Octogram Talent Profile

Example Person

Identity Code	ZDESM
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Department	Internet & New Media
Function	Programming

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Introduction

This is the Octogram Talent Profile report for Example Person . All of the results in this report are based solely on the answers given by Example to the Octogram Work and Leadership Style test.
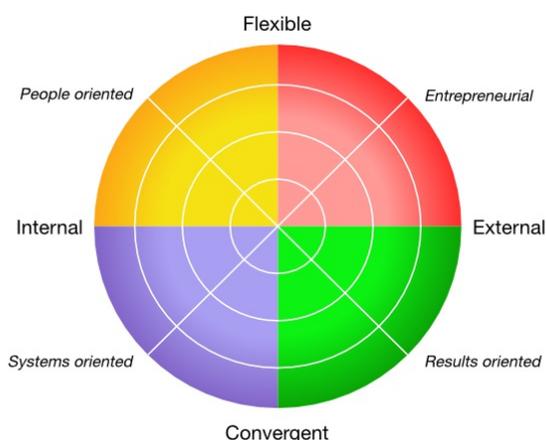
The Octogram

The Octogram test is based on Professor Robert Quinn's theory of workplace and leadership behavior called the Competing Values Framework. This framework identifies the eight, sometimes conflicting, work styles and the Octogram test measures the personality traits that underpin each of these behaviors. The framework is based on two features: Thinking Style and Orientation. These features make up the vertical and horizontal axis of the Octogram, shown below:

- Thinking Style: **Flexible** versus **Convergent**
- Orientation: **Internal** versus **External**

These characteristics, when placed together, form a grid with four quadrants: **Entrepreneurial**, **Results oriented**, **Systems oriented** and **People oriented**.

The Octogram divides the behaviors within these four quadrants into eight work and leadership style roles. Here are the different roles described and measured by the Octogram Talent Profile:

High scores in the Octogram indicate where a person feels most at home, what their preferred mode of work style is and where they get the most energy and job satisfaction. The positions of the traits are not arbitrary, roles on opposite sides of the graph have a strong negative correlation with each other and roles near each other have a strong positive correlation.

Using the results

The Octogram Talent Profile is intended to be used to help Example recognize where his talents are. Many issues are addressed in this report and it is written from the point of view of the manager of Example to be used as a springboard for further discussions and development.

Interpretation of Scores

The Octogram Talent Profile explains what the scores of Example are and what those scores mean. The scores of Example are calculated by comparing the raw scores to a reference or "Norm" group. The scores are expressed in a common statistical scale called the *stanine* scale. The Octogram test has been developed over many years and meet all requirements for a reliable psychometric test instrument.
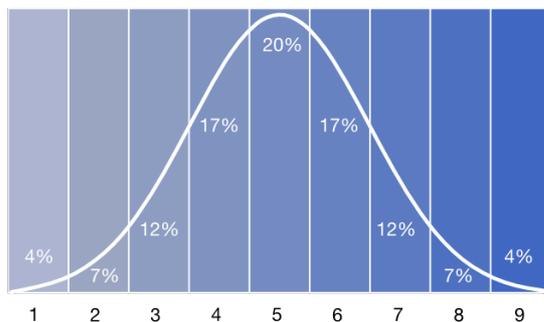
Norm Group

This report is based on how the answers of Example compare to a group of other respondents, called the "Norm Group". A Norm Group is a group of candidates that are similar to the candidate being rated (Example). A Norm Group might be general, based on education level, or very specific, based on experience. Here are the characteristics we used to choose a Norm Group for this report:

- Education level: Graduate degree
- Test situation: development

Stanine scores

In the Octogram Talent Profile, all scores are displayed in the "Stanine Scale". This scale has a range from 1 to 9 and is most effective in showing how Example compares to an 'average' respondent in the Norm Group. See the score distribution in the graph below.

