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PsyAsia
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Executive Management - Candidate Report
Career Drives

Achievement - Primary

You are strongly achievement orientated in line with many successful executives. You get satisfaction from achieving results, and like to be clear in what you are pursuing. This clarity is usually communicated to subordinates and is one of the characteristics of good leadership.

Remuneration - Secondary

For various reasons, today's workforce is more concerned with remuneration issues than traditionally. However, at this stage of your career, you seem somewhat concerned with financial reward, to a higher degree than most executives. This may indicate that you are dissatisfied with your current remuneration, or with the work environment, or it may be a reflection of outside factors relating to money, such as degree of financial commitment. Dissatisfaction with remuneration may also be relative to how you perceive your worth is valued against other positions in the organisation, or on the open job market.

POSSIBLE DEVELOPMENT NEEDS - Dissatisfaction with remuneration can lead to lowered morale, or even withholding of job commitment, and discussion of your situation with internal or external career counsellors may be beneficial.

Ambition - Primary

At this stage of your career, executives with scores similar to yours would be seen as very lacking in ambition to provide the necessary drive to meet the challenges of an executive role.

POSSIBLE DEVELOPMENT NEEDS - If you are lacking significant ambition at the moment, it is likely that you would have difficulty in inspiring subordinates, and in stretching yourself, and giving full commitment to organisation goals. You may be experiencing a career crossroad or crisis, and internal or external career counselling would be advisable if you can't see solutions on your own.

Independence - Secondary

People with scores for independence similar to yours are usually sensibly independent, in that they will stand up for their point of view, but be reasonably willing to concede when necessary. Because you are unlikely to slavishly agree with authority, your opinion would tend to be trusted by others. You would most likely also have original ideas, and seek to have them implemented. Also because of your generally balanced views on independence, you are likely to be a good sounding board, and capable of giving frank opinions.

Recognition - Secondary

You generally like to be recognised for your work, and respected in the workplace. You would usually strive to maintain standards, and subscribe to a quality ethic. The reputation of the organisation you work for is likely to be important to you, as to some degree you are likely to see the organisation as reflecting your personal values.

POSSIBLE DEVELOPMENT NEEDS - Sometimes people with similar scores can be seen as using organisation resources to get recognition for personal gain.

Conflict Management Style

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Assertive - Secondary

Responses indicate that you are sensibly assertive, and that when you notice a workplace conflict you usually become involved at an appropriate early stage that prevents escalation or deterioration of the situation. You tend to be willing to let conflict go long enough for others to solve their own problems based on their maturity and capability to do so.

Competitive - Secondary

You are probably fairly competitive as are many other executives.

POSSIBLE DEVELOPMENT NEEDS - However, you may need to ensure that you are being competitive in appropriate circumstances, and with appropriate people. Most frequently as an executive in an organisation setting, it is more appropriate to be seeking a win/win outcome rather than a personal victory.

Collaborative - Secondary

You appreciate the value of being collaborative to achieve win/win outcomes. Being collaborative and cooperative tends to generate goodwill and trust as well as optimising gains available.

Compromising - Secondary

You are probably too willing to compromise, which contains elements of winning and losing, by trading off your needs.

POSSIBLE DEVELOPMENT NEEDS - You would probably benefit by trying harder to obtain win/win outcomes before compromising your needs. Training in conflict resolution skills may be useful.

Coping

Security - Secondary

Security is increasingly valued by many people in today's workplace. However you have a low concern for job security, in common with many successful people in the executive group who seem confident of their skills and redeployability. This low score seems appropriate in freeing executives to take sensible risks in their decision making without excessive fear of making mistakes.

POSSIBLE DEVELOPMENT NEEDS - Sometimes executives with scores similar to yours have a tendency to leave if things don't go their way.

Responsibility - Primary

It seems that at this stage of your career that you may be a little unwilling to accept the full level of responsibility to the degree necessary in an executive role. This may be a sign that you feel currently overloaded, or are somewhat disillusioned or frustrated with your career prospects.

POSSIBLE DEVELOPMENT NEEDS - If this is the case and you see little prospects it would probably be useful for you to discuss your feelings with someone you trust in the organisation, or a wise friend or career counsellor.

Stress Resilience - Primary

You seem to be feeling some pressure at the moment, and may need to be careful that you do not accelerate the process. Excessive stress can strain relationships, impair judgment, and reduce personal output. You may tend to feel unhealthy levels of anxiety under pressure.

POSSIBLE DEVELOPMENT NEEDS - At an executive level the acceptance of higher workloads and more challenges at this stage need to be considered with caution. You may need to be careful that moods or emotions don't produce counterproductive behaviour, and to think of possible consequences before any emotional outbursts. Stress can stem from workplace or private life sources, and help from a stress counsellor should be sought if you are having too much difficulty coping on your own and the issues are not being resolved, or if adjustments in lifestyles or relationships are required. Attendance at a stress management program may be useful.

Sensitivity - Secondary

You are generally sensitive to the needs of others, and do not get upset easily. As such you would tend to be a good sounding board, and be pleasant and stabilising to work with.

