

# CANDIDATE FEEDBACK REPORT

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# ABOUT YOUR RESULTS

Personality can be defined as the pattern of thoughts, feelings and behaviours that distinguish one person from the next and remains relatively consistent over time.

To determine your personality scores the Mosaic personality tool uses both:

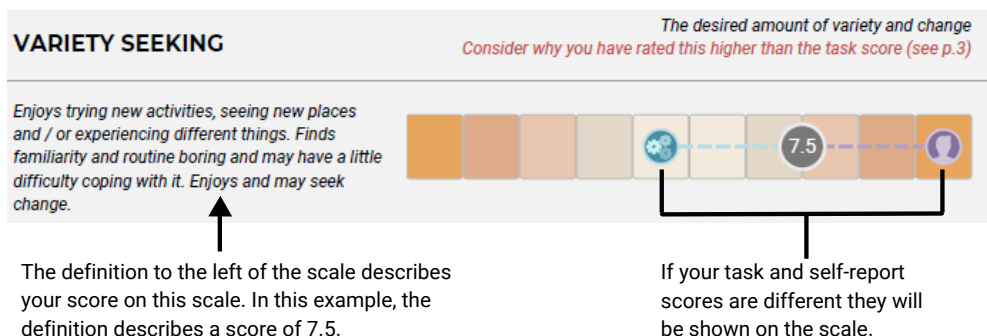
1. the seven practical online tasks which measure personality based on taking thousands of measures of your behaviours whilst you were completing the tasks.
2. a self-perception questionnaire which measures personality based on your own opinions of what you think you are like.

The report will display your personality results based on combining both these approaches. **Where the approaches give significantly different results, both the results will also be displayed so you can see these differences.** These are often personal 'blind spots' that most people have, although could also be due to the normal margin of testing error. For more information on how Mosaic scoring works please visit [www.mosaictasks.com/faq](http://www.mosaictasks.com/faq).

Here are some important points to note about the information in this report:

- ▶ Statements in this report are not definitive about your behaviour, they are indicators of how you might behave.
- ▶ The information relates to your style and preferences not your ability.
- ▶ Although personality tends to remain consistent through our lives, it can change and the shelf-life on the information is typically 12 months.
- ▶ The results offer a comparative measure compared to the general working population who has also completed the set of Mosaic Personality Tasks.
- ▶ Do consider the information from different perspectives but do not get overly concerned if you feel certain areas of your personality report is inaccurate. The interpretation of this report is not infallible.

The graphs indicate where you fall compared to the average of the general working population\*. Ten-point sten scores are used in this report. The scale indicates the level of preference you display from 1 (Very Low) to 10 (Very High). Please pay attention to the score description for each scale as a lower score (E.g. 3) does not necessarily mean you have a really low preference for a personality trait. Only that you are lower compared to others.



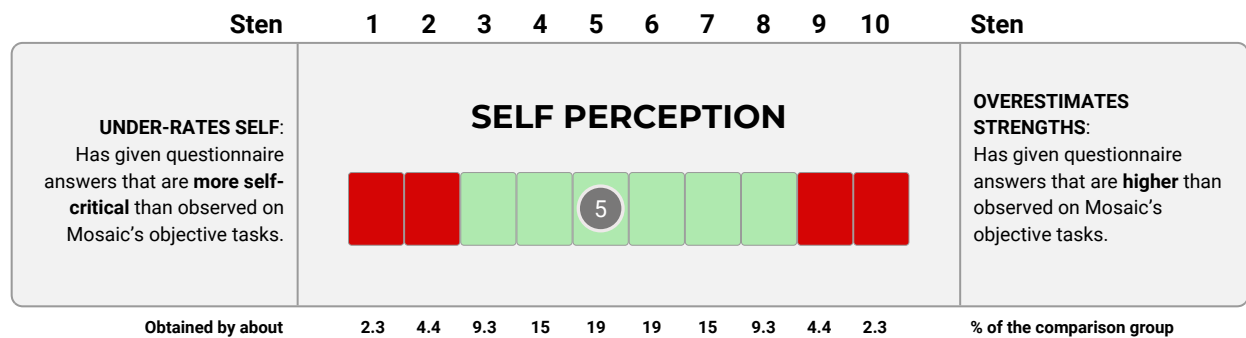
*Anonymous example scale*

\* The General Working Population comparison group of 469 people is composed of 61% UK participants and 39% from other countries around the world, mainly North America and Europe. Sten differences between UK and non-UK participants were examined, and found to be within 0.5 stens of each other, so the two groups are broadly comparable.