- 1 or 2: very low score
- 3 or 4: below average score
- 5: average score
- 6 or 7: above average score
- 8 or 9: very high score

Example

11% of the norm group scores a 1 or a 2 on a given trait. If Example has a score of 2, that means that over 89% of the other respondents in the Norm Group scored higher. With a score of 9, Example scores higher that 96% of the other respondents. *Remember, high scores are not always 'good' in any objective sense, this report is looking at a comparison of Example to the group.*

Profile

The Octogram measures eight style preferences. Because these behaviors are set in a work context, we talk about the Octogram measuring 'work styles' or 'leadership styles'. The answers given by Example help us explicitly describe his styles, identify where he will be most comfortable in the work place and make these styles and preferences visible.
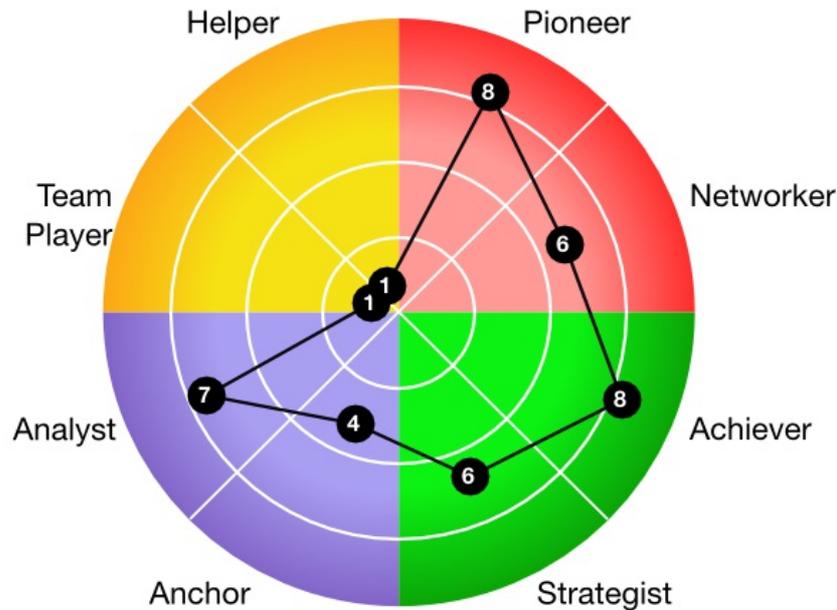
Based on the Octogram scores above, Example has the following thinking style, orientation and behavior style:

Thinking Style and Orientation

- The thinking style of Example is very convergent, focused on coming up with the single, well-established answer to a problem
- Example is very strongly oriented toward the external environment

Behavior style

- **Entrepreneurial style:** above average
- **Result-oriented style:** above average
- **System-oriented style:** average
- **People-oriented style:** very low

Description of scores

What do each of the individual scores mean for Example's behavior? This section will give an in-depth description of what each score indicates. Later sections will integrate this information together for different situations.

💡 Pioneer   1 2 3 4 5 6 7 **8** 9

Example has a very strong desire to experience new things, think new ideas, take chances and explore possibilities. He is an adventurer, willing to take risks and blaze his own path. Innovation, entrepreneurship and an unconventional approach are his strengths. Example should be careful to not go too fast for others and he will have difficulty finishing a task before starting something new.

📣 Networker   1 2 3 4 5 **6** 7 8 9

Example enjoys contact with others and needs that contact to feel comfortable. He has some flair and is good at establishing contact with others and building personal relationships. His spontaneity, enthusiasm and optimism help him gain the trust of others and give him influence. Networking is important for Example, he is always building his contacts and connections and is sensitive to when those connections might help him achieve his own goals.

🏆 Achiever   1 2 3 4 5 6 7 **8** 9

Example performs under pressure, high stress and difficult situations are what drives him to be at the top of his game. He is very ambitious and he needs to be recognized for his competitive spirit, performance, and dynamism. Example is extremely tenacious and sets high demands on himself and on the people around him. He is very much oriented on decisive action rather than spending time on gathering support or exploring alternatives. When working, he is very focused on the business at hand and not personal feelings, this can come across as rude behavior to the people around him.

