

Sample Personality Report for John Smith

Report name: Coaching Pro - Career Development

For John Smith

This is your personality report John Smith based on the answers provided in the personality questionnaire you completed.

How To Use This Report

This report goes into a lot of detail and is over 7,000 words long. However, what you will not find included is a list of job titles. There are several reasons for this;

The sheer diversity of thousands of job titles, makes this an impossible task and the fact is, that someone with your personality type John would do well in hundreds of different roles.

The analysis looks exclusively at your personality type and takes no consideration of your work experience or qualifications.

And finally, you must remember that job titles are marketing devices to promote jobs, so they can be misleading. Job titles are very blunt instruments and insufficient when trying to decide your career direction. However, you will read about the kind of work environment you will thrive in.

What Is Personality Psychology

The questionnaire you completed, along with its associated algorithm has calculated your personality type. Your personality type sits somewhere on the spectrum of personality. This is visually depicted on the PeopleMaps Map.

The PeopleMaps System does not use labels, as we find these to be pejorative and misleading. So instead we use the Map. Use this as a communication reference. There is not need for you to try and interpret the Map. Everything about your personality within the context of your career, is described in plain English below.

The PeopleMaps System has been tried and tested for over fifteen years and over a million people have completed a PeopleMaps assessment.

Please speak to your coach about the psychology underpinning PeopleMaps if you wish a deeper understanding.

Important Notes

There are no good or bad personality types. When looking at your career, you should be aiming to match your work to your personality and do things that come naturally to you, rather than squeeze a square peg into a round hole.

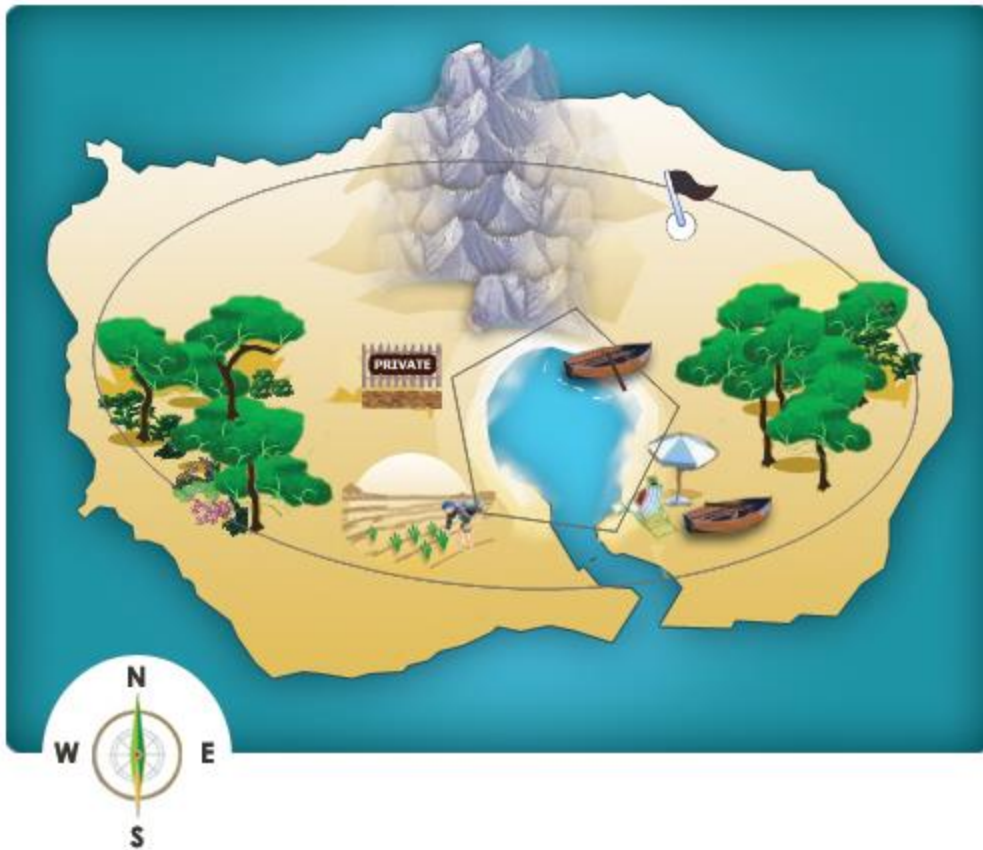
Your personality rarely changes over a lifetime. You are not setting out to "improve" your personality. Instead you are trying to develop a deeper understanding of it and to manage your world more in accordance with it.

