

# **THE SHAPE MODEL**

Structure of the model and definitions of the dimensions

# Overall description

## What you will find in this tutorial...

This tutorial is comprised of two main sections.

- The first section presents the **structure of the SHAPE model**. The objective here is to help in understanding the way in which the psychological model associated with SHAPE has been constructed.
- The second gives the **definition of each of the 20 dimensions** in the SHAPE model. For each dimension, a precise definition is given, as well as the significance attached to a low score and to a high score for each dimension. Also in this section, you will find certain food for thought which should enable you to go a little deeper in understanding each person's individual approach.

# **STRUCTURE OF THE SHAPE MODEL**

# Structure of the SHAPE model

The SHAPE questionnaire is based on the **"Big Five" theoretical model**, tested in over 40 years of continual research which has demonstrated its robustness from a psychometric point of view.

SHAPE is built around **three major axes**, each of which enables the individual to respond to a precise question:

- **Relationship with others:** How does the person establish, manage and develop his/her relationships with others?
- **Relationship with work:** How does the person approach the situations and problems with which he/she is confronted on a daily basis? What types of solution is he/she likely to adopt?
- **Managing emotions:** What emotions is the person most likely to feel? What does the person actually do about them?

These three major areas encompass the five original "Big Five" factors:

## **Relationship with others**

- Leadership Influence
- Consideration of others

## **Relationship with work**

- Creativity and adaptability
- Rigour in work

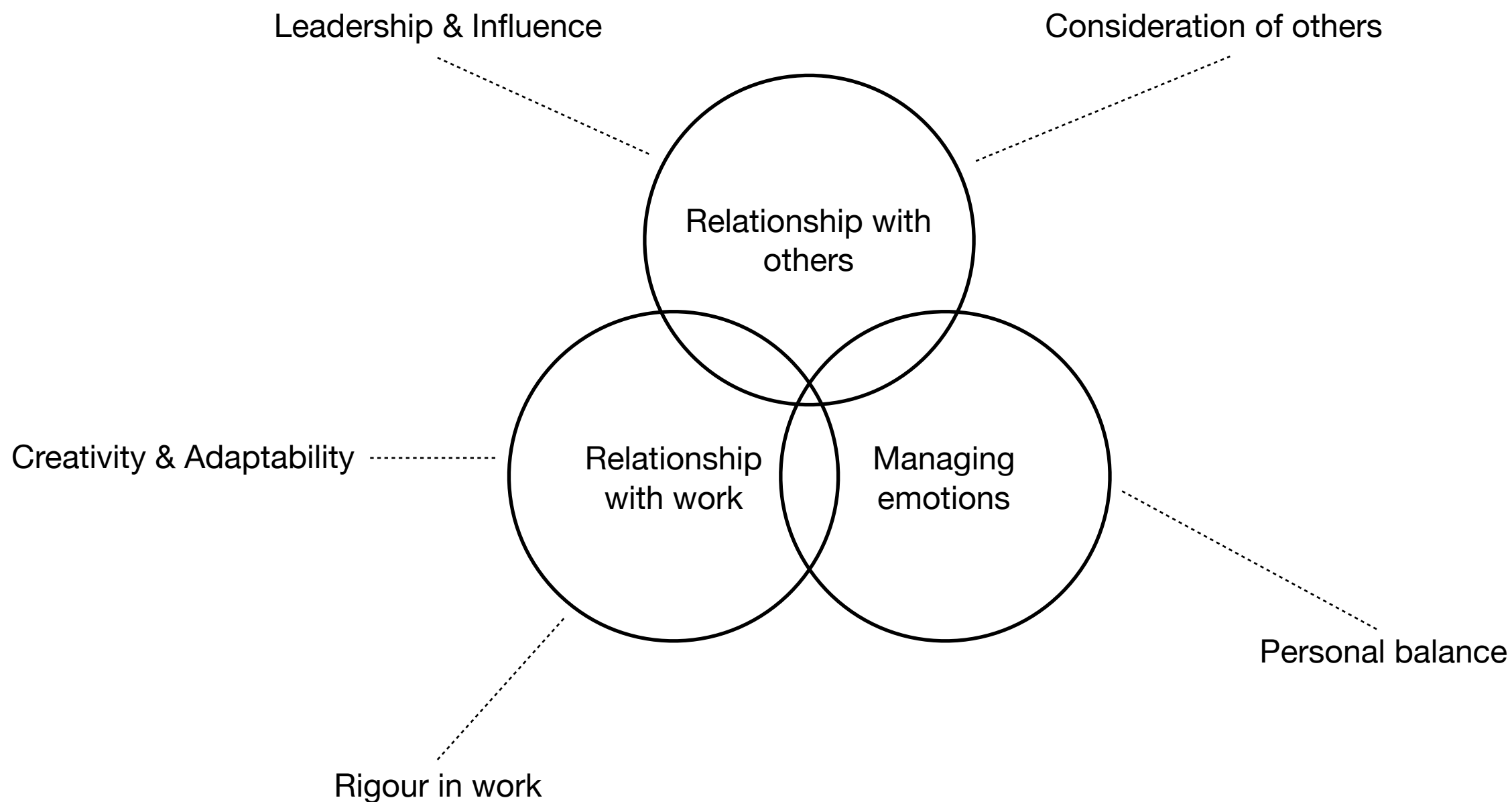
## **Managing emotions**

- Personal balance

Each of the "Big Five" factors is then subdivided into four dimensions, giving 20 personality dimensions in total.

**Note:** The definitions of each of the five major factors and their 20 associated dimensions are given in the following sections:

# Structure of the SHAPE model



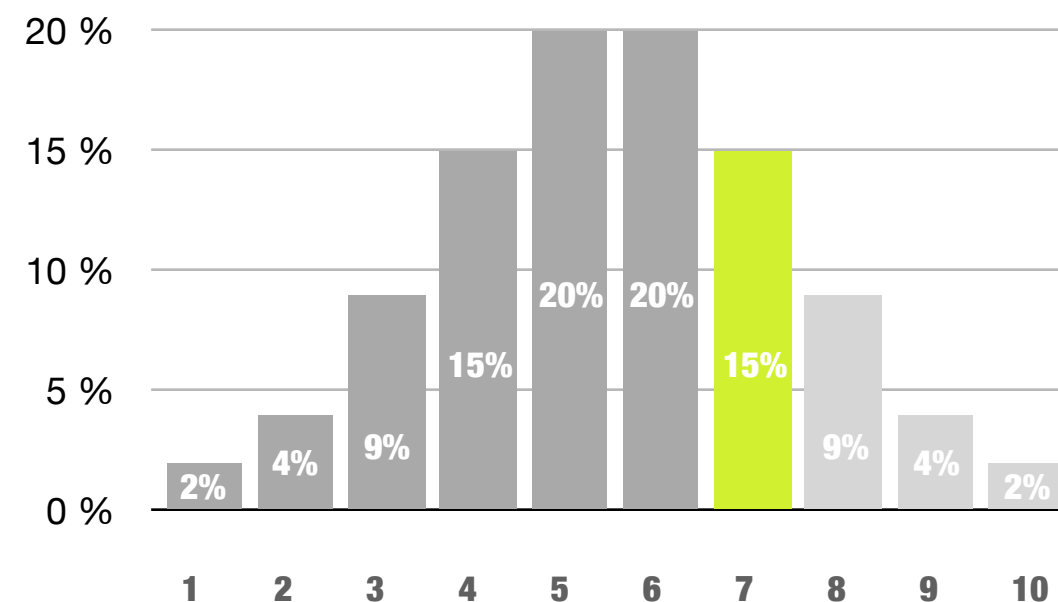
# **SIGNIFICANCE OF THE SCORES**

# Significance of the scores

For each of the personality dimensions evaluated, the SHAPE questions have been graded in order **to give a precise positioning of the person being evaluated** in comparison with the overall population.

