



# IDEAL PROFILE

Consultant  
TimelessTime

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# Ideal Profile for Consultant

## Introduction

This report documents the characteristics of the 'ideal candidate' for the above job. It is based on the data gathered on 18 February 2023. Research shows that if someone possesses the characteristics discussed in this report, they will perform well in the job of Consultant.

This report has three sections.

Section 1 begins by considering the Big Five personality traits. These traits are derived from a well-researched and respected model. This section of the report provides an understanding of the way that the ideal candidate will typically think, feel, and interact with others.

Section 2 considers the job holder's career preferences that are best suited to the ideal candidate's personality. No account is taken of competencies, qualifications, or work experience, these characteristics must be determined separately.

Section 3 discusses the ideal job holder's ability to reason using words, numbers, and abstract concepts.

## Section 1: The Big Five Personality Traits

The Big Five personality traits are linked to job performance. By capturing and then subsequently comparing each trait with the candidate profiles, it is possible to determine which candidates are best suited to the job.

The five traits are represented by a continuum. The continuum has a Left Descriptor and a Right Descriptor. People can sit anywhere along the continuum for each trait. This is relatively stable throughout life. The point at which the person sits determines their personality.

The five traits are Openness (O); Self-control (C); Extraversion (E); Agreeableness (A), and Anxiety (N).

### a) Mapping the Big Five Profile for the Consultant

Using the data provided in the Ideal Profile tool, the traits for Consultant have been mapped. The Big Five traits are presented on a multi-axis graph.

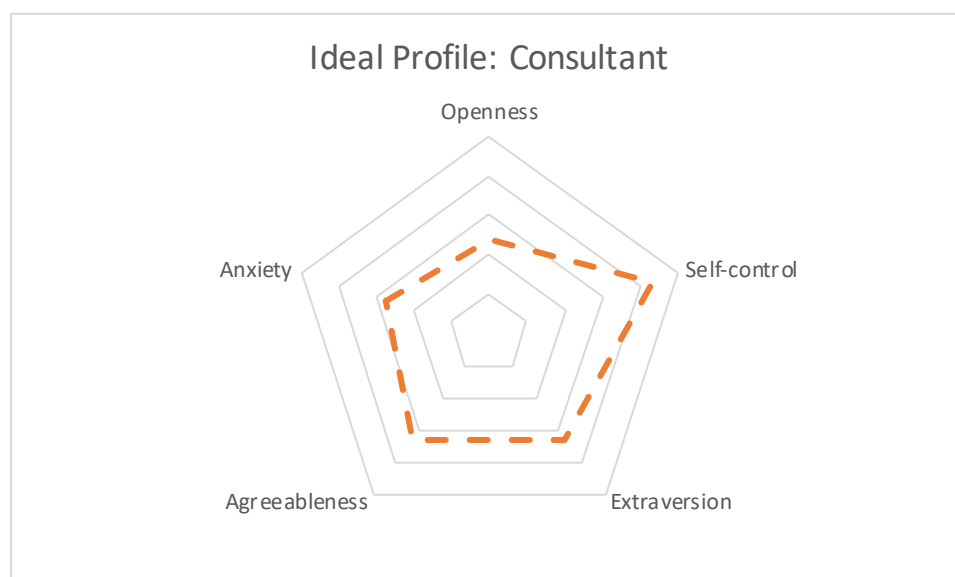
This presentation will be important when the ideal candidate is mapped against a candidate applying for the job, since it provides a visual display of the candidate's match to the ideal.

The table below explains the left and right descriptors for each trait.