🔭 Strategist   1 2 3 4 5 **6** 7 8 9

Example is more focused on the future and the long term goal than on the immediate here-and-now situation. He likes thinking about 'the big picture' and is creative when it comes to formulating plans and strategy. Example is more about ideas and goal-setting and less about immediate and practical concerns. He asks the question, "Why?" a lot and tries to make others aware of things that he knows should be changed.

⚓ Anchor　　　1 2 3 **4** 5 6 7 8 9

Example is below average on his desire to focus in on one task for a long time. He does not reject rules and guidelines completely, he follows them when they make sense to him. Order and compliance need to come from the outside, because Example will not feel a strong compulsion for these within himself. He is not very careful when it comes to dealing with details and tends to underestimate how long things will take to get done.

🎧 Analyst　　　1 2 3 4 5 6 **7** 8 9

Example places his trust in data and facts, a critical thinker who is somewhat distrustful of people who use emotions to influence others. Example takes the time to gather, and objectively analyze, information before making a decision. This kind of data gathering might lead him to getting bogged down in irrelevancies and information overload. Example strives to make sure his ideas and decisions are supported by data and information.

👪 Team player　　　**1** 2 3 4 5 6 7 8 9

Example prefers to operate in situations without a lot of contact with coworkers. He does not spend a lot of time worrying about how people on the team are feeling, he is focused on his own business and personal interests. He is oblivious to the social atmosphere in the team or group around him, making him more likely to be blunt or make social mistakes. He cannot "read" a room.

🩹 Helper　　　**1** 2 3 4 5 6 7 8 9

Example is very direct and blunt when dealing with others. Example does not pull his punches when it comes to giving criticism or his opinion. Example does not take the time to focus on the feelings of others, to empathize. He very much prefers being direct and honest with people, to express himself clearly to coworkers without obscuring information with tact or diplomatic double-speak. His ability to empathize is weak.

Aspects of Example

Qualities and Strengths

This section deals with the main strengths of Example. When Example is in a function that plays to these strengths, there will be a greater chance for engagement, positive motivation and quality of results.

The following qualities are very strong for Example

- Self-starting
- Takes initiative
- Dares to take risks
- Creates opportunities
- Spontaneously generate new ideas
- Discovers surprising connections
- Can make decisions based on intuition
- Adventurous
- Can deal with chaos and unstructured environments
- Likes to experiment
- Explorer
- Putting a lot of energy into achieving goals
- Keeping focused on goals
- Not satisfied with an average performance
- Not easily distracted
- Keeps the pressure on
- Oriented toward high productivity
- Makes sure that work is completed

The following qualities are above average for Example

- Aware of the latest information that is important for an organization
- Makes information accessible to others
- Is committed to making sure data is accurate and of high quality
- Concerned with security and maintaining control of information privacy
- Realistic
- Practical
- Prevents others from living in a fantasy land and grounded in facts

Personal Notes

Keywords

In this section, the most important strengths of Example are expressed as keywords.

The following keywords are very strong for Example

Adventurous · Experimental · Original · Entrepreneurial · Creative · Pioneer · Achievement oriented · Ambitious · Energetic · Competitive · Result oriented · Practical

The following keywords are above average for Example

Deliberate · Objective · Analytically unbiased · Logical · Methodical

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Personal Notes

Pitfalls

Experience has shown that some qualities can be expressed so strongly that they become negative points and that developing skills opposed to these super-strong characteristics can take an incredible amount of energy and time. This section was created to help Example be aware of these potential pitfalls so that they can be guarded against.

These are high risk potential pitfalls for Example

- Expects others to have the same level of energy
- Sets ambitious goals, always raising the bar
- Burnout risk
- High self-expectations
- Restless and fidgety
- Continuously looking for "new" even when it is not better than what is
- Takes too many risks
- Reckless
- Difficulty keeping feet on the ground

Based on the strengths of Example, there is an above average level of risk for these pitfalls

- So focused on facts that insufficient attention is paid to other important factors
- Susceptible to information overload and decision paralysis
- Difficulty seeing the forest because there are so many trees in the way
- Difficultly making decisions where all information is not known (or knowable)

Personal Notes

Development Tips

Nobody is perfect and based on the Octogram scores, it is possible to highlight some areas where Example might exhibit less effective behavior. This section will give suggestions for personal development. Example might seek out training or be given specific coaching to address some of these issues.

