

JOHN'S BASIC CHARACTER

SUMMARY

John is a driving and forceful individual, very much a self-starter, who is totally committed to achieving profitable results. John will usually be happier dealing with things and facts than interacting with people and consequently has a tendency to prioritise in a systematic fashion.

John is very independent, someone who is generally not interested in working to rules, but prefers to operate very freely in a wide-ranging environment. However, he will be suspicious of change and will need to know the reasons why before accepting it, because he needs to be secure.

John can tend to be arrogant, overbearing and demanding. He cares not that you like him but is concerned that you respect his ability to get things done, and he may often consider that the end will justify the means. Often unwilling to fight a cause he regards as lost, he is capable of dropping it and walking away.

MOTIVATIONAL FACTORS

John is motivated by challenge and achievement. He is a "get-up-and-do-it" type, who firmly believes that to be systematic and in control is of the greatest importance.

John needs to achieve profitable (or productive) results, in a directive, methodical way, but not with or through people. His major motivator is the exercise of power and control over his own destiny to ensure security but without reference to any other authority.

JOHN'S POTENTIAL STRENGTHS

John is a director of people who will consider options carefully, take decisions fearlessly and be prepared to defend them tenaciously.

Preferring to give orders, he drives both himself and those around him very hard indeed. People such as John have a great need to get things done and respond to crises with a commanding manner. Such people are generally good at administration and organisation.

JOHN'S POTENTIAL WEAKNESSES

People of this type often tend to be very hard on others and unforgiving of failure. Suspicious of change and uncompromisingly stubborn, he is not interested in detail or rules. Delegation can be a problem area, because he constantly chases instead of truly delegating. This is bred of an abiding distrust of other people's capacity to perform.

There is a tendency to tunnel vision for the goal but once attained, it ceases to hold the interest and the search begins for new areas of endeavour.

HIS LEARNING STYLE

John is willing to learn whatever is necessary to achieve his perceived goals but there will be a tendency to do so relatively slowly and methodically. He will aggressively seek out information he thinks is necessary, consider it carefully, discard that which is irrelevant and then take action at the appropriate time.

HIS QUESTIONING METHOD

His questioning style will take the form of "What's in it for me?" (Note that "me" can mean the company, team or group.) A secondary question will often be "Why?", because he also needs to know the reasons for actions and decisions.

HIS CAPABILITY FOR ORGANISATION AND PLANNING

John tends to plan in the long term and is a good organiser of things, systems and logistics. He is generally capable of taking broad based views of problems and will be very tenacious in the pursuit of goals. There is a strong tendency in him to extreme independence that may result in his moving goal posts.

HIS MANAGEMENT TECHNIQUE

Being a blunt director of people and likely to display little empathy, (However, be aware that his innate sympathy can change this.) he will simply tell and give orders or rule by directive.

John is a hard taskmaster, but has an innate sense of fair play (which has nothing to do with justice). He will expect those around him to know their jobs but will also be prepared to take the time to explain new procedures or processes. He will usually respond quite well to "why" questions and be prepared to explain reasons, albeit bluntly (and possibly gracelessly).

HIS DECISION MAKING STYLE

John makes decisions realistically from a basis of knowledge, but slowly and independently of authority.

ACCEPTANCE OF MANAGERIAL RESPONSIBILITY

John will generally take managerial responsibility, especially where practical, pragmatic methods are required.

HIS RESPONSE TO A TECHNICAL ENVIRONMENT

He can operate well in environments geared toward systems and practical applications but will react poorly to demands for great accuracy and precision, unless he is interested in the subject.

HIS RESPONSE TO A SALES ENVIRONMENT

People like John are usually uncomfortable in a sales and or marketing environment. Selling environments that require a practical, hands-on approach are more likely to appeal.

HOW JOHN RELATES TO PEOPLE

He will generally relate somewhat distantly with other people because he tends to make little use of empathy, but he does have a degree of innate sympathy that can change his response to others. Since he is prepared to stand or fall by his own actions, he expects everyone else to do so as well. However, his innate sympathy means that he can be amiable.

HIS RESPONSE TO AUTHORITY

John will tend to behave with sufficient exigency to satisfy the hierarchy or authority. Fiercely independent, he will flout rules when he considers such action will help him achieve (and not jeopardise his security).

FACTORS THAT THREATEN HIS SELF ESTEEM

John is one of nature's winners and he will abhor losing, especially losing face and will be stubborn in the pursuit of goals.

JOHN'S TIME SCALE

He has an inbuilt and realistic perception of urgency, and having set or agreed a time scale, will usually achieve it.

FACTORS THAT MAY DEMOTIVATE JOHN

He will be demotivated if supervised by those whom he regards as inferior to him, or if deprived of challenge. The imposition of rules or time scales by external authority, or excessive interaction with people, can also be demotivating.

JOHN'S POTENTIAL AS A CONSULTANT

John is likely to find working in a consultative role satisfying, provided he has the necessary experience and skills for the work. This type of work may appeal to him since it will satisfy both his need to achieve significant results and his secondary need to "be needed".

His style may at times be blunt and demanding, but it is usually leavened by his innate amiability. However, he can be bluntly stubborn and, in worst case scenarios, maintain a course of action in the face of contrary evidence. Though potentially a poor team player himself, he can inspire trust and loyalty in subordinates. As a consultant, he is likely to be highly focused on the objectives, deliberate in thought and action, relatively careful about strategy but cavalier about detail. His strengths in this field are probably in areas of process and organisational efficiency, rather than people issues. His potential as a consultant will be greatly enhanced by developing to the full his level of emotional intelligence (EQ).

