



Apollo Profile Narrative Report

General Workforce

Candidate Name: ***Jane Citizen***

Date Report Taken: 26/09/2011

Client Name: ***Apollo Consultants***

Overall Suitability: 42 - **AMBER** May 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 - General Workforce 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 53


Achievement - Primary

 **Green** The need for achievement is frequently an important aspect in contributing to career success, and today's workplace requires a strong end-results focus. Responses indicate that Jane gets satisfaction from achieving results, and would usually be clear in what she is trying to achieve. This aids in being productive, and wanting to see tasks completed satisfactorily. People with similar scores often have reputations as 'good workers'.


Remuneration - Secondary

 **Green** For various reasons, today's workforce is more concerned with remuneration issues than traditionally. However, in line with most people in the workforce, 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 career goals within their organisation. People with similar scores are generally conscientious and committed, and enjoy their jobs, and try to do their best.

Independence - Secondary

 **Amber** Jane values independence more highly than most other workers. 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 to do things 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.

Power and Influence 56

Persuasive - Secondary


 Responses indicate that Jane can be very persuasive, and is likely to prefer a career in professional selling, customer service or management. SHADOW SIDE - Sometimes people with similar scores will try too hard to influence the outcomes they need, and may have difficulty in knowing when to stop. Ultimately it can appear patronising or manipulative when someone is always pushing their point unnecessarily.

Directive - Secondary


 Responses indicate that Jane is reasonably comfortable in a leadership role and would be willing to give direction if needed. She probably sees the value of influencing others, and being appropriately directive when necessary. People with similar scores are often informal leaders of their work peers, and a good sounding board for management.

Problem Solving 58

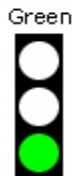
Innovation - Secondary

 Today's general workforce tends to be more innovative, perhaps reflecting the proliferation of project team approaches. Responses indicate that Jane likes to be innovative, and would be good at coming up with ideas. People with similar scores often like variety in their work, and can become bored with routine or mundane tasks, and frustrated with red tape.

Decisive - Secondary

 Jane usually thinks about decisions before she makes them, and obtains enough data without becoming bogged down. Jane can usually balance the requirement for accuracy versus expediency, and as a result, work-output is likely to be productive and adequately accurate.

Proactive - Secondary



Green Jane would usually think about her work before jumping in and doing it, and is likely to be concerned with the quality of the output as well as the quantity. People with similar scores often foresee problems, and come up with improvements for ways of doing things.

Analysing - Secondary



Green Responses indicate that Jane has a normal interest in problem solving and in being analytical, and would therefore usually be suited to most general workforce positions, except perhaps those specialised positions involving high complexity or considerable analytical aptitudes.




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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 51


Assertive - Secondary

 Responses indicate that Jane is sensibly assertive and adequately confident to address issues when there is a need to. By being willing to address conflict at the appropriate stage, situations don't escalate or deteriorate. Such people are also usually willing to provide feedback to management, and so make a contribution to better operations in their area.


Competitive - Secondary

 Responses indicate that Jane is reasonably verbally competitive, and willing to have her say. This is desirable to provide management feedback, and to let others know your requirements. However, some people with similar scores need to ensure that they are 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

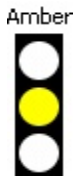
 Responses indicate that Jane appreciates the value of win/win outcomes, and usually tries to be collaborative in her dealings with others. This tends to generate goodwill and trust in building relationships, as well as optimising gains available for all parties.

Compromising - Secondary

 Responses indicate that Jane is probably too willing to compromise, and would probably benefit by trying harder to accomplish win/win outcomes before falling back to compromising. Compromising is where both parties are willing to give ground to trade-off part of their requirements. By compromising too readily, such people may unnecessarily lose all or part of matters that are important to them. Compromising is often done to preserve relationships, but this can be too passive if the other party takes advantage of willingness to be reasonable.

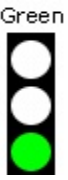
People Orientation 39

Agreeable - Primary



Responses indicate that Jane has a very low need to establish social relationships with others at work, whereas studies show that most workers or support level staff have a significant need to socialise at the workplace. Modern workplaces recognise that people often make friends at work, and that people do bring their personalities to work, and that getting along with others at work is very important for some people. Social acceptance and being liked is not so important for Jane, and she may need to be willing to be agreeable and make concessions to others who value socialising more. Others with scores similar to Jane may prefer being an individualist more than a part of the group, and are probably best suited to duties not involving high levels of customer contact.

Teamwork - Secondary



Being part of a team is increasingly important in today's workplace. Jane enjoys being a member of a team, and would generally cooperate with others. People with similar scores are usually willing to be trusting and open, and understand the benefit of group consultation and involvement, and may concede their agenda for the greater good of the team. SHADOW SIDE - May need to keep an eye on team achievement, not just team participation.

