

Feedback Report for Sales Beast

INTRODUCTION

This work style questionnaire has been created to assist with the selection of personnel. The questionnaire looks at eight different areas, and Sales Beast's results are grouped into these areas. This report describes the behaviours most commonly associated with individuals who respond in a particular way to the questions in each of these areas. Clearly this is affected by experience and environment and this must be borne in mind when reading the report. The conclusions reached in this report are based on a systematic comparison of Sales Beast's answers to the questionnaire with those of a general sample of the working population.

As an aid for interviewing and in order to help you probe some of the issues raised in the report, some possible questions are presented. Also, at the end of the report, there is a summary of the types of work environments which this candidate is likely to feel happiest in and most suited for.

As with all information from questionnaires, this report should be used in conjunction with other sources of information on the individual - such as an interview, an application form or a CV - and should not be interpreted in isolation.

ASSERTIVENESS

His responses to the questionnaire suggest that he is a strong willed and assertive individual.

Compared to most other people, Sales Beast's responses suggest that he is likely to be considered very assertive. He has a strong desire to take charge and get his own way. It should be noted that, according to his role, this may create difficulties in team environments. In certain circumstances he may be considered too outspoken and may annoy others in pursuing his goals.

He prefers to be in a position where he feels firmly in control and is achieving his objectives, and he may become forceful if pushed into a corner. As for all questionnaire reports, actual behaviour is affected by abilities, knowledge and previous experiences. Accordingly he may often exhibit a more muted response to situations than would be his first and instinctive reaction.

The following questions are guidance to help you interview him given this preferred style.

- *How have you achieved your objectives in previous jobs? Have others felt used by you? Can you give specific examples of how you interact with colleagues and customers?*
- *Can you adapt your style when interacting with more passive colleagues, or do you tend to override more hesitant people without listening to their ideas or feedback?*
- *Has your assertive behaviour ever been seen as aggressive by others? If so, do you understand why this happened, and do you know how you can avoid giving this impression? Can you give some examples?*
- *What happens when you conflict with someone who is equally as assertive as you are? Can you find a compromise, or do you always need to come out on top? Can you give some examples of this?*

DRIVE

His responses to the questionnaire suggest that he is quite a dynamic and energetic individual who enjoys a challenge. He is also likely to be career focused.

Sales Beast's responses in this area suggest that he is likely to be considered highly motivated and energetic. He exhibits a strong need to achieve his objectives and will vigorously pursue his goals. He tends to be highly competitive, with a strong desire to achieve results and is likely to motivate his colleagues. He is likely to work longer hours than might be considered necessary by others and constantly have his sights set on new horizons.

In the wrong environment his colleagues may feel he is competing against them rather than collaborating with them, and this can lead to resentment. According to his role these pronounced characteristics could be either an asset or a liability. They should be borne in mind when considering his suitability for a position.

His energy combines with a creative and unconventional approach to his work. According to his abilities, experience and the requirements of his role, this may be a positive or negative attribute. It is important to establish the quality of his ideas, as he is likely to pursue them with considerable vigour.

His responses also indicated that he has a lot of faith in his own decision making ability. Consequently, he is particularly likely to implement his ideas in pursuing his goals. Therefore it is important to ensure that he has the experience, knowledge and ability to take meaningful decisions before he has the power to do so - or alternatively that he is effectively supervised.

He needs a fast-paced environment that necessitates quick decision-making and where he is encouraged to think on his feet. He is likely to be dynamic in getting things done; his natural inclination is to have very little patience with jobs that require a more deliberate pace and to prefer the stimulation of immediate results. This combination suggests that his approach to work may not be particularly disciplined or organised and, depending on his environment, he may have some difficulty in efficiently achieving the results he desires.

His higher assertiveness means that he is likely to combine his ambitious temperament with a forceful approach to other people. This may well assist him in achieving objectives however there may be a price to pay in terms of team harmony.

The following questions are guidance to help you interview him given this preferred style.

- *Do you sometimes have problems maintaining a work-life balance due to your drive and ambition? Has your commitment level created problems for you in the past (e.g. in terms of stress)?*
- *How do you deal with less energetic or ambitious colleagues? Can you occasionally have unrealistic expectations of the commitment level and drive others should have? Has this been a source of conflict with colleagues in the past?*
- *Can you give me an example of when you have failed to achieve an important target or objective at work? How did this affect you, and what did you learn from the experience?*
- *Have you felt frustrated in your ambitions and how did you resolve this? Have you felt insufficiently challenged in a previous role and how did you deal with this?*

EXTROVERSION

His responses to the questionnaire suggest that he sees himself as sociable and outgoing.