	<b>Left Description</b>	<b>Right Description</b>
Openness (O)	Pragmatism <i>Realistic, practical and conservative in attitude.</i>	Openness <i>Enjoys innovation, interested in artistic expression.</i>
Self-control (C)	Low-self control <i>Free from constraints of social rule.</i>	High self-control <i>Conscious of group standards and behaviour.</i>
Extraversion (E)	Introversion <i>Tends to feel uncomfortable in social situations.</i>	Extraversion <i>Strong predisposition to social interactions.</i>
Agreeableness (A)	Independence <i>Alert, quick to respond to situations, challenging, self assured.</i>	Agreeableness <i>People oriented, empathic, accomodating.</i>
Anxiety (N)	Low Anxiety <i>Calm, composed and satisfied with life and their ability to cope.</i>	High Anxiety <i>Problems in coping with day to day situations. Concerned about the future.</i>

Where a person sits on the continuum determines their personality. For example, someone who tends towards introversion (left description) will be better suited to a job that requires periods working on their own. Someone who craves regular social interaction (right description of extraversion) will not perform well in such a role.

The chart below indicates the ideal job holder’s profile for each of the Big Five factors. There is no ‘right’ and no ‘wrong’ profile, just a profile that, if held by a job holder, will enable them to perform well in the job. The left descriptor is innermost, and the right descriptor is outermost on the chart.



The statements below explain the Big Five profile for the Consultant.

Openness (O): The ideal candidate prefers to think about concrete, tangible problems rather than abstract problems.

Self-control (C): Conscious of group standards the ideal candidate will conform to social expectations. With a strong sense of right and wrong they will adhere to rules and regulations.

Extraversion (E): The ideal candidate will prefer working in a team setting but will be comfortable occasionally working alone.

Agreeableness (A): The ideal candidate will strike a balance between taking charge and making quick decisions, with a more measured cautious and accommodating approach.

Anxiety (N): The ideal candidate strikes a balance between coping day-to-day and worrying about the challenges they face.

### b) Understanding the traits

The five factors provide information on different aspects of personality. The traits of Extraversion (E) and Agreeableness (A) focus on interpersonal style. Openness (O) and Self-control (C) focus on thinking styles. Finally, Anxiety (N) focusses on coping styles.

Each trait is derived from several factors. The traits and their factors are discussed in more detail below. For each trait the table explains what each factor measures. Explanatory text for the left and right descriptors then follows.

A chart then shows the profile for the ideal candidate. The chart is accompanied by text that explains the trait of an ideal candidate.

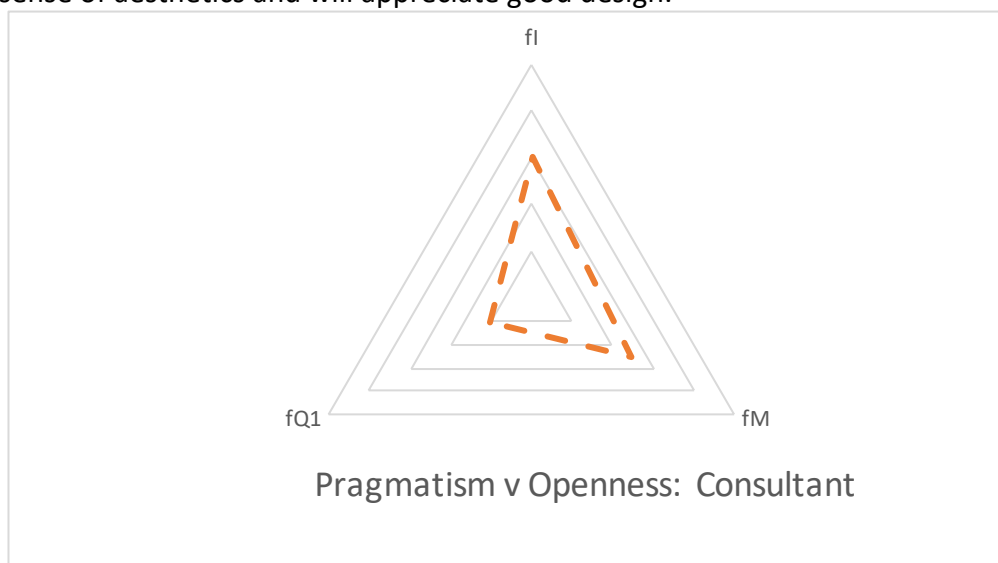
**Pragmatism v Openness (O)**

This factor is concerned with the job holder’s required thinking style and their openness to new ideas.