Extraversion - Secondary



Responses indicate that Jane is probably neither strongly introvert or extrovert, which usually means that she can act as a good bridge between these ways of thinking, and contribute to a harmonious work environment. Such people are generally open, and approachable by others and are willing to listen to concerns, but know when to stop socialising and get down to work. They are usually aware of external factors likely to have a bearing on their job.

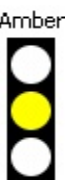
Intimacy - Secondary



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

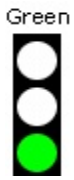
Values 35

Altruism - Secondary



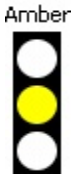
Individuals with scores comparable to Jane may maintain a degree of professional distance and are unlikely to regard the workplace as an appropriate environment for emotional interaction or the discussion of personal issues. She may prefer to make decisions on the basis of objective, verifiable information, and may sometimes overlook human issues or potential impacts on others, and be unlikely to demonstrate significant concern or caring for the welfare of others.

Trust - Secondary



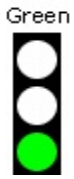
Trust and openness has emerged as quite an important issue for many people in today's workplace. Jane has a normal score for this category. This is likely to mean that she regards trust and openness at work as important. Jane is likely to be generally willing to trust, but others may have to earn that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

Loyalty - Secondary



Issues of loyalty seem to have increased for most managers and workers of today's workforce. In relation to others Jane has a low score for this category. This is likely to mean that issues of loyalty at work are of little importance to her, and she could perhaps consider loyalty issues more when dealing with other people. Jane is likely to regard employment as a work contract, and sometimes as a necessary means to an end.

Conforming - Secondary



In relation to others, Jane has an average score for this category. This is likely to mean that Jane balances being pragmatic with conforming to the views of society.




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PART 3 MODIFIERS


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

Coping 44


Security - Secondary

 Whilst security is increasingly valued by many people in today's workplace, Jane has a modest concern for job security, in common with many career-orientated people who seem confident of their skills and employability, and rates other work factors ahead of security. This is appropriate in enabling making decisions without being paralysed by the fear of a making a mistake. People with similar scores tend to be willing to speak their minds, and embrace change rather than resist it. SHADOW SIDE - Some people with similar scores may be so confident in their security that if things don't go their way, they may have a tendency to leave. May be too outspoken and willing to disagree with authority.


Responsibility - Primary

 Responses indicate that Jane may currently have a reluctance to accept responsibility to the degree usually needed for satisfactory conscientious performance. There are many possible reasons for this, including difficulty coping with a present position, career disillusionment, or stress factors, and these matters should be explored before making any decisions based on these comments.

Stress Resilience - Primary

 Responses indicate that Jane seems to be coping with her job to the same degree as most others in the workforce, in that some stress is evident, but not enough to compromise performance. People with similar scores probably get adrenalin from challenges, and enjoy some pressure. In relationships with others, such people are generally relaxed and able to make time to listen to others.

Sensitivity - Secondary

 Jane is generally sensitive to the needs of others, and does not get upset easily. Such people usually tend to be pleasant to work with, and a good sounding board.

Workplace Management 23

Conscientious - Primary

Green



Responses indicate that 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. This score is similar to many managers, and people with similar scores tend to be frustrated by bureaucracy and red tape, and are unlikely to show respect to superiors merely because of their position. However, such people are likely to support change programs, and frequently contribute good suggestions for improvement. SHADOW SIDE - Some people with similar scores are likely to be an irritation in a large organisation by proposing different ways to do things, and may be outspoken in criticising the way things are done. May overlook detail, and not persist in finishing what they start.

Detail - Primary

Amber



Generally speaking, the general workforce role requires that good attention to detail be given to minimise errors and ensure quality of output. Responses indicate that Jane does not prefer detail work, and may become frustrated and bored with it. However, people with similar scores may still be valuable and effective workers, and often candidates for a management role, where attention to detail is less relevant. SHADOW SIDE - Some people with similar scores may be careless or unable to concentrate and make too many mistakes. May not be suited to positions involving protracted detail.

Self Organisation - Primary

Amber



Responses indicate that Jane does not value self-organisation, and this could reflect in workplace untidiness, forgotten commitments, and performance leakage searching for mislaid information. The multiplicity of demands in today's workplace requires workers to be more highly self-organised than in the past. However, this may be somewhat negated if Jane prioritises effectively. If Jane is a good prioritiser, it could mean that she regards mere tidiness as a low priority. Jane may however still be reasonably effective, and may rely on others to support her self-organisation. However, if Jane is not a good prioritiser, she would probably have a chaotic work style and impact on others, and be reactive, with unnecessary time being wasted looking for things. People with low self-organisation often need to engage in frequent 'spring cleans'. Not likely to be satisfactory in a support role where file management, organising and scheduling work for others is a job requirement.

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

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