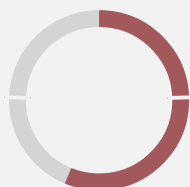


DDS - Profile Report



EIGHT PERSONALITY SCALES
PERCENTILE SCORED, 1-99
GENERAL POPULATION NORM

A REPORT FOR:

Sample Candidate

CREATED 29 AUGUST 2026
CONFIDENTIAL - VALID 18-24 MONTHS

Introduction

This report is confidential and is produced on behalf of Sample Candidate who completed the Development Dimensions Survey on 29/08/2026. The results are likely to be valid for 18-24 months.

The questionnaire asks individuals to describe their typical behaviour and preferences in relation to traits that research has linked to personality difficulty or risks. This report has summarised those responses and compared them with a group of people (norm group) who have also completed the same questionnaire. Thus, the results are shaped by a meaningful comparison with others.

Also, it is important to recognise that this report is restricted to the answers provided in this questionnaire and further meaning is established by comparing the results with a norm group. The report provides rich insight into some important aspects of personality difficulty or risks and enables you to predict how an individual is likely to behave.

01.1 PROFILE CHART

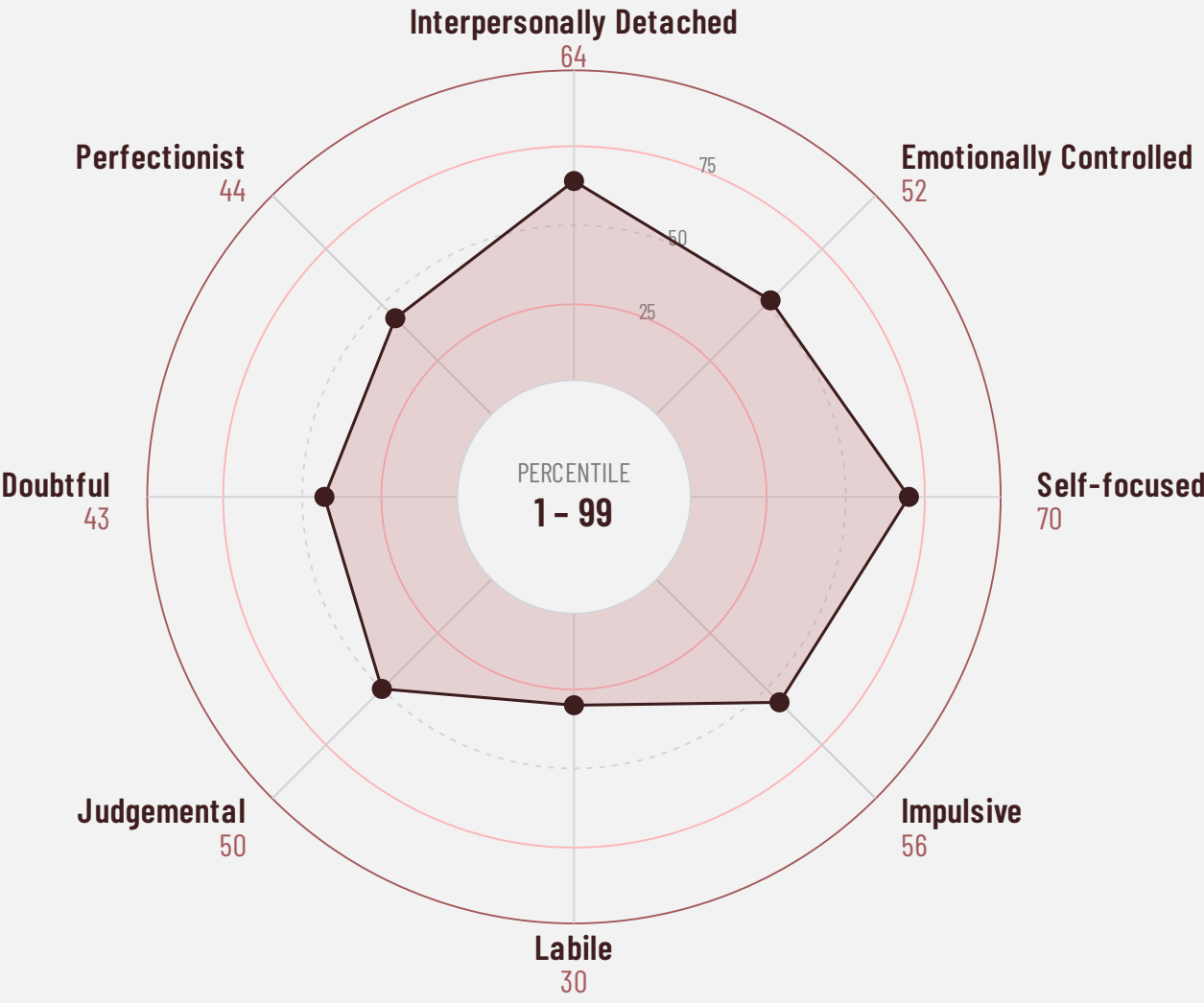
This report summarises responses into 8 individual scales:

SCALE	LOW SCORERS CAN BE DESCRIBED AS	HIGH SCORERS CAN BE DESCRIBED AS
Interpersonally Detached	Sociable, but may over-prioritise networking over task completion	Distrustful, suspicious of other people, and find socialising aversive
Emotionally Controlled	Emotionally expressive, but may seek guidance and clarity from others	Cold, and indifferent to praise and criticism
Self-focused	Considerate team-players but may struggle in leadership positions	Disregard the rights and feelings of others, and lack empathy
Impulsive	Focused and careful, but not typically visionary	Rash and reactive to internal or external stimuli
Labile	Offer consistency and predictability, but may present as disengaged	Unpredictable, over-sensitive and quick to anger
Judgemental	Balanced and easy-going but can over-accommodate	Highly critical and with a tendency to expect the worst of others or situations
Doubtful	Calm and risk-tolerant but can be obstructive	Dependent on others, excessively seeking advice and reassurance
Perfectionist	Adaptable and creative, but can lack credibility and reliability	Having high standards, but over-attend to detail, and be conscientious to a fault

Summary Profile

The percentile scores indicate the proportion of the population who score at or below Sample Candidate. For example, a score of 50 on a given scale indicates that Sample's score is higher than approximately 50% of the population, but not higher than 51%.

- 1-39 Scores of 1 to 39 are considered **low risk**
- 40-69 Scores of 40 to 69 are considered **average risk**
- 70-89 Scores of 70 to 89 are considered **above average risk**
- 90-99 Scores of 90 to 99 are considered **high risk**

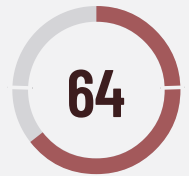


General Population Norm

This is a valid profile.

Interpersonally Detached

The Interpersonally Detached scale assesses being task-focused and undistracted by personal issues, but can extend to being overly avoidant of other people and having limited social networks.



PERCENTILE SCORE



01 SCORE INTERPRETATION

The responses suggest:

- Equally comfortable in social settings and when alone, with a balanced approach to interpersonal relationships.
- Has some close relationships but does not actively seek out many new social connections.
- Prefers to maintain a moderate circle of friends and acquaintances and is selectively social.
- Can be wary of others' intentions but is not overly cynical or distrusting.
- Holds occasional grudges and may be somewhat cautious about whom to trust.

02 TYPICAL FEEDBACK

Individuals with a similar score on the Interpersonally Detached scale have received the following developmental feedback comments:

- Feedback indicates an ability to work both independently and in teams, with a slight preference for autonomy.
- Acknowledged for being self-sufficient with occasional engagement in group activities and discussions.
- Noted for having a reserved but professional demeanour in interpersonal interactions.
- Encouraged to participate more in team efforts and share expertise to enhance team performance.

03 SUBSCALES

The subscales below provide additional insight. The responses suggest:



Avoidant

Balances time with others and alone, sometimes avoids crowds but not consistently withdrawn.



Easily-offended

Sometimes feels hurt or irritated by others, and is somewhat sensitive to criticism or slights.



Wary

Careful with trust, takes time to assess others' intentions.

04 EXPLORING THE RESULTS

The questions below are designed to facilitate discussion with an interviewer or feedback provider to explore the personality results in more detail and reflect on strengths and development areas based on the context of the assessment.

01 How do you decide when to work independently and when to engage with your team?

02 Could you provide an example of how you have managed a project with minimal need for others' input?

03 What has been your approach to maintaining professional relationships with a moderate level of interaction?

04 How do you handle situations that require more collaboration than you're accustomed to?

Emotionally Controlled

The Emotionally Controlled scale assesses emotional restraint and the capacity to remain calm and measured, but can extend to being perceived as cold and removed.