O	<b>Pragmatism</b> <i>Left Description</i>	<b>Openness</b> <i>Left Description</i>
fI	Utilitarian, unsentimental, lacks aesthetic sensitivity	Sensitive, aesthetically aware, sentimental
fM	Solution-focused, realistic, practical, down-to-earth	Imaginative, absent-minded, impractical
fQ <sub>1</sub>	Traditional, conservative, conforming	Experimenting, open to change, unconventional

Left description: Pragmatists are generally realistic, practical, and conservative in their attitudes. Their own feelings and emotions (and other people’s) will play little part in their life. They are inclined to reject the abstract in favour of more concrete and tangible solutions to problems. They prefer "tried and tested" solutions to speculative investigation and are often better at implementing ideas than generating them.

Right description: Those at the openness end of the continuum live in the world of ideas and enjoy situations where they have the freedom to approach problems in new and innovative ways. Generally interested in artistic expression, they believe that art enriches life. They will have a sense of aesthetics and will appreciate good design.



The ideal candidate will place more emphasis on subjective criteria, rather than practical reality when making decisions. Being realistic in their thinking style, they will opt for solution-focused answers, whilst being capable of looking beyond the obvious. Preferring to use tried and tested methods they will approach problems in the same way that they have been tackled in the past. Custom and convention is important.

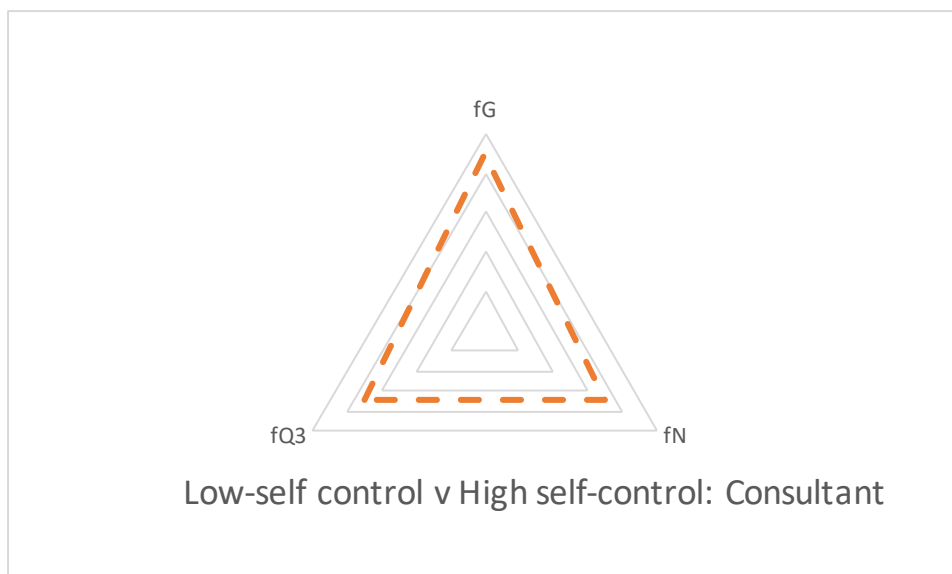
### c) Low Self Control v High Self Control (C)

This factor is concerned with the job holder’s thinking style and their level of self-control.

C	<b>Low-self control</b> <i>Left Description</i>	High self-control <i>Right Description</i>
fG	Spontaneous, disregarding of rules and obligations	Persevering, dutiful, detail conscious
fN	Genuine, artless, open, forthright, straightforward	Diplomatic, socially astute, socially aware, discreet
fQ <sub>3</sub>	Undisciplined, uncontrolled, lax, follows own urges	Compulsive, fastidious, exacting willpower

Left descriptor: Those with low self-control consider themselves free from the constraints of social rules and mores and regard themselves as often lacking the necessary self-discipline and persistence to seek tedious tasks through to completion. They are tolerant and open in their attitudes, believing in the maxim "live and let live".

Right descriptor: Those with high self-control will tend to be aware of group standards of behaviour and will tend to conform to social expectations. High self-control, also referred to as high conscientiousness, may lead to behaviour that is highly structured, reflecting a rigid adherence to high standards. They will have a strong sense of right and wrong and will anxiously attempt to conform to their behavioral code.