And finally, your personality affects almost everything you say, think and do. It certainly affects your career. There are people from across the entire personality spectrum enjoying great career success. There are no personality types more prone to career success than any other. Your career success will come from matching your career with your personality and having them work in harmony.

Your PeopleMaps Personality Map John

Below is your PeopleMaps Personality Map. If you look carefully you will see a small flag. This indicates where you reside on the PeopleMaps Personality Spectrum.

Your coach may find it helpful if you let them know where you reside on the Map.





Your personality John

You are a very determined personality and it is almost automatic for you to be organised.

You tend to deal impersonally with issues, preferably with facts based on evidence to support them.

You are a hard worker who stays with a task until completion.

Your ideal is that everyone gets on with their life and don't impinge too much on your time.

You have no tolerance for injustice and being a strong minded person you will tackle this wherever you find it.

You do not willingly engage with others in social chit chat and this makes you very hard to get close to.

You make a solid friend although even some long term friends would agree that you can be difficult to get to know

You are seen as a capable, competent, individual not likely to be challenged by others.

What you need to watch out for

You make decisions on time and within the limits of your authority. This is an automatic process for you.

You have a keen ability to complete any task, in doing so you may overlook your own and others' feelings.

You adjust quickly to change yet do not like change for change's sake. You want to know that any change will be for the better.

You will play by the rules when they make sense. If you decide that they do you will ensure others comply too.

What motivates you

You are a self-determined person with a great need to be in control of your own agenda. You actively dislike and resist having to depend on others. As a self-starter you are internally motivated to do whatever you put your mind to and more generally you are motivated to succeed.

Positive

To get the best from you it is advisable to discuss 'the reasons why' of any activity required from you. If you can set the parameters and understand the reporting structure, and what deadlines have to be met you can then be left to tackle whatever you have been tasked to do.

Freedom to act is a good motivator as is getting tangible results. You are driven by the bottom line, what's expected of you is exactly what you go after.

Negative

The thing that would be demotivating would be to have to spend your life sitting on your hands waiting on superiors deciding what work you could be allowed to tackle. You are inclined to charge on regardless and work out your own answers to challenges. You may never stop to consider that the job could be easier and quicker and that you could benefit from the input of others. You seem to hold the view that this could be seen as defeatist. You are not a miracle worker and others can bring different skills to the party, which in turn could motivate you to focus on your own areas of expertise and gain greater satisfaction from accomplishing the task.

How you motivate others

You lead from the front, show them the example of you getting down to hard graft and then give them the freedom to do the same. This provides a good role model however it may not be the best way to motivate others. People are driven by different values and these might not be to include hard work and independence. To be a really effective motivator of others it would be better for you to discuss with them their values. You could then try to tap into these, for example, if they valued extra time with their families, you could look at motivating them to work harder for shorter hours and thus be able to achieve what motivates them.

Questions you may want to ask

You would need to identify how much of your time and hands-on effort was going to be required from you in motivating others. You are not really keen on being diverted from your bottom-line focus and

won't spare too much time to motivate others. You expect them to be like you and get on with it, which might not be the case.

Decisions you may need to make

If your success in this position is going to depend mainly on you getting results from the team then it is going to be more about their efforts than yours. Your role will be to motivate and support the team. You have to ask yourself what fulfilment you would get from such a position.

Key strengths and John

Decisive

Objective

Fast paced

Practical

Logical

John is a hard worker who deals with facts and easily identifies key sources of evidence to enable him to make decisions on time and within the limits of his authority.

Being able to analyse evidence objectively enables him to work confidently and quickly, to achieve positive results.

Consultant's comments

John's greatest strengths are his ability to focus, work doggedly through to completion and refuse to be distracted by social activities.

Areas of Challenge and John

Reflection

Appreciation

Feelings

Values

Due to his focus on facts and logic John may overlook his own and others' feelings.

Consultant's comments

His fast pace may mean that he does not reflect sufficiently before leaping into action.

Work Environment Overview for John

Your ideal work environment

Different people thrive in different work environments. The key to landing your ideal job is to place yourself in an environment that is compatible with your core personality.

You can become bored with routine tasks so it would be wiser for you to have a fast paced ever changing environment.

You don't want to be bogged down in too much routine even if in the short term you could perform really well with this, it would not take much for you to up sticks and move onto something more exciting.

The danger is that if you are performing well in a particular job you will be kept in this role. There's a balancing act for you in any new job.

