

WSABI[®] Attributes Profile Report

On

Miss Ann Example

**Informally, and throughout much of this report, Miss Example prefers to be referred to as
This Example**

This is an example of the smaller “Standard” version of the generated reports.

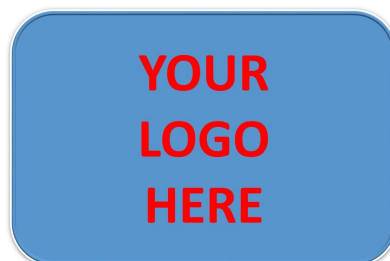
Other extended versions (“Augmented” & “Comprehensive”) which contain additional analyses and outputs from the completed WSABI[®] questionnaire, can also be ordered.

The “Augmented” version also includes additional outputs relating to key motivational factors and the relative importance of various organisational and leadership values: important for understanding performance and determining culture-fit.

The “Comprehensive” version contains everything within the “Augmented” version together with a set of behavioural interview questions tailored to match the specific work style preferences and motivation factors outlined in each section of the report: important for determining role suitability and development potential.

When the “Augmented” version is purchased the “Standard” version is also provided free of charge. When the “Comprehensive” version is purchased both the “Augmented” and “Standard” versions are also provided free of charge.

Compiled For: Superior Account Name, Your Company



WSABI[®] Introduction

WSABI[®] is specifically a work-related profiling system that has been researched and developed, for over 10 years, to produce the most accurate guide to identifying those aspects which particularly affect performance and culture-fit. How WSABI[®] differs from other programs, and why it is more accurate, is down to the level of detail involved and how we analyse the complete data to show how all the identified traits interact to produce an individual's specific style. Consequently we don't use artificial 'pigeon holes' or stereotypes in our reports. Being unique to the individual (there are potentially millions of report variations) the WSABI[®] Attributes Profile shows how you can get the best out of the respondent and allows you to match their particular capabilities with your specific requirements.

WSABI[®] Attributes Profiles are designed to primarily focus on the individual, with the aim of identifying role suitability and culture-fit. They can also be used for predicting behaviour and optimising project teams, but WSABI[®] is neither a traditional psychometric test nor a specific team work analysis system. Where our research found strong correlations between these alternatives, we've aimed to utilise and combine the best features of each. Our research, however, also showed a number of significant instances where those established systems tended to be inaccurate, or omit key facts, so the complex WSABI[®] algorithms were created to plug those gaps. To ensure their suitability and accuracy, our research findings were verified by obtaining comprehensive feedback from over two thousand test subjects. To produce this report we identified various clusters of related traits, and analysed how they interact, in order to indicate key strengths, operational orientations as well as fundamental requirements for the respondent to function effectively.

WSABI[®] Attributes Profiles are designed to enhance the interview, selection and internal assessment processes, or to provide detailed analysis of the respondent's preferred working style when creating highly effective, functional teams. Three versions are available ('Standard', 'Augmented' and 'Comprehensive') depending on intended use and the amount of information required. The 'Augmented' and 'Comprehensive' versions contain additional outputs from the WSABI[®] questionnaire dealing with motivational aspects as well as how the respondent is likely to value and respond to differing leadership styles and organisational traits: very important in determining 'culture-fit'. The extra feature of the 'Comprehensive' version comprises a set of tailored behavioural interview questions designed to further elucidate how the respondent's specific workstyle preferences and motivational factors influence or affect performance. These questions are designed to enable you to explore key aspects, in greater detail, in order to produce a more comprehensive and accurate picture of the respondent.

Where the respondent is being considered or developed for a 'business critical' or senior position this report should be read in conjunction with the WSABI[®] Leadership Profile report. Additional 360° assessments and other detailed comparisons can also be carried out by accredited WSABI[®] 'Master Practitioners' (see www.wsabi.co.uk for details).

Disclaimer

This report has been generated automatically based on algorithms used to analyse the respondent's completed questionnaire and import text based on our research involving test subjects who provided similar answers. Neither the programmers, text authors, researchers nor owners of this website have had any direct contact with the respondent. Whilst we have endeavoured to produce a system that generates highly accurate outputs we cannot guarantee that all the wording presented is exactly representative in all cases (i.e. there may be an odd nuance or the occasional interpretation that the respondent does not wholly agree with). In accordance with our published best practice, terms and policies (see wsabi.co.uk/privacy-terms-and-policies/ for links), where the reports are being used as a tool to aid recruitment and/or assessment processes, the respondent should always be allowed to comment on them and their interpretation and to correct any misconstrued comments.

