



***TM PAW**



MAIN PAW (PERSONALITY AT WORK): SUMMARIZED REPORT

NAME: A EXAMPLE

ID: 123456789

ORGANIZATION: PHIA HENNING & AMP: ASSOCIATES

INTEGRATED NORM

6

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Scoring Date: 2015/03/24



MAIN PAW™ (PERSONALITY AT WORK): EXTENDED DEFINED SUMMARIZED REPORT



NAME: **A EXAMPLE**

ID No.: **123456789**

ORGANIZATION: **PHIA HENNING & ASSOCIATES** **INTEGRATED NORM**

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1.	DOING & WORK ORIENTATION		6
1.1	PRIMACY OF WORK		7
1.1.1	Work is perceived as a necessary evil to earn a living.	Work focused/centred 1 2 3 4 5 6 7 8 9 10	Work is of primary importance in life.
1.1.2	Reluctant and rather opposed to further training and development – stagnation.	Continuous self- and career development 1 2 3 4 5 6 7 8 9 10	Eager and committed to continuous self- and career development.
1.1.3	Rather negatively orientated to current employer, work and career.	Pride and loyalty to work/employer and career 1 2 3 4 5 6 7 8 9 10	Possesses/demonstrates high degree of pride and loyalty to work/career and employer.
1.2	TIME		7
1.2.1	Impoverished perception of time and the importance thereof.	Time perception 1 2 3 4 5 6 7 8 9 10	Well developed 'Time-Culture' where time plays a central and determining role.
1.2.2	Not committed to good timekeeping.	Timekeeping 1 2 3 4 5 6 7 8 9 10	Always on time.
1.2.3	Wasteful and haphazard use of time.	Time utilization 1 2 3 4 5 6 7 8 9 10	Optimal and effective use of time through good planning and scheduling.
1.3	EFFECTIVE PERFORMANCE		7
1.3.1	Less structured and detailed orientated with a tendency to low quality.	Detail and quality orientation 1 2 3 4 5 6 7 8 9 10	Structured and organized in detail – and accuracy-focused performance.
1.3.2	Does not demonstrate proactive 'link-up' with other players in practice.	Team and co-responsibility orientation 1 2 3 4 5 6 7 8 9 10	Demonstrates full cooperation and responsibility for a task.
1.3.3	Occupied by the process, rather than by generating results.	Goal/results and conclusion orientation 1 2 3 4 5 6 7 8 9 10	Results-driven and bringing tasks to conclusion.
1.4	ROLE-ORIENTATION		3
1.4.1	Prefers to follow, be guided and needs controlling.	Follower 1 2 3 4 5 6 7 8 9 10	Effective co-worker who can be relied on; alert and proactive to instructions.
1.4.2	Prefers working in interdependent groups/environments.	Independent 1 2 3 4 5 6 7 8 9 10	Self-reliant individual who prefers working on own, rather than in interdependent groups.
1.4.3	Lacks interest in leadership and prefers operating in a technical and/or professional capacity.	Leader 1 2 3 4 5 6 7 8 9 10	Demonstrates leadership aptitude and preference.

