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The Apollo Profile

Personal Career Development Report

Introduction

This report is designed to help you see how you compare against others across a number of factors that have a bearing on career success. To be most objective and useful for your career, many of the comments provided have been written as other people are likely to see your characteristics. You may find it useful to ask someone else about the accuracy of some comments if you have any doubts about their truth or relevance.

Where you think there is value in improving yourself, self-discipline and working out effective behaviours to replace behaviours that may not be serving you well is a first step to improving job performance and career prospects. Formal training is recommended in the comments where it is likely to provide you with solutions for self-improvement.

Personal Career Development and the New Workplace

The new world-of-work is challenging us to make sense of our careers, and to reassess the meaning of our career in our lives. Long term expectations of employment with one employer have been replaced by the need to manage our own employment potential. A career is now mostly discontinuous, and the career journey can encompass diverse pathways. *Self-employment, contract work, part-time, casual employment, change of vocation, employer or industry, promotion, transfers, down-grading, new career role, study, not to work at all*, are all part of the options and confusion! And getting a job or promotion is competitive, in fact just keeping a job means a lifetime of new skills acquisition and continual personal development.

Change is certain, and it is not possible to control all the elements that may impact our work-life preferences. We need to have knowledge and skills to be pro-active in managing career moves and transitions. Taking personal responsibility for your own career is now vital, and it is becoming increasingly popular to obtain professional career guidance to assist with objectivity, and the "selling yourself" process.

Career guidance professional Mr. Paul Stevens of Worklife Pty. Ltd. suggests a six stage Career Transition Self-Management Model as follows:-

STEVENS' MODEL OF CAREER DEVELOPMENT

Searching Self / Analysing My Situation

- What is my current level of satisfaction at work?
- What broader life needs do I seek?
- What are my motivating skills, interests and values?
- What do I want in my worklife role?
- What new learning do I want?

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- Which working environments am I most suited to?
- What techniques can I use to help me identify where I want to go with my worklife?

### Exploring this Information

- How do I consolidate all my self–assessment information?
- Have I listed my work role and work environment preferences and my reasons for them?
- How do I use my self–assessment data to develop options?
- Do these options seem compatible with my lifestyle needs?
- What barriers / constraints do I have at this point?

### Exploring Opportunities

- What worklife options are available to me?
- How can I learn more about these options?
- Who can I ask for a reality check on my options?
- How can I test the reality of my worklife options?

### Making My Decision

- How do I decide between my researched worklife options?
- What techniques can I use to assist me in making my decision?
- Who will listen to me and assist me with my decision making?

### Planning My Career Action Step

- Have I planned what I need to do now? and later on?
- What support is available to assist me in making it happen?
- How do I market myself?
- What should I put in my portfolio, résumé or proposal?
- Do my interviewing and negotiation skills need improving?

### Auditing My Worklife Renewal

- Have my expectations been met?
- What are the results and benefits for me?
- What can I do to retain the benefits?
- What have I learned from this transition process, because ...

"The highest reward for a person's work is not what they get for it, but what they become by it."

For a comprehensive description of the Stevens' Model,

read *A Passion for Work: Our Lifelong Affair*, ISBN 1 875134 29 4

The Apollo Profile Personal Career Development Report will help you in a number of the six stages.

### Role of the Apollo Profile Personal Career development Report.

This Apollo Profile Personal Career Development Report helps you by providing you with impartial assessment regarding your likely workplace behaviours compared with other people studied in a similar role.

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The report offers advice to "see yourself how others see you" to improve your performance if appropriate. In particular you are obtaining the same sort of feedback about key personality characteristics that employers/recruiters frequently use with professional psychometric tests to measure an employee's suitability for a job.

Knowing how you may appear to a prospective employer can empower you to improve your skills in job critical areas. It may also save you from accepting a job that you are not suitable for and that will not give you job satisfaction.

The questionnaire that you completed provided information about your work preferences, motivations and values. It did not seek information regarding your vocational interests or intelligences.

Employers usually have selection criteria, which specifies the **personal qualities** of the person they seek as well as specifying appropriate qualifications, competencies, experience and knowledge.

Factors such as *getting on with others, leadership, dealing with problems, innovation, level of ambition, accepting responsibility, being conscientious, managing tasks and time, being persuasive* for example may all be requirements for some positions. But not necessarily for all positions. So even though job duties may be similar, employers usually make appointments based on motivations, attitudes and personality as well as experience, qualifications and prior work history.

### Background of the Apollo Profile

The Apollo Profile is based on well known organisation psychology and personality research concepts and practices aligned to the modern workplace. Reliability and validity studies have been conducted to ensure that the data provided is consistent, accurate and useful for you. The designers and researchers are Dr. Richard E. Hicks, organisation psychologist, psychometrician, and University Professor, and Mr. James H. Bowden, a human resources and management professional.

The comments provided are based on comparing your scores with others in the same group reported upon. All factors have a number of questions relating to them, so you had a number of chances to score the strengths of your feelings and work preferences for each factor.

In giving information on each of the categories reported on by The Apollo Profile, it is recognised that there is sometimes overlap between some categories. Occasionally you may find seemingly contradictory comments, as we provide "stand alone comments for each of the separate factors reported on. It is common for people to have internal conflicts, where part of your make up feels one way, and another part the opposite. These internal conflicts often explain varying human behaviour where we act differently rather than consistently, depending upon the situation we are facing, and the people we are dealing with.

The construction of The Apollo Profile recognises that human beings are complex and unique. Different people are suited to different activities. Nobody is suited to, or interested in all activities. People have preferences that influence what they want to do, and how they carry out those activities. These preferences relate to career choices and to potential suitability and success in different career paths.

Just as human beings are different, so too are organisations. The Apollo Profile can help individuals confirm their fit to an organisation culture.

The Apollo Profile provides diagnostic and descriptive comments regarding possible training needs and ways to enhance career performance. Detailed advice can be obtained from accredited Apollo Profile interpreters or career counsellors if desired.

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### Report Construction and Career Roles

Different attributes to different degrees are required in different career roles. For example successful managers differ from successful sales people across a number of factors. Some factors are more important in determining success in a particular role. We call these Primary factors, with lesser importance generally being placed on Secondary, Tertiary and Values factors.

There are four separate Apollo Profile Personal Career Development Reports available which appropriately differ with the interpretation and coding for say a Manager role as distinct from a Sales role.

The four reports indicate general suitability for the following roles:–

#### 1. Executive

Executive Management/Directors/Small Business Principal/Executive Consultant/Graduate Recruitment

#### 2. Management

Middle Management/ Frontline Supervisor/Senior Consultant/ Academic/ Senior Professional

#### 3. Sales

Sales Professional/ Customer Service/ Call Centre–Sales

#### 4. General Workforce

School Leaver/ Entry Level/ Support Staff/ Non–management Professionals/ Call Centre–Service

You can see how you are suited to all four generic roles if you wish at no extra cost.

There are up to thirty–six factors reported on, dependent upon which report is produced. Some of the factors are associated with each other, and are grouped under convenient headings to assist your understanding.

### Relationship of Competencies and Career Drives

In career roles, people can be said to have two aspects to their performance potential.

One aspect consists of a person's competencies, acquired through education, experience, training, skills, and knowledge, combined with inherited and developed physical and intelligence capabilities. This could be called the "CAN DO" side of a person.

The other aspect consists of a person's career drives and personality, including motivations, beliefs, attitudes, values and preferences. This could be called the "WILL DO" side of a person.

Both the CAN DO and WILL DO aspects of a person must be appropriate for full potential and productivity to be obtained in their specific work role.

Most frequently people experience work difficulties through WILL DO factors, as they may not have the motivation, interests or attitudes necessary to succeed in a certain role. This report focuses on WILL DO factors.

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The Apollo Profile therefore is concerned with helping career performance by identifying or diagnosing factors that can be improved for a person in a specific role or organisation. Development and training decisions can then be taken to enhance skill and career development of both the individuals concerned and the organisation.

### Implementation of Solutions

Apart from providing diagnostic and descriptive data concerning current or proposed positions, The Apollo Profile offers some guidance to improving personal career development. The following may be useful for self-help.

