



## Participant Example

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Confidential

## Introduction

The OBPI evaluates and interprets scores on 12 scales. The first five of these are the 'big five' dimensions of personality: Fellowship, Authority, Conformity, Emotion and Detail, which assess the social, organisational, intellectual, emotional and perceptual aspects respectively. The next seven scales assess preferred working style and are headed Proficiency, Work-orientation, Patience, Fair-mindedness, Loyalty, Disclosure and Initiative.

For each scale, the score represents a comparison with a norm group based on a representative sample of working people. Scores can range between 1 and 9, and 5 is the average score.

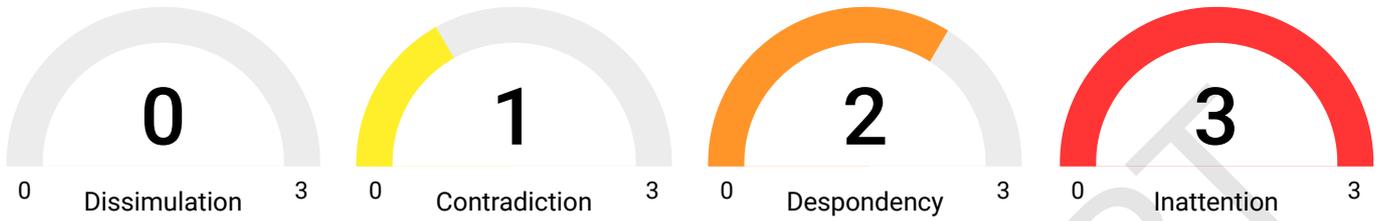
This report, as well as giving scores on the 12 scales, also provides a narrative overview of what these scales appear to be indicating. However, factors other than personality can influence scores, and full interpretation should only be made under the guidance of an appropriately qualified professional.

