



TYPE REPORT

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ABOUT THIS REPORT

Your responses to the Quintax questionnaire have been analysed and the results are shown on the next pages. They fall into three parts:

- The first part contains your basic results on the Quintax factors. It shows what preferences are suggested by the responses you gave to the Quintax questions, and it shows the 'Quintax Type' which best describes your results. It also gives a brief summary of what Quintax measures in terms of personality and work style.
- The second part gives a fuller description of the Quintax Type of your responses, along with suggestions for development and other implications for your ways of working.
- The third part gives more information about what Quintax can and can't tell us, so that you can see your results in a broader context. You should read these notes carefully along with the Quintax Type Description provided in the second part of the report.

The person who arranged for you to complete Quintax and receive this report should be able to discuss it further and answer any queries you may have about the implications of your results for your work style. You may also find it useful to share the results with colleagues or friends so as to compare your reactions to the results with those of others who know you and your work style well. Rather than worrying about whether every last detail is accurate, we encourage you to look for points of agreement that emerge that can be used as a basis for your learning at work.

We hope you find this process interesting, informative, and productive for your personal development now and in the future!

PUBLISHER'S NOTE

This computer-generated report is obtained from the results of the Quintax Personality Questionnaire completed by the respondent and reflects the answers given by them. As with all self-report personality questionnaires the results rely on the respondent's accuracy, honesty and frankness. Until the results and their implications have been validated through feedback this report must be treated as a speculative report on the individual's preferences and work styles.

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QUINTAX RESULTS

| What the Quintax questionnaire measures | | | | | How your scores came out | |
|---|---|----------|--|----------|-------------------------------|---|
| Quintax Factor Name | Left Pole Description | | Right Pole Description | | Your results were closest to: | Strength of your leaning or preference as suggested in your responses |
| Extraversion | Introversion | I | Extraversion | E | E | Slight |
| | Introverted people are more at home in the inner world of ideas than in the outer world of people and things. | | Extraverted people are more at home in the outer world of people and things than in the inner world of ideas. | | | |
| Criticality | Personable | P | Logical | L | L | Clear |
| | Personable people base their judgements more on personal values and feelings than on impersonal logic. | | Logical people base their judgements more on impersonal analysis than on personal values and feelings. | | | |
| Organisation | Adaptable | A | Structured | S | S | Moderate |
| | Adaptable people like a flexible, spontaneous way of life better than a planned, decided orderly way. | | Structured people like a planned, decided orderly way of life better than a flexible, spontaneous way. | | | |
| Intellectual Focus | Grounded | G | Theoretical | T | T | Moderate |
| | Grounded people would rather work with known facts than look for possibilities and relationships among ideas. | | Theoretical people would rather look for possibilities and relationships among ideas than work with known facts. | | | |
| Emotional Involvement | Calm | C | Volatile | V | C | Clear |
| | Calm people are resilient in the face of setbacks, and are able to keep their feelings in check. | | Volatile people feel the impact of setbacks at work directly and this is likely to be evident to others. | | | |

Your responses suggest the combination of preferences or 'Quintax Type' shown opposite. More details of this are given on the following pages.

ELST-C

ELST-C

PEN PORTRAIT

"Forceful leaders and co-ordinators". Enthusiasm, vision, objectivity and responsibility are all natural qualities that give you an edge in taking charge effectively and seeing tasks to completion. You generally prefer to take control of situations and to be the leader. You are competitive and like to win. Taking an objective view of people, tasks and the organisation, you see most situations as an exciting challenge. You enjoy complexity, and like to bring order to it through your powers of classifying, generalising and summarising information. You are independent, free-thinking and always ready to test your ideas in hearty debate and argument. If someone else can come up with a stronger argument you will be happy to recognise this, and they will have earned your respect in the process. You have little patience with those who do not join in the discussion or are unwilling to confront the basic issues. Your comfort with recognising a superior argument is part of your general drive to learn and improve yourself. You can be your own fiercest critic when you fail to meet your own high standards, and you will also be direct in your feedback to others. On balance you would rather be right than be popular. You are not easily hurt by criticism from others and generally cope with stress and pressure by treating these as objective problems to be solved, avoiding too much interference from your own emotions. Outside of work, you will generally continue to be active, but can switch off from work issues and attend fully to your leisure pursuits.