Are you the person you are today more as a result of your genetic inheritance, or your environmental upbringing? Research repeatedly reveals that humans are a mixture, but it is consistently shown that genetics contribute between 60–80% to our personality and psychological make-up. So to a large extent we may be "scripted" before we are born, which may include limitations on how we can or want to live our lives. We can change some things, and grow and develop, but only up to a point. Many of us do not test that point, but where we have tested it, there is no shame in not being what we are not able to be.

Our environment certainly modifies us as we strive to deal with society and the world, and training and development and experience can help us a lot. However, a significant component of our basic personality could be termed "set", and hard to change. This tends to explain why some characteristics we each have are so ingrained that we almost can't see them. And why some characteristics are enormously hard to change, even if we want to.

So the proposition is, if we are who we are, what do we do?

The simple answer is to firstly accept that we are as we are, warts and all. Accept that our thoughts, feelings, attitudes, beliefs and values are all OK as part of the unique being that we are.

The second thing we have to do though is to accept responsibility for what we **do**. It is OK to have your own thoughts, feelings, attitudes, beliefs and values, even opinions!

What we have to do is **manage our behaviour** that is sponsored by our thoughts, feelings, beliefs, attitudes, motivations and values. It is only what we **say or do** that shows how we think or feel, or what we believe, so we need to consciously **choose our behaviour**. This includes choosing **not** to behave in certain ways if that action would not have a good result for you (or maybe someone else).

Sometimes behaving instinctively, or naturally, is not the best way to act in a given situation. Ideally we need to develop other actions to make us more effective in dealing with situations when our natural way is not the best way.

In relation to a career, certain behaviours pay-off when they are appropriate to career success. Some behaviours don't, and these inappropriate behaviours can be barriers to further success.

The Apollo Profile provides knowledge about individuals and performance in a way that promotes behaviour contributing to career and organisation success.

### Limitations

Measurement or assessment appraisal tools such as The Apollo Profile can provide **guidelines only** for candidates and users. Because these instruments are largely based on statistically derived data and human

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beings are enormously complex and varied, no report can ever be 100 percent correct or apply entirely to the specific individual concerned. However, most of the time the reports from The Apollo Profile should reflect reasonably accurately the work preferences and values of the individual concerned.

To be most valuable to candidates and users, the interpretations of the total scores in each category are stated in objective, clear and direct terms. The interpretations are based directly on the person's own responses compared with the groups of other executives, managers, sales people or general workforce.

However, where this report may be used by people other than the candidate, all comments or interpretations should be tested against the experiences of the candidate as well as against the experience of those who know the candidate. No single questionnaire, even an extensive questionnaire, should be used on its own to make career decisions. Information from other sources should be part of the data gathered and used, including other reports, workplace reports, interviews and appropriate comments.

Therefore, where candidates disagree with a given interpretation, and perhaps after checking with others in case the candidates are "blind" to their own impacts on others, the report comments would normally be disregarded for those characteristics. The overall accuracy of the report should not be significantly effected by this move.

Provided the limitations are kept in mind, The Apollo Profile can provide useful information for many aspects of the workplace where working with others is an important component of success and satisfaction.

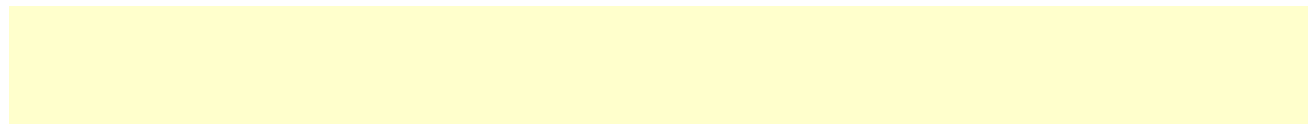
Counsellors accredited in use of the Apollo Profile are trained to discuss alternative meanings of the category scores obtained, and most general career counsellors would recognise the significance of comments provided and be capable of building on this report for you.

### Disclaimers

The Apollo Profile report is compiled from the responses of the candidate compared with others, and is intended to be used as a **guideline only** for career assessment and development purposes. Inaccuracies of description may unavoidably be present, and comments should always be verified from other sources. Users are cautioned to ensure that they comply with relevant laws and regulations. Further interpretations to that provided in the report may only be made by an Accredited Interpreter in accordance with the Apollo Profile Interpreter's Manual. Whilst care has been taken with the design and information contained in the Apollo Profile, the Apollonean Institute deny any liability for incidental or consequential damages resulting from the use of the Apollo Profile.

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## Your Personal Career Development Report



## Career Drives

### Achievement – Primary

The need or desire to achieve results plays an important role in any employment capacity, with people having a high need to achieve being strongly represented in management. In the final analysis, employment is about getting results, or producing outputs and outcomes in line with the employer's goals. People who have a high need to achieve invariably demonstrate a high work ethic, as it satisfies them to work hard to produce a tangible result. Such people usually like taking responsibility for solving work problems, and enjoy personal challenges, setting moderately difficult goals for themselves, and taking calculated risks to attain these goals. They place importance on concrete feedback on their performance, and are frequently competitive. However, they may attach less importance to relationships, which becomes a source of friction and conflict, especially with others who value relationships highly. Where work is quantifiable, such as in selling, reward usually follows results, and the highest performing sales people usually have a high need to achieve which drives their success. Studies have also shown that people significantly lacking in the need to achieve, often do not produce the output expected by their employer, and they are therefore less valuable to the employer than others with a higher work ethic and higher productivity. Where the need to achieve is absent or very low, it is very likely that a person never had such a need, or has lost that drive to such a degree that it is unlikely that they would obtain enough satisfaction from getting results to retain a job. It could be that people with a low need to achieve can, however, succeed in a particular, specific area that challenges them in other interests of great importance to them. It is these other interests that drive much achievement, not necessarily the need for achievement itself. Traditionally the general workforce typically had adequate need to achieve, but less so than many managers. Workers often valued social relationships above the need to get results. This difference in perspectives was one of the most common sources of misunderstanding between managers and workers. However today's worker is generally now more aware of the need for productivity and outcomes, and shares a similar score with managers in their need to achieve.

#### Meaning Of Your Score:

You are achievement orientated in line with many successful managers. 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.

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### Remuneration – Secondary

Today's workplace is now somewhat more money orientated than in the past. However to keep things in perspective, when looking across the whole spectrum of 'why people work' as the Apollo Profile does, most people consistently rate other factors as more important than remuneration. That is, money is important to most people, but not as relatively important as many seem to think. For example, many wealthy people work when they have no financial need to. And sometimes people who do need money resign from a job because they are dissatisfied with the job, the organisation, or the people in it. And many other people do work for voluntary organisations and clubs for no financial reward at all. The role of remuneration is regarded as a fair day's pay for a fair day's work, and people will be dissatisfied with the money if they believe their remuneration is not fair relative to others. Remuneration, therefore, is regarded as a dis-satisfier in that if reward is not appropriate, work commitment and output may diminish. Experiments also revealed that paying people too much does not necessarily result in increased work output. Where respondents have a high need for remuneration, it may be because of their current financial situation, or it may be a long-held preference. If people value money highly, or above all else, they are likely to consider and accept positions or roles that they don't like, or are not capable of, and there may be conflicts of integrity. People that do value money highly may leave jobs easily if they can obtain a job offering more remuneration. It has been observed that people employed in some occupations involving money such as accounting, economics and financial advising tend to have a higher interest in money than the general population. Successful sales personnel usually rate achievement, recognition and responsibility ahead of remuneration, and are less frequently motivated mainly by money, despite how it may seem to observers. Because money can be seen as the result of success, and people can be recognised through good performance from which they receive money, the motives of sales people can be misunderstood, sometimes even by themselves.

#### Meaning Of Your Score:

For various reasons, today's workforce is more concerned with remuneration than traditionally. In line with many successful managers, your responses indicate that you are not most strongly motivated by money. You obtain more satisfaction from other factors at work, and probably regard your remuneration on the basis of fair return for results achieved. The fairness of your remuneration package is more likely to be judged on the basis of relativity to others inside the organisation, and on the open job market, rather than the quantum of the

package.

POSSIBLE DEVELOPMENT NEEDS – Perplexingly for observers, sometimes people with scores similar to yours will leave an employer if those other factors lose their ability to satisfy, even if money at a new job is less.