## Contents of the report

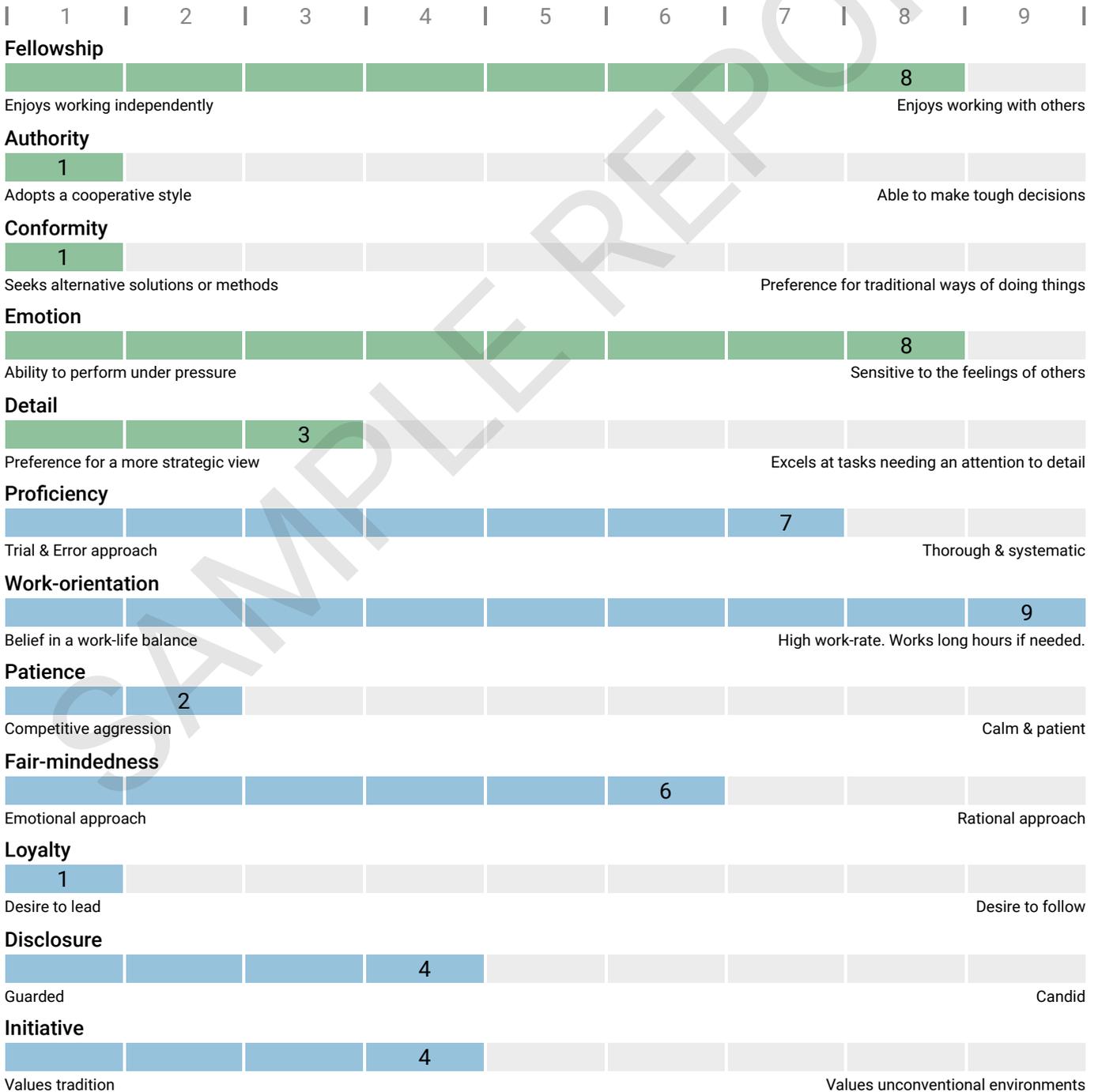
<b>Summary</b>	<b>2</b>
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This section contains information on the four response audit scales. The individual's scores on these integrated honesty checks ought to be reviewed before reading the rest of the report, as they determine the degree of confidence that can be placed in their results on the major and minor scales. Information is provided on dissimulation, contradiction, despondency and inattention.	
<b>Five Personality Scales: Scores</b>	<b>4</b>
This section contains information on the Five Personality Scales of Fellowship, Authority, Conformity, Emotion and Detail, which are based on the popular Big Five model of personality. The individual's stanine scores on each major scale are shown.	
<b>Five Personality Scales: Narrative</b>	<b>5</b>
This section contains detailed narrative interpretation of the individual's scores on the Five Personality Scales. Their score on each scale is explained independently, and in combination with their other scores where relevant, to provide a detailed picture of their attitudes and behaviour in the workplace.	
<b>Seven Integrity Scales: Scores</b>	<b>7</b>
The Seven Integrity Scales measure aspects of preferred working style and are to be used in conjunction with the Five Personality Scales to give additional detail of a person's behaviour. This section contains information on the measures of Proficiency, Work-orientation, Patience, Fair-mindedness, Loyalty, Disclosure and Initiative. The individual's stanine scores on each integrity scale are shown.	
<b>Seven Integrity Scales: Narrative</b>	<b>8</b>
This section contains detailed narrative interpretation of the individual's scores on the Seven Integrity Scales. Their score on each scale is explained independently, to provide a detailed picture of their attitudes and behaviour in the workplace.	

# Summary

## The Audit



## Personality (green) and Integrity (blue) Scales



## Response Audit

The response audit checks the pattern of responding against four criteria, and assigns scores between 0 (audit successful) and 3 (audit failure). Scores of 1 and 2 represent minor and major degrees of hesitation respectively on the part of the auditor.