Do the work well enough for them to be impressed yet make sure you do not get stuck with a task that in the longer term will not keep your attention. You need variety and something that challenges.

Environments to be avoided

Any slow or repetitive work environment is one that you should avoid.

The same would be true of a work environment that had close supervision. Someone standing over you would drive you mad.

You need to find an environment that will provide some autonomy.

Questions you may want to ask

You would have to ask what the reporting structure was. This question will help you identify if you could cope in the environment.

Some organisations still have hierarchical systems where a good number of people have to be consulted before action is taken.

If you discovered that the job under consideration was from an organisation with a great many layers in the hierarchy, you would need to consider your position very carefully.

You do not enjoy waiting on the powers that be reaching decisions that eventually could work their way back down to you.

Decisions you may need to make

When seeking a new career John, you have the opportunity of identifying one that you will be able to enjoy.

For this to happen you need the environment to be one where you can thrive. You may have to make some painful decisions about roles if the environment sounds to be inhibiting to you.

You work best with some autonomy, it doesn't need to be total however you won't last long if you find the environment stifling.

A number of people think they will manage, or they will change the environment. This is unlikely to happen and as a realist, you need to be prepared to walk away if you identify a very organised structured hierarchy that provides very little in the way of individual freedom for doing the job.

Your Line Manager

You need to have a boss that you can respect. They need to be extremely competent and probably a lot like you.

They will be driven and hard working. You prefer a boss who also respects you.

This is a tall order as you have very high standards and expect a lot from yourself and others. Many of your complaints in previous jobs could have been related to having a boss that you fundamentally didn't respect.

Your ideal boss John, will recognise your need for autonomy and will not micromanage you.

In fact your ideal boss will be very scarce indeed, largely leaving you alone to get on with things.

Your worst nightmare boss

A boss who is more interested in how everyone feels about things is likely to annoy you as you aren't looking for a pal. A boss that dithers and is unsure of self will be very difficult for you to work with.

Equally you need autonomy so a boss that was into micro management, checking everything you do, as you do it, it likely to see you running for the exit.

Questions you could ask yourself or perhaps at an interview to help you identify if this is likely to be your ideal boss?

More often than not your "new boss" will be the person who is carrying out the interview. Try and get a feel as to what autonomy he or she gives others. Ask what their view is on employee's autonomy.

You should get a feel whether they are micro managers, or so vague you never know where you stand.

Decision you may need to face

Are you going to settle for working for a boss that you now know you are not going to get along with? Let's be honest you are not going to suffer quietly. Playing politics is not your thing. You will find it increasingly stressful.

Prefers a manager who asks their opinion



Prefers a very hands off line manager



Prefers a line manager that works closely with them



Prefers a manager that takes action and moves quickly



Prefers a manager that takes time to explain things in detail



Prefers a manager that doesn't regularly change the plan at short notice



Prefers a manager who is decisive



Prefers that their line manager cares about them as a person



Your Colleagues

The team dynamic is very important and has huge influence on whether we enjoy our work or not. If you don't get a chance to meet the team you need to find out something about them.

When you work well with others

You prefer to be running the team than to be part of it. It may be that you need to start as part of team but you need to know if there is an opportunity for you to be promoted and run your own team. That having been said, you can make a valuable contribution to any team and team members will appreciate your task orientation and that you always do more than your fair share of the work.

When you don't work well with others

You will not suffer fools. If there are members on your team not pulling their weight or that you find to be incompetent then you will soon tell them. You demand high standards of yourself and you demand no less of everyone else.

Your subordinates

There is a good chance that you will have people to manage; now or in the near future. Understanding your own preferred management style is essential as you will not be comfortable trying to use a style that isn't in harmony with your core personality.

How you prefer to manage

You are very direct and expect a lot from your staff. You can be blunt and your focus is always more on task than on how people feel about things. You could upset people in your bid to get the job done and not be aware of it.

Questions you may want to ask re your colleagues

From your first interview you need to be talking about the promotional path. How quickly can you expect to be promoted? If the company can't answer the question and it becomes clear from your discussion that promotion is not in their heads then you may have a problem. If it's the right company they will be delighted to have you ask questions about promotion. If they don't like the question then chances are it's the wrong company for you.

Decisions you may need to make

If there is not obvious, fast promotion think how long you would be able to suffer it? Years, months, weeks? You need to have plenty of room above you with opportunity to rapidly progress through the company. If the job doesn't offer you that then you will move elsewhere.