### **Ambition – Primary**

**Ambition is a factor that varies according to circumstances prevailing at the time, and can be taken as a barometer measuring how a candidate is currently feeling concerning their whole career, rather than just opportunities for promotion. When interpreting the comments regarding your ambition, you may need to make some allowance for your situation. For example, if you are self-employed, or a consultant, or employed in small offices, you may not have many opportunities for promotion and are likely to have answered some questions relating to Ambition with lower preferences. Accordingly, your interpretation of the comments provided may need to be tempered to reflect your situation, in that you may actually be more ambitious than the comments provided indicate. When people are feeling strongly ambitious, they are committed, willing to work hard, and place great priority on their current goals. They are likely to be entrepreneurial, and to take risks to achieve their ambitions. Typically, highly ambitious people aim for, or are found in, management and executive roles. Many successful sales people also have strong ambition needs, which they tend to satisfy through superior sales performance, rather than necessarily or specifically through upward promotion. Interestingly the general workforce has increased ambition, which is a movement in line with a number of other factors that make today's workplace different from the past. Whilst expectations have changed in that now many workers are more ambitious, there remains scope for the traditional worker role. The traditional worker usually has a moderate or lesser preference for upward promotion, and instead puts their efforts more into being responsible, and producing work of a quality they can be proud of. They would frequently prefer to be known for doing a good job, than for any management ambitions. However, people with very low ambition may be so disenchanted with job opportunities and career prospects that they have seriously lost confidence and desire to do well, and may find it very difficult to obtain job satisfaction. It is likely to be important to work in a vocation that interests a person, and career counselling/vocational guidance from a professional may be useful.**

Meaning Of Your Score:

What you do seem to have a moderate level of ambition at this stage of your career, it is below the level of most managers.

POSSIBLE DEVELOPMENT NEEDS – This may evidence itself in not providing you with enough drive, or by you not setting ambitious targets that are stretching for yourself, and subordinates. It is possible that your willingness to accept responsibility is diminished, and that you may be reluctant to take advantage of career growth, advancement, and development opportunities. However, ambition can sometimes be rekindled with the right fuel, and internal or external career counselling may prove useful, especially if you feel that you have seriously lost motivation and commitment to your job or career. It needs to be noted that if you are a consultant or person employed in a small organisation, you usually have less promotional opportunities, and therefore typically score lower for this factor of ambition. In this event, it usually means that you most likely do have a normal amount of ambition compared with other consultants and people working in small organisations.

### **Independence – Secondary**

**In a corporate setting it is generally best if people are independent enough to form their own views, but also be willing to conform and comply with corporate policy and direction when need be. This is generally true, at both management level or in a support role. However, some roles require the exercise of independent judgments more than others, and some people have higher needs for autonomy in their jobs than others. There can easily be mismatches of duties to occupant. Independence is not necessarily associated with a person's social needs. An independent person may, or may not, have high social needs, and vice versa. People with high needs for independence are frequently self-employed, or work in small organisations where they can exercise this need. Today's workplace is showing an increase for independence at executive level, which may be indicative of responding to the fast-moving and complex environment. In contrast there has been decreased independence for sales people, indicating sales people now have to follow organisation rules and procedures more than in the past. People having a low need for independence are rarely a bother to organisations, as they tend to be willing to follow the established rules and practices, and be a good 'company person'.**

Meaning Of Your Score:

You do value autonomy highly, which can be a mixed blessing. In times of change, or in roles where a lot of challenging of the status quo is appropriate, you would most likely have a special contribution to make. You

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are also likely to have many good and original ideas, and can probably be forceful in seeing them implemented. Many consultants and self-employed people have similar scores, primarily because they have a high desire to operate with independence.

**POSSIBLE DEVELOPMENT NEEDS** – You have a high need to do things your way, and friction may eventuate unless you respect that others may also do things well their way. It is likely that if you don't get your own way, that you go 'underground' to achieve your needs, and may 'take a mile when given an inch'. It is likely that you believe that it is easier to ask forgiveness than to seek permission, especially if you think the answer will be 'no'. Sometimes people with scores similar to yours develop reputations as empire builders, and may be seen as rebellious and difficult to manage. Whilst it may be entirely possible for you to work within a team, if your need for independence is a problem, self-knowledge, self-discipline, and training in teamwork could help you fit in with the culture, and unavoidable restrictions, of big organisations.

### **Recognition – Secondary**

**The need to be recognised as a person or for your work can vary over time, and certainly there is wide variation in the need to be recognised from person to person. Recognition is usually seen as one of the motivating factors, in that people desiring recognition tend to work hard to fulfill this need. However, when the need is satisfied, effort may diminish. Most people have a desire for their work to be appreciated and respected. When recognition is not given to people who strongly need it, it is likely that their work commitment and subsequent performance will deteriorate. Traditionally many successful sales people enjoyed recognition, and that was often the underlying reason behind trying hard to win sales incentive competitions, rather than the perceived value of the prizes on offer. However contemporary sales people seem to have somewhat lost pride in this role, and their general need for recognition has fallen significantly.**

Meaning Of Your Score:

Your responses indicate that it is very important to you that you receive recognition and respect at work. **POSSIBLE DEVELOPMENT NEEDS** – Whilst on one hand a high need for recognition can contribute to work commitment, high quality and standards, there is a risk that at managerial level, unnecessary perfectionism may cause loss of productivity and morale of staff. The reputation of the organisation you work for is likely to be very important to you, as you probably see that as reflecting some of your own personal values. Sometimes if it is perceived by others that a person is self-serving in their quest for recognition, resentment and resistance will emerge. Some people may also sometimes be seen as using organisation resources primarily to obtain personal recognition.

## Conflict Management Style

### **Assertive – Secondary**

**Being adequately assertive to address conflict openly and early in the workplace usually enables resolution, or at least recognition, of potential problems before they escalate. It minimises game playing, and contributes to maintaining focus on end-results. However, being assertive and addressing conflict is often uncomfortable, more so for some than for others, especially if they have a high need to be liked, and are concerned that being assertive will compromise relationships. At management level, it is virtually a requirement that issues of conflict be dealt with in a timely way, as the alternative may be reflected in reduced performance. People who are very willing to address conflict may be seen as too confrontational, especially if caring, diplomacy, tact, or timing are lacking. Sometimes these people may be too assertive to get their own way, especially when dealing with others who wish to avoid argument. This may sometimes appear as bullying. Ideally, a person should be concerned with maintaining working relationships, and with getting the job done, while being willing to address conflict when needed, using an appropriate style to the situation. Judgment is needed in timing, and in the decision to intervene or not, and should be made based on the importance of outcomes. Many workers are reluctant to address conflict, usually through concern about jeopardising relationships, or security. As they prefer harmony, this is usually OK, but a trusting and supportive environment may be needed to encourage them to speak their minds. Addressing conflict early on in selling can look a bit like arguing with a customer, and it has been noticed that many successful sales people have developed other ways to maintain relationships with clients, other than head-to-head confrontation. Accordingly, salespeople often appropriately avoid addressing conflict or appearing too assertive.**

Meaning Of Your Score:

When you notice a workplace conflict, you tend to be sensibly assertive, and usually become involved at an appropriate early stage that prevents escalation or deterioration of the situation. As a manager, 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.

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### **Competitive – Secondary**

The Apollo Profile tends to measure a person's willingness to be verbally competitive, more than their overall stance to being competitive, although there usually is a correlation. This factor is provided to give some insight into a person's conflict resolution and communications style. Perhaps regrettably for the good of an organisation, the role of competition in organisation life has been overstated, possibly aided by daily focus on sports heroes and other achievers in a legitimately competitive situation. Competitiveness in an organisation context should be directed against the competition and other forces unfriendly to the organisation. Internally, cooperation with others to achieve optimum organisation outcomes is more appropriate, and much internal energy may be spent on infighting and personal ambitions rather than collaborating for the greater good. Excessively competitive people may achieve in organisations, but sometimes at great unnecessary cost by creating losers, especially if fuelled by strong personal ambition and use of power. The presence of such people may heat up debate, and benefit is likely to be gained from tempering competitiveness, and genuinely listening to the position of others and seeking mutually beneficial win / win outcomes. However, many competitive people have been successful by their terms, and it may be difficult to convince them to accept a different point of view. A degree of controlled competitiveness can act as a driver for organisations to succeed, and it may occasionally be necessary to engage in competitive behaviour to achieve goals, especially when opposed by others who are competitive. However, surveys show that most people attribute more competitiveness to opposing parties in conflict than is intended, and it may be wise for competitive people to remember this prior to assuming the worst. Non-competitive people tend to want to keep the peace, and this more passive and avoiding behaviour is frequently found at the worker level, and is usually associated with needs to be agreeable and for security, often combined with poor skills in argument or assertiveness. This is not usually a barrier to productivity, unless feelings of oppression are evident. Verbally competitive behaviour in sales people is generally not rewarding, unless directed away from clients. Collaborative, or win /win behaviour, usually generates more trust and better long-term relationships. Our studies of today's workplace show that executives are slightly less competitive than traditionally, whilst sales people have become more competitive.

