

MANAGEMENT AUDIT

PRIVATE & CONFIDENTIAL

21/05/2004

Mr. Joe Bloggs

Report Unique ID: 35007

MANAGING AND MOTIVATING

Mr. Bloggs is likely to take the responsibility of management very seriously. He will probably adopt a directing style and be more concerned with the organisational aspects of the role than those relating to motivation and leading. Mr. Bloggs will delegate but he is unlikely to see delegation as a way of developing others and of devolving responsibility. He is likely to be a fairly strong disciplinarian and may be seen by others as lacking in sympathy in this area. Mr. Bloggs tends to set tough objectives but usually allows for realistic time schedules. He will require work colleagues to be committed to their tasks and to the organisation.

DECISION MAKING

Mr. Bloggs's approach to decision making is an independent, thorough and logical one. He will resist being hassled into making snap decisions. Once he has made a decision, he is unlikely to change his mind without considerable logical persuasion. Mr. Bloggs is inclined to keep things to himself and may therefore present decisions as "fait accompli". This could create resentment in colleagues who feel that they should be consulted and subordinates who feel that they never have any input. Mr. Bloggs will usually accept full responsibility for all decisions he does take. In terms of people decisions, he is likely to apply the same thoughtful and logical approach devoid of emotion.

PLANNING AND PROBLEM SOLVING

Mr. Bloggs's approach to planning is likely to be well organised, he tends to apply independent logic to precedents. He is usually more at home with strategic rather than tactical planning. Mr. Bloggs takes a similar standpoint with problem solving, i.e. he will seek logical and practical solutions to all problems be they strategic or people-orientated. Mr. Bloggs normally prefers not to deal with crisis problems and if called upon to do so he may not react as quickly as expected or hoped for.



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COMMUNICATING

This is not a particularly strong facet of Mr. Bloggs managerial repertoire. Mr. Bloggs has the ability to communicate, but his logical and less than optimistic style can be taken by others as a lack of either knowledge or confidence. He has a tendency to tell rather than sell when putting across his ideas and as a result may create uncalled for resentment in colleagues.

ADMINISTRATION

Mr. Bloggs is a relatively good administrator being well organised and procedural in his approach to organisational matters. It is important to be aware that he is not particularly detail-orientated and may overlook the "nuts and bolts". Mr. Bloggs has the ability to create and outline administrative systems, but may prefer to leave the "nuts and bolts" to others. However, he does have the characteristics suitable to establish a routine approach to administrative demands.

DEVELOPING OTHERS

Mr. Bloggs tends to view development as being a privilege rather than a right and is likely to expect an individual to be oriented toward self-development. He can, and will, create development programmes for his staff, but they will tend to be broad, with specific need input being left to the individual. Mr. Bloggs may be inclined to view loyalty, hands on experience and hard work as indicators of worthy candidates for development rather than the talents of the short-term high flyer.

This report relates only to behavioural characteristics within a work situation and should always be used with a structured interview. Success in the role will also depend on further assessment which ensures the person has the appropriate intelligence, education, experience, knowledge and competence. The "Strengths & Limitations" report, which can be obtained regarding Mr. Bloggs, may provide additional information which will enhance the use of the above data.



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