Big Five

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Introduction

The Big Five (B5) report provides an indication of Mr Example's personality, based on the five widely used 'Big Five' domains: Task-orientedness, Extraversion, Interest, People-orientedness, and Sensitivity. The scores in this report are based on his responses to the HFMtalentindex personality measurement: a questionnaire, specifically designed to analyse relevant personality traits. The personality traits measured provide insight into the personal character traits responsible for Mr Example's behaviour. Based on these character traits, it is possible to make an assessment of the kind of behaviour he will display in practice.

When using this report, it is important to keep the following in mind:

1. The report is generated by HFMtalentindex’ rule-based expert system, meaning that the measurement is performed in a highly objective and accurate manner. The system generates results based on a combination of the expertise of experienced organisational psychologists and extensive scientific research.

2. The scores in the report were determined by comparing Mr Example's response pattern to that of an extensive norm group of people, representing a variety of professional roles in various sectors. The report shows how Mr Example's scores compare to the average scores of the norm group.

3. The report is based on the answers provided by Mr Example regarding himself. This means that the measurement is based on Mr Example's self-image. It is therefore important to compare the results in the report with other sources of information, such as (previous) work experiences and results, an interview with Mr Example, his CV and references, if applicable.
Report structure

The B5 report consists of four components. The first provides a graphical overview of Mr Example's scores on the Big Five domains, and a short explanation of what a high or low score means. In the second part, you can read what Mr Example's scores on the personality domains and facets mean for his attitude towards life, how this translates to his work behaviour and the way in which he interacts with others. Part three includes a graphical overview of Mr Example's scores on all personality domains and facets. The report concludes with a few tips on how to handle any deviating scores.

This report shows Mr Example's scores on a nine-point scale. The scores indicate his results compared with a norm population. The scores within this norm population follow a normal distribution. Each box of the nine-point scale, known as a 'stanine', corresponds with a particular percentage of this normal distribution.

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<thead>
<tr>
<th>4%</th>
<th>7%</th>
<th>12%</th>
<th>17%</th>
<th>20%</th>
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<th>12%</th>
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<th>4%</th>
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The examples shown below illustrate how to interpret the stanine scores:
- A stanine score of 5 means that the participant's score is average compared with the norm population.
- A stanine score of 7 indicates that only 11% of the people from the norm population have attained a higher score (7% in stanine 8 and 4% in stanine 9).
1. Graphical profile Big Five domains

Below, you can see a graphical representation of Mr Example’s score on each of the Big Five domains. For each domain, the meaning of either a low or a high score will be briefly discussed.

**Task-orientedness**
People with low scores on task-orientedness mostly have a calm, relaxed approach towards their tasks and goals. They have less desire for achievement. Apart from that, people with low scores are often more flexible and are able to switch between matters easier because they aren't as strongly involved in things. People with high scores on task-orientedness feel that it is important to do things well and work hard to finish matters. They are less easily distracted and handle engagements more conscientiously.

![Task-orientedness Graph]

**Extraversion**
People with low scores on extraversion generally have a solitary nature. They seek out the company of others less actively and enjoy quietly working alone. People with high scores on extraversion enjoy being in other people's company. They are more exuberant, talkative and more often put themselves forward.

![Extraversion Graph]

**Interest**
People with low scores on interest mostly focus their interest on a limited number of areas. They value fixed habits and usually prefer the known and familiar to the new and uncertain. People with high scores on interest are inspired by all sorts of matters. They enjoy experiencing new things and going (deeply) into new issues all the time: they become bored otherwise.

![Interest Graph]

**People-orientedness**
People with low scores on people-orientedness are more oriented towards their own interests than those of others. They are often competitive and less emotionally involved with the troubles of others. On the other hand, people with high scores on people-orientedness are strongly oriented towards the interests and feelings of others. They will do a lot for others and are usually more caring and helpful.

![People-orientedness Graph]

**Sensitivity**
In general, people with low scores on sensitivity aren't easily bothered by negative feelings and matters like stress. They feel calm and try to approach matters rationally. People with high scores on sensitivity worry more and are more attentive to things that are going on in their environment. As a result they can sometimes feel bad because they experience stress and emotions such as shame or fear more often.

![Sensitivity Graph]
2. Textual explanation of the Big Five scores

Below, you can read what Mr Example’s scores on the Big Five domains mean for the way in which he approaches life, his work and how he interacts with others.

**Task-orientedness**

**Score: Far above average**

Mr Example is keen on performing well and he is willing to work hard to do so. He is often very critical about his own performance. This makes him doubt whether he always has control of the things he has to do. At times, he finds it somewhat difficult to get started, but once he does, his approach to work is generally fairly disciplined.

He always thinks carefully before making a decision and getting things in motion. He sticks to the chosen direction and he sometimes finds it difficult to deal with unexpected deviations. He really likes order and structure and will try to handle matters systematically. He thinks it is important to stick to commitments and rules, even when they don't really suit his purposes.

**Extraversion**

**Score: Average**

Mr Example enjoys working as a team, but he also frequently feels the need to do things alone. Mr Example doesn't easily become exuberant and may seem quite reserved as a result. He has an open demeanour and quickly feels at ease around others.

