



Staff Development Report

Jane Citizen

Your score compared to other **Management Level**

Introduction

This report is designed to help you see how you compare against others across a number of factors that have a bearing on career success. To be most objective and useful for your career, many of the comments provided have been written as other people are likely to see your characteristics. You may find it useful to ask someone else about the accuracy of some comments if you have any doubts about their truth or relevance.

Where you think there is value in improving yourself, self-discipline and working out effective behaviours to replace behaviours that may not be serving you well is a first step to improving job performance and career prospects.

Arrangements have been made with The CyberInstitute, (a subsidiary of the Australian Institute of Management) to provide direct links to appropriate short course e-learning programs where training is recommended.

Links to short Handbooks that could help you develop your skills at a very low cost are also provided. These Handbooks are downloadable and contain many basics and secrets of success for specific skills areas that you may find useful. At the end of your report is a list of links to other resources and links that you may find useful for furthering your career.

Role of your Staff Development report

This report helps you by providing you with impartial assessment regarding your likely workplace behaviours compared with other people studied in a similar role. The report offers advice to "see yourself how others see you" to improve your performance if appropriate. In particular you are obtaining the same sort of feedback about key personality characteristics that employers/recruiters frequently use with professional psychometric tests to measure an employee's suitability for a job.

Knowing how you may appear to an employer can empower you to improve your skills in job critical areas. It may also save you from accepting a role that you are not suitable for and that will not give you job satisfaction.

The questionnaire that you completed provided information about your work preferences, motivations and values. It did not seek information regarding your vocational interests or intelligences.

Factors such as *getting on with others, leadership, dealing with problems, innovation, level of ambition, accepting responsibility, being conscientious, managing tasks and time, being persuasive* for example may all be requirements for some positions. But not necessarily for all positions. So even though job duties may be similar, employers usually make decisions based on motivations, attitudes and personality as well as experience, qualifications and prior work history.

Report Construction and Career Roles

Different attributes to different degrees are required in different career roles. For example successful

managers differ from successful sales people across a number of factors. Some factors are more important in determining success in a particular role. These are called Primary factors, with lesser importance generally being placed on Secondary factors.

There are four separate Staff Development reports available which appropriately differ with the interpretation for say a Manager role, as distinct from a Sales role.

The four reports indicate general suitability for the following roles:-

- 1. Executive:** Suited to Executive Management/Directors/Senior Management/ Small Business Owner/Executive Consultant
- 2. Management:** Suited to Middle Management/ Team Leader/Frontline Supervisor/Senior Consultant/ Academic/ Senior Professional/ Graduate Recruitment
- 3. Sales:** Suited to Sales Professional/ Customer Service/ Call Centre-Sales
- 4. General Workforce:** Suited to School Leaver/ Entry Level/ Support Staff/ Non-management Professionals/Customer Service/ Call Centre-Service

You can see how you are suited to all four generic roles if you wish.

There are up to thirty-four factors reported on, dependent upon which report is produced. Some of the factors are associated with each other, and are grouped under convenient headings to assist your understanding.

In career roles, people can be said to have two aspects to their performance potential.

One aspect consists of a person's competencies, acquired through education, experience, training, skills, and knowledge, combined with inherited and developed physical and intelligence capabilities. This could be called the "CAN DO" side of a person.

The other aspect consists of a person's career drives and personality, including motivations, beliefs, attitudes, values and preferences. This could be called the "WILL DO" side of a person.

Both the CAN DO and WILL DO aspects of a person must be appropriate for full potential and productivity to be obtained in a specific work role.

Most frequently people experience work difficulties through WILL DO factors, as they may not have the motivation, interests or attitudes necessary to succeed in a certain role. This report focuses on WILL DO factors.

This report is concerned with helping career performance by identifying or diagnosing factors that can be improved for a person in a specific role or organisation. Development and training decisions can then be taken to enhance skill and career development of both the individual concerned and the organisation.

COLOUR CODING

Colours are used as guidelines for quick interpretation:

GREEN Green represents an 'ideal' score range associated with appropriate behaviours for that factor at that level, rather than an average or mean score for that factor.

AMBER The score is outside the range normally associated with successful performance at this level, and it is likely to indicate some need for further development.