Leadership and Influence

Power - Primary

You generally understand that to get things done requires the exercising of power, and orders and instructions to be given. You would normally be comfortable in the leadership role, including dealing with discipline or under-performance issues with subordinates when necessary.

POSSIBLE DEVELOPMENT NEEDS - If you tend to 'go by the book', you may need to be careful to consult and explain to others rather than rely on the authority of your position.

Decisive - Primary

You usually think about decisions before you make them, and obtain enough data without becoming bogged down. You can usually differentiate between the need for expediency and accuracy to the degree necessary at executive level. You are likely to have a good sense of time, and you are usually aware of deadlines and rarely miss them. You tend to work fairly quickly, and would be conscious of the quality and quantity of work to be processed.

Persuasive - Primary

Whilst you seem somewhat willing to persuade and influence others, it is not to the same degree as most successful executives in today's workplace.

POSSIBLE DEVELOPMENT NEEDS - You would probably benefit by being more vocal in pressing for your needs, especially when unfavourable outcomes are at stake. You may need to shed a belief that there is something wrong or manipulative in persuasion, and overcome discomfort in this capacity.

Directive - Primary

It seems that you are lack confidence in leading from the front and being in the spotlight, and would not relish the role of a leader giving orders to others.

POSSIBLE DEVELOPMENT NEEDS - Whilst these qualities should not often be required at executive level, it is critical that a leader can stand up for their views and forcefully influence outcomes when needed. Training in situational leadership, leader development, and assertiveness techniques would be useful.

Delegating - Primary

In the executive role, there seems to be room for you to further practice delegating.

POSSIBLE DEVELOPMENT NEEDS - Not delegating adequately will result in you having a higher work-load than is necessary, and is likely to come across to subordinates as lack of trust in their abilities. It also fails to develop their confidence or competence, and provides lack of options for when you are not available. Learning how to 'lead from the rear' is an important management skill that develops others, whilst freeing you up to concentrate on more important tasks. Training in situational leadership, transformational leader development, and delegating would be useful.

Coaching - Secondary

You would tend to use a coaching style of leadership when appropriate to develop the skills level and motivation of others. You would usually take the time to explain things to others without going into unnecessary detail or repeating things that they already know. Whilst there is an increasing requirement for today's executive to be prepared to coach and mentor others, excessive use of a coaching style is inappropriate for day-to-day interaction with other senior people. Use of this style should be minimal at executive level as you would be expected to be managing mature people with strong job commitment and knowledge.

People Orientation

Agreeable - Primary

Today's executives have generally become less sociable than in the past, with less need to be liked by co-workers. However your score indicates that you are a very sociable person, and generally value relationships, probably with a wide range of people. Modern organisations recognise that people bring their personalities to work, and that friendships will develop. You are likely to play a prominent role in teamwork situations, and generally like to 'belong'.

POSSIBLE DEVELOPMENT NEEDS - In the executive role, you may have to be careful not to put friendships ahead of doing your duty when unpalatable decisions and tasks have to be performed. You may spend too much time socialising on non-work matters, and care may be needed not to place too much emphasis on being agreeable, at the expense of other work outcomes. If these issues are a problem you could benefit from internal or external career counselling to help you draw up a behaviour management plan.

Teamwork - Secondary

Today's workplace places more demands on executives to be part of a team. You enjoy being a member of a team, and are likely to cooperate with others in the team. You would probably be willing to concede your agenda for the greater good of the team, and understand the value of group consultation and involvement. At an executive level you are likely to support team concepts, and implement teams to achieve corporate goals. You may also be willing to accept team roles other than as the leader.

POSSIBLE DEVELOPMENT NEEDS - You may need to be conscious not to appear too sentimental to more pragmatic members of the team.

Extraversion - Secondary

Our recent studies show that today's executives are tending to be increasingly extraverted, which is likely to reflect, amongst other things, the need to network and to have a global perspective. Your responses indicate that you tend to be quieter and more introspective than most executives.

POSSIBLE DEVELOPMENT NEEDS - In the executive role you will generally have to work harder at making relationships work, as you personally may not have much need to socialise. However, you can be very objective when human issues are under consideration. It may benefit you to seek out more social activities related to work, as you probably attend many meetings more out of a sense of duty than as an opportunity to network and be heard. There is a possibility that you could be too focused on internal issues, and may communicate in writing when face-to-face would be better. It may be useful to be aware that some people with scores like yours can be hard to know and understand, especially from the perspective of more extraverted people. Some introverted people can be seen as calculating and territorial, and have long memories against people who have opposed them, and be behind-the-scenes players that keep close counsel.

Intimacy - Secondary

You are generally able to strike a balance between forming friendships at work and remaining objective about personnel issues. At executive level, positive personal relationships can help accomplish much that would not have been possible through formal protocols.

Strategic Orientation

Goalsetting - Secondary

At an executive level it is important to value attainment of corporate goals. This is particularly true in a strongly commercial or competitive environment. You seem to be aware of the value of having clearly defined goals and targets, and this would aid in determining priorities for tasks and issues. Having clear objectives and deadlines is also motivating for subordinates.

