

## Interpretation Report

### **Sample Candidate** **The Holst Group**

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#### **Potential Assets:**

This is a particularly competitive and goal-orientated individual who can be forceful in resolving uncertainties. He:

- wants to lead the way in facing new challenges and pulls out all the stops to win;
- displays a wide variety of interests, will not hesitate to take chances, assume risks and is comfortable being accountable for getting things done;
- faces troublesome issues, resistance and obstacles willingly and despite them, or maybe because of them, he aims high, determined to attain his goals;
- is ambitious and not only welcomes but expects authority over others as well as responsibility for them;
- is exceptionally assertive and success-orientated.

Very independent, persistent and decisive, he is self-reliant, resolute and determined. He:

- thrives in unstructured environments where he can use his initiative and fight to do things his way, convinced his ideas are right;
- can make decisions, act on them and defend them;
- perseveres around ol
- has strong opinions and is not afraid to voice them.

Logical and realistic, he is likely to think through a problem, weigh the pros and cons and make decisions on facts, rather than on emotions. He:

- is work orientated, objective, inclined to look on things with a critical eye and may, therefore, save errors;
- tends to be a thinker and planner who, because of his analytical perspective, may come up with more creative ideas than others;
- is practical, straightforward and direct, not given to smooth-talking to build his case.

Tending to have a restless nature, he can show a sense of urgency and likes variety in his job. He:

- prefers to work where there are pressure and deadlines from time to time;
- can usually adjust to change, respond to new situations and work in a changing atmosphere.

On the job at the moment, he is acting more sociably than is normal for him.

#### **Developmental Considerations:**

Extremely ambitious, he needs constant challenge and unlimited opportunities for advancement. He:

- will be very dissatisfied unless he can achieve his goals;

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- is very direct and assertive and, as a result, he can step on toes and hurt people's feelings;
- is a risk-taker who may take chances to get ahead.

Note: He appears to perceive a need to come across less aggressively and is acting less competitively than is normal for him on the job at the moment.

Very independent, he wants to do things his way and will fight to do so. He:

- is strong willed, wants to think for himself rather than be hampered by rules and regulations, and does not work well under supervision;
- does not like detail and will be frustrated if it takes too much of his time, although he may recognise that it's a necessity.

He is more comfortable working with ideas and methods than with people. He:

- can sometimes lean more heavily towards why something will not work rather than why it will;
- prefers to keep a professional distance and may, therefore, miss out on important, underlying emotional issues which may need to be addressed.

Note: He appears to perceive a need to act more sociably than is normal for him on the job right now.

He prefers to avoid too much routine work, but he can handle it if necessary. He:

- may push other people to produce too hastily at times.

### **Summary:**

A review of key behaviours – this individual has exceptional ambition, firm determination, a direct, realistic approach and some restlessness. These entrepreneurial profile characteristics demonstrate solid potential for challenging, broad-based, commanding management or production responsibilities or tough, direct new business development. Highly achievement-focused, although not necessarily tactful, he will demonstrate natural potential in a job setting offering a relatively varied workload and the authority to work independently.

It should be emphasised again that this individual is much more ambitious than most others and, therefore, he may take chances at times – despite the fact that he is attempting to come across less aggressively.

### **Situational Adjustment Indicator:**

He is making changes on the job and, although these changes do not appear to be causing him an unusual amount of concern, we would recommend probing into the reason behind the adjustments.

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**Note:** While this assessment of his temperament offers valuable information and focus for your in-depth appraisal, other personal characteristics such as attitudes, self-motivation, stability, emotional maturity, intelligence, etc., as well as skills and abilities, must be probed thoroughly to understand his capabilities fully. This report should be reviewed in combination with The McQuaig Job Survey® results for this position.