RED The score is outside the range normally associated with successful performance at this level, and is likely not to be one of your strong areas. If this quality is relevant to your job role, you are very likely to benefit by development in that area. If you tend to disagree with the comments made, it is recommended that you reflect carefully, and verify or otherwise from other sources if possible.

A red or amber score does not automatically mean that a person can't 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 a person can be that he or she is likely to have difficulty in that area.

NOTE THAT EVEN HIGH PERFORMING PEOPLE SCORE SOME REDS AND AMBERS – THE COLOUR CODING IS DESIGNED FOR EASILY READ FEEDBACK OF HOW YOU SCORE COMPARED WITH OTHERS, SO THAT YOU CAN EXAMINE WHETHER YOU WOULD BENEFIT BY FURTHER SKILLS AND KNOWLEDGE IN THAT AREA.

Career Drives

Achievement - Primary



Meaning Of Your Score:

Your score shows that you are very achievement orientated, and conscious of getting the results you want. This drive for results is frequently supported by strong ambition, and is found in many successful people. It is particularly appropriate for those organisations requiring a firm 'bottom line' focus, such as in many sales driven organisations.

POSSIBLE DEVELOPMENT NEEDS:

There is a risk that you could be too task orientated and competitive, and not sensitive enough to other people's needs, unless you have well developed social and conflict resolution skills. Some people with scores similar to yours come across as too driving and forceful, and not sensitive enough to human issues when not getting the results wanted. Training in using the consultative and delegative styles of situational leadership may be beneficial.

Recommended Resources to Improve Your Skills

Download e-TRAINING COURSES

[Implement Effective Workplace Relationships](#)

[Conflict Resolution](#)

[Leadership in the Workplace](#)

Download APOLLO HANDBOOKS

[How to Improve Interpersonal Relationships and Communication](#)

[Leadership Handbook](#)

[Resolving Conflict Handbook](#)

Remuneration - Secondary



Meaning Of Your Score:

For various reasons, today's workforce is more concerned with remuneration than traditionally. In line with many successful managers, your responses indicate that you are not most strongly motivated by money. You obtain more satisfaction from other factors at work, and probably regard your remuneration on the basis of fair return for results achieved. The fairness of your 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.

POSSIBLE DEVELOPMENT NEEDS:

Perplexingly for observers, sometimes people with scores similar to yours will leave an employer if those other factors lose their ability to satisfy, even if money at a new job is less.

Ambition - Primary



Meaning Of Your Score:

You have sound personal ambition to do well, which usually translates into trying hard to achieve personal and corporate goals. You are likely to have high expectations of yourself and others, and would be likely to stretch subordinates. You would be generally willing to accept challenges, and be likely to provide a motivating environment for others at work.

POSSIBLE DEVELOPMENT NEEDS:

Sometimes people with scores similar to yours may put personal ambition ahead of organisation good, and may conflict with peers or others who they feel may be a threat to personal success.

Independence - Secondary



Meaning Of Your Score:

You do value autonomy highly, which can be a mixed blessing. In times of change, or in roles where a lot of challenging of the status quo is appropriate, you would most likely have a special contribution to make. You are also likely to have many good and original ideas, and can probably be forceful in seeing them implemented. Many consultants and self-employed people have similar scores, primarily because they have a high desire to operate with independence.

POSSIBLE DEVELOPMENT NEEDS:

You have a high need to do things your way, and friction may eventuate unless you respect that others may also do things well their way. It is likely that if you don't get your own way, that you go 'underground' to achieve your needs, and may 'take a mile when given an inch'. It is likely that you believe that it is easier to ask forgiveness than to seek permission, especially if you think the answer will be 'no'. Sometimes people with scores similar to yours develop reputations as empire

builders, and may be seen as rebellious and difficult to manage. Whilst it may be entirely possible for you to work within a team, if your need for independence is a problem, self-knowledge, self-discipline, and training in teamwork could help you fit in with the culture, and unavoidable restrictions, of big organisations.