# HOW HIGHLY DO YOU RATE YOUR PERSONALITY?

Before you look through your personality profile, please consider how accurately you rated your own personality (on your questionnaire) compared to Mosaic's objective tasks measures. This will allow you to consider whether you may be over-rating or under-valuing your personality. In addition, this will also help you to identify potential blind spots and raise your self-awareness.

The score below is calculated by comparing your completed Mosaic tasks against your self-perception questionnaire scores.



Your score suggests that there is not much of a difference in general between how you see yourself and how you subsequently behaved on Mosaic's objective personality tasks.

Implications of this score:

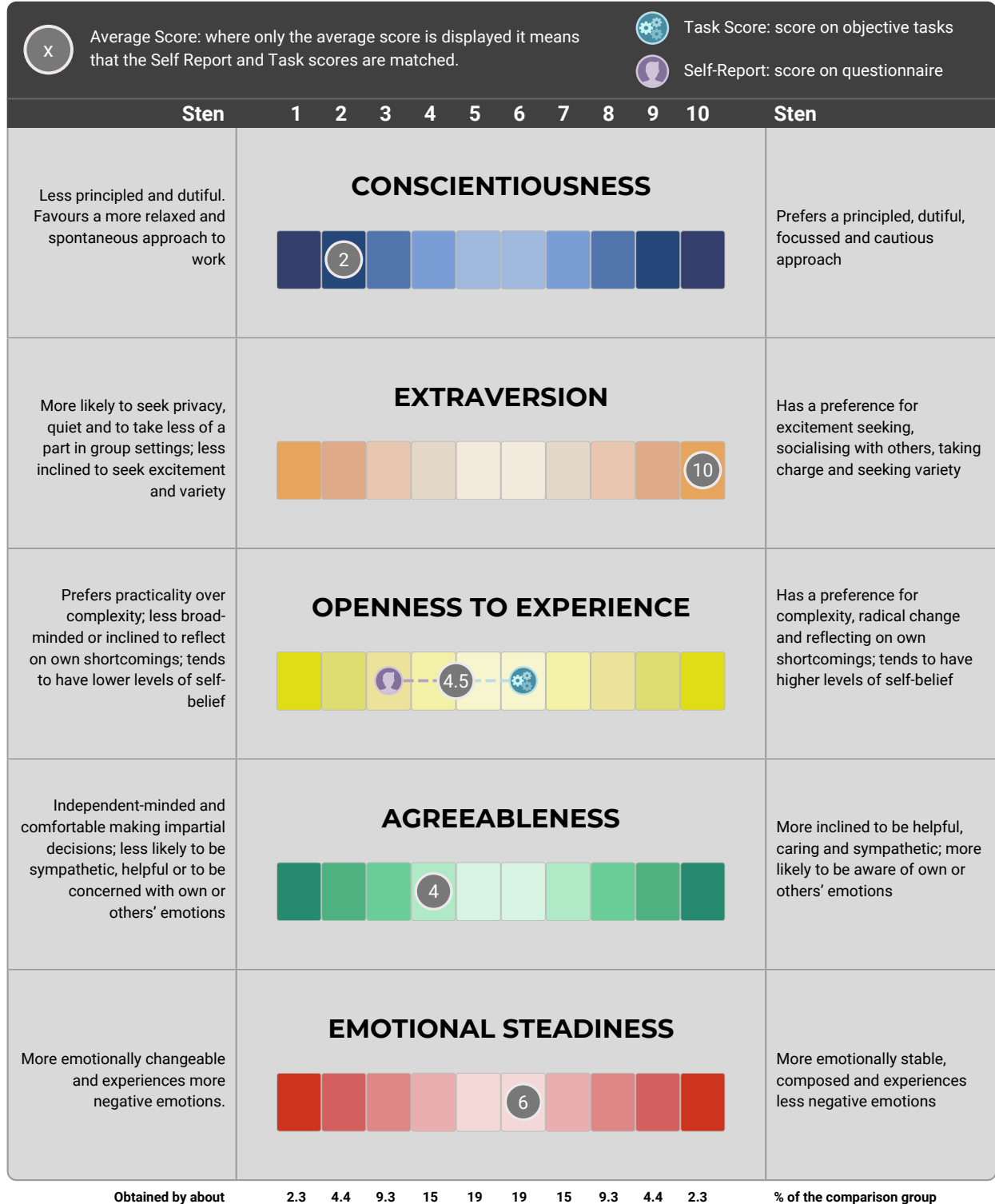
- ▶ you generally know yourself quite well
- ▶ you are perhaps slightly more inclined than many people to be self-critical and to undervalue your personality traits.