Ann Example - Attributes Profile

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Section 1: Primary Approach to Work

Level of Contact Sought

Ann Example's questionnaire responses suggest that she will work best as part of a team but will still need some time to work alone. She will be good at actively engaging with colleagues to spark off ideas and will tend to intersperse formal work related discussions with more social conversations. When evaluating information or trying to reach a decision she will prefer time to discuss pertinent points and emerging ideas. Given the option, Miss Example will probably prefer to talk rather than type but will recognise the need for written communication to back up conversations.

Level of Conformity Likely to be Exhibited

Miss Example is more individualist than conformist but may be cautious about 'sticking her head above the parapet' without first checking that others are willing to do so as well. If she believes that established rules, regulations and methods are outdated she will readily question whether they should still be followed and will look to gain support for the adoption of more relevant alternatives.

Needs to Confer Meaning

This Example is highly intuitive and 'gut feeling' plays an important role in conferring meaning to situations. She will consider evidence but will question whether it is complete if it doesn't wholly accord with the wider context and her holistic viewpoint. When swift decisions are called for, she may feel that the need for data processing is more limiting than enabling. She is highly driven by opportunities to explore concepts and can get frustrated if others slow things down by adopting a linear, stepwise approach to gathering facts instead of considering the possibilities presented by other lines of enquiry.

The above factors combine to enable This Example to tackle problems in her inimitable style. When completing the WSABI[®] questionnaire she stated that when faced with a serious obstacle:

"I'll find out what different people can do to help and delegate appropriately"

"I prefer to face the issues head-on and take a positive lead"

To explore these factors further, the Comprehensive version of this report provides 3 related competency-based questions at this point.

Explanatory Notes

The 'Primary Approach to Work' should be viewed as the respondent's fundamental needs to function most effectively in the job. These main requirements relate to:

- Contact with others
- Conformity
- Conferring meaning

If these needs are not fully met the individual will not perform as effectively as she might.

The 'Primary Approach to Work' is the foundation upon which other work preferences are built. Although everyone adapts their work styles to the prevailing environment and demands of the job, the 'Primary Approach to Work' remains relatively stable over time. So if there is a large disparity between what the individual needs to function and what the organisational culture can accommodate, support or deliver, this will remain a poor fit.

Section 2: Primary Strengths and Associated Limitations

The primary analysis of the completed WSABI[®] questionnaire indicates that This Example possesses relatively strong strategic organisational and planning skills together with the ability to take a global perspective and influence others. These results indicate that she is quite adept at developing strategies and will quickly gain a good overview of situations.

One of her key strengths is the ability to get groups to agree on a course of action. She will also be quick to spot individual talents and use them effectively in pursuit of business and/or group objectives. This Example will be good at organising others and getting them to work well as a team. It is likely that she will mainly choose to adopt an inclusive management style, consulting readily but applying control measures as needed. Once proven, she will trust and demonstrate confidence in others' abilities and will delegate readily. At times, though, she may be too willing to assume that others are ready, willing and able to carry out her plans

To be most effective, This Example needs to be supported by people with the skills and competencies she lacks but she may not always recognise what these are. With a relatively high level of confidence in her own strategic abilities, This Example will be capable of actively and effectively canvassing support for her proposals from key stakeholders. It may be advisable to check that others really do agree with her and that her persuasiveness and strong desire to achieve buy-in is not being seen as overtly stage-managing consensus to support her views and decisions.

With a moderately high score for the traits associated with achieving and beating targets, This Example demonstrates good drive and tenacity with a focus on the goals ahead. This Example is a self-starter with a relatively strong desire to achieve and can perform well under moderate pressure. Being goal oriented she is relatively good at spotting opportunities. She generally sets out to obtain positive results and likes to get started early. If obstacles arise, she will quickly look to find a way round them.

By being focused on the end result This Example will tend to act first then ask questions later. She is willing to take reasonable risks to achieve the goals and, at times, consideration of the impact of her actions may be secondary to doing what works.

Miss Example's own personal view of her strengths include:

"Organising others and getting groups to pull together for a shared objective."

"The capability to take calculated risks to overcome obstacles."

Explanatory Notes

In work, everyone exhibits numerous attributes or traits. Most are expressed together with others that they are linked or closely related to. Our research identified specific groups of related traits or 'Work Style Attribute Clusters'. This section of the report is based on the relative ranking of these respective attribute clusters, generated from the primary analysis of the completed WSABI[®] questionnaire.