Recommended Resources to Improve Your Skills	
Download e-TRAINING COURSES Making Virtual Teams Work Promote Team Effectiveness	Download APOLLO HANDBOOKS Teamwork Handbook

Recognition - Secondary



Meaning Of Your Score:

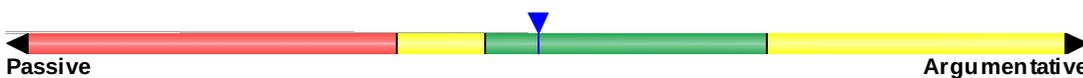
You generally like to be recognised for your work, and respected in the workplace. You would usually strive to maintain standards, and subscribe to a quality ethic. The reputation of the organisation you work for is likely to be important to you, as to some degree you are likely to see the organisation as reflecting your personal values.

POSSIBLE DEVELOPMENT NEEDS:

Sometimes people with similar scores to yours can be seen as using organisation resources to get recognition for personal gain.

Conflict Management Style

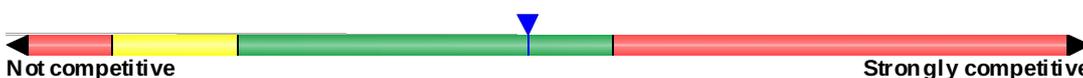
Assertive - Secondary



Meaning Of Your Score:

When you notice a workplace conflict, you tend to be sensibly assertive, and usually become involved at an appropriate early stage that prevents escalation or deterioration of the situation. As a manager, you tend to be willing to let conflict go long enough for others to solve their own problems, based on their maturity and capability to do so.

Competitive - Secondary



Meaning Of Your Score:

You are probably fairly verbally competitive, as are many other managers.

POSSIBLE DEVELOPMENT NEEDS:

However, you may need to ensure that you are being competitive in appropriate circumstances, and with appropriate people. Most frequently as a manager in an organisation setting, it is more appropriate to be seeking a win/win outcome rather than a personal victory.

Collaborative - Secondary



Meaning Of Your Score:

You appreciate the value of being collaborative to achieve win/win outcomes. Being collaborative and cooperative tends to generate goodwill and trust, as well as optimising gains available.

Compromising - Secondary



Meaning Of Your Score:

You are probably too willing to compromise, which contains elements of winning and losing, by trading off your needs.

POSSIBLE DEVELOPMENT NEEDS:

You would probably benefit by trying harder to obtain win/win outcomes before compromising your needs. Training in conflict resolution, and development of flexible leadership styles and negotiating skills may be useful.

Recommended Resources to Improve Your Skills	
Download e-TRAINING COURSES	Download APOLLO HANDBOOKS
Conflict Resolution	Leadership Handbook
Leadership in the Workplace	Negotiating Skills
Negotiation Skills	Resolving Conflict Handbook

Coping

Security - Secondary



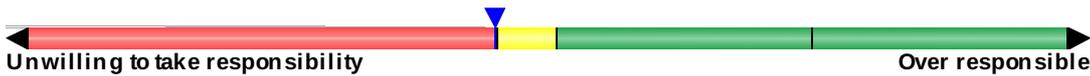
Meaning Of Your Score:

Whilst security is increasingly valued by many people in today's workplace, you have a low concern for job security, in common with many successful people who seem confident of their skills and redeployability. This low score seems appropriate in freeing managers to take sensible risks in their decision making without excessive fear of making mistakes.

POSSIBLE DEVELOPMENT NEEDS:

Sometimes managers with scores similar to yours may have a tendency to leave an organisation if things don't go their way, and you may need to take care not to be too outspoken and 'rock the boat'.

Responsibility - Primary



Meaning Of Your Score:

At this stage of your career it seems that you are unwilling to assume responsibilities to the degree necessary to perform successfully in a managerial role.

POSSIBLE DEVELOPMENT NEEDS:

This may be due to stress, or disillusionment with your workplace or with career opportunities, or from a number of other sources. If this is the case, and you see little prospects, it would probably be useful for you to discuss your feelings with someone you trust in the organisation, or a wise friend or career counsellor.

