

**KETS DE VRIES  
INSTITUTE**

**PA<sup>TM</sup>**

Personality Audit

**Confidential**

Participant Name

360° Feedback Report

Sample Feedback Report, 24 November 2016 to 31 August 2017

# About The PA™

To be effective leaders, executives must begin with an understanding of the reasons for doing what they do. They need to study their human motivation from the inside to truly understand what is happening on the outside. This approach creates a more three-dimensional appreciation of human behaviour and helps executives obtain greater access to, and understanding of, their emotional lives.

**The Personality Audit (PA™)** is a 360° feedback instrument designed to look into aspects of your personality that are particularly important for functioning well in your organisation. Given the shortcomings of existing personality tests available for a target population of executives, the PA™ was designed to be simple but conceptually sound, with a psychodynamic focus that could be used for a meaningful discussion about individual behaviour.

The PA™ addresses seven major personality dimensions presented as polarities:

- Low / High Self-Esteem
- Vigilant / Trust
- Laissez-faire / Conscientious
- Self-Effacing / Assertive
- Introverted / Extroverted
- Low-Spirited / High-Spirited
- Prudent / Adventurous

## Interpreting the Results

- In interpreting the results of The Personality Audit, keep in mind that the *norm group* against which you are compared consists of senior business executives; you are not being compared to a random sample of the population.
- Pay special attention to *variances* among the scores of the observers and your scores. Unexpected scores and “outliers” are often very revealing. Some executives behave differently toward superiors than toward subordinates, for example; others behave differently in their private life than in their professional life. Scores that reveal variances in perception between your scores and those of your spouse or significant other can be especially helpful. Interpretation and discussion of such variances may trigger a long-delayed dialogue about mutual expectations.
- The results will include an “M” score indicating the number of times either you or your observers marked the Middle (4) positions on the questionnaire. A high “M” score (more than 9) can signify a tendency to often take a middle-of-the-road position in life situations. It can also indicate emotional indifference.

For more information on the development and validation of the PA™, please refer to Kets de Vries, M., Vrignaud, P., Korotov, K., Engellau, E., and Florent-Treacy, E. (2006). *The Development of the Personality Audit: A Psychodynamic Multiple Feedback Assessment Instrument*, International Journal of Human Resource Management.

# Understanding the Dimensions

## High Self-Esteem – Low Self-Esteem

Self-esteem reflects how the person measures up to a desired self-image. People who score high on self-esteem feel good and are confident about themselves and in their abilities to deal effectively with life's challenges. However, an inflated self-esteem may be associated with a narcissistic disposition and arrogance. People who score at the lower end of the self-esteem continuum are more critical of and dissatisfied with one's self. They engage in heavy self-critique, are afraid of making mistakes, and can be pessimistic.

## Trustful – Vigilant

People who score high on trust tend to be open to others and look for the best in people. However, excessive trust, or blind trust, can result in a potentially dangerous naïveté which others can take advantage of. People who are highly vigilant are more cautious and sceptical about their environment. However too much vigilance can also isolate a person and lead to excessive fear and paranoia—a state in which the person trusts nothing and nobody.

## Conscientious – Laissez-Faire

People who score high on conscientiousness like structure, take personal responsibility, generally behave in an orderly manner, and are systematic, methodical, and efficient. When taken to extremes, the overly-conscientious may tend towards rigidity and micro-management. People with a strong laissez-faire personality have a more happy-go-lucky attitude and have a hands-off leadership style. However, this permissive attitude can result in a loss of focus and a tendency to let things slide.

## Assertive – Self-Effacing

Those who score high on assertiveness deal with the world with a sense of purpose. They have high aspirations and are both action- and achievement-oriented. Taken to extremes, over-assertiveness can become insufferable because it leaves little room for the needs of others. People whose scores are closer to the self-effacing end tend to be more inconspicuous and reluctant to draw attention to themselves. However, over-modesty can have self-sabotaging consequences and create self-made obstacles to achieving one's goals.