Willingness to say "no" to a request from a colleague



Prefers their work environment to be free from gossip and cliques



Prefers a warm and friendly work environment



Pressure

What pressures you.

You thrive on pressure so much that you would create pressure if none existed. You need deadlines and challenges to feel alive. You can revel in the pressure as it makes you feel valuable and important and that's not a bad thing. You need to watch that it doesn't turn to stress. The chances are you will be the last to recognise if pressure is turning into stress.

It's a thin line, and when you live with pressure, day in day out you don't notice when it starts having a negative effect on your performance and your health. When you feel tense and short-tempered with people that would probably be a good time to take a short break.

How you cope.

You treat pressure as an adrenalin rush that helps you to get the job done on time, leaving you free to get onto the next interesting thing.. Your boiling point is much higher than that of most people so you can cope with a lot before you get to the stress stage.

Questions you may want to ask

What are the most likely pressure points within this organisation. Are there tight deadlines to be met constantly

Decisions you may need to make

You're trying to work out if there is an upbeat take in the organisation. You don't want reassured that there is no pressure in this job. You need some pressure as it gets your adrenalin going .

Likelihood of stress occurring if they have little or no autonomy.



Likelihood of stress occurring if they are working alone for long periods of time.



Likelihood of stress occurring if their plans are changed at short notice.



Your communications style

How you like your boss to communicate with you

You like your boss to give you clear and concise project requests then leave you to get on with it. Short verbal instructions or better still a quick email. What you don't like are lots of fruitless meetings, where there is lots of talking and little done. You tend to have fairly abrupt conversations if they come in the middle of a task that you want to devote your whole efforts to. Being disturbed, whether it is by a boss, or any other person, you find irritating. you tend to concentrate on the task and don't really want to spend time talking about it or even worse having to discuss something that is not related and currently not high on your agenda.

You also like to report to your boss in an equally succinct manner. If you have to write long reports, which you feel are unnecessary then you will soon become frustrated and bored. If your boss is happy to get an a email with some bullet points from you then that's right up your street. You enjoy working with email as it is quick and does not distract you, also you tend to keep them so that you have a record of what was required and can refer to this at a future date.

How you like to communicate with co-workers

You prefer to be doing the telling, and for them to do the listening. Other than that you prefer them to keep out your way while you get your job done. You do become irritated if you feel people are talking all around issues and not seeming to be doing any work.

How you like to communicate with subordinates

Direct and to the point. Most meetings will be standing up. You demand a lot however you also treat subordinates with respect and believe that everyone is capable of doing great things if they only put their mind to it.. You are also aware that you may have to depend on others to deliver some parts of the job that you find either difficult or tedious and therefore need to ensure good working relationships with them.

How you like to communicate with the public

You are pragmatic, doggedly determined and get through more work than most people in each day. You hate wasting time and this is what you need to guard against when dealing with the public. If you feel someone is wasting your time you are likely to let your feelings be known. If your dealings are going to enable you to understand better what needs to be done to improve a situation to the benefit of a customer then you will be more open to spending time with the person who seems to want to work with you towards this end. You are not so good when you have to appease members of the public. You would be only too aware that other colleagues have a better approach in this regard than you.

Questions you may want to ask

You should check out these aspects at interview. You could ask how much contact you had with colleagues, was there an emphasis placed on team working and how much time you would need to give to team meetings. At what point would you be expected to come into contact with the public. Would this be in a customer care capacity or an information gathering or imparting role.

Decisions you may need to make

Every job has some aspect where compromises must be made and you will want to know to what extent you would need to compromise to succeed in the role. By asking these questions at interview you would not only show interest in the job, you would also be identifying where you could fit best and if you would be able to play to your strengths. If you felt that you would not have a great deal of opportunity to play to your strengths then you really would need to decide if the roles was going to be a suitable one for your abilities.

Administration and You

You are a good administrator John, as you like to record things, and a good administration system is helpful when you want to speed up your work. You do not like repetition and with a good system it

should be easy for you to identify where you can find something that has been done before, thus saving time and effort,

You recognise that a good administration system would include inventory management to support your activity. As you get bored easily, you will not want to do the repetitive record keeping. You would want to discuss what the needs are from an administration system, what it might look like and how it was going to be achieved.

You want first class administration systems and are capable of creating them but maintaining them over any period of time is not where your best efforts should be applied. This is one area where you will be the first to admit you are looking for help. You do not need to become personally involved in undertaking administrative tasks but you do need to fully understand what's required and how it can be sourced.

