Drivers

Values and needs are a deep wellspring of energy that can motivate action and sustain commitments. A person's values influence their decisions, preferences for work tasks, and the culture in which they feel most comfortable.

## Need for Change

High scorers are motivated by autonomy, excitement, change, and novelty. They prefer uncertainty, risk, and ambiguity. Low scorers, are more motivated by stability, structure, routine, and tradition. They will be most comfortable in positions with a clear hierarchy.

### Core Needs & Drivers

#### CONSERVATIVE

Comfortable with established processes and routines  
Focussed on the here and now  
Seek practical, concrete meaning in their work



More explorative and conceptual  
Greater need for new experiences and change  
Abstract and philosophical

- Prefers a stable environment with clear rules, few risks, and well-defined procedures.
- Enjoys making sure things run smoothly, stay on track, and are reliable.
- Preserves tradition.

#### INNOVATIVE

## Need for Social Influence

High scorers are motivated by gaining social prestige, recognition from others, and leading. They value being in positions of power, being respected, and having others look up to them. Low scorers value consensus and equitable relationships, and have no need for control or power. They tend to be motivated by cooperation and consensus.

### Core Needs & Drivers

#### MODEST

Value consensus and equitable relationships  
No need for control or power  
Motivated by cooperation and consensus



Value being in positions of power  
Need recognition and acknowledgement  
Motivated by leading and change

- Seeks recognition and approval, especially from peers and bosses.
- Prefers environments that enable getting ahead and reward initiative.
- Will dislike places that fail to notice their achievements.

#### SOCIAL INFLUENCE

# Need for Pleasure

High scorers are motivated by pleasure and enjoyment. They value activities in which they can mix business and pleasure and prefer an environment that is stimulating, fun, and entertaining. Low scorers value formality, being prudent, and may not need or want work social events. They are less motivated to pursue pleasure or self-indulgence as an end, preferring more serious activities and values.

## Core Needs & Drivers

<b>FORMAL</b> Strong work focus Serious and business-like Clear boundary between work and home		<b>INFORMAL</b> Enjoys fun and celebration Wants to enjoy themselves Motivated by business and pleasure
<ul style="list-style-type: none"><li>• Neither strongly prefers Industrious nor Joyful values.</li><li>• Is comfortable in most workplaces.</li><li>• Will enjoy some fun at work, but not as a key feature.</li></ul>		

# Need for Achievement

High scorers are deeply interested in and motivated by gaining mastery and becoming experts. Low scorers are satisfied and content with themselves, motivated by other interests. High scorers value seeing progress and winning, enjoy order, and are comfortable working in well-defined ways to grow their capability. Low scorers value the direction of capable leaders, preferring egalitarian environments.

## Core Needs & Drivers

<b>RELAXED</b> Not motivated by winning Prefer the contributor role Motivated by loyalty over advancement		<b>DRIVEN</b> Enjoys fun and celebration Wants to enjoy themselves Motivated by business and pleasure
<ul style="list-style-type: none"><li>• Wants to work in places that are action oriented, ambitious, and oriented to winning.</li><li>• Appreciate receiving promotions through skill and ability.</li><li>• Enjoys environments in which they can develop their capability and expertise.</li></ul>		

## Need for Curiosity

High scorers are self-directed and stimulated by new places, people, and ideas. They value exploring, finding things out, and using their imaginations. They will want to be in positions that enable learning and the chance to experiment and try new things. Low scorers have little need for novelty and will be more satisfied in roles that afford them stability. They are likely to prefer continuity, predictability, and security.

### Core Needs & Drivers

#### PRAGMATIC

Low need for novelty  
Less inclined to experiment  
Prefer predictability



#### CURIOUS

Stimulated by new  
Value exploring and  
experimenting  
Like to use their imagination

- Enjoys environments that get on with things in a practical, ordered way.
- Appreciates sticking with what they know and understand.
- Prefers stable businesses that operate safely and securely.

## Need for Connection

High scorers are motivated by their need to connect with and care for others. They value being in roles that require social contact and working in teams. Low scorers have less need to connect and prefer to focus on their responsibilities and work. They enjoy the chance to work alone or in small groups.

### Core Needs & Drivers

#### INDEPENDENT

Less need to connect  
Prefer to focus on  
responsibilities  
Comfortable working alone



#### COLLABORATIVE

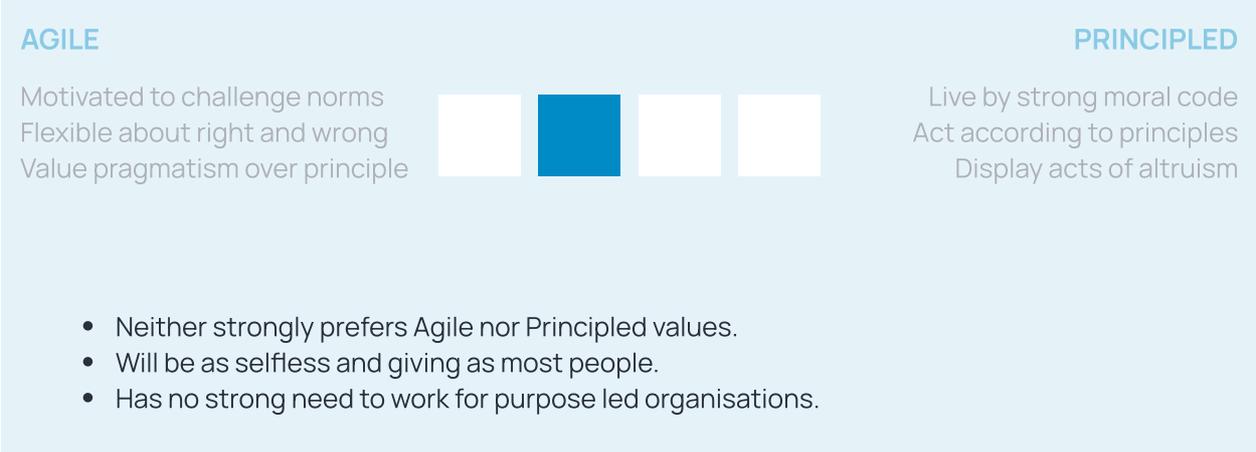
Motivated by need to connect  
Value roles with social contact  
Enjoy working in teams

- Prefers workplaces that emphasise frequent social interaction and discussion.
- Comfortable working closely with others and with the need to collaborate.
- Will dislike working alone for long periods.

# Need for Integrity

High scorers are motivated to display acts of altruism, live by a strong moral code, and act according to their principles. Low scorers by contrast are motivated to challenge accepted norms, rules, and principles. They think from their own perspective and adopt a flexible approach to right and wrong. They value pragmatism over principle.

## Core Needs & Drivers



# Cognitive Agility

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Cognitive agility matters for more complex roles where the ability to quickly understand data, information or solve difficult problems is more likely to define success.

## Handling Complexity

### TAKE TIME

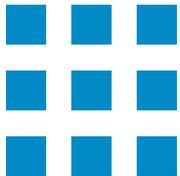
Take time on complexity  
Operational problem solver  
Less capable of linking  
information



### QUICK STUDY

Quick to pick up complexity  
Strategic problem solver  
Very capable of seeing  
connections

- Highly effective at linking information.
- Quick to understand and solve complex or ambiguous problems.
- Can integrate information quickly and efficiently.



# WINSBOROUGH

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