# Understanding the Dimensions

## Extroverted – Introverted

People who fall toward the extroversion end of the continuum tend to orientate themselves to the external world and get energised by social interactions. However, too much extroversion and busyness can lead people into manic activity, with no time spent on reflection. People who score toward the introversion end of the continuum orientate themselves more toward their inner world of ideas, memories, and reflections. Introverts' reflectiveness also makes them thoughtful and keen observers of others and of situations.

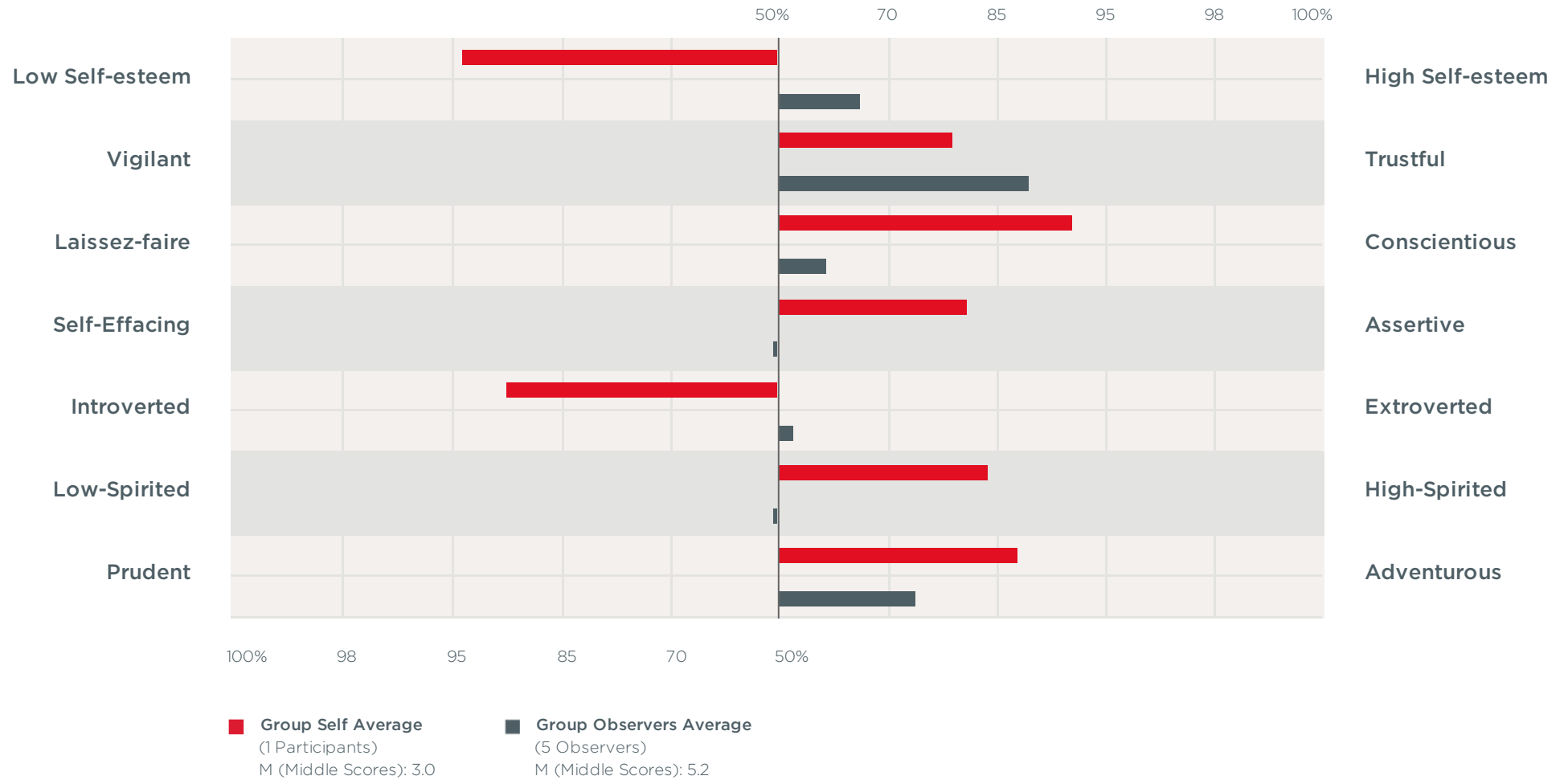
## High-Spirited – Low-Spirited

People whose scores fall in the high-spirited end of the continuum possess intensity of reaction and high energy levels. However, extremely high-spiritedness may be an indicator of mania, and can compromise the quality of work, result in reckless decision-making, and lead to exhaustion and burnout. People who tend to be low-spirited struggle with the ability to express what they feel. Because of their low energy and motivational levels, they can come across as discouraged, downhearted, and even demotivating for others.

