



Apollo Profile Narrative Report

Management

Candidate Name: ***Jane Citizen***

Date Report Taken: 26/09/2011

Client Name: ***Apollo Consultants***

Overall Suitability: 56 - **GREEN** Likely to be suitable.



This report is useful for both recruiting and development purposes. It provides expanded interpretive detail for the meaning of each of the scales used in Apollo Profile Models of Excellence reports.

A candidate overview is available from the Apollo Wheel report, and more specific information is available for management/HR use from the Summary Report, which shows exactly where a candidate scores on each of the Apollo Profile scales. The Apollo Development Report may be provided to employees or job candidates if wished.



Understanding the Colours for the Factors

The COLOURS shown for each FACTOR on the SCALE are calibrated based upon standard deviations of scores, modified by studies of high performers to provide Models of Excellence that give a sound guideline for interpreters.

GREEN A score range normally associated with successful performance.

AMBER This Score is outside the range normally associated with successful performance, and the candidate may be somewhat capable but is likely to need some development.

RED This Score is significantly outside the range normally associated with successful performance, and the candidate is likely to need considerable development.

A red or amber score does not automatically mean that a person can not perform satisfactorily in that area, as they may have developed ways to do so. However, the further away from the desirable area a person's score is, the more confident an Interpreter can be that the candidate is likely to have difficulty in that area.



Apollo Profile Narrative Report - Management Level. Candidate: Jane Citizen Date: 26/09/2011.


Apollo Profile Narrative Report

PART 1 ORGANISATION ALIGNMENT


shows current degree of career commitment, leadership development and strategic thinking.

Career Drives 55


Achievement - Primary

Green  Scores indicate that Jane is very strongly achievement-oriented, and very conscious of getting the outcomes and results she wants. This drive for results is frequently supported by strong ambition, and a strong sense of self, and is found in many successful people. It may be particularly appropriate for those organisations requiring a firm performance and profit focus such as in sales-driven operations facing a hard market. SHADOW SIDE - Some people with similar scores may come across as too driving and forceful. They may be seen as too direct, and some may even be offensive if they are not getting the results wanted. In terms of leadership there is a risk that people with such high drives may be too task orientated and competitive. They may tend not to be sensitive enough to human issues unless they have emotional maturity, and well developed social and conflict handling skills.


Remuneration - Secondary

Green  For various reasons, today's workforce is more concerned with remuneration issues than traditionally. However, in line with many managers, responses indicate that Jane is not most motivated by money. She obtains more satisfaction from other factors at work, and probably regards money and financial remuneration packages on the basis of a fair return for results achieved. The fairness of a 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.

Ambition - Primary


Green  Jane has strong personal ambition to do well which usually translates into trying hard to achieve personal and corporate goals within her organisation. People with scores similar to Jane generally have high expectations of themselves, and would stretch subordinates. Jane would be willing to accept challenges and would provide a motivating environment for others at work.

Independence - Secondary

Amber  Jane values independence more highly than most other managers. People who value autonomy too highly can be a mixed blessing. In times of change, or in roles where a lot of challenging of the status quo is appropriate, they have a special contribution to make. They also usually have many good and original ideas and can be very forceful in seeing them implemented. Invariably, though, they want things done their way and conflict frequently erupts unless they have learnt to respect that others may do things well a different way. When they don't get their own way they may go underground to achieve their aims. Because


of their high need for independence they often have difficulty fitting into organisation life unless the role gives them the independence that they need. They may go beyond their authority to achieve their wants, and believe it is easier to ask forgiveness than to seek permission, especially if they feel the answer will be 'no'. They are likely to strongly resent any perceived interference in the way they do the job. Notwithstanding, many of these people can and do make an outstanding contribution. Many highly independent people are self-employed or consultants or similar. SHADOW SIDE - If charismatic, some of these people can tend to be empire builders in an organisation by attracting followers to their point of view. Some may develop a reputation for being rebellious and difficult to manage.

