



SYMBIOTICS

Aspects Leadership Questionnaire



SYMBIOTICS

The following pages provide an example of our
Aspects Leadership Questionnaire report

This type of report should be interpreted by
Symbiotics or a certified individual using
our supplied Report Interpretation Guide

Introduction

You recently completed the Aspects personality questionnaire, and this booklet contains the profile that resulted from your answers.

It is important to re-iterate that there are no right or wrong answers, no good or poor scores. Your personality is complex and defines you as an individual from all the other humans on this planet. Personality profiling is used to help employers to understand your behavioural style preferences, and how these might impact on a potential or actual career, job choice or development path.

To express your scores, your answers have been compared to what is called a 'norm' group; that is, a group of people who have completed the questionnaire who are similar to you. In this case, you have been compared to people who work in the retail industry, in a range of functions from Head Office to high street stores, and at levels from graduates through branch managers to directors.

You will see on the profile sheet that you have been given a score that lies between 1 and 10. The scores are on a scale called 'Stens' (a technical name you do not have to worry about). The 'average' person working in retail scores between 4 and 7 on any trait, with 68% of the population falling into this range. 16% of the retail population will score 1 to 3, and 16% will score 8 to 10. The further you are from the mid-point the more likely you are to exhibit the behaviours for that scale. You will find more information later in this report booklet about the typical behaviours of someone who scores like you.

You will also see that the Stens next to the one your score is in are also shaded. This is to represent the fact that your scores may fluctuate slightly over time: If you were to complete the questionnaire again tomorrow, next week or even in a year's time, you would probably not answer the questions exactly the same. However, it is probable that your score would fall somewhere within these boundaries, as personality traits tend to be fairly stable over time.

Remember, though, that this is all based on statistics – the higher your score the more likely you are to show some of the behaviours listed as typical of high scorers. However, this is not to say that you WILL exhibit these behaviours – our behaviours are under our conscious control and we can, and do, modify our behaviours most of the time. It is just that behaviours that are more natural to us, that is, those behaviours that fit with our personality, are easier to demonstrate and therefore more likely to be seen.

1 2 3 4 5 6 7 8 9 10

Leadership

Directing	<input type="checkbox"/>	Taking charge, making decisions on groups behalf.
Dominance	<input type="checkbox"/>	Self-assurance and assertiveness.
Consulting	<input type="checkbox"/>	Taking into account views of others when making decisions.
Persuasiveness	<input type="checkbox"/>	Enjoying influencing and negotiating.

Structure

Planning	<input type="checkbox"/>	Planning ahead, scheduling and work deadlines.
Practicable	<input type="checkbox"/>	Enjoying 'hands-on' work, taking a practical rather than theoretical view.
Goal Driven	<input type="checkbox"/>	Being target-driven and liking clear objectives.
Achievement	<input type="checkbox"/>	Setting high standards and achieving challenging objectives.
Reliability	<input type="checkbox"/>	Delivering on promises and meeting deadlines.

Risk Taking

Cautiousness	<input type="checkbox"/>	Being risk-averse, evaluating options before acting.
Creativity	<input type="checkbox"/>	Finding new solutions, Understanding how/why things done.
Decisiveness	<input type="checkbox"/>	Coming to a decision and pushing others to make a decision.
Variety Seeking	<input type="checkbox"/>	Enjoying change and variety in activities.

Conformity

Conformity	<input type="checkbox"/>	Fitting in with social group, keeping to social conventions.
Orthodoxy	<input type="checkbox"/>	Keeping to the current way of working and upholding traditional values.
Modesty	<input type="checkbox"/>	Not placing yourself above other people, sharing credit for successes.

People Orientation

Associative	<input type="checkbox"/>	Enjoying and being motivated by the company of others.
Interpersonal Values	<input type="checkbox"/>	Being diplomatic and tactful, trusting and accepting of others.
Sociability	<input type="checkbox"/>	Being confident in groups and able to make others comfortable.
Competitiveness	<input type="checkbox"/>	Being motivated by comparison with others, 'playing to win'.

Resilience

Emotional Stability	<input type="checkbox"/>	Relaxed in long term, not affected by difficulties or mistakes.
Anxiousness	<input type="checkbox"/>	Affected by short term / immediate pressure or stress
Self-Control	<input type="checkbox"/>	Ability to control what emotions you display to others.