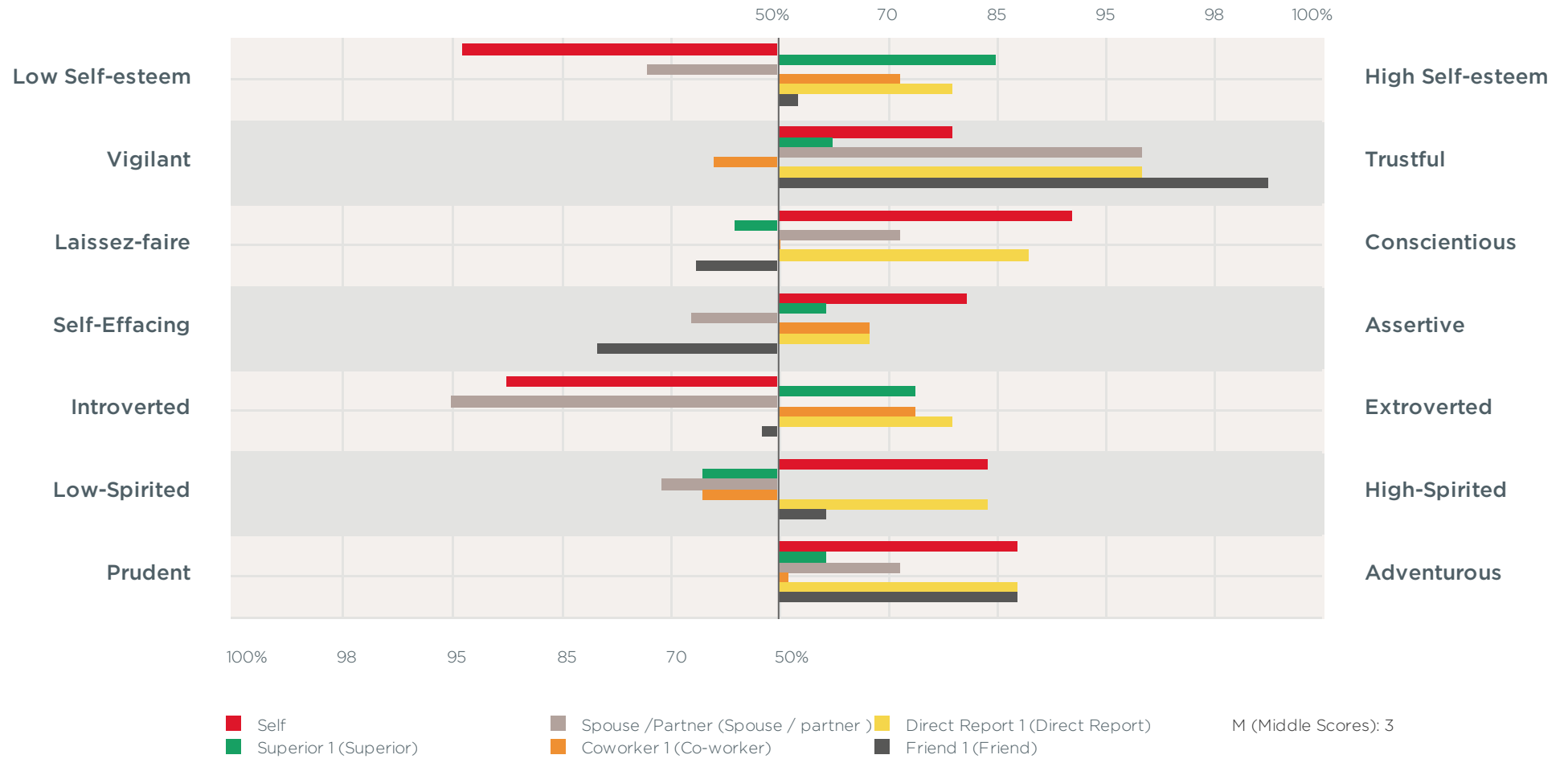
## Adventurous – Prudent

People who score high on adventurousness like novelty and change. However, the over-adventurous can also get bored easily and lead them to take impulsive and unnecessary risks. Individuals who score toward the prudent end tend to be more conservative and conformist in their behaviours. Lacking curiosity and imagination, they stay within the status quo and avoid risk-taking. However, because of their judiciousness, they are more stable and reliable and exercise better judgement and common sense in decision-making.

# Group Average Graph



# Personal Graph



# Observer Comments

## If you were describing me to a very good friend, what would be the first words that come to your mind?

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## What do you think I am really good at?

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**What behavior should I develop to be more effective as a leader?**

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**What are the three things you wish I would change about myself? (Try to be honest!)**

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**If I had the opportunity to step out of my current role or career and try something completely new, what can you see me doing, and why?**

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## Low Self-esteem/High Self-esteem

	Low Self-esteem	Self Perception vs. Observer Perception	High Self-esteem
12. When I compare myself to other people, I feel that I have...	very little control over events in my life	<p>1 2 3 4 5 6 7</p>	a considerable amount of control over events in my life
13. I think other people find me...	boring	<p>1 2 3 4 5 6 7</p>	extremely interesting
14. When I compare myself to my peers, I feel...	inferior	<p>1 2 3 4 5 6 7</p>	superior
17. Looking at myself...	I am self-critical	<p>1 2 3 4 5 6 7</p>	I accept myself fully
20. I think other people...	do not want to be like me	<p>1 2 3 4 5 6 7</p>	want to be like me