As you look through your report you may see that there are sometimes personality areas where your own views differ from the actual personality you displayed when completing Mosaic's objective personality tasks. Consider these questions:

1. These may represent 'blind spots', areas where you lack some self-awareness, or where your views are based on an out-dated perception of yourself.
2. Look carefully at any differences between your self-perception score and the objective tasks score in your report – which is the real you?
3. Differences can also occur due to the normal margin of testing error in the completion of either the self-report or the objective tasks.

# PERSONALITY PROFILE

**NOTE:** Any differences between your task score and your self-report scores often, but do not always, suggest a 'blind spot'.



# CONSCIENTIOUSNESS



Average Score: where only the average score is displayed it means that the Self Report and Task scores are matched.



Task Score: score on objective tasks



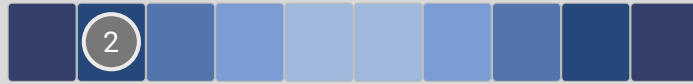
Self-Report: score on questionnaire

Sten 1 2 3 4 5 6 7 8 9 10

## CONSCIENTIOUSNESS

*This is about preferences for being principled, dutiful, focussed and cautious.*

*This level indicates a preference for not being conscientious.*

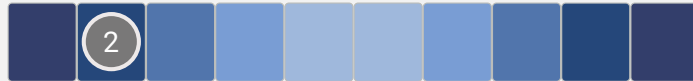


## FACETS THAT CONTRIBUTE TO CONSCIENTIOUSNESS

### FIXED PRINCIPLES

*The rigidity with which principles are adhered to*

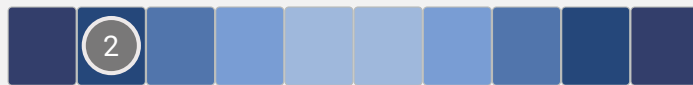
*Is inclined to place less priority on the fair treatment of others but can still be principled at times.*



### BOUND BY DUTY

*The dutifulness with which rules and obligations are followed*

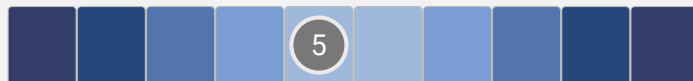
*May sometimes avoid fulfilling personal obligations and responsibilities. Will not feel compelled to follow rules and procedures. Dislikes regulations and bureaucracy and will seek to avoid them.*



### RELENTLESS FOCUS

*The relentlessness with which goals are pursued*

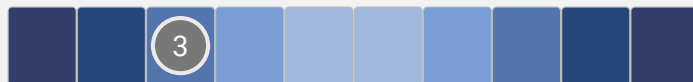
*Quite hard working and driven. Is interested in high quality results but can occasionally be dissatisfied with own or others' efforts. May occasionally struggle to achieve work/life balance.*



### CONSTRAINED BY CAUTION

*The degree to which care is taken before acting*

*Often enjoys acting without thinking things through but is sometimes careful. Quite enjoys making spontaneous or quick decisions. A little less concerned than others about making mistakes.*



% of the comparison group that obtained each score 2.3 4.4 9.3 15 19 19 15 9.3 4.4 2.3

# EXTRAVERSION



Average Score: where only the average score is displayed it means that the Self Report and Task scores are matched.