Mr Example doesn't really feel that it is important to step into the limelight, but he does want his input to be taken seriously. Mr Example loves experiencing exciting things on a regular basis and he enjoys taking certain risks. He has enough energy to take matters on, but he doesn't need to be constantly on the go.

**Interest**

**Score: Clearly above average**

He enjoys experiencing new things sometimes, as long as the basis from which he works remains familiar. Mr Example feels that it is important to maintain a sound balance between theory and practice. The theory may fascinate him, but not without a practical significance. He tries to shape his own standards and values by thinking critically about issues. He leaves others free to their own convictions.

Mr Example considers emotions to be important and he pays a lot of attention to them in his life. He has a large imagination and enjoys using it. He really enjoys spending time on matters such as art, culture and music.

**People-orientedness**

**Score: Very high**

Mr Example feels quite involved with other people. That is why he usually enjoys helping others feel comfortable. He has quite a modest nature. He doesn’t assume that his contribution is very special or important. He doesn’t like to brag. If somebody disagrees with him, he will usually go along with their opinion, since he strongly dislikes a possible confrontation.

Mr Example trusts that most people have good intentions and that they can be trusted on their word. Mr Example quite easily feels sympathetic and concerned about others. He has a rather caring nature. He thinks that it is important to be honest, even if this isn't in his own interest.
Sensitivity  Score: Far above average

Mr Example doesn't easily become angry with others, but he can be agitated sometimes. He often feels pressured and stressed. It is difficult for him to deal with this effectively. Mr Example can worry rather quickly about the things he experiences, and he may feel restless and tense as a result.

Mr Example sometimes isn't so pleased with himself and his life, and can sometimes feel downhearted as a result. He quite easily feels judged by others. This can make it difficult for him to act assertively.
### 3. Big Five profile

<table>
<thead>
<tr>
<th>Trait</th>
<th>Score</th>
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<tbody>
<tr>
<td>Task-orientedness</td>
<td>8</td>
</tr>
<tr>
<td>Extraversion</td>
<td>5</td>
</tr>
<tr>
<td>Interest</td>
<td>7</td>
</tr>
<tr>
<td>People-orientedness</td>
<td>9</td>
</tr>
<tr>
<td>Sensitivity</td>
<td>8</td>
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</tbody>
</table>

#### Task-orientedness
- Self-assurance: 3
- Orderliness: 8
- Conscientiousness: 8
- Competitive spirit: 8
- Self-discipline: 3
- Cautiousness: 8

#### Extraversion
- Friendliness: 8
- Need for contact: 3
- Dominance: 4
- Vitality: 5
- Need for excitement: 7
- Cheerfulness: 3

#### Interest
- Imagination: 7
- Artistic interest: 7
- Emotionality: 7
- Inclination towards change: 4
- Intellectual interest: 5
- Free-thinking: 7

#### People-orientedness
- Confidence: 2
- Integrity: 7
- Involvement: 6
- Compliance: 9
- Modesty: 2
- Compassion: 8

#### Sensitivity
- Nervousness: 2
- Anger: 4
- Dejection: 2
- Embarrassment: 2
- Sensitivity to stress: 9
Social desirability

The HFMtalentindex personality measurement is checked for socially desirable answering tendencies, by the inclusion of control questions. We distinguish between two types of social desirability, which will be discussed here.

Self-deception

A high score (2 or 3) on self-deception indicates that the participant unconsciously overestimates the effectiveness of his actions and his way of thinking. The participant runs the risk of overestimating himself and may have a rather unrealistic impression of how effective his own actions are. Participants who score high on the self-deception assessment often have difficulty identifying their own weak points.

Tips for discussing the report

When discussing the report, we recommend that you ask these participants about any feedback they may have received from those around them. By assessing this feedback, you may be able to break loose from the possibly distorted perception of the participant. You can do so by asking specific practical examples. For example, you can use the following questions: what are the strong points you are complimented on by your current supervisor? What are the improvement areas? What qualities do your colleagues appreciate you for? On what issues do you sometimes clash with colleagues? What do your subordinates identify as positive about your managerial style? What do they see as points requiring your attention?

Impression management

A high score (2 or 3) on impression management indicates that the participant consciously reports desirable behaviour and suppresses undesirable behaviour. This is the most obvious and conscious form of social desirability. The participant purposefully paints a picture of himself that is too positive. There is a risk that those participants were looking for the answers they thought to be the 'right answers' when completing the questionnaire.

Tips for discussing the report

When discussing the report, we recommend that you continue asking about the participant's strong points emerging from the report. We recommend that you also use specific practical examples for this purpose. It often clarifies matters if the participant has to describe a situation in which something went well, and a similar situation in which the participant was less successful. How were these situations different from one another? In the event of high scores on this point, watch out for so-called 'positive weak points', such as 'people might even say I work too hard'.

A high score on one or both of the social desirability scales doesn’t mean that the report is worthless. It indicates that you must be attentive to possible misrepresentations. The above explanation and tips may help you test the perception.

| Self-deception | 1 |
| Impression management | 1 |