38. I see myself as someone who is...	not successful	<p>1 2 3 4 5 6 7</p>	extremely successful

- ▼ Self Perception (Score)
- ▼ Observer Perception (Average)
- Observer Score Range

# Vigilant/Trustful

	Vigilant	Self Perception vs. Observer Perception	Trustful
3. I show my affection for other people...	with difficulty		very easily
9. When people hurt me, it is...	difficult for me to forgive them		very easy for me to forgive them
10. I am...	suspicious of others		not suspicious of others
27. I reveal myself to others...	very little		completely
29. When people are inappropriately friendly to me...	I become very skeptical		it does not bother me at all
36. I feel that I am...	difficult to get to know		extremely easy to get to know







▼ Self Perception (Score)  
▼ Observer Perception (Average)  
 Observer Score Range

# Laissez Faire/Conscientious

	Laissez Faire	Self Perception vs. Observer Perception	Conscientious
7. When I make promises...	I seldom fulfill them		I always fulfill them
8. I am...	disorganised		extremely organised
15. When I don't do what I promised...	I dont worry about it		I feel guilty
19. My personal standards of behaviour are...	relaxed		very strict
35. If my things are not neat and orderly...	I don't mind at all		I get very annoyed
37. I pay...	little attention to details		great attention to details

- ▼ Self Perception (Score)
- ▼ Observer Perception (Average)
- Observer Score Range

# Self-Effacing/Assertive

	Self-Effacing	Self Perception vs. Observer Perception	Assertive
4. When I get in an argument...	I often lose		I almost always win
5. I defend my point of view...	rarely		almost always
18. When I work in a group...	I let others take the lead		I take the lead myself
21. For me, winning is...	unimportant		extremely important
22. I am...	not very domineering		extremely domineering
34. I argue with people...	rarely		frequently


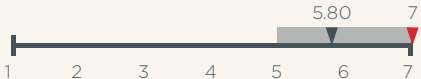

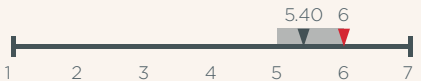

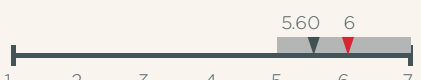
- ▼ Self Perception (Score)
- ▼ Observer Perception (Average)
- Observer Score Range