2.	SELF & PERCEPTION ORIENTATION										7
2.1	RELIABILITY AND STABILITY										6
2.1.1	Feels and/or is perceived as less stable and reliable.	Effective image									Inner perception and outward portrayal of being a stable person to be relied on.
		1	2	3	4	5	6	7	8	9	10
2.1.2	Does not live up to expectations/promises in practice.	Reliability and dependability									Does what is promised in practice.
		1	2	3	4	5	6	7	8	9	10
2.1.3	Tends to be varying, inconsistent and unpredictable.	Stability									Highly stable, consistent and predictable.
		1	2	3	4	5	6	7	8	9	10
2.2	RESPONSIBILITY										6
2.2.1	Feels non-committed and even aversion and neglect of duty and responsibility.	Sense of duty									Feels conscientious and committed to duty/responsibility.
		1	2	3	4	5	6	7	8	9	10
2.2.2	Not really interested in taking responsibility – even avoiding duty.	Taking responsibility									Quick and eager to accept responsibility in practice.
		1	2	3	4	5	6	7	8	9	10
2.2.3	Cannot always be relied on in accepting responsibility for failures.	Accountability and trustworthiness									Can be relied on to produce expected results.
		1	2	3	4	5	6	7	8	9	10
2.3	INDEPENDENCE										6
2.3.1	Lacks the positive sentiment of being confident and assured in self.	Self-confidence and assuredness									Feels confident, assured and convinced in self.
		1	2	3	4	5	6	7	8	9	10
2.3.2	Lacks sufficient competency to perform without assistance in practice.	Self-sufficiency and-reliance									Self-sufficient and reliant on own skills, abilities and decisions in practice.
		1	2	3	4	5	6	7	8	9	10
2.3.3	Autonomous and self-centred, irrespective of own good or poor competency profile.	Autonomy and self-centredness vs. alliance-seeking									Prepared to seek alliances, irrespective of own good competency profile.
		1	2	3	4	5	6	7	8	9	10
2.4	DRIVE										8
2.4.1	Reactive and adaptive approach to obstacles and avoids competition.	Perseverance, commitment, tenacity and endurance									Sinks teeth in irrespective of obstacle and enjoys healthy competition.
		1	2	3	4	5	6	7	8	9	10
2.4.2	Plays down career achievement by adjusting ambition and targets to 'achievable' levels.	Need for achievement									Ambitious and career-driven and enjoys working towards demanding and complex goals.
		1	2	3	4	5	6	7	8	9	10
2.4.3	Prefers a steady work pace and environment and dislikes high work and performance demands.	Energy, vigour, impact and drive									Brings high energy and vigour to bear on drive while enjoying being busy with much to do.
		1	2	3	4	5	6	7	8	9	10

3.	THINKING & STYLES ORIENTATION.										6
3.1	THINKING STYLES										7
3.1.1	Prefers an instinctive approach that is based on experience, insight and 'a feeling for the subject' collectively gathered.	Analytical and logical vs. intuitive									Prefers an analytical and logical reasoning approach in critically evaluating everything to first understand before action.
		1	2	3	4	5	6	7	8	9	10
3.1.2	Deals with matters in a more abstract holistic way – to the point of losing sight of essential detail.	Conceptual vs. detailed approach									Methodical and systematic in dealing with the smallest detail in a practical way.
		1	2	3	4	5	6	7	8	9	10
3.1.3	Uses well-established and tried-and-tested methods and principles in dealing with matters.	Conventional vs. creative and original approach									Generates new ways and ideas of dealing with matters and finding innovative solutions to problems.
		1	2	3	4	5	6	7	8	9	10
3.2	FLEXIBILITY AND ADAPTABILITY										7
3.2.1	Accepts ways things are done together with the routine and repetitive work involved.	Response vs. variety-seeking orientation									Seeks variety and introducing new ways and may become bored with routine and repetitive work.
		1	2	3	4	5	6	7	8	9	10
3.2.2	Prefers controlled and well-known situations and predictable outcomes.	Conservative vs. risk-taking									Prepared to venture in order to gain.
		1	2	3	4	5	6	7	8	9	10
3.2.3	Lacks interest and/or appreciation of opportunities and/or too closed-minded and/or conservative to be willing to take advantage thereof.	Closed-mindedness vs. opportunity capitalization									Able to recognize and appreciate a good opportunity and willing and able to take advantage thereof.
		1	2	3	4	5	6	7	8	9	10
3.3	PRACTICAL vs. THEORETICAL APPROACH										3
3.3.1	Prefers working with hard facts rather than theories and postulations.	Concrete facts vs. theoretical and principle postulation									Prefers theorizing the source variables rather than working in a situation having no room for speculation.
		1	2	3	4	5	6	7	8	9	10
3.3.2	Accepts rules and regulations with ease, prefers following clear guidelines, and finds it difficult to break rules.	Rule-bounded vs. investigative orientation									Applies a questioning and investigative approach to rules in order to improve on these – not following rules easily.
		1	2	3	4	5	6	7	8	9	10
3.3.3	Prefers to accept and applies universally proven principles as applicable to a relevant situation.	Proven principle vs. open-minded orientation									Does not unconditionally accept and applies 'Proven Principles' (i.e. universally accepted truths – holy cows) without evaluation.
		1	2	3	4	5	6	7	8	9	10
3.4	DECISION-MAKING										6
3.4.1	Reluctant (to even being totally adverse) to any involvement in decision-making – especially core aspects thereof.	Reluctance vs. willingness to making decisions									Eager and motivated to be involved in all facets of decision-making and the process.
		1	2	3	4	5	6	7	8	9	10
3.4.2	Responds to problems by developing solutions as and when they arise.	Responsive vs. proactive approach									Proactive in predicting problem-causing situation that may require decisions in future and preparing alternative solutions/decisions.
		1	2	3	4	5	6	7	8	9	10
3.4.3	Lacks the intent and dynamic decisiveness to ensure the effective implementation of decisions as intended.	Effective implementation – decisiveness									Decisive and dynamic in ensuring the effective implementation of decisions toward reaching the end results.
		1	2	3	4	5	6	7	8	9	10

