



WOMEN in RESEARCH

Managing You

Your unique identifier: Joe Bloggs



CENTRE FOR
**TRANSFORMATIVE
WORK DESIGN**



Curtin University

FUTURE OF WORK INSTITUTE

About this report

Managing You

The *Managing You* report provides feedback on your personality characteristics. Personality characteristics are stable aspects about you that shape your behaviour in many different situations. We focus here on personality characteristics that are important for your *Mastery, Agility, and Proactivity* at work.

Personality Characteristics In this Report

- Conscientiousness
- Learning mind-set
- Honesty-humility

- Perspective taking
- Agreeableness
- Extraversion

- Emotional stability
- Core self-evaluation & PsyCAP
- Tolerance of ambiguity

- Proactive personality
- Need for achievement
- Openness to experience

Work Behaviors

Mastery (tasks)
e.g., performing core tasks to a high standard, being ethical

Mastery (interpersonal)
e.g., performing core tasks to a high standard, being ethical

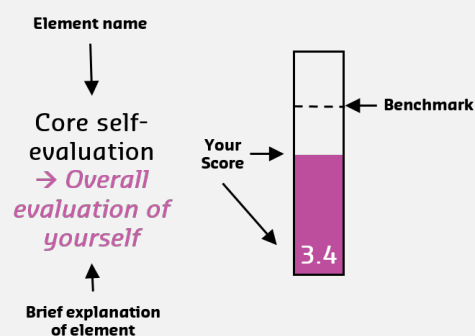
Agility
e.g., coping well with change

Proactivity
e.g., using your initiative, entrepreneurial behaviour, making things happen

Interpreting your scores

In this feedback report, we show: (1) Your overall score for each key aspect in the survey, averaged across multiple items; and (2) A benchmark where available. More information about benchmarks is given on the [website](#), as well as guidance about interpreting your report.

You can use the benchmarks to compare your views against others, and this can be useful. But it is also important to compare your own scores on each aspect with other aspects to work out what you are doing well on versus your challenges.



Making the most of this report

We encourage you to spend some time actively reflecting on your feedback report, looking for patterns. We suggest you discuss your report with your mentor/s, your manager and/or your peers. Also make use of the material on the website to fully understand your scores.

Although you cannot easily change your personality, by understanding more about your typical ways of approaching situations, it can help you to be more reflective. Sometimes you can develop 'compensatory' strategies (for example, if you are not very extroverted, you can still develop strategies to help you deal with social situations when its important). Understanding personality can also help to appreciate how you are similar and different to other people, which can improve how you work in a team and as a leader.

Integrating your reports

Besides this present *Managing You* survey, three other surveys are available to you: (1) [Managing Your Career](#); (2) [Managing Your Work Well-being](#); (3) [Managing, Influencing and Leading Others](#).

We encourage you to synthesise the feedback across all reports to generate a comprehensive understanding about yourself.

Personality (Mastery)

Mastery

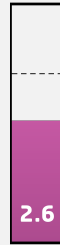
Agility

Proactivity

Personality relevant to core task mastery

Personality dimensions such as conscientiousness and honesty-humility are relevant to core task mastery, which is about doing your core job to a high standard. In addition, learning mindset (mindset about challenges) also contribute to core task mastery.

Conscientiousness
→Tendency to organise oneself and the environment, and to put effort towards achieving goals



Honesty-humility
→Tendency to avoid manipulating others for personal gain, feel little temptation to break rules



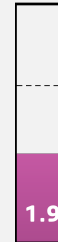
Growth mindset
→Belief that people can change



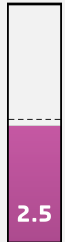
Learning orientation
→Focus on improving, development and learning



Proving Orientation
→Focus on demonstrating capability



Avoiding Orientation
→Focus on avoiding situations where one might perform poorly (low scores tend to be best)



Find out more

Conscientiousness has been found to be related to many positive work outcomes, but is also extremely important for a person's proactivity at work. Honesty-humility predicts ethical behaviour in a person, which is extremely relevant for academics.

Mindsets are beliefs that individuals hold about themselves and other people. Similarly, goal orientation is an individual disposition toward developing or validating abilities, specifically in achievement settings. Research suggests that people with a growth mindset believe that people are not 'fixed', but rather can better themselves through learning and development.

Of these, a high score on avoiding orientation is traditionally viewed as the least functional, as it stems from a desire to avoid achievement situations that could potentially lead to embarrassment or failure. An extremely high score on proving orientation may indicate that you could seek out situations where success is easily achieved. However, a high score on proving orientation in combination with a high score on learning orientation suggests that you seek out challenges of moderate difficulty with the goal of developing yourself.

In addition, extremely high scores on growth mindset and learning orientation can actually impede performance when 'learning' becomes a form of procrastination or distraction from the task at hand.

Personality relevant to interpersonal mastery

Interpersonal mastery refers to the ability to carry out interpersonal requirements to a high standard. Here we focus on personality characteristics that tend to predict interpersonal mastery.



Find out more

Perspective taking refers to the ability to recognize and appreciate another person's point of view, without necessarily agreeing with it. It is a critical component of successful social behaviour, as it involves a complex set of skills that are needed in order to regulate social interactions appropriately, empathise with others, demonstrate social reciprocity and interest in others, and ultimately develop and maintain relationships.