Task Score: score on objective tasks



Self-Report: score on questionnaire

**Sten**    1    2    3    4    5    6    7    8    9    10

## EXTRAVERSION

*This is about preferences for excitement seeking, socialising with others, taking charge and seeking variety.*

*This level indicates an extremely clear preference for engaging with the outside world, and for being assertive and outgoing.*

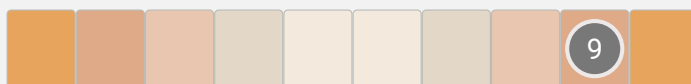


## FACETS THAT CONTRIBUTE TO EXTRAVERSION

### EXCITEMENT SEEKING

*The preferred level of excitement and stimulation*

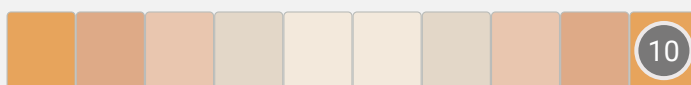
*Very likely to seek stimulation and excitement. Very inclined to become bored. Comfortable with risk. May be reckless and sometimes deliberately seeks danger.*



### OUTGOING

*The degree to which the company of others is sought and enjoyed*

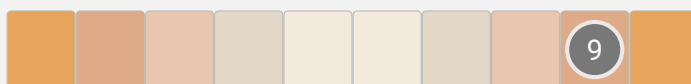
*Strongly needs the company of others and finds socialising extremely enjoyable and rewarding. Builds rapport with others extremely quickly. Makes friends very easily and greatly enjoys group activities, but quickly finds working alone a real challenge.*



### TAKING CHARGE

*The preferred level of control and influence*

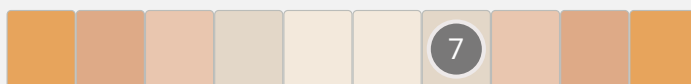
*Has a very strong preference for leading others and taking charge of situations. Highly likely to enjoy influencing others. May often clash with others. Less assertive individuals may become resentful if they don't get their say.*



### VARIETY SEEKING

*The desired amount of variety and change*

*Often enjoys trying new activities, seeing new places and / or experiencing different things. May find familiarity and routine quite boring and occasionally has difficulty coping with it. Quite enjoys and sometimes seeks change.*



% of the comparison group that obtained each score    2.3    4.4    9.3    15    19    19    15    9.3    4.4    2.3

# OPENNESS TO EXPERIENCE



Average Score: where only the average score is displayed it means that the Self Report and Task scores are matched.



Task Score: score on objective tasks



Self-Report: score on questionnaire

Sten 1 2 3 4 5 6 7 8 9 10

## OPENNESS TO EXPERIENCE

This is about preferences for complexity, openness to change, reflecting on shortcomings and self-belief.  
Differences often, but do not always, suggest a 'blind spot' (see p. 3)

This level indicates a slight preference for dealing with complexity in a relatively curious, interested and confident manner. Somewhat likely to be a little reflective and broad-minded.



## FACETS THAT CONTRIBUTE TO OPENNESS TO EXPERIENCE

### FASCINATED BY COMPLEXITY

The amount of enjoyment when dealing with complexity  
Differences often, but do not always, suggest a 'blind spot' (see p. 3)

Tends to enjoy working with complexity and challenging problems. Has some interest in theoretical, conceptual or abstract thinking.



### BROAD-MINDED

The degree of openness to progression & change

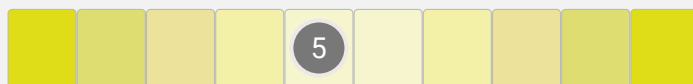
Tends to hold a balance of traditional and broad-minded work values.



### REFLECTS ON SHORTCOMINGS

The level of awareness and reflection on shortcomings

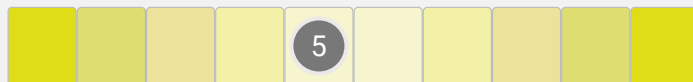
Aware of personal weaknesses and is fairly typical in the amount of time spent reflecting on how to improve. Has a balanced appreciation of personal strengths and weaknesses.



### BELIEF IN OWN ABILITY

The amount of belief in own ability

Quite confident in personal ability to accomplish challenging tasks successfully. Only very occasionally experiences a little self-doubt. Quite often feels able to understand and contribute.



% of the comparison group that obtained each score 2.3 4.4 9.3 15 19 19 15 9.3 4.4 2.3

# AGREEABLENESS



Average Score: where only the average score is displayed it means that the Self Report and Task scores are matched.