The relative scores of the various attribute clusters, when analysed together, enable us to identify the respondent's strengths and associated limitations. The respondent's main strengths relate to key traits within the attribute clusters which she shows the greatest affinity to.

Associated with the dominant attribute clusters are certain characteristic 'weak spots' i.e. they are the 'flip side' or price to pay for the major strengths. Attempts to eliminate the associated weakness tend to have a negative impact on the strong points. It is always best to play to an individual's strengths and find other ways to mitigate the weak spots. The interactions between the dominant and other attributes provide indications of how these can be best managed.

A full explanation of the various aspects of this report or the WSABI[®] programme can be obtained by contacting Accretis Ltd or by consulting any accredited WSABI[®] Master Practitioner.

Other Limitations

In order to enable This Example to be as effective in her role as possible, she will need help with the more mundane jobs from someone who is better suited to dealing with the 'nitty gritty'. Every organisation needs someone who prefers to work on the tactical implementation of plans, one small step at a time: this is not This Example's style. Although she may sometimes want to get involved, it would be better if someone more suitable performed these duties. As This Example's current focus is elsewhere, she is likely to overlook or postpone tasks which she doesn't have time for. She may deem some key, routine tasks as less important than her priorities, yet they still need to be done. It is best, therefore, to give responsibility for these to someone else rather than allow her to keep putting them off.

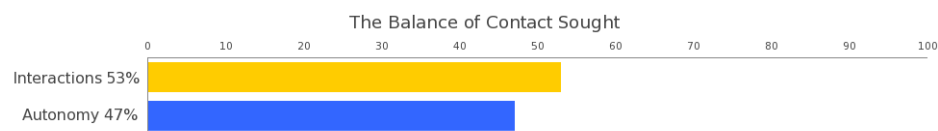
There may also be some other factors, which although not scored low enough to be classified as weaknesses, will not appear to feature amongst the respondent's preferred working styles. These are best tested by asking relevant questions to provide further insights into his/her capabilities and limitations in this respect. **At this point in the Comprehensive version of the WSABI® attributes report we provide a set of behavioural and competency based questions, specific to those identified 'borderline' aspects.**

Explanatory Notes

The scoring of each attribute cluster is directly related to the amount of attention the respondent pays to particular work related requirements and the proportion of time he or she will operate in a particular manner. The higher the score, the more often he or she will exhibit the related traits – the preferred working styles. Consequently other working styles will be less preferred. Those attribute clusters which are least represented, especially when the score is particularly low, indicate other limitations. Again these represent the price to be paid to get the strengths outlined above.

Section 3: Work Style Preferences

A) Working With Others



The above chart indicates the relative different degrees to which This Example prefers to work alone or with others.

This balance suggests that This Example has a preference for working in groups and will mostly choose to operate in a fairly busy environment rather than seeking solitude. Nevertheless, there will be times when she needs short periods of quiet time. She prefers to be interacting with others and needs their input to be able to function best. If isolated and left to her own devices, for long periods, she will tend to lose motivation and may seek out distractions. Nevertheless, she can work well on her own and may prefer to do so for defined periods, as and when required.

These results indicate that This Example needs a variety of tasks and interactions to maintain interest. She may therefore prove to be quite adept at multitasking. Needing variety, her attention has a tendency to switch to the newest thing being developed or talked about. Being a relatively active networker, This Example will be good at gathering and disseminating information. However, unless an analytical approach has been identified as one of her strengths, more often than not, others will have to scrutinise and assimilate it. Given the choice, to initially gain information, she will generally ask others to provide the leads and, if convenient, will prefer to communicate vocally rather than in writing. Nevertheless she will be happy to back up calls with emails and to be involved in online discussions.

The Comprehensive report provides tailored behavioural and/or competency based interview questions at this point.

Explanatory Notes

In this and subsequent sections (3 to 6) we report on the results of more complex analyses of the respondent's responses to the WSABI® questionnaire. By analysing the whole data set, and taking in to account how the various 'work style attributes' interact and combine, various performance axes are created upon which the individual's orientation towards key criteria can be plotted.

The accompanying text concentrates on the dominant factors, as these are more likely to be exhibited more often than the typical aspects represented by the shorter bar in these charts, or a different degree of separation between the two bars. These comments are not intended to imply that the respondent can't or won't act in a different manner. As these charts represent the current balance of opposing 'forces', if circumstances change, it is possible that the respondent may adopt a different style for a limited time.

