



Feedback Report

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Nov 1, 2024



ABOUT THE N-8 PERSONALITY INVENTORY

The **N-8 Personality Inventory** measures eight personality scales that are grouped under the “Big Five” categories that have been shown to be significantly associated with diverse job, career, and health outcomes and highly correlated with other validated measures of personality. The eight personality scales measured include:

Conscientiousness

- **Drive**
 - Drive indicates an individual's degree of organization, persistence, drive, hard work, and motivation in the pursuit of goal accomplishment.
- **Character**
 - Character describes the extent to which an individual acts and behaves in a responsible and honest manner in all dealings with others.

Emotional Stability

- **Resilience**
 - Resilience represents individual differences in emotional adjustment and emotional stability.
- **Self-Confidence**
 - Self-Confidence describes the continuum between humbleness to arrogance.

Extraversion

- **Energy**
 - Energy describes the extent to which people are energetic, playful, excitable, active, and enthusiastic.
- **Sociability**
 - Sociability describes the extent to which people are gregarious, outgoing, social, and extraverted (i.e., they get energy being around other people).

Agreeableness

- **Interpersonal Sensitivity**
 - Interpersonal Sensitivity describes others who tend to be more cooperative, collaborative, caring, kind, and understanding allowing them to get along well with others

Openness to Experience

- **Adventuresome**
 - Adventuresome characterizes someone who is intellectually curious and tends to seek new experiences and explore novel ideas.

INTRODUCTION TO

N-8 PERSONALITY INVENTORY REPORT

This report summarizes the results of the **N-8 Personality Inventory** you completed. This report is based on your own self-perceptions and intended to stimulate your thinking about how your personality influences work and life roles, job tasks/responsibilities, and interpersonal relationships.

The N-8 Personality Inventory norms are based on more than 125,000 working adults in diverse industries and countries, and include a balance of gender, ethnicity, job level, and age. The N-8 Personality Inventory has established psychometric properties including reliability and validity.

We hope you find working through this report a useful exercise to understand both the potential advantages of your personality traits and potential risks of overuse or how other might misunderstand you. A structured workbook is offered at the end of this report to summarize your insights and reflect on what aspect of your personality provide advantages and areas for potential development. You may want to share this report with key family members, friends, or work colleagues to reflect on any potential gaps between your own self-ratings and how others experience or perceive you.

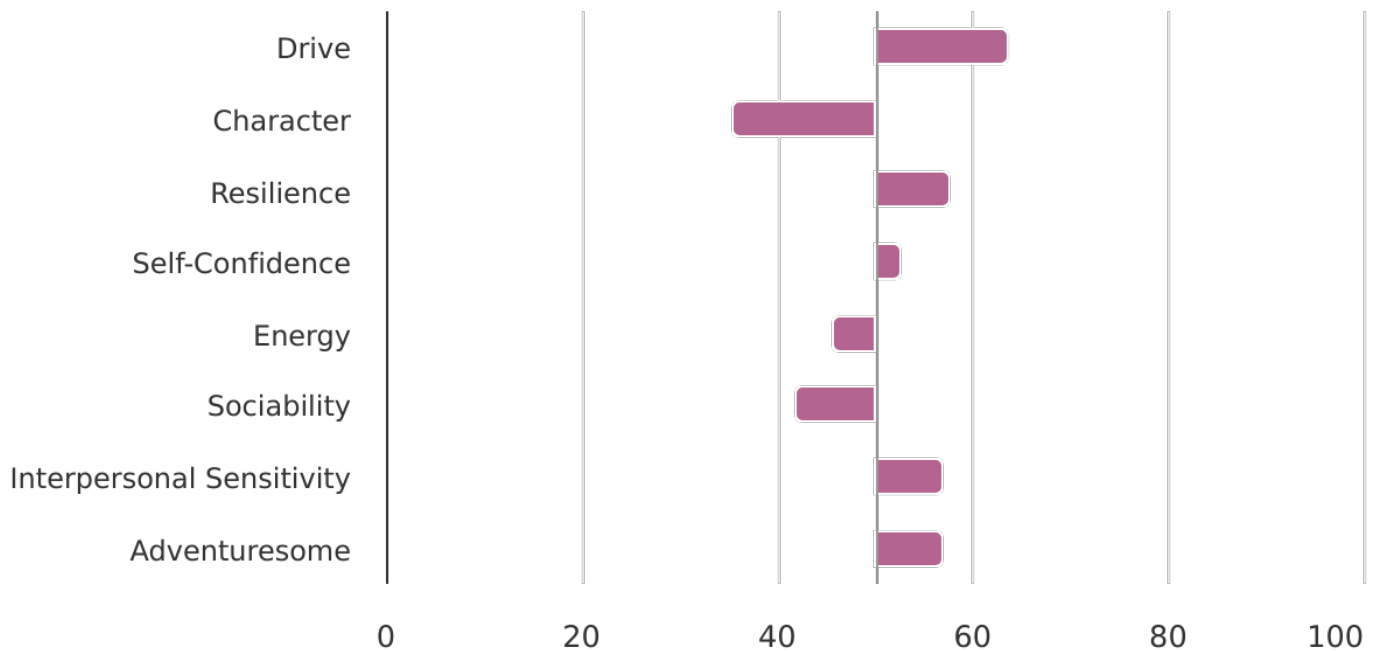
You might also find it useful to return to this report and your commitment to actions in twelve months to monitor and evaluate your professional growth and development.

