SOSIE™
2ND GENERATION

INTERPRETATION AND FEEDBACK GUIDE WITH COMPETENCY MAPPING

Sam Sample

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All information in this report is confidential.

This guide is intended to be used by those trained and authorised to use the SOSIE test. It is not intended for the person assessed.

This report provides a detailed interpretation of the **SOSIE** assessment. Its information will underpin coaching and development interviews, recruitment decisions and career guidance. It is written for trained users; non-trained colleagues and test-takers may misinterpret this detailed and sensitive information. The report offers a comprehensive approach to the interpretation of the multilayered SOSIE results and thus, facilitates the preparation and conduct of any feedback interview.

The Interpretation and Feedback Guide combines detailed information about the personality and values of the individual. It therefore provides an in depth perspective on fundamental questions raised in a number of evaluation contexts. For example, what are the strengths and areas for further development of the person's behaviour at work? What impact will they have on different professional domains and in terms of personal development? What kind of organisational environment will enable this person to realise his or her full potential and to maximise their contribution?

The report is built around eight well known competencies which are important for a variety of jobs. In addition, the SOSIE Interpretation and Feedback Guide examines what kind of organisational environment will provide the most motivation for the individual. The report includes the following sections:

1. Self-Organisation;

2. Adaptability;

3. Innovation;

4. Emotional Adjustment;

5. Sociability and Communication;

6. Teamwork;

7. Influence;

8. Decision Making and Autonomy;

9. Motivational Factor: Favourable Environment.

▶ Each section provides:

- ● a definition
- ● the individual's scores on each of the basic SOSIE dimensions which contribute to the analysis
- ● narrative interpretations of these results, based on whether the individual scored low, medium or high on the relevant dimensions, and how these scores interact
- ● suggested questions for further investigation

The purpose of this document is not only to confirm the person's test results during the interview, but also to better understand them. The information provided by the test and by any interview is complementary and needs to be integrated in the feedback process, in a dynamic and interactive way.

Caution: The profile should be treated with special care if the scores on Dominance, Responsibility, Stress Resistance, and Vigour are at the extreme low level (Sten = 2). There is a possibility that specific events or circumstances have affected the person's responses, which should be investigated further.

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► **SELF-ORGANISATION**

The Self-Organisation competency reflects the dynamism and energy with which people go about work, and how they organise their time to meet key priorities and deadlines. An individual's style of self-organisation affects how they manage the risks involved in actions and decisions, the impact of organisational procedures on their work and their respect for the organisation's way of doing things. This combination of factors defines the extent to which they can be relied on to produce work that is delivered on time and to a certain level of quality, thus helping to meet organisational objectives.

DIMENSIONS	RAW SCORE	STENS	STENS
			1 2 3 4 5 6 7 8 9 10
2. Responsibility	25	7	✴ at 7
5. Cautiousness	27	9	✴ at 9
8. Vigour	16	3	✴ at 3
12. Independence	2	1	✴ at 1
17. Variety	7	4	✴ at 4
19. Orderliness	18	8	✴ at 8

Sam seems to be more cautious than most people, taking time to think over decisions. Such individuals are probably averse to risk-taking. These scores also suggest Sam may work slowly and may not value adherence to tight deadlines: such people will tend to work at their own pace and resist requests to speed up. Sam may give the impression of being tired more frequently than some colleagues. It is possible that this strong sense of caution could slow down activity and cause missed opportunities and deadlines, but Sam will tend to avoid undue risks.

The reason for this lack of energy or rapidity should be investigated further as it may result from particular situational factors, rather than Sam's underlying approach to work.

Sam will probably show great perseverance in completing work, even in the face of difficulties and distractions. People with such a profile will see projects through once they take them on, feeling a personal commitment to high work quality. In a management or supervisory position, Sam may resist delegating work, feeling best able to ensure quality standards. People with this type of profile may find it difficult to change priorities, or fit the level of work and time taken to the actual importance of the task. They may want to do even the least significant task well. This reinforces Sam's reported lack of interest in novelty, change and variety, or what may be seen as adventurous or dangerous. People with this type of profile will probably prefer routine tasks that are easy to grasp, and where it's possible to set absolute quality standards, rather than more speculative, open-ended tasks where there may be different ways of doing things well.

Sam's behaviour could be rather predictable and inflexible. Sam may also oppose (openly or covertly) changes in organisation and methods, or at the very least take time to adapt. However, this is a profile of someone who can be trusted to complete a job once it's been given to them.