Being a perfectionist, the ideal candidate will set high standards for themselves and others. They will be detail-conscious and precise in their work. They will strike a balance between being direct in their approach, whilst and having regard for social norms and expectations. Whilst moral values and codes of behaviour are accepted, they may not be wholly bound by them if they believe they are inappropriate and restrictive.

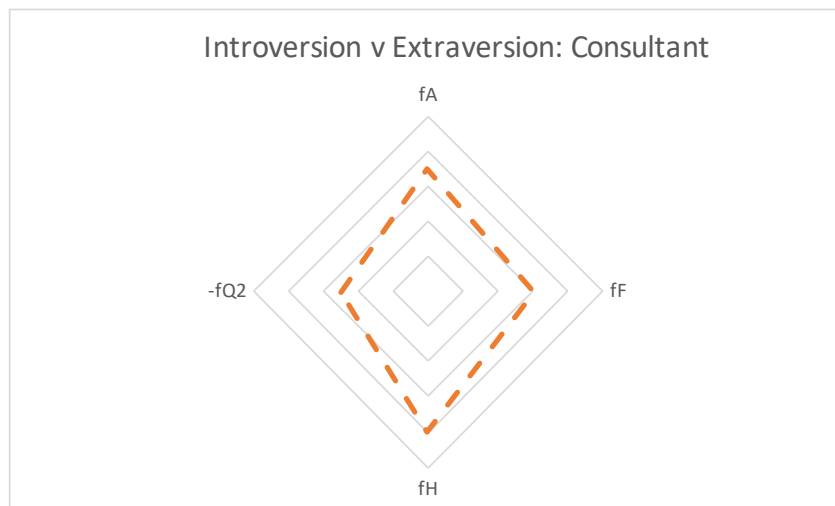
### d) Introversion v Extroversion (E)

This factor is concerned with the job holder’s required interaction and behaviour with others. It is the easiest personality factor to understand since one can observe it in the person's behaviour.

E	Introversion <i>Left Description</i>	Extraversion <i>Right Description</i>
fA	Reserved, distant, detached, impersonal	Affable, personable, warm-hearted
fF	Restrained, taciturn, cautious	Lively, cheerful, happy-go-lucky, carefree
fH	Timid, self-conscious, hesitant in social settings	Venturesome, talkative, socially confident
-fQ <sub>2</sub>	Solitary, self-reliant, individualistic	Sociable, group dependent, a "joiner"

Left Description: Reserved people will tend to feel uncomfortable in social situations and will withdraw from the social arena. They will not feel the need to exchange views with others and will be happiest when engaged in solitary activities that do not involve constantly having to interact with other people.

Right Description: Outgoing people are very sociable, assertive, and talkative. They have strong predisposition towards people. They will be at their happiest when they are surrounded by others and able to engage in social interaction. There will be socially confident, uninhibited and will generally enjoy initiating and developing personal relationships.



The ideal candidate will be open and friendly to others. However, on occasion they may appear more aloof. Having moderate views about workplace behaviour, they will be capable of joining in with light-hearted activities. Keen to be the centre of attention, the ideal candidate will enjoy meeting new people and giving presentations. They can appreciate the benefits of group support and participation but will gravitate to situations which enable a significant degree of autonomy.