Meaning Of Your Score:

You are probably fairly verbally competitive, as are many other managers.

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

### **Collaborative – Secondary**

The Apollo Profile provides information about how a candidate is likely to have regard to the concerns of others, and be willing to collaborate for win / win outcomes. This factor will manifest itself during conflict resolution, and in a person's communications style, and it largely equates with the Consulting leadership style as outlined by Hersey and Blanchard. It is appropriate that people in an organisation co-operate in order to achieve the optimum outcome for the organisation, which may require some sacrificing of personal agendas for the greater good. It follows, therefore, that a high score in Collaborative is desirable in modern organisations, especially for those practicing teamwork and empowerment. This seems generally true across all levels of management, workers, and sales personnel who, ideally, should work with other staff and clients for mutually beneficial outcomes. Conversely, a low willingness to collaborate usually indicates a lot more concern for one's own agenda, and if associated with Competitive and Ambition, indicates a desire to win at all costs. Unless this desire is directed at competitive or unfriendly forces it may trigger ineffectual conflict with people inside the organisation, and operate against the overall good of the organisation. In terms of leadership, people with a strong Collaborative score often tend to use a consulting style of leadership, which is preferred when dealing with reasonably mature followers. However, in the developed world there tends to be an over-reliance on this style, which probably has something to do with wanting to present a 'good guy' image, and not upset others.

Meaning Of Your Score:

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.

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### **Compromising – Secondary**

In a world where it is becoming increasingly difficult to achieve all of one's agenda, it is valuable to be willing to trade off some personal needs and preferences to allow other parties to obtain some of theirs. The ability to compromise is the hallmark of a good negotiator, and is particularly appropriate in sales, business, or industrial relations. Compromising can be seen as a win /lose, win / lose outcome, and can be appropriate for many situations, even if not always as satisfying as obtaining everything desired. However, people who are too willing to compromise too early may be losing components of their agenda too easily, sacrificing advantages they may have made. In sales, this is reflected in less profit margin, and 'buying the business'. Ideally someone who will hold firm for their major needs, but be willing to make sensible concessions is desirable. Uncompromising people may be seen to have an all –or–nothing approach, and can trigger unnecessary competitive reactions.

Meaning Of Your Score:

You are generally willing to compromise to a sensible degree. This is increasingly appropriate in today's complex world where we frequently can't have all our own needs fully met. You would be aware that you may have to trade off your needs, and give–a–bit to get–a–bit, especially in buying and selling, dealing with subordinates, forming strategic alliances, forming relationships, and negotiating.

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## **Coping**

### **Security – Secondary**

The personal need for security may be inherited, and, for some, it is seemingly never satisfied, even by the accumulation of great wealth. Alternatively, the need for security can be transitory, reflecting the circumstances of the current situation. Individual needs for security seem to vary from one person to another across a very wide scale, in that it is very important for some, and of little concern for others. However there is an interesting observable trend in today's workplace for people generally to value security more than they did in the past. Most managers have a lower need for security, and consequently are usually more willing to speak up, and to take risks to achieve their goals. Many successful sales people also have a low need for security, especially if commission–based remuneration is involved. They are willing to take the risk, confident of their ability to achieve results and be paid for performance. However there is a strong trend for sales people to be more needful of security, which probably reflects the pressures of working in this industry. Sales people working in call centers now have the highest security motivation, indicating the pressure of call centers and the subsequent response of the people working in them. A high need for security is frequently associated with passive behaviours, such as risk aversion, lack of assertiveness, and conflict avoidance. At the general workforce level these behaviours are not usually an issue, and may even be appropriate to creating a harmonious workplace. When people show high need for security combined with other behaviours such as lack of assertiveness, they should be encouraged to speak out, as they usually have ideas to contribute, but may be fearful of speaking up unless reassurance is given to them that it is 'safe' to do so. In terms of performance management, managers need to be careful not to threaten staff having high security needs, as performance is likely to fall rather than improve.

Meaning Of Your Score:

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

POSSIBLE DEVELOPMENT NEEDS – Sometimes managers with scores similar to yours may have a tendency to leave an organisation if things don't go their way, and you may need to take care not to be too outspoken and 'rock the boat'.

### **Responsibility – Primary**

A willingness to take appropriate responsibility is a prerequisite for employment, whether in the capacity of manager, salesperson or general workforce. People with very high willingness to take responsibility can, however be too willing to accept workloads and challenges, including those perhaps beyond their capabilities. Also, some employees may become 'over–responsible' and have trouble saying 'no' to more work. This can also lead to unwarranted stress, especially if prioritising is not a personal strength. People with a moderate or balanced willingness to take responsibility usually have their careers and personal lives more in balance, as they understand their limitations with regard to career, workloads and ambitions.

Meaning Of Your Score:

At this stage of your career it seems that you are unwilling to assume responsibilities to the degree necessary to perform successfully in a managerial role.

## Long Candidate Report

**POSSIBLE DEVELOPMENT NEEDS** – This may be due to stress, or disillusionment with your workplace or with career opportunities, or from a number of other sources. 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**

Many of the sources of stress come from the way we interact and view the world, and these sources are usually reflected in the extremes and distresses of a person's Apollo Profile report. If you feel that you are seriously stressed, it is recommended that you receive external and objective help. A trained counsellor or psychologist can establish if at least part of your stress is due to internal causes, such as ambition, urgency, security, values and competitiveness, for example. They can help construct a plan to moderate behaviours, and reduce the incidence and triggers for these factors. Workers through to executives in the modern workplace are usually somewhat stressed, but still coping adequately, and perhaps this can be put down to generating a little adrenaline. However, there are people who seem not to get stressed at all, and this high stress threshold can be mistaken for complacency or not caring. Such people are usually very calm, and appear to be able to remain so when all around them may be losing their head. However, when such people do lose their control, it is likely to be an event not quickly forgotten. Sales people, especially those from Call Centres, seem to have higher levels of stress than the rest of the workplace.

Meaning Of Your Score:

You seem to be coping with your job to the same degree as most managers, in that some stress is evident, but generally not at a sufficient level to compromise performance. You probably get adrenaline from challenges, and enjoy and feel you work best under some pressure. In relationships with others, you would generally be relaxed enough to make time and listen.

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### **Sensitivity – Secondary**

Sensitivity is a personal factor that affects relationships, and tends to magnify or moderate other relationship and social factors. People with a midrange level of sensitivity are generally aware of the needs of others, and are not easily offended. They tend to be stabilising and pleasant to work with, and a good sounding board for ideas. People that tend to be oversensitive can be upset fairly easily, and this is often a source of some of their stress. They are likely to be sensitive to the needs of other people, but have a tendency to make decisions based on their liking for other people, rather than objective facts. Paradoxically however, some very sensitive people can be overcome by their own needs, and may be insensitive to the needs of others, and to how they are perceived. People with low sensitivity tend to be cool and not easily upset, but may unintentionally give offense to others, which can strain relationships.

Meaning Of Your Score:

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.

