



Apollo Consultants Cliff Brownell Management – Narrative Report Career Drives

Achievement – Primary

Green Scores indicate that Cliff is very strongly achievement-oriented, and very conscious of getting the outcomes and results he 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 Cliff is not most motivated by money. He 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 Cliff has strong personal ambition to do well which usually translates into trying hard to achieve personal and corporate goals within his organisation. People with scores similar to Cliff generally have high expectations of themselves, and would stretch subordinates. Cliff would be willing to accept challenges and would provide a motivating environment for others at work.

Independence – Secondary

Green People with scores similar to Cliff are usually sensibly independent in that they will tend to stand up and voice their views, but be generally willing to concede if they lose an issue. Because they are unlikely to slavishly agree with authority, subordinates would be likely to trust their opinion. Cliff would most likely also have original ideas and seek to have them implemented. Such people are usually a good sounding board for ideas and for giving frank opinions.

Recognition – Secondary

Green Cliff would like to be recognised for his work, and respected in the workplace. He would strive to maintain standards, and would generally subscribe to a quality ethic. The reputation of the organisation that he works for is likely to be important as there would be ego involvement which he would see as reflecting his personal values. **SHADOW SIDE** – Some people with similar scores may sometimes use

organisation resources to advance personal ambitions.

Conflict Management Style

Assertive – Secondary

 Green Cliff 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. He is likely to appear appropriately confident when dealing with confrontation. Cliff may choose to let others solve their own problems based on their maturity and capability to do so.

Competitive – Secondary

 Green Responses indicate that Cliff is probably fairly competitive, in line with many other managers. However, he would need to ensure that he 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

 Amber Responses indicate that Cliff is willing to be collaborative on occasions, but may benefit by being even more conscious of engineering win/win situations, as being collaborative builds relationships whilst achieving best results for all parties.

Compromising – Secondary

 Green Responses indicate that Cliff is generally willing to compromise, and this is increasingly appropriate in today's complex world where we frequently can't fulfil our own agenda, and have to be willing to 'give a little to gain a little.' Compromising is a useful technique in gaining internal cooperation and negotiating.

Coping

Security – Secondary

 Green Cliff 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

 Green Cliff is likely to accept responsibility, exercising appropriate judgement in accepting workloads for himself and his direct reports. Cliff should welcome a challenge and the opportunity to stretch himself and acquire new skills in the process. (He/she) should display an awareness of his own capabilities and could be expected to appraise task failure in a positive and objective manner.

Stress Resilience – Primary

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

Sensitivity – Secondary

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



Leadership and Influence

Power – Primary

Green Cliff generally understands that to get things done requires orders and instructions to be given. He is comfortable with being a leader and the exercising of legitimate power, and would normally be competent in dealing with discipline situations. SHADOW SIDE – May need to be careful to avoid relying on the power of the position to dictate to others.



Decisive – Primary

Red Responses indicate that Cliff tends to be too cautious in decision making, and probably seeks too comprehensive detail before deciding. As a supervisor or manager this could be a bottleneck for work-flow. Indecisiveness also tends to demotivate subordinates and others if they are unable to progress their tasks because they can't get a decision. Sometimes procrastination is associated with security needs, and the need to get too much data through fear of making mistakes, and can be correlated with low analysis and planning. Cliff is likely to have a low sense of urgency and may not appear to be very concerned with time, and tasks may take longer to complete than necessary, and deadlines not met.



Persuasive – Primary

Green Responses indicate that Cliff probably enjoys good powers of persuasion, and would be willing to influence others to achieve the outcomes he 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

Green Responses indicate that Cliff would be confident leading from the front, and that he 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 Cliff to further practice delegating, which usually means that he 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.



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Coaching – Secondary

 **Green** Cliff would tend to use a coaching style of leadership when appropriate to develop the skills level and motivation of others. Cliff 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.

People Orientation

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. Cliff has a need for affiliation at work, and this should help him communicate with others, and empathise with subordinates who may have a higher social need. Cliff 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 Cliff reports a willingness to forego his own agenda in support of team initiatives. He should appreciate team values such as trust, consultation and participation. Cliff could be expected to support team initiatives, readily implementing teams in the pursuit of organisational goals. He 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 Cliff would enjoy socialising to a degree, but would also need quiet time to think, and even be on his 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 his area of operations.

Intimacy – Secondary

 **Green** Responses indicate that Cliff 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.

Strategic Orientation

Goalsetting – Secondary

 **Green** Cliff 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 subordinates. **SHADOW SIDE** – Sometimes people with very high scores can be so absorbed with goals that they lose perspective and flexibility on other issues

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Innovation – Primary

 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 or rules. Cliff highly values innovation, and could be expected to take a big picture view of operations, look to the future and if externally focused, he may be regarded as visionary. Cliff is likely to gain satisfaction from research and development initiatives, although he may need to ensure that he weighs up the benefits of future possibilities against the requirement to respond to current realities. Persistence may be necessary to complete the tasks in which he is involved. He is very likely to bend the rules and take risks to achieve a worthwhile outcome. SHADOW SIDE – Cliff may easily get bored, and jump from one task to another without fully reaping the returns on resources invested. He may benefit by collaborating with individuals who can develop and translate ideas into viable action plans. Individuals with comparable scores may overlook details they consider trivial, and may appear distracted. His thirst for change suggests that he may need to allow others sufficient time to deal with change.

Proactive – Primary

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

Analysing – Primary

 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. Cliff 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 Cliff to recognise that the further up the management ladder he climbs, the greater the need to be more analytical in order to deal with complexity in a logical way.

Values

Altruism – Secondary

 Cliff 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. Cliff could be expected to actively listen to his reports' concerns, display an appropriate degree of empathy, as well as support his 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

 Trust and openness has emerged as quite an important issue to many people in today's workforce. In relation to others, Cliff has a normal score for this category. This is likely to mean that Cliff regards trust and openness at work as important. Cliff 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 Cliff has a normal score for this category. This is likely to mean that issues of loyalty at work are of some importance to him, and he is likely to consider this factor when making decisions. Cliff is likely to view loyalty as a two-way arrangement, and would normally return an organisation's loyalty. Similarly if he perceives that an organisation is not doing the right thing by his standards it is likely that he would be dissatisfied.

Conforming – Secondary

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

Workplace Management

Conscientious – Secondary

 Green Responses indicate that in line with many other successful managers, Cliff has a low need for structure, rules and regulations at work, and may frequently do things in an unorthodox way if he believes this will achieve a better result or be quicker. Cliff is likely to enjoy the multi-tasking challenges that operate in the New Millennium 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, Cliff leaves himself free to concentrate on being effective, rather than efficient. Whilst Cliff does not prefer detail, he 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. Cliff 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 Cliff tends to place a similar emphasis on self-organisation as other successful managers.

Unusual Answers Score

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.



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