Recognition - Secondary


 Jane would like to be recognised for her work, and respected in the workplace. She would strive to maintain standards, and would generally subscribe to a quality ethic. The reputation of the organisation that she works for is likely to be important as there would be ego involvement which she would see as reflecting her personal values. SHADOW SIDE - Some people with similar scores may sometimes use organisation resources to advance personal ambitions.

Leadership and Influence 52


Power - Primary

 Responses indicate that Jane has a strong desire to lead and manage others, and is likely to have confidence in this role, she has a higher than average score and may sometimes use power and influence inappropriately. Sometimes people with similar scores push for leadership roles, whether or not they have all the competencies needed.


Decisive - Primary

 Jane usually thinks about decisions before she makes them, and obtains sufficient data without becoming bogged down. In a managerial capacity, Jane would usually differentiate between the need for accuracy and expediency to the degree appropriate, and would be personally productive and rarely miss deadlines.


Persuasive - Primary

 Responses indicate that Jane probably enjoys good powers of persuasion, and would be willing to influence others to achieve the outcomes she needs to be successful as a manager. SHADOW SIDE - Because some people can be influential primarily for personal gain, other people frequently distrust motives until trust is established. There seems to be increasing suspicion regarding the use of persuasion amongst the lower levels of today's workforce.


Directive - Primary

 Responses indicate that Jane would be confident leading from the front, and that she would generally be adequately directive to positively influence outcomes. This is usually a requirement for frontline managers to supervise operative staff, who are likely to have varying degrees of competence and commitment. Whilst such strong leadership should not often be required at senior management level, the capability to be willing to be directive under high levels of pressure from other managers, subordinates and outside forces is desirable. SHADOW SIDE - If used inappropriately or too frequently, 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, especially if it seems that a person is acting out of excessive ambition or self-interest.

Delegating - Primary


 Amber There seems room for Jane to further practice delegating, which usually means that she probably has a higher workload than necessary. Additionally, not delegating as a leader may come across to others as a lack of trust, and fails to develop their competence or confidence. Learning how to 'lead from the rear' by delegating is a valuable skill for a manager to obtain the best commitment from others, whilst freeing a manager to do the more important tasks.

Coaching - Secondary


 Green Jane would tend to use a coaching style of leadership when appropriate to develop the skills level and motivation of others. Jane would usually take the time to explain things to others without going into unnecessary detail or repeating things that they already know. Use of this style is more frequently appropriate as a frontline manager to develop trainees, and where employees need to develop competencies and commitment. This style should be used less frequently in middle management or senior management roles as a manager would be expected to be managing mature people with strong job commitment and knowledge. Whilst there is an increasing requirement for today's manager to be prepared to coach and mentor others, excessive use of a coaching style is inappropriate for day-to-day interaction with other people who know what they are doing.

Strategic Orientation 60


Goalsetting - Secondary

 Green Jane is aware of the value of having clearly defined goals, and this aids in determining priorities for issues and tasks. Having clear objectives is also motivating for sub-ordinates. SHADOW SIDE - Sometimes people with very high scores can be so absorbed with goals that they lose perspective and flexibility on other issues

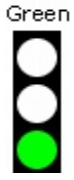
Innovation - Primary

 Green Jane is generally likely to be innovative, and take a big picture view and create some new ideas. The current workplace is associated with an increasing pace of change and level of ambiguity and consequently, the need for innovation is becoming greater, particularly in dealing with situations not covered by procedures and rules. Jane may display a need for variety in her role and should appear flexible and comfortable juggling multiple tasks. She may bend the rules and take risks to achieve a worthwhile outcome. As a manager, this open mind enables her to obtain the confidence of staff, and to objectively evaluate change factors effecting operations. SHADOW SIDE - May abandon tasks too easily in the face of resistance. Some people with similar scores may go too far in bending the rules, especially if personal gain is a motive.

Proactive - Primary

 Green 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. Jane shares this viewpoint, and would tend to be a proactive manager who understands priorities, and is likely to make a strategic contribution.

