




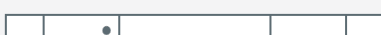











# SUPPLEMENTARY PROPERTIES


**axel.altman@newline-hr.com**





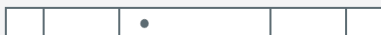
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**SELECTED NORM:** International norm

<p>Favours the practical and the concrete. Willingly works with practical details under present conditions, without any need for major changes.</p>	<p style="text-align: center;"><b>01 ABSTRACT OVERVIEW</b></p> 	<p>Favours abstract and visionary issues. Interested in new ideas and development. Works with totalities - the big picture - rather than details. Has a tendency to avoid practical targets and routines.</p>
<p>Most often reserved (stand-offish) when expressing his/her own opinions. Avoids conflict situations. Highly sensitive to the feelings of others and ambience.</p>	<p style="text-align: center;"><b>02 AUTONOMY</b></p> 	<p>Sticks to his/her own convictions and opinions, adopting a restrained attitude towards others. Is brought round to another point of view only in highly exceptional circumstances. Concentrates on the job in hand, without feeling any need to show emotion.</p>
<p>Seeks an all-round solution, without going into detail. Solutions are based on emotions and reactions from others. Is committed and actively seeks to make an impact on casework.</p>	<p style="text-align: center;"><b>03 CASE ORIENTATION</b></p> 	<p>Is painstaking and thorough in casework and works towards solutions, adopting a rational and objective approach. Will appear formal and reserved.</p>
<p>Appears placid in communication with others without obviously seeking influence. Adopts a practical and concrete approach.</p>	<p style="text-align: center;"><b>04 COMMUNICATION STYLE</b></p> 	<p>Has the ability to push through opinions and ideas with enthusiasm, new thinking and impact. Will appear extrovert when the situation demands.</p>
<p>Accommodating and obliging, but prefers the background. Prefers the practical and concrete approach.</p>	<p style="text-align: center;"><b>05 CRITICAL JUDGEMENT</b></p> 	<p>Takes a clear and unambiguous approach to ideas, concepts and systems, expressing reservations. Questions and attempts to influence the situation.</p>
<p>Becomes fully acquainted with all aspects of the job and delegates only after full consideration. If and when jobs and responsibilities are delegated, the test taker will demand that everything is referred back for verification and approval.</p>	<p style="text-align: center;"><b>06 DELEGATION FORM</b></p> 	<p>Establishes priorities quickly and delegates without undue prior deliberation, especially with respect to routine jobs. Has a tendency to ignore the supervisory role of the job.</p>
<p>Seldom takes the initiative to make new contacts. Prepared to adopt to majority decisions without any need for direct influence.</p>	<p style="text-align: center;"><b>07 DOMINANCE</b></p> 	<p>Actively seeks social contacts. Takes the initiative and expresses opinions with impact.</p>

<p>Concentrates on one job at a time. Rationally focuses on a complete solution and ensures that decisions made are implemented.</p>	<p style="text-align: center;">08 EFFICIENCY</p> 	<p>Invariably takes the initiative and has a lot going on at once. Needs to see the results of efforts put in without being tied by detail or long-winded decision-making processes.</p>
<p>Prefers to go with the majority. Is tolerant and sympathetic towards the viewpoints of others, and is accommodating to preserve good relations.</p>	<p style="text-align: center;">09 EGOCENTRICITY</p> 	<p>Heightens his/her profile and articulates opinions clearly and unambiguously. Is clear-cut and well defined in his/her opinions. Only moved from held positions in extenuating circumstances.</p>
<p>Does not show any immediate interest in other people's feelings or circumstances. Is typically reticent towards and sceptical of others, and to changes in the status quo.</p>	<p style="text-align: center;">10 EMPATHY</p> 	<p>A placid individual with time for others. Shows tolerance and interest. Is sensitive to ambience without allowing it to dominate. Maintains contact with others for the sake of good relations.</p>
<p>May appear reticent in relation to others. Is formal. Considers his/her feelings a private matter. Typically needs a definite reason to make contact with others.</p>	<p style="text-align: center;">11 EXTROVERSION</p> 	<p>Takes an interest and gets involved in social surroundings. Actively seeks out avenues to make new contacts. Excels when in focus and generously promotes himself/herself.</p>
<p>Prefers to work with details and is considered a specialist. Work style characterised by absorption.</p>	<p style="text-align: center;">12 GENERALIST</p> 	<p>Favours overview and variation in job assignments. Is inspired by new and alternative ideas and perspectives. Forcefully presents his/her own viewpoints and attempts to convince others of their validity.</p>
<p>Has difficulty taking unpopular decisions in that s/he is influenced by what others may feel and ambience. Will analyse all possibilities before reaching a decision.</p>	<p style="text-align: center;">13 INDEPENDENCE</p> 	<p>Is willing to take quick and risky decisions - and the consequences. Is unperturbed by what others may think or feel.</p>
<p>Allows others to take the initiative for new activities. Works best when allowed to finish one project before starting another. Very thorough in decision making.</p>	<p style="text-align: center;">14 INITIATIVE</p> 	<p>Takes the initiative to introduce new and different activities, and excels under pressure. Willingly puts forward his/her own viewpoints and seeks influence. Prefers short decision-making processes and may therefore act hastily.</p>
<p>Prefers to work independently. Is reserved and sceptical of others.</p>	<p style="text-align: center;">15 INTERPERSONAL SKILLS</p> 	<p>Is open and accommodating when working in cooperation with others. Actively seeks out new cooperative relations. Will seek influence as long as it benefits the group. Not always adequately assertive.</p>