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## Leadership and Influence

### **Power – Primary**

In most modern western culture organisations, it is rare for power to be a dominant motivator, as the contemporary workplace is more attuned to democratic and social power, rather than authoritarian use. In fact, excessive use of power creates overt and covert resistance and resentment from most in the workplace, and generally becomes unacceptable, as modern organisations move more towards individual empowerment and teamwork. It is often observable that people who are power oriented are willing to follow directions from others they may regard as their superiors. Regardless, use of an authoritarian style is rarely appropriate or appreciated in most contemporary organisations, and it has been observed that a number of 'old style' managers who have relied on this approach have had to develop new approaches, or run the risk of losing their job. However, today's executive seems now to be more willing than in the past to exercise power, and may be an indicator of using forceful and direct styles of communications. People with forceful styles need to have well developed skills in maintaining relationships if they are to be effective in the long term in an organisational setting. Conversely, many people have a low need for power, and are uncomfortable exercising power, often through a fear that it will alienate them from others. This attitude to power is particularly common amongst workers, who prefer to remain agreeable as 'one of the people', rather than take up management responsibilities. Effective managers tend to be willing to use legitimate or socially oriented power to achieve their personal and corporate goals, and balance

people—issues with task accomplishment. As such, their need for power is often moderate, but they are willing to tell others what to do, when to do it, and why. They are also willing to let others share the power, usually as long as they agree with the end—results sought. In sales, being willing to use appropriate power often demonstrates confidence in a recommendation to a client, and is necessary in overcoming objections and handling difficult negotiations.

Meaning Of Your Score:

You generally understand that to get things done requires orders and instructions to be given. You would normally be comfortable 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**

The factor of Decisive in the Apollo Profile is more a measure of speed in making decisions, than necessarily the quality of those decisions. Speed of decision—making should be appropriate to the circumstances surrounding the situation. For example, in an emergency when the building is on fire, it is not appropriate to call a committee meeting to discuss what to do. Fast and decisive action is called for. Similarly, where decisions of significance have to be made, it is important to take the time to gather relevant data and consider all consequences before deciding. Quality of decision—making may be implied from speed of decision making to some degree, but can be further evaluated by associating with a person's Analysing, Detail, and Proactive preferences. Most executives and senior management benefit by having a moderate or balanced score for decision—making. This usually means that they do obtain appropriate data, consider the time frame, importance of the issue and consequences, and vary their speed of response to suit. People with a high need to make quick decisions may perform well in appropriate situations, and are likely to believe that decisiveness is a virtue. However, impulsiveness can result in unforeseen negative consequences, which may have been avoidable with more forethought. People with a low score are likely to be cautious, or even procrastinating, in their decision—making, and as such can be a bottleneck for work. Work also piles up around them, and they become overloaded, especially if they are poor delegators. There may be a correlation with high security needs / risk aversion, or with excessive detail, and planning, as mentioned earlier. Slow decision—making is often a major contributor to low productivity, and is demoralising to subordinates and others who become frustrated when decisions they may need for their work are not forthcoming. With the general workforce and sales people, decisiveness should be considered in line with their roles and duties, and should generally be moderate. However, it is usually not critical in these roles unless very high or low scores are recorded.

Meaning Of Your Score:

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 in the managerial role, and be adequately personally productive in terms of work output.

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### **Persuasive – Primary**

The ability to be persuasive in order to influence the outcome of events is a valuable quality for many roles in work life, particularly in management, and obviously in sales. There are, of course, numerous positions and roles at work where influencing of others is not required, or is of only minor importance, although as a life skill associated with assertiveness, it is useful to be able to convincingly put your point of view in any setting. Knowledge of the power of the ethical use of persuasion, and a willingness to practice it can contribute enormously to a person's career success. It is virtually a basic requirement for executive and senior management level performance that a person can persuade others of his or her ability to get a result, and convince other people to follow. It is also vital to be able to explain to others courses of action required, especially when unpopular decisions have been made. However people with a very high need to influence others can be seen as pushy, insincere and manipulative, especially by others who are not influencing by nature. A moderate score for Persuasion usually indicates some willingness to be persuasive, but such people probably try to achieve their goals through the authority or connections they have, or by establishing relationships with others. However, it is often the case that some agendas will be lost, which could perhaps have been won, if more persuasive skills were applied. People with a low score for Persuasive are generally very much aware of this, and strongly prefer vocations where selling is not a component. This may be limiting if customer contact is part of the job, or if a career in management is desired. Such people are often 'anti—sales', and feel that there is something dirty or unethical in a persuasive function. Often it is very hard for them to develop persuasive skills because of these feelings, but if they are open minded they might benefit by shifting their attitude to recognise the importance and legitimacy of being persuasive, without compromising personal integrity. In today's workplace there has been a

**trend for executives to be more willing to use persuasion, and a lowering across the other levels, indicating perhaps workplace suspicion or resistance, and a reluctance to use, especially at worker level.**

Meaning Of Your Score:

You probably enjoy good powers of persuasion, and would be willing to influence others to achieve the outcomes you need to be successful in the management role.

POSSIBLE DEVELOPMENT NEEDS – You may need to be aware that because some people can be persuasive for personal gain, other people are suspicious of motives until trust is established. This is now more particularly likely as non-management levels of today's workforce seem to have a growing suspicion of the use of persuasion, and attendant sincerity.

### **Directive – Primary**

Generally following the concepts of Situational Leadership by Hersey and Blanchard, Directive leadership provides information relating to directing, instructing and disciplining others. Hersey and Blanchard's well-accepted theories include that a leader needs to be flexible, and use different leadership styles for different situations. The most effective style would be based on the 'maturity' of the follower to deal with the situation he or she faces. Hersey and Blanchard propose four leadership styles, namely Directive, Coaching, Consulting and Delegating. The first two styles are to do with obtaining results, and tend to be directive in nature, and are appropriate when followers are not competent and therefore need instruction, or are under-performing. The second two styles of Consulting and Delegating are concerned with developing the potential and capabilities of people, and should be used with more mature followers, who have demonstrated competency and willingness for a given situation. Ideally, a manager should be skilled and comfortable across the range of styles, as circumstances will provide them with situations in which each or any leadership style may be required to most effectively deal with followers. This category of Directive leadership therefore provides information consistent with directing behaviours and willingness to address conflict at work. Comments on the other styles of leadership can be found under the factors of Coaching, and Delegating. The Apollo Profile Collaborating factor equates significantly with a Consulting style. It is appropriate to direct people when they are relatively unfamiliar with tasks, or when others can do a task, but are under-performing. These styles are most commonly needed at lower levels of management where managers do have to instruct and correct others and deal directly with under-performance issues. However, use of such leadership from the front with people who have competence and willingness is inappropriate, and may be offensive or patronising. It also makes followers dependent rather than independent, and fails to develop their confidence or competencies, as well as wasting the leader's time by interfering and being involved when not wanted. A moderate score is therefore desirable for most management positions, with high scores indicating over-management, and low scores under-management. A high score may also reflect a problem for sales and non-managerial personnel, because too direct or forceful a style is usually inappropriate for maintaining relationships in those roles.

Meaning Of Your Score:

You would generally be confident leading from the front, and be willing to give directions to positively influence outcomes. This is usually a requirement for frontline managers supervising operative staff, who are likely to have varying degrees of competencies and commitment. Whilst such strong leadership should not often be required at senior management level, the capability to deliver leadership under pressure from other managers, subordinates, and outside forces is desirable.

POSSIBLE DEVELOPMENT NEEDS – If used inappropriately, or too frequently, as a dominant leadership style, leadership from the front can make others dependent rather than independent, and be seen as too domineering. This can stultify the growth and development of others, and create resentment and friction.

### **Delegating – Primary**

Further to the general comments regarding Hersey and Blanchard's Situational Leadership, the Delegative leadership factor is a strong indicator of whether a person is comfortable delegating to others, or 'leading from the rear'. Generally, it is desirable to recognise people's abilities, and to let them do a job in their own way, dependent upon their skills, commitment and capability to produce a satisfactory result. This is particularly necessary in senior and executive management, where the followers usually have demonstrated high competencies and commitment, and can be trusted to do their jobs with a minimum of control, or input from others. The ability for a manager at any level to trust another person to do a job is vital for the growth and development of the other person, plus it frees up a manager by not being involved in inappropriate situations. This 'leadership from the rear' is not prevalent in executives and managers, and usually has to be learnt and practiced to maximise managerial effectiveness. A high score for Delegative leadership is, therefore, desirable for senior and executive management, with scores declining in importance and relevance for workers and sales personnel, for whom leadership is not usually a required work competency. A leader with too high a bias to

## Long Candidate Report

**Delegative leadership is likely to be regarded as too soft and uninvolved.**

Meaning Of Your Score:

You seem to understand the value of delegating and consulting, and willingly assign tasks to others. This enables you to be free to concentrate on the really important tasks, whilst developing the potential of your staff. It is valuable to practice 'leading from the rear' to demonstrate trust in your staff, so that they can gain experience, competence and confidence.