Section 3 shows the results from analysing the respondent's preferred working styles. Particularly these deal with how she likes to organise her general routine and how this relates to the demands of the job and the prevailing culture of the organisation.

A) Working With Others:

shows the respondent's relative preference for working alone or in group situations.

B) Organisation of Work



The above chart indicates the relative different degrees to which This Example prefers to work in a structured or flexible manner.

This Example likes to be fairly organised yet work in a manner which allows her to choose which mode of operation to adopt to best suit the prevailing conditions. Plans need to be detailed enough to allow a structured approach to undertaking the key tasks but flexible enough to allow for adaptations to changing circumstances. She neither looks to overtly control others nor likes to be controlled. She prefers things to be kept in their right place but can tolerate a reasonable amount of short term disorder.

This Example likes a reasonable degree of personal freedom but accepts the need for structured work processes. Whilst liking to have a well-constructed plan to follow, This Example will not want this to prevent or inhibit the exploration of new directions and opportunities. With regards to deadlines and milestones, it is a good idea to remind her of them as projects progress.

The Comprehensive report provides tailored behavioural and/or competency based interview questions at this point.

Explanatory Notes

B) Organisation of Work:

indicates the level of reliance on plans, timetables and other ways of creating a structured approach to organising work.

C) Needs to Function



The above chart indicates the relative degrees to which This Example prefers to follow established rules and standard procedures, or look for alternatives, if allowed.

This chart indicates that This Example needs to be given some leeway when it comes to the interpretation of rules, regulations or traditions that are not absolutely necessary to ensure compliance or performance standards. Where not essential or mandatory, she is likely to view rules more as guidelines rather than directives that must be followed religiously. This doesn't mean she will disobey them but will assess their relevance to the situation on a case by case basis. If likely to create barriers to her path, she will look to find ways round them rather than change her plans.

This Example is not a person who will unquestioningly adopt an established approach. If traditional methods work well she will continue to operate them but, if not, she will often look to improve them. This Example's primary objective, in this context, is to find out, and do, what works best irrespective of how it's been done before. To function effectively, she sometimes needs the opportunity to explore different options and follow new leads.

The Comprehensive report provides tailored behavioural and/or competency based interview questions at this point.

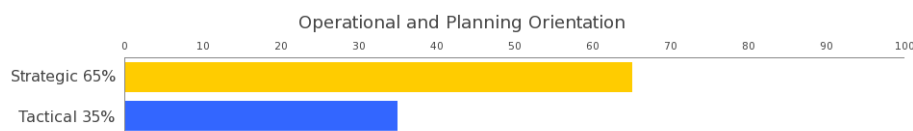
Explanatory Notes

C) Needs to Function:

is similar to B) but looks more at reliance on rules, regulations and protocols etc.

Section 4: Performance Orientations

A) Work Focus



The above chart indicates the relative different degrees to which This Example prefers to perform strategic or tactical activities.

This Example mostly prefers to take a long term, highly strategic view of planning for the attainment of business goals. She is strongly focussed on the mission and purpose; the big 'what' and 'why' questions. These reflect in her ability to take into account the big picture, recognize patterns and trends, foresee issues and predict outcomes. In terms of dealing with issues, This Example is far more concerned with prevention than cure. Her focus is more on future opportunities than maintaining the current status so she will enjoy 'horizon scanning' activities and operating proactively. It is highly likely that This Example will like to spend substantially more time thinking about how to gain a long term competitive advantage than working on short term initiatives to maintain the current position.

The Comprehensive report provides tailored behavioural and/or competency based interview questions at this point.

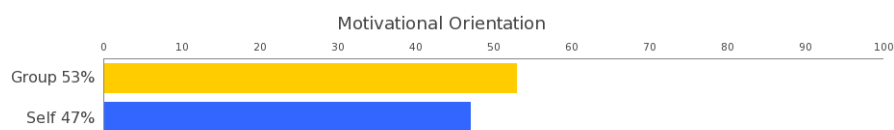
Explanatory Notes

Section 4 deals with how the respondent fits within the organisational context and what affects performance. In particular, here we report on the respondent's operational viewpoint, basic motivational characteristics and how far she will go to achieve success.

A) Work Focus:

shows the respondent's relative preference for high level operations or getting involved in the 'nitty gritty'.

B) Motivational Direction



The above chart indicates the relative different degrees to which This Example is motivated by personal rewards or by achieving group objectives.