PERCENTILE SCORE



01 SCORE INTERPRETATION

The responses suggest:

- Balanced emotional expression, neither overly expressive nor excessively reserved.
- Can regulate emotions depending on the situation, showing a moderate temperament.
- Equally comfortable expressing or controlling emotions, adaptable in emotional display.
- Emotions and logic are balanced, neither dominates consistently.
- Shares emotions when feels appropriate, but can also keep a composed demeanour.

02 TYPICAL FEEDBACK

Individuals with a similar score on the Emotionally Controlled scale have received the following developmental feedback comments:

- Acknowledged for a balanced approach to emotional expression in the workplace, neither overly expressive nor too reserved.
- Viewed as someone who can manage their emotions well, though sometimes more openness could be beneficial.
- Feedback suggests effective emotional regulation, with encouragement to share more to enhance team rapport.
- Considered adaptable, capable of fitting into various team dynamics by modulating emotional responses as needed.

03 SUBSCALES

The subscales below provide additional insight. The responses suggest:



Aloof

Sometimes appears distant, balancing closeness with personal space.



Overly-logical

Balances emotion and logic, actively seeking a middle ground in decision-making.



Reserved

Balances emotional expression with restraint, showing feelings carefully.

04 EXPLORING THE RESULTS

The questions below are designed to facilitate discussion with an interviewer or feedback provider to explore the personality results in more detail and reflect on strengths and development areas based on the context of the assessment.

01 What strategies do you use to find the right balance between emotional expression and control?

02 How do you manage your emotional responses to ensure they are appropriate for the workplace?

03 Can you provide an example of how you modulate your emotions to fit different team dynamics?

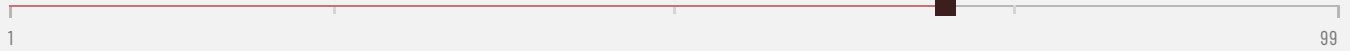
04 What role do you think emotional control plays in your interactions with colleagues and leadership?

Self-focused

The Self-focused scale assesses belief in one's own worth and ability, as well as prioritising oneself, but can extend to egocentric behaviour and craving admiration from others.



PERCENTILE SCORE



01 SCORE INTERPRETATION

The responses suggest:

- Has a strong focus on personal success and may at times overlook the contributions of others.
- Seeks recognition and often enjoys being in the spotlight.
- Can sometimes be indifferent to others' feelings, especially when self-goals are at stake.
- Desires to be powerful and influential, sometimes at the expense of others.
- May resort to manipulation or charm to get what is wanted, valuing personal advancement.

02 TYPICAL FEEDBACK

Individuals with a similar score on the Self-focused scale have received the following developmental feedback comments:

- Feedback often points to a need for greater collaboration and less focus on personal goals.
- Perceived as ambitious and driven, but may come across as unconcerned with colleagues' input or well-being.
- Advised to balance self-promotion with a more inclusive approach to teamwork.
- Occasionally seen as overly self-reliant and may be encouraged to delegate and share responsibilities.

03 SUBSCALES

The subscales below provide additional insight. The responses suggest:

84

Grandiose

Sees self as more talented than most and expects recognition for those qualities.

46

Low-empathy

Can focus on tasks to the point of overlooking people's feelings, though not intentionally.

58

Self-centred

Balances self-interest with the consideration of others but will prioritise personal needs.

04 EXPLORING THE RESULTS

The questions below are designed to facilitate discussion with an interviewer or feedback provider to explore the personality results in more detail and reflect on strengths and development areas based on the context of the assessment.

01 Have you ever been perceived as self-focused in a team setting? How do you respond to such feedback?

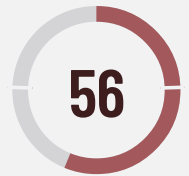
02 What steps do you take to ensure that your personal ambitions don't overshadow team objectives?

03 Can you share an experience where balancing your personal interests with team goals was challenging?

04 How do you find a balance between advocating for yourself and ensuring you are not seen as self-centred?

Impulsive

The Impulsive scale assesses acting quickly and being able to thrive at a fast pace, which can extend to maverick behaviour and thrill-seeking.



PERCENTILE SCORE



01 SCORE INTERPRETATION

The responses suggest:

- Displays a balance between spontaneity and deliberation, acting impulsively as often as thoughtfully.
- Adaptable to new situations, capable of both planning and improvising as required.
- Equally likely to consider consequences as to act on a whim, depending on the context.
- Sometimes sticks to routines but also finds excitement in novel experiences and changes.
- Manages impulses adequately, neither overly cautious nor excessively spontaneous.