Recommended Resources to Improve Your Skills	
Download e-TRAINING COURSES Stress Management	Download APOLLO HANDBOOKS Stress Management Handbook Take Control of Your career

Stress Resilience - Primary



Meaning Of Your Score:

You seem to be coping with your job to the same degree as most managers, in that some stress is evident, but generally not at a sufficient level to compromise performance. You probably get adrenaline from challenges, and enjoy and feel you work best under some pressure. In relationships with others, you would generally be relaxed enough to make time and listen.

Sensitivity - Secondary



Meaning Of Your Score:

You are generally sensitive to the needs of others, and do not get upset easily. As such you would tend to be a good sounding board, and be pleasant and stabilising to work with.

Leadership and Influence

Power - Primary



Meaning Of Your Score:

Your responses show that you have a strong desire for power and to lead others, and you are likely to have confidence in this role. You would be very willing to use your authority and influence to achieve goals.

POSSIBLE DEVELOPMENT NEEDS:

You may need to exercise caution that you don't over-extend yourself by seeking positions of authority that you are not yet ready for, or lack all the competencies to fulfill the role. You may need to take care that you do not come across as too pushy, and that you appropriately consult with and explain to others, rather than just tell them, especially if you tend to 'go by the book'. Development of your leadership styles would help you exercise power appropriately.

Recommended Resources to Improve Your Skills

Download e-TRAINING COURSES

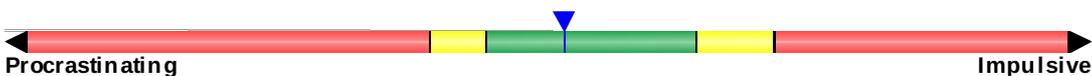
Download APOLLO HANDBOOKS

[Leadership in the Workplace](#)

[Leadership Handbook](#)

[Learning to Lead](#)

Decisive - Primary



Meaning Of Your Score:

You usually think about decisions before you make them, and obtain enough data without becoming bogged down. You can usually differentiate between the need for expediency and accuracy, to the degree necessary in the managerial role, and be adequately personally productive in terms of work output.

Persuasive - Primary



Meaning Of Your Score:

You probably enjoy good powers of persuasion, and would be willing to influence others to achieve the outcomes you need to be successful in the management role.

POSSIBLE DEVELOPMENT NEEDS:

You may need to be aware that because some people can be persuasive for personal gain, other people are suspicious of motives until trust is established. This is now more particularly likely as non-management levels of today's workforce seem to have a growing suspicion of the use of persuasion, and attendant sincerity. You may sometimes need to be aware of interpersonal relationships, and concentrate on listening for effective communication.

Recommended Resources to Improve Your Skills

Download e-TRAINING COURSES

[Communication Essentials](#)

Download APOLLO HANDBOOKS

[How to Improve Interpersonal Relationships and Communication](#)

Directive - Primary



Meaning Of Your Score:

You would generally be confident leading from the front, and be willing to give directions to positively influence outcomes. This is usually a requirement for frontline managers supervising operative staff, who are likely to have varying degrees of competencies and commitment. Whilst such strong leadership should not often be required at senior management level, the capability to deliver leadership under pressure from other managers, subordinates, and outside forces is desirable.

POSSIBLE DEVELOPMENT NEEDS:

If used inappropriately, or too frequently, as a dominant leadership style, 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.

Delegating - Primary



Meaning Of Your Score:

In line with many other managers there seems to be room for you to further practice delegating, and to develop a delegative leadership style, which means that you should leave competent people alone to do the job without interfering.

POSSIBLE DEVELOPMENT NEEDS:

Not delegating adequately will result in you having a higher work-load than is necessary, and is likely to come across to subordinates as lack of trust in their abilities. It also fails to develop their confidence or competence, and provides lack of

options for when you are not available. Learning how to 'lead from the rear' is an important management skill that develops others, whilst freeing you up to concentrate on more important tasks. Training in situational leadership, leader development, and delegating would be useful.

