



Role Match Profile

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Introduction

The report was generated to based on the '**Senior Operations Manager**' profile created to highlight the key traits required to be successful in the role and show how the candidate's scores have indicated where they are a good fit for the role and where elements of the role may be challenging in order to help with the recruitment process.

Motivational Questionnaire

This report summarises the 18 motivation drivers which impact motivation at work. It provides a narrative explanation of how these drivers may be demonstrated.

Scores have been broken down into 4 key areas:

- Energy and Dynamism
- Synergy
- Intrinsic
- Extrinsic

When examining scores, it is important to remember that high scores are not necessarily better, and low scores are not necessarily worse. This report provides useful insights for both recruitment and development settings. It is recommended that the results of this report should be reviewed in relation to the individual's current or future role, compared with job demands, company culture and the working environment, to help understand more about how to get the best out of individual and fit between their motivators and those naturally present in the role.

When considering the results of this motivation questionnaire, it is important to note that the responses given are the individuals own view and represent the way they see their own motivation factors, rather than how others may describe them. The accuracy of this report depends on their frankness and the honesty with which they completed the questionnaire, as well as their level of self-awareness. Motivation can change over time it is suggested that the shelf-life of the information contained in this report is typically 12 months.

Role Match Profile

| | | | | | | | | | | | |
|---|---------------------------|---|---|---|---|---|---|---|---|----|---|
| | Interactive | | | | | | | | | | |
| Has a preference to work alone in a more independent style | 1 | 2 | 3 | ● | 5 | 6 | 7 | 8 | 9 | 10 | Prefers to work in a team environment and has a vast network of contacts |
| | Assertive | | | | | | | | | | |
| Likes to follows others, takes a gentle approach in negotiations | 1 | 2 | 3 | 4 | 5 | ● | 7 | 8 | 9 | 10 | Enjoys taking the lead and responsibility. Confident and tough in negotiations |
| | Socially Confident | | | | | | | | | | |
| Tends to feel anxious in social settings when meeting new individuals | 1 | 2 | 3 | 4 | ● | 6 | 7 | 8 | 9 | 10 | Enjoys meeting new people, feels comfortable in social settings |
| | Supportive | | | | | | | | | | |
| Remains removed from others problems | 1 | 2 | 3 | ● | 5 | 6 | 7 | 8 | 9 | 10 | Gets involved in others problems and supports them in their issues |
| | Trusting | | | | | | | | | | |
| May not trust others motives or ideas. May appear cynical | 1 | 2 | ● | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Trusts others and believes in them quickly. May be easy to manipulate |
| | Logical | | | | | | | | | | |
| Uses past experience and intuition when problem solving | 1 | 2 | 3 | 4 | 5 | 6 | 7 | ● | 9 | 10 | More analytical in their approach preferring quantitative information |
| | Abstract | | | | | | | | | | |
| Focuses on practicalities and how things will work at the operation level | 1 | 2 | 3 | 4 | 5 | ● | 7 | 8 | 9 | 10 | Big picture thinker interested in theories and models that can be used |
| | Structured | | | | | | | | | | |
| Less structured and more spontaneous, may over look detail | 1 | 2 | 3 | 4 | ● | 6 | 7 | 8 | 9 | 10 | Likes to be organised and efficient in their planning, very focused on detail |
| | Conforming | | | | | | | | | | |
| Sees rules as guidelines which can be bent and deadlines as flexible | 1 | 2 | 3 | 4 | ● | 6 | 7 | 8 | 9 | 10 | Rigidly follows rules and guidelines, will seek to meet all deadlines |
| | Perfectionism | | | | | | | | | | |
| Has a relaxed approach to completion of tasks, meeting timescales and finishing work to a high standard | 1 | 2 | 3 | ● | 5 | 6 | 7 | 8 | 9 | 10 | Will persevere to complete all task on time and to the required standard. May struggle to multitask |
| | Adaptable | | | | | | | | | | |
| Likes to have a stable and reliable work setting, may find change challenging | 1 | ● | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Enjoys new challenges and variety in their daily work life, deals well with change |
| | Decisive | | | | | | | | | | |
| Takes time making decisions, are cautious and prefer to have all the facts | 1 | 2 | ● | 4 | 5 | 6 | 7 | 8 | 9 | 10 | Comfortable making high risk decisions at pace, even if they don't have all the information |