Making presentations to groups.

Your confidence comes across when communicating with groups.

You have learned to deliver effective formal presentations. You find the process enjoyable, provided you have been able to prepare well in advance.

You like to be given advance notice of any presentation and a good brief, on what exactly has to be covered, together with the outcomes that are expected, from your presentation.

You may be less effective when presenting informally to smaller groups, as you may not take sufficient time to explain, as clearly as is required, the points that you make.

You are a quick study and assume that others will also be able to grasp facts as quickly as you do.

You would rather deliver a lively interesting, according to your tastes, presentation, than technical information.

You exude confidence and have no difficulty presenting. Taking some time to check your audience's understanding of what you have presented, might prove challenging, however, could improve your efforts.

You should be aware that checking back occasionally to ensure that everyone was understanding the message, would improve your efforts. When this is the case, surely it would be worth giving this a go.

Questions you may want to ask

Ask whether this is a major part of the role and if presentations would be made to large or small groups.

Decisions you may need to make

This is unlikely to be a deal-breaker for you, as you will adjust and master whatever brief you are given.

Customer Focus and John

We all care about our customers in varying degrees and in different ways. Customer focus is important as when you are in contact with a customer, you are the ambassador for the company and possibly the only contact the company has with its customer base.

John you think rationally and expect others to do the same. You do not believe in indulging some customers with a more personal service. Your goal is to deliver first class quality, end of story.

Where this works well

John, your approach will work well with customers, who want someone to sound competent rather than gushing. Customers who share a similar personality to your own will really appreciate your professional, no nonsense approach.

Where it could be challenging

You need to be aware of the fact that not everyone appreciates such a direct approach. By working on a range of approaches, you will be able to appeal to a greater number of customers. There are some customers who respond better if you assuage their hurt feelings, even if you do not resolve their problems.

Possible Areas for Development and Training

Personality is a major factor when dealing with customers, however, there is no one personality style that works for everyone. John you have a strong bottom line focus and may seek results without building any ongoing rapport. It really depends on the needs of each organisation whether this approach will suit, however by developing a more flexible approach you might still meet the needs of the organisation, and a wider range of customers.

Work with your manager to find ways of winning over customers who have a different personality type from you. Customers who are:-

More needy

Get slowly to the point

Are more emotional

Remember it's not about changing your personality, it's about developing your mastery of it. You want to be more effective with a wider pool of personality types. The characteristics listed above are the ones you need to work hard at devising strategies that should help you with this aspect of your development.

For some people it is not enough to solve their problem they may also need to know that you care. If you took a little more time in building a relationship with them, they would truly believe that you had their interests at heart. They would recognise that you did not just see them as someone with a problem to be fixed.

Team Working

John, you would prefer not to have to build and support a team. You work best under your own steam, yet you do recognise that you demand a good deal of assistance from others, and to this extent the team can prove really useful.

You are a hard task master and if you are working hard, you will only thrive in a team, if the rest are working equally hard too.

You are not a natural team player and have a tendency to drive your team too hard. It is unlikely you will be able to build significant successes, without involving others, which means you really do have to start thinking about how you can get the most from a team.

You do manage to galvanise the team into action and when you are around they spend less time in discussions. They know that you are interested in results and in what way actions will impact on the bottom line, hence they focus their attention where you want it to be.

All of this is good for productivity, however, there is a down side to your methods. Although you drive the team too hard, this is no harder than you drive yourself.

The challenge for you, is in recognising that this is not the best way to motivate the team. It works for you but could be counter-productive to them.

Because you are hard driven and the team can see that you intend to do as much, if not more work than they do, you gain their respect. What you need to develop is your respect for the team.

You have an innate belief in your own abilities however you are less enamoured with the abilities of others. Not everyone does things in your style, however, they may be equally effective. You will not know the reality of this until you try.

You like the freedom to do things your way, perhaps you need to try a bit harder to, not only give the same freedom to others, but also to trust, that by allowing them to do things their way, they can succeed and make a real contribution to the bottom line.

Cooperates well with colleagues



Prefers when everything is a team effort



Prefers to work alone



Prefers that decisions are reached by consensus



How does the company make decisions

Dictates.

While it is OK for you to dictate you do not respond well when someone else does, therefore a company that dictates which way something should be done may not be the best place for you to thrive.

Democratic.