DEFINING THE DIMENSIONS

| | |
|--------------------|---|
| Extraverted | You are more likely to be at home in the outer world of people and things than in the inner world of ideas |
| Logical | Your responses suggest that you base your judgements more on impersonal analysis than on personal values and feelings |
| Structured | You appear to like a planned, decided, orderly way of life better than a flexible, spontaneous way |
| Theoretical | You would probably rather look for possibilities and relationships among ideas than work with known facts and realities |
| Calm | You appear to be resilient in the face of setbacks, and able to keep your feelings in check |

STRENGTHS

- Always ready to take the lead to progress towards the goal
- Happy to tackle complex issues and to drive towards clarification and conclusions
- States own ideas clearly and straightforwardly
- Engages in debate and discussion to identify the best solutions to organisational problems
- Always willing to learn and improve, never satisfied with own achievements
- Robust, active and energetic; resistant to stress and fatigue

| Possible development areas | Tips for development |
|--|---|
| <ul style="list-style-type: none"> • May fail to include or consider others' needs in your plans | <ul style="list-style-type: none"> • Make sure that you consult others about your plans and consider their commitments |
| <ul style="list-style-type: none"> • May be seen as overly dominant or controlling by others | <ul style="list-style-type: none"> • Consider whether you should always take charge at an early stage |
| <ul style="list-style-type: none"> • May be seen as arrogant, abrasive and abrupt when others don't understand your decisions | <ul style="list-style-type: none"> • Try to be more patient with those who need a little more convincing of your analyses and plans for action |
| <ul style="list-style-type: none"> • May fail to factor in how people will feel about a course of action that is logically correct | <ul style="list-style-type: none"> • Learn to listen to those who have a sense for the broad acceptability of a decision |
| <ul style="list-style-type: none"> • May seem a little emotionally distant to others because of your objectivity and self-restraint | <ul style="list-style-type: none"> • Make sure that you communicate your feelings to others and recognise theirs in return |
| <ul style="list-style-type: none"> • May be seen by others as overly critical, direct, brusque or even angry | <ul style="list-style-type: none"> • Consider how what you say will influence the feelings of those who are less comfortable than you with the cut and thrust of a business discussion |

LEARNING STYLE

You have a strong investment in learning and prefer group to individual activities. You prefer to consider theory before applications and can learn either holistically or step-by-step. You enjoy the written word, and expressing your thoughts on paper, when you can settle to it. You are happy to listen as well as to contribute. You can take quite happily to subjects that others may see as overly theoretical or lacking any practical use, provided that there is a good, logical reason for studying the material. You are unlikely to feel any serious anxiety about your capacity to meet your learning requirements, and will generally reach the goals you set if you motivate yourself fully.

TIME MANAGEMENT

You enjoy creating a structured plan to achieve a significant objective or project over a timescale, applying reason dispassionately, with a firm focus on the future. You are conscious of time constraints – there is never enough time – and will endeavour to apportion time carefully among your various projects. However, an interest in debate and discussion may sometimes cause a loss of momentum, or thwart your efforts to reach a clear decision on how to progress.

| Positives | Things to avoid |
|---|---|
| <ul style="list-style-type: none"> Keen to deal with uncertainty by planning | <ul style="list-style-type: none"> May be less patient with 'off the wall' solutions |
| <ul style="list-style-type: none"> Time requirements are seen as flexible, or negotiable elements of a project | <ul style="list-style-type: none"> May not give people the time they need |
| <ul style="list-style-type: none"> Time is seen as a resource to be deployed | <ul style="list-style-type: none"> Not understanding others' needs for precise schedules |
| <ul style="list-style-type: none"> Keen to plan for the future and for potential change | <ul style="list-style-type: none"> May not always be able to persuade others of the value of change for them |
| <ul style="list-style-type: none"> Focus on achieving significant objectives | <ul style="list-style-type: none"> May not always be able to estimate accurately the time needed for change to be made |
| <ul style="list-style-type: none"> Calm and unflappable under time pressure | <ul style="list-style-type: none"> May seem too laid-back, or lacking in urgency |

TEMPERAMENT AT WORK

The four Quintax temperaments provide an immediate grasp of personality style based on specific combinations of preferences. These overarching styles are: the **Troubleshooter**, the **Organiser and Doer**, the **Logical Strategist**, and the **Passionate Idealist**. The feedback below shows which of these styles is implied in your Quintax Type and the types of behaviour they imply at work.