Recommended Resources to Improve Your Skills

Download e-TRAINING COURSES

[Leadership in the Workplace](#)

[Learning to Lead](#)

[Principles of Management](#)

Download APOLLO HANDBOOKS

[Delegation Handbook](#)

[Leadership Handbook](#)

Coaching - Secondary

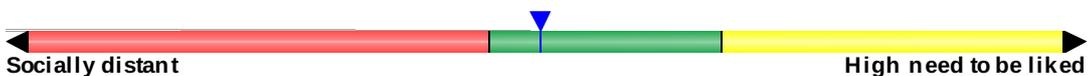


Meaning Of Your Score:

You would tend to use a coaching style of leadership when appropriate to develop the skills level and motivation of others. You 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 you 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



Meaning Of Your Score:

In most modern work environments, it is becoming increasingly important for managers to be sensitive to the needs and concerns of others at work. You have a need to socialise that would come through at work, and this would help you communicate with others, and get along with a range of personality types. You are likely to be generally supportive of teamwork concepts.

POSSIBLE DEVELOPMENT NEEDS:

You may sometimes spend too much time socialising on non-work matters, and care may be needed not to place too much emphasis on being agreeable, at the expense of other work outcomes. You may need to take care to remember to maintain respect by putting getting results ahead of being liked at work when

necessary.

Teamwork - Secondary



Meaning Of Your Score:

Today's workplace puts more demands on managers to be part of a team. You enjoy being a member of a team, and are likely to cooperate with others in the team. You would probably be willing to concede your agenda for the greater good of the team, and understand the value of group consultation and involvement. At a managerial level, you are likely to support team concepts, and implement teams to achieve corporate goals. You may also be willing to accept team roles other than as the leader.

POSSIBLE DEVELOPMENT NEEDS:

You may need to be conscious not to appear too relationship focused to involve more practical members of the team.

Recommended Resources to Improve Your Skills

Download e-TRAINING COURSES

Download APOLLO HANDBOOKS

[Making Virtual Teams Work](#)

[Teamwork Handbook](#)

[Promote Team Effectiveness](#)

Extraversion - Secondary



Meaning Of Your Score:

You are usually extraverted and open, but know when to close the door and concentrate. Whilst you enjoy socialising to a degree, you also need quiet time to think, and even to be on your own. This is in line with many other managers, who are ambiverted and able to establish relationships with a wide range of people for networking purposes, and are also able to sit and concentrate in private. You would be generally open and approachable by staff and willing to listen to concerns. You are likely to be aware of external factors having a bearing on the organisation.

Intimacy - Secondary



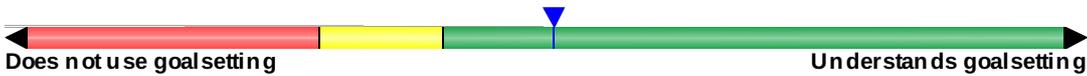
Meaning Of Your Score:

You are generally able to strike a balance between forming friendships at work and remaining objective about personnel issues. As a manager, positive personal

relationships can help accomplish much that would not have been possible through formal protocols.

Strategic Orientation

Goalsetting - Secondary



Meaning Of Your Score:

You seem to be aware of the value of having clearly defined goals and targets, and this would aid in determining priorities for tasks and issues. Having clear objectives and deadlines is also motivating for subordinates.

POSSIBLE DEVELOPMENT NEEDS:

There may be a small danger that you could become so involved with goals and targets and similar systems, that you lose perspective and flexibility on other issues.

Innovation - Primary



Meaning Of Your Score:

You like to be innovative, and would be good at coming up with ideas. In today's organisations the pace of change and need for innovation is becoming paramount, particularly if competitive advantage is sought in the marketplace, and you would probably be able to contribute towards future development of an organisation. You are also likely to be flexible, and want variety in your job. You are comfortable dealing with many tasks simultaneously, and are likely to be creative, to bend the rules, and take risks to achieve goals you believe in. At managerial level, an open mind helps to obtain the confidence of staff, and to objectively evaluate competitive forces and change factors effecting the organisation.

POSSIBLE DEVELOPMENT NEEDS:

However you could abandon tasks too easily in the face of resistance, and may also need to ensure that you do not go too far in bending the rules. You may benefit by applying more structured and rigorous project management principles to your goals.