# Introverted/Extroverted

	Introverted	Self Perception vs. Observer Perception	Extroverted
16. Compared to my peers...	I am not a very sociable person		I am an extremely sociable person
23. I would prefer to spend most of my time...	alone		with other people
25. I start conversations with strangers...	rarely		quite often
28. I feel...	content when I am alone		unhappy when I am alone
31. I seek the company of other people...	rarely		quite often
41. I like to be the centre of attention.	not at all		very much

- ▼ Self Perception (Score)
- ▼ Observer Perception (Average)
- Observer Score Range

# Low-Spirited/High-Spirited

	Low-Spirited	Self Perception vs. Observer Perception	High-Spirited
1. I feel happy...	rarely		almost always
2. I am optimistic...	rarely		almost always
24. I become very enthusiastic...	rarely		quite often
30. I feel hopeless...	often		rarely
32. I am quite moody...	often		almost never
33. I feel sad...	often		rarely

- ▼ Self Perception (Score)
- ▼ Observer Perception (Average)
- Observer Score Range

# Prudent/Adventurous

	Prudent	Self Perception vs. Observer Perception	Adventurous
6. In my life, I need a great deal of...	stability	<p>6.6</p>	variety
11. I prefer to travel to places...	I am familiar with	<p>5.80 6</p>	I have never been to before
26. I am...	not adventurous	<p>5.40 6</p>	extremely adventurous
39. I seek new thrills...	rarely	<p>5.60 6</p>	very often
40. I tend to...	avoid risks	<p>5.20 6</p>	take many risks
42. If I have to do something new...	I am worried at the prospect	<p>5.20 6</p>	I am excited at the prospect

- ▼ Self Perception (Score)
- ▼ Observer Perception (Average)
- Observer Score Range



# Recommendations for Action Planning and Development

## If you rated very high on Vigilant

- Be willing to accept criticism. Listen to what others have to say. A major complaint of executives is that their boss doesn't listen to them. Try not to be overly defensive when you receive information you don't like. Avoid killing the bearer of bad news or getting trapped in the blaming and devaluation game.
- Communicate openly, accurately, and honestly. Don't be too secretive. Communicate clearly what you expect from others. Be willing to confide in others.
- Dare to delegate. Share decision-making. Prevent or limit the presence of surveillance or other monitoring systems in your organisation.
- Don't be obsessed by trying to figure out what others mean by certain actions. Be careful not to brood about another person's behaviour, not to start an encounter by expecting the worst from others, nor engage in "hair-trigger" behaviour – blowing up at small incidents. Make an effort to see things in perspective.
- When you are wrong, apologise, take responsibility, and explain what happened.
- When others make mistakes, be prepared to forgive. Do not take offence and engage in vindictive activities; doing so only aggravates the situation.

## If you rated very high on Trust

- When you first begin working with people you don't know, ask someone else to help you see that person and the situation in a realistic perspective so you don't work on trust alone.
- When you discover that you have been too trustful, make an effort to learn from your mistakes.

# Recommendations for Action Planning and Development

## If you rated very high on Laissez-faire

- You may want to create an executive role constellation in your part of the organisation that includes people with a more conscientious disposition. Those people can remind you of your responsibilities and provide a form of structure.
- Remember that a conscientious helpmate at work (your secretary, for example) or home can do wonders in helping you become more vigilant about organisational and other matters.
- Try to enrol in a time management or other organisational seminars to learn shortcuts that will help you become more organised.
- Try to plan and structure your activities in advance. Make an effort to think through what you want to get out of a meeting or other exchanges.

## If you rated very high on Conscientious

- Avoid all-or-nothing thinking in relation to your goals. Learn to distinguish between the tasks that are high priority for you and those of lesser importance. Be a perfectionist only in the activities that really matter.
- Maintain high-but realistic-potentially attainable standards for yourself and let go of rigid, moralistic standards of performance. Don't aim for 100% success when 70% will do.