● Candidate score ■ Desired range

Interview Guide

Profile: **Senior Operations Manager**

Potential Strengths

Assertive

- Do you feel more comfortable as a team member or a team leader? Why is this?
- Was there a time you had to take the lead in a project/team? How did this go? What worked well? Were there any difficulties?
- Give me an example of when you have managed to persuade someone with a different view point to move to yours? How did you do this?

Socially Confident

- Can you tell me about a recent situation where you had to take the initiative to meet someone new? What did you do?
- What type of formal situation are you comfortable with, and when might you feel less comfortable? What can make you feel less confident?

Supportive

- Do you see yourself as people oriented or process oriented? What is your reasoning behind this?
- How regularly do you tend to help someone in need? Can you give an example of the last time you helped someone? What did you do?
- When it comes to other people's problems do you tend to keep a distance or get involved in the person's issues? Why is that?

Logical

- Would you consider yourself to be more analytical or intuitive by nature? How would you describe your general approach?
- How do you analyse the pros and cons of various solutions or options? Give an example.
- How good are you at handling number or large amounts of statistical data? Give a recent example.

Abstract

- Would you say your natural preference is working operationally or strategically? What benefit does your preference have?
- How much involvement with strategy have you had in your previous roles? Can you give an example of a decision you made that has a far reaching impact?
- Would you have done anything differently?

Structured

- When organising your work do you prefer to take a relaxed or structured approach to organising your work? Why do you prefer this approach? What do you think the benefits are?
- When working with others how do you respond to requests for you to provide plans and organisation? How do you ensure these plans do not become too bureaucratic?
- When approaching a new task do you prefer to focus on the bigger picture or the detail? Can you give an example of this? What worked well? What did not work?

Potential Strengths (Continued)

Conforming

- What do you tend to do if you encounter a rule that impedes your progress? Give an example of a time when you have taken this approach?
- What values do you think it is important to exhibit? Can you give me an example of when you have done that recently?
- How much is your job about meeting deadlines? Are you ever given unrealistic ones? If so, what do you do about it?

Perfectionism

- How do you organise what tasks you prioritise? Do you feel comfortable leaving loose ends with a task if the project is finished and of good quality? Can you think of an example?
- Do you see deadlines as guidelines, or as something to be met at all costs? How good are you at delivering to tight deadlines?
- Are there certain tasks that you are less interested in or give less focus to? Why do you think this is? Has this ever caused issues?

Potential Limitations

Interactive

- How do you work with others? Do you find it difficult to build relationships with others?
- How do you allow others to get to know you? Are you comfortable sharing your feelings with others?
- Has your preference for working independently ever hindered a group project? How did you resolve this?

Trusting

- Would others perceive you as someone who is quite sceptical of others? Do you feel this perception is correct? Why is this?
- Do you tend to think the worst of others? Has this ever caused issues in your work? What happened?
- Would it be more beneficial for you to be more trusting? How could you do this?

Adaptable

- Can you think of an example where you were inflexible about something? What happened? How could you have approached the situation differently?
- When have you adapted your behaviour to adapt to a new situation, can you give an example? How did you find this? Was this a positive change?
- Do you tend to prefer stability in your workplace, rather than a frequently changing environment? What changes have there been recently? How do you balance routine with flexibility in how you work?

Decisive

- How do you feel when having to deal with ambiguous and high risk decisions? How do you evaluate the risks? Can you give an example?
- Have others ever questioned the time you take to reach important decisions? Why do you think this was? Could you have reached a decision in less time?
- Is the notion of taking a serious risk motivating for you, or does it make you feel anxious and uncertain? Can you give me a recent example?