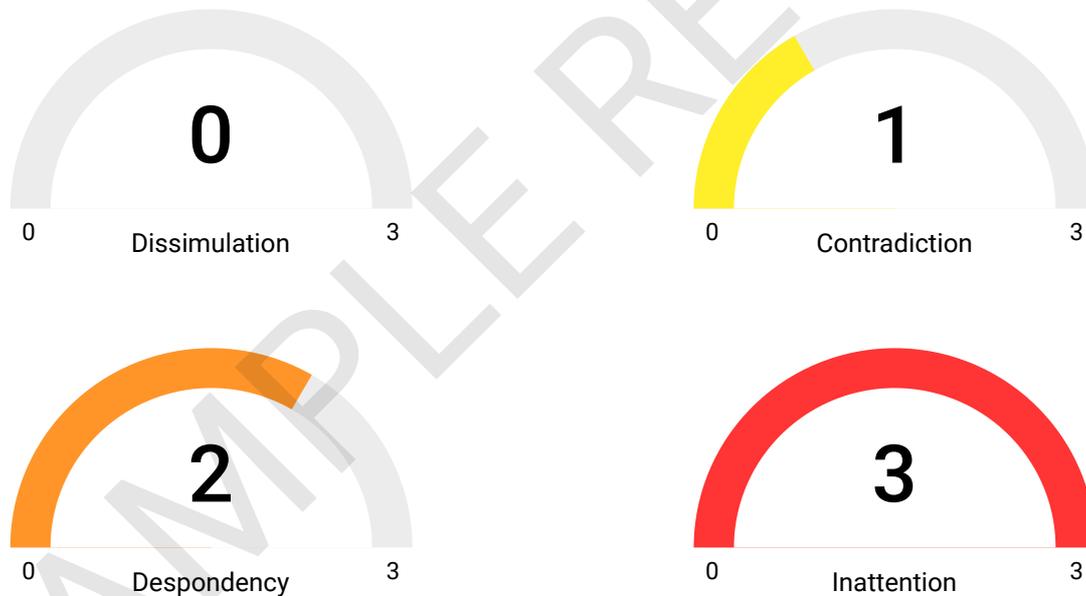
**Dissimulation** assesses 'faking good'. Deliberate attempts to falsify this report generally lead to a score of 3. Scores of 1 or 2 suggest cautious interpretation of scores. Remember, however, that people are often encouraged to present themselves positively.

**Contradiction** identifies apparently contradictory responses and thus indicates the degree of care taken in completing the OBPI. A score of 3 can arise from a random pattern of responding, while scores of 1 or 2 suggest a somewhat lackadaisical approach.

**Despondency** assesses the extent to which the respondent is 'faking bad'. A score of 3 occurs when the respondent is falsifying the report in a negative way. Scores of 1 or 2 indicate caution as the respondent may be suffering from low mood or self-esteem.

**Inattention** identifies repetitive patterns of responding that pay little regard to the content of the statements. A score of 3 occurs with frequent repeated usage of one category, or meaningless switches among categories.

### The Audit



# The Five Personality Scales

The Five OBPI Personality Scales are based on the 'Big Five' model of personality, interpreted within the context of work related behaviours, beliefs, attitudes and interests. These scales of Fellowship, Authority, Conformity, Emotion and Detail represent social, organisational, intellectual, emotional and perceptual aspects of personality respectively. Because the Personality Scales are largely independent of one another, they can additionally be interpreted in combination so that particular meanings can be assigned to certain patterns of scores. For example, a person with high Fellowship and high Authority (assertiveness) can be meaningfully differentiated from a person with low Fellowship and low Authority (submissiveness).

**Fellowship** assesses the Big Five trait of extroversion/introversion. High scorers are usually happier working with others or in a team. Low scorers generally prefer work that requires a degree of independence.