Task Score: score on objective tasks



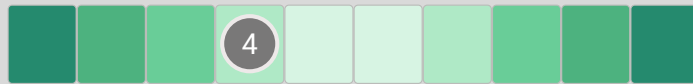
Self-Report: score on questionnaire

Sten 1 2 3 4 5 6 7 8 9 10

## AGREEABLENESS

*This is about preferences for sympathy, helpfulness and your awareness of own and others emotions.*

*This level indicates a very slight preference for taking an agreeable and considerate approach with others.*

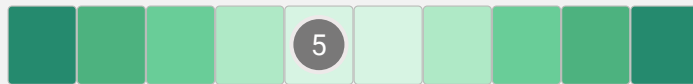


## FACETS THAT CONTRIBUTE TO AGREEABLENESS

### SWAYED BY SYMPATHY

*The level of care and feeling for the suffering of others*

*Quite often caring and compassionate towards others. Tends to feel the emotional pain of others. Very occasionally lets feelings of sympathy get in the way of making objective decisions about people.*



### SELFLESSLY HELPFUL

*The degree to which helping others is personally rewarding*

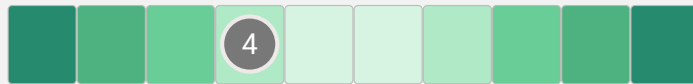
*Often helpful and willing to assist others when asked to or if the need is clear. May occasionally experience giving help to others as an obligation at times but may still find it rewarding. Occasionally avoids taking on others' responsibilities and work.*



### AWARENESS OF OWN EMOTIONS

*The level of awareness of own emotions*

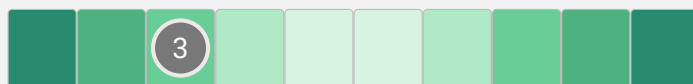
*Tends to have less interest in analysing (or reflecting on) own behaviour and feelings. Somewhat less inclined to experience emotional highs and lows and can be unaware of how own emotions influence thoughts, behaviour and decisions.*



### AWARENESS OF OTHERS EMOTIONS

*The level of awareness of others emotions*

*Can sometimes be less aware of or concerned about the emotions, needs and issues of others. Tends to focus slightly less on the emotional reactions of others when making decisions.*



% of the comparison group that obtained each score 2.3 4.4 9.3 15 19 19 15 9.3 4.4 2.3



# EMOTIONAL STEADINESS



Average Score: where only the average score is displayed it means that the Self Report and Task scores are matched.



Task Score: score on objective tasks



Self-Report: score on questionnaire

Sten 1 2 3 4 5 6 7 8 9 10

## EMOTIONAL STEADINESS

*This is about levels of restraint, positivity about self, mood stability and composure.*

*This level indicates a somewhat emotionally steady temperament. Quite often content and composed.*

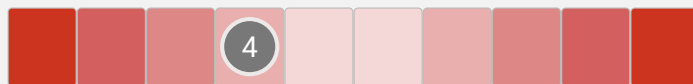


## FACETS THAT CONTRIBUTE TO EMOTIONAL STEADINESS

### RESTRAINED

*The level of self-control and restraint*

*Can sometimes find it challenging to control any distractions or indulgent behaviour at work.*



### SOCIALLY UNINHIBITED

*The degree of freedom from self-consciousness*

*Often feels at ease in new situations and is quite unlikely to feel overawed, embarrassed or concerned when interacting with others. Likely to be happy being the focus of attention.*



### MOOD STABILITY

*The degree of contentment and stability*

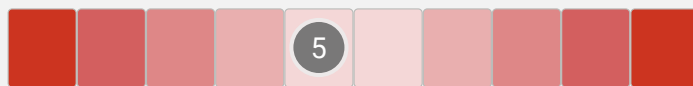
*Tends to experience more periods of low mood than other people. May occasionally feel a little discontented and that life lacks some direction. Sometimes has some ups and downs in mood which may impact job performance and working relationships.*



