



# MPA CHECKLIST

Helps you to perform a structured and valid feedback.  
Works in conjunction with the test person's  
Profile Report/interview Guide/Feedback report.

## Introduction

Ask about the test experience

Certified user

Dialogue Tool - no right or wrong scores

Privacy (who has access and who will make use of the results, and in what way)

Purpose and importance (why test and how important is it in the process)

Storage and Deletion (how long is the data saved, how can you request to have them deleted)

## Introducing MPA

MPA describes the behavior at work

Short review of the main areas

Norm group and normal distribution in the scales

Do you have any questions before we start?

## Feedback

Describe the Main properties neutrally for both the right and left side

Read out the test person's score

Ask for acceptance, does this description fit you?

Follow up with questions (for example, from the Interview guide)



# EGO DRIVE

Describes how the person defines goals and how these goals are achieved, how and if influence is sought, and how energy is used.

## A: Achievement Orientation – Describes how goals are mainly defined and achieved.

<b>Left:</b> <ul style="list-style-type: none"> <li>• Long-time horizons.</li> <li>• Defines objectives and results qualitatively.</li> <li>• Considers priorities thoroughly.</li> <li>• Focus on the process.</li> </ul>		<b>Right:</b> <ul style="list-style-type: none"> <li>• Short time horizons.</li> <li>• Defines objectives and results quantitatively.</li> <li>• Avid competitor.</li> <li>• Goal oriented.</li> </ul>		
Scoring box 1-10%	Scoring box 2-20%	Scoring box 3-40%	Scoring box 4-20%	Scoring box 5-10%
Test taker defines targets and results in qualitative terms and works with long-term perspectives. Focuses on the process by which to reach the target. Prioritises assignments and works resolutely to ensure quality in the work process. Perceived as a person who maintains focus on the process. Thrives in an atmosphere in which focus on the process is maintained.	Test taker defines targets and results in qualitative terms, concentrating mainly on long-term perspectives. Focuses primarily on the process. Prioritises and concentrates on quality. Perceived as process oriented. Thrives when time is given to the process.	Test taker defines targets and results in qualitative and quantitative terms. Focuses on the target and the process by which the target is reached. Perceived as a person who weighs the pros and cons of the target, and the time it takes to reach it. Thrives with achievable targets, in which sufficient time is given to guarantee the process.	Test taker defines targets and results measurably and quantitatively. Attempts to reach targets as quickly as possible. Perceived as competitive and target-oriented. Favors targets with shorter time perspectives	Test taker defines targets and results measurably and quantitatively. Attempts to reach targets in a committed, speedy and impetuous manner. Perceived as highly competitive and target-oriented. Favors short-term targets.

## B: Self-assertion – describes how influence is sought.

<b>Left</b> <ul style="list-style-type: none"> <li>• Seldom expresses own opinions.</li> <li>• Hands over control.</li> <li>• Reticent.</li> <li>• Adapts to the group.</li> <li>• Listening.</li> </ul>		<b>Right</b> <ul style="list-style-type: none"> <li>• Pushes through own opinions.</li> <li>• Takes control.</li> <li>• Dominating.</li> <li>• Seeks to influence.</li> <li>• Great clout and impact.</li> </ul>		
Scoring box 1-10%	Scoring box 2-20%	Scoring box 3-40%	Scoring box 4-20%	Scoring box 5-10%
Test taker seldom gives expression to his/ her own opinions or attitudes but prefers to adapt to those of the group. In conjunction with others is the listener and hands over control. Perceived as reticent in that s/he seldom has influence. May experience lack of self-confidence and impact. Thrives as part of the group with respect to opinions and results.	Test taker may express his/her own opinions and attitudes but accepts those of the group. Mainly a listener who most often leaves control to others. Perceived as slightly reticent and without any great influence. Thrives with influence within the group.	Test taker expresses his/her own opinions and attitudes. Can be the listener while simultaneously attempting to influence the attitudes of the group. Perceived as well balanced as regards influence within the group.	Test taker strenuously seeks influence. Typically tries to influence opinions and attitudes in his/her environment. Handles situations with confidence and may be perceived as domineering and resolute. Insists upon having a contributory influence	Strenuously seeks to influence every situation. Typically attempts to push through his/ her own opinions and approach. Handles every situation with great determination and self-confidence. Demands control, which appears domineering to others. Thrives on having influence and using it.