You like to think that you are democratic, and would appreciate a democratic environment when you wanted to put forward your ideas and suggestions. To an extent, this would work well for you. If your ideas were constantly shot down you might find democracy not really to your liking.

Committee.

Committees are not really your thing and if they turned into a talking shop and no decisions were ever reached you would go mad. There isn't a label for dictatorship, however, you are often best off when there's a dictatorship. You like to know exactly what has to be done and left to get on with it. You are very happy to tell others the way you want things done and willingly leave them to get on with them.

Questions you may want to ask

You need to ask if you, as an individual employee, has a role in making any company decisions. Who decides the policy, the methods of working and the reporting structure. These are all questions that you really should ask.

Decisions you may need to make

You are really trying to identify if you can be part of the decision-making process. You want to have a say in your future and within an organisation, it is very important for you to be able to ask open questions and be included in some of the decisions, especially those that affect you.

Organising

Self

You are a naturally well-organised person, indeed it is natural for you to organise everyone and everything around you, whether this is what others want or not. You tend to think on paper and will write down a list of what's to be done and then tackle this in a systematic fashion.

Positives

Being in control of your environment is important to you so it stands to reason that you will organise as much of it as you possibly can. You act quickly and even as you are acting you are planning and organising events.

You organise what you will be doing for the day, week; how you will do it and why. You tend to also organise everyone who may impact on your activities. You never work to the credo that it will be 'all right on the night!'

Once any activity comes within your orbit you will ensure that you are organised to cope.

Negatives

You may just block opportunities to do other things if you are so rigidly organised it becomes difficult to change. It may be because you act swiftly that you feel the strong need to organise. It could be beneficial to slow occasionally.

Is it possible there could be other better ways of doing things than the way you organise situations? Does it ever occur to you that others may resent you organising them? Letting it all hang out and

going with the flow will never be easy for you to do, however if something is not greatly important this may be a good thing for you to do! It's good to be organised however it can be liberating to respond as the situation arises rather than always being ready in advance.

It's difficult to change the habits of a lifetime and if any of your organisational skills are learned they will only reinforce the natural need you have to be organised and for organising others. You leave little to chance and seem to think that you have a good idea of what the right thing to do is and just get on with doing it.

Other people may be more relaxed in their approach to tasks, yet they get there just the same. It may not be the same way that you do it, however, it is their way and they could just feel more comfortable organising or not to complete a task. The world will not fall apart if you relax for a short time, in fact life could be more interesting!

Time management.

Time is money, as far as you are concerned. You tend to look for short cuts that will save a few minutes here and there. If travelling, you want the quickest route and yes saving 5 minutes does matter to you.

You never need to be told to stop wasting time, it is just not going to be a situation that you will ever find yourself in.

Saving five minutes off a journey is always a victory, as you have so many plans and things to do and need all the time you can get. You hate wasting time and fill every minute, so much so, you leave little time for reflection or contemplation.

Action is your middle name, however, you have probably never stopped to think that "all work and no play makes, Jack a dull boy." This could be so true about you.

This life is not a rehearsal, it is the only life we have and you, above all other people, must make time to smell the roses and recharge your batteries.

Hard as it is for you to believe, you will actually save time in the long run by taking little breaks and spending some 'ME' time.

Will you have to face rejection.

No one likes facing rejection, however, if this is part of the job it is never going to be a deal breaker. You will take what steps you can to avoid rejection and then get on with what needs to be done.

If rejection follows you can quite quickly dust yourself off and move on. Your take on this issue is more likely to be "What rejection?"

You do not consider anyone who does not value your efforts, as worth listening to and this enables you to move right onto find those who do value what you offer.

Questions you may want to ask

More important to you is whether the support systems in the organisation, would be effective to enable you to function without having to face too much rejection.

Even you who will not be phased with this much prefer to receive positive vibes.

Decisions you may need to make

If you are likely to face lots of rejection, this may hold you back from having success and you really need some successes to keep you motivated, which means this angle is worth at least discussing.

Dealing with the public

You have no problem dealing with the public. At your best, you are charming and professional. At your worst you can be impatient with the public if they are not moving quickly enough.

You will certainly not be fazed by them. You will take charge of the situation and customers will have confidence in you because you come across as capable and sure of your facts.

Questions you may want to ask

You might want to identify just how much interface you will have with the public, or people from other departments. If the role demands too much personal interaction, this will take time away from other aspects of work that may give you greater satisfaction.