Recommended Resources to Improve Your Skills

Download e-TRAINING COURSES

Download APOLLO HANDBOOKS

[Manage Projects](#)

[Project Management](#)

Proactive - Primary



Meaning Of Your Score:

Contemporary research has identified a number of profound changes operating on organisations and people in today's workplace. The changes have impacted on the role of planning and strategy, with today's manager likely to be faced with more short-term objectives, and under pressure to cope with more complexity and ambiguity, faster speed of change, and increased unpredictability, that is very different from traditionally. Notwithstanding, 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. You share this viewpoint, and would tend to be a proactive manager, and be likely to make a strategic contribution.

Analysing - Primary



Meaning Of Your Score:

Today's organisations and their operating environments are becoming increasingly complex, and it is evident that managers need the analytical capacity to deal with this.

POSSIBLE DEVELOPMENT NEEDS:

Whilst you have a similar preference for problem solving and being analytical as many other managers, it may be useful to recognise that the most successful managers tend to be even more analytical, which assists them to deal with complexity in a logical way. You may benefit by consciously spending more time and effort in analytical functions where appropriate. It is possible that knowledge and application of project management techniques would provide useful structure for you.

Recommended Resources to Improve Your Skills

Download e-TRAINING COURSES

Download APOLLO HANDBOOKS

[Implement Operational Plans](#)

[Project Management](#)

[Managing a Work Based Project](#)

Values

Altruism - Secondary



Meaning Of Your Score:

You tend to be a sensibly caring person who can usually remain objective about

people and situations. As a manager, you are likely to consider the consequences of your decisions on other people, which encourages their respect and trust. You are likely to support the growth and development of your subordinates, and be willing to listen to their concerns.

Trust - Secondary



Meaning Of Your Score:

Trust and openness has emerged as quite an important issue for many in today's workforce. You have a normal score for this category, which is likely to mean that issues of trust and openness at work are of some importance to you. You are likely to be generally willing to trust, but others may have to earn that trust first.

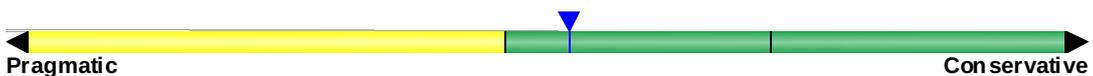
Loyalty - Secondary



Meaning Of Your Score:

You have an normal score for this category, which is likely to mean that issues of loyalty at work are of some importance to you. You are likely to view loyalty as a two-way street, and would normally return an organisation's loyalty. Similarly if you perceive that an organisation is not doing the right thing by your standards it is likely that you would be dissatisfied.

Conforming - Secondary



Meaning Of Your Score:

You are likely to balance being pragmatic with conforming with the views of society. This should enable you to balance being sensibly practical in pursuing results without transgressing important society or workplace rules or values.

Workplace Management

Conscientious - Secondary



Meaning Of Your Score:

You are likely to have a low need for structure, rules and regulations at work, and may frequently do things in an unorthodox manner if you believe this will achieve a better result, or be quicker. This is appropriate managerial behaviour as long as your judgment is sound. You are likely to be a champion for reform and an advocate of best practice.

POSSIBLE DEVELOPMENT NEEDS:

You are likely to be frustrated with bureaucracy and red tape, and be unlikely to show respect to others merely because of their position. You may need to be more persistent with work, especially non-preferred tasks, and benefit from strong support-staff backup. If you also tend to be assertive, you may need to learn not to be outspoken, and to show patience and appreciation of the viewpoints of others whose opinion or style may differ from yours. In a supervisory role, you would have to be very careful to make sure you adhere to proper practices, and quality controls. You may need to document things better, especially if you are extraverted. You may need to discipline yourself to better comply with procedures and red tape, especially on important matters. Development of your writing skills would assist if this is not one of your strengths.

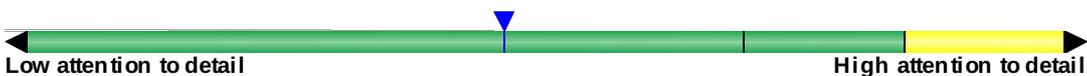
Recommended Resources to Improve Your Skills

Download e-TRAINING COURSES

Download APOLLO HANDBOOKS

[Business Writing Skills](#)

Detail - Secondary



Meaning Of Your Score:

By discerning between important and unimportant detail you leave yourself free to concentrate on being effective, rather than efficient. You would tend to have a forgiving attitude towards making mistakes, unless they are of a vital nature with significant consequences. You would generally be able to discriminate between important detail and routine.