02 TYPICAL FEEDBACK

Individuals with a similar score on the Impulsive scale have received the following developmental feedback comments:

- Feedback indicates a balance between thoughtful planning and spontaneity in actions.
- Noted for adaptability, being able to switch gears between different working styles as necessary.
- Seen as someone who can weigh risks effectively, though may benefit from being more assertive in certain scenarios.
- Viewed as flexible, capable of making quick decisions when the situation demands.

03 SUBSCALES

The subscales below provide additional insight. The responses suggest:

63

Distractible

Sometimes struggles to stay focused, especially when distractions are present.

56

Rash

Sometimes acts impulsively, especially when emotional or under pressure.

42

Thrill-seeking

Enjoys a balance between safety and excitement, occasionally drawn to thrill-seeking.

04 EXPLORING THE RESULTS

The questions below are designed to facilitate discussion with an interviewer or feedback provider to explore the personality results in more detail and reflect on strengths and development areas based on the context of the assessment.

01 How do you decide when to plan thoroughly versus when to act on impulse?

02 Can you talk about a time when acting spontaneously led to a successful outcome?

03 What approach do you take to balance risk and reward in fast-paced situations?

04 How has your ability to be both impulsive and deliberate served you in your career?

Labile

The Labile scale assesses passion and dynamism, but can extend to intense bursts of enthusiasm which burn out, making the person appear flighty.



PERCENTILE SCORE



01 SCORE INTERPRETATION

The responses suggest:

- Experiences a typical range of emotional changes, usually remaining composed.
- Generally has a stable outlook; tends to see situations in a nuanced way.
- Has varied moods, but they do not typically interfere with a sense of self or relationship stability.
- May occasionally react intensely to situations but generally feels a sense of balance.
- Exhibits steady enthusiasm without engaging in all-or-nothing thinking.

02 TYPICAL FEEDBACK

Individuals with a similar score on the Labile scale have received the following developmental feedback comments:

- Generally maintains a steady demeanour, with occasional emotional fluctuations noted but well-handled.
- Recognised for being mostly composed, though capable of expressing emotion when appropriate.
- Seen as balanced; feedback suggests maintaining current emotional management while being open to flexibility.
- Encouraged to continue measured emotional responses, which contribute to a stable work environment.

03 SUBSCALES

The subscales below provide additional insight. The responses suggest:



Flighty

Sometimes exhibits shifts in enthusiasm and may think in extremes in some situations.



Instability

Experiences fluctuations in relationship quality and occasionally turbulent emotions.



Intense

Sometimes has mild mood changes, but mostly remains composed.

04 EXPLORING THE RESULTS

The questions below are designed to facilitate discussion with an interviewer or feedback provider to explore the personality results in more detail and reflect on strengths and development areas based on the context of the assessment.

01 Describe a time when you experienced emotional fluctuations at work. How did you handle it?

02 How do you find the balance between showing emotion and maintaining professionalism?

03 What approach do you take to ensure your occasional mood changes don't impact your decision-making?

04 In what ways do you think your control over your emotions contributes to your team's success?

Judgemental

The Judgmental scale assesses critical thinking and having astute reasoning, but can extend to harshness and expecting the worst of others or situations.



PERCENTILE SCORE



01 SCORE INTERPRETATION

The responses suggest:

- Balances an understanding of others with a fair amount of critical analysis of their actions.
- Acknowledges others' shortcomings but also recognises and appreciates their strengths.
- Can be judgmental at times but typically tries to maintain a balanced perspective.
- May be disappointed when expectations are not met but does not dwell on these feelings.
- Has moments of worry and doubt but does not let these dominate their view of people and the future.

02 TYPICAL FEEDBACK

Individuals with a similar score on the Judgmental scale have received the following developmental feedback comments:

- Feedback notes a critical eye that contributes to quality work but suggests ensuring it remains constructive.
- Recognised for high standards, with a reminder to balance critique with encouragement.
- Seen as someone who is not afraid to challenge ideas but should also consider the impact of critiques on team morale.
- Advised to continue providing honest feedback while being mindful of others' perspectives.

03 SUBSCALES

The subscales below provide additional insight. The responses suggest:



Critical

Able to recognise flaws in others but usually balances this with recognition of strengths.



Disapproving

Has expectations and can be disapproving when they are not met, but this is not pervasive.