Based on the person's score for any particular SHAPE personality dimension, you will be able to know what percentage of the overall population would show behavior:

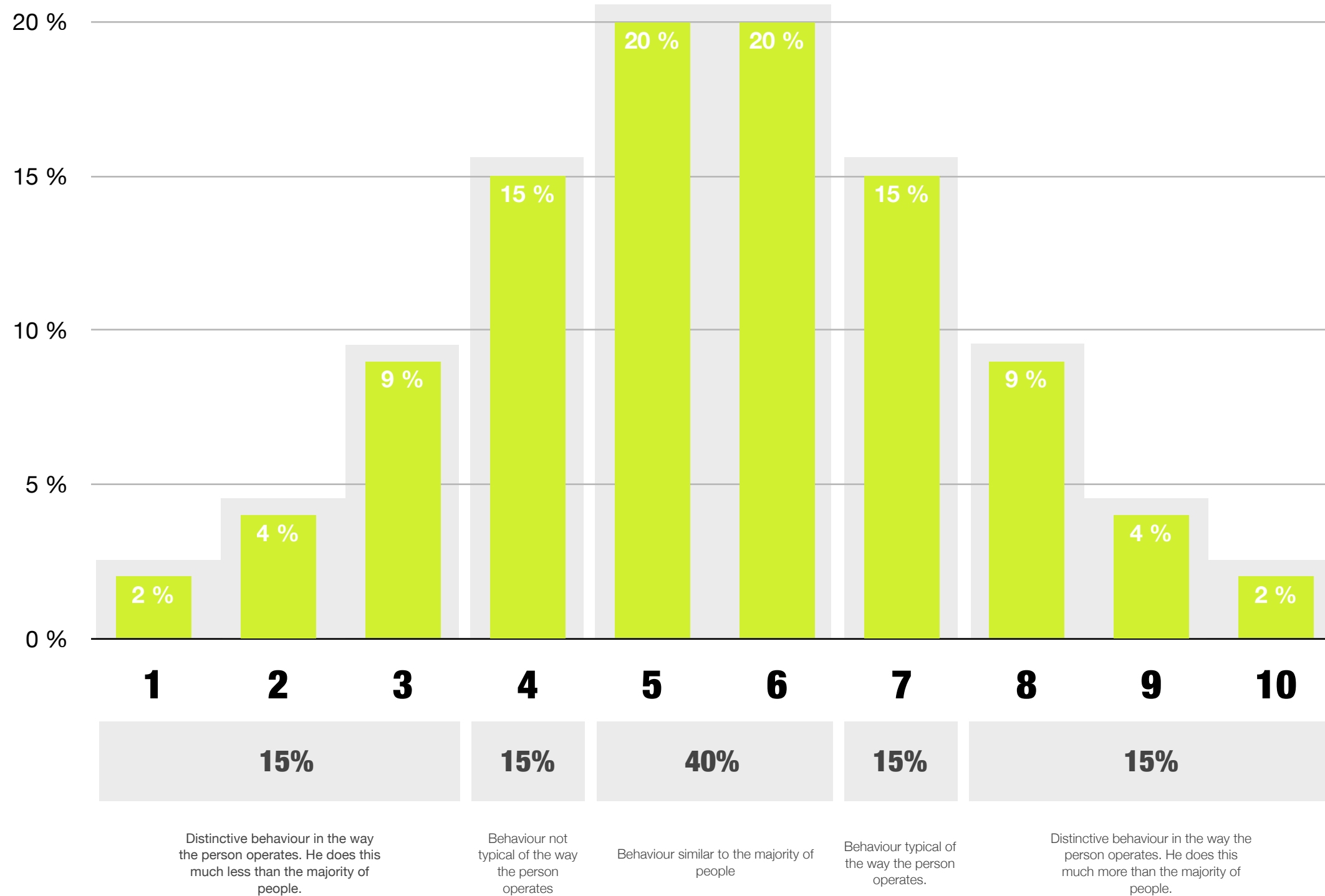
- **at the same level** as the person being evaluated;
- **to a lesser degree** than the person being evaluated;
- **to a greater degree** than the person being evaluated.



Spread of the overall population on the SHAPE dimensions based on the scores

**Example:** If a person obtains a score of 7 on the "Has influence over others" dimension, this means that he/she asserts him/herself in relations with others "more than 70%" of the overall population, "to a lesser degree than 15%" and "to the same degree as 15%" of the population.

# Significance of the scores





# **DEFINITIONS OF THE SHAPE DIMENSIONS**

# Definitions of the SHAPE dimensions

This section (Definitions of the SHAPE dimensions) comprises five sections. Each section focuses on one of the five key factors in the "Big Five" model.

