

C O N F I D E N T I A L

# **JOB SCAN REPORT**

*Software Version 7.5 06.10.23.19.48*

Licenced To: Bureau Services A

Job Function **Managing Director**  
assessed

For: **Example report**

Analyst: Raymond Walley

Date: 24/04/2007

***THIS IS NOT AN ABSOLUTE MEASURE BUT A PERCEPTION.***

*The following report is an individual's perception of a job function. It describes the personal characteristics that the person who completed the questionnaire considers most valuable in the job if it is to be performed successfully. The report has the same format as a Personality Survey Report (except for "Points for Further Consideration") so comparisons may be made.*

*It is designed to help management to clarify their thoughts on the type of person best suited to a particular role. It must ONLY be used as part of a procedure to identify the ideal personal qualities for comparison with Survey reports -- refer to your Analyst's manual. A single perception is always biased and must never be used as the basis of a recruitment decision. It is a mandatory requirement that the process is facilitated by a trained Analyst. If you do not have access to a trained Analyst, please call Adams & Associates the help-line.*

*The report that follows has been produced using the Job Scan element of Personality Survey System. International copyright and all intellectual rights are reserved and owned by Adams & Associates (UK) Limited.*

## **MANAGING DIRECTOR'S BASIC CHARACTER**

### **SUMMARY**

Managing Director is a very hard driving and forceful individual, a charismatic and highly influential self starter who is competitive. Fearless in the face of challenge and always prepared to stand or fall by decisions he has made, such people often gravitate to positions of authority and command.

He is a director of people who prefers to take command and give orders but can be - and often is - an integrative leader. Persuasive, people oriented and outgoing this person can be verbally aggressive and will tend to be forcefully enthusiastic.

An extremely quick and very mobile person, he is someone who dislikes routine, preferring much pace and variety in his work. He is not keen upon detail and paper work but will do it (and does it well) when necessary. Independent and wayward, he will nevertheless work within guide lines and parameters provided they are enforced strongly enough.

### **MOTIVATIONAL FACTORS**

It can be said of people such as Managing Director that when the challenges run out, so will he because for Managing Director achievement is of paramount importance. The achievement of profitable (however he views profitability) results with and through people is what drives him.

### **MANAGING DIRECTOR'S POTENTIAL STRENGTHS**

Generally, he is superb in a crisis and makes an excellent fire-fighter, since his natural response is to take command and DO something, very quickly. He is good at running and controlling things and organisations with the big picture very much in mind.

### **MANAGING DIRECTOR'S POTENTIAL WEAKNESSES**

Individuals such as Managing Director can be blunt in their dealings with others but in the main he prefers to take people with him. He can display a tendency toward arrogance and suffer from tunnel vision for the target and is capable of damaging others who get between him and his goal.

### **HIS LEARNING STYLE**

Managing Director will learn whatever is necessary to achieve a chosen goal and moreover, learn very rapidly. Generally, he will take a very broad view of a subject, but if sufficiently motivated to achieve in a specific area or discipline, can become an expert of a very high order, including disciplines requiring great attention to detail. It is important to remember though that this is basically a means to an end. When the requirement for detail ceases, so too will his adherence to it.

### **HIS QUESTIONING METHOD**

Direct and forceful, he will only be interested in asking questions where the answers will enhance his ability to achieve a goal or target and will demand instant answers.

### **HIS CAPABILITY FOR ORGANISATION AND PLANNING**

Managing Director is likely to be an excellent organisational planner in broad terms. His planning and strategy will resemble that of a general in that he will use whatever resources are available to achieve an objective, including people, without qualm or conscience.

### **HIS MANAGEMENT TECHNIQUE**

Directive and to the point, but persuasive, he will be a hard but fair task master. He prefers to drive people to achieve objectives but will always take people with him. He may well overturn precedents if the goal is sufficiently important.

### **HIS DECISION MAKING STYLE**

Managing Director will make decisions easily and very rapidly, based upon the needs of the objective in consultation with others, independently of authority.

### **ACCEPTANCE OF MANAGERIAL RESPONSIBILITY**

People such as Managing Director do not accept responsibility but take it as a right and have the force of character to succeed. In a hierarchy, he is likely to be the man always seeking to rise, with all possible speed, to the next level.

### **HIS RESPONSE TO A TECHNICAL ENVIRONMENT**

As a rule, he tends not to be good at detail and hates routine and therefore will avoid highly technical environments. It is important though to keep in mind that expertise in one or several disciplines is not

### **HIS RESPONSE TO A SALES ENVIRONMENT**

Very positive and aggressive, he has the potential be a highly successful salesman particularly in direct selling environments and especially in an endeavour requiring a fast pace and entrepreneurial flair.

### **HOW MANAGING DIRECTOR RELATES TO PEOPLE**

Managing Director relates very positively with people, likes them and needs to be liked, though the need for respect tends to outweigh this. A charismatic and forceful leader he is good at carrying most people with him but will become directive when necessary.