- Be more patient. Be more supportive and try to adjust your behavior to be more in line with how the people around you are behaving. Try to imagine yourself in the other person's shoes.

- Realize that cooperation is often the key to success. Pay more attention to group interactions and the social dynamics within the team.

- Try making decisions with less information, you will never know "everything". Try developing and listening to your intuition, don't always go for the safe option.

- Realize that not only competition but also mutual cooperation can be beneficial to performance. Have more patience and take a step back every now and then. Do less and perform better because of it.

- Communicate in more detail what you are doing and what your plans or ideas are. Take note that you do not go too quickly for others. Round an initiative off before you start something new.

Personal Notes

Communication style

In communications, people speak in general terms or focus in on specifics, they are inwardly focused or focused on others, they are followers or leaders. Communication style is a description of how a person communicates both verbally and non-verbally with others. This section describes how Example communicates and gives advice on how best to communicate with him.

Example gets to the point quickly. He clearly states what he wants to happen and what is to be achieved. He talks a lot about targets.

Advice: Talk about what needs to be done and especially about possible obstacles. Be straightforward, do not beat around the bush.

When he is busy working on something, Example is more of a doer than a talker. He is not very good at explaining what he is doing and has a difficult time with drawing up detailed, standardized reporting.

Advice: Ask for short overviews or clarifications, not detailed reports. Do not try to engage him in long discussions. Don't sit down on opposite sides of the desk, instead have your conversations walking or moving along with him.

Example gives reliable information. He is focused on making sure what he is telling you is correct to the best of his ability, which makes him less willing to share opinions. If he senses that his conversation partner is exaggerating or distorting information, he will emotionally block them.

Advice: Do not combine personal feelings and facts together with Example, make sure he understands when you are talking about facts and when you are talking about opinions. Keep business discussions professional, he will let you know that he has done his homework.

Personal Notes

Dealing with change

Organizations are constantly in motion, constantly changing. Understanding how a person will deal with these changes is, therefore, important information. This section describes how Example will deal with change and what you can do as a manager to help Example deal with those changes.

Example is easily disturbed by changes that affect one-on-one contacts, especially if they hamper the achievement of goals set by him. His negative reaction to the changes will be in direct proportion to the amount of change that he did not foresee.

Advice: Ask him to expressly map out what changes he experiences as problematic and then let him work out different scenarios on how to deal with those changes.

Example responds to changes that are objectively measurable. He will be less enthusiastic about changes that are not about creating concrete and practical results. He will try to react to changes logically.

Advice: Example will try to work out every possible consequence of every change, do not let this happen. Encourage him to identify the most likely outcomes and work out the consequences of only those changes.

When Example is confronted with changes that may affect what he is doing, he will judge those changes on their possible relevance to the goals he has set for himself. If the changes are in conflict with his own goals, it is possible that he can set aside his own goals, but it is also possible that he will remain fully committed to his own goals and try to block the proposed changes.

Advice: Work with Example to go through several possible scenarios and work out the pros and cons of each scenario with him.

Example is quick to change direction without deep introspection or critical thinking. As a strong pioneer, Example is, by his very nature, a person who appreciates and is invigorated by making changes, but he might resist changes that he did not originate.

Advice: Speak often with Example about any problems he might be experiencing and help him identify places where there are problems that are the result of his own actions. Help him be more self-reflective.

Changes that might have an affect on group processes will usually not be welcomed by Example. This is especially true if the changes were not anticipated, because those changes might hinder the groups ability to reach its goals.

Advice: Ask him to clearly define how the changes will affect the group. Ask him to clearly state his resistance to the changes. Then work with him to see if those challenges can be re-framed as opportunities.