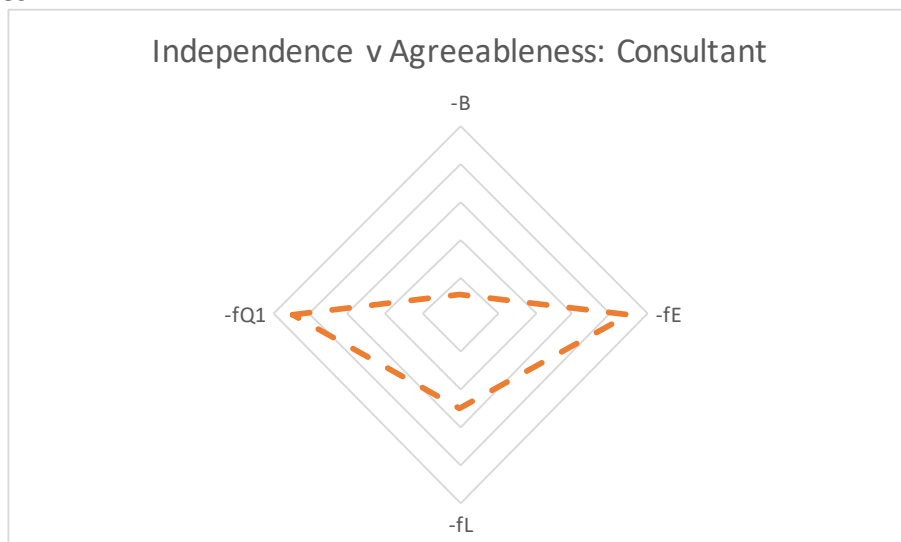
### e) Independence v Agreeableness (A)

This interpersonal factor considers how independent the job holder needs to be. It is concerned with the desire to get things done and make things happen.

A	Independence <i>Left Description</i>	Agreeableness <i>Right Description</i>
-β	Confident of own intellectual abilities	Lacking confidence in own intellectual ability
-fE	Assertive, competitive, aggressive, forceful	Passive, mild, humble, deferential
-fL	Sceptical, cynical, doubting, critical	Accepting, unsuspecting, credulous, tolerant
-fQ <sub>1</sub>	Experimenting, open to change, unconventional	Traditional, conservative, conforming

Left description: Independent people are quick to respond to situations, challenging, non-deliberating, uncompromising and self-assured. They are agents of action, movement, and change. They readily confront the status quo threatening its complacency, questioning its raison d'être. Not prepared to take "no" for an answer they may be "a law unto themselves". Their behaviour is determined more by their own values and principles than the expectations of others.

Right description: Agreeable people are empathic and sensitive and are more concerned with the needs of others than their own needs. Deliberating, cautious, passive, and accommodating, their reactions to situations will often be influenced by concerns about the most acceptable behaviour in the eyes of others. Finding it easy to empathise with others and take their perspective, they would dislike having to criticise or discipline colleagues and subordinates.



Confident in their intellectual abilities, the ideal candidate will enjoy intellectually challenging tasks. Extremely obliging, they will be keen for compromise so that they avoid conflict. Judging others on their merits, they will retain some suspicion if the situation demonstrates that their trust is misplaced. Conservative and traditional in their approach. They will oppose change for change's sake, valuing convention and accepting the status quo.



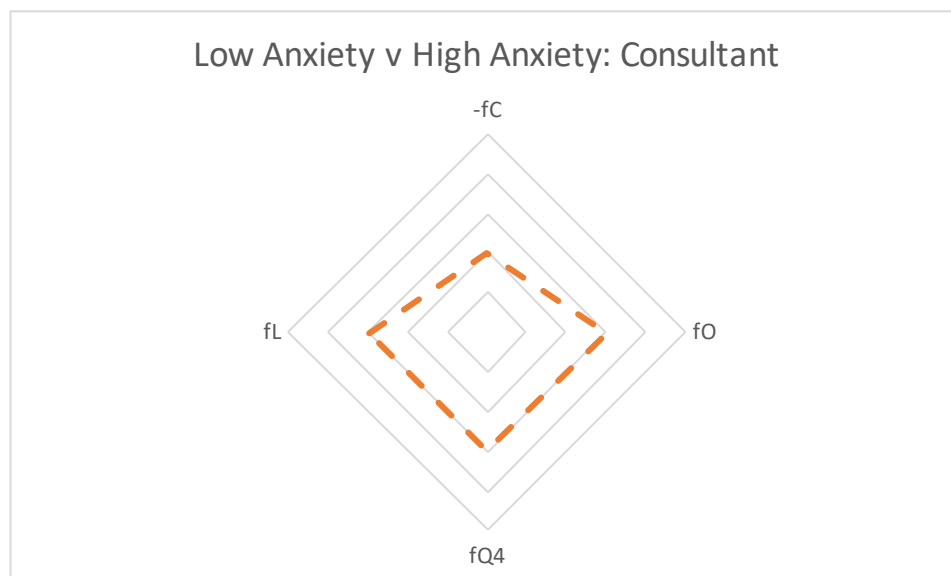
### f) Low Anxiety v High Anxiety

This factor is concerned with how well the job holder copes with their day-to-day activities.