For each of these five major factors, there is a detailed description of the four associated SHAPE dimensions.

For each SHAPE dimension, you will see:

- **four examples of typical behaviour** associated with a **high score** for the dimension.
- **four examples of typical behaviour** associated with a **low score** for the same dimension.
- **An example of typical behaviour** that the person might exhibit **in extreme cases** (generally when under stress).

## IMPORTANT

As you will see, there is no such thing as "good" or "bad" scores in SHAPE.

The score for each person simply represents a high or low likelihood of the behaviour being exhibited by the individual being evaluated.

Scores of 5 and 6 (average scores) signify that the behaviour of the person is less "marked" and it may therefore change as a function of the specific environment.

# **LEADERSHIP & INFLUENCE**

# Leadership & Influence

«**Leadership & Influence** evaluates the person's capabilities in his/her approach to others, the ability to assert oneself with regards to others, and the ease and manner in which the person gets across ideas, messages and views.»

**In summary:** Me TOWARDS others.

## **The four key dimensions:**

- Is assertive with others.
- Tries to convince others.
- Spontaneously approaches others.
- Demonstrates diplomacy

## 1

# Is assertive with others

«Tendency for the person to assert him/herself in relation to others, to position oneself as a leader.»

## HIGH SCORES (7 to 10)

Asserts him/herself with others.  
Positions him/herself as the leader.  
Sets the direction.  
Influences decisions.

**In extreme cases:** *Leaves little room for others.*

## LOW SCORES (1 to 4)

Readily shares any power.  
Demonstrates humility.  
Submits easily to authority.  
Does not seek to impose him/herself.

**In extreme cases:** *Self-effacing when working in a group.*

## GOING A BIT DEEPER...

To understand the manner in which the person being evaluated **cooperates**, cross-correlate this criterion with "**Consults before deciding**".

The latter criterion gives a clear indication of how the person imagines cooperating (interventionist and directive style vs. participative and cohesive style).

## 2

## Tries to convince others

« Tendency for the person to get his/her ideas adopted, to sell his/her point of view and vision of the situation.»

### HIGH SCORES (7 to 10)

Seeks to have his/her ideas adopted.  
Wishes to sell his/her vision and points of view.  
Really tries to convince people.  
Seeks to change the opinions of others.

***In extreme cases:** Can appear insistent.*

### LOW SCORES (1 to 4)

Accepts that everyone has an opinion.  
Keeps his/her opinions to him/herself.  
Does not really try to win people over to his/her view.  
Respects other peoples' points of view.  
***In extreme cases:** May have difficulty in selling him/herself*

### GOING A BIT DEEPER...

To understand the **persuasive style** of the person being evaluated, cross-correlate this criterion with "**Demonstrates diplomacy**".

"Tries to convince others" is a quantitative criterion, and "Demonstrates diplomacy" is more of a qualitative one. It tends to qualify the way in which the person approaches others.

# 3 Spontaneously approaches others

« Tendency for the person to take the opening approach when meeting new people »

## HIGH SCORES (7 to 10)

*Spontaneously approaches others.  
Demonstrates self-assurance.  
Takes the initiative in the relationship.  
Spontaneously makes the contact.*

**In extreme cases:** *Can appear invasive.*

## LOW SCORES (1 to 4)

*Demonstrates reserve.  
Prefers to be approached.  
Circumspect before entering into contact.  
Does not seek multiple contacts.*

**In extreme cases:** *May demonstrate timidity.*

## GOING A BIT DEEPER...

To have a more precise idea of how the person views relationships, cross-correlate with " **C o n n e c t s emotionally**".

Whereas "Spontaneously approaches others" points to the ease of making contact with others, "Is involved emotionally" is more associated with the person's **sincerity**, with what the person brings to the relationship with others.