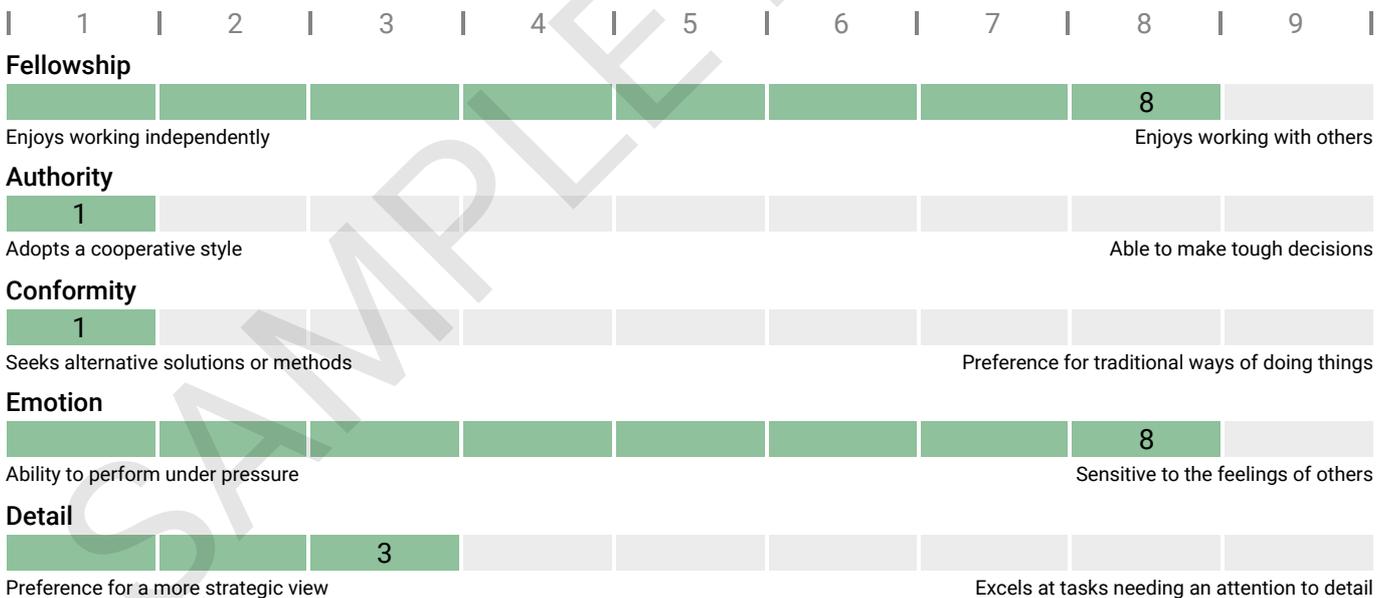
**Authority** assesses the Big Five trait of tough- vs tender-mindedness, sometimes called 'agreeableness'. High scorers are usually able to make tough decisions. Low scorers generally adopt a more co-operative approach.

**Conformity** assesses the Big Five trait of 'openness-to-experience'. High scorers are likely to have a preference for traditional ways of doing things and to respect established values. Low scorers often wish to do things differently, and seek out alternative solutions to problems.

**Emotion** assesses the Big Five trait of neuroticism. High scorers tend to be nervous but are likely to be sensitive to the feelings of others. Low scorers may be more able to perform under stressful conditions but can lack caution.

**Detail** assesses the Big Five trait of conscientiousness. High scorers can excel at mundane tasks that require particular care, although they may become over-involved in minutiae. Low scorers have less patience for routine tasks and prefer to see the wider view.

## Chart for the Personality Scales



## The OBPI Narrative - Personality Scales

In interpreting Participant's responses it is important to bear in mind the context within which the questionnaire was administered, including such factors as her work history, her present work situation, her future job aspirations and the reasons for which she took the test. Orpheus should not be used in isolation, and other sources of information, such as interviews or a curriculum vitae should also be considered, particularly when the results are being used in staff selection or as part of a staff development programme.

Participant appears to be very well suited to working in a team. She is always happy to show others what to do and to help out when they hit a problem, and her work greatly benefits from these interactions with her colleagues. Participant is a very open person who thrives in a working environment that involves frequent contact with others. She stands out in a crowd and is the kind of person that people will turn to when they need advice or want to swap information. Participant does not distinguish between her working life and her social life as she often forms close friendships with her colleagues. She is very sociable and seeks company whenever possible. Participant's score of 8 on Fellowship is very high. Only 12% of people in the working population would normally obtain this score or above.

Participant's responses show that she considers the well-being of employees to be of the highest priority and works to her full potential when she feels valued by her employer. She would always examine the consequences of a decision for her colleagues and is unlikely to take action that may have negative outcomes for them. For Participant, staff satisfaction is tantamount to organisational success. She believes that conflict is largely avoidable and will do all that she can to ensure harmony among the workforce. For this reason Participant may find it extremely difficult to make decisions unless she has the wholehearted support of her colleagues. Participant has an extremely low score of 1 on Authority. Only 8% of working people would be expected to obtain such a low score.