POSSIBLE DEVELOPMENT NEEDS - There may be a small danger that you could become so involved with goals and targets and similar systems that you lose perspective and flexibility on other issues.

Innovation - Primary

You like to be innovative, and would be good at coming up with ideas. There is an increased requirement for today's executives to be innovative and flexible, and the need for innovation is becoming paramount, particularly if competitive advantage is sought in the marketplace. You would probably be able to contribute towards future strategic development of an organization, and are likely to be flexible and want variety in your job. You are comfortable dealing with many tasks simultaneously and are likely to be creative to bend the rules and take risks to achieve goals you believe in. At executive level an open mind helps to obtain the confidence of staff, and to objectively evaluate competitive forces and change factors effecting the organisation.

POSSIBLE DEVELOPMENT NEEDS - However you may possibly be impatient with detail, frustrations and red tape, and could abandon tasks too easily in the face of resistance. You may also need to ensure that you do not go too far in bending the rules.

Proactive - Primary

Whilst your score indicates that you do place some value on planning, it is not to the same degree as most successful executives.

POSSIBLE DEVELOPMENT NEEDS - Contemporary research has identified a number of profound changes operating on organisations and people in today's workplace. The changes have impacted on the role of planning and strategy, with today's executive likely to be faced with more short-term objectives, and under pressure to cope with more complexity and ambiguity, faster speed of change, increased unpredictability, competitive threats from previously unknown sources, that are very different from traditional organisation structures. Notwithstanding, it is important for executives to plan ahead from a strategic perspective, to foresee problems, and to consider the alternatives and consequences of actions in advance. Whilst you have a score similar to many other executives, and you do value planning to some degree, it is not to the same extent that the most successful executives do, and you may be too reactive, pressurised, or bogged down in day-to-day activities. At executive level, the emphasis is more on being in control through being proactive, and on responding in a planned way to threats and opportunities. A course on strategic planning may be useful for you.

Analysing - Primary

Today's organisations and their operating environments are becoming increasingly complex, and it is evident that senior executives need the analytical capacity to deal with this. Your score is in the range of many other executives, but note that frequently the most successful executives have higher analytical preferences than you do.

POSSIBLE DEVELOPMENT NEEDS - Whilst you have a similar preference for problem solving and being analytical as many other executives, in terms of career development it may be useful to recognise that the most successful executives tend to be even more analytical, which assists them to deal with complexity in a logical way. You may benefit by consciously spending more time, and making more effort, in analytical activities where appropriate.

Values

Altruism - Secondary

You tend to be a sensibly caring person who can usually remain objective about people and situations. As an executive you are likely to consider the consequences of your decisions on other people, which encourages their respect and trust. You are likely to support the growth and development of your subordinates, and be willing to listen to their concerns.

Candidate Report

Trust - Secondary

Trust and openness has emerged as quite an important issue to many people in today's workplace. You have a normal score for this category, which is likely to mean that issues of trust and openness at work are of some importance to you. You are likely to be generally willing to trust, but others may have to earn that trust first.

Loyalty - Secondary

Issues of loyalty at work seem to have diminished for today's executives, which is in contrast to other levels of the workforce. In relation to others you have a normal score, which is likely to mean that issues of loyalty at work are of some importance to you. You are likely to view loyalty as a two-way street, and would normally return an organisation's loyalty. Similarly if you perceive that an organisation is not doing the right thing by your standards it is likely that you would be dissatisfied.

Conforming - Secondary

You are likely to balance being pragmatic with conforming with the views of society. This should enable you to balance being sensibly practical in pursuing results, without transgressing important society or organisation rules or values.

Workplace Management

Conscientious - Primary

You are likely to have a low need for structure, rules and regulations at work, and may frequently do things in an unorthodox manner if you believe this will achieve a better result, or be quicker. This is appropriate executive behaviour as long as your judgment is sound. You are likely to be a champion for reform and an advocate of best practice.

POSSIBLE DEVELOPMENT NEEDS - You are likely to be frustrated with bureaucracy and red tape, and be unlikely to show respect to others merely because of their position. There may also be instances where you should be more persistent with your work. If you also tend to be assertive you may need to learn not to be outspoken, and to show patience and appreciation of the viewpoints of others whose opinion or style may differ from yours.

Detail - Secondary

By discerning between important and unimportant detail you leave yourself free to concentrate on being effective rather than efficient. You would tend to have a forgiving attitude towards making mistakes, unless they are of a vital nature with significant consequences. You would generally be able to discriminate between important detail and routine.

POSSIBLE DEVELOPMENT NEEDS - As you do not prefer to work with detail you need to have the ability to concentrate, and deal with detail when required. Some people with similar scores to yours can be careless and make too many mistakes so that they are unsuitable for positions requiring protracted attention to detail.

Self Organisation - Secondary

The multiplicity of demands in today's workplace requires executives to be more highly self-organised than in the past. You place value on being self-organised to about the same degree as many other successful executives, and would generally place more priority on getting the job done than on merely being tidy.