**POSSIBLE DEVELOPMENT NEEDS** – Sometimes willing delegators run the risk of over-delegating, and of not being as involved to the degree that they should be. This may be seen as abdicating or avoiding of responsibilities, or even laziness. Training in situational leadership would be useful if you think that this may apply.

### **Coaching – Secondary**

Further to the general comments regarding Hersey and Blanchard's Situational Leadership, use of a Coaching style of leadership is usually most appropriate at supervisor and lower levels of management to instruct and develop the skills and motivation of others. Whilst there is an increasing requirement for executives and managers in today's organisations 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. As followers mature, it becomes less appropriate to continue to use a coaching style, and consulting and delegating styles become more relevant. However, perhaps because a coaching style has been found effective at lower levels of management, we find that there tends to be an over-reliance on this style in management, which can seem patronising and insincere when used out of place. It may also be partly to do with maintaining control, involvement, and fear of making mistakes. At a senior management or executive level, a more moderate score for Coaching is usually appropriate. People who are low on coaching skills may need to be aware that they could most likely explain things better to other people, as coaching develops others skills and potential. Many people in sales seem to have a preference for this style, which seems appropriate when explanations and presentations are needed for people who may not know much about the products or services.

Meaning Of Your Score:

Your responses indicate that you could coach and develop the skills of others more, and explain more when needed.

**POSSIBLE DEVELOPMENT NEEDS** – There is an increasing requirement for today's manager to be prepared to coach and mentor others. In a frontline management role, it is important that you can coach and develop the competencies and commitment of employees, especially of trainees. You may appear offhand, unconcerned, or uninvolved when sometimes you need to be closer to the situation. Coaching should be used less frequently in middle management or senior management roles as you would be expected to be managing more mature people, with stronger job commitment and knowledge. Training in situational leadership would help you appreciate when coaching is appropriate, and how and when to use it.

## People Orientation

### **Agreeable – Primary**

Studies indicate that the need to be agreeable, or liked and sociable, is very strong for many people. However, in terms of employment classifications, the majority of people with high social needs tend to be among workers, while the management group typically has a more moderate social need. People with a high need to be agreeable are likely to be very concerned with and motivated by relationships, which would extend to relationships in the workplace. They are likely to take pains to avoid conflict, and may be passive and non-assertive in what might otherwise be confrontational circumstances, and like jobs with customer/ people contact. It is important that such people have counter-balancing task orientation, such as ambition, need for achievement, and willingness to take responsibility, otherwise too much time may go into social activities instead of doing the job. People with lower needs to be agreeable are most strongly represented in senior or executive management, and seem to prefer to keep others at a distance, and their business lives and private lives separate. This is an increasing trend for executives today. While this is OK with other people who share this view, people with low needs can come across to others as too business like and unfriendly. People with a moderate score for this category are likely to be well represented in middle management. This is very appropriate, as middle management frequently has to bridge the communication gap between the general workforce and senior management, who may have little concern or contact with the workers. Sales people's visible selling styles are often determined by this factor. A really friendly, relationship-building person would try to be very agreeable, whereas a 'business-like' sales person is likely to have a lower need to be agreeable.

### Meaning Of Your Score:

In most modern work environments, it is becoming increasingly important for managers to be sensitive to the needs and concerns of others at work. You have a need to socialise that would come through at work, and this would help you communicate with others, and get along with a range of personality types. You are likely to be generally supportive of teamwork concepts.

**POSSIBLE DEVELOPMENT NEEDS** – You may sometimes 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. You may need to take care to remember to maintain respect by putting getting results ahead of being liked at work when necessary.

### Teamwork – Secondary

Some people prefer to belong in a team environment while others may prefer a more individualistic situation. In organisations, there is often scope and appropriateness for both roles. This is important to understand considering the strong focus on teamwork concepts in modern organisations. In the daily course of work life, most people find themselves in the dual roles of sometimes being in teams, and sometimes being an individualist. This duality can be a source of conflict and misunderstanding in a sales role. People with a high need to be in a team usually do have a high need to be agreeable, and may also be altruistic. It is important that they have a sense of responsibility, ambition and achievement, otherwise they may be 'social club members' rather than productive members of a group. However, such people are likely to care for the group, be popular and fun to be around, and can provide a channel for communications between members of a team. Where teamwork is a valued component of an organisation culture, it is useful to employ people who prefer to work in team situations. Interestingly today's executive now scores higher than traditionally for teamwork, indicating that they have learnt the value of teams. People with a very low desire to work in a team are not necessarily a problem if the role does not require it, and that person is willing to be collaborative, cooperative and agreeable with other people when needed. However, if that person is strongly competitive, personally ambitious and not concerned with the welfare of others, conflict and friction is likely to result.

### Meaning Of Your Score:

Today's workplace puts more demands on managers 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 a managerial 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 relationship focused to involve more practical members of the team.

### Extraversion – Secondary

Following the well-known concepts of extraversion and introversion as put forward by Jung and others, the Apollo Profile provides a guideline to a person's preference. It is recognised that most people generally have both an introverted and extroverted temperament to their nature, but that one side may be more dominant than the other in certain situations. The Apollo Profile identifies these preferences with work-related questions, and offers guidance to how a person is likely to behave at work, as distinct from private behaviour. About seventy five percent of people have an extrovert preference, with the associated desire for sociability. People with stronger extraversion preferences are likely to get energy through interacting with others, and prefer breadth and multiplicity of relationships. They tend to be externally focused most of the time, capable of thinking on their feet, and willing to express their ideas verbally. People with strong introverted preferences tend to become drained through extended contact with people, and want quiet time to internalise and think about things. They are inclined to be more closed, and be able to concentrate well for prolonged periods. Because they may have little need to express themselves to others, they are often not skilled communicators, and this can create difficulties in forming relationships and understanding. They are likely to prefer intimacy and depth in relationships, and dislike large gatherings of people. Ambiverts are people somewhere in the middle, and have characteristics of both, and can often easily slip from one frame of mind to the other. This is likely to aid in them empathising with managers and workers, and enables them to enjoy and use solitude, as well as be gregarious when required. Studies show that most managers tend toward extraversion, with the trend for today's executives to be quite strongly extroverted. As more introverted people rise in management, their extrovert qualities usually develop. Although perhaps the classic salesperson stereotype is perceived as an extremely outgoing (and probably insincere) personality, many successful salespeople are only slightly extroverted, and outside of work may have strong introvert preferences. Introverted salespeople can be very effective in technical selling where knowledge of detail

**and long-term relationships are complementary.**

Meaning Of Your Score:

You are generally sociable and open, but know when to close the door and concentrate. Whilst you enjoy socialising to a degree, you also need quiet time to think, and even to be on your own. This is in line with many other managers, who are able to establish relationships with a wide range of people for networking purposes, and are also able to sit and concentrate in private. You would be generally open and approachable by staff and willing to listen to concerns. You are likely to be aware of external factors having a bearing on the organisation.