## C: Use of Energy – describes how the energy is usually used.

<b>Left</b> <ul style="list-style-type: none"> <li>• Persevering.</li> <li>• Calm working environment.</li> <li>• Focus on task in hand.</li> <li>• Prioritises own energy.</li> <li>• Few tasks at a time.</li> </ul>		<b>Right</b> <ul style="list-style-type: none"> <li>• Forced and impatient.</li> <li>• Hectic work environment.</li> <li>• Enterprising.</li> <li>• Dynamic.</li> <li>• Many tasks at a time</li> </ul>		
Scoring box 1-10%	Scoring box 2-20%	Scoring box 3 - 40%	Scoring box 4-20%	Scoring box 5-10%
Test taker prioritizes energy, taking on only a few tasks at a time, Working exclusively and resolutely on these. Prefers a regular work pace, without sudden interruptions. Seldom takes the initiative for new activities independently. Perceived as highly focused on the job in hand. Prefers an even, regular pace.	Test taker gears energy towards a few tasks at a time. Favors a moderate work pace that allows time to work resolutely on the job in hand. Sensitive to sudden interruptions. Seldom takes the initiative for new activities.	Initiates new activities without losing focus on ongoing assignments. Perceived as active with good prioritization of time and effort. Favors a varied work pace that allows time to adjust pace to assignment.	An energetic individual. Typically taking on numerous projects at once. Takes the initiative for new activities. May experience difficulty keeping the job in focus. Perceived as dynamic and enterprising, although at times appears forced and impatient. Favors a dynamic and hectic work environment and when allowed to spread his/her energies over a number of areas	A highly energetic individual. Typically takes on and initiates new activities with a high degree of energy. Characteristically, has many irons in the fire at once. May experience difficulty focusing on a single assignment over a longer period. Perceived as highly dynamic and enterprising, although forced and impatient. Favours a hectic work environment that gives him/her scope to be the "initiator".



# SOCIAL FACTORS

Describes how the test taker exhibits and acts on feelings and emotions, what type and how many contacts are desired, and how and if the test taker shows confidence in others

## D: Emotional control - Describes how people prefer to show and use their emotions.

<b>Left</b> <ul style="list-style-type: none"> <li>• Freely expresses emotions.</li> <li>• Becomes emotionally involved.</li> <li>• Affected by ambience and situations.</li> <li>• Often worries.</li> <li>• Temperamental.</li> </ul>		<b>Right</b> <ul style="list-style-type: none"> <li>• Seldom exhibits own feelings.</li> <li>• Focuses on business.</li> <li>• Rational.</li> <li>• Nonchalant.</li> <li>• Emotionally controlled.</li> </ul>		
Scoring box 1-10%	Scoring box 2-20%	Scoring box 3-40%	Scoring box 4-20%	Scoring box 5-10%
Exhibits feelings openly and temperamentally. Becomes emotionally involved in his/her surroundings and job. Exhibits a high degree of commitment and empathy. Easily stirred by ambience and situations, which comes to expression either as anxiety or mild anger. Perceived as a highly open, sensitive and temperamental individual. Motivated by acknowledgement and praise.	Openly exhibits feelings. Is empathic and at one with his/her environment. Is influenced by ambience and situations, which may result in anxiety or misgivings. Perceived as an enthusiastic and understanding individual. Prefers people to take centre stage and expects positive feedback.	Freely expresses emotions, while being sensitive to the feelings of others. Picks up on the ambience of place without allowing it to dominate. Perceived as emotionally stable and well balanced. Favours a work environment that provides for both the individual and the task in hand.	Emotionally controlled, exhibiting personal feelings only to close friends. Most often perceived as nonchalant and a person who takes a rational approach to the job. Favours a work environment in which the job is in focus.	Highly restrained emotionally. Rarely exhibits feelings. Not given to personal outbursts. Adopts a rational approach to others and the job, focusing on business. Perceived as nonchalant. Favours a work environment in which the job is the focus.