## 4

# Demonstrates diplomacy

« Tendency for the person to adjust his/her arguments to the audience's sensitivity, to seek being well accepted by others »

## HIGH SCORES (7 to 10)

*Takes care with the way he/she says things.  
Gives a good image of him/herself.  
Adapts his attitude to suit his/her audience.  
Always polite and cordial.*

**In extreme cases:** *Can distort the facts if that suits him/her.*

## LOW SCORES (1 to 4)

*Is very direct in speaking to people.  
Does not set out to please.  
Says what he/she thinks.  
Doesn't beat about the bush.*

**In extreme cases:** *His/her communication can appear awkward.*

## GOING A BIT DEEPER...

"Demonstrates diplomacy" is a good measure of the person's ability to control "what he/she says".

It is interesting to cross-correlate this with "Controls own feelings". This latter criterion is also about control, but more a measure of what the person perceives, with "what he/she feels".



# **CONSIDERATION OF OTHERS**

# Consideration of others

*"**Consideration of others** evaluates the openness and receptiveness of the person, the person's ability to get involved emotionally, his/her acceptance of different points of view and of criticism, and the degree of importance he/she is prepared to give to the opinions of others."*

***In summary:** Others TOWARDS Me*

## ***The four key dimensions:***

- *Connects emotionally.*
- *Is open to other people's ideas.*
- *Accepts criticism.*
- *Consults before making decisions.*

## 5

# Connects emotionally

« Tendency for the person to be involved with others on a personal level »

## HIGH SCORES (7 to 10)

*Shows an interest in others.*

*Invests time and effort in his/her relationships with others.*

*Tries to forge genuine relationships.*

*Has high expectations from others.*

**In extreme cases:** *May lack objectivity and take things too much to heart.*

## LOW SCORES (1 to 4)

*Cautious in his/her dealings with others.*

*Is detached.*

*Can be content with utilitarian relationships.*

*Draws clear distinction between private and professional lives.*

**In extreme cases:** *Can appear cold and superficial in dealings with others.*

## GOING A BIT DEEPER...

"Connects emotionally" should not be confused with "Goes beyond the assigned tasks"!

Whereas the first criterion shows the level of the person's emotional involvement in relationships, the second relates to his commitment to succeeding at work. He/she demonstrates his/her ability to "do more" to "achieve more".

## 6

# Is open to other people's ideas

« Tendency for the person to be open-minded and genuinely to consider ideas and arguments different from his/her own »

## HIGH SCORES (7 to 10)

*Open-minded*

*Prepared to consider different opinions*

*Seeks to understand how and what others are thinking.*

*Can often promote others' points of view.*

**In extreme cases:** *Can often change his/her mind.*

## LOW SCORES (1 to 4)

*Very fond of his/her own ideas.*

*Sure of his/her own convictions.*

*Rarely questions his/her own ideas.*

*Stable in his/her own position.*

**In extreme cases:** *Can appear rigid.*

## GOING A BIT DEEPER...

It is interesting to compare the results for "Is open to other people's ideas" with those for "Tries to convince others".

It shows to what extent the person imagines (or not) the relationship and exchanges with others as a two-way process (I would like people to adopt my ideas - but, equally, I am happy to consider those put forward by others).

## 7

# Accepts criticism

« Tendency for the person to react positively to remarks and criticisms made by others »

## HIGH SCORES (7 to 10)

*Considers criticism as positive.  
Very receptive to remarks and feedback.  
Seeks to progress.  
Looks to involve those who can help him/her.*

**In extreme cases:** *Can sometimes appear unsure of him/herself.*

## LOW SCORES (1 to 4)

*Impervious to criticism.  
Not concerned by what others think.  
Not interested in other people's remarks.  
Content with his/her own position and view of things.*

**In extreme cases:** *Rarely questions his/her own ideas.*

## GOING A BIT DEEPER...

"Accepts criticism" reflects the person's immediate reactions to criticism and remarks.

To understand whether the person really has the ability to take up the feedback, cross-correlate this response with that from "Is open to other people's ideas", which measures more actual open-mindedness and ability to "call him/herself into question".

## 8

# Consults others before making decisions

« Tendency for the person to seek advice, involve others and ask questions before deciding »

## HIGH SCORES (7 to 10)

*Seeks advice, asks questions.*

*Involves those around him/her in discussions.*

*Promotes the group, joint decisions.*

*Seeks consensus.*

**In extreme cases:** *May have difficulty making a decision.*

## LOW SCORES (1 to 4)

*Accepts responsibility for his/her decisions.*

*Decides on his/her own.*

*Does not seek the benefit of outside opinions.*

*Values efficiency and speed of execution.*

**In extreme cases:** *Shows a directive attitude.*

## GOING A BIT DEEPER...

Consulting others can sometimes be just for show...