STRUCTURE OF THE REPORT

1. **Profile Summary:** This page will provide an overview of your results and summarize your scores on each of the eight personality scales.
2. **Detailed Analysis:** This section will summarize details of each personality scale including potential advantages and risks associated with both low and high scores.
3. **My Development Workbook:** This workbook contains a set of reflective questions to help you analyze and summarize your report themes and make commitments to be more mindful about how your personality can provide specific advantages and potential risks in how you do your job and relate to others at work.

N-8 PERSONALITY PROFILE SUMMARY

For each **N-8 Personality Inventory** scale, is how far you are from the average adult in our database expressed in units of standard deviation. A T-score is a standardized score with 50 representing the average score and one standard deviation above and below 50 representing 67 percent of those who have taken the **N-8 Personality Inventory**.



N-8 PERSONALITY SCALE SUMMARY

The following pages summarize each of the eight **N-8 Personality Inventory** personality factors. As you review these pages, reflect how your personality and interpersonal style may be perceived and experienced by others in the most desirable and undesirable light and how your personality explains your own unique approach to work, relationships, and life.

Review your profile to identify the overall pattern. Does your profile highlight one or two dominant personality traits? If so, what might these together suggest about your approach to work, life, and relationships? Which trait(s) are higher and lower? Are there any surprises?

Looking at your profile, what are the potential opportunities, advantages, and risks? How might your personality profile be perceived by positively others? In what ways might your personality traits and behaviours be misunderstood?

A low or high score on the **N-8 Personality Inventory** is not necessarily "good" or "bad" but depends on the job tasks you perform (e.g., complexity in decision making, need for problem solving, social interactions, etc.) and the personality/style of others whom you interact with.

For each score, there are potential advantages to help you navigate work and life, as well as possible risks and disadvantages if your strengths are overused or misunderstood by others.

It is important to reflect upon how you see yourself (self-worth and self-identity) versus how you are potentially seen by others (i.e., your reputation).

N-8 Personality Inventory Scoring Ranges:

Very High: t-score above 70 (about 98% score lower on this scale)

High: t-score above 60 (about 84% score lower on this scale)

Moderately High: t-score above 55 (about 69% score lower on this scale)

Average: t-score equal to 50 (about 31% got a higher score and 31% had a higher score)

Moderately Low: t-score below 45 (about 69% had a higher score)

Low: t-score below 40 (about 84% had a higher score)

Very Low: t-score below 30 (about 98% had a higher score)

Drive

YOUR SCORE: 63.49

Drive indicates an individual's degree of organization, persistence, drive, hard work, conscientiousness, and motivation in the pursuit of goal accomplishment. It is composed of two facets but treated as a unitary factor: Drive motivation and dependability. Those scoring high might be described by others as more ambitious, careful, thorough, persistent, focused, deliberate, disciplined, and dependable.