## E: Social Contact - Describes how much contact persons want to have with others.

<b>Left</b> <ul style="list-style-type: none"> <li>• Prefers working independently.</li> <li>• Socially hesitant.</li> <li>• Withdrawn.</li> <li>• Prefers small groups.</li> <li>• Focuses on existing relationships.</li> </ul>		<b>Right</b> <ul style="list-style-type: none"> <li>• Prefers working with other people.</li> <li>• Active in making new contacts.</li> <li>• Talks to everyone.</li> <li>• Extremely sociable.</li> <li>• Creates many new contacts.</li> </ul>		
Scoring box 1-10%	Scoring box 2-20%	Scoring box 3-40%	Scoring box 4-20%	Scoring box 5-10%
Prefers to work independently or in small groups. Takes few initiatives to make new contacts. Socializing is confined to the familiar. Perceived as reserved with little interest in socializing. Favours independent and group work	Works independently or in smaller groups. Takes the initiative to make contact with others, albeit with a specific end in mind. Socializing most often confined to familiar contacts. Perceived as reserved with predominantly business-related contacts. Favours independent and group work	Works well both independently and in groups. Takes the initiative to make new contacts, without wasting time on such activity. Perceived as social and outgoing. Favours situations that necessitate ongoing contact with others.	Prefers the company of others. Actively seeks out new contacts and spends an amount of time doing so. Perceived as social and outgoing, and a good talker. Prefers a lot of social activity, which allows for making new contacts.	Inevitably prefers the company of others. Is highly active in making new contacts and usually spends a lot of time doing so. Perceived as a highly social and outgoing individual. An easy communicator. Favours situations that make for new social contacts.

## F: Trust/Confidence - Describes how people typically show confidence and trust in others.

<b>Left</b> <ul style="list-style-type: none"> <li>• Is reserved and sceptical of others.</li> <li>• Speaks out.</li> <li>• Does not shy away from conflicts.</li> <li>• Speaks his mind and is very direct.</li> <li>• Critical.</li> </ul>		<b>Right</b> <ul style="list-style-type: none"> <li>• Accommodating and trusting.</li> <li>• Difficulty in speaking out.</li> <li>• Shies away from conflicts.</li> <li>• Considerate.</li> <li>• Tolerant</li> </ul>		
Scoring box 1-10%	Scoring box 2-20%	Scoring box 3 - 40%	Scoring box 4-20%	Scoring box 5-10%
Is reticent and sceptical of others. Is direct and frank. Is assertive. Faces conflicts head on. Perceived as measured and critical, and at times hard and straightforward. Favours frankness, and when allowed to do so speaks without beating around the bush.	Suspects the motives of others. Is direct and assertive. Faces conflicts when necessary. Perceived as somewhat critical and direct. Prefers to be open in his/ her criticism.	Usually exhibits confidence in others and trusts their motives. Attempts to maintain good relations on a realistic basis. Evaluates whether or not conflict is necessary. Perceived as accommodating, exhibiting "natural" scepticism. Ideally, criticism should be formulated openly and constructively.	Usually thinks the best of others and their motives. Is considerate and tolerant. Tries to avoid conflict and maintain good social relations. Has difficulty being assertive. Perceived as accommodating and tolerant. Functions best in an environment that attaches importance to harmony.	On the face of it, thinks only the best of others and their motives. Is highly considerate and tolerant. Shies away from conflicts to maintain good social relations. Has difficulty speaking out, being assertive. Perceived as accommodating and trusting, although one who shies away from conflicts. Functions well in an environment marked by openness and tolerance.



# WORK STYLE

Describes how work is organized, how decisions are made, and defines the test taker's approach to development and new thinking.

## G: Attention to detail – Describes peoples' preferred approach to work duties.

<b>Left</b> <ul style="list-style-type: none"> <li>Holistic approach.</li> <li>Overview.</li> <li>Delegates routine tasks.</li> <li>Variation.</li> </ul>		<b>Right</b> <ul style="list-style-type: none"> <li>Attentive to detail.</li> <li>Thorough.</li> <li>Takes on routine tasks.</li> <li>Immerses self in tasks.</li> </ul>		
<b>Scoring box 1-10%</b>	<b>Scoring box 2-20%</b>	<b>Scoring box 3-40%</b>	<b>Scoring box 4-20%</b>	<b>Scoring box 5-10%</b>
Works with totalities, on the big picture, and seldom pays attention to detail. Details and routines are dropped or delegated. Perceived as a person who maintains an overview. May also appear superficial. Works best when allowed sufficient variation.	Prefers to work with totalities, although aware of the importance of detail. Delegates, or preferably, avoids details and routines. Perceived as a person with a good overview, but with a sense for detail. Thrives with job variation.	Willingly studies details to obtain an overview of the situation and the jobs involved. Takes on routines but favours variation. Perceived as structured in his/her working methods.	Is absorbed. A conscientious worker. Carefully considers details, perhaps at the cost of the overview (the big picture). Willingly takes on routine jobs. Perceived as thorough and conscientious. Favours situations that allow sufficient time for detailed insight.	Works out-and-out and scrupulously on all aspects of the job. Gets absorbed in detail to guarantee error-free results. May experience difficulty obtaining an overview. Functions well on routine assignments, which are executed with a great sense of responsibility. Perceived as thorough, conscientious and responsible. Favours situations that allow sufficient time for total absorption.