### COMPOSED

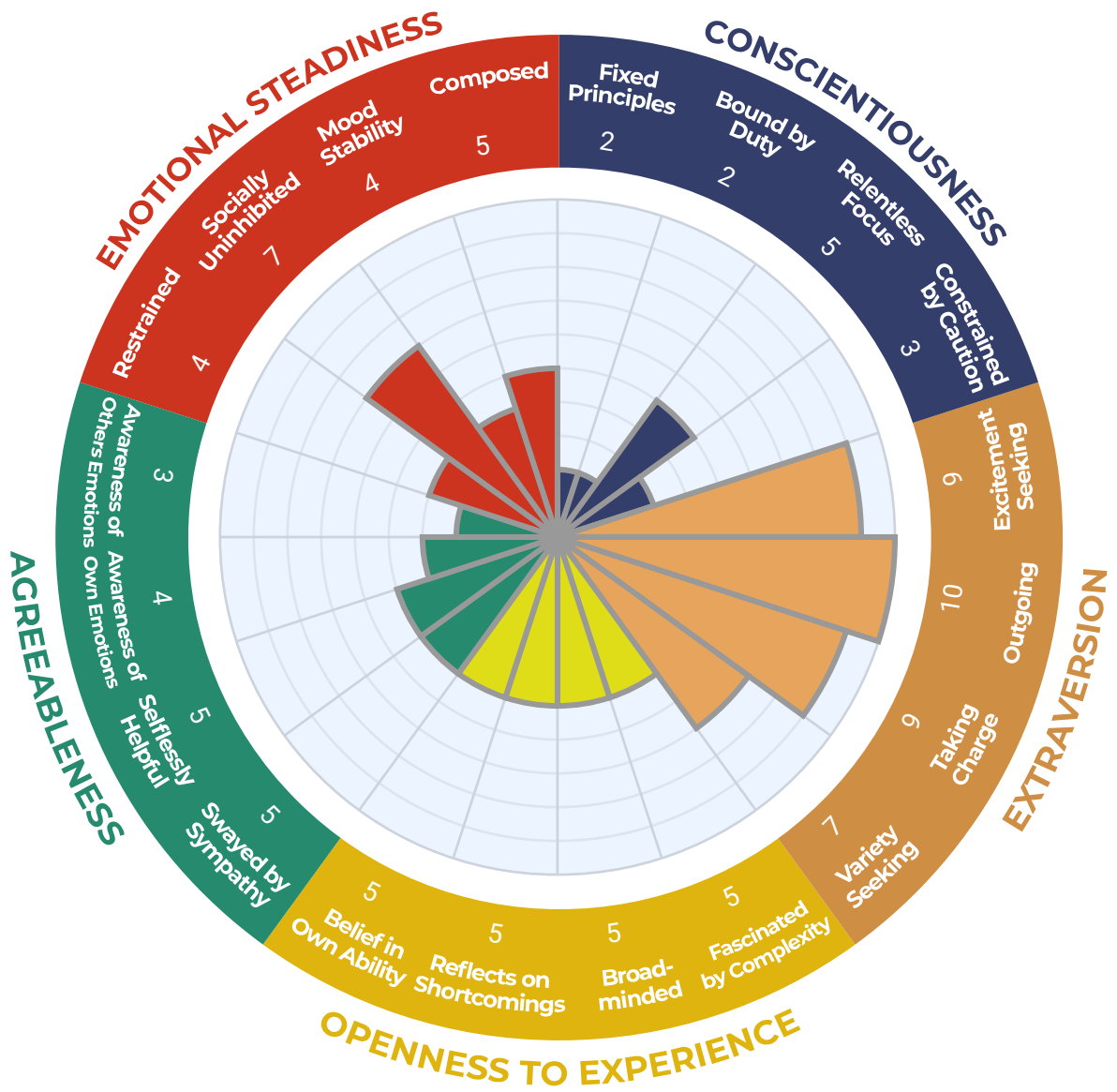
*The level of composure when under pressure*

*On balance likely to remain somewhat composed and clear-headed when under pressure. Can control or manage worries and anxieties but occasionally performance may be affected.*



% of the comparison group that obtained each score 2.3 4.4 9.3 15 19 19 15 9.3 4.4 2.3

# YOUR MOSAIC PROFILE



# DEVELOPMENT AREAS

In the section below you will find feedback and development tips. Up to three development areas have been selected based on the scores at the extreme ends of personality scales that are more likely to impact upon you. Note that in some cases being at the extreme high end of a scale has no known downside (E.g. traits linked to Emotionally Steadiness) but for other scales there is a risk that the personality facet is overplayed and may cause you issues (E.g. if you are relentlessly focussed it may cause burnout).

Each development area identifies aspects of that scale that may impact you, as well as two or three specific recommendations. Please take your time to consider the feedback carefully, seeking feedback from others where appropriate. Do not feel you are bound by the recommendations given, they are only there to provide ideas. Additionally, you may feel comfortable with having an extreme score on these areas and that they do not impact you significantly. In that case, consider looking at some of the other personality facets not covered here that you feel do impact you and create related actions.