Personal recognition and rewards appear to be less important to This Example than being seen as a key contributor to a successful team. Being a team player, she will generally work towards the achievement of group objectives, before personal targets. In this way, she is more motivated by helping to achieve notable team wins than being lauded for her own performance. Nevertheless, she will expect the team as a whole to be rewarded for their efforts and achievements.

Establishing and maintaining successful interpersonal working relationships is probably important to This Example. She will, therefore, probably tend to put personal ambition aside if such relationships would be adversely affected. This Example believes in synergy and prefers friendly collaboration to interpersonal competition. She will not overtly set out to win individual performer prizes or rise up personal league tables, however, being part of a winning team is a fairly strong motivator.

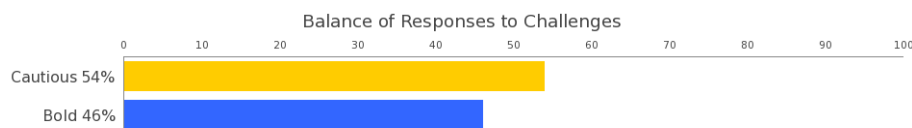
The Comprehensive report provides tailored behavioural and/or competency based interview questions at this point.

Explanatory Notes

B) Motivational Direction:

indicates whether she is motivated more by personal achievement or by team wins.

C) Risk Taking



The above chart indicates the relative different degrees to which This Example is likely to adopt a cautious or bold approach; i.e. the amount of risk she is prepared to take in pursuit of the business, or her own objectives.

Like the majority of people, This Example seems more motivated more by avoiding pain, than personal gain, when tackling business issues. She will largely organise activities in order to minimise the possibility of criticism rather than set out with the aim to achieve accolades and/or rewards. Before expressing her opinion, particularly about contentious issues, she will want to be sure she is on fairly safe ground and confident about the facts to hand.

When tackling business issues, This Example's preference tends to be to adopt a relatively cautious approach; any risks taken will be calculated not to do harm if they don't work out. She may become concerned if decisions are made without investigating the possible consequences. This Example should be encouraged to be open minded when dealing with more enterprising colleagues. She may otherwise show a tendency to argue against their ideas and bolder approach, whereas they may not be as risky as she initially believes.

The Comprehensive report provides tailored behavioural and/or competency based interview questions at this point.

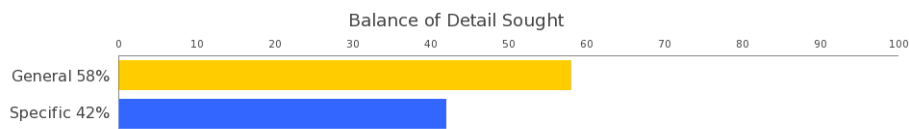
Explanatory Notes

C) Risk Taking:

although fairly self-explanatory, these results also show whether the respondent is focussed on gain or avoiding pain in business life. In this regard the amount of risk she will tend to take will depend on her expectation of success and the value she attaches to it. Thus it is related to whether the respondent generally considers that the reward is worth the effort or, in other words, whether the gain is worth the pain.

Section 5: Information Handling

A) Input Preferences



The above chart indicates the relative extent to which This Example prefers to take an overview of the situation or deal with the finer detail.

This Example's talent for stepping back to see the big picture can be undermined if she is required to focus too early on the specifics. She has a strong preference for work that has greater breadth than depth. This enables her to get an overview of the situation before asking for details. In fact, This Example often does not like, nor need, to be given a lot of detailed information, preferring instead to be provided with a summary of the salient points. When tackling issues, This Example mainly prefers to maintain a broad perspective, keeping the larger objectives in view, whilst expecting others to attend to the lesser points. Given the choice, she will prefer to prioritise those issues that have the major impacts and consequences. In general, she is more likely to address the symptoms than look for the root cause.

When communicating with This Example, it is best to first list the key facts then provide a limited amount of additional information, before expanding on particular points of interest. When providing reports or proposals, a clear executive summary is essential. In meetings, she is likely to show a fairly strong preference for limiting discussion in order to primarily deal with the most important items. This will, at times, concern those who require fuller debates and greater consideration of other matters.

The Comprehensive report provides tailored behavioural and/or competency based interview questions at this point.