Analysing - Primary



Green Today's organisations and their operating environments are becoming increasingly complex and it has become evident that managers need the intellectual capacity to deal with this. An indicator of this capability is a person's aptitude for solving problems and being analytical. Jane has a similar preference for problem solving and being analytical as many other managers. However, in terms of career development, it may be useful for Jane to recognise that the further up the management ladder she climbs, the greater the need to be more analytical in order to deal with complexity in a logical way.



Apollo Profile Narrative Report - Management Level. Candidate: Jane Citizen Date: 26/09/2011.

PART 2 RELATIONSHIPS

shows abilities to teamwork and get on well with others, and to resolve conflicts and some important work-related personal values.

Conflict Management Style 53

Assertive - Secondary

Green Jane is sensibly assertive, and likely to notice conflict in its early stages, and become involved as soon as there is a need, which helps ensure that situations don't escalate or deteriorate. She is likely to appear appropriately confident when dealing with confrontation. Jane may choose to let others solve their own problems based on their maturity and capability to do so.

Competitive - Secondary

Green Responses indicate that Jane is probably fairly competitive, in line with many other managers. However, she would need to ensure that she is being competitive in appropriate situations, and with appropriate people. Mostly in an organisation setting it is more appropriate to be seeking a win/win outcome, rather than a personal victory.

Collaborative - Secondary

Green Responses indicate that Jane appreciates the value of win/win outcomes, and usually tries to be collaborative in her dealings with others. This tends to generate goodwill and trust as well as optimising gains available.


Compromising - Secondary

Amber Scores indicate that Jane is probably too willing to compromise, and would benefit by trying harder to accomplish win/win outcomes before falling back to compromising, where both parties 'lose something to gain something'. Knowing how and when to trade off concessions would help her to achieve some outcomes rather than no outcomes. The art of compromising is a useful technique in forming give and take relationships, and when negotiating.

People Orientation 59


Agreeable - Primary

Green

 In most modern environments it is becoming increasingly important for managers to be sensitive to the needs and concerns of others at work. Jane has a need for affiliation at work, and this should help her communicate with others, and empathise with subordinates who may have a higher social need. Jane only needs to remember to maintain respect by prioritising getting results ahead of being liked. SHADOW SIDE - May spend too much time socialising and talking about non-work issues, and sometimes place too much emphasis on relationships rather than on outcomes.


Teamwork - Secondary

Green

 The current workplace environment requires that managers actively facilitate teamwork, and Jane reports a willingness to forego her own agenda in support of team initiatives. She should appreciate team values such as trust, consultation and participation. Jane could be expected to support team initiatives, readily implementing teams in the pursuit of organisational goals. She should also be prepared to accept team roles other than leader. SHADOW SIDE - May need to ensure that team initiatives offer tangible benefits that appeal to more pragmatic team members.


Extraversion - Secondary

Green

 Responses indicate that Jane would enjoy socialising to a degree, but would also need quiet time to think, and even be on her own. This ambivert quality is similar to many other managers, particularly at a senior level, who are able to establish relationships with a wide range of people for networking purposes, and also able to sit and concentrate in private. Likely to be open and approachable, and willing to listen to staff concerns. Would generally be aware of external factors likely to have a bearing on her area of operations.

Intimacy - Secondary


Green

 Responses indicate that Jane generally strikes a balance between forming friendships at work and remaining objective about personnel issues. At management level, positive personal relationships can often accomplish much that may not have been possible through formal channels.

Values 58

Altruism - Secondary

Green

 Jane is likely to demonstrate an appropriate level of care and concern for the welfare of others, whilst remaining objective when making strategic or high-level decisions. Individuals with scores in this range are likely to demonstrate an awareness of the people issues inherent in decisions, which should assist them to engender trust and respect. Jane could be expected to actively listen to her reports concerns, display an appropriate degree of empathy, as well as support her reports ongoing development. Shadow Side: Some individuals with comparable scores may appear insincere when listening to others concerns, particularly when under pressure or when seeking approval. Others may question his/her level of genuine interest as a result.