N	Low Anxiety <i>Left Description</i>	High Anxiety <i>Right Description</i>
-fC	Mature, calm, phlegmatic	Emotional, changeable, labile, moody
fO	Secure, self-assured, unworried, guilt-free	Worrying, insecure, apprehensive
fQ <sub>4</sub>	Relaxed, placid, patient	Impatient, low frustration tolerance, irritable
fL	Accepting, unsuspecting, credulous, tolerant	Sceptical, cynical, doubting, critical

Left description: Those with low anxiety describe themselves as calm, composed and satisfied with their life and their ability to cope with his daily challenges.

Right description: Those with high anxiety admit to a variety of problems in coping with day-to-day situations. They're concerned about the future, dissatisfied with their past achievements, and are inclined to be stressed in the present. Having been let down by others in the past, this may have taught them to be questioning of people.



The ideal candidate will normally be able to keep their emotions in check despite the rigors of the job. When under substantial pressure, they may experience some self-doubt about their capacity to prevail, whilst believing in their ability to succeed. Taking a balanced view of what is important they may display a degree of intolerance if their goals are frustrated. But they will normally maintain their composure. Calm, composed and satisfied with life, they have a healthy cynicism for what others tell them.

### g) The ideal personality profile: Consultant

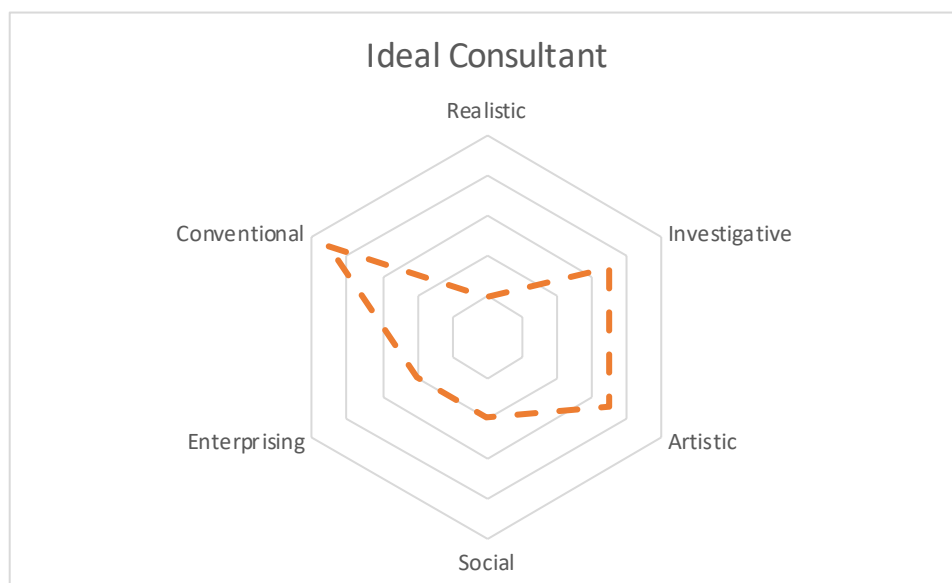
The sections above have described the ideal candidate's personality based on the Big Five. These five traits: Openness (O); Self-control (C); Extraversion (E); Agreeableness (A) and Anxiety (N) are needed in different amounts in the jobs people do.

There is no right or wrong profile. However, a person will be more comfortable and therefore more likely to succeed in a role that is matched well to their personality.

Matching candidate profiles to this ideal provides greater confidence that the chosen candidate will succeed in the job.