## H: Security – Describes how people prefer to make decisions.

<b>Left</b> <ul style="list-style-type: none"> <li>Short decision-making processes.</li> <li>Takes chances.</li> <li>Spontaneous.</li> <li>Numerous and quick decisions.</li> <li>Willing to act quickly.</li> </ul>		<b>Right</b> <ul style="list-style-type: none"> <li>Long decision-making processes.</li> <li>Fail-safe decisions.</li> <li>Thorough consideration.</li> <li>Takes time to reach the "right" decision.</li> <li>Reluctant to act quickly</li> </ul>		
<b>Scoring box 1-10%</b>	<b>Scoring box 2-20%</b>	<b>Scoring box 3-40%</b>	<b>Scoring box 4-20%</b>	<b>Scoring box 5-10%</b>
Makes spontaneous and quick decisions. Prefers short decision-making processes. Willingly takes chances. Decisions are changed quickly, on whim. Typically perceived as a quick decision maker, one who is quick to act and ready to take chances. May be considered hasty. Thrives in situations that demand numerous and quick decisions.	A spontaneous and often quick decision maker. Willingly takes chances in decision making. Perceived as one who is quick to act. Favors assignments that demand numerous decisions.	Decision-making process/ speed is situation determined. Exhibits both spontaneity and consideration, depending on the nature of the job. Reaches decisions in a balanced manner. Thrives when allowed to adjust the decision-making process to context.	Exhibits caution and will typically closely consider and thoroughly think through an issue before reaching a decision - at the cost of spontaneity. Others experience a long decision-making process and reluctance to take chances. Thrives best when time is allowed to make the right decision.	Attempts to guard against hasty decisions, which may delay the process. In general, carefully thinks through all risks before making a decision. Action is initiated only following full consideration. Perceived as cautious and lacking in spontaneity and willingness to take chances. Most at ease when allowed requisite time to reach the right decision.

## I: Abstract orientation – describes peoples' interest in development and new ideas.

<b>Left</b> <ul style="list-style-type: none"> <li>Practical and concrete.</li> <li>Gets things done.</li> <li>Thrives when job guidelines are in place.</li> <li>Traditional methods.</li> <li>Usual practice.</li> </ul>		<b>Right</b> <ul style="list-style-type: none"> <li>Abstract and theoretical.</li> <li>Contriving.</li> <li>Challenges guidelines.</li> <li>Untraditional methods.</li> <li>Focus on alternatives and new ideas</li> </ul>		
<b>Scoring box 1-10%</b>	<b>Scoring box 2-20%</b>	<b>Scoring box 3 - 40%</b>	<b>Scoring box 4-20%</b>	<b>Scoring box 5-10%</b>
Highly practical and focused on the actual execution of the job. Leaves others to think through new ideas and acquire new knowledge. Gets things to work in practice based on given guidelines. May be perceived as traditional in approach, albeit the one who gets things done. Thrives when job guidelines are in place.	Prefers to work on concrete assignments. Focuses on getting things to work in practice, within given guidelines. Willingly leaves development and innovation to others. Perceived as a practical person who focuses on solutions. Thrives when job guidelines are in place.	Puts forward sound proposals for change, focused on practical application. Perceived as a person who has a good grasp of new ideas and a sense for translating theory into practice. Favours balance between specific guidelines and room for change and renewal.	Is innovative and inventive. Gladly looks for alternative solutions. Is inspired by theory and unconventional ideas. Questions existing guidelines. Perceived as development oriented. Favours projects that demand innovation, outside fixed frameworks.	Highly development oriented. Maintains constant focus on alternative and new ideas. Interested in theory and the abstract. Unafraid to make the argument for and discuss new ideas. Perceived as inventive, although perhaps lacking in attention to practical implementation and application. Prefers to focus on the innovative and will avoid fixed frameworks, as far as possible.