For Participant, it is of paramount importance that she should find her work interesting. Unless she is in a highly stimulating environment that offers a great deal of opportunity for her to develop new ideas her performance will not reach its full potential. Participant strongly dislikes repetition in her working life. Nothing excites her more than trying out new ways of doing things, and she prides herself on her ability to be one step ahead. She is very decisive and generally feels in control, even when this may not actually be the case. Consequently she may take on more commitments than she can fulfil. Participant is an extremely innovative person whose strength is that she can excel in a rapidly changing environment, however her extreme responses indicate that she is likely to experience difficulties when required to conform to established procedures. Participant's score of 1 on Conformity is extremely low; only 10% of working people obtain a score at this level.

For Participant to function at her best, a relaxed working environment is essential. When under stress her performance may decline with respect to her productivity and decision-making ability. Tight deadlines and unexpected obstacles usually make her anxious, and sometimes result in a deterioration in her interactions with colleagues. Nevertheless, Participant has a particular sensitivity to the possibility of things going wrong that can be a great asset in risky situations. She also has the ability to detect potential problems well before others become aware of them. Participant's score of 8 on Emotion is very high. Only 9% of people at work normally obtain a score this high or above.

Participant appears to have the ability to view her work in its wider context. She is very aware of the relevance of the task in hand for overall strategy and understands which aspects are of particular importance. Her strength is that she can see the broader implications rather than becoming overwhelmed by unnecessary detail. She seems to have an intuitive grasp of the overall picture which gives her the potential to be a good strategic thinker given the right circumstances. For Participant, routine administrative tasks are a necessary evil that are carried out with the least possible intrusion upon what she sees as the more interesting aspects of her work. Participant has obtained a low score of 3 for Detail. Only 25% of working people can be expected to obtain this score or below.

The combination of Participant's high score on Fellowship and low score on Authority shows that she is concerned about her colleagues' welfare and will often lend a helping hand. It is likely that her gift for communication is being under-utilised in terms of her career potential, being more focused on maintaining a wide circle of friendships.

The combination of Participant's high score on Fellowship and low score on Conformity suggests that not only does she have new ideas but also that she is able to give inspiration to others. Thus she is likely to make an important contribution to the development of the work of a team. Such people are essential in the development of new policy initiatives.

Participant's high scores on both Emotion and Fellowship indicate that her natural tendency to engage her colleagues in team activities for the implementation of policy is handicapped by a strong need to feel accepted by her co-workers. She is likely to find conflict upsetting and will tend to take criticism hard, and this may lead her to be more cautious than she would like.

The combination of Participant's high score on Fellowship and low score on Detail suggests that while she is liked for her friendliness she has a tendency to treat her work as a social event.

Participant's low scores on both Conformity and Authority indicate that she tends to carry out her duties with enthusiasm. She is likely to perform at her best when allowed to explore her ideas in her own way. She will however, need supervision if both she and the organisation are to reap the benefits of her initiatives.

The combination of Participant's high score on Emotion and low score on Authority shows that she may be nervous when dealing with authority figures and be concerned about what her superiors may think of her.

Participant's low scores on both Authority and Detail suggest that she may sometimes be disorganised and avoid taking on responsibilities. It is likely that, with experience, these difficulties may be overcome.

The combination of Participant's high score on Emotion and low score on Conformity indicates that she is driven to express her feelings creatively, and may lead a somewhat turbulent life. Such people are often successful in fields where creativity is artistic rather than scientific in nature. She also shows a tendency to become impatient when she feels her work is not sufficiently challenging.

Participant's low scores on both Conformity and Detail show that she has the potential to be a person with vision. This will, however, only be realised if she is persistent in the pursuit of her goals. Without this her better ideas are likely to go unrealised.

The combination of Participant's high score on Emotion and low score on Detail shows her to be modest about her abilities and honest about her weaknesses. Consequently, this report as a whole may underestimate her strengths and should be interpreted accordingly.

# The Seven Integrity Scales

Because a weakness in one occupation may be neutral, or even a strength in another, the Integrity Scales should only be used where relevant to a particular work setting. For example, entrepreneurs will often take risks in order to learn from their mistakes, whereas this approach would not be desirable for airline pilots.