Trust - Secondary

Green



Trust and openness has emerged as quite an important issue to many people in today's workforce. In relation to others, Jane has a normal score for this category. This is likely to mean that Jane regards trust and openness at work as important. Jane is likely to be generally willing to trust, but others may have to earn that trust first.

Loyalty - Secondary

Green



Issues of loyalty seem to have increased for most managers and workers of today's workforce. In relation to others Jane has a normal score for this category. This is likely to mean that issues of loyalty at work are of some importance to her, and she is likely to consider this factor when making decisions. Jane is likely to view loyalty as a two-way arrangement, and would normally return an organisation's loyalty. Similarly if she perceives that an organisation is not doing the right thing by her standards it is likely that she would be dissatisfied.

Conforming - Secondary

Green



Jane has a normal score for this category. This is likely to mean that she balances being pragmatic with conforming to the views of society.



Apollo Profile Narrative Report - Management Level. Candidate: Jane Citizen Date: 26/09/2011.

PART 3 MODIFIERS

personal attributes that can either multiply or detract from workplace effectiveness.

Coping 38

Security - Secondary

Green Jane has a low concern for job security, in common with many career-orientated managers who seem confident of their skills and redeployability, and rank many other work conditions ahead of security. This is appropriate in freeing managers to take risks in their decision making without being paralysed by the fear of a penalty for making a mistake.



Responsibility - Primary

Red At this stage of her career Jane displays a lowered propensity to accept the levels of responsibility typically associated with sound performance at management level. This may stem from factors including, but not limited to stress or disillusionment with current career opportunities. It is suggested that these issues are explored further before reaching a definitive conclusion based on these comments.



Stress Resilience - Primary

Green Responses indicate that Jane seems to be coping with her job to the same degree as most managers, in that some stress is evident, but not enough to compromise performance. Jane probably gets adrenalin from challenges, and enjoys some pressure. In relationships with others, Jane would generally be relaxed and able to make time to listen to problems.



Sensitivity - Secondary

Green Responses indicate that Jane is generally sensitive to the needs of others, and does not get upset easily. As such, she would tend to be a pleasant person to work with, and a good sounding board.



Workplace Management 55

Conscientious - Secondary

Green



Responses indicate that in line with many other successful managers, Jane has a low need for structure, rules and regulations at work, and may frequently do things in an unorthodox way if she believes this will achieve a better result or be quicker. Jane is likely to enjoy the multi-tasking challenges that operate in today's workplace. People with similar scores can be frustrated by bureaucracy and red tape, and are unlikely to show respect to superiors merely because of their position. However, they can be champions for reform and advocates of best practices. SHADOW SIDE - Sometimes people with similar scores are seen as an irritation in large organisations by proposing different ways to do things, and may criticise the way things are done. May need to be more persistent with work, especially non-preferred tasks. Likely to benefit from strong support staff backup.

Detail - Secondary

Green



By focusing mostly on the big picture, and by separating unimportant detail from important detail, Jane leaves herself free to concentrate on being effective, rather than efficient. Whilst Jane does not prefer detail, she needs the ability to concentrate and work with detail when required, especially for any compliance elements. However people with similar scores rarely overlook important details that are their personal responsibility. Jane would tend to have a forgiving attitude towards mistakes, unless they are mistakes of a vital nature that should not have been made. SHADOW SIDE - Some people with similar scores may be careless or unable to concentrate and make too many mistakes, especially if compliance duties are part of the job. May not be suited to positions involving protracted detail.

Self Organisation - Secondary

Green



Today's workplace requires managers to be more highly self-organised than in the past. Responses indicate that Jane tends to place a similar emphasis on self-organisation as other successful managers.



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PART 4 UNUSUAL ANSWERS

Unusually Low Answers - 'Primary'

Green Answers to the low scoring questions are in the normal range, and consistently agree with what most people choose.



Unusually High Answers - 'Primary'

Green Answers to a number of high scoring questions are in the normal range, and consistently agree with what most people choose.



[Apollo Wheel Report](#) | [Summary Report](#) | [Areas of Concern Report](#)

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