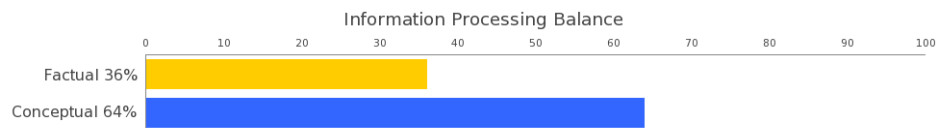
Explanatory Notes

Crucial to the performance of any individual is how they handle and use information. In particular, we report here on the amount of detail the respondent needs, how she makes sense of it and how this impacts on her decisions making abilities.

A) Input Preferences:

shows the extent to which the respondent requires lots of data and prefers to delve into detail, or is best at dealing with an overview.

B) Understanding Situations



The above chart indicates the relative extent to which This Example makes sense of information by extracting the hard facts or by looking for patterns in the whole picture.

This Example is by nature highly intuitive. She has a real knack for spotting patterns. She doesn't need, nor look for, much evidence or many hard facts to enable her to decide how to tackle issues. Instead, a few key clues are all she probably needs to get started. Her ability to conceptualise situations will enable her to spot possibilities that others will not notice. When gaining an understanding of a situation, This Example will investigate the possibilities that are suggested first, and then look for the evidence to support her hypothesis. There is a danger, though, that she may too readily dismiss facts that do not support her viewpoint.

Due to her talent for spotting patterns, This Example may often assume that others will follow what, to her, may be blindingly obvious. She may thus get carried away with following the options her unique approach brings without checking that colleagues understand her reasoning. Those with a strong need for proof may not naturally trust This Example's instinct nor agree with her intentions. To support her, it will be a good idea to double check the facts, and make sure sufficient evidence is gathered, in order to gain full support for her decisions.

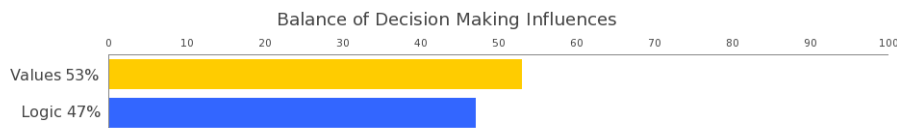
The Comprehensive report provides tailored behavioural and/or competency based interview questions at this point.

Explanatory Notes

B) Understanding Situations:

indicates whether the respondent is reliant on evidence and what the facts show, or is more intuitive and looks at what possibilities might be suggested.

C) Factors Affecting Decision Making



The above chart indicates the relative importance of logical assessment of data and personal values to This Example, and the roles they play when she makes decisions.

This Example's values may come first and, if important, she will tend to stand by them even when others may push for a more hard-line approach. Nevertheless, if required, she can switch to a more logical standpoint without too much difficulty and she should be encouraged to weigh up each situation on a case by case basis. In essence, This Example prefers to do what she believes to be right in accordance with her beliefs. If there is a conflict of interest, she may defer making a choice and just allow matters to evolve. If the situation involves a cause that she cares deeply about, This Example will be quick to make a decision without the need to assess all the facts. Consequently, at times, this may appear somewhat biased to those less involved. Being quite perceptive and socially aware, This Example will tend to be guided by a subjective appreciation of potential consequences when choosing between alternative courses of action.

Many traditional psychometric assessments tend to automatically assume that values, in this context, primarily involve considerations of the impact of a person's decisions on people. This is not always the case; our research showed that, in a significant number of people, the application of values in decision making was actually more related to causes the respondents cared deeply about (e.g. animal welfare, ethics, etc.), or their sense of duty (e.g. their need to do what is right for the organisation). It is important to recognise this distinction in order to understand how and why different people make different business decisions. To avoid misunderstandings, we therefore need to identify the extent to which the respondent's decisions will be influenced by considerations of their impact on others.

When completing the WSABI[®] questionnaire This Example was asked to respond to three key questions to clarify her position with regards to this important point. For each question she could select one of these four available responses:

- Almost never
- Sometimes but not often
- Quite often
- Nearly always

These are the questions and her responses:

Explanatory Notes

C) Factors Affecting Decision Making:

identifies how much the consideration of consequences impacts decision making. In essence this is looking at the relative orientation towards doing what the respondent believes is right or doing what she thinks needs to be done.

Logic based decision making is highly objective and proceeds, fairly linearly, from premises to conclusions. At its extreme the end justifies the means. On the other hand Values based decision making, being subjective, starts with considering the implications and consequences of alternative means to determine whether the end (goal) is justified and if the process to achieve it is acceptable.