**Proficiency** assesses care in detailed tasks, versus a trial and error approach.

**Work-orientation** assesses belief in hard work, versus a belief in work-life balance.

**Patience** assesses calm and patience, versus competitive aggression.

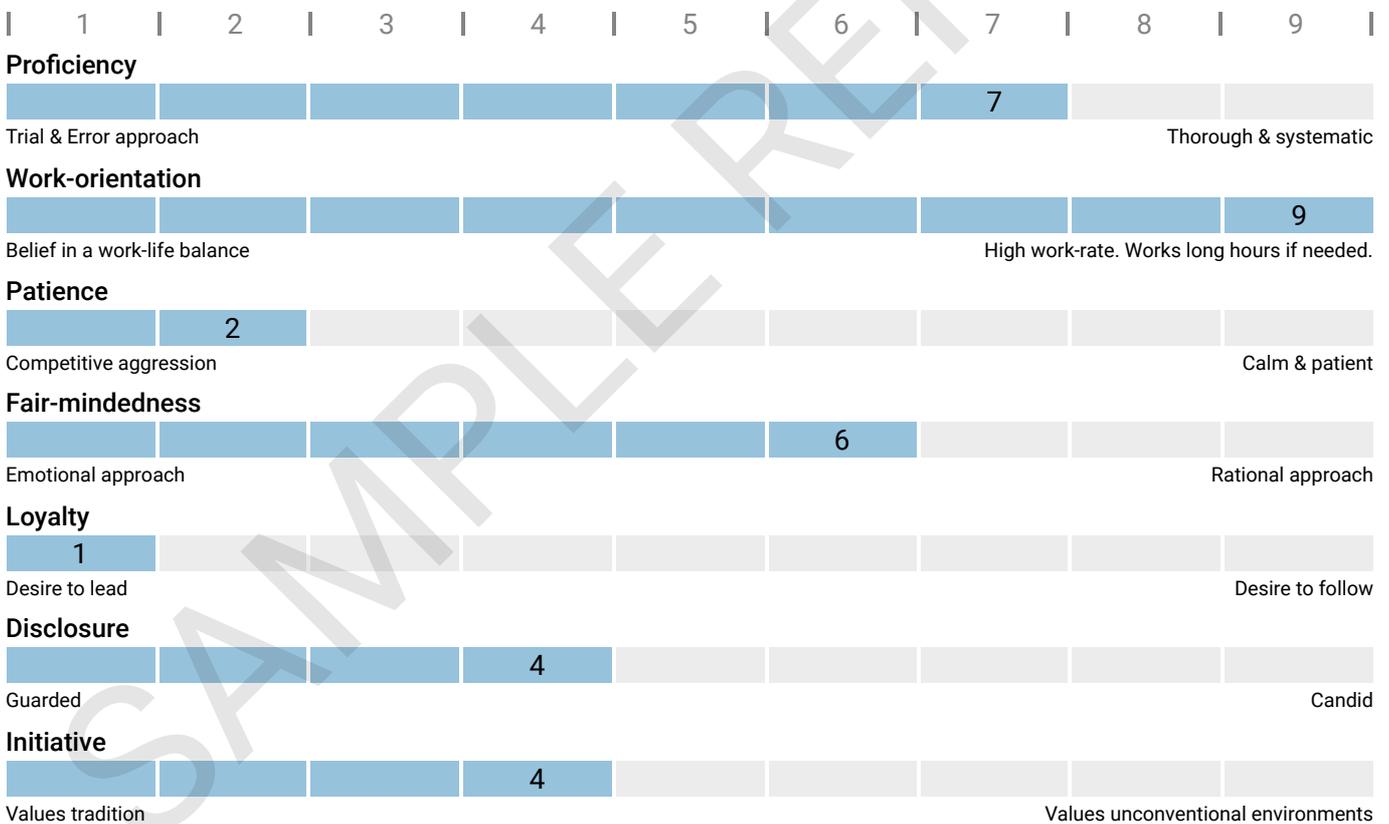
**Fair-mindedness** assesses a rational approach versus an emotional approach.