Low: Potential Advantages

- Relaxed/Easy going
- Flexible decision style
- Prudent and knows when to quit
- Greater work/life alignment
- Process versus outcome focused
- Tolerant/Flexible/Undemanding
- Motivation is intrinsically oriented
- Able to effectively multi-task
- Mindset of important over urgent

High: Potential Advantages

- Self-disciplined/Precise/Careful
- Precise/Meticulous/Perfectionistic
- Conscientious/Dependable
- Strong-willed/Competitive/Focused
- Tactical/Persistent/Careful
- High performance standards
- Organized/Thorough/Efficient
- Takes obligations seriously
- Systematic/Cautious/Deliberate

Low: Potential Risks

- Irresponsible/Unreliable/Lack of drive
- Slower to make decisions
- Low performance standards
- Inadequate follow-through
- Short-term focus and orientation
- Unwilling to "go the extra mile"
- Quick to quit facing obstacles
- Careless/Sloppy/Disorganized
- Lacks ambition/Procrastinator

High: Potential Risks

- Unable to detach from work
- Irritated by interruptions/requests
- Micro-manager/Controlling/Picky
- Task focused/Rarely spontaneous
- Detail oriented/Obsessive
- Works quickly/Perfectionistic
- Stubborn/Compulsive
- Prone to job burnout
- Overly serious/Unreasonable standards

Your **Drive** score is *above average* compared to others. Reflect on how your score has some potential advantages as well as some potential risks associated with it regarding your own style and how it might be perceived by others.

Character

YOUR SCORE: 35.40

Character represents individual differences describing the extent to which an individual complies with rules, values, norms and behaves in a responsible and honest manner in all dealings with others. Individuals scoring high on Character tend to demonstrate high levels of responsibility, trustworthiness, candor, truthfulness, and directness in interpersonal interactions.

Low: Potential Advantages

- Risk-taker/Limit tester
- Bends inconvenient rules
- Viewed as shrewd/astute negotiator
- Dealmaker/Skillful dealing with others
- Skeptical/Hard to take advantage of
- Not bounded by rigorous ethical codes
- Cunning/Ingenious
- Insightful, wary & mistrustful
- Interprets guidelines flexibly

High: Potential Advantages

- Seen as authentic, genuine & sincere
- Excessively concerned with compliance
- Candid/Direct/Frank with others
- Politically astute/Hard to fool
- Truthful/Honest in dealing with others
- Willing to give feedback/challenge others
- Dependable/Predictable
- Behavior based on morals, values & rules
- Positive organizational citizen

Low: Potential Risks

- Seen as calculated/manipulative
- Breaks inconvenient rules
- May be seen as unprofessional
- Use charm to manipulate others
- Seen as unpredictable/impetuous
- Suspicious, mistrustful & quarrelsome
- Deceitful, cunning, shrewd & exploitive
- Self-centered/Self-absorbed
- Insensitive/Unsympathetic/Inconsiderate

High: Potential Risks

- Trusting/Can be taken advantage of
- Honesty could be seen as rude/harsh
- Rigid & narrow-minded in beliefs
- Unwilling to break rules or cut corners
- Overly rule/value bound in decisions
- Forgiving & accepting of others
- Actions are highly predictable
- Appear being evaluative/critical
- Prone to naïveté

Your **Character** score is *below average* compared to others. Reflect on how your score has some potential advantages as well as some potential risks associated with it regarding your own style and how it might be perceived by others.

Resilience

YOUR SCORE: 57.55

Resilience represents stable individual differences to the extent which an individual is emotionally calm, even tempered, hopeful, optimistic, able to cope with stress, and generally happy. Low **Resilience** is often associated with increased stress, anxiety, inflammation, and increased risk illness/chronic disease.

Low: Potential Advantages

- Diligent to follow advice
- Adherence to healthy lifestyle behaviors
- Strive for self-improvement
- Creative thinkers/innovators
- Persistent/Dependable
- Critical thinker/Ruminator
- Tuned into how others view them
- Anxiously driven to complete tasks
- Self-aware of thoughts/emotions

High: Potential Advantages

- Calm/Cool headed
- Optimistic/Hopeful
- Mindful in the moment
- Resilient/Recover quickly
- Emotional control/regulation
- Slow to show impatience/anger
- View change as a challenge
- Work and life satisfaction
- Growth versus fixed mindset

Low: Potential Risks

- Anxious/Nervous/High Strung
- Irritable/Touchy
- Moody/Emotionally expressive
- Easily dejected/disappointed
- Pessimistic
- View change as a threat
- Sensitive to feedback from others
- Self-critical/Prone to guilt
- Prone to panic/Choke under pressure

High: Potential Risks

- Indifferent/Unresponsive
- Lack of urgency
- Cold/Lacking empathy
- Emotionally controlled/Stoic
- Impervious to feedback/criticism
- Overconfident in skills/abilities
- Failure to see future challenges/risks
- Hard for others to read feelings
- Unconcerned/Unmotivated

Your **Resilience** score is *above average* compared to others. Reflect on how your score has some potential advantages as well as some potential risks associated with it regarding your own style and how it might be perceived by others.

