



Strictly Private and Confidential

OnDemand Leadership Report

Gabriel Burt

hfi

31 July 2019

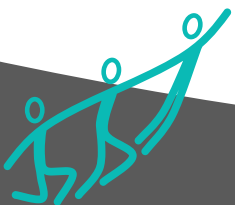
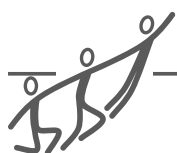


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Introduction

Gabriel Burt undertook an assessment for hfi . The following is an interpretation of the results of that assessment. This assessment was completed online. Gabriel has indicated that he has completed the assessments himself under appropriate conditions. This report is based on Gabriel 's choice of answers and not on any other evidence.

The results of this assessment are generally valid for two years after completion or less if Gabriel's undergoes major changes in his work or life circumstances. Through experience and education, individuals are able to develop skills and strategies for making the most of their strengths and minimizing the impact of their limitations. This assessment does not measure all such acquired knowledge or skills and should be considered in conjunction with relevant biographical information about Gabriel and his work history.

This report should be kept confidential and used appropriately. No liability is accepted for the consequences of the use of this report or its contents by any persons for whatever purpose.

Assessment Overview

The assessment for Gabriel Burt comprised psychometric questionnaires covering personality, intellectual ability, analytic skills, attitudes and values.



Performance Factors

Gabriel Burt 's results have been compared to other other people in professional and management roles. A score of 3 or 4 should be regarded as a strength, indicating that he has a natural potential to perform well in that area. A score of 2 or 1 indicates an area that would not come naturally to him . In that area he may need the support of other people or may need to make a considerable effort to improve his performance.

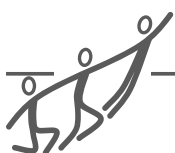
People Leadership	<div><div></div><div></div><div></div><div></div></div>	2
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Strengths

- Organized and systematic
- Reliable and dependable
- Follows the rules
- Requires little supervision

Potential Limitations

- May let other people take advantage of their good nature.



People Leadership



Definition: Leads, supports and develops staff. Quickly faces up to and resolves people issues. Inspires and motivates others. Encourages a high performance culture.

Gabriel is a fairly adaptable person who could probably fit into a range of occupations as long as they did not require extensive contact with large numbers of people. An analytic or technical role would probably be more satisfying than a leadership role. He is likely to be open and forthright, readily talking about personal issues and feelings.

Gabriel is dependent on the group and will do what he can to gain their approval but he may be too spontaneous and unguarded at times and not realise that people may take advantage of this. Gabriel's concern to resolve difficult people issues quickly may make it more difficult for him to think them through clearly, particularly on his own, but he may benefit from seeking the advice of a more experienced person who is trusted to be impartial. He may be anxious that the job should be completed properly or rapidly and tend to interfere after he has delegated a task but he will be helpful and understand the difficulties that the people are experiencing rather than blame them for mistakes.

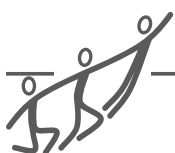
Gabriel shows a tendency to be permissive with his team. He may be over-reacting to fears of being viewed as too demanding but this permissiveness is likely to bring more problems than benefits. He may hope that his team members will take responsibility and will be competent enough to do the job properly but he may not monitor the process and so may leave himself open to avoidable mistakes. Occasionally he may interact with team members in a more equalitarian style. This is regarded as the most effective style in the long run and Gabriel would benefit from using it more consistently rather than letting things slip into permissiveness.

Decision Making



Definition: Willing to make decisions on incomplete data if speed is required. Analyzes information and evaluates risks before making a decision. Actively seeks information from inside and outside the organization to enrich the decision.

Gabriel can grasp information quickly and will usually base his decisions on a realistic assessment of what is possible. Occasionally, he may be carried away by an idea and give way to impulse rather than rely on objective judgement and a realistic analysis of the pros and cons. He does not need the support of others to follow his decisions through and when he is convinced that he is right he can push for his own ideas. But he is not a dominant person and would prefer it if people were committed to his decisions because they understood the reasons rather than simply obeying them. Gabriel may prefer to make decisions on his own initiative rather than look to others for help or advice.



Delivering Results

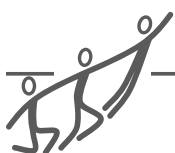
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Definition: Consistently applies maximum effort and despite setbacks shows resilience. Drives progress to achieve objectives and quality on time.

Gabriel is encouraged by praise and approval but he may not have a very clear idea of what is expected of him in the work context and may not fit in with social expectations.

Gabriel may feel somewhat stressed and overwrought at present. A relaxing break may temporarily relieve this but a longer term resolution may be more effective. At work, he is likely to need some time to himself and probably would dislike working in an open plan office where there are continual interruptions and interactions. He is likely to have well ordered work habits and to be viewed as a reliable person who can be counted on to perform to a generally good standard and to require relatively little supervision.