4.	PEOPLE & RELATIONS ORIENTATION										6	
4.1	INTERPERSONAL RELATIONS										7	
4.1.1	Reserved, quiet, shy and withdrawn in dealing with people.	Introverted vs. extroverted										Outgoing, lively, certain of self and enjoys dealing with people.
		1	2	3	4	5	6	7	8	9	10	
4.1.2	Apparently not interested in developing good relationships: may even have a negative influence on it.	Promoting good human relations										Purposefully and proactively promoting good human relations.
		1	2	3	4	5	6	7	8	9	10	
4.1.3	Use an ad hoc approach to communication, without showing interest in ensuring the success of the process.	Effective communication										Enjoys communication and promoting an effective communication process.
		1	2	3	4	5	6	7	8	9	10	
4.2	COOPERATION vs. COMPETITIVENESS										6	
4.2.1	Prefers to work on own to the extent that individualistic needs take priority over corporate interest.	Individualistic vs. conformist										Conforms to needs and requirements of the group in order to serve best interests of corporate entity.
		1	2	3	4	5	6	7	8	9	10	
4.2.2	Pursues own interest to such an extent that competitive and self-centred behaviour may cause obstruction or even destruction in a corporate environment.	Obstructive vs. cooperative										Committed to cooperation, support and teamwork; where corporate interest is put above all – even to own detriment.
		1	2	3	4	5	6	7	8	9	10	
4.2.3	Prefers a more autocratic dispensation where authority is centralized to a small group or to an individual – e.g. management.	Autocratic vs. democratic										Prefers functioning in a democratic environment where everyone has an opportunity to make a contribution.
		1	2	3	4	5	6	7	8	9	10	
4.3	INFLUENCING OTHERS										5	
4.3.1	Reluctant to be involved in a persuasive process.	Persuasiveness										Willing to positively and openly urge and convince others to accept well-declared views and outcomes/intentions.
		1	2	3	4	5	6	7	8	9	10	
4.3.2	Prepared to skilfully utilize a manipulative approach to further own interests.	Manipulativeness										Reluctant (to actively opposed) to use a manipulative approach in serving own interests.
		1	2	3	4	5	6	7	8	9	10	
4.3.3	Reluctant to express opinions, arguments, opposition and disagreement to and criticism of others openly and freely.	Outspokenness										Expresses opinions, opposition, disagreement and criticism freely, openly and dynamically.
		1	2	3	4	5	6	7	8	9	10	
4.4	SOCIALIZATION										6	
4.4.1	Demonstrates a lack of interest towards society and its functioning and is rather asocial in dealing with others in a formal corporate situation.	Asocial vs. social orientation.										Is positive toward society, its structures and functioning and finds it easy to deal with others in a formal corporate situation.
		1	2	3	4	5	6	7	8	9	10	
4.4.2	Insensitive and even negatively orientated to any pressure society and its members may have on attitude and behaviour.	Susceptibility to social and group pressure										Sensitive and responsive to pressure society, its structures and members as well as work groups may have on attitude and behaviour.
		1	2	3	4	5	6	7	8	9	10	
4.4.3	Lacks interest in or satisfying of any needs society may have.	Sensitivity to social needs and satisfaction										Possesses a real and deep-seated sensitivity and care for the need of society and to actively satisfy it in practice.
		1	2	3	4	5	6	7	8	9	10	

