

***NEO-select***

**Value-driven Leadership**

## NEO-select Personality Test

### ***Value driven Leadership***

Succession planning for leadership positions plays an important role for the future business of any company. Leaders have not only to have a strategic view, good management skills and the necessary technical knowledge. With their behavior they also determine the motivation of their teams and employees, and with that finally the productivity and profitability of the whole organization.

- Leaders have to give an example, they need to show initiative and have to be efficient. In a continuously changing business environment leaders need also to be open to new experiences, and they must show willingness to change. Emotional intelligence and critical self reflection combined with integrity will yield to mutual respect of their people, and result in a high acceptance for necessary business decisions.

Only with the right values behind people driving their behavior, the most important precondition for a successful leadership is met.

### **But how to assess these values?**

NEO-select personality test is a tool to get a better insight in the different strengths of individuals.

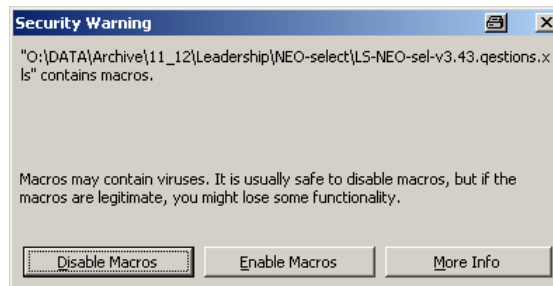
- The test is developed based on the model of the big five dimensions of personality, and is conducted as a self-reporting assessment. Using a combination of selected facets in these dimensions, a ranking of leadership values is derived. It will give the person a better insight in his or her behavior, and the driving forces behind it.
- The test is not equivalent to the commercial inventory on which it is based, the NEO PI-R™, but it is constructed from the public domain IPIP items, assembled by Dr. Lewis R. Goldberg.
- *The inventory does not reveal hidden, secret information.* The five dimensions (broad domains) cover normal differences in personality that should be obvious to people who know the person well. NEO-select is designed to complement other assessments of job suitability, as for example the Harrison Innerview or others.

## NEO-select Quick Start Guide

### Using the Questionnaire

#### 1. Open the Excel file “LS-NEO-sel-v3.xx.questions.xls”

#### 2. Enable Macros



The Macros in this Excel file only ensure a complete answering of the questionnaire. *Neither information from your PC is read and used, nor any data are written to the hard disk* (except storing the file under its original name, once the questionnaire is completed).

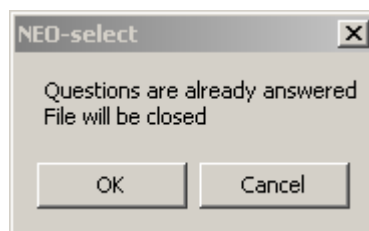
After enabling the macros you see a short introduction and explanation to the test. After reading

#### 3. Confirm your participation with a click on the “confirm” button:

- x  I have read the instructions and agree to do the test. I am aware that data will be used for statistical purposes. I know that all responses will kept in absolute confidence.

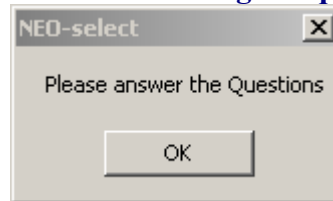
Confirm

In case you already answered the questions before, you will get a message:

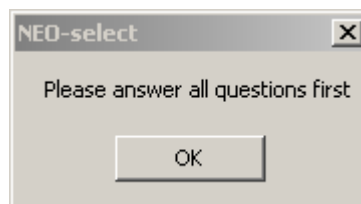


#### 4. Otherwise fill in your personal data (name, gender and whether you are managing people.)

You can then also select the questions language English or German.

**5. Please select and press “Next” to start answering the questions:****6. Once you went through all questions click “Finish” at the bottom of the questionnaire:**

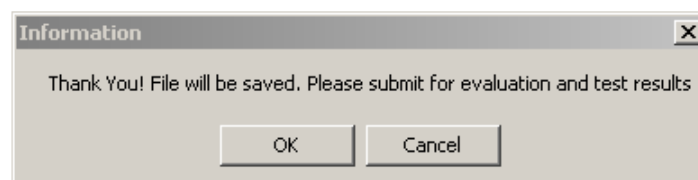
You might have overlooked a questions or marked two answers for one question, then you will see the following message:



By clicking “OK” the cursor will go back to the open questions. After correction please press “Finish” again.

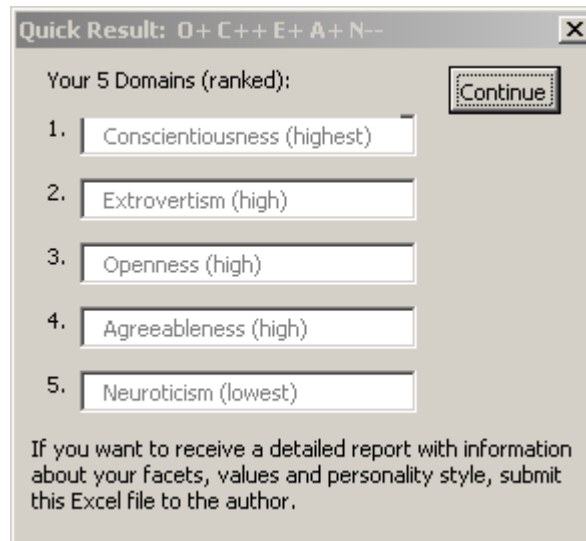
**7. Depending on your answers you should get one of the following messages:**

a) Your answers are <i>consistent</i> :		With a click on “OK” you will get the <b>Quick Result</b>
b) Your answers are <i>inconsistent</i>		With a click on “Retry” you will be able to <b>review your answers</b> . With a click on “Cancel” the file will be closed and <b>NO</b> Quick Result will be given.
c) Your answers are <i>slightly inconsistent</i>		This is a warning that a few of your answers are inconsistent, but the report will still be valid. “OK” brings you to the <b>Quick Result</b> .

