

**Manager**

**for**

**Sam Sample**

**Produced by Selby & Mills in partnership with**

**Example Organisation**

**Report Date Thursday 18th September 2014**

**Norm Group = General population**

This report has been prepared with every care and in good faith. However the interpretation arises from the sum of the candidate's choices and preferences in answering a series of self-report inventories, and should therefore be seen purely as indicative of certain trends in their attitudes at that time.

The results are presented as stems where a score of 1 is low and 10 is high.

They are colour-coded; the darker the colour the higher the score and the stronger the persons preference.

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## LOGIC AND ANALYSIS

4

Evaluates data within the immediate constraints and current resources. Investigates the present symptoms before devising an action plan.

### Suggested interview questions

- Remaining detached from situations will allow an individual to make an impartial decision. How do you ensure that your decisions are impartial and rational? Provide an example of past behaviour which demonstrates this.
- How important are past experiences when making decisions? Tell me about a time your past experience has influenced a decision you have made. Was the past experience beneficial in this instance?
- Provide an example of a time where you have used data in order to make a decision. How did you ensure the data was accurate, and relevant? Tell me about the scenario, your actions, and the outcome.
- Some individuals display exemplary decision making skills, whereas others prefer to deal with practical tasks. What makes you good at making workplace decisions? How do you examine the potential consequences of decisions before making them?

## TOLERANCE OF AMBIGUITY

4

Adjusts to changing situations slowly, is cautious about new ideas, prefers to maintain their own style as circumstances alter.

### Suggested interview questions

- New ideas might at first seem unfeasible. How do you generally react to suggestions of new working methods from colleagues? Provide an example of this.
- How do you typically react to new ideas? Tell me about your attitude towards using novel approaches in the workplace.
- Imagine you are in a situation where you have not been provided with any objectives for a task. What might you aim towards achieving? Tell me about your experience of situations like this.
- Workplaces can be prone to changing circumstances on a regular basis. Provide an example of an occasion where you have adapted your behaviour in order to suit a workplace situation.

## PLANNING AND ORGANISING

8

Sensitive and alert to consequences of impact of events on others and will take appropriate steps to improve any problems which may occur. Plans effectively.

### Suggested interview questions

- Avoiding clashes of planning between departments might be one precaution an effective planner takes. Name some other steps an effective planner might take in the course of planning.
- Organisational skills are important for a lot of modern job roles. Provide an example of your behaviour in a previous role which demonstrates your organisational skills.
- Tell me about your typical approach towards planning. How far in advance do you like to schedule events? What are the benefits of this approach?
- How do you determine what the potential consequences of your actions might be? In what ways can you ensure that you act in a way which minimises the amount of adverse consequences? Tell me about a time where you have planned effectively, with little risk of adverse ramifications occurring.

## PROFIT FOCUS

7

Mostly focuses on profitable activities and achieves the objectives.

### Suggested interview questions

- Imagine you are in a situation where you set your own priorities. If one task is based on achieving profit for the organisation and another is based on the satisfaction of colleagues in the workplace, which are you more likely to prioritise? Tell me about why you would make this decision.
- Some individuals prefer to focus on achieving profit for the organisation, other individuals prefer to focus on achieving an enjoyable workplace environment. Tell me where you believe your focus lies in the workplace. Why is this?
- What motivates you to perform well in the workplace?
- How focused are you on profit? Tell me about how much the profitability of an activity would affect your judgement on its worthiness.

## RESPONSIVENESS

6

They respond to issues which they believe they can resolve effectively and where they have a commitment to the person concerned. They are also capable of asserting their own priorities and allowing someone else to deal with the problem.

### Suggested interview questions

- Acting consistently allows other to build an impression of you, but it may be important to work using a situational approach. Tell me about your attitude towards this; which of these approaches does your behaviour most closely represent? What are the benefits of working in this way?
- How do you determine which issues in the workplace need your involvement and which can be left to others? Provide an example of a time where you have been happy to leave an issue to other people to resolve.
- Describe how quickly you respond to a workplace issue. Provide an example of a time you thought it was necessary to react quickly to an issue. Why was this? What did you do?
- How do you determine which issues in the workplace need attention? Provide an example of an occasion where you were happy to leave an issue for a while before resolving it because it was not deemed urgent.

## RESPONSIBLE

9

Takes commitments extremely seriously and will go to any length to avoid breaking them once taken on. Expects the same standard from others.

### Suggested interview questions

- Some individuals will never break a commitment once it has been made. Although honourable, this approach may have some drawbacks. What do you consider the drawbacks of behaving in this manner to be?
- Tell me about your typical approach towards commitment. Are you likely to break a commitment if a more pressing issue arises? Tell me about a time where you have deemed it necessary to break a commitment. Why was this behaviour deemed acceptable on this occasion?
- Being reliable is an important factor for many organisations. Tell me what characteristics you have which make you reliable. Describe why you feel that being reliable is important.
- Tell me about how you react to workplace setbacks. Provide an example of an instance in the workplace where you have dealt with a setback and still achieved results.

## PEOPLE DEVELOPMENT

2

This is not a general priority for them and it would be useful if they could bear in mind the need to focus on their career development as a priority along with other work activities.

### Suggested interview questions

- What are the best ways of an individual developing and achieving their full potential? How can you assist a colleague to achieve their potential?
- Provide an example of a time where you have actively strived to achieve a long-term career goal. How much emphasis do you place on achieving your career goals in comparison to the goals of the organisation you represent?
- People who develop their potential will undoubtedly be beneficial for an organisation. Describe your past experience of helping others achieve their potential in the workplace.
- Achieving long-term career goals requires patience. Tell me about some of your long-term career goals and when you think it is realistic that these will be achieved.

## WORK ETHIC

2

Tasks are not valued for the effort required to achieve effective results. Boredom with tedious activities is likely to occur.

### Suggested interview questions

- Tell me about how you judge whether a task has been successful or not.
- Some people consider hard work to be its own reward. Tell me about your attitude towards working hard.
- Imagine a colleague is displaying a hard working attitude. How might you praise this behaviour? Provide an example of a time you have praised a colleague for their performance. What was it about their performance which made you praise the individual?
- High self-esteem might mean an individual refuses to quit or is motivated to put effort into their work. Tell me about what motivates you to work hard.

## MANAGEMENT STYLE

5

Prefers to monitor activities in an indirect way, interested more in the development of projects than in their progress, but can establish procedures.

### Suggested interview questions

- Provide an example of an instance where you have completely entrusted work to a colleague and not felt it necessary to check that the work was completed as required. What made you confident in the colleague?
- Developing new ideas or procedures may be as important to an organisation as ensuring current activities are completed on schedule. Provide an example of a time where you have developed a new idea for use at work. Describe the idea and the consequence of it.
- In what ways do you like to monitor the progress of tasks or projects being completed by your colleagues?
- Imagine you have delegated work to a number of colleagues. Tell me how you might monitor the progress of these tasks. Describe your experiences of delegating work to others within your previous roles.

This is the end of your report.

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