JOHN'S POTENTIAL AS A TEAM LEADER

A team leader here refers to those qualities that are necessary in welding together a disparate group of people who develop true synergy. This is not the same as managing an individual or group.

Since John's major drive is to take command and control his own environment to suit himself, his potential to be a team leader is somewhat suspect. This is probably further compounded by his expedience and cavalier view of rules, coupled with the fact that he can be very stubborn indeed. However, he does have a degree of amiability and a need to be needed. Provided he can develop his emotional intelligence and a degree of empathy (as opposed to his natural sympathy) he could become an effective team leader. He will almost certainly benefit from assertiveness training to be successful in the role of generating synergy.

JOHN'S POTENTIAL AS A TEAM MEMBER

A team member is an individual who shares the same aims and objectives as the team and is prepared to put aside their own needs and requirements in favour of those of the group when necessary.

John's driving need to determine his own destiny, great independence and expedient nature militate strongly against his becoming an effective team member. But, given he can see how the benefits of team work can help him, combined with a mentoring approach to managing him and developing his natural sympathy into empathy, there is no reason why he cannot be an effective team member. He is capable of learning anything that will help him succeed therefore; it is a matter of identifying for him how being a member of a synergistic team can be of benefit. Given his buy-in to this view, his level of emotional intelligence is likely to rise as he learns. He should also be encouraged to develop his skills in this direction and learn to be assertive.

HOW TO MANAGE JOHN EFFECTIVELY

John needs to achieve and win in a steady and methodical fashion; therefore challenge him. Do not expect him to make detailed accounting, or be involved in low-level routine. Allow him to take command, direct operations and make decisions that will help him achieve his goal by dint of patient endeavour. He is likely to be best employed in a general management role and must have the opportunity for steady advancement and promotion.

As a manager, he will probably tend toward a paternalistic stance but is unlikely to respond to it himself. He expects to be treated as the serious performer he is. He will appreciate your sincere respect for his abilities.

He needs strong management that respects him (and that he can in turn respect) because he is likely to ignore rules and conventions. He does not need public praise, but he will want to know what he stands to gain by whatever challenge you set him. Answer his questions, which will be asked to find out what the underlying reasons for actions and decisions are.

Set wide (but very clear) boundaries for him to operate in and make certain he understands that if he oversteps those boundaries, tough sanctions will be instantly imposed.

John can be bluntly stubborn and forceful. He may appear uncommunicative, and will not tolerate fools or slackers. It will therefore be necessary to help and encourage him to be more empathetic toward his subordinates.

SOME IMPORTANT POINTS FOR FURTHER CONSIDERATION

JOHN'S PROBABLE RESPONSE TO THE WORK ENVIRONMENT

Behaviours described here indicate what John THINKS is necessary to be successful, or survive, in his current work environment. It is therefore a powerful diagnostic tool that will identify the effect that the environment and management is having on him. Such perceptions are ALWAYS caused by the environment. It is not a description of how he necessarily behaves at work. It will however, give useful clues to the environment, culture, or management ethos in which he works. Some statements may appear to be contradictory and so further clarification should be sought from an Analyst who provided you this report.

To succeed or survive John may think he should:

(N.B. If there are no points shown here then John perceives no changes are necessary to his behaviour and so the environment is most likely to be congenial to him.)

He should become more dynamic forceful and compelling because he believes he needs now to become very much a self-starter. It is possible that the environment is such that this behaviour is seen as necessary to achieve success.

He should decrease to a very marked degree - but not abandon - his need for precision, analytical rigour and for working within limits and a rule base. This suggests that John's environment is demanding he be less concerned with accuracy and precision.

PERCEIVED ADAPTATIONS TO WORK:

To be successful or survive in his current work environment, John perceives it may be necessary to reverse his major drives. Since this is a perception only the behaviour described may not necessarily follow. Its cause or causes are rooted in the work environment and or the culture of the organisation he works in.

In the work environment, John's behaviour is likely to change. He will become a forceful director of people, demanding and possibly competitive. Though his people skills are unlikely to desert him, his major aim now will be to win. It is likely that he will become an inspiringly forceful leader if necessary, to achieve objectives. Achievement will be pursued at the expense of maintaining empathetic relations with others. Decision-making can be tough and uncompromising when required.

JOHN'S PROBABLE BEHAVIOUR WHEN UNDER PRESSURE

People's behaviour when under pressure can change markedly from the behaviours seen under ordinary circumstances. Such changes can indicate that the individual has not yet fully matured or that their personal circumstances are changing and they are attempting to accommodate those changes. When placed under severe pressure, John's normal behaviour is likely to be modified in one or more, or all, of the following ways:

(N.B. If there are no points shown here then John is unlikely to change his behaviour when under pressure, which suggests that he may be relatively mature.)

He is likely to change his normal behaviour from being reserved and socially non-responsive to being instead outgoing and friendly.

He will slow down by a very marked degree, prioritise carefully and concentrate upon one goal in a highly single-minded manner instead of his normal rapid juggling of several tasks at once.

He will exhibit an extremely strong inclination to independence of action and a very strong likelihood of flouting rules and convention instead of his normal highly compliant and diplomatic approach.

STRESS MEASUREMENT

John currently appears to be experiencing a high level of work related stress. Stress levels of this magnitude can adversely affect performance. We recommend that this be investigated as a precaution.