## Section 2: Preferences

Preferences assesses the match between the job holder's personality profile and broad occupational groups that they may be suited to. The score does not take account of competencies, interests, aptitude, qualifications, or work experience. The ideal job holder preferences and descriptors are shown below. High scores suggest that the job holder will value this aspect if present in the job.



### a) Realistic

High realistic scorers are likely to be technically orientated. They will likely be drawn to activities that involve manipulation of mechanical devices and principles of mechanics and physics. They will likely want to work outside and will enjoy working with things, rather than ideas. They will enjoy solving concrete rather than abstract problems.

The ideal candidate has a score of 2. The ideal candidate will generally prefer to work with concepts, ideas and abstract problem solving.

### b) Investigative

High investigative scorers will enjoy applying logic and/or scientific principles to the resolution of experimental problems. They may enjoy working in a laboratory. They will be drawn to activities that involve the manipulation and solving of abstract ideas. They will dislike highly structured situations and having to follow lots of rules.

The ideal candidate has a score of 7. The ideal candidate is attracted towards applying logic and/or scientific principles to the resolution of problems.

### c) Artistic

High artistic scorers are typically interested in a wide variety of arts, e.g., music, composing, dance, drama, art, writing and design. They will probably prefer unstructured situations where they can manage problems through self-expression. They are likely to prefer working alone but will be happiest when surrounded by other creative people.

The ideal candidate has a score of 7. The ideal candidate will tend to prefer work environments where they have greater opportunity to be creative.

### d) Social

High social scorers typically express an interest in caring for others and charitable work. They are likely to be fulfilled by helping people solve problems or improve themselves. They will likely to be drawn to roles such as teaching, counselling, and other caring roles. They are likely to see themselves as a good leader.

The ideal candidate has a score of 4. The ideal candidate will prefer a job that does not require them to help, or supervise, others.

### e) Enterprising

High enterprising scorers will express an interest in managing and leading others. They will likely thrive on achieving objectives through others, or from taking charge of situations. They are likely to use words effectively to convince others of their viewpoint.

The ideal candidate has a score of 4. The ideal candidate will be comfortable in an analytical environment where they are supervised by others.

### f) Conventional

High conventional scorers enjoy developing and maintaining systems and operating business machines. They will likely be drawn to activities that involve organising, administration, and well-established work practices. They will probably be uncomfortable if they don't know the rules, or don't see well defined tasks.

The ideal candidate has a score of 9. The ideal candidate likes to work with information, records, or machines. They will thrive in a very organised environment.

## Section 3: General Mental Ability

General mental ability (GMA) is a good predictor of how well a person will perform. GMA comprises three factors – verbal reasoning, numerical reasoning, and abstract reasoning. Not all jobs need a high mental ability in each factor.

The general mental ability requirements for the Consultant are discussed below.

### a) Verbal reasoning

This test assesses the candidates's ability to use words in a logical way. The test is made up of items that involve an understanding of vocabulary, class membership and the relationships between words. The test measures the ability to perceive and understand verbally expressed concepts and ideas.

The Consultant requires above average verbal reasoning.

### b) Numeric reasoning

The numerical reasoning test assesses the candidates's ability to use numbers in a logical and rational way. The test is made up of number series, numerical transformations, and the relationship between numbers. It assesses the ability to perform numerical computations.

The Consultant requires above average numeric reasoning.

### c) Abstract reasoning

This test assesses the candidates's ability to understand complex concepts and assimilate new information outside previous experience. This test is made up of patterns that require the candidate to determine similarities and differences between the items presented. It assesses their ability to quickly understand and assimilate new information and is useful in predicting how responsive they will be to training.

The Consultant requires average abstract reasoning.