Sam reports needing and liking an organised environment with set procedures, methods and rules; where everything is planned and well organised. Sam will tend to develop a systematic approach to work and may have difficulties adapting to and working well in an unstructured environment. This may indicate a lack of flexibility. This links to Sam's responses that suggest a lack of desire for independence at work. People with this sort of profile may tend to pass decision-making to others, and seek advice and encouragement from other people. Sam may well prefer team work and close supervision and could encounter difficulties if left without direction for too long. Faced with a new problem or opportunity, people with this profile may not show initiative but would tend to wait until someone else takes the decision for them.

Sam seems to be someone who follows rather than initiates and who will work well in a defined job requiring an organised approach.

Suggested Questions
- Do you find it difficult when you are rushed or pushed to speed up your work? Can you give examples of how you cope with this?
- Have you ever missed a good opportunity because you took too long thinking about it? Can you tell me about it?
- How do you cope when you feel tired at work?

- Can you think of an example of a time when you've had to change your work habits? How did you react?
- How do you decide on priorities in your work?
- Do you ever felt over-worked? What do you do to solve this problem?
- Can you describe a time you delegated some work? How did you go about this? How did it make you feel?

- Have you ever had to work without guidelines, using your own initiative? How did you approach the task?
- What do you do when you face a problem you can't solve yourself?
- Give me an example of a time you were asked to change what you were doing very quickly. What did you do?

▶ **ADAPTABILITY**

The Adaptability competency describes how flexible an individual will be when presented with different situations, people, environments and ways of working. It suggests how far someone is open and able to work productively at times of personal, professional and organisational change. It also suggests how far they question or seek to improve and adapt their own working methods.

DIMENSIONS	RAW SCORE	STENS	STENS
			1 2 3 4 5 6 7 8 9 10
6. Original Thinking	25	6	6
7. Personal Relations	26	9	9
17. Variety	7	4	4
19. Orderliness	18	8	8
20. Goal Orientation	5	2	2

People with such scores may prefer not to have clear, precise objectives. They may lose track of progress towards them if they are set, and may also be able to work on a number of tasks at the same time. By contrast Sam's profile suggests a preference for organised environments with set procedures, methods and rules. Sam will tend to develop a systematic approach to work and may have difficulties adapting to and working well in an unstructured environment. These scores are combined with a lack of interest in novelty, change and variety, or what may be seen as adventurous or dangerous. Sam will probably prefer routine tasks that are easy to grasp and become familiar with, and where it is possible to set absolute quality standards. Sam's behaviour could seem rather predictable and inflexible.

Sam probably has a strong need for supervision and reassurance from the organisation and may be inflexible and resistant to change. On the other hand, such people seem to be able to do several things at the same time with no need for very clear goals or objectives. This seems slightly contradictory. This point should be investigated during any interview.

Sam seems as comfortable with creative debates and discussions about new ideas as most other people, and also as comfortable in addressing complex problems and new ways of looking at things. Such responses suggest people who will balance tried and tested ways of doing things with new ideas and suggestions for improvement, as well as action and discussion. Sam establishes positive relationships with colleagues, accepts criticism without taking it personally and works to build trust and mutual interest. This is a reasonably balanced and adaptive profile of someone who will tend to be flexible in considering new and existing ways of doing things, whilst valuing the personal relationships which are important to such discussions.

Suggested Questions

- How do you choose between different work priorities when you are given a number of jobs at the same time? Give me an example.
- How do you go about meeting precise goals and objectives?
- Tell me about a time when your objectives were changed urgently. How did it make you feel? How did you react to this change?
- Have you ever lost track of a task? Describe what happened.

- Can you remember ever missing an opportunity because you got too immersed in getting things done? Explain what happened.
- Have you ever missed a deadline because you got too immersed in other people's views? Explain what happened.
- How do you evaluate viewpoints and arguments?
- Who do you trust at work? Why do you trust these particular people?

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► **INNOVATION**

The Innovation competency describes how open people are to new ideas, novelty and change; how far people question their own habits and experience and looks at their attitude to conventional ways of doing things, thinking and behaviour.