Decisions you may need to make

You have to decide what it is that attracts you. There are always compromises that have to be made in most organisations. For you the balance between dealing with people or undertaking the task will always be a trade off. Some face to face interaction is fine but not if it is constant.

Delegation.

For delegation to work well it needs the person who is delegating to take the time to explain exactly what's required and even you would be the first to admit that this is not really your style. You catch on with very limited information, exactly what's to be done and you do this very quickly. The challenge is that others do not and you don't really understand what their difficulty is. This means that you possibly think you have delegated effectively when you have just told someone you want something done and by when. This is not your strong point.

Questions you may want to ask

Will work be delegated to me from others and if so will I get a sufficient briefing to be able to cope.

Will I be expected to delegate aspects of my work to others and if so to whom?

Decisions you may need to make

When work is delegated to you the important question you want answered is will they provide me with sufficient information so that I can do the job well. The challenge for you when delegating work to others is that you are not so hot on explaining clearly what they need to do to complete the work. It is not that you are trying to be obstructive it is more about you grasping things quickly and expecting others to be able to do this from a brief outline of what's required. This is too often not enough, they become irritated and you become disillusioned in their abilities.

Leadership

Yours.

You have no hesitation in taking the lead. Even when you are trying to hold back, you recognise that you still move into the lead.

You are not really much of a follower, when there is no one to lead, this does not concern you, as there's still you.

You are a willing leader, however, you could improve your leadership skills by working to increase your empathy .

You could demonstrate leadership by showing greater consideration towards others. Also encouraging them to give their opinion occasionally would help in the relationship.

Others.

For others to lead you, they would need to be skilled and equally, if not more, competent than you..

You would need to respect, those whom you had to take direction from, or follow.

The impact you have on others, affects, not only those whom you are trying to lead, but also existing leaders to whom you will need to report.

You will benefit from showing support for your leader , or at least, show that you are willing to cooperate. It's possible that they could be as anxious to get you promoted and out of their team as you are. If you get their back up they could become saboteurs.

Questions you may want to ask

YOu need to assess what the chances are and how long you may have to wait, to obtain a leadership position.

You can be quite open and say that you prefer to be in control of your own work load. You would also be worried, if you were working for a leader, who could hold you back.

Decisions you may need to make

Depending on the response you need to make a decision. Are you likely to work with a term leader, who in turn has to relate up the hierarchy to another leader, before anything gets approved. This might not be an organisation where you could flourish.

No matter how accomplished you become on using your softer skills, you will never really be able to hold back and wait and wait, for others to give the go ahead for every action that you take.

Areas of Challenge

Your way of operating is to focus on facts and logic. Because you can easily put feelings aside you expect others to be able to do the same and this just might not be possible for some people.

You are more interested in taking action than standing back and reflecting over long on issues. Getting on with things is important to you and this sometimes causes you to dismiss, or be reluctant to understand the needs of others.

When people feel that you are interested in them they will cooperate more with you and the dividends could be that you achieve positive outcomes without you having to be the one taking all the action.

"A burden shared is a burden halved," but you don't really believe this and as a result do not easily share concerns because you think this makes you look vulnerable.

It is unlikely that any of us operate in a vacuum, we are all dependent on others to some extent. If you were more able to show appreciation for others efforts you could find that this pays big dividends.

It is not enough to continue with your view that people know you appreciate them without you needing to tell them, actually they don't. You would come across as a warmer person if you were to unbend a little and just occasionally spontaneously say "Oh well done!"

Companies ethics and values.

You want to know what they are and if they are within reason then you will be happy to comply.

Bottom line at any cost.

You do have more of a focus on the bottom line, however even for you this would not be at any cost.

Staff well being.

OK intellectually you recognise that if the staff are treated well the results will be better, however you think that the staff should be able to influence their well-being by doing good work that is rewarded and encouraged.

Staff turnover.

You like to think that you are fair with colleagues and anyone to whom you report or who reports to you. You would be the first person to question if someone was not doing their job well. You work hard and would expect everyone to do the same. While you do not like constantly changing staff, you would prefer that there was some turnover until you got the right mix rather than that people stayed in the job just because they had been there a long time. When someone is not pulling their weight you do not see how they could possibly be encouraged to stay in the job.

Questions you may want to ask

Is there an ethical dimension to the work, such as green products. Is this a standard that people must work towards. Are staff consulted in areas that affect them? Does the company have a code of conduct

Decisions you may need to make

You want to know that you will be able to thrive in the work environment. If there is a green policy you should know this as it could affect the way you tackle the job. You also want to know that you would be able to adhere to their methods. If there is a code of conduct you should ask to see it before joining.