Commercial Awareness

Strategic Perspective	<input type="checkbox"/>	Being able to see the impact of actions on a broader and longer term basis.
Job and Company Knowledge	<input type="checkbox"/>	Awareness of the requirements of the role and the organisational environment.
Change and Best Practice Focus	<input type="checkbox"/>	Bringing new practice to improve the working process.
Customer Focus	<input type="checkbox"/>	Interest in, and desire to please, different customer groups.

Social Acceptance

Social Acceptance	<input type="checkbox"/>	Fitting in with society, wanting to be seen as you think others want to see you.
-------------------	--------------------------	--

Leadership

Your responses suggest that you are somewhat more likely than many managers to enjoy exercising authority and have a need to feel responsible. It is probable that you become dysfunctional when there is no opportunity to be influential or if you feel you are being side-lined or ignored. You appear to be able to make decisions for yourself and others, you are as assured as the average managers in your dealings with others and are reasonably confident in your capability to handle difficult situations. You have reported that you are as sure of your own opinions as the average person, and are fairly confident in expressing them. You are as likely as most to take the lead in group discussions.

The profile shows that you are as likely as the average manager to adopt a democratic style and encourage others to participate in decision making. At times you will refer and listen to other people. You may try to get the opinions of others who may be affected by decisions, and may be as uncomfortable making a decision on behalf of the group as most people. Your score indicates that you enjoy negotiating, selling and changing other peoples' opinions as much as the average manager. You are as likely to put forward convincing arguments and try to present things to the best advantage, but on occasions may find it difficult to influence the outcomes of discussions. You enjoy influencing the outcome of discussions and persuading others to your point of view as much as the average person, and can at times reframe the argument to suit the audience.

Structure

You have reported that you are more likely to think things through carefully before starting than many managers, and that you quite enjoy making predictions and planning projects. You are reasonably likely to prepare well in advance and enjoy setting targets, forecasting trends and deciding priorities. You may tend to anticipate by thinking ahead. Your results show that you are reasonably likely to work in a methodical, structured manner. You are as likely to enjoy 'getting your hands dirty' and being involved with the task as the average manager. You are equally likely to approach things from a practical, down-to-earth perspective or from a theoretical perspective. You are fairly likely to make things work, and enjoy mending things which have gone wrong.

You have indicated that you are happier to work without clear objectives than many managers. There is a possibility that you may be distracted if you do not have a clear focus. You are likely to cope well with ambiguity and change. Your profile implies that you are less likely to set your sights high than many managers, and may lack clear direction in your approach to tasks and possibly to life generally. It is reasonably likely that you place family and social life above your personal career ambitions. You are fairly likely to set less stretching targets for yourself and others.

Your responses suggest that you are less good at keeping at routine tasks than many managers, and are fairly likely to prefer completing one job at a time. It is possible that you may leave loose ends if most of the job has been completed. It is fairly likely that you do not see the point of getting all the details of a task right if the main objectives have been accomplished. You are more likely to give up in the face of opposition or difficult situations than many people.

Risk Taking

It appears that you are more likely than most managers to think things through carefully before acting. It is very likely that you evaluate all options, and can identify the risks and weigh up the costs and benefits of a proposed action. You are likely to be seen as prudent, not acting on the spur of the moment. The profile shows that you are as inquisitive as the average manager, you sometimes like to understand why and how things work. You are equally likely to enjoy working with ideas or with practical applications. You may be innovative or adaptive in style, and can be creative in your suggestions.

You have reported that you are less likely to make decisions until all the facts are available than many managers, you will probably take time to weigh up the alternatives and avoid hasty decision making. You will sometimes spend too long thinking things through and may miss chances as a result. You feel you become more uncomfortable than many people when forced to make decisions. Your score indicated that you are less adventurous than many managers in seeking new activities, visiting new places or doing new things. You may prefer to know what you will be doing on a given day and have little desire to change unless you are convinced that the new way is better. You are able to cope with repetitive tasks. It is likely that once you accept a change, however, you will move forward in the new way of working.

