

Understanding Approach to Work

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Part 2: Approach to Work Scale & Score Descriptions

Compensation Preference: Identifies whether a person is more motivated to work by performance-based remuneration or a fixed wage or salary.

Low 1-2-3	Mid-range 4-5-6-7	High 8-9-10
<ul style="list-style-type: none"> • Prefer a safe and secure existence, even if the payoffs are not great. • Would prefer a regular modest salary and work in a stable environment, to the possibility of much higher but possibly insecure earnings. • Likely to be anxious in situations where there is the need to take a degree of risk and will avoid such situations if at all possible. • Do not act on impulse, but only after careful thought and consideration. • May miss out on opportunities because of their cautiousness. • Such people are a “safe pair of hands”. 	<ul style="list-style-type: none"> • Prefers the security of a reasonably paid job to one that is wholly dependent on commission. • Prepared to take some degree of chance on profit sharing and would gamble on a portion of earnings being commission-based. • Unlikely to risk anything of real importance to them. • Prefer to think things through when there might be something important at stake. • Able to find a good balance between caution and “playing it safe”, on the one hand, and taking calculated but necessary risks on the other. 	<ul style="list-style-type: none"> • Impulsive, outgoing and enjoys taking chances. • He or she is a “who dares wins” type of person. • Prefer to work on commission rather than on a fixed salary, liking the excitement of commission selling and the risks involved in new business ventures. • Get a buzz from pitting themselves against the world and winning out. • Not easily put off by failure or rejection, and always seem able to find a way around obstacles, even if it means bending a few rules. • Social and outgoing but also very independent. • Can be a “loose cannon” in the wrong setting, and may be difficult to manage, especially in a team.

Focus on Work: Provides information on the importance that an individual places on work. Some people define themselves by their work. They are often labeled workaholics. Others see work as a means to an end, rather than an end in itself.

Low 1-2-3	Mid-range 4-5-6-7	High 8-9-10
<ul style="list-style-type: none"> • See work as a means to an end. • Value leisure and home activities more and place more emphasis on family relations and friends outside of work. • Tend to put less energy into work, preferring to put it into leisure activities and pursuits. • In crisis, will put family and friends before work. • When conflicts arise between demands of work and home, family or friends, the latter will tend to take priority. 	<ul style="list-style-type: none"> • See both work and home as being of value. • Sometimes attempt to retain a balance between these can create tensions. • Will tend to prioritize work or out-of-work activities on the basis of their importance – sometimes placing a higher priority on one, sometimes the other. • Social relations will tend to be a mixture of people from work and those from leisure activities. 	<ul style="list-style-type: none"> • Value work in itself, and place a high value on being employed. • See themselves as being defined as a person, by the job they do. • Place great importance on social relations in and associated with work, rather than outside. • In a crisis will stay at work and see the job done, even if it means upsetting family and friends. • Problems at home have to take second place, and home arrangements will always be changed in preference to changing arrangements at work.

Approach to Risk Taking: Measures the likelihood of an individual engaging in risky behaviors or actions. This attributes will be relevant in determining whether the individual can accommodate the decisions required in this particular job.

Low 1-2-3	Mid-range 4-5-6-7	High 8-9-10
<ul style="list-style-type: none"> • Not likely to indulge in behaviors that have a risk attached to them. • Would feel uncomfortable stopping in a “No Waiting” zone even for a few minutes. • May enjoy fantasizing about doing exciting and dangerous things, but when it comes to it they would find excuses not to act. • They think ahead and tend to see all the complications involved in doing things: what could go wrong rather than what the up side would be. • Will only act after careful consideration and then only if the actions are safe. • Will wait until the road is clear before crossing rather than risk dodging the traffic. 	<ul style="list-style-type: none"> • While occasionally taking a risk when other matters are pressing, would not normally indulge in risky behaviors. • Tend to think things through and balance the risks associated with various courses of action with the goals they are intended to achieve. • Will tend to avoid unnecessary risk, or behaviors that could result in accidents or damage, but not to the extent of inaction • Will take considered risks when necessary. 	<ul style="list-style-type: none"> • Likely to indulge in everyday behaviors that are risky (e.g. parking in no parking zones, speeding). • Tend to take risks for their immediate gratifications, on impulse, without thinking too much about the possible down side. This is likely to be reflected in their behavior at work. • Tend to work on the basis that the “ends justify the means”. • So long as the goals are organizational ones, this can produce creative tension and a willingness to take decisions and act in ways that others might shy away from. • When goals are personal ones, however, the behavior may be counter-productive. • May not see their behavior as being particularly risky (for them it is just how they are), but others tend to judge it so.