Sales Beast sees himself as sociable and outgoing. He is open and expressive and, on occasion, may be impulsive in his dealings with others. Generally enthusiastic, he enjoys working with other people however he is unlikely to be content working on his own for long periods of time. Compared to many people he may get bored relatively easily, typically preferring a role with variety and where he can meet new people.

Interestingly, whilst he is outgoing and enjoys social contact, he may be sometimes blunt and overly frank. Although he is sociable he may not be particularly effective at achieving his objectives through other people, possibly due to his lower sensitivity to cues and his more forthright dealings with others.

His responses to the questionnaire indicate that he enjoys social contact but they also suggest that he values the contact for what it does for him rather than for the other person. He does not describe himself as a tremendously warm individual and as such associates with others for his own enjoyment and to fulfil his own objectives.

The following questions are guidance to help you interview him given this preferred style.

- *To what degree do you consider your outgoing nature to be an advantage or a disadvantage?*
- *How do you typically behave in groups? Are you often very vocal, perhaps monopolising the situation? What effect does this have on the others involved? How do you think your more extrovert style impacts on less confident people who may be trying to contribute?*
- *Do you find yourself getting bored easily and how do you cope with this? What do you feel were the more tedious aspects of previous jobs and how have you coped with them. Can you be impulsive on occasions and has this ever created problems?*
- *Can you remember a situation when you were too outgoing or lively and where a more reserved or more tactful approach would have been more effective? What happened and what would you do differently if faced with that situation again?*

CONFIDENCE

He has described himself in the questionnaire as being assured and self-confident, with a firm belief in his own capabilities. His responses also suggest he is unlikely to be disheartened by setbacks.

Sales Beast's responses indicate that he is generally relaxed, optimistic and self-assured at work. He is confident in his ability to be effective and he can cope quite well with stress and pressure. He is likely to maintain his balance even in quite trying circumstances. He enjoys responsibility at work and tends to be relatively unconcerned by new and unexpected situations.

It should be noted that people with high levels of confidence believe in the quality of their own work and thus are

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not always as self-critical as people with lower confidence. If Sales Beast's abilities and experience do not match his temperament this can lead to mistakes being made.

Having an influence over issues that affect him is important to him. He is confident and enjoys being involved in major decisions and will not be satisfied when relegated to a minor role. Occasionally his confidence and optimism may lead him to take on more than he can handle. Such a degree of confidence has to be considered in the context of his role: it is a positive attribute if his abilities are in line with his own perceptions of them and he is in a position where he feels he can fully use his talents. In other circumstances he may undertake more than he is capable of achieving or has been authorised to do, or else feel that his skills are being wasted.

The following questions are guidance to help you interview him given this preferred style.

- *What do you consider to be your main weaknesses at work? How aware are you of those areas that need development? Describe in more detail these areas and any actions you have taken to address these?*
- *Has your high level of confidence ever been perceived as arrogance by colleagues? How has this affected your relationships at work?*
- *Has your level of confidence and optimism led you to attempt more than you are capable of? Can you think of situations when you would have benefited from taking a more cautious approach in your decision-making?*

SOCIAL SENSITIVITY

His preferences suggest a frank and honest approach to communication. He prefers to 'say it as it is' in a straightforward and open way.

Sales Beast's responses suggest that he is likely to be viewed by others as quite open and forthright. He adopts a very frank style when dealing with others, being quite candid and sometimes lacking tactfulness. He is likely to be seen as an honest and open communicator, telling people what he believes to be true. This may suggest that he is not inclined to moderate his style for other people and their needs. His impatient approach may enable him to more readily achieve objectives. However he may do this at the expense of upsetting others.

The following questions are guidance to help you interview him given this preferred style.

- *Do you think that your frank and open style of communication can potentially upset people? Can you give examples of where you have expressed yourself with more sensitivity in order to avoid offending people?*
- *Can you think of times at work when you realised that your comments could have been more tactful. How did this impact on your colleagues or customers?*
- *How do you deal with colleagues who are more subtle and polished in their approach? Do you find it frustrating or insincere when more diplomatic colleagues avoid saying what they really feel?*

CARING

His responses suggest that he may be more task-focused than person-focused, someone who prefers to take a more detached view of people's problems in the workplace. He may even see himself as less caring or sympathetic towards others on occasion.

Sales Beast's responses suggest that he sees himself as more hard-headed and unsentimental than many people. He may well consider some of his more gentle colleagues as showing signs of weakness and he may

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feel that their more caring style could be taken advantage of. His approach enables him to more readily take decisions that adversely affect others.

The following questions are guidance to help you interview him given this preferred style.