**Loyalty** assesses a desire to follow, versus a desire to lead.

**Disclosure** assesses being truly open, versus playing one's cards close to one's chest.

**Initiative** assesses enjoyment of rapid change, versus the valuing of tradition.

## Chart for the Integrity Scales



## The OBPI Narrative - Integrity Scales

Participant is concerned about accuracy, both in her own work and when supervising others, and will generally be cautious when interpreting important information. Her steady and thoughtful approach leads her to prefer the type of work that requires proper planning and organisation. She will usually show common sense when dealing with financial matters and be able to exercise discretion when using company funds. She is often alert to danger and is unlikely to take risks by acting impulsively. She can usually be considered trustworthy when being asked to take responsibility for the safety of others or for the security of her employer's assets. She may be out of sympathy with people she considers to be thoughtless in their attitude to others or reckless in their behaviour. Participant's score of 7 on Prudence is high. Only 23% of people in the working population are expected to get a score at this level or above.

Participant's score of 9 on Work-orientation is exceptionally high. Only 4% of people in the working population are expected to get a score at this level. This suggests that she has great strength of character and a strong determination to get things done. Because she is normally decisive and resolute she should easily be able to achieve realistic organisational or personal goals. When she exercises her strength of mind she can perform well under stress and should excel if placed in a work situation that requires courage and backbone. Because of her resilience and capacity for endurance she is unlikely to take days off work without good reason. Perhaps her enthusiasm may sometimes make it difficult for her to recognise that not all her workmates share her preference for punctuality. She may also underestimate the importance to others of interests of which she is unaware.

Participant may sometimes be perceived as rather bossy, but her ability to make her position clear can be an asset when too many others are evading the real issues. On the other hand she may occasionally assert herself rather too forcefully and on these occasions colleagues may wish she was more able to take things as they come. She would seem to take pride in not suffering fools gladly. She generally does not respect those who are unable to stand up for themselves, and enjoys the cut and thrust of a good argument. She tends to believe that having things out in the open is the most effective way of solving disagreements. A score of 2 on Patience, as obtained by Participant, is very low, being among the lowest 10% of scores obtained by the working population.

The environment in which Participant works will normally benefit from her helpful and encouraging approach. At the same time, she is not always tolerant of those she suspects to be trouble makers, although she will often go out of her way to help them see things in a more positive and constructive light. She genuinely believes that most problems can be solved by negotiation. This approach may have limitations when she attempts to bring her skills to bear on those who are working to a completely different agenda. However, she tends to be forgiving and prefers to give people the benefit of the doubt, not holding grudges once difficulties have been resolved. Participant obtained an above average score of 6 on the Fair-mindedness scale. About 40% of people in the working population are expected to obtain a score at this level or higher.

While supervisors may find Participant's tendency to question irritating, her attitude will often be welcomed and a relief for those who genuinely see the dangers of being surrounded by yes-men. She can sometimes have a tendency to hold on to her beliefs in a headstrong manner. However, this should not be mistaken for stubbornness as she tends to be curious by nature and her views and proposals will normally have been well researched. She may be over-confident in her ideas, which can have a distressing effect on work colleagues who can find her arrogant. However, where colleagues are able to stand up for their own position in a conversation they will find that they usually gain her respect and co-operation. Participant's score of 1 on Loyalty is very low. However it is shared with about 5% of people in the working population as a whole.

Participant's realism concerning human nature appears to be in the high average range. She does not accept everything that people tell her at face value, and she is able to maintain a healthy scepticism in the face of barefaced dishonesty. At the same time she may not be above telling the occasional untruth herself, recognising that white lies are necessary if we are to live normal lives. Like most people, she can sometimes fall for a very convincing tall story, but she is probably less likely to do this than most of her colleagues. She may be seen by some as being too keen on worldly possessions, although she can generally be trusted to respect the property of others. Participant's score of 4 on Disclosure is just below average. About 40% of working people normally obtain a below average score at this level or more extreme.

While Participant is not generally averse to change when it is clearly necessary, she often does need to be convinced that any improvements will be genuine. She may not be entirely sure that things are changing for the better, and may tend to believe that too many of the old ways are becoming lost and forgotten. She may not take a particularly optimistic view of her chances of future success at work, no longer finding it easy to be enthusiastic about everything that is going on, and may occasionally feel discouraged by recent events. This may have given her a general feeling of anxiety about the way things are moving now, not only at work but also in the world in general. Participant's score of 4 on Initiative places her just below average for this scale. Such a score or less is obtained by about 40% of the working population.