GFB Personality - Self Presentation

| | | |
|--|---|--|
| Has a preference to work alone in a more independent style | Interactive 1 2 3 4 5 6 7 8 9 10 | Prefers to work in a team environment and has a vast network of contacts |
| Likes to follow others, takes a gentle approach in negotiations | Assertive 1 2 3 4 5 6 7 8 9 10 | Enjoys taking the lead and responsibility. Confident and tough in negotiations |
| Tends to feel anxious in social settings when meeting new individuals | Socially Confident 1 2 3 4 5 6 7 8 9 10 | Enjoys meeting new people, feels comfortable in social settings |
| Remains removed from others problems | Supportive 1 2 3 4 5 6 7 8 9 10 | Gets involved in others problems and supports them in their issues |
| Likes to consult with others before making a decision | Autonomous 1 2 3 4 5 6 7 8 9 10 | Likes to make their own decisions without always seeking others views |
| May not trust others motives or ideas. May appear cynical | Trusting 1 2 3 4 5 6 7 8 9 10 | Trusts others and believes in them quickly. May be easy to manipulate |
| Keeps their opinions to themselves and doesn't always feel comfortable expressing them to others | Disclosure 1 2 3 4 5 6 7 8 9 10 | Comfortable expressing and making their own opinions known to others |

GFB Personality - Operational Style

| | | |
|---|--|---|
| Uses past experience and intuition when problem solving | Logical 1 2 3 4 5 6 7 8 9 10 | More analytical in their approach preferring quantitative information |
| Focuses on practicalities and how things will work at the operation level | Abstract 1 2 3 4 5 6 7 8 9 10 | Big picture thinker interested in theories and models that can be used |
| Likes using methods that are known to work and build on these | Inventive 1 2 3 4 5 6 7 8 9 10 | Likes to generate new ideas and find original solutions |
| Less structured and more spontaneous, may over look detail | Structured 1 2 3 4 5 6 7 8 9 10 | Likes to be organised and efficient in their planning, very focused on detail |
| Sees rules as guidelines which can be bent and deadlines as flexible | Conforming 1 2 3 4 5 6 7 8 9 10 | Rigidly follows rules and guidelines, will seek to meet all deadlines |
| Has a relaxed approach to completion of tasks, meeting timescales and finishing work to a high standard | Perfectionism 1 2 3 4 5 6 7 8 9 10 | Will persevere to complete all task on time and to the required standard. May struggle to multitask |
| Prefers to take a less conventional approach and finds new ways of working | Established 1 2 3 4 5 6 7 8 9 10 | Likes to use well established and more traditional methods |

GFB Personality - Emotional Adjustment

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|--|---|---|
| Understands the effects of stress, shows their emotion, sensitive to criticism | Composure 1 2 3 4 5 6 7 8 9 10 | Able to deal with stressful situations and keep their emotions in check, thick-skinned |
| Take a while to overcome failure but can accept blame, realistic viewpoint | Optimistic 1 2 3 4 5 6 7 8 9 10 | Takes a positive stance and deals well with failure, may not accept blame, optimist |
| Likes to have a stable and reliable work setting, may find change challenging | Adaptable 1 2 3 4 5 6 7 8 9 10 | Enjoys new challenges and variety in their daily work life, deals well with change |
| Prefers a steady pace of work, doesn't want an excessive workload | Activity Seeking 1 2 3 4 5 6 7 8 9 10 | Likes to be kept busy and thrives on having lots of work to do |
| Takes time making decisions, are cautious and prefer to have all the facts | Decisive 1 2 3 4 5 6 7 8 9 10 | Comfortable making high risk decisions at pace, even if they don't have all the information |
| Prefers easier to achieve goals is not and doesn't like to compete against others | Determined/Competitive 1 2 3 4 5 6 7 8 9 10 | Likes to win and enjoys striving to meet hard to reach targets |
| Care about what others think. May be very sensitive to others comments and remarks | Toughness 1 2 3 4 5 6 7 8 9 10 | Unlikely to take offence, may not take feedback on board. Can be insensitive |

GFB Personality - Response Audit

| | | |
|--|---|---|
| Inconsistent when answering questions relating to similar themes | Rating Consistency 1 2 3 4 5 6 7 8 9 10 | Clear and consistent when answering questions |
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Motivation - Energy and Dynamism