- *Does your focus on the task at hand sometimes result in you being insensitive to the needs of others? Give me examples of when this has occurred, and what do you think you have learnt from the experience.*
- *Can you think of a time when your relative toughmindedness created conflict with colleagues? Was this something that you caused unwittingly, or was it due to a lack of concern for others?*
- *Do colleagues tend to approach you with their problems? Can you think of an occasion when a colleague came to you for help or emotional support? How did you respond to the request, and could you have shown more interest?*

STRUCTURE

His responses suggest that he prefers to take a more flexible and reactive approach to his work. He describes himself as someone who prefers to take things as they come as opposed to planning for them.

Sales Beast's responses indicate that he has a relatively casual, informal approach to work and may not be overly concerned about details, order and tidiness, particularly when, in his estimation, the job is getting done. This attitude is likely to be reflected in how he organises his personal workspace and the way in which he arranges his tasks.

He may well believe that too much self-imposed order and structure reduce his effectiveness and prefer to adjust his priorities according to the needs of the moment. Inevitably, however, experience and the nature of his role are likely to influence the extent to which he actually manifests this tendency. It is worth noting that he may find very organised and thorough colleagues difficult to work with.

The following questions are guidance to help you interview him given this preferred style.

- *How do you make sure you meet deadlines given your less organised approach? Can you think of a time when you missed a deadline? Was this due to poor planning, or circumstances beyond your control?*
- *Do you think it is possible to be too flexible? Can you think of times when you have agreed to change plans and priorities without considering the impact on others and the organisational upheaval involved?*
- *How do you feel your less thorough approach impacts on other team members? Have others needed to make up for your more flexible approach by ensuring all the loose ends have been tied up? How does this affect your working relationships?*

OPENNESS TO CHANGE

His responses to the questionnaire suggest that he has a preference for doing new things - he may well even lose interest in unchanging environments. He also suggests that he enjoys and adapts well to changing circumstances.

Sales Beast's responses indicate that he is an open-minded individual with a very creative and unconventional approach to his work. He needs an environment where people are encouraged to express individuality. He strongly dislikes the restrictive nature of rules and regulations and finds a workplace that has formal structures and conventions very frustrating. He prefers setting his own pace and gauging his own progress to being closely supervised by someone else.

He favours a very unconventional approach to work, tends to like jobs that offer variety and feels that he is at his

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most productive in this type of environment. He is attracted to new ideas and solutions and is happiest when using his imagination. The combination of his role and his abilities clearly largely determines the practical consequences of his preferred working style.

His responses in the Structure area may result in his having difficulty in efficiently implementing his ideas. Without organisational assistance he may lose focus and many of his ideas go to waste.

The following questions are guidance to help you interview him given this preferred style.

- *What is your attitude to the rules and procedures that are evident in most work environments?*
- *You are likely to have many new ideas – are they generally good ideas? Give me an example of good ideas you have had in the past and what happened to them?*
- *Describe a time when you worked in an environment where there was a lack of variety. How did you cope in these unchanging or routine situations?*
- *Does your preference for change and variety mean you prefer to ignore the routine and regular tasks and duties that come with any role? Describe some more routine work that you have had to carry out in past roles.*

WORK STYLE QUESTIONNAIRE SUMMARY POINTERS

Most people work at their best when their work environment suits their personality. The following pointers are work environments that Sales Beast's responses indicate would suit him. This section is intended as a guide and has been written as bullet points to help focus a discussion. Not every point will apply to him, although the majority should.

Sales Beast is likely to prefer work environments:

- Where he has control over others
- Where he can express forthright views on issues that affect him
- Where he has a high degree of autonomy over his own actions
- Where there are lots of opportunity for progress and a need for self-motivation and ambition
- Where work has an element of competitiveness about it
- Where the work is constant and challenging
- Where he can be sociable and enthusiastic
- Where he has the opportunity to work with lots of others
- Where there is contact with the public
- Which require high levels of self-confidence
- Which may require dealing with significant levels of pressure or stress
- Where he can feel challenged
- Where he can actively seeking responsibility
- Where open and frank speaking is necessary
- Where there is a need to confront issues openly
- Where people will not be offended easily
- Where difficult decisions need to be made
- Which are highly political or contentious
- Where his needs and the needs of the organisation are considered paramount
- Where a relatively casual approach to order and tidiness is the norm
- Where the 'big picture' is considered more important than the detail
- Where self-imposed order is not a major factor
- Where people are encouraged to express their individuality

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- Where the workplace is free of formal structure and convention
- Where he will have the opportunity to try out new ideas, use his imagination and think creatively

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