- Be cautious about imposing your standards on others. Realise that other people are not necessarily like you; try to create a more compassionate attitude in dealing with others.
- Practise coming to grips with your perfectionism. On occasion, intentionally force yourself to do a task less than perfectly. Ask yourself, "What is the worst thing that could happen if I don't reach my goals?" Doing so will make you realise that the world doesn't end when you don't reach the excessive goals you may have set for yourself.
- Take time to reflect on your achievements. Enjoy your successes. Take pride in them. Don't overlook your accomplishments by only focusing on mistakes. Accept that the human condition is one of failing and imperfection. See the making of mistakes as potential learning opportunities in disguise. Give up the attitude that being number one is the only thing that matters.
- Try to be less critical of yourself. Learn to accept yourself as a human being. Try not to fret about how others perceive you.
- Don't focus only on the results of doing something, but also enjoy the process-take more pleasure in the journey.
- Accept the fact that procrastination can be a necessary and often painful part of the creative process. It allows ideas to incubate.

# Recommendations for Action Planning and Development

## If you rated very high on Self-Effacing

- Identify your needs and make sure that those needs are met. Having needs doesn't mean that you are selfish. In fact, meeting personal needs is essential for your well-being. You can stand up for your own rights without violating the rights of others.
- Ask for clarification when you are asked to do something you are not clear about or that seems unreasonable. Learn to say "no" when you really don't want to do something. You have the right to set your own priorities.
- Make your opinion known when you think differently about a subject from the way others do. You have the right to be listened to and to be taken seriously. Ask questions when you are confused.
- Avoid taking on the responsibility for others. People need to be responsible for their own behaviour – you need not feel guilty about someone else's actions.
- Avoid pretending to be in agreement when you are not. You can disagree with the idea, not with the person. Look for win-win solutions to disagreements.
- When you feel angry, express it in an appropriate manner instead of suffering in silence. Be prepared to give constructive feedback when needed. Remember that you have the right to feel angry when you are not being treated properly.

- Make an effort to communicate in a clear and confident manner. Look at people when you talk to them. (Keep in mind, however, that in some cultures, looking directly at someone while you are speaking is considered rude.) Make sure your non-verbal behaviour matches your verbal behaviour. For example, saying "I like what you said" while frowning and not looking the person in the eye sends a mixed message.
- Practise being assertive. Keep reminding yourself that assertiveness is not to be confused with aggressiveness. Making your point doesn't require screaming in anger.

## If you rated very high on Assertive

- Try to understand how you come across to others – how forceful you are in getting your opinion across. Become more aware of the power of your presence.
- Learn how to hold yourself back. Learn how to listen and practise being more patient.
- Make an effort to solicit other people's views before putting forward your own.
- Learn to control your anger. Listen to the signs of your body when you are close to blowing up; ask for time out.
- Ask others whom you trust to warn you when you are trying to get your way without taking the opinions of others into consideration.

# Recommendations for Action Planning and Development

## If you rated very high on Introverted

- Keep in mind that your reflective capacity has a lot of advantages. Don't be hard on yourself for finding it difficult to speak up. Good listening skills are invaluable in all areas of business and the public sector. In fact, you may have better powers of concentration than others who are more extroverted. Remind yourself that the most creative individuals are often those who need solitude. For example, scholars are generally more introverted. Leaders in the more academic and aesthetic areas tend to be introverts.
- When you are dealing with extroverts, try not to "turn off" if you find the other person too noisy, gregarious, or superficial. Keep in mind that extroverts often feel compelled to think out loud.
- Try not to let yourself be interrupted by extroverts. Make it clear that you want to finish what you have to say. Also make an effort to overcome your fear of humiliation when talking in large groups.
- Recognise that you may have a tendency to hide your inner worlds, which can lead people to make erroneous assumptions about you and your needs. Make an effort to be somewhat more expressive so you are less likely to be misunderstood.
- Look for a coach who understands your needs and can help you master the things that tend to be obstacles for introverts.