### d) General mental ability

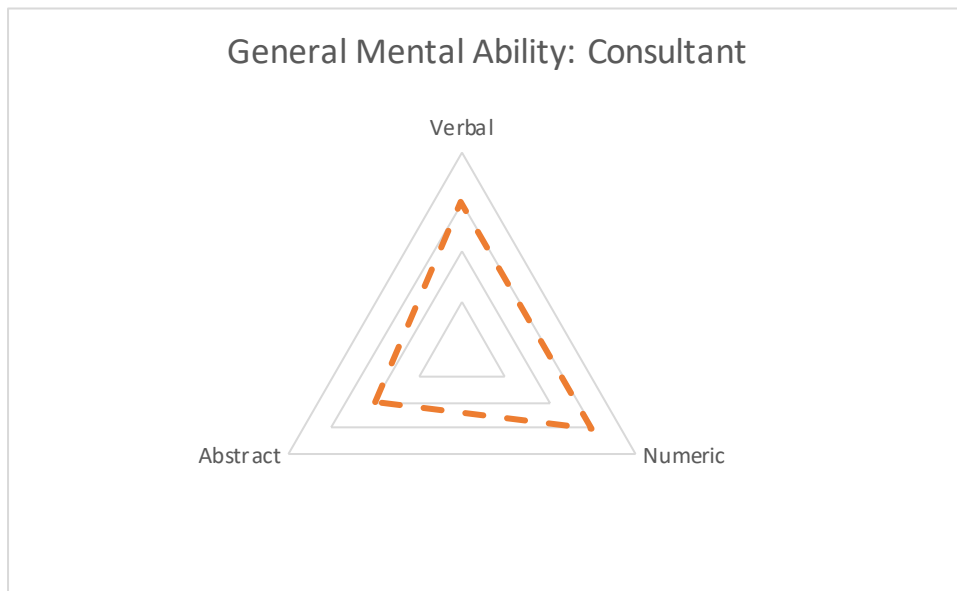
Research shows that some people are more academically able than others. Those people who tend to perform well in one type of work also tend to perform well in another. This general intelligence is referred to as 'g'. It is termed General Mental Ability because it assesses the person's mental capacity across a wide range of different intellectual functions and modalities (i.e., it is not specific to that person's verbal, abstract or numerical reasoning ability, etc.). It is a composite of the speed and accuracy with which the person performs mental tasks and can therefore be viewed as a measure of a person's 'mental power'. This is calculated by considering the scores for the three GMA factors discussed above

The combined level of general mental ability required for the Consultant is above average..

The chart below shows the level of ability needed. There are four levels: below average; average, above average or well above average.

The Consultant requires the following levels of ability:

- above average level of verbal reasoning;
- above average level of numeric reasoning; and
- average level of abstract reasoning.



## Using this profile

This profile suggests a set of personal characteristics which, if held by the Consultant, will enable them to perform well in the job.

There are two central uses of this profile.

Firstly, the profile can be used in search phase of the recruitment and selection process. At the search phase, this profile can be used to develop the search criteria.

Secondly, at the selection phase, this profile can be used to develop tests to determine the candidates that have this profile. Clearly, those who do have the personality, preferences and general mental ability that closely match this profile are likely to perform better than others.

We set out on our website at [timelesstime.co.uk](http://timelesstime.co.uk), methods of developing suitable tests and interview approaches to make use of the ideal profile. We also sell a pre-select test and a more extensive test for candidates. We also assist in the development of work sample tests, another tool to ensure that the selection process robust. You can find out more on our website.

### a) Important Information

Note that each factor cited in this report has error bars. That is to say that while the profile suggested (for example) a score of five, a candidate scoring anywhere from four to six would likely meet the requirement.

We do not advocate that selection tools are used to exclude candidates who differ from the ideal. Our tools are designed to allow interviewers to focus on the areas of difference so that questions can be asked, and a discussion had. After that decisions can be made about candidate suitability.

We recommend using the Pre-Select tool for all candidates invited to first interview. Armed with the results of the lightweight Pre-Select, managers can focus on asking about areas that don't quite match the requirements of the job.

The more extensive full test should be used for those candidates invited to second interview. In both cases the tests must be completed prior to interview. The interviewing managers then have a report detailing the candidates match to the ideal profile. The full report also provides the interviewer with questions that assist the probing of areas where the candidate does not match the personality, preferences and general mental ability specified in the ideal profile.

This is a strictly confidential assessment report, which contains information about the ideal profile for the above job. It should be used with other appropriate tools to help recruit the best person for the job.