To see whether the person evaluated really is genuine, cross-correlate with "Is open to other people's ideas". You will very quickly see if the person both consults AND is open-minded or whether he/she is happy to discuss but without really being prepared to adopt any ideas from those around him/her.

# **CREATIVITY & ADAPTABILITY**

# Creativity & Adaptability

*"Creativity and Adaptability evaluates the person's capacity for exploring the environment, his/her penchant for thinking, ability to have original thoughts, and the ease with which changes are handled.*

***In summary:** My ability to think 'outside the box' (seeing multiple possibilities based on a few elements of information)."*

## **The four key dimensions:**

- *Is attracted by varied tasks.*
- *Is interested in abstract ideas.*
- *Demonstrates inventiveness.*
- *Adapts to change.*



## 9

## Prefers varied tasks

« Tendency for the person to get involved in numerous tasks or projects at the same time »

### HIGH SCORES (7 to 10)

*Does not like monotony or routine.*

*Has a need to do different things.*

*Likes being very active.*

*Skips from one thing to another.*

**In extreme cases:** *Can have difficulty in finishing or focusing on the task in hand.*

### LOW SCORES (1 to 4)

*Prefers doing one thing after another.*

*Focuses on completing one task... then the next.*

*Likes to go at his/her own pace.*

*Needs time to move on to the next job.*

**In extreme cases:** *Can appear overloaded if asked frequently to report progress.*

### GOING A BIT DEEPER...

To understand the capacity of a person with a high score in "Is attracted by varied tasks" to bring to conclusion the task in hand, look at the person's score in "Perseveres when confronted with obstacles".

You could also look at "Organises him/herself methodically" to see how well and conscientiously the person manages a variety of tasks.

## 10

# Is interested in abstract ideas

« Tendency for the person to approach work situations from a theoretical and conceptual viewpoint »

## HIGH SCORES (7 to 10)

*Likes solving problems.*

*Easily grasps complexity.*

*Is attracted by theoretical aspects.*

*Prefers thought over action.*

**In extreme cases:** *Can lack practical common sense.*

## LOW SCORES (1 to 4)

*Has a practical approach.*

*Typically pragmatic.*

*Focuses on getting a result.*

*Favors action rather than reflection.*

**In extreme cases:** *Can often miss the broader view.*

## GOING A BIT DEEPER...

"Is interested in abstract ideas" gives a good idea of how the person approaches problems and situations (theoretical vs. practical approach).

If you associate the results from "Pays attention to detail" with this, you can get a better idea of the person's way of thinking.

## 11

# Demonstrates inventiveness

« Tendency for the person to think differently, to come up with new ideas, to think 'outside the box' »

## HIGH SCORES (7 to 10)

*Approaches problems from a different angle.*

*Suggests new ideas with ease.*

*Prefers to innovate rather than use what exists.*

*Likes doing things "differently".*

***In extreme cases:*** *Can end up ignoring the original objectives.*

## LOW SCORES (1 to 4)

*Uses conventional arguments.*

*Thinks within the current context.*

*Focuses on the practical side.*

*Favors tried and tested methods.*

***In extreme cases:*** *Can lack originality.*

## GOING A BIT DEEPER...

Inventiveness is considered as a quantitative factor. It gives a measure of the person's ability to "think outside the box".

Cross-correlate this criterion with "Is interested in abstract ideas" to see how the person shapes his/her creativity (conceptual vs. practical).

## 12

# Adapts to change

« Tendency for the person to consider changes as opportunities and adapt to them with ease »

## HIGH SCORES (7 to 10)

*Considers changes as opportunities.  
Very comfortable with novelty.  
Happy with ambiguity and lack of precision.  
Adapts quickly to embrace changes.*

**In extreme cases:** *May seek changes just for the sake of change.*

## LOW SCORES (1 to 4)

*Cautious in the face of change.  
Likes to stay in familiar territory.  
Satisfied with the status quo.  
Needs reassuring in a changing world.*

**In extreme cases:** *Can be too conservative, lacking flexibility and resists changes.*

## GOING A BIT DEEPER...

Certain criteria can be seen to reinforce resistance to change.