DIMENSIONS	RAW SCORE	STENS	STENS									
			1	2	3	4	5	6	7	8	9	10
6. Original Thinking	25	6						✳				
10. Conformity	14	7							✳			
17. Variety	7	4				✳						

Sam seems as comfortable with creative debates and discussions about new ideas as most other people, and is reasonably at ease to address complex problems and new ways of looking at things. This person will balance tried and tested ways of doing things with new ideas and suggestions for improvement, as well as action and discussion. By contrast Sam doesn't seem motivated by variety at work, instead valuing routine and familiar jobs. Such people may see novelty and sudden change as threatening. Sam seems to value and respect rules and social norms highly. Such people can usually be trusted to observe organisational rules and conventions. They may worry about appearing different and seem conformist and conventional.

Suggested Questions
- What do you think makes a good manager? Can you give an example of a manager who managed you well? What was it about their style that worked?
- Do you ever get overwhelmed by variety and change? Can you give me examples?
- Really good workers break social and organisational conventions all the time to get things done and ensure group communication. What do you think of this viewpoint?

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► EMOTIONAL ADJUSTMENT

This competency addresses emotional self-control and regulation and how these affect behaviour. It looks at how much individuals can control internal emotions and their expression, manage stress levels and regulate feelings of frustration when things do not go the way they want. The competency also looks at environmental issues which affect emotional adjustment, the extent to which individuals trust other people and how they deal with criticism and the amount of kindness, consideration and encouragement they require from others.

This section is based on the understanding that, while certain scores on the dimensions that contribute to this competency may, in some cases, give rise to behaviour which needs careful development, nonetheless different jobs will require different profiles and there is no 'right' or 'wrong' profile on this competency without detailed investigation of real life context. This is true of this report as a whole but it is particularly important when dealing with emotional adjustment.

DIMENSIONS	RAW SCORE	STENS	STENS									
			1	2	3	4	5	6	7	8	9	10
3. Stress Resistance	22	6						✳				
7. Personal Relations	26	9									✳	
9. Support	15	6						✳				

Sam seems to be as calm, stable and in control as most people. Probably, emotions will only overwhelm a person with such a profile on occasions, reflecting a reasonable ability to manage internal emotions and to keep an even temper when facing difficult, stressful or frustrating situations. Sam will usually establish very positive relationships with others and welcome diverse ideas, judgements and attitudes. Such people will tend to accept criticism without over-sensitivity, will probably not be too critical of others and may often seek to create relationships based on trust and mutual interest. Within this context, people with such profiles tend to place as much value on others' support as other people do, seeking approval, assistance, understanding and affection. Sam seems to have an average enjoyment of the social side of work and may occasionally be uncomfortable in extreme cases of conflict.

People with such profiles may, at times, put off addressing problems in case they interfere with established relationships. Sam may also be disappointed if colleagues do not offer overt support on occasions.

Suggested Questions
- Have there been occasions or projects where you felt especially stressed or lost control of your emotions? What do you think caused this?
- Give me an example of how you react to a conflict when it arises at work.
- Under what circumstances would you think it useful to help or praise someone else at work? What effect has this had?
- How do you go about criticising or disciplining people?
- How do you feel when you ask for help or comments on your work and people show no understanding of what you're facing?

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► **SOCIABILITY AND COMMUNICATION**

The Sociability and Communication competency addresses how people interact, how far they enjoy working with other people and feel at ease in busy social and work situations. It suggests how assertive people are and how strongly they will make their presence felt in groups. It also reflects people's open-mindedness, interest in supporting others and reaction to conflict. The precise pattern of responses an individual makes suggests the sort of role they will be most comfortable in - whether an individually-based one or one which involves interacting with a lot of people.

DIMENSIONS	RAW SCORE	STENS	1	2	3	4	5	6	7	8	9	10
1. Dominance	13	3			✴							
4. Sociability	14	4				✴						
7. Personal Relations	26	9									✴	
9. Support	15	6						✴				
13. Benevolence	14	6						✴				

This profile suggests Sam may be someone who is not necessarily an easy communicator and doesn't seem to appreciate meeting new people. Sam reports being uncomfortable in groups, and may avoid formal social situations, tending to have a small number of long-term relationships. Sam may not feel comfortable being the centre of attention, preferring to take a passive role in group activities. People with this profile may network in an informal way rather than in a more formal environment such as a presentation. Sam could tend not to defend interests, enter debates, attempt to convince others of a viewpoint or take control.

Sam's responses suggest someone who is not a natural communicator, who may not enter the spotlight or proactively attempt to influence and dominate groups, feeling more comfortable in a background role.