Try developing 2 or 3 actions that you are able to commit to that will help you develop. Monitor and review these actions on a regular basis.

## DEVELOPMENT AREA 1: OUTGOING (STEN 10)

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You feel comfortable being around people and tend to make friends easily. You are probably more comfortable and energised than many people with a lot of team-based working.

Potential Development Area:

You may struggle when working alone for long periods and when others don't want to have social interaction as much. Consider whether you find it frustrating when others do not speak their mind or don't require the same level of interaction. Whilst making permanent personality changes can be very challenging, to manage your preference for high levels of social interaction, try:

- i. constantly reminding yourself that many other people find too much social interaction exhausting, dislike being interrupted midway through tasks and may need time to reflect on things before speaking. Try to find ways of working that suits everyone.
- ii. planning your work (and non-work) schedule so that you have times in each day where you know you will have social interaction. Therefore, you can focus on and set targets for short bursts of independent work without distractions and interruptions.

## DEVELOPMENT AREA 2: FIXED PRINCIPLES (STEN 2)

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You can be principled at times and have moral standards, but you are a little less concerned than many people about always doing the right thing on “people” issues. You tend to take a more flexible or pragmatic approach. This can enable you to gain an advantage and make progress on your own issues, especially in the short term.

Potential Development Areas:

From time to time you may be perceived by others as going too far in not considering the fair treatment of others. Consider whether you occasionally run the risk of being perceived by others as someone who doesn’t care and manipulates people in order to get ahead. Whilst making permanent personality changes can be very challenging, to take a more principled approach when required, try:

- i. relaxing your preference for getting ahead personally and instead consider more what also benefits the others you work with. Keep in mind that often there are win-win solutions to problems and that how you treat people is likely to impact how they treat you.
- ii. tuning in to any frustrations others have about decisions you are taking that are deemed unprincipled and consider reviewing them in light of these observations.

## DEVELOPMENT AREA 3: BOUND BY DUTY (STEN 2)

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You feel more able than most people to ignore or sidestep unnecessary obligations, responsibilities or procedures. Others may become burdened by rules and bureaucracy, but you are often able to avoid this.