POSSIBLE DEVELOPMENT NEEDS:

As you do not prefer to work with detail you need to have the ability to concentrate, and deal with detail when required. Some people with similar scores to yours can be careless and make too many mistakes, so that they are unsuitable for positions requiring protracted attention to detail.

Self Organisation - Secondary



Meaning Of Your Score:

The many demands of today's workplace requires managers to be more highly self-organised than in the past. You place high value on being organised, as do many

other successful managers.

POSSIBLE DEVELOPMENT NEEDS:

You hopefully place more priority on getting the job done than on merely being organised and tidy.

The following links are recommended:

Personal and Career Development site www.mycareerdevelopmentprofile.com

The Australian Institute of Management www.aimqld.com.au

Career guidance, coaching and publications www.worklifeint.com

Hudsons Career Coaching and mentoring au.hudson.com/node.asp?kwd=develop

Recruitment and staff development solutions for SMEs www.mysmesite.com

Third Sigma Consulting and Training www.thirdsigma.com.au

Background of the Apollo Profile Staff Development & Training report

Apollo Profile reports are based on well known organisation psychology and personality research concepts and practices aligned to the modern workplace. Reliability and validity studies have been conducted to ensure that the data provided is consistent, accurate and useful for you. The designers and researchers are Dr. Richard E. Hicks, organisation psychologist, psychometrician, and University Professor, and Mr. James H. Bowden, a human resources and management professional.

The comments provided are based on comparing your scores with others in the same group reported upon. All factors have a number of questions relating to them, so you had a number of chances to score the strengths of your feelings and work preferences for each factor.

In giving information on each of the categories reported by the Apollo Profile reports, it is recognised that there is sometimes overlap between some categories. Occasionally you may find seemingly contradictory comments, as we provide "stand alone" comments for each of the separate factors reported on. It is common for people to have internal conflicts, where part of your make up feels one way, and another part the opposite. These internal conflicts often explain varying human behaviour where we act differently rather than consistently, depending upon the situation we are facing, and the people we are dealing with.

The construction of Apollo Profile reports recognises that human beings are complex and unique. Different people are suited to different activities. Nobody is suited to, or interested in all activities. People have preferences that influence what they want to do, and how they carry out those activities. These preferences relate to career choices and to potential suitability and success in different career paths.

Just as human beings are different, so too are organisations. The Staff Development & Training report can help individuals confirm their fit to an organisation culture.

Apollo Profile reports provide diagnostic and descriptive comments regarding possible training needs, and ways to enhance career performance. Detailed advice can be obtained from accredited interpreters or career counsellors if desired.

Limitations

Measurement or assessment appraisal tools such as the Apollo Profile can provide **guidelines only** for candidates and users. Because these instruments are largely based on statistically derived data and human beings are enormously complex and varied, no report can ever be 100 percent correct or apply entirely to the specific individual concerned. However, most of the time the reports should reflect reasonably accurately the work preferences and values of the individual concerned.

To be most valuable to candidates and users, the interpretations of the total scores in each category are stated in objective, clear and direct terms. The interpretations are based directly on the person's own responses compared with the groups of other executives, managers, sales people or general workforce.

However, where this report may be used by people other than the candidate, all comments or interpretations should be tested against the experiences of the candidate as well as against the experience of those who know the candidate. No single questionnaire, even an extensive questionnaire, should be used on its own to make career decisions. Information from other sources should be part of the data gathered and used, including other reports, workplace reports, interviews and appropriate comments.

Therefore, where candidates disagree with a given interpretation, and perhaps after checking with others in case the candidates are "blind" to their own

impacts on others, the report comments would normally be disregarded for those characteristics. The overall accuracy of the report should not be significantly affected by this move.

Provided the limitations are kept in mind, the Apollo Profile can provide useful information for many aspects of the workplace where working with others is an important component of success and satisfaction.

Counsellors accredited in use of the Apollo Profile are trained to discuss alternative meanings of the category scores obtained, and most general career counsellors would recognise the significance of comments provided and be capable of building on this report for you.

Disclaimers

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