Gabriel places importance on working within a co-operative work environment and tries to lead by example. He may feel tense, at present, and may benefit from looking to develop a more effective work/life balance or improve time management and delegation skills to reduce the pressure. He tends to be more interested in solving problems and working on interesting projects than in gaining personal rewards for himself. He will listen to good reasons but is not one for compromise. He will make sure that most of his work is of an acceptable standard. However, once the key issues have been resolved he may not see the importance of finishing off the final details beyond what is 'good enough' and could give the impression of carelessness or lack of interest in these final details. He will endeavour to complete one project before he starts a new one. He probably functions best when he can control the amount of variety he undertakes at any one time. He should cope quite well with fluctuations in his workload, providing he has support during bouts of cumulative pressure and that he can manage his time effectively. He seems to have about average resources for managing pressure. Gabriel is able to anticipate the consequences of his actions and solve problems realistically. He tends to fear rather than dislike social contact and may dread the prospect of being singled out for attention particularly when it is negative. He endeavours to mitigate these effects by working hard and rehearsing exactly what he is going to say. Consequently, he can be physically tired out if he has to interact with lots of people in any one day. He is quick to understand new ideas and develop new skills. When he sees the need for change and understands the rationale for it he will welcome it. Some aspect of his work experience or social environment seems to be frustrating him at present. He tends to blame himself when things go wrong but may not be systematic or painstaking in his efforts to ensure that mistakes are not made. He seems to be somewhat restless and frustrated rather than showing a clear focus.



Interpersonal

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Definition: Consistently shows respect for others and relates to them as individuals. Usually stays calm and rational. Listens to other people and builds on their ideas.

Gabriel seems to be a fairly shy, reserved person. He can express his feelings and be natural with people he knows well but can feel inhibited at times if he has to develop relationships with new people or influence a large group. He does not lack imagination and sensitivity but he can be uncompromising and impersonal rather than focused on the individual's specific needs. He is independent and liberal in his thinking but he may be shy and find it difficult to make an impression on others. He does not seem to be the kind of person who actively seeks contact with others. He is open and unsophisticated, tending to see things in simple terms and to express his views openly but only when asked. However, he may be somewhat shy and prefer to mix with a few close friends rather than a large social group.

Gabriel is willing to put forward his point of view, but he also listens and if he hears good reasons to do so, he will change his mind. He shows little need for involvement with others and may tend to go his own way and rely on his own resources rather than actively seek others commitment to and support for his ideas and plans. He may try to follow the rules but is prone to give way to the feelings of the moment and may act on impulse.

Planning and Organizing

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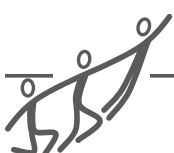
Definition: Is able to translate goals and strategy into objectives and tasks and align the resources required. Establishes clear priorities and monitors project progress against objectives.

Gabriel is likely to be able to communicate a clear and compelling vision and mission. However, he also shows a pragmatic approach to implementing this vision and is likely to be able to translate this vision into tangible goals and workable plans. He is not likely to be satisfied to remain at the strategic and visionary level in his planning. He is likely to identify resource requirements when he develops his initial plan but may then be concerned about whether he has asked for too much or whether the resources will be adequate. He is likely to prioritise systematically having thought through the objectives with care and select the priorities according to what is required to achieve the objectives in the most effective way without worrying too much about less important details.

Team Working

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Definition: Focuses people on team goals above their own personal agenda. Listens and builds consensus. Actively shares ideas and stands up for their point of view.



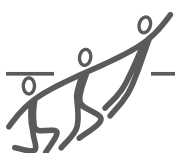
Gabriel prefers to be himself and will expect others to take him as they find him. He may find continually working with others in a team frustrating and not find it easy to disguise his views on the subject. He tends to keep to himself and may be selective about showing interest in or concern for others. He may not show his appreciation readily and so people may not realise whether he is pleased with what they have done or not. This can mean that he is not particularly rewarding to work with and may not maintain team morale if things become difficult. Although trusting, he is not easily fooled and is likely to realise when people are taking advantage of his good nature. He is resilient but may be thrown off course if something important to him goes wrong. He does not see his own needs to be particularly important. He is willing to sacrifice himself for others and may find satisfaction in giving service to other people. His lack of concern for personal recognition is likely to lead him to co-operate with tolerance and good humour when that is called for.

Persuasiveness



Definition: Persuades others to work together in the same direction. Provides an analytic and structured approach in discussion and bases decisions on evidence.

Gabriel generally keeps to the point and can get his ideas across clearly even when he is not an expert in a subject but he may feel constrained with a large audience and prefer talking to a small group of people. He may experience frustration in discussions, particularly in large groups, because he may feel inhibited and find it difficult to join in. This frustration can build up so that when he does make remarks they could come out as critical or negative. He may be open minded and experimental but shows little power to persuade.



This report was provided by Human Factors International – the parent company of PeopleFactors.

hfi helps organisations not only select the right people but also coach and develop these people, and to create systems and structures within which they can function efficiently and effectively.

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