## If you rated very high on Extroverted

- Allow yourself time to bounce new ideas around (particularly when there are a number of introverts in the group) before coming to conclusions. Practise your listening skills. Remember that you might be quick to express your views but might not always listen carefully, and you might be too eager to tell others what's on your mind.
- Remind yourself again and again that introverts are "wired" differently from extroverts and that they have different needs. Try to understand the reasons for their behaviour, and be careful not to interpret it as weakness because they appear to you as timid or distant.
- Don't assume that if introverts are silent they have nothing to say or are not interested in what is being said. Encourage them to express themselves with questions like "What do you think?" or "What's your opinion about this issue?"
- Give introverts time to think. Remember, extroverts speak to think; introverts think to speak. Don't interrupt them when they are talking – give them time to finish. Be careful not to embarrass them in public. When you want to give them some feedback, do it privately.
- Practise being alone with yourself. Give yourself some reflective space. You will be surprised how the quality of your decisions may improve.

# Recommendations for Action Planning and Development

## If you rated very high on Low-Spirited

- Seek help if you persistently experience the following symptoms of low-spiritedness indicating depression, bearing in mind that these problems are not something to be ashamed of and that they can be dealt with: sadness, anxiety, feelings of hopelessness, pessimistic thoughts, excessive guilt or worthlessness; a loss of interest or pleasure in hobbies and activities that you once enjoyed; insomnia or oversleeping; a loss of appetite or overeating; decreased energy, fatigue; a loss of interest in sex, thoughts of death and suicide; feelings of restlessness, difficulty concentrating, remembering, or making decisions.
- Learn and practise stress-reducing techniques. Try not to do too much. Engage in regular exercise, which can reduce stress by increasing the natural chemicals in your body that fight depression. Be sure to get plenty of rest and sunshine. Eat nutritious, well-balanced meals. Remember that alcohol is a depressant that should be consumed in moderation.
- Write down how you feel, or draw and paint your moods when you are feeling low, and also when you are feeling good. Pay attention to your assumptions and beliefs. Challenge low-spirited thinking. Avoid blaming yourself for everything.
- When you feel low, avoid being home alone for long periods – depressive thoughts can get worse when no one is around.
- Try not to bottle up your feelings. When you feel low-spirited, it is difficult to solve problems on your own. It helps to share them with someone you trust (such as a close friend or a family member who may have had similar experiences). You may also find strength and support through your religious affiliations.

- You may ask a doctor to prescribe anti-depressant medication, although no drug is going to make you think and feel differently over the long term. It is important to accept responsibility for the fact that you feel low and try to do something about it beyond mere drug intervention – seek psychotherapy, counselling, or join a self-help group, for example.

## If you rated very high on High-Spirited

- It might be time to get professional help when you are persistently experiencing any of the following: unrealistic feelings of ease, power, well-being, omnipotence, or euphoria; a compulsion to talk too fast; a mind racing with too many ideas for you to handle; an unrealistic belief in your own abilities leading to poor judgement; a tendency to engage in impulsive or even reckless behaviour; little or no need for sleep; excessive involvement in pleasurable activities that have a high potential for painful consequences (e.g., unrestrained buying sprees, sexual indiscretions, or reckless business investments).
- Be sure that your behaviour doesn't come across as arrogant self-satisfaction. Ask people you trust to help you recognise when you are in such a state.
- Do not label low-spirited people as incompetent or lazy and assume that they have weak personalities. Offer emotional support, demonstrating understanding, patience, affection, and encouragement. The same is true for others who become excessively high-spirited. Engage the low-spirited (or high-spirited) person in conversation and listen carefully. Realise that most people with depressive symptoms cannot merely “pull themselves together” and get better. Without treatment, these symptoms can last for weeks, months, or years.