Self-Confidence

YOUR SCORE: 52.72

Self-Confidence represents individual differences describing the extent to which an individual is confident, self-assured, poised, self-reliant, certain, decided, and in control. Those with high scores on Self-Confidence are typically seen by others as accepting self and others in a non-judgmental manner, expressing humbleness, modesty, and not bragging about his/her accomplishments.

Low: Potential Advantages

- Humble Modes/Self-deprecating
- Unpretentious/Unassuming
- Realistic about skills/abilities
- Open to feedback/criticism from others
- Value others with expertise/knowledge
- Refrains from being overly pushy/assertive
- Does not come across as a "know it all"
- Does not expect special privileges
- Feelings of trepidation, anxiety & fear

High: Potential Advantages

- Self assured, optimistic & hopeful
- Commands positive presence
- Elicits followership & respect
- Proactive, independent & quick to act
- Willing to go against popular opinion
- Steady/Self-Assured
- Willing to take prudent risks
- Willing to go outside one's comfort zone
- Unlikely to dwell on past mistakes

Low: Potential Risks

- Sensitive to criticism/feedback
- Timid & fearful of confrontation/conflict
- Feel inferior & less competent to others
- Eager to please/Deferential to others
- Hesitant to express strong opinions
- Instills a lack of followership from others
- Seeks constant approval/reassurance
- Needs & seeks approval from others
- Lacks initiative/proactivity on tasks/projects

High: Potential Risks

- Feelings of superiority/Self-importance
- Inflated appraisal of skills/competence
- Arrogant, unrealistic & hype-competitive
- Closed to feedback/input from others
- Lacking self-awareness/self-insight
- Excessive risk taker
- Unable to admit/learn from mistakes
- Fearlessness/Overly confident
- Feelings of grandiosity/entitlement

Your **Self-Confidence** score is *average* compared to others. Reflect on how your score has some potential advantages as well as some potential risks associated with it regarding your own style and how it might be perceived by others.

Energy

YOUR SCORE: 45.73

Energy represents stable individual differences around the extent to which an individual is energetic, playful, excitable, active, dynamic, lively, vivacious, animated, enthusiastic, and tireless. People who score high on Energy tend to and seek excitement and stimulation and express both thoughts and feelings outwardly. High scoring individuals tend to feel and express more positive affect overall (e.g., excitement and optimism).

Low: Potential Advantages

- Peaceful/Relaxed/Content
- Stoic/Calm/Cool under pressure
- Composed/Confident/Collected
- Effective conflict manager
- Self-controlled/Restrained
- Reserved/Self-reliant
- Respectful of others
- Analytical/Intellectual
- Rarely loud and unpredictable

High: Potential Advantages

- Passionate/Intense/Enthusiastic
- Directive under pressure
- Acts and thinks quickly
- Multi-tasker/Suppress fatigue
- Confident/Charismatic
- Persistent on tasks/projects
- Hard working/Industrious
- Entertaining/Fiery/Engaging
- Positive/Enthusiastic

Low: Potential Risks

- Quiet/Reserved
- Aloof/Cold/Self-centered
- Unenthusiastic/Bored
- Judgmental/Indifferent
- Timid/Unassertive
- Shy/Bashful
- Unmotivated
- Negative/Critical
- Overconfident/Cocky

High: Potential Risks

- Disruptive verbally/behaviorally
- Unpredictable shifts in emotion
- Overly talkative/Verbose
- Overly animated/Volatile/Emotional
- Looks for attention/Self-promoting
- Easily bored
- Quick to act without full analysis
- Appear less interested in others
- Inability to stay on track or focus

Your **Energy** score is *average* compared to others. Reflect on how your score has some potential advantages as well as some potential risks associated with it regarding your own style and how it might be perceived by others.

Sociability

YOUR SCORE: 41.82

Sociability represents individual differences to the extent which people are gregarious, outgoing, social, friendly, extraverted, and gets energized being around others. People who score high on **Sociability** tend to be energized being around people, large groups, and social stimulation.