Sam may tend to establish very positive relationships with others and welcome diverse ideas, judgements and attitudes. People with this profile may accept criticism without over-sensitivity and will also accept what others say without questioning it. They will tend to create relationships based on trust and mutual interest. Sam reports that being able to display generosity, solidarity and sensitivity towards others, in terms of their difficulties, worries and interests, are as motivating for Sam as they are for other people. Such people will tend to be helpful, share with little complaint and think about others. Within this context, Sam places as much value on others' support as other people do, seeking approval, assistance, understanding and affection. People with this profile may have an average enjoyment of the social side of work and may occasionally be uncomfortable in extreme cases of conflict. Sam may, at times, put off addressing problems in case they interfere with established relationships, but no more than most people. People with similar profiles to Sam tend to be very people-oriented but balanced in how much support they give and need from other people. This suggests a good team player or people manager.

Suggested Questions
- Give me some examples of how you feel when you're with a lot of people.
- What does it feel like when the spotlight is on you?
- Tell me how you try to put your ideas and views across in groups.

- Describe how you have gone about challenging people when they underperformed.
- Have you ever had to give bad news about performance to your boss? How did this make you feel?
- How do you approach conflicts at work?
- How do you evaluate the information other people give to you?

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► **TEAMWORK**

The Teamwork competency addresses an individuals' team behaviour: how far they collaborate; are open; share knowledge, resources and skills; and how far they accept consensus views within their team. It also looks at the extent to which they will follow conventions and behavioural rules within the team.

DIMENSIONS	RAW SCORE	STENS	STENS									
			1	2	3	4	5	6	7	8	9	10
7. Personal Relations	26	9									✳	
10. Conformity	14	7							✳			
12. Independence	2	1	✳									
13. Benevolence	14	6						✳				

Such a profile suggests someone who prefers to refer to and work with other people rather than to think and act independently. Sam may well prefer team work and close supervision rather than an independent role. Such people could encounter difficulties if left without direction for too long. Faced with a new problem, opportunity or exception they would tend to wait till someone else can make a decision. People reporting this particular profile will also tend to value and respect team rules and social norms highly. Such responses suggest someone who seems slightly conformist and conventional, someone who may find it difficult to question or criticise how the team goes about a task. Sam will tend to accept and implement team decisions.

This combination suggests a team worker who is comfortable with applying decisions and plans in the way the team wants, without necessarily wanting to contribute to higher level team decisions.

Sam may tend to establish very positive relationships with others and welcome diverse ideas, judgements and attitudes. People with this profile may accept criticism without over-sensitivity and will also accept what others say without questioning it. They will tend to create relationships based on trust and mutual interest. Sam reports that being able to display generosity, solidarity and sensitivity towards others, in terms of their difficulties, worries and interests, are as motivating for Sam as they are for other people.

This is quite a balanced profile. Such people will tend to be helpful, share with little complaint and think about others.

Suggested Questions
* What role do you think you take up in your team? How does this express itself?
* Give me an example of a task you had to approach with no guidelines. How did you approach it?
* How do you react when your team disagrees with an idea you put forward?
* How do you feel if you're asked to act on your own without team members around you?

* Can you describe a really satisfying work relationship? What makes it work?
* How do you react when another team member asks for help and support?
* Give me an example of where someone's criticised you at work. How did you react?

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► INFLUENCE

This competency reflects the extent to which an individual is active in gaining influence over others. It looks at how assertive they feel they are, as expressed through their: impact on others; commitment to their job; readiness to defend their own views; persuasive abilities; taste for power and their attitude to tasks and objectives which challenge them.

DIMENSIONS	RAW SCORE	STENS	STENS 1	2	3	4	5	6	7	8	9	10
1. Dominance	13	3			✳							
14. Power	7	3			✳							
16. Achievement	24	9									✳	
18. Conviction	2	1	✳									

People with this profile will tend to work without drawing attention to themselves, taking a more receptive role in group activities. Sam may feel uncomfortable in the spotlight, as in a very formal presentation, preferring to network in an informal way rather than attempting to dominate debates, to convince others of a viewpoint or to take control. However, Sam does not seem to value power very much and may not be motivated by its possession, the exercise of authority over other people, or the high perceived status involved in leadership positions. This means that increased power will tend not to be a motivator. Sam will tend not to seek advancement and recognition actively and will create neither problems, nor improved performance through aiming at a more powerful role. It is likely that this report will show other motivators, which Sam's manager will need to understand to get best performance in a role. Sam's responses indicate someone who tends to base decisions on relevant objective evidence and will be less swayed by personal conviction. In certain extreme cases, gathering information on which to base a decision may become an end in itself and may mean less personal commitment to any decision once it is made. It would seem that Sam sets high personal standards for success and is often motivated by challenges, difficulties and stretching targets. There is a risk that people with such profiles are unrealistic in what they set out to achieve and may become dissatisfied if they feel they are not being set challenging targets.