**8. Done – the filled out questionnaire is now ready to be saved for submission to receive the full complete and detailed report. It will be saved under the original name in the directory, where you opened it.**

## Quick Result

After completing the questionnaire a window with your Quick Result will open:



Quick Result: O+ C++ E+ A+ N--

Your 5 Domains (ranked):

1. Conscientiousness (highest)
2. Extrovertism (high)
3. Openness (high)
4. Agreeableness (high)
5. Neuroticism (lowest)

If you want to receive a detailed report with information about your facets, values and personality style, submit this Excel file to the author.

It shows the ranking and level of your personality traits (the five broad domains) according to your answers. In the header line you see the letters O, C, E, A, N marked with “+” or “-“ signs:

**O+ C++ E+ A+ N--**

The letters stand for:

O:	Openness to experience	(Offenheit für neue Erfahrungen)
C:	Conscientiousness	(Gewissenhaftigkeit)
E:	Extraversion	(Extraversion)
A:	Agreeableness	(Verträglichkeit)
N:	Neuroticism	(Neurotizismus)

These are the five broad domains in the five force model. “++” stands for your highest, “+” and “-“ for your high resp. low traits and “--“ for your lowest trait.

In the window you see the domains ranked by level, the result is based on an ipsative<sup>1</sup> scaling.

On the next page you find a short summary about possible meaning for high and low levels in the different domains

## Full Report

**You will receive a full report, when you submit the questionnaire back to the author.**

The full report will give you more information about your different facets in each domain. It will also compare your result to a general population of adults, and show you a ranking of your leadership values, as well as an indication of your significant personality styles.

<sup>1</sup> Explanation in the full report

## Annexes

### *The bipolar Scales of the Broad Five Domains*

#### **Openness *high*** (“creative”)

Finds routines and systems constricting  
Enjoys challenging the status quo  
Champions change - accepts risks  
Idealistic, with a variety of interests  
Creative thinker and problem solver  
Unconventional and intellectual  
Thinks on feet, improvises

#### **Openness *low*** (“conforming”)

Follow rules and procedures  
Risk-averse and cautious of change  
Adapts rather than creates new approaches  
Conservative and serious  
Obedient to corporate methodology  
Practical and down to earth  
Adheres to guidelines and systems

#### **Conscientiousness *high*** (“detail-conscious”)

Structured approach to work  
Quality-conscious and detailed  
Plans and forecasts - organized  
Reliable and efficient  
Persevering and dutiful  
Committed to the job - striving  
Keen to achieve goals

#### **Conscientiousness *low*** (“unstructured”)

Flexible and informal approach to work  
Multitask  
Not detail conscious - expedient  
Prefers 'big picture' - strategic  
Less committed to formal tasks  
Works well in a chaotic environment  
Dislikes paper work – unstructured

#### **Extraversion *high*** (“extraverted”)

Open and talkative  
Competitive, enthusiastic and persuasive  
Enjoys a fast pace and variety at work  
Gregarious  
Socially active and energetic  
Can be impulsive or indiscreet  
Needs praise - enjoys attention  
Can lack concentration in routine or long tasks

#### **Extraversion *low*** (“introverted”)

Reserved and shy in company  
Able to concentrate on long tasks  
Prefers a calm environment  
Dislikes the limelight and attention  
Inhibited and somewhat reluctant in teams  
Not a natural communicator  
Deliberate, and reflects on things  
Lacks spontaneity

#### **Agreeableness *high*** (“agreeable”)

Empathetic and consensus oriented  
Enjoys team participation  
Tolerant of others  
Seen as kind and generous  
Patient and democratic with others  
Can find disciplining others difficult  
Can be seen as too soft or submissive  
Naturally democratic management style

#### **Agreeableness *low*** (“tough-minded”)

Self reliant and independent - pushy  
Not a natural team player - dominant  
Goal oriented - tough and determined  
Capable of dealing with 'office politics'  
Drives through obstacles  
Somewhat impatient with weaker colleagues  
Able to make unpopular decisions  
Autocratic management style

#### **Neuroticism *low*** (“confident”)

Relaxed, calm under pressure  
High self esteem  
Decisive, asserts him/herself  
Optimistic, enjoys taking lead  
Resilient to pressure  
Copes with the unexpected  
Enjoys autonomy, ambitious

#### **Neuroticism *high*** (“sensitive”)

Unsure of self, hesitant, checks with superiors  
Prone to anxiety under pressure  
Dislikes making big/important decisions  
Not ambitious, somewhat pessimistic  
Concerned by change or the unexpected  
May be temperamental, low emotional control  
Nervous presenting self or own idea