Preference for Change: Good performance in some jobs requires a quick response to fast changes, but efficiency in other positions depends on tolerance for routine and working carefully at a steady pace.

Low 1-2-3	Mid-range 4-5-6-7	High 8-9-10
<ul style="list-style-type: none"> • Prefer life to be well ordered, predictable and routine. • Find change difficult to manage, and will try to adapt old ways to new demands where necessary, rather than going for a radical new innovation. • Do not like much variety in their work and like to work within a well-ordered and structured environment. 	<ul style="list-style-type: none"> • People like a degree of order and regularity in their life, but also enjoy facing new challenges and changes. • They do not seek change for it's own sake, or because it is exciting, but because it may provide better ways of solving problems or dealing with issues. • They are able to handle change and innovation when necessary. • While they feel there is value in tried and tested ways of doing things, sometimes new ways are needed. 	<ul style="list-style-type: none"> • Enjoys change and value innovation. • Seek out new experiences and like to take control over events. • Often look for new ways of doing routine tasks, rather than following the usual practice. • Do not like to have others impose structure on their work or working practices. • May sometimes go for change because it is more exciting rather than because it is better or necessary.

Approach to New Ventures: Measures a person's attitude to day-to-day events in the workplace. This scale identifies whether a person will approach problems and issues with optimism or with caution.

Low 1-2-3	Mid-range 4-5-6-7	High 8-9-10
<ul style="list-style-type: none"> • Sees the world as a dangerous and hostile place, full of traps and dangers. • May appear somewhat timid to others and over-cautious. • Not likely to do well in a volatile, changing environment, as it will make them anxious rather than excited. • May find it hard to come forward with their concerns and worries, even though they are generally fairly sociable and outgoing. • Less likely to indulge in "risky" behavior than others are, not because they see the benefits of success as being less, but because they perceive the risk of failure as being greater. 	<ul style="list-style-type: none"> • Sees the world as a place containing some dangers, but neither being hostile nor particularly safe. • Adopt a realistic appraisal of the risks associated with different activities. • 	<ul style="list-style-type: none"> • Sees the world as exciting but essentially safe and fun place to be. • See the exciting things in life as like a roller-coaster ride – exciting but not really dangerous. • Will take actions that other people might judge as risky, but which they regard as being safe. • Accepting of people and events, and generally optimistic.

Task vs. Person Focused: Distinguishes those who are focused on action and the task the team has in hand from those who are focused on keeping the team pulling together.

Low 1-2-3	Mid-range 4-5-6-7	High 8-9-10
<ul style="list-style-type: none"> • Are introverted, and focused on action and the task in hand. • Like to pay attention to detail and getting a task completed. • Are unlikely to talk about themselves but if they do they would describe themselves in terms of what they do; for example: <i>'I'm the man/woman who does the books'</i>. • They would describe others in the same way. For example, <i>'He is the head of this organization'</i>. • They do not naturally communicate with others. Likely to be difficult to communicate with but their ability to focus on the task in hand is likely to make them an asset to a team. 	<ul style="list-style-type: none"> • Can be assertive and outspoken but usually only in situations with people they know. • Like to be peacemakers rather than decision makers. • Can cope with routine tasks but like variety in work to feel fulfilled. • Like moderate amounts of contact with others. • Do not need to be the center of attention. • Will remain fairly relaxed under moderate amounts of stress. • Can lose objectivity in situations where they are personally involved but otherwise they can manage situations in a calm and stable manner. 	<ul style="list-style-type: none"> • Outgoing and friendly people who enjoy working with other people around. • They are natural socializers; independent extroverts who provide the glue that helps keep the team together. • Will describe themselves in terms of what they are. For example: <i>'I am someone who is easy to get along with'</i>. • Will describe others in the same way. For example, <i>'He's a good guy to know'</i> or <i>'She is mad, bad and dangerous'</i>. • Their independence is likely to make them difficult to manage, but their people focus is an asset when success depends on co-operation from the team.

Self-Focus vs. Relationship Focused: Distinguishes those who have an internal focus and are more inclined to focus on their own needs from those who have an external focus and see their working relationships with others to be more important than their own condition.

Low 1-2-3	Mid-range 4-5-6-7	High 8-9-10
<ul style="list-style-type: none"> • Are likely tense rather than relaxed. • Their focus is on themselves and their own needs. • Relationships do not have a naturally high place in their thinking. • Are more immediately focused on how things might affect them and their plans. • May not be aware or concerned about how other people perceive them. • More likely to think about how comfortable they are rather than how acceptable they are. • Can be creative, innovative and provide strong leadership but will be less concerned than others with keeping everyone 'on board', tending to be driven more by their own agenda than that of the team. 	<ul