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### **Intimacy – Secondary**

**Intimacy is about a person's need for depth in relationships, and establishing one-to-one relationships. Some people do not believe in getting close to people at work, and resist forming friendships in the workplace. This may be taken as rejection by others, especially if they have a high need for intimacy. Not getting close to people at work is sometimes a conscious decision made by executives and managers, as they wish to avoid being compromised if they have to discipline friends at work. However, the modern workplace recognises that friendships will occur at work, and these can often positively benefit the organisation. However, managers need to be able to put their 'boss' hat on when needed to maintain performance, and place friendships behind the need to get the job done. People with a high need for intimacy really value close relationships, and get emotionally involved with the other person. As a manager, this can lead to difficulties in remaining objective when hard decisions have to be made effecting those friendships, and is likely to colour personnel decisions. People seeking high intimacy can be used by others that are willing to be manipulative, often resulting in feelings of hurt, and subsequently dysfunctional relationships. Ideally, most people can strike a balance between forming friendships in the workplace and remaining objective, and this may assist in accomplishing much that could not have been achieved through formal channels.**

Meaning Of Your Score:

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

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## **Strategic Orientation**

### **Goalsetting – Secondary**

**One definition of success is 'achievement of your goals.' People with goals tend to work towards a clearly defined end purpose. Because of this sense of purpose, it is easier for them to be focused, and to have plans and milestones for achievement of the incremental steps that contribute to overall success. Most sales organisations recognise the importance of having clear goals, often translating to personal targets for sales personnel. People who score highly in goal-setting tend to think in terms of goals and outcomes, and find prioritising easier because of this. They are also likely to make use of written goals and plans that can be shared with others, reducing ambiguity and increasing clarity of aims. At the general workforce level it is also desirable to have goals, but as these may be established by management, (hopefully in consultation with the performers of the tasks), strong emphasis on personal goal-setting is often of less relevance to work performance for non-managers. People with a low score for goal-setting may be uncertain as to where they are headed, be more easily distracted, and lose sight of end objectives. They are less likely to recognise the value of having clear goals, and may have no aims beyond the survival and social goals common in our society. Many people do not regularly think through their goals, and tend to be intuitive, or to think on their feet rather than commit a plan to paper. The methodology of goal-setting and Management by Objectives is commonly available through books and training programs, and usually only requires recognition of the value of goal-setting and some self discipline to apply.**

Meaning Of Your Score:

Whilst you probably generally understand the value of having goals, you would probably benefit by investing more time and effort into consciously setting down the important things you want to achieve at work.

**POSSIBLE DEVELOPMENT NEEDS** – There is a possibility that you could be reactive, not work to clearly defined goals, and fail to be focused. Formal goal setting, and having targets, milestones and deadlines, aid in prioritising tasks and issues, and in giving clarity to subordinates. In a strongly commercial or competitive environment, it is particularly important to be able to quantify priorities and achievements. Training in

goal-setting, management-by-objectives, and the use of action plans may be beneficial.

### **Innovation – Primary**

The quality of innovation has been found to be of increasing importance in today's organisations. At operative level, the pace of change is fast, and staff is increasingly being empowered to use initiative to solve their own problems. At management level, an ability to be flexible and innovate rather than follow the pack, or apply traditional solutions, is sought so that future corporate advantages can be secured. However, some roles and positions require little in the form of innovation. Instead, conscientiousness, reliability and an ability to deal with routine may be preferred characteristics. People with a very high need to be innovative must have the opportunity to do so, or suffer frustration, and seek other outlets for their creativity. The form their innovation takes is likely to be associated with whether they tend to be more introspective or extrospective. Introspective people are likely to be involved in 'back-room' research and development work, most probably of a highly technical or expert nature, while more extroverted people are likely to be much more visible, and may even be regarded as a little eccentric when taken to the extreme. People with a moderate to high need for innovation are usually valuable in management and sales, and can come up with ideas and strategies that can contribute to future growth and development. They like variety in their work, and are flexible in looking at most issues. People who have a low preference for innovative work are needed in many jobs in organisations, particularly jobs that by nature are repetitive or routine, and provide little scope for original thinking. There has been a decrease in scores for innovation in sales roles, indicating perhaps the prevalence of more 'canned' presentations and structured operations.

#### Meaning Of Your Score:

In today's organisations the pace of change and need for innovation is becoming paramount, particularly if competitive advantage is sought in the marketplace. It is important for you to have opportunities to be creative, and to develop your many ideas, and as a manager you are likely to become bored when not involved in innovative activities. You are likely to be future orientated, and if also extrospective, probably visionary. If more introspective you are likely to be engrossed in research and development.

**POSSIBLE DEVELOPMENT NEEDS** – You may need to be careful that you do not become so absorbed in future possibilities that you fail to respond fully to the realities of today. You may tend to jump from task to task, or even job to job, without finishing, or obtaining full return on resources invested. You could benefit by working with people who can develop and complete good ideas. There is a possibility that you tend to be absent minded, and may overlook detail that is important. Because of your zeal for change for a better future, care may need to be taken not to implement change for change sake, and to allow others time to deal with the pace of change.

### **Proactive – Primary**

In the Apollo Profile, a high score indicates planning and being proactive, whereas a low score indicates an emphasis on 'doing', and a tendency to be reactive. Being proactive is to plan things in advance, so that situations are more under control, and there are fewer unforeseen consequences to deal with. People identified at an early age as having a tendency to be proactive usually do better than average for their peer group. It is important for executives and most managers to have thought through their plans well before putting them into action. Planning and being analytical generally combine to make a strategic contribution to an organisation's future, especially if a person is also innovative. For those vocations requiring planning it is complementary to have a high preference for proactivity. Middle managers frequently have an appropriate moderate score, which indicates they may need to balance planning with doing in their daily routine. For workers and, to some extent, supervisors, emphasis is on productivity – doing the job, rather than sitting around thinking about it – so a tendency to action is appropriate. The sales role is interesting, because both proactive and reactive salespeople can be successful. The proactive salesperson 'plans the work and works the plan', and the emphasis may be on making quality calls with a high likelihood of success. A high score may be a sign of a salesperson that tries to work smarter rather than harder. Conversely, the action oriented salesperson with a low score is likely to be energetic and rush around, with little planning with the emphasis on quantity, converting only a fraction of calls to sales, but ending up with about the same result as the proactive salesperson. However contemporary researchers have 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 managers and executives 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, and the nature of loosely coupled networked relationships that are very different from traditional organisation structures. Notwithstanding, it remains important for executives and managers to plan ahead, to foresee problems, and to consider the alternatives and consequences of actions in advance.

## Long Candidate Report

### Meaning Of Your Score:

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 manager likely to be faced with more short-term objectives, and under pressure to cope with more complexity and ambiguity, faster speed of change, and increased unpredictability, that is very different from traditionally. Notwithstanding, it is important for managers to plan ahead, to foresee problems, and to consider the alternatives and consequences of actions in advance. One of the important factors contributing to managerial success is a propensity to plan ahead, to foresee problems, and to consider the alternatives and consequences of actions in advance. You share this viewpoint, and would tend to be a proactive manager, and be likely to make a strategic contribution.

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### Analysing – Primary

The abilities to be analytical and to solve problems, are increasingly being recognised as vital attributes for executives and managers of today's organisations that have to deal with complexity and fast changing situations, many of which are beyond direct control. Additionally, in our technological and regulated society, there are intrinsic, multiple layered, and often hidden complexities surrounding the consequences of workplace decisions. Numerous technical and professional non-managerial duties also require the application of analytical skills, and a strong score in Analytical indicates a preference for this type of work, but does not provide data concerning intelligence, or competency for that work. Somewhat perplexingly, it has been observed that occasionally candidates with a history of being analytical, or working successfully in analytical roles, (for example science, and information technology) only have a moderate score for Analysing. This may reflect a work preference not to have to be involved with highly analytical tasks, rather than a competency to deal with analytical tasks. People with a low interest in being analytical usually seek to avoid jobs where analytical aptitude is needed, and often rely on instinctive or intuitive ways to approach problems. They may not give adequate logical consideration to situations, especially if little planning is done. In a sales capacity, generally speaking, the lower level scores are more suitable for basic sales and customer service work, whereas high scores are usually an indication of a person's ability to handle higher level selling of complex products and solutions.

### Meaning Of Your Score:

Today's organisations and their operating environments are becoming increasingly complex, and it is evident that managers need the analytical capacity to deal with this.

POSSIBLE DEVELOPMENT NEEDS – Whilst you have a similar preference for problem solving and being analytical as many other managers, it may be useful to recognise that the most successful managers 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 effort in analytical functions where appropriate.

## Values

### Altruism – Secondary

Altruism is concern and caring for the welfare of others, unselfishness. Some industries, roles and professions are specifically involved in helping other people, and it is frequently that aspect which attracts some people to them. People with a high desire to be altruistic are usually prepared to give of themselves and their time for the good of others. However, they may be too caring and compassionate for a situation, and can get emotionally involved to a degree where objectivity becomes lost. They may support lost causes and the underdog, and be passionate about taking up causes. In many organisation settings these sentiments may be seen as unrealistic, and become a source of friction with others, who don't share the same views to an equal degree. Such people may be likely to resign over matters of principle, and care needs to be taken to make decisions with the head as well as the heart. People with a moderate need to be altruistic seem to be able to demonstrate concern for others, but also to remain objective. They would normally be willing to help and support others at work, but at the same time be conscious of their own needs. In the helping professions they tend to be able to work on cases, rather than in cases, and can retain an appropriate emotional distance. People with low altruism are often self-contained, and may believe that everybody has to look after their own needs in this world. However, there is a risk that people with low altruism can be so unconcerned with the welfare of others that they only care about themselves, and become self-serving to the cost of others. At management level there could therefore be a lack of sensitivity or concern for the impact of their decisions on other people. Altruism often has an influence on the choice of industry and organisation sales people want to work in. Altruistic people tend to see selling as helping, and derive satisfaction from this. Conversely, some sales organisations may operate in a hard environment where altruistic feelings are not appropriate.