This is the case, for example, with a high score for "Seeks stability" or a low score for "Demonstrates inventiveness". Finally, it is worth noting that people who handle change easily generally have low scores for "Pays attention to detail".

# **RIGOUR IN WORK**

# Rigour in work

« *Rigour in work evaluates the person's capacity to set demanding standards, to structure his/her work, to demonstrate accuracy in completing tasks and to persevere in the face of setbacks.* »

***In summary:*** *My ability to think 'convergently' (bring a large amount of information together to find the 'right solution').*

## ***The four key dimensions:***

- *Organises him/herself methodically.*
- *Pays attention to detail.*
- *Perseveres when confronted with obstacles.*
- *Goes beyond the assigned tasks.*

## 13

# Organises work methodically

« Tendency for the person to structure his / her approach, to adopt a systematic method for accomplishing the required tasks »

## HIGH SCORES (7 to 10)

*Adopts a methodical, structured approach.*

*Considers rules as helpful guidelines.*

*Follows procedures.*

*Plans each stage of his/her work.*

***In extreme cases:*** *Can appear inflexible.*

## LOW SCORES (1 to 4)

*Relies on intuition and feeling.*

*Adopts a flexible approach to managing his/her work.*

*Happy to bend the rules if necessary.*

*Focuses on getting a result.*

***In extreme cases:*** *Shows impatience with rules and procedures.*

## GOING A BIT DEEPER...

Understanding the person's working style (the manner in which tasks are actually managed) uses "Organises him/herself methodically", but also "Pays attention to detail".

These two criteria often go in the same direction, but this is not automatic. So take the time to be able to corroborate this point.

## 14

# Pays attention to details

« Tendency for the person to take an analytical approach to a situation, paying close attention to details »

## HIGH SCORES (7 to 10)

*Looks at problems from an analytical point of view.*

*Focuses on the particular before seeing the overall picture.*

*Really checks his/her work before submitting it.*

*Likes to ensure precision and accuracy.*

***In extreme cases:*** *Needs time to get things done.*

## LOW SCORES (1 to 4)

*Focuses on the overall picture.*

*Gets to the essential, without wasting time.*

*Sees his work as a whole.*

*Shows ability to summarise.*

***In extreme cases:*** *Can miss important details.*

## GOING A BIT DEEPER...

Attention to detail helps in the pursuit of perfection, but by itself is not sufficient as a sign of this characteristic.

To validate this tendency, see what the person scores in "Perseveres when confronted with obstacles". A high score favours the perfectionist, as does a high score in "Organises him/herself methodically".



## 15

# Perseveres when confronted with obstacles

« Tendency for the person to be persistent in his/her work, especially in the face of adversity or difficulties »

## HIGH SCORES (7 to 10)

*Demonstrates determination.*

*Not easily discouraged.*

*Resilient.*

*Enjoys finishing what he/she starts.*

**In extreme cases:** *Can exhibit obstinacy and have difficulty in delegating.*

## LOW SCORES (1 to 4)

*Selective in his/her choice of investment.*

*Concentrates on what he/she enjoys.*

*Does not persevere in tasks that are not useful.*

*Delegates easily.*

**In extreme cases:** *Lacks fighting spirit.*

## GOING A BIT DEEPER...

Whatever score is achieved by the person on this criterion, it would be useful to check that he/she has the capability to step back a little to see where it would be helpful to persevere – and where obstinacy might be detrimental.

The criterion "Pays attention to detail" (low score) gives a good idea of an aptitude for "taking a global view".

## 16

## Goes beyond assigned tasks

« Tendency for the person to do more than what is required and to show initiative in his/her work »

### HIGH SCORES (7 to 10)

*Has a sense of excellence.  
Never satisfied with the bare minimum.  
Sets him/herself demanding standards.  
Seeks to do and deliver more.*

**In extreme cases:** *Can go beyond the boundaries of his/her responsibility.*

### LOW SCORES (1 to 4)

*Sticks to what is required.  
Does not look to do that "little bit extra".  
Focuses on his prerogatives.  
Sets him/herself realistic targets.*

**In extreme cases:** *Lacks initiative.*

### GOING A BIT DEEPER...

Although a sense of excellence is often seen as positive, it is nevertheless useful – for those people with a high score for this criterion – to check their ability to take a step back to appreciate the overall picture and their ability to handle pressure situations.