A) How often do considerations of the impacts on other people affect what you decide to do?: **Sometimes but not often**

B) How often do you put the needs of your team or colleagues ahead of your objectives?: **Sometimes but not often**

C) How often do you place the needs of the individual above the demands of the organisation?: **Almost never**

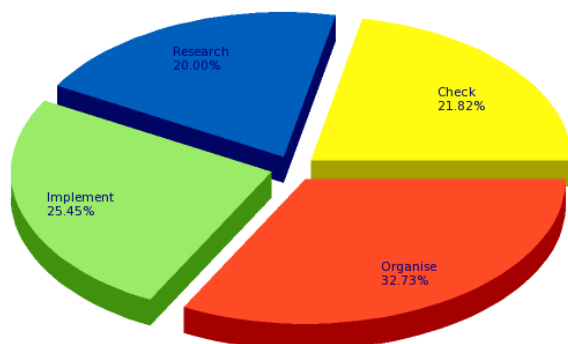
If she had answered “**Nearly always**” or “**Quite often**” to any of these, this would show how and to what degree her decisions could be influenced by empathy with those people.

The above responses actually show that to This Example the importance of considerations of people is relatively low. Other values, beliefs or emotional ties will therefore have more impact on her decisions. It is important to know what these are and how she is influenced by them. Time should therefore be spent asking about which causes matter more to her in relation to the business and her role and responsibilities.

At this point in the Comprehensive report, we also provide tailored behavioural and/or competency based interview questions to further explore and validate this topic.

Section 6: Group Working Style

Programme Involvement Preferences



The above chart shows how This Example's strengths, limitations, preferred working styles and behavioural indicators combine to indicate how she can be best utilised when working as part of a team tasked with delivering a project or programme.

If called on to do so, This Example can participate in activities related to all four segments, however she shows a marked preference for coordinating resources and making the organising function her primary responsibility. Although much of the value of This Example's input is created during the early stages, she should be encouraged to remain actively involved and apply her organising skills throughout the life of the project. It is important that This Example continues to communicate proactively with the rest of the team to remind them of milestones and timeframes and also to create consensus on any necessary adaptations to the plans.

Whilst other team members should be primarily responsible for managing the other key functions, This Example is quite capable of deputising or providing valuable assistance in the fields of quality assurance, research and implementation. This is particularly so when those functions involve her areas of expertise or can benefit from the application of her experience.

During the planning process This Example will like to outline the objectives and provide the strategic framework for the higher level plans. She is also well suited to resource planning and can be flexible in this regard so that interesting developments or contingencies can be accommodated.

When faced with obstacles This Example will look to identify who has the necessary skills and knowledge to overcome them. Where necessary she will proactively bring in help from outside the group and coordinate their input. She is also capable of introducing a diplomatic approach to resolve interpersonal

Explanatory Notes

Irrespective of the position anyone occupies within an organisation, at some time or other they will be required to work as part of a team to deliver the strategy. In such programmes it is best to construct balanced teams of people who can most effectively contribute to the key stages and functions. Knowledge of who can do what and why, in specific circumstances, is an important factor in optimising the efficiency of any team.

Balanced Teams can be optimised by bringing together at least four compatible people who provide different yet complementary strengths, together with the required specialist skills, knowledge and experience. The balance can be sought either with regards to key stages of involvement in a programme or with regards to key factors of their operational suitability.

In terms of continuous improvement programmes these functions, and therefore the respondent's involvement may form part of a sequence of events. Forming a "Virtuous Cycle", the process would start with identifying what needs to be done (research), organising and planning, implementing the planned activities, checking and reviewing progress then feeding back into a new research process and repeating the sequence.

In other cases the process may be more fluid with continuous research inputs and regular reviews, requiring planning updates and reorganisation of resource deployment.

conflicts which may otherwise inhibit progress.

Currently This Example's preference for participating in the 'organise' area is significant, indicating a particular strength which should be developed to the benefit of the organisation. To a lesser extent This Example can also operate, fairly effectively, in those areas represented by other relatively large segments in the above pie chart.

This Example probably demonstrates a knack for proactively arranging for resources to be available, when needed, and effectively coordinating their deployment. Consequently, creating the high level plans, achieving agreement to the strategy and organising others, particularly at the outset, should be amongst This Example's key duties. If changes of direction are needed, she will want to ensure that everyone is aware of what is required and will be the one who is best placed to schedule in new processes.