5.	EMOTIONS & FEELINGS ORIENTATION.										7	
5.1	WARMTH AND SUPPORTIVENESS										8	
5.1.1	Indifferent to the feelings (of sorrow and anguish) of others.	Empathetic and sympathetic										Understands, shares and involved in other person's feelings of sorrow and anguish.
		1	2	3	4	5	6	7	8	9	10	
5.1.2	Lacks concern for others or caring for them in general.	Concern and care for people										Demonstrates concern for others and a positive orientation to care for them – irrespective of sorrow being involved or not.
		1	2	3	4	5	6	7	8	9	10	
5.1.3	Lacks an interest and willingness to assist and support others when in need.	Facilitation and supportiveness										Eager to assist and support others when in need.
		1	2	3	4	5	6	7	8	9	10	
5.2	TOUGH MINDEDNESS										6	
5.2.1	Cunning and calculating in applying sharpness, cleverness and artfulness to situations – to serve own interests mainly.	Shrewdness vs. openness										Open and transparent in applying sharpness, insight and wisdom to situations.
		1	2	3	4	5	6	7	8	9	10	
5.2.2	Challenging and confrontational in dealing with people and situations where varying and conflicting views may exist.	Confrontational vs. amenable										Amenable and accommodating in dealing with people where high conflict potential exists.
		1	2	3	4	5	6	7	8	9	10	
5.2.3	Demonstrates a dispassionate coolness and indifference to people – insensitive to their criticism, insults, offensive remarks and unfair treatment.	Phlegmatic/apathetic vs. emotive										Demonstrates an emotive involvement and sensitivity to others, e.g. to their criticism, insults and unfair treatment.
		1	2	3	4	5	6	7	8	9	10	
5.3	POSITIVENESS										5	
5.3.1	Perceives life in a fatalistic and cynical way – the 'glass is half empty' orientation to life.	Pessimistic vs. optimistic										Perceives life in a positive, hopeful and buoyant way – 'the glass is half full' orientation to life.
		1	2	3	4	5	6	7	8	9	10	
5.3.2	Typically bothered, perturbed, fretful, nervous and anxious.	Worried /stressed vs. relaxed/calm										Typically calm, collected, relaxed and assured of self.
		1	2	3	4	5	6	7	8	9	10	
5.3.3	Presents an inclination to depression on a scale of being just moody and gloomy to being despondent and totally disheartened in life.	Depression proneness										Presents a light-hearted, cheerful and elated disposition to life.
		1	2	3	4	5	6	7	8	9	10	
5.4	EMOTIONAL CONTROL										7	
5.4.1	Denies role and importance of feelings and emotions being present and demonstrated at work.	Tolerance of feelings and emotions										Allows for and acknowledges importance of feelings and emotions to be present and demonstrated at work.
		1	2	3	4	5	6	7	8	9	10	
5.4.2	Lacks control over feelings and emotions at work regarding circumstances, time and intensity.	Control of feelings and emotions										Conducts effective and appropriate control of feelings and emotions at work.
		1	2	3	4	5	6	7	8	9	10	
5.4.3	Apprehensive and distrustful towards people as a rule – not able to control feelings of suspicion – paranoia.	Suspiciousness vs. trusting										Demonstrates appropriate trust of people as permitted by prevailing circumstances.
		1	2	3	4	5	6	7	8	9	10	

6.	MONITOR	9
6.1	LIE FACTOR	10
6.2	CONSISTENCY	8
6.3	UNNATURAL EXAGGERATION	10

Date of Administration: _____

Date of Scoring: 2015/03/24