This can be done with the two criteria: "Pays attention to detail" (low score) and "Is relaxed" (average or high score).

# PERSONAL BALANCE

# Personal Balance

*"**Personal balance** evaluates the degree of tension in the individual, the sort of feelings that the person is most likely to exhibit, the level of control he/she can bring to those feelings, and the ability to step outside his/her 'comfort zone'."*

***In summary:** Me and my emotions*

***The four key dimensions:***

- *Is relaxed.*
- *Focuses on the positive.*
- *Controls own feelings.*
- *Seeks stability.*

## 17

## Has a calm demeanor

« Tendency for the person to feel calm faced with external agitation and turbulence »

### HIGH SCORES (7 to 10)

*Has low anxiety levels.  
Remains calm in all circumstances.  
Finds relaxing easy.  
Resists pressure.*

**In extreme cases:** *Can lack reactivity.*

### LOW SCORES (1 to 4)

*Very energetic temperament.  
Treats things as urgent.  
Reactive.  
Demonstrates liveliness.*

**In extreme cases:** *May demonstrate irritability or excitability.*

### GOING A BIT DEEPER...

If the person evaluated has a low score for this criterion, focus on the criterion "Seeks stability".

Those with a high score in this generally handle stress less well (need to restrain their anxiety) than those with a low score (stimulated by action).

## 18

## Focuses on the positive

« Tendency for the person to imagine and expect events to have a positive outcome »

### HIGH SCORES (7 to 10)

*Believes things are possible.*

*Is enthusiastic.*

*Creates a dynamic atmosphere.*

*Regards the future with optimism.*

**In extreme cases:** *Can appear unrealistic.*

### LOW SCORES (1 to 4)

*Demonstrates discernment.*

*Sees things "as they are".*

*Does not look to delude him/herself.*

*Sees the possible risks.*

**In extreme cases:** *Can lack enthusiasm.*

### GOING A BIT DEEPER...

When you have the type of emotion most likely to be exhibited by the person (positive vs. negative), check out the score obtained for "Controls own feelings".

This will enable validating the way the person handles them for him/herself, but also in his/her relations with others (spontaneous reaction/careful expression/repression).

## 19

# Controls own feelings

« Tendency for the person to moderate the expression of his/her feelings and emotions »

## HIGH SCORES (7 to 10)

*Is not easily perturbed.*

*Shows him/herself to be level-headed.*

*Avoids showing signs of stress.*

*Prides him/herself on having self-control*

**In extreme cases:** *Can lack spontaneity.*

## LOW SCORES (1 to 4)

*Readily expresses his/her feelings.*

*Very prepared to share emotions.*

*Gets rid of tension gradually.*

*Appears very spontaneous in his/her relations with others.*

**In extreme cases:** *Sometimes very demonstrative.*

## GOING A BIT DEEPER...

People who repress their anxiety have a greater likelihood of showing signs of stress in their working environment.

To identify this factor in the person evaluated, cross-correlate the criterion "Is relaxed" (low score) with "Controls own feelings" (high score).

## 20

## Seeks stability

« Tendency for the person to seek security in his/her environment and decision taking in order to avoid any elements of risk »

### HIGH SCORES (7 to 10)

*Seeks a stable situation.*

*Checks out decisions before committing.*

*Rarely exposes him/herself to danger.*

*Seeks to control the consequences of his/her choices.*

***In extreme cases:*** *Has difficulty in taking action.*

### LOW SCORES (1 to 4)

*Likes trying new things.*

*Happy to take risks.*

*No difficulty taking action.*

*Entrepreneurial spirit.*

***In extreme cases:*** *Can sometimes expose him/herself to danger.*

### GOING A BIT DEEPER...

For a more refined evaluation of the person's capacity for taking decisions, you need to take account of two criteria: "Focuses on the positive", allows you to understand the person's likely view of the future, and "Seeks stability" gives an understanding of the person's penchant for taking action.