When the team is faced with difficulties, This Example will proactively look for help and will coordinate the input of people with the additional skills needed to solve complex problems. Her conflict resolution and negotiation capabilities will also play a key role in solving interpersonal issues and preventing them from halting the project flow.

In the Comprehensive report we also provide a set of key behavioural and/or competency based interview questions at this point. These are designed to explore the respondent's capabilities and working styles with regards to programme involvement, team working and project management.

Section 7: How to Deal With and Get the Best From Ann Example

You will get the best out of Miss Example when you allow her to deal with information, perform and operate in her preferred style. These involve:

“Allowing for gut feeling or intuition to play a part when weighing up different options.”

“Setting and working to measurable goals and objectives.”

“Keeping choices open and allowing for changes in direction.”

In specific circumstances the following guidance should be taken on board.

a) During interviews and one to one conversations:

The data suggests that This Example is quite introspective and will respond best if you are welcoming yet calm and relaxed. Wherever possible you should meet on a one to one basis in a quiet environment. Begin with a carefully crafted introduction including the background to the meeting and then ask her for her thoughts on the situation. She will want to think about the meaning of your questions and be able to give a considered reply. Consequently allow time for thinking before expecting a response. In order to maintain a good two-way flow of conversation you will need to ask open questions but personalise them by using phrases such as “in your experience...”, “what do you think about..”, “how would you go about...” etc.

b) When presenting the vision or plans:

This Example likes to take a high level view, so when discussing your vision and plans present the main ideas and the global concept first, then fill in the details when asked. Her focus tends to be on the future and what possibilities may emerge, so encourage imagination and ask for her insights. You will, at some time, have to provide the background and the reasons for change in order for her to appreciate why you are taking a particular route. Describe the primary objective first and then summarise why alternatives are not as attractive or appropriate.

c) When asking or expecting This Example to make a decision:

Be aware that how you ask the question may be as important as what is being asked, so it will be useful to show areas of agreement first. This Example will tend to put off decisions which are based purely on objective findings until further subjective input is supplied. She will often make decisions based on her values rather than just impersonal facts, so the question or situation may need to be framed in a sociological context. Allow This Example to utilise her

Explanatory Notes

Section 7 takes into account all the above information together with a review of the responses to the WSABI® questionnaire. Thus a predictive overview of how to best utilise the respondent’s individual idiosyncrasies is gained.

relatively high level of emotional intelligence to weigh up the consequences and impact on others. It will also be worthwhile finding out about the main causes that are important to her and taking these into consideration.

d) Where you want This Example to take action or tackle a challenge:

This Example will like some time to prepare and analyse the situation so that she can approach matters in a fairly structured way. Once a plan has been agreed she will want to stick to it, at least until formal, scheduled milestone reviews have been conducted. Although alternative approaches will be considered to some extent, This Example's preferred approach is to follow the path that leads to predictable results and reach a consensus about how to achieve these objectives within set time frames.

e) When describing a situation or presenting information that This Example asks for:

Start by presenting an overview and then provide a brief summary of the key points and achievements to date. When describing a challenging situation This Example will want to quickly gain an understanding of the big picture. Discuss possible solutions to obstacles rather than the detailing the issues. Be brief and concise when presenting data but then allow time for bouncing around ideas. Provide an outline of consequences, alternative scenarios and some possibilities but don't give finer details unless asked.

Section 8: Motivation

When considering an individual's ability to adapt to change, promotion or a new career opportunity, five primary sets of motivational drivers come in to play. In essence, to make a positive choice, any individual will be looking at what constitutes a clear difference in his or her circumstances. CLEAR is mnemonic acronym for these primary sets of drivers which involve aspects of:

- the Company or organisation
- the relationship with the Leadership
- the working Environment
- opportunities for Advancement
- Rewards

In both the Augmented and Comprehensive report versions we continue this theme by replicating how the respondent answered a set of questions regarding how important he/she considers:

- various company/organisational values
- different leadership qualities
- a range of other CLEAR motivational factors

Relating these answers to how the organisation operates and its position within the market is key to understanding and determining 'culture-fit' and disparities in performance.

Exploring all these aspects in greater detail is best done by asking pertinent behavioural questions. Tailored examples of these, to deal with each of the 'CLEAR' motivational factors in turn, are provided in the Comprehensive Attributes Profile. This version of the report also provides other customised interview questions to help explore how the respondent's preferred working styles may affect performance.

If you purchase the Comprehensive version we also provide you with worksheets which reproduce all the interview questions so that notes from different interviewers can be compared.