Agreeableness is the personality trait related to the ability to work well with others. However, the risk of having an extremely high level of agreeableness is that you may not assert yourself enough at work. Visit the [Being Assertive](#) section of the website for more information.

Extraversion refers to how comfortable you are in social situations. It is important to note that this preference is not indicative of how able you are to interact with others in a social setting. For example, one may have a low score on extraversion, but be able to network with others and excel at public speaking.

Personality (agility)

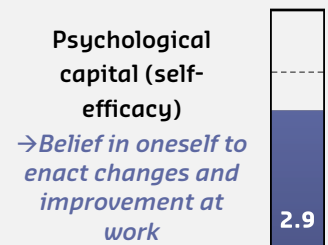
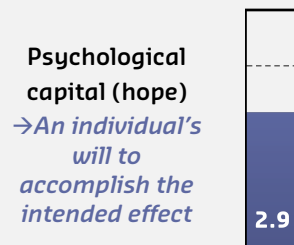
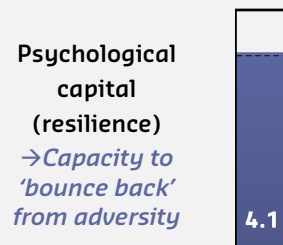
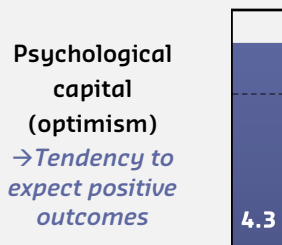
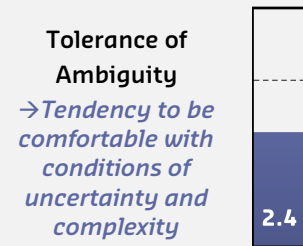
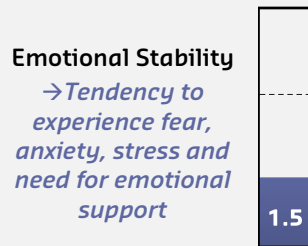
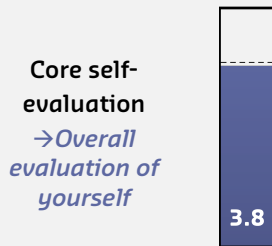
Mastery

Agility

Proactivity

Personality relevant to agility

Agility refers to the ability to adapt to change and be flexible in the face of uncertainty. It is especially important in dynamic and unpredictable contexts. Personality characteristics relevant to agility include your beliefs in yourself, how likely you are to feel stress in the face of uncertainty, and your psychological capital – your sense of who you currently are and who you can become through development. Research suggests that these personality characteristics can predict other important aspects of your life and work, such as your chance of stress or burnout.



Find out more

Some of these aspects of agility are highly relevant to well-being. For example, research suggests that individuals with a low core self-evaluation and tolerance for ambiguity are more likely to experience stress, react prematurely and avoid ambiguous stimuli.

Psychological capital is defined as the positive and developmental state of an individual. Research has linked a high psychological capital with desirable attitudes and behaviours, as well as overall performance. It is important to note that both studies have found that psychological capital is not fixed in stone, and can be developed and improved over time.

Visit the [Health and Well-being](#) section of the website to find out more.

Personality (proactivity)

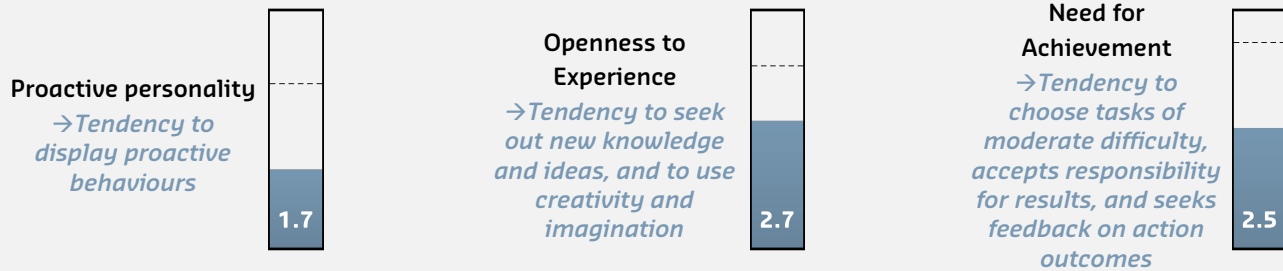
Mastery

Agility

Proactivity

Personality relevant to proactivity

Proactivity refers to the ability to initiate change and make things happen and create a better future. Proactive characteristics are behavioural tendencies towards displaying proactive behaviours to enact positive situational changes. Research has linked proactive characteristics to positive outcomes such as self-efficacy, innovativeness, stress tolerance and general success at work.



Find out more

Proactive personality is an individual difference capturing the tendency towards displaying proactive behaviours to enact positive situational changes. It has been shown to be related to numerous positive work outcomes such as psychological empowerment, career success and satisfaction.

Openness to experience refers to the personality trait which indicates how open-minded a person is. A person who scores high on openness to experience tend to be imaginative, and have a general appreciation for unusual ideas. A low score indicates that a person prefers to not try new things, and would rather use tried-and-tested methods.

Need for achievement refers to an individual's desire for significant accomplishment, mastering of skills, and having high standards. A high score on need for achievement suggests a tendency to seek out moderately challenging tasks, such as those that are reasonably difficult, yet within reach.

This is the end of your report.