Conformity

You have reported that you are more likely than many managers to follow rules and regulations, and to do what is expected of you. You are likely to respect authority, and usually do what is socially correct in the situation. You probably behave in a more conventional manner, and are able to follow a strict code of conduct. You will do well in an organisation where structure and regulation is clear. Your results show that you are much more likely than most managers to take the traditional approach, show loyalty and keep to well-proven methods. You very probably prefer the orthodox and judge things by traditional values. Discipline and upholding society are important to you.

You have indicated that you are as likely as the average manager to be egalitarian, and you are reasonably likely to treat all team members equally. You may be somewhat reserved about your achievements and may avoid talking about yourself or your successes. You will probably accept people as they are, but may treat senior people with respect. You may be willing to share the credit for your success at times.

People Orientation

Your profile implies that you are as likely as most managers to be attracted to working in a team and helping others. You probably enjoy team success and the benefits of mutual support but can cope with working on your own when required. Your score implies you are as likely as most managers to become less effective when confronted with group or team conflict, and may take steps to restore a harmonious atmosphere. You are as likely to keep in contact with friends as most people. Your profile implies that you place trust in others when you know them, and are as confident in others and the essential honesty of people as the average manager. You may occasionally get irritated by faults in others, though you generally recognise that no-one is perfect. You are reasonably inclined to be tactful and diplomatic, but may occasionally speak your mind. You are fairly likely to show consideration for others but may not be particularly interested in personal problems at work. You may be asked for advice but may occasionally be less tolerant of different views and ways of life than others.

Your responses suggest that you feel under strain when meeting new people, and are more likely to become tongue-tied when talking to others than many managers. You are likely to feel uneasy in meetings when you do not know all the people well. You probably find it hard to make conversation and are possibly unsure of exactly how you are expected to behave in more unusual social situations. You appear to play to win, and are more likely to enjoy overcoming the opposition than many managers. You are reasonably likely to be determined to beat others. You probably participate for the competition as much as for the enjoyment. You are probably determined, good at putting up a fight and not happy accepting defeat. You are likely to be motivated by being positively compared to others.

Resilience

The profile suggest that you are reasonably likely to keep calm and relaxed, being as likely as the average manager to remain cool under pressure and be fairly free from anxieties. You are likely to remain calm about things, cope adequately with stress and are probably able to switch off from work, though you may occasionally feel guilty over mistakes you have made. Your scores show that whilst you may worry when things go wrong, and are as likely as the average manager to get tense over uncompleted work, you are less likely to get worked up before important events. You may worry over details, and possibly feel tense until conflict is resolved. You are as likely to be hurt by unfair criticism and to find it difficult to brush off insults as most people.

You have indicated that you are as good at controlling your emotions as the average, being reasonably likely to curb your temper whilst occasionally expressing your emotions. You are fairly unlikely to give away be impatient, but may on occasions be seen as reasonably easy to read, at least superficially, and letting people know how you feel.

Commercial Awareness

Your results show that you are more likely to take a short-term view than many managers, being fairly likely to focus on tactical rather than strategic approaches. You are more likely to see the detail rather than the overall picture. It is likely that you do not particularly value building networks or relationships. You have indicated that you are much more likely to focus on your own role than most managers, and are very unlikely to consider how your actions impact on those around you, or on the wider function or the business. You are very likely to be seen as insular in your thinking.

Your responses indicate that you are very much more likely than most managers to be happy to continue with current practice, even when this is ineffective. You are very likely to resist change, and will not look for new ways of doing things. Your results show that you are much less likely than most managers to recognise who your customers are, and are very unlikely to be concerned about customer expectations. It is probable that you see the customer as a hindrance.

Social Acceptance

You have indicated that you are as likely to behave in a socially acceptable way as the average manager, being reasonably polite and respectful. You may believe that the first impression you make is important, but occasionally judge others on this basis rather than getting to know them. You are reasonably likely to be true to yourself in your actions.

Sample
Copyright © Symbiotics Ltd

Sample
Copyright © Symbiotics Ltd

Adapt Full Report from Symbiotics Ltd, A Blakebrook Group Company
Teme House, Whittington Road, Worcester WR5 2RY.

www.symbiotics.co.uk

To discuss other assessment programmes -

Contact our team on +44 (0) 1905 368175, adapt.admin@symbioticsltd.co.uk