Your Temperament: Logical with Theoretical (LT)

"The logical strategists"

Key work styles:

- conceptual
- focus on change
- building for the future
- strategist

MORE ABOUT QUINTAX TYPE

The 'Quintax Type' quoted above for your responses is:

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This is simply a summary of the way your responses have come out compared with those of other people in general. Even though it gives us an idea of how you typically behave, it is not prescriptive and does not limit your behaviour. You can think of it as the starting point for your work behaviour, but we are all flexible enough to try out many new behaviours at work. We are able to use some of these new behaviours whatever our starting point is or whatever our natural leanings may suggest. The Quintax Types are the result of classifying people's responses on the major dimensions of personality that we know have been evidenced through modern research. This allows us to develop a reasonably complete picture of the ways in which different personalities operate, particularly at work. There is nothing 'psychodynamic' or deterministic about Quintax Types!

An alternative way to represent the Quintax Type is to allow the case of the Type Labels to reflect the strength of your preferences. By representing slight and moderate preferences as lower case letters, we can use the Type more precisely to reflect your questionnaire results - as shown below:-

eLst-C

The advantage of this is that it gives an indication of which Quintax factors (those in capitals) are most clearly defined and distinctive in your results. These may be more salient or influential in the way you work. If any factors are in lower case, then it suggests that your preferences in these cases are more similar to those of people in general.

The Quintax Type description is written with clear preferences in mind, so however your results have come out you shouldn't worry if it doesn't represent every last aspect of your behaviour. These are matters which you can discuss with the person who arranged for you to receive this report. Our objective has been to provide you with a broad summary of your personality style at work so as to give you a platform for discussion and thought about the impact of personality in the workplace

The Quintax Type includes a hyphen before the final preference. This is simply to show that the final factor in Quintax is based upon the emotions you feel and express when at work, rather than upon your approach to relationships or your other ways of thinking.

Providing information about your personality style at work is meant to give you a chance – if you haven't had it before – to think about the factors that guide your behaviour. It is also meant to help you see how you differ from others, and how you might learn new ways of looking at things and of behaving at work. These might help you to fulfil your own aspirations to develop as a person and as a colleague. It is not meant to justify or set in stone work styles that you already have, but to serve as a pointer to what is possible. Above all it is not meant to give you an excuse for ignoring or missing out on development opportunities that arise through increased self-awareness.

MORE ABOUT QUINTAX TYPE

You shouldn't be concerned over the descriptive words we have used to make up the Type, (e.g. Personable, Logical, Volatile etc.), as these are technical terms which are typically not the same as our day-to-day usage of the corresponding words. They each describe a kind of response – which may be mainly internal, for example 'Volatile' – rather than a whole person. There is no preferred or 'best' combination of preferences in Quintax, and there is no intention to evaluate some profiles more positively than others. Indeed, there are advantages and disadvantages in work terms whether one is at the left pole, the right pole or in the central area of any Quintax factor! The person who provided you with this report can explain the meaning of your results in work-related terms if you have any questions after you have read the Quintax Type description

We hold the view that all Quintax Types have equal validity in work and life in general. Each one represents a valid starting point for a person's journey of learning and development through the life span. Knowing and understanding one's starting point can provide enrichment and direction in that journey, and it can also help us to estimate the extent of our own development and change as people. We are all individuals after all, and there are lots of aspects of our personal approach to work and life that distinguish even people with the same Quintax Type – our values, motivations, interests, and beliefs to name but a few.

Despite this, for many jobs it is still true that a person's work styles may impact upon the degree to which they can perform their job effectively. This is because one's Quintax Type may fit the requirements of a job more or less closely. Just as a 'Logical' may feel a closer fit to a job that requires much dispassionate analysis of factual data, a 'Personable' may feel a closer fit to a job that requires an empathic or keen awareness of the attitudes and motivations of people at work. This type of 'fit' is likely to be one of the factors that explains why people choose different jobs and career paths and it may well be something to reflect upon when considering your results.

A high level of fit with one's requirements at work may help one to develop one's skills and talents in a job, and to be more satisfied by it. On the other hand, a lower level of fit may sometimes make it harder for a person to perform well in areas that do not map on to the person's natural preferences. This might mean that certain aspects of a job become least preferred, ignored or even resisted by the person concerned. The information provided by Quintax can help to suggest a development opportunity in situations of this sort, and ways of grasping that opportunity. Remember that it is rare for any match between a job and a person's work style to be perfect, but understanding where and why a mismatch arises is the first step in handling it!