Personal Notes

Functioning as a member of a team

A well functioning organization needs to cover all the roles of the Octogram. A well functioning team needs to identify what is required and then make sure that they have the personnel in place that match up with those needs. How will Example function when placed in a team?

- In the team, Example is the man pushing everyone else to greater action. He is the one to constantly exhort his teammates to "Roll up your sleeves!" and that "Actions speak louder than words!". He wants meetings to focus on efficiency, with concrete information on what people are actually doing.

- When it comes to making decisions, Example will make sure everyone is aware of the quantity and quality of information that is available to make that decision. If facts are in short supply, he can generate scenarios for debate and argue against positions that are not founded on solid information.

- Example is the member of the team that comes up with new ideas and proposals to change how things are done. He works to bring other members of the team along with his proposals.

Personal Notes

Ideal work environment and relevant careers/jobs

Example has a work style that will function best in specific work environments. When we analyze the scores, we come to the following conclusions:

Example feels comfortable in organizations where management is rational and makes decisions based on data. He wants to work in an environment that values his knowledge, where being an expert is important and noticed. Example wants to be in a position where thinking before acting is viewed as a good thing.

Example fits best in an organization with a competitive and goal-oriented environment. He feels happiest in environments that are challenging and require a high level of performance from him. Situations that compensate him based on his level of performance are especially attractive to him.

Example wants to work in an organization that encourages him to think about fundamental problems and ask big questions. He wants to have a say in the course of the organization, to set goals and influence policy.

Example wants to work in an environment that allows him to have plenty of contact with customers and people outside his team. He wants to be in a situation that rewards bringing in new customers and values maintaining relationships with those customers. Example wants to be rewarded for his ability to connect with and convince other people.

Example feels comfortable in an organization that is still in its pioneering phase, where there is still a lot to be done and to be created. He wants to work in an organization that allows him to set his own course and explore possibilities. Example will feel most comfortable in situations that allow him to try new things and experiment.

Relevant positions and types of work

- Functions that require independent work with a strong orientation on being productive and where achievement is important
- Commercial functions where there is a strong focus on building and maintaining external relationships
- Statistician
- Researcher
- Librarian
- Database Administrator
- Operational manager
- Business leader
- Project leader
- Union leader
- Manager
- Policy officer
- Conductor
- Spokesperson
- Public transport controller
- Fire department manager
- Train conductor

- Negotiator
- Mediator
- Broker
- Lobbyist
- (Internal) entrepreneur
- Product developer
- Explorer
- Marketing
- Artist

Personal Notes

Leadership Style

Even though we focus on work styles, the Octogram was originally developed as a leadership model. Thus, we can offer some insights into the relationship between work and leadership style. Based on that information, what would Example look like if placed into a managerial or leadership role?

- As a leader, Example is less attentive to the emotional signals of his employees. He does not invest a lot of time into individual employees, unless it concerns something that is directly important for good job performance. He will need to stretch occasionally to show more empathy to other people, without this, he will have a tough time engendering loyalty in his team.

- Example finds a good team spirit to be less important than things and activities that are more measurable. Eventually, problems are likely to arise because he tends to overlook conflicts or problems within his team, hoping that they will go away of their own accord.

- Example is first and foremost a specialist. As a leader, he is an effective guide for helping his team solve problems and find solutions. As a specialist, he can effectively manage other specialists and field experts because he recognizes their concerns and "speaks their language".

- As a leader, Example is at the forefront of new developments and innovation in products and services. He is a trailblazer and rewards creativity and new ideas. He is an effective manager for creative groups that might have several projects running simultaneously where he will need to pivot from one to another quickly.

- As a leader, Example is going to be spending a lot of time on the work floor motivating his employees. He is strongly task and result oriented, which means that he is going to pressure employees to perform at their best. He is demanding, he speaks directly to people and is clear about setting expectations. He encourages a competitive atmosphere and rewards performers who exceed his expectations.