### **HIS RESPONSE TO AUTHORITY**

Managing Director is an independent person, but he will usually work within the rules, especially if the hierarchy is tough on rule breakers. However, if a result depends upon it, he can act outside the rules.

### **FACTORS THAT THREATEN HIS SELF ESTEEM**

Managing Director's self esteem is based upon winning. Therefore, losing will affect his self esteem dramatically and losing "face" is the most serious. He will not persist if failure seems certain to him but will withdraw to find another challenge.

### **MANAGING DIRECTOR'S TIME SCALE**

For Managing Director "now" really does mean now, immediately. He has an innate need to achieve results as quickly as it is possible to do so and therefore, may well become impatient.

### **FACTORS WHICH MAY DEMOTIVATE MANAGING DIRECTOR**

Managing Director will be demotivated by being forced to work in an environment that denies his ability to apply personal initiative to problems; which requires him to be involved in much routine; or is highly detail oriented. Any situation he considers to be devoid of challenge, or where he is forced to submit to authority that he considers inferior, will also be very demotivating for him.

## **MANAGING DIRECTOR'S POTENTIAL AS A CONSULTANT**

Assuming that Managing Director possesses all the necessary skills and knowledge, and wants to work in this field, he has a high potential to be successful. He will have little difficulty in presenting unpalatable or unpopular results and recommendations to clients, and has enough natural empathy to be able to do this with some sensitivity. However, he is likely at times to be somewhat direct and blunt, which could upset some clients. People such as Managing Director often gravitate toward being consultants as a second career, after gaining experience and knowledge in what was, as they would probably say- "the real world".

Managing Director's ability to focus on "the big picture" is a decided advantage for him as a consultant, but he will need good administrative back-up and or effective systems that transcend memory to deal with minutiae, routine and detail. Managing Director has a good deal of natural aptitude for selling and probably has quite a high natural level of empathy. His effectiveness and success rate as a consultant will be considerably enhanced if he has undergone sales training and has developed his innate emotional intelligence (EQ) to its maximum.

## **MANAGING DIRECTOR'S POTENTIAL AS A TEAM LEADER**

*A team leader here refers to those qualities that are necessary in welding together a disparate group of people who develop true synergy. This is not the same as managing an individual or group.*

Managing Director has potential as a good team leader but this will only happen if he can actively utilise his high levels of empathy and employ genuine emotional intelligence to generate true synergy in a team. His natural stance is that of a powerful inspirational commander given to controlling by a palpable force of character.

If he is to succeed in truly *leading* a team - as opposed to driving it - and generating synergy among its members he will need to develop his ability to use emotional intelligence effectively. He has much natural empathy and an innate drive to learn whatever is necessary to be successful. Therefore, his success as a team leader will be dependent upon his ability to build upon his natural resources and learn to use emotional intelligence effectively as well to control his impatience. Since it is likely that he will tend toward being an aggressive commander, training in assertiveness will be very useful in developing his leadership abilities.

## **MANAGING DIRECTOR'S POTENTIAL AS A TEAM MEMBER**

*A team member is an individual who shares the same aims and objectives as the team and is prepared to put aside their own needs and requirements in favour of those of the group when necessary.*

Managing Director is not likely to be comfortable or very effective as part of a team. He will need clearly to see what benefits are in it for him. The team and its leader must clearly understand that despite Managing Director's powerful persuasive ability. His very strong need to control his environment will be very hard for him to give up. However, if Managing Director can willingly subordinate his intense need to win to the aims of the team, then he can make a useful contribution. He is easily capable of doing this if he really wants to but, developing his emotional intelligence and learning to be assertive will improve his chances of succeeding. However, he is unlikely even to try, unless he respects the other members of the team.

## **HOW TO MANAGE MANAGING DIRECTOR EFFECTIVELY**

Managing Director is highly driven to achieve and so should be challenged to produce tangible results through other people. He will work best and most efficiently when he feels that you respect and understand him. You would do well to discuss your ideas with him - and involve him in your decision making - so that he feels he has some influence and direction over the course you propose to adopt.

Avoid giving him routine and bureaucratic duties; he will respond better to targets and the freedom to overcome obstacles. Managing Director's need for independence can be troublesome, so it will be necessary clearly to identify boundaries and limits, insisting that he adheres to them.

Managing Director needs to win and to be recognised for achievements therefore, judicious and appropriate public praise will motivate him to your cause, as will the opportunity to earn advancement.

It is advisable to agree performance criteria with him and to review these at regular intervals in a business like and friendly manner, commensurate with maintaining good order and discipline. You should encourage a positive and happy atmosphere.

It is also very important to identify to Managing Director what he can gain from co-operation with you because he will want to know what is in it for him. Managing Director seeks power and control over his own destiny and is himself excellent general management material.

Report for John Smith 24/04/2007

**No Analyst's Comments have been provided in this report**