John As A Manager

John, often finds himself in a management role, usually down to him being a self-starter, with a 'take charge' attitude, which comes about through his need for action and control of his environment.

Consultant's comments

John does not seek to control people. He would rather that they accepted responsibility for getting on with things under their own steam.

He may not be the world's best people manager, as he does not invest the time necessary to ensure that they are fully aware of what they need to be doing and how to go about it. His expectations are high but the foundations may be shallow.

Consultant's Development Advice

People are willing to follow John's lead, mainly, because they see that he is confident, gets things done and stands no nonsense.

He could be a very good people manager if he was given some development help in how to support initiatives that he may have started.

Part 2 - Your Personality Gauges

Each of your personality gauges measures a very specific aspect of behaviour. More accurately, it measures your natural preference. You are not trying to improve your scores over time. This is not how personality profiling works. You are who you are. What you can develop, however, is your awareness. So although your natural preferences are unlikely to change much over time, your awareness of them can, allowing you to make better decisions and manage your life more effectively.

If a gauge score is less than 50, then this doesn't mean you can't do the thing. What it means is that this is not your natural preference. If you score below 50 then this is not something that comes naturally to you and therefore you have to concentrate harder and make more of a concerted effort to do it than someone that scores 75. You would not want to have to do this all the time as it will always be a challenge for you. Now and again is probably something you can cope with however.

If you score between 50 and 70, then although it's still not your natural preference, it's not a big stretch for you. Usually all it requires is more awareness and a little more effort.

And if you score 70+ then you are truly working to your natural preference. This is what you would do if no other external pressure were being applied. It is your natural default behaviour.

In life, you ideally want to spend more time doing things where you score 70+ and less time on things where you score <50. This is not always possible but you can now at least consider the following issues.

If you are working with a coach or trainer, then share your Gauges with them and discuss them. Feel free to disagree with some of your scores and talk about them with your coach.

Behavioural Gauges

The following Personality Gauges measure your preferred behaviour John. We should aim to spend as much time as possible, working in harmony with our natural preferred behaviour. This reduces stress and is likely to see us excel.

However, John, if you spend most of your days wrestling against your preferred behaviour, you will find it stressful and frustrating.

Natural Attention to Detail



Is a good listener.



Naturally service oriented with a strong sense of contribution.



Collects and analyses data.



Care about customer satisfaction.



Willing to follow agreed process.



Quick thinking, decisions and reflexes.



Prioritises big picture over details



Able to cope with changes to the plan at short notice.



Not easily distracted



Naturally compassionate towards the team



Concentrates fully on one thing at a time .



Competes with self and others. Winning matters.



Environment Gauges

There are many factors that come together to form our environment. Ideally, we should place ourselves in an environment that is compatible with our personality.

If we find ourselves in an incompatible environment, then we are likely to feel stressed and become disengaged. It's OK to challenge ourselves from time to time but make sure it is with care and foresight.

Can cope with repetitive tasks and work days.



Ability to work alone most of the day.



Prefers to build long term, ongoing relationships with clients



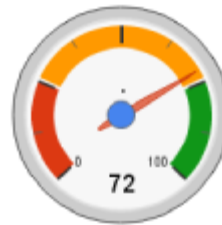
Prefers transactional relationships with minimum client interface



Likes having rules and procedures to follow.



Prefers a fast paced environment



Prefers having lots to do and working to tight deadlines



Prefer having time to think and reflect.



Prefers a private, quiet, calm work space



Prefers to work on detailed and precise work



Prefers their work environment to be free from red tape and bureaucracy



Prefers a structured, formal environment at work



Prefers an environment where plenty of time is invested in employees



Summary

This personality report is designed to form the foundation of the conversation you should have with your coach / advisor John.

Although it is packed full of information, to get the very best from your personality report and make the right career decision for you, please talk to your coach.

Remember the 2nd Law of Personality states;

***"Personality is perfect. Personality is neither good nor bad. Personality just is.
There is no one personality better than another."***

The objective is never to try and change your personality John, so please do not try. Nor should you let anyone else try and change your personality. That's like trying to make yourself taller but more painful.

However, we can modify our behaviour but your ideal work scenario is where you do not have to invest a lot of energy modifying your behaviour or invest energy just trying to cope with the environment.

Instead, work hard to find a work environment that is compatible with your core personality and where you do not need to do much in the way of behaviour modification.