Sam prefers to stay out of the spotlight and not dominate. Equally, such a profile suggests someone with little desire for power. Sam will influence others through high achievement. However such people will not consider achieving influence as a priority.

Suggested Questions
• Do you think people in senior positions always deserve their status? Can you explain your views?
• Can you think of a time when people disagreed with a decision of yours, you made it anyway and they proved to be right? How could you avoid this in the future?
• How do you go about setting yourself performance targets?
• How do you react if an area of authority or responsibility is added to your workload?
• What happens if you're asked to take a leading, visible role in a situation involving a lot of people?
• Have you ever set yourself targets you found were beyond you? How did you react?

► **DECISION-MAKING AND AUTONOMY**

This competency looks at how people go about decision-making and the extent to which their decisions are influenced by others or made independently. It concerns the type and quantity of evidence people gather to make decisions, what they base decisions on, how quickly they make them and how much they like facing decisions.

DIMENSIONS	RAW SCORE	STENS	1	2	3	4	5	6	7	8	9	10
12. Independence	2	1	✳									
18. Conviction	2	1	✳									
19. Orderliness	18	8								✳		

Sam's responses indicate someone who tends to base decisions on relevant objective evidence and will be less swayed by personal conviction. In certain extreme cases, gathering information on which to base a decision may become an end in itself. Sam's responses also suggest a lack of desire for independence at work: someone who is more comfortable following imposed team rules and procedures, passing decision-making to other members of the team, and seeking advice and guidance from them. Sam may well be responsible in completing rule-based jobs but could encounter difficulties if left without direction for too long. Faced with a new problem, opportunity, or exceptional situation, this person would tend to wait till someone else can make a decision. Sam also reports a preference for careful organisation, set procedures and methods and following rules when making decisions. Such people tend to like structured environments where everything is planned and well organised, and reflect this in their systematic approach to work. Sam might have difficulties working in an unstructured environment and may lack flexibility.

Suggested Questions
- How do you go about making decisions? Have you ever taken too long to take a critical decision, thus missing opportunities? Explain what happened.
- Give me an example of an occasion when you wanted to do things 'your' way but other people disagreed. How did you solve the problem?
- Do rules and procedures help or hinder you in making decisions? Have you ever had to break them to make a decision that seemed right to you? Give me an example. What happened?

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▶ **FAVOURABLE ENVIRONMENT**

Rather than describe how people report their own personalities and values and how these map onto personal competencies, this section of the report suggests the sort of organisational environment in which the individual will feel most at ease and will perform at their best. It looks at this optimum environment in terms of the rewards they receive, how far their achievements are recognised, its culture and how far the environment offers support to individuals.

DIMENSIONS	RAW SCORE	STENS	STENS									
			1	2	3	4	5	6	7	8	9	10
9. Support	15	6						✳				
11. Recognition	20	9									✳	
15. Materialism	19	10										✳

Sam will tend to value an environment in which there are concrete rewards for efforts and achievements, such as possessions and money. Receiving these rewards quickly may well be a prime motivator. People with such a profile also tend to value the esteem and recognition of others. They may care about their status and image. Such people will tend to value other people's support, encouragement, kindness and help, but they can also, as the situation demands, work without this support.

Sam could occasionally expect a lot from managers, colleagues and subordinates. Such people will tend to be more comfortable working in a friendly, low-conflict environment where people are respected, and where they will see tangible rewards in the short term. It will be important to them that achievements are publicly recognised and that recognition and respect are overtly expressed, not implicit. They may switch between supportive team working and more isolated work where such support is not available, as the job demands.

Suggested Questions
- Give an example of a time when you achieved something important but no-one commented. How did you feel?
- What motivates you at work? And what demotivates you?
- Describe the way the best manager you've ever had treated you.

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