<p>A rational individual interested in the job. Prefers to be informed and certain of all details before reaching a decision. Prefers a more practical and concrete approach.</p>	<p>16 INTUITION &amp; CREATIVITY</p> 	<p>Intuitive, spontaneous and unconventional. Likes to experiment and formulate new, original and perhaps risky ideas. Will typically grasp projects from multiple viewpoints and prefers overview - the big picture - to concentration on detail.</p>
<p>Typically not particularly visible or the one who takes the initiative for new activities. For this reason will not be seen as a motivating influence.</p>	<p>17 MOTIVATION ABILITY</p> 	<p>His/her high activity level is a motivating factor. Has a strong desire to influence the situation. Picks up on ambience and is tolerant and accommodating.</p>
<p>Satisfied with the status quo without any need to greatly influence it. Seldom puts forward or demands new initiatives or major development activity.</p>	<p>18 NEED FOR SELF-IMPROVEMENT</p> 	<p>Actively tries to convince others of the need for constant development and new activities. Inspired by unconventional thinking for new and alternative initiatives.</p>
<p>Is restless and impatient when faced with long-term routine assignments. Will initiate change and variation.</p>	<p>19 PERSEVERANCE</p> 	<p>Endures until the job is done, even when routine. Is unperturbed by others' emotional outbursts or problems, but focuses his/her energy on the job.</p>
<p>Prefers to see quick results of initiatives taken. Highly committed, speedy decision making and short time scales. Reactions from others impact on planning and decisions.</p>	<p>20 PLANNING HORIZON</p> 	<p>Prefers long-term objectives that demand patience and constant activity. Plans based on professional and rational viewpoints, focusing on safety throughout.</p>
<p>Tackles problems/work assignments from a theoretical standpoint. Is innovative and new thinking, but may experience difficulty translating theory into more concrete practical solutions.</p>	<p>21 PRACTICAL WORK STYLE</p> 	<p>Adopts a practical approach to jobs and translates theory into practice. Works perseveringly and thoroughly on the entire process, without deferring decisions.</p>
<p>Takes a long time to consider all possible solutions before arriving at a decision. Becomes ever more immersed in details in order to guarantee the right decision. Will abide stringently to the final decision.</p>	<p>22 RISK TAKING</p> 	<p>Favours quick and risky decisions based on an overview of the situation. Makes decisions as required, without necessarily considering them binding.</p>
<p>Prefers to work with the overview and totalities (the big picture) and exhibits no sense of responsibility for specific details or their follow-up. Decisions are made hastily and may subsequently be changed.</p>	<p>23 SENSE OF RESPONSIBILITY</p> 	<p>Works patiently and conscientiously on all details of the job, until completion. Works best when adequate time is allowed to ensure against errors in decision making.</p>

<p>Emotionally reserved and self-controlled. Adopts a rational approach. Tends to maintain relations on a realistic basis.</p>	<p style="text-align: center;">24 SENSITIVITY</p> 	<p>A sympathetic and sensitive individual with the ability to seize on the unsaid. Personalises impressions from his/her environment and is influenced by them.</p>
<p>Is reserved and sceptical of other people, their viewpoints and their ideas. Works best with fixed frameworks, without major changes.</p>	<p style="text-align: center;">25 SOCIAL FLEXIBILITY</p> 	<p>Is accomodating and accepting of other people, their viewpoints and their ideas. Works best when allowed to take new, unconventional directions removed from stringent regulations and guidelines.</p>
<p>Generally adopts a formal and reserved approach without any need to push himself/herself forward. Tries to avoid risky activity by confirming decisions.</p>	<p style="text-align: center;">26 SOCIAL IMPACT</p> 	<p>Capable of exerting influence on his or her surroundings through commitment and enthusiasm. Favours quick action without undue consideration.</p>
<p>Sensitive to ambience and changing circumstances. Has difficulty dealing with pressure brought on by interruptions and insufficient time to fully acquaint himself/herself with all the details.</p>	<p style="text-align: center;">27 STRESS MANAGEMENT</p> 	<p>Keeps calm, even under pressure. Initiates new activities with incentive and impact. Prefers a rational approach.</p>
<p>Functions best with fixed regulations and frameworks. Does not deviate from or change established systems once established without prior extensive consideration.</p>	<p style="text-align: center;">28 TASK ORIENTATION</p> 	<p>Prefers to work with a high degree of variation that involves short decision-making processes and quick action. Will constantly attempt to go new and untrodden ways.</p>