Personal Notes

Tips for your Managing Example

What is the best way to lead Example? When we combine the previous sections, we can construct some specific advice for you, the manager, on how to make Example more effective and productive.

- Example enjoys moving through unknown territory. Because of that, managing him can be a challenge. On the one hand, you need to give him the space to explore and discover things, on the other hand, you have to push him to share what he has learned. You should also take the time to emphasize to Example that it is important to align what he is doing with his colleagues and co-workers.

- He is less empathetic in dealing with others, especially with one-on-one contacts. Give Example feedback on how others react to his behavior. Work to get him to align how others see him with how he *thinks* others see him. In short, give him tasks with a view toward developing more empathy.

- Example is not very oriented toward working with the team. Try to make him realize that good cooperation is often the key to success. Challenge him to devote more attention to group processes, the dynamics within a team. Push him to make concrete contributions to team spirit.

- Example has an analytical working and thinking attitude. Managing Example is mainly about ensuring that he does not go too far in playing to his strengths. Convince him that it is impossible to know everything about a subject. Let him know that it is usually possible to draw meaningful conclusions and make good decisions with 80% of the information.

- Example likes getting results and has a competitive mindset. Give him challenging assignments that force him to make the most of his abilities. Reward excellent performance but you will probably need to tap the brakes and slow him down every now and then. Let him see that paying attention to the process, in case he takes a leadership role in the future, can have a positive impact. Let him see that the means can be just as important as the ends.

Personal Notes

Sales Style

There are several different types of sales, some based on building long lasting relationships, some dealing with high pressure situations, others dealing with order and planning. The Octogram results can be used to give you some specific advice on how Example will perform in a sales function.

- Example likes looking for new possibilities, both in terms of new product combinations and new markets. He is curious and entrepreneurial in a commercial arena and follows his intuition. He really enjoys looking at new possibilities but he runs the risk of fragmenting his efforts and becoming less effective.

- Example has a strong internal drive to achieve commercial results. He is tenacious and driven to get the best results, to win. A possible pitfall for Example is that his strong commercial drive might turn off some customers with his high pressure sales techniques.

- Example really shines in the part of the sales process where he is playing the role of an expert who has in depth knowledge of his product or service. He can connect with customers who are more technically minded. Example is reluctant to present information in a way that is dishonest or paints a picture that is too optimistic.

- Example is more focused on booking a result for himself and less interested in getting colleagues and teammates involved in the sales process. This makes him effective in situations with no support staff or in situations that do not require those types of interactions to support the goals of the organization.

- In a commercial setting, Example does not place a lot of importance on connecting with the customer on a personal level.

Personal Notes

Appendix 1: Structure of the Octogram

As stated in the introduction to this report, the Quinn model can be characterized by looking at two major features, the conflict between different thinking styles (Flexible vs Convergent) and orientations (External vs Internal). here is a deeper look at what each of these opposing poles look at and which part of the Octogram graphic represents these conflicts.

Thinking Style: Flexible versus Convergent

People with a flexible style think in an associative and lateral way. They can make large intuitive leaps, the look at problems from lots of different angles and they can follow multiple avenues of thought simultaneously or in quick succession. Their arguments are not always easy to follow, those large leaps of intuition are emergent, they cannot always trace back to the root cause or the specific, logical steps that spawned a particular idea. People that lean heavily on this style of thinking can deal with fuzzy situations and are less inclined toward demanding rigid logical supports for new ideas.

People with a convergent style think in terms of logic and systems. They break problems down into steps and work through them in a methodical and focused way. People who lean heavily on this style of thinking detest fuzzy edges and contradictions, they want mathematical proofs.

Both of these thinking types are important. We remember the names of the scientists who made huge intuitive leaps like Newton, Einstein and Darwin. But the *value* in those intuitions can only be found when they are converted into numbers and logically applied to reality by people with a more convergent thinking style.

Orientation: External versus Internal

People with an external orientation are more focused on what is happening further away in both place and time. They pay attention to things happening on the "outside" especially if it is novel.

