



APOLLO REPORTS



# Apollo Consultants Humphrey Graham Management - Narrative Report Career Drives

## Achievement - Primary

**Green** Humphrey is significantly achievement-oriented in line with other high performing managers, and he obtains satisfaction from achieving results and quantifiable outcomes. He would usually be clear in what he is trying to achieve. This clarity is likely to be communicated to subordinates, and is one of the characteristics of good leadership.



## Remuneration - Secondary

**Green** For various reasons, today's workforce is more concerned with remuneration issues than traditionally. However, in line with many managers, responses indicate that Humphrey is not most motivated by money. He obtains more satisfaction from other factors at work, and probably regards money and financial remuneration packages on the basis of a fair return for results achieved. The fairness of a remuneration package is more likely to be judged on the basis of relativity to others inside the organisation, and on the open job market, rather than the quantum of the package.



## Ambition - Primary

**Amber** While scores show that Humphrey has a moderate level of ambition at this stage of his career, it is below the level of most managers. This can be evident in a lack of drive, or stretching of self and subordinates. It can also diminish a person's willingness to take on extra responsibilities or to seek growth and development of self and subordinates. However, ambition can often be rekindled with the right fuel so exploration of reasons would be necessary before making judgments based on these comments. It should be noted that consultants and people employed in smaller organisations with no clear career path usually score lower for Ambition, and this aspect should be allowed for in interpretation. Sometimes people with this score may have seriously lost ambition, and could have trouble delivering the degree of commitment necessary for satisfactory performance.



## Independence - Secondary


**Amber** Humphrey values independence more highly than most other managers. 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 things done 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



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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


 Responses indicate that it is extremely important to Humphrey to receive recognition and respect for his involvement at work. While this contributes to high quality and standards, there may be a risk that unnecessary perfectionism may cause loss of productivity and morale of staff. SHADOW SIDE - If an extremely high level of personal ego involvement is entailed, it may be perceived that a person is self-serving in their search for recognition, and this can create resentment and resistance from others. A high level of approval seeking can also interfere with actual performance and decision-making. Some such people may also be seen as using organisation resources to achieve personal recognition.

## Conflict Management Style


### Assertive - Secondary

 Humphrey is sensibly assertive, and likely to notice conflict in its early stages, and become involved as soon as there is a need, which helps ensure that situations don't escalate or deteriorate. He is likely to appear appropriately confident when dealing with confrontation. Humphrey may choose to let others solve their own problems based on their maturity and capability to do so.


### Competitive - Secondary

 Responses indicate that Humphrey is probably fairly competitive, in line with many other managers. However, he would need to ensure that he is being competitive in appropriate situations, and with appropriate people. Mostly in an organisation setting it is more appropriate to be seeking a win/win outcome, rather than a personal victory.

### Collaborative - Secondary


 Responses indicate that Humphrey appreciates the value of win/win outcomes, and usually tries to be collaborative in his dealings with others. This tends to generate goodwill and trust as well as optimising gains available.

### Compromising - Secondary


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

## Coping


### Security - Secondary

 Humphrey has a low concern for job security, in common with many career-orientated managers who seem confident of their skills and redeployability, and rank many other work conditions ahead of security. This is appropriate in freeing managers to take risks in their decision making without being paralysed by the fear of a penalty for making a mistake.


**Responsibility - Primary**

 <sup>Red</sup> At this stage of his career Humphrey displays a lowered propensity to accept the levels of responsibility typically associated with sound performance at management level. This may stem from factors including, but not limited to stress or disillusionment with current career opportunities. It is suggested that these issues are explored further before reaching a definitive conclusion based on these comments.

**Stress Resilience - Primary**


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

**Sensitivity - Secondary**


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

**Leadership and Influence**


**Power - Primary**

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


**Decisive - Primary**

 <sup>Green</sup> Humphrey usually thinks about decisions before he makes them, and obtains sufficient data without becoming bogged down. In a managerial capacity, Humphrey would usually differentiate between the need for accuracy and expediency to the degree appropriate, and would be personally productive and rarely miss deadlines.