Low: Potential Advantages

- Less affected by other's emotions or feelings
- Avoids meeting new people/Keeps distance
- Finds solitude being alone/Values private time
- Self-reliant/Independent/Self-restrained
- Selectively takes charge when needed
- Maintains focus on task and projects
- Can focus deeply and block out distractions
- Process information/Deep thinkers
- Quiet/Observes and listens well too

High: Potential Advantages

- Social/Open/Warm/Transparent
- Talkative/Socially engaging with others
- Assertive/Expresses self
- Outgoing/Charismatic/Charming
- Form quick and easy relationships
- Expresses positive emotions
- High social networker/connector
- Energized in group settings
- Confident around others

Low: Potential Risks

- Submissive/Conflict avoidant
- Appear cold, insensitive, & unfeeling
- Seen as all of, distant, remote, & judgmental
- Poor at networking/connecting with others
- Difficulty standing out & being noticed
- Appears unapproachable/Lacking in energy
- Difficulty with self-promotion/marketing
- Focus on tasks rather than people
- Quiet nature creates weak first

High: Potential Risks

- Interrupts/Dominates conversations
- Can be too intense, noisy or lively
- Seen as self-centered/self-absorbed
- Dramatic/Flirtatious/Socially embarrassing
- Lack social boundaries/Too forward
- Poor listener/Talks over others
- Social needs can interfere with tasks
- Can be inconsiderate/unaware of others
- Melodramatic/Attention-seeking/Theatrical

Your **Sociability** score is *below average* compared to others. Reflect on how your score has some potential advantages as well as some potential risks associated with it regarding your own style and how it might be perceived by others.

Interpersonal Sensitivity

YOUR SCORE: 56.89

Interpersonal Sensitivity represents individual differences describing the extent to which an individual is trusting, caring, cooperative, forgiving, and agreeable in interacting with others. Those with high scores on **Interpersonal Sensitivity** can be characterized as trusting, forgiving, caring, altruistic, and compassionate toward others.

Low: Potential Advantages

- Tough-minded/Tolerant of conflict
- Unable to be easily swayed by emotions
- Lack of gullibility or easily manipulated
- Analytical, rather than feeling oriented
- Assertive, direct & candid with others
- Not easily offended or emotionally hurt
- Tough negotiator/Able to stand ground

High: Potential Advantages

- Rationally compassionate
- Willingness to help/assist others
- High in *feeling* the feelings of others
- Identify with the suffering of others
- Kind, gentle & caring
- Seeks "win-win" solutions with others
- Sympathetic/Eager to please others
- Cooperative/Collaborative/Supportive
- Responsive to the requests of others

Low: Potential Risks

- Seeking "win-lose" solutions with others
- Harsh/Bullying in dealing with others
- Shrewd/Overly tough negotiator
- Insensitive to the feelings of others
- Able to take advantage of others easily
- Seen as cold & unexpressive
- Self-absorbed/Self-centered
- Inappropriately challenging/Contentious
- Appears not to listen for understanding

High: Potential Risks

- Hypersensitive to criticism/feedback
- Easily hurt & emotionally upset
- Too willing to please/meet needs of others
- Gullible & emotionally manipulated by others
- Sees good in others even when unwarranted
- Contributes to biased/irrational decisions
- Can lead to emotional burnout
- Timid/Willing to bend to a group decision
- Overly diplomatic/Soft on people issues

Your **Interpersonal Sensitivity** score is *above average* compared to others. Reflect on how your score has some potential advantages as well as some potential risks associated with it regarding your own style and how it might be perceived by others.

Adventuresome

YOUR SCORE: 56.81

Adventuresome represents stable individual differences to the extent which people are creative, innovative, imaginative, independent, reflective, risk-taking, daring, and entrepreneurial. Individuals high on **Adventuresome** can be described as entrepreneurial, imaginative, experimental, open to change, artistic, and untraditional.

Low: Potential Advantages

- Pragmatic/Careful/Hesitant
- Predictable/Stable/Conservative
- Practical/Conventional/Straightforward
- Conservative/Cautious/Compliant
- Prudent risk taker/Lacks impulsivity
- Reliable/Dependable/Deliberate
- Analytical thinker/Makes few mistakes
- Pragmatic/Loyal/Conforming
- Maintains regular habits/routines

High: Potential Advantages

- Entrepreneurial/Self-reliant
- Risk-taker/Spontaneous/Charming
- Visionary/Creative/Innovative
- Test limits/Daring/Proactive
- Inventive/Imaginative/Novel/Curious
- Philosophical/Free Thinker
- Fearless/Optimistic about the future
- Tolerant of unpredictability
- Willingness to learn/try new things