# Recommendations for Action Planning and Development

## If you rated very high on Prudent

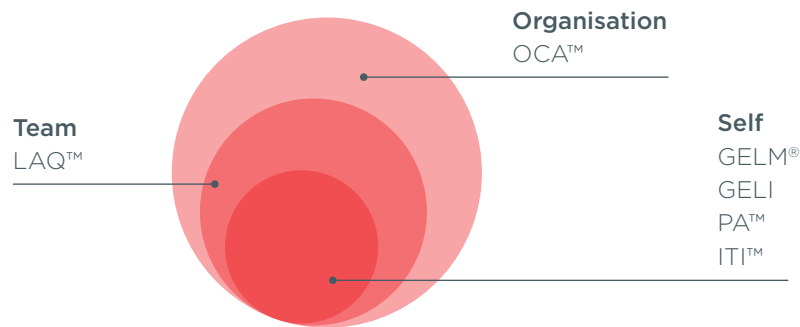
- Try to “scare” yourself a little. Make a regular effort to get out of your comfort zone.
- Learn something new. For instance, learn a language first-hand in a foreign country of your choice, take art lessons in Paris or a week-long cooking course in Tuscany.
- Surprise your significant other by doing something out of the ordinary. Make an effort to get out of your usual routines—they only lead to a stale relationship.
- Keep in mind that a crisis in your life such as the loss of a job can be a great opportunity to take up new interests. You may become interested in a different sort of career, for instance, or decide you want to marry and have a fulfilling relationship if you did not have one before, or seek to give more back to your community via some kind of volunteer service. Very often, a crisis offers an opportunity for you to extend your boundaries.
- If you feel that you are on “automatic pilot” in your job (or your life), do something about it. You may need to “stretch.” Ask for a new assignment or enrol in an executive career transition programme.
- Make friends with people who are more adventurous. You will learn from each other.

## If you rated very high on Adventurous

- Make friends with people who are more prudent. These people may help calm you down and help you recognise the downsides of excessively risky behaviour.
- Become more of a reflective practitioner (with the help of a coach), getting out of the ready-fire-aim mode.
- In your organisation, make sure that there is an executive role constellation so the more adventurous and the more prudent members of the team are well-balanced.

# KDVI Family of Leadership Development Instruments

**The Personality Audit** is part of a family of leadership development instruments developed over the last decade by Manfred Kets de Vries. These instruments apply different lenses to examine organisational leadership, from individual (personality, individual leadership skills, to motivations and drivers) to teams (leadership roles and role constellations) to organisational (culture). Collectively, they provide a systemic view of leadership effectiveness within the organisation.



## Individual

### **The Global Executive Leadership Mirror (GELM®)**

The GELM® is an in-depth 360° feedback development tool to measure specific leadership behaviours and provide feedback across four main levels: Self, Teams, Organisation and Networks. It also includes life indicators such as life stressors and well-being resources, and perceived performance to add further insight into an executive's behaviours at work.

### **The Global Executive Leadership Inventory (GELI)**

The GELI is an in-depth 360° feedback development tool for identifying and understanding one's leadership strengths and weaknesses and to explore steps needed to improve one's leadership competencies.

### **The Personality Audit (PA™)**

The PA™ is a 360° feedback instrument to help participants understand their motives for what they do through looking at their key personality traits. It can be used towards an action plan for personal growth and development.

### **The Inner Theatre Inventory (ITI™)**

The ITI™ is a 360° feedback assessment which identifies the drivers in an individual's inner theatre, consisting of the values, beliefs, and attitudes that guide their behaviour. Through the ITI™, individuals can identify the life anchors that drive them, develop greater self-awareness, and develop a lifestyle more congruent with their values and belief systems.

## Team

### **The Leadership Archetype Questionnaire (LAQ™)**

The LAQ™ is a 360° feedback assessment designed to help the participants identify his/her salient leadership behaviour through eight leadership archetypes. The assessment of leadership archetypes can help towards identifying an individual's role within a team as well as the roles needed to ensure capable executive leadership in a team.

## Organisation

### **The Organisational Culture Audit (OCA™)**

Organisational culture is the foundation upon which an organisation's vision, mission, strategy, and structure are based; it makes up the organisation's uniqueness and identity. The OCA™ provides a comprehensive diagnostic of the current corporate culture as well as a detailed understanding of the culture an organisation are aiming at, by examining employee's perceptions of the organisation's current practices and the values they consider important, and whether they are aligned with corporate strategy.

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