Pessimistic

Can expect negative outcomes but does not let this expectation rule their outlook.

04 EXPLORING THE RESULTS

The questions below are designed to facilitate discussion with an interviewer or feedback provider to explore the personality results in more detail and reflect on strengths and development areas based on the context of the assessment.

01 How do you ensure your critiques are taken in a constructive manner?

02 Describe a situation where your judgmental nature impacted your team's dynamics.

03 What steps do you take to balance your critical perspective with being supportive?

04 How do you handle disagreements that stem from your critiques?

Doubtful

The Doubtful scale assesses the avoidance of risk, desire for cooperation, and dependence on others, but can extend to self-doubt and unhelpful reassurance-seeking.



PERCENTILE SCORE



01 SCORE INTERPRETATION

The responses suggest:

- Balances confidence with periodic need for external validation or advice.
- Sometimes questions personal decisions, requiring reassurance.
- Maintains a positive self-view, not overly reliant on others but appreciates feedback.
- Equally likely to trust personal judgment or seek others' opinions in decision-making.
- Occasionally experiences hesitation or doubt but generally manages to overcome it.

02 TYPICAL FEEDBACK

Individuals with a similar score on the Doubtful scale have received the following developmental feedback comments:

- Feedback points to a balanced approach to confidence and caution in decision-making.
- Noted for being generally self-assured but sometimes requiring reassurance on key decisions.
- Valued for being approachable and willing to consider others' opinions when making choices.
- Encouraged to trust in personal judgment more, as hesitations can sometimes slow progress.

03 SUBSCALES

The subscales below provide additional insight. The responses suggest:



Insecure

Tends to have self-confidence, not needing others' approval.



Risk-averse

Balances risk-taking and caution, sometimes hesitant in unclear situations.



Submissive

Sometimes struggles to express self and may feel uncomfortable in public settings.

04 EXPLORING THE RESULTS

The questions below are designed to facilitate discussion with an interviewer or feedback provider to explore the personality results in more detail and reflect on strengths and development areas based on the context of the assessment.

01 Describe how you find a balance between relying on your own judgment and seeking external validation.

02 Can you provide an example of a time when you felt hesitant about a decision? What was the outcome?

03 How do you approach decision-making when there are diverse opinions?

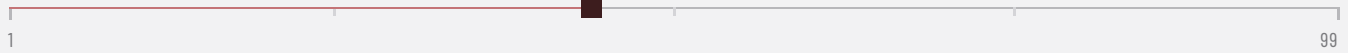
04 What role does feedback play in your decision-making process?

Perfectionist



The Perfectionist scale assesses having high standards and precision, but can extend to being overly detail-focused and conscientious to a fault.

PERCENTILE SCORE



01 SCORE INTERPRETATION

The responses suggest:

- Strives for high standards and can be detail-oriented, yet is not excessively rigid or meticulous.
- Takes pride in thoroughness and precision but can balance this with practicality.
- Has a strong sense of responsibility and conscientiousness, without being overly dominant or inflexible.
- Respects rules and proven methods but is also open to new approaches and ideas.
- Can occasionally be seen as controlling, but generally maintains a reasonable level of flexibility.

02 TYPICAL FEEDBACK

Individuals with a similar score on the Perfectionist scale have received the following developmental feedback comments:

- Noted for striving towards high-quality output, with occasional tendencies to focus intently on details.
- Feedback indicates a strong commitment to excellence, with room for more flexibility in some areas.
- Seen as someone who sets high standards for themselves and the team, sometimes at the expense of efficiency.
- Advised to balance perfectionist tendencies with the practicalities of workplace demands.

03 SUBSCALES

The subscales below provide additional insight. The responses suggest:



Meticulous

Balances attention to detail with overall goals, is careful but not obsessive.



Overly-conscientious

Generally takes work seriously, but can also let go when needed.



Rule-bound

Typically follows rules, but recognises that new situations require new approaches.

04 EXPLORING THE RESULTS

The questions below are designed to facilitate discussion with an interviewer or feedback provider to explore the personality results in more detail and reflect on strengths and development areas based on the context of the assessment.

01 Describe a project where your striving for high standards both helped and hindered the process.

02 How do you manage the pressure associated with striving for high quality and precision?

03 What steps have you taken to ensure that your drive for high standards doesn't impact team deadlines?

04 Can you talk about a time when you had to compromise on your quality standards? How did you handle it?