Low: Potential Risks

- Unable to multitask/shift gears effectively
- Indecisive/Risk adverse
- Reluctant to change/Careful
- Hesitancy to learn new things
- Lack of spontaneity/Unoriginal
- Appears lacking in curiosity/Lacking in creativity
- Overly conforming/Lacking in creativity
- Conservativeness in decisions/actions
- Tendency to be closed-minded

High: Potential Risks

- Unrealistic dreams/Unconventional views
- Disorganized/Unfocused/Lack follow-up
- Overly risk taking
- Easily bored/Distractible/Unfocused
- Seen as unconventional/Eccentric
- Non-traditional/Non-conforming
- Impulsive/Impetuous/Unpredictable
- Needs constant stimulation
- Overconfident in problem-solving abilities

Your **Adventuresome** score is *above average* compared to others. Reflect on how your score has some potential advantages as well as some potential risks associated with it regarding your own style and how it might be perceived by others.

N-8 DEVELOPMENT WORKBOOK

Your **N-8 Personality Inventory** feedback report provides specific information about the potential advantages and risks associated with your scores on each of the eight factors measured by this assessment.

This workbook will now help you translate the insights you have gained from your **N-8 Personality Inventory** report into an Action Plan to enhance your relationships with others and maximize your performance on the job.

The Workbook consists of three sections, to give you the necessary tools to do some critical reflection, planning around your development and to focus your development for maximum impact and success based on your N-8 Personality Inventory results.

As you work through the steps in this development workbook, be specific. Think of the real-life situations you encounter, and the ways in which your personality helps or hinders your effectiveness.

Step 1

N-8 Self-Assessment
Reflective
Questions

A series of open-ended reflective questions to help you better understand the key insights and messages that came out of your **N-8 Personality Inventory** report.

Turn to this section to summarise your overall observations from your report to identify the potential strengths and risks associated with our scores on each of the eight factors measured.

Step 2

Identifying the N-8
Profile of Others

Use this section to identify the **N-8 personality** factors in a colleague, direct report, or your own supervisor/manager. By understanding your colleague's personality and style you can identify how your own personality shapes the way you interact with others, manage conflict, and strengthen your working relationship.

Step 3

My Action Plan

Use this section to reflect on how your personality shapes your approach to your job and future career progression.

Identify the kind of roles that come "naturally" to you and those roles that might make it difficult to play to your strengths.

Develop and Action Plan to manage and develop one or more factors associated with your personality to enhance your effectiveness with others and your job performance.

N-8 Personality Inventory Development Guide

Step 1: Self-Assessment

The following questions will help you to better understand and reflect on your **N-8 Personality Inventory** feedback report results.

1. If you had to pick a *single word or phrase* to describe your emotional reactions to your feedback report it would be:
2. In what situations at work and relating to others might your personality provide potential *advantages*?
3. In what situations at work and relating to others might your personality provide potential *risks*?
4. How does your personality influence the way you interact with colleagues such as your manager and your colleagues (e.g., manage conflict situations)?
5. What job roles, activities, or responsibilities are most compatible with your personality strengths and allow you to express yourself comfortably?
6. What *future* career job roles, activities, or responsibilities might be most challenging, difficult, or uninteresting based upon your personality?

N-8 Personality Inventory Development Guide

Step 2: Interpersonal Assessment

The following questions will assist you to better understand the personality of others to help you explore ways you can work more effectively together.

1. Reviewing the **N-8 Personality Inventory** factors, how would you describe the *potential strengths* of the personality factors describing your boss (or another colleague)?
2. Reviewing the **N-8 Personality Inventory** factors, how would you describe the *potential risks* of the personality factors describing your boss (or another colleague)?
3. What would my boss (or another colleague) *value most* about *my* personality (i.e., given their style, where might the two of you be *most* compatible to get along and work well together)?
4. What would my boss (or another colleague) *value least* about *my* personality (i.e., given their style, where might two of you be least compatible to get along and work well together)?

N-8 Personality Inventory Development Guide

Step 3: Action Plan

Now that you have taken the time to assess your own personality factors and reflect on that of your boss (or another colleague), consider the following questions to enhance your personal relationships and overall effectiveness in your current position within your organization.

1. Based on your **N-8 Personality Inventory**, what is the *best approach* to take with your boss (or another colleague) to develop and maintain an effective working relationship?
2. How can you continue to become more aware of *how others view* your personality (both potential advantages and risks)?
3. What areas of your personality might you attempt to *stretch, modify, adapt, or build on* in to continue working more effectively with others?
4. What areas of your personality might you attempt to *stretch, modify, adapt, or build on* to become even more effective in performing in your current job?