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|---|---------------------------|----------------------|--|
| Takes time over tasks, works best without pressure. Demotivated by being rushed. | Level of Activity | 1 2 3 4 5 6 7 8 9 10 | Invests energy readily. Thrives on time pressure. Always on the go. Pushes to get things done. |
| Seeks moderate rather than extreme challenges. Targets not a major issue. | Achievement | 1 2 3 4 5 6 7 8 9 10 | Needs to achieve targets. Strives to overcome difficult challenges. |
| Finds competitive environments uncongenial, even demotivating. Outperforming others is not a motivator. | Competition | 1 2 3 4 5 6 7 8 9 10 | Tries to do better than others. Comparison often spurs performance. |
| Switches off rather than increasing effort when faced with failure or criticism. | Fear of Failure | 1 2 3 4 5 6 7 8 9 10 | Needs to succeed to maintain self-esteem. Prospect of failure spurs activity. |
| Does not seek out positions of power, influence or authority. | Power | 1 2 3 4 5 6 7 8 9 10 | Needs scope to influence and exercise authority. Demotivated when not given responsibility. |
| Demotivated by intrusion of work requirements into personal life. | Immersion | 1 2 3 4 5 6 7 8 9 10 | Thrives on feeling involved. Invests energy in job. Prepared to work extended hours. |
| Demotivated by over emphasis on profits and finance. | Commercial Outlook | 1 2 3 4 5 6 7 8 9 10 | Likes creating wealth and profits. Demotivated when work not linked with cash value. |

Motivation - Synergy

| | | | |
|---|----------------------------|----------------------|--|
| Limited need for interaction with others. | Affiliation | 1 2 3 4 5 6 7 8 9 10 | Thrives on meeting people, harmonious team work and helping others. |
| Has less need for recognition than most. Praise and congratulations not prime motivators. | Recognition | 1 2 3 4 5 6 7 8 9 10 | Likes good work to be noticed and achievements recognised. Becomes demotivated without support. |
| Unconcerned about moral and ethical issues or quality of work. | Personal Principles | 1 2 3 4 5 6 7 8 9 10 | Needs to feel that the organisation's work is sound. Demotivated when asked to compromise ethical standards. |
| Not overly concerned by an element of risk. Does not mind inconvenience. | Ease and Security | 1 2 3 4 5 6 7 8 9 10 | Needs to feel secure about job and position. Does not easily tolerate unpleasant conditions. |
| Not spurred by opportunities for new learning and self development. | Personal Growth | 1 2 3 4 5 6 7 8 9 10 | Motivated by work which provides opportunities for development, and acquisition of new skills. |

Motivation - Intrinsic

| | | | |
|---|--------------------|----------------------|---|
| Not greatly affected by degree of interest or variety in work. | Interest | 1 2 3 4 5 6 7 8 9 10 | Values stimulating, varied or creative work. Demotivated by too many run of the mill tasks. |
| Motivated by existence of clear work systems and structures. Intolerant of ambiguity. | Flexibility | 1 2 3 4 5 6 7 8 9 10 | Favours a fluid environment without imposed structure. High tolerance of ambiguity. |
| Amenable to guidance and supervision from above. | Autonomy | 1 2 3 4 5 6 7 8 9 10 | Needs to work independently, organise own approach. Demotivated by close supervision. |

Motivation - Extrinsic

| | | | |
|--|------------------------|----------------------|---|
| Less concerned with having financial benefits link to the job. | Material Reward | 1 2 3 4 5 6 7 8 9 10 | Links salary, perks and bonuses to success. Demotivated when remuneration is perceived as unfair or poor. |
| Less driven to seek advancement. Promotion prospects not important. | Progression | 1 2 3 4 5 6 7 8 9 10 | Career progress and just advancement are motivating. Slow promotion is demotivating. |
| Relatively unconcerned with issues of rank and position. Status symbols unimportant. | Status | 1 2 3 4 5 6 7 8 9 10 | Concerned with position and status. Demotivated by lack of respect from others. |