People with an internal orientation are more focused on things happening close by in both place and time or in the past. Their awareness is full of their immediate surroundings and the current situation.

Again, both of these orientations are important. If everyone is focused solely on their own internal life, nothing happens and no progress is made. But an existence of purely external focus is just as unhealthy as purely internal.

Entrepreneurial behavior style

People with a strong entrepreneurial focus are excited about trying new things and exploring new territories. They welcome the unexpected and do not need to have a strict itinerary for the future. They are adventurous and are prepared to take risks. Depending on their nature, this express itself as seeking out challenging social situations or as looking for challenging business situations and chances.

Results-oriented behavior style

People with a results-oriented behavior have a strong focus on concrete results. They work through adversity and display energy and determination. They are competitive and set high standards for themselves and for those around them. They are practical and tend to prefer dealing with concrete reality.

System-oriented behavior style

People with a systems-oriented behavior style like structure, order and plans. They attach great importance to keeping control, both of themselves and of the situation. They push for efficiency, quality and perfection. This behavior style is focused on creating systems of rules to facilitate quality and reduce chaos. Like the results-oriented style, this style values control. But where the results-style is oriented toward competition and controlling others, this styles is oriented toward self-control and bureaucracy.

People-oriented behavior style

This style is focused on the human element of the team or organization. People with this style attach a great deal of importance to maintaining relationships through cooperation and friendly behavior. Expect people with this style to be warm and approachable, to exhibit empathy and project a caring attitude.

Appendix 2: Description of the Octogram Work Styles

We have further divided the four behavioral styles of Quinn's Competing Values Model into eight work and leadership roles.

Work style pioneer
Pioneers are innovators and dreamers with fresh ideas and continuously trying to do things in a different way. They take the initiative when it comes to making changes exploring open-ended creativity.

Work style networker
Networkers build relationships with new contacts, express their emotions freely, and are open to others. They are enthusiastic communicators, keenly interested in meeting new people.

Work style achiever
Achievers are driven, ambitious, and self-motivated. They make high demands on themselves and others. They are continuously aiming high and competitive.

Work style strategist
The strategist is the long term thinker, defining goals and thinking about how to reach those goals. The strategist identifies fundamental problems and is creative in looking for effective solutions to those problems.

Work style anchor
Anchors want order, structure, and quality. They see themselves as system builders and people who create order out of chaos. They are thorough and make sure that work is completed properly.

Work style analyst
Analysts seek to break problems apart and weigh alternatives. These are the people in the organization that are 'the voice of reason'. Analysts prefer dealing with facts, focus on being rational, and looking at situations from different perspectives.

Work style team player
The Team Players are the binding elements in your company that keep people working together and keep the atmosphere upbeat and supportive. Team Players are focused on building consensus, team harmony, and conflict management.

Work style helper

Helpers are understanding and take the time to listen to others. They have a good insights into the feelings and lives of others. Helpers understand the art of supporting the emotional well being of other people. Helpers work to improve communication, develop others, and help others achieve their full potential. Where a Team Player is more focused on the group, a Helper is more focused on individuals.

Appendix 3: Keywords for Octogram roles

Pioneer

- Adventurous
- Experimental
- Original
- Entrepreneurial
- Creative
- Pioneer

Anchor

- Orderly
- Planner
- Controlling
- Eye for details
- Structured
- Disciplined

Networker

- Extrovert
- Optimistic
- Well-spoken
- Fanciful
- Enthusiastic
- Expressive

Analyst

- Deliberate
- Objective
- Analytical
- Logical
- Methodical
- Unprejudiced

Achiever

- Achievement oriented
- Ambitious
- Energetic
- Competitive
- Result oriented
- Pragmatic

Team player

- Diplomatic
- Tolerant
- Accessible
- Binding element
- Harmonious
- Team builder

Helper

- Patient
- Understanding
- Caring
- Empathetic
- Helpful
- Attentive

Strategist

- Independent
- Course-setter
- Future oriented
- Visionary
- Scenario thinker
- Helicopter view