## Long Candidate Report

### Meaning Of Your Score:

You may consciously tend to keep a little distance between yourself and other people's problems at work, as you probably do not regard the workplace as an appropriate forum for caring and emotional interaction.

**POSSIBLE DEVELOPMENT NEEDS** – Whilst you can probably make the hard decisions regarding personnel issues easier than most, it may be useful as a manager to consider more deeply the effects of your decisions on other people.

### Trust – Secondary

A person's preferences for trust and openness at work are determined by past experience, personal values, and the current work climate. This factor can give some insight into a person's need for trust and openness at work. People with a very high score are likely to be very trusting, and often also altruistic, and would need to take care that they are not exploited or deceived by others who do not value trust as highly. Some such people can find their judgment coloured by how much they trust another person. People with high needs for trust and openness are likely to leave an organisation on a matter of principle if they feel that trust has been betrayed. People with a mid-range score fall within the normal distribution of responses, and are generally willing to be trusting, but others may have to earn that trust first. People with low scores for trust and openness may not readily accept things at face value, and are likely to want agreements in writing rather than rely on a spirit of agreement. Such people may well prefer expedience, rather than allowing for the needs of others, and can probably be hard nosed in negotiations. In extreme cases, some people may be excessively distrusting and cynical, and very willing to manipulate for personal gain. Interestingly, there has been an observable increase in the importance of trust for most people in today's workplace

### Meaning Of Your Score:

Trust and openness has emerged as quite an important issue for many in today's workforce. 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.

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### Loyalty – Secondary

This factor is provided to give some insight into a person's attitude to loyalty at work. A person with a high score is likely to place great value on loyalty, and ideally to require it from the organisation. They may tend to become emotionally involved with the organisation and its activities, and have a need to feel proud of the organisation that they work for. Because of these high ideals, such people can prove troublesome, and unexpectedly leave an organisation when their ideals are not met. This is likely to be particularly so if other Values also tend to be high. People with a mid-range score usually see loyalty as a two way street, and would normally return an organisation's loyalty. Similarly, if it is perceived that an organisation is not doing the right thing by their standards, it is likely that they would be dissatisfied. People with a low score tend to believe that loyalty is not a relevant factor for them in the workplace today. Employment is most probably seen as a work contract, and as a necessary means to an end. Such people are usually willing to honour their end of that contract, and are not necessarily disloyal. However, if excessive self-interest prevails, a 'what's in it for me' mentality may sometimes be evident. Generally speaking, loyalty is less of an issue to executives and Call Centre sales people than it is to the rest of the workforce.

### Meaning Of Your Score:

You have a normal score for this category, 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.

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### Conforming – Secondary

This factor has different meaning at each end of the scale. A low score equates with being pragmatic, a high score equates with conforming to society values. The Oxford dictionary defines pragmatic as 'treating things from a practical point of view'. Conformity represents the opposite end of the same scale, and is defined in the Oxford dictionary as 'comply with rules or general custom'. Ideally for most organisations, people will have a reasonable willingness to conform to the views of society, but be sensibly pragmatic at work without transgressing important society values. People with a high need to conform to the views of society may have a commendable and conservative outlook, but on the other hand if inflexible views of rights and wrongs are held, it can lead to unnecessary friction, when perhaps unrealistic expectations are not met. There is also a risk that they

will appear hypocritical if they do not live up to standards that they set for others. People with a strongly pragmatic score are likely to place expediency at work ahead of personal values. They may think that work is after all only a game, and that achieving personal gains and ambitions are more important than how they appear to other people. In extreme cases if some people are strongly motivated by self-interest, they may be willing to go beyond accepted boundaries to achieve their own ends.

Meaning Of Your Score:

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.

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## Workplace Management

### Conscientious – Secondary

'Conscientious' in the Apollo Profile consists of responses to a large number of questions generally relating to persistence, concern for detail, need for structure, multi-tasking, and being careful. It is necessary at the outset to explain that this is one of those factors where executive management and the general workforce are at opposite ends of the scale, which is appropriate given the difference in the roles to be performed at those levels. Supervisors and middle management often score somewhere in the middle, which again is mostly appropriate for the level of conscientiousness attached to the role. A high score therefore means that a person values the aforementioned qualities, which is particularly relevant to support staff and others at the general workforce level. However, such people are likely to be uncomfortable making decisions not covered by rules and regulations, and are likely to refer contentious matters up the line rather than take a risk and decide themselves. Although a high score for conscientiousness does imply that a person is indeed conscientious, a low score does not mean that a person is not conscientious, in the normal meaning of the word. It indicates that a person has a low need for detail, structure, rules and regulations at work, and may frequently do things in an unorthodox way, if it is believed a better or quicker result will be achieved. This is generally consistent with appropriate executive and senior management performance. Such people are often good at the big picture, and may be delegators and champions for reform. In a sales capacity, a leaning toward attention to detail and self-organisation is beneficial, but any score for this category can be effective in selling. This merely becomes reflected in the salesperson's work habits.

Meaning Of Your Score:

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 managerial 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. You may need to be more persistent with work, especially non-preferred tasks, and benefit from strong support-staff backup. 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. In a supervisory role, you would have to be very careful to make sure you adhere to proper practices, and quality controls.

### Detail – Secondary

Some jobs and professions require a high level of attention to detail because of the high importance of the consequences. For example, disciplines such as engineering, medicine, law, accounting and numerous other activities provide imperatives to get things right. Additionally, workers, support staff, or technical specialists who may not have managerial responsibilities perform much of the detail work in organisations. Sometimes people strongly prefer to give high attention to detail through fear and concern of making mistakes. This characteristic is likely to be magnified if a person is security conscious, highly analytical, or a slow decision-maker. However, at senior management and executive level, it is usually more important to have a grasp of the big picture, and to be willing to take sensible risks and delegate appropriate detail to others. To not do so is to expend valuable time and effort on matters that can be adequately attended to by others, and leads to stress and poor prioritising, as more effort may be spent on a job than is justified by the outcome. One of the most common areas of difficulty for professionals and technical experts in making the management crossover is experienced through their training, and desire to give high attention to detail. While giving high attention to detail may have paid off in academia, or as a technical specialist, a new way of thinking and operating becomes necessary to deal effectively with multiple tasks and strategic corporate issues. Learning to let go of detail, and entrust others to deal with

**important detail, is an aspect that many new and experienced managers are uncomfortable with, but which must be done if a manager is to maximise his or her effectiveness. Salespeople with either high or low need for detail may be successful, and this facet will be visible in their work style.**

Meaning Of Your Score:

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 and complexity of demands in today's workplace requires operatives to be more highly self-organised than in the past. All levels seem to now be more highly self-organised than earlier studies, with executives and managers particularly scoring higher than traditionally. This may reflect the prevalence of more electronic personal organisers/computerised time management systems and autonomous work roles, and that executives and managers now have to be responsible for self-organisation, rather than delegating to personal assistants. The best performers can separate the important from the unimportant, the urgent from the non-urgent. A considerable lack of self-organisation may result in chaos, broken commitments, lack of preparation, oversights, mistakes and under-performance. Some roles, and especially professions, do seem to benefit from working in a highly self-organised and structured way; for example, law and engineering, some salespeople, and most administrative support positions. However, when acting in a managerial capacity, it is necessary to be able to differentiate between being effective, rather than efficient, and to be only as self-organised as it takes to get priorities right and get the job done. Otherwise excessive rigidity and time wasting may result.**

Meaning Of Your Score:

The multiplicity of demands in today's workplace requires managers to be more highly self-organised than in the past. You place high value on being organised, as do many other successful managers.

POSSIBLE DEVELOPMENT NEEDS – You hopefully place more priority on getting the job done than on merely being organised and tidy.