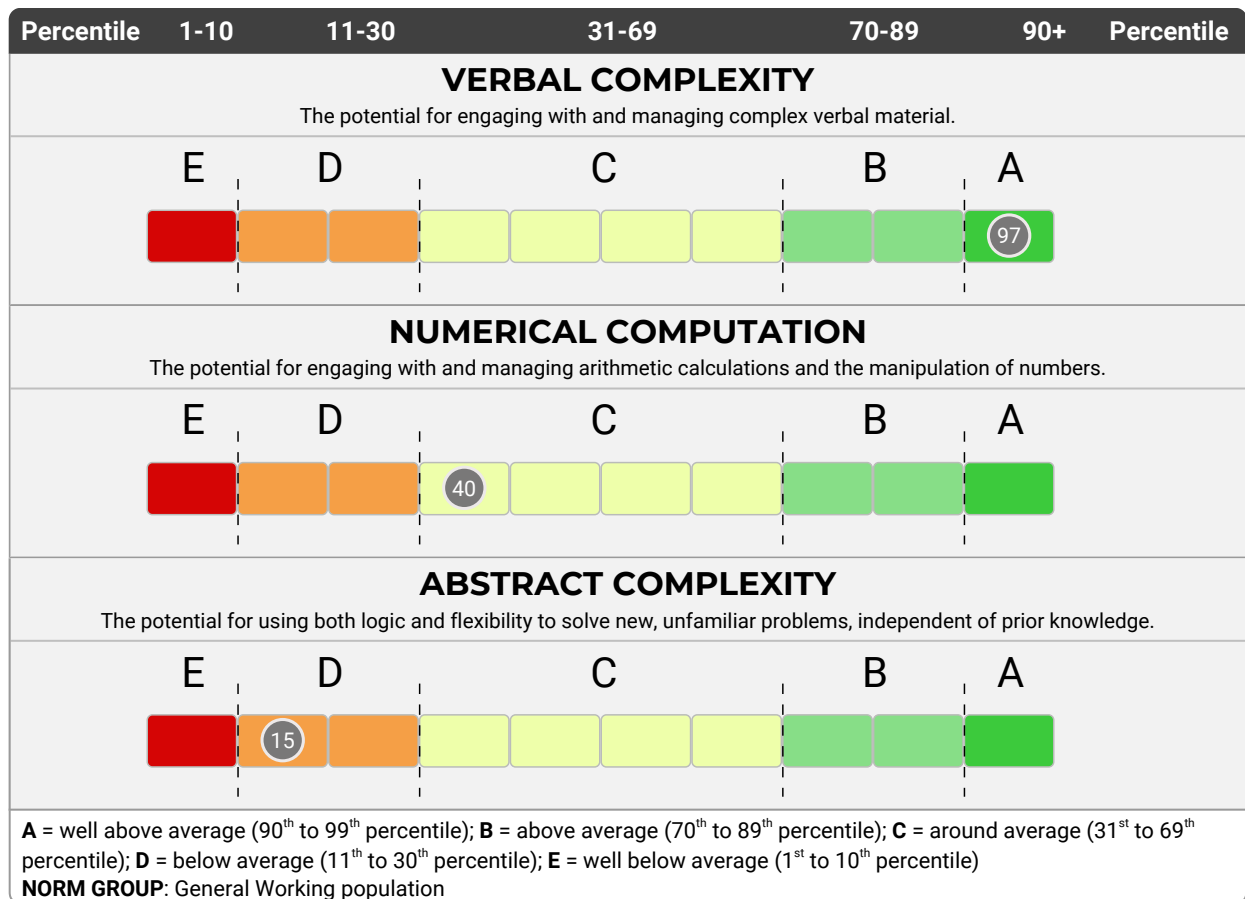
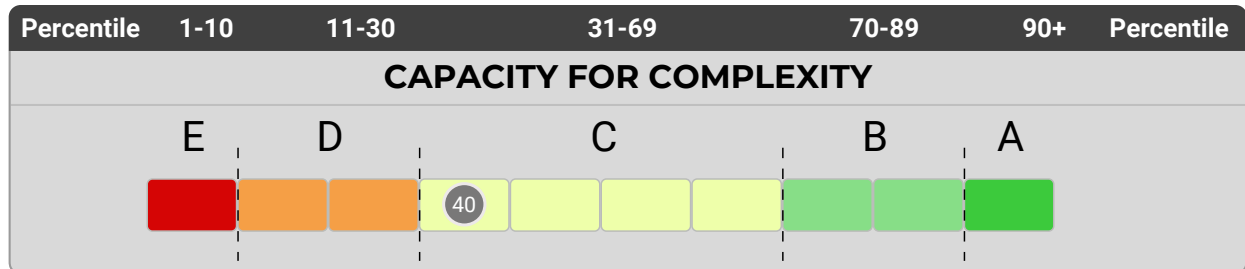
Potential Development Area:

You may find obligations, rules and regulations are a source of irritation and constraint. Consider whether you may occasionally disregard rules that are actually beneficial for you and others. Whilst making permanent personality changes can be very challenging, to take a more dutiful approach when required, try:

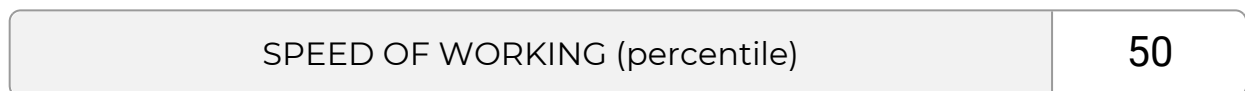
- i. taking time to consider why the rule might be in place. Even if it doesn’t benefit you, might it be beneficial for other people? How does not acting on an obligation or a rule impact other people?
- ii. considering the implications of breaking a rule. Even if you don’t see the need for the rule there may be consequences for not following them.
- iii. reporting any unnecessary or impractical rules instead of just not following them. There may be things you haven’t thought of.

# CAPACITY FOR COMPLEXITY

The Capacity for Complexity scale measures an individual's potential for engaging with and managing a variety of different types of complex information. It is based on the Mosaic behavioural tasks only and is made up of three components: verbal complexity; numerical computation and abstract complexity. It should not be used as the sole basis for rejecting a job candidate but should be used alongside other information when making a selection decision.



The Mosaic Tasks assessment also measures an individual's preferred speed of working, from 99 (fastest) to 1 (slowest) compared to the norm group.





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