

Supervisor

for

Sam Sample

Produced by Selby & Mills in partnership with

Example Organisation

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Norm Group = General population

This report has been prepared with every care and in good faith. However the interpretation arises from the sum of the candidate's choices and preferences in answering a series of self-report inventories, and should therefore be seen purely as indicative of certain trends in their attitudes at that time.

The results are presented as stems where a score of 1 is low and 10 is high.

They are colour-coded; the darker the colour the higher the score and the stronger the persons preference.

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WORK ETHIC

2

Tasks are not valued for the effort required to achieve effective results. Boredom with tedious activities is likely to occur.

Suggested interview questions

- Tell me about how you judge whether a task has been successful or not.
- Imagine a colleague is displaying a hard working attitude. How might you praise this behaviour? Provide an example of a time you have praised a colleague for their performance. What was it about their performance which made you praise the individual?
- Imagine you are asked to complete a tedious task. How might you ensure that you do not become bored or complacent in the process of completing such a task? Tell me about your experience of completing tedious workplace tasks in your previous roles.
- Provide an example of a time in the workplace where you worked extremely hard to achieve results.

SELF-DISCIPLINE

8

This person will display considerable self-discipline and deliver commitments with close attention to detail. A strong result.

Suggested interview questions

- Following procedures may be more important for some organisations than others. Tell me about your attitude towards following procedures. When do you consider it permissible to disregard procedures in the workplace? When might it be paramount that procedure is followed?
- Pressure to complete tasks to deadlines may result in affected performance. Tell me about how you normally react to pressure.
- Working under pressure may lead to some individuals taking shortcuts. Describe an occasion in the workplace where you have been tempted to take a shortcut. Tell me about the situation, why a shortcut was considered, your actions, and the outcome.
- Delivering commitments is a hallmark of an effective individual. Provide an example of a time where you have failed to meet a commitment you made. Why was this the case? What did you learn from the experience?

COMPANY WORKER

7

Such people are oriented towards working with groups and are committed to achieving results through a cohesive team based approach. Under such circumstances these people will produce impressive results.

Suggested interview questions

- Having clearly defined roles within a group may be paramount to its success. Imagine you are placed in charge of a workplace group. How would you determine which roles are given to each individual?
- Working on an individual basis may allow you to work clearly towards goals, whereas working in a group may cloud the perceived aims. Tell me about a time where you have worked in a group and achieved success. How did you ensure that members of the group shared common goals?
- Working in groups can provide individuals within it with support from other members. What other benefits are there of working in a group? Describe some circumstances where you think collective performance might benefit from working in a group.
- Imagine you are working in a situation where you are leading a team. How would you attribute credit amongst the team members if a task was completed successfully?

COACH

4

Focuses on their own priorities much of the time and wants others to fit in with these. Support to assist the learning and development of colleagues is given if it also assists their goal achievement.

Suggested interview questions

- Tell me about your influence on colleagues. Have you ever mentored a colleague? Talk about what you learned from this and how you might act differently in the future.
- Instructing others may reduce the mistakes they make. However, allowing them to make and learn from mistakes can prove beneficial in the long run. Which of these approaches are you more likely to embrace? Why?
- Imagine the goals of a colleague conflict with your own. Explain how you might manage this situation to achieve mutual success.
- Instructing others accurately may reduce the mistakes they make. However, allowing them to make and learn from mistakes can prove beneficial in the long run. Describe what your attitude towards this is.

DELEGATION

3

May take some decisions, but sometimes may abdicate responsibility, leaving others to handle the routine matters.

Suggested interview questions

- Provide an example of a time where you have rejected an opportunity to delegate work in favour of completing it yourself. Why did you take this action?
- Allocating projects or tasks to others can free up your time for more important matters. Describe the last time you had to delegate work in order to ensure completion of a more important matter. Why was the other matter more important? What did you learn from the experience?
- Delegation of work can allow you to focus your attention elsewhere. What steps might you take to ensure that the work delegated to others will be completed in a successful or appropriate manner before doing so?
- Provide an example of a time where you effectively delegated work to a colleague with successful results. Tell me about why you felt it was necessary or appropriate to delegate the work, how you selected who to delegate the work to, and the outcome.

PERSONAL STANDARDS

3

Shares in the setting of standards for staff, but only occasionally monitors them closely; may be aware of short-term conflicts of interest, but generally does not review commitments with the 'big picture' in mind. Is comfortable to accept second place.

Suggested interview questions

- Setting high standards for yourself and your colleagues can be beneficial to performance. Tell me how determine where standards should be set. How do you ensure that the standards you set are not too high?
- Tell me about your experience of setting standards for colleagues in your previous roles. Talk briefly about how high the standards you set for other people are.
- How do you monitor the performance of those around you? Tell me about how you determine whether colleagues are meeting the standards expected of them.
- Accepting second best may be inevitable in the workplace from time to time. Tell me when you would be willing to accept second best. Provide an example of a time in the workplace where you had no choice but to accept second best.

PROBLEM SOLVING

4

Plans ahead but may sometimes not prioritise or plan for the available resources to be in the appropriate place at the appropriate time.

Suggested interview questions

- Once a plan has been formulated, it is important to implement the required action. Tell me how you go about transforming your plans into action. Provide an example of a time which demonstrates your typical approach to making plans a reality.
- Describe how detailed you like future plans to be. What are the benefits and drawbacks of a highly detailed plan? When is it most important for plans to be highly detailed? And when is it not as important that this be the case?
- Planning in detail may allow an individual to have a clear expectation of future events and an understanding of what might be necessary in order to achieve results. Provide an example where you have planned particularly effectively and this has resulted in success. Tell me about the situation and what planning allowed you to accomplish.
- Planning can help an organisation or individual achieve results. Describe some situations where it may be necessary to plan well in advance. Describe some situations where it might be better not to plan at all.

QUICK TO LEARN

3

Slower than most to pick up and learn new skills and techniques.

Suggested interview questions

- Describe the last time you learned a new skill to use in the workplace. Tell me about the learning process, how you first used the skill and how you ensured that you learned quickly.
- Learning quickly can be beneficial as time is not wasted waiting for a new skill to be perfected. Would you say that you pick up new skills and techniques quickly? Provide an example of an instance in the workplace which highlights this.
- New skills can be reinforced by using them in a real-life situation. Describe how else you can ensure that new skills are learned effectively.
- Tell me about how you adjust your behaviour when using a newly learned skill in comparison to when using an established skill. Provide an example of a time where it was necessary to use a newly learned skill. Describe how you acted to ensure success.

MANAGEMENT STYLE

5

Prefers to monitor activities in an indirect way, interested more in the development of projects than in their progress, but can establish procedures.

Suggested interview questions

- When a colleague makes a commitment to deliver work within a certain timeframe, it is important that they stick to this timeframe. Tell me about when you might deem it necessary to ensure progress of work is taking place smoothly.
- Tell me about a time where you have requested information from others regarding the progress of a task or project. Why did you feel this was necessary?
- Imagine you have delegated work to a number of colleagues. Tell me how you might monitor the progress of these tasks. Describe your experiences of delegating work to others within your previous roles.
- In what ways do you like to monitor the progress of tasks or projects being completed by your colleagues?

This is the end of your report.