**Persuasive - Primary**

 <sup>Green</sup> Responses indicate that Humphrey probably enjoys good powers of persuasion, and would be willing to influence others to achieve the outcomes he needs to be successful as a manager. SHADOW SIDE - Because some people can be influential primarily for personal gain, other people frequently distrust motives until trust is established. There seems to be increasing suspicion regarding the use of persuasion amongst the lower levels of today's workforce.

**Directive - Primary**

 <sup>Green</sup> Responses indicate that Humphrey would be confident leading from the front, and that he would generally be adequately directive to positively influence outcomes. This is usually a requirement for frontline managers to supervise operative staff, who are likely to have varying degrees of competence and commitment. Whilst such strong leadership should not often be required at senior management level, the capability to be willing to be directive under high levels of pressure from other managers, subordinates and outside forces is desirable. SHADOW SIDE - If used inappropriately or too frequently, leadership from the front can make others dependent rather than independent, and be seen as too

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domineering. This can stultify the growth and development of others, and create resentment and friction, especially if it seems that a person is acting out of excessive ambition or self-interest.

### Delegating - Primary

Green



Humphrey understands the value of delegating, and generally assigns tasks to others. This enables him to be free to do the more important tasks, whilst developing the potential of staff. It is important for a leader to trust and delegate so that others can gain confidence and experience. This 'leading from the rear' is a valuable management skill that is necessary to master before proceeding to executive level. SHADOW SIDE - Some strong delegators run the risk of over-delegating, and not being as involved to the degree they should for that situation. This may be seen as avoiding of responsibilities, or even laziness or incompetence.

### Coaching - Secondary

Red



There is an increasing requirement for today's manager to be prepared to coach and mentor others. In a frontline management role it is important that a manager can coach and develop the competencies and commitment of employees, especially of trainees. Humphrey may appear offhand, unconcerned, or uninvolved when sometimes he may need to be closer to the situation. Coaching should be used less frequently in middle management or senior management roles as a manager would be expected to be managing more mature people with stronger job commitment and knowledge.

## People Orientation

### Agreeable - Primary

Green



In most modern environments it is becoming increasingly important for managers to be sensitive to the needs and concerns of others at work. Humphrey has a need for affiliation at work, and this should help him communicate with others, and empathise with subordinates who may have a higher social need. Humphrey only needs to remember to maintain respect by prioritising getting results ahead of being liked. SHADOW SIDE - May spend too much time socialising and talking about non-work issues, and sometimes place too much emphasis on relationships rather than on outcomes.

### Teamwork - Secondary

Green



The current workplace environment requires that managers actively facilitate teamwork, and Humphrey reports a willingness to forego his own agenda in support of team initiatives. He should appreciate team values such as trust, consultation and participation. Humphrey could be expected to support team initiatives, readily implementing teams in the pursuit of organisational goals. He should also be prepared to accept team roles other than leader. SHADOW SIDE - May need to ensure that team initiatives offer tangible benefits that appeal to more pragmatic team members.

### Extraversion - Secondary

Green



Responses indicate that Humphrey would enjoy socialising to a degree, but would also need quiet time to think, and even be on his own. This ambivert quality is similar to many other managers, particularly at a senior level, who are able to establish relationships with a wide range of people for networking purposes, and also able to sit and concentrate in private. Likely to be open and approachable, and willing to listen to staff concerns. Would generally be aware of external factors likely to have a bearing on his area of operations.

### Intimacy - Secondary

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**Green** Responses indicate that Humphrey generally strikes a balance between forming friendships at work and remaining objective about personnel issues. At management level, positive personal relationships can often accomplish much that may not have been possible through formal channels.



## Strategic Orientation

### Goalsetting - Secondary

**Amber** Whilst Humphrey generally understands the value of having goals, he would probably benefit by investing more time and effort into consciously setting down the important things they want to achieve at work. This aids in prioritising issues and tasks, and in giving clarity to subordinates. In a strongly commercial or competitive environment, it is particularly important to be able to quantify priorities and achievements. Humphrey could be reactive, and not work to clearly defined goals.



### Innovation - Primary

**Green** The current workplace is associated with an increasing pace of change and level of ambiguity and consequently, the need for innovation is becoming greater, particularly in dealing with situations not covered by procedures or rules. Humphrey highly values innovation, and could be expected to take a big picture view of operations, look to the future and if externally focused, he may be regarded as visionary. Humphrey is likely to gain satisfaction from research and development initiatives, although he may need to ensure that he weighs up the benefits of future possibilities against the requirement to respond to current realities. Persistence may be necessary to complete the tasks in which he is involved. He is very likely to bend the rules and take risks to achieve a worthwhile outcome. SHADOW SIDE - Humphrey may easily get bored, and jump from one task to another without fully reaping the returns on resources invested. He may benefit by collaborating with individuals who can develop and translate ideas into viable action plans. Individuals with comparable scores may overlook details they consider trivial, and may appear distracted. His thirst for change suggests that he may need to allow others sufficient time to deal with change.



### Proactive - Primary

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



### Analysing - Primary


**Green** Today's organisations and their operating environments are becoming increasingly complex and it has become evident that managers need the intellectual capacity to deal with this. An indicator of this capability is a person's aptitude for solving problems and being analytical. Humphrey has a similar preference for problem solving and being analytical as many other managers. However, in terms of career development, it may be useful for Humphrey to recognise that the further up the management ladder he climbs, the greater the need to be more analytical in order to deal with complexity in a logical way.




## Values

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### Altruism - Secondary

 **Amber** Individuals with scores comparable to Humphrey 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. He 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

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

### Loyalty - Secondary


 **Green** Issues of loyalty seem to have increased for most managers and workers of today's workforce. In relation to others Humphrey has a normal score for this category. This is likely to mean that issues of loyalty at work are of some importance to him, and he is likely to consider this factor when making decisions. Humphrey is likely to view loyalty as a two-way arrangement, and would normally return an organisation's loyalty. Similarly if he perceives that an organisation is not doing the right thing by his standards it is likely that he would be dissatisfied.

### Conforming - Secondary


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

## Workplace Management

### Conscientious - Secondary

 **Green** Responses indicate that in line with many other successful managers, Humphrey has a low need for structure, rules and regulations at work, and may frequently do things in an unorthodox way if he believes this will achieve a better result or be quicker. Humphrey is likely to enjoy the multi-tasking challenges that operate in today's workplace. People with similar scores can be frustrated by bureaucracy and red tape, and are unlikely to show respect to superiors merely because of their position. However, they can be champions for reform and advocates of best practices. **SHADOW SIDE** - Sometimes people with similar scores are seen as an irritation in large organisations by proposing different ways to do things, and may criticise the way things are done. May need to be more persistent with work, especially non-preferred tasks. Likely to benefit from strong support staff backup.

### Detail - Secondary

 **Green** By focusing mostly on the big picture, and by separating unimportant detail from important detail, Humphrey leaves himself free to concentrate on being effective, rather than efficient. Whilst Humphrey does not prefer detail, he needs the ability to concentrate and work with detail when required, especially for any compliance elements. However people with similar scores rarely overlook important details that are their personal responsibility. Humphrey would tend to have a forgiving attitude towards mistakes, unless they are mistakes of a vital nature that should not have been made. **SHADOW SIDE** - Some people with similar scores may be careless or unable to concentrate and make too many mistakes, especially if compliance duties are part of the job. May not be suited to positions involving protracted detail.

### Self Organisation - Secondary

**Green** Today's workplace requires managers to be more highly self-organised than in the past. Responses indicate that Humphrey tends to place a similar emphasis on self-organisation as other successful managers.



## Unusual Answers Score

### Unusually Low Answers - 'Primary'

**Green** Answers to the low scoring questions are in the normal range, and consistently agree with what most people choose.



### Unusually High Answers - 'Primary'

**Green** Answers to a number of high scoring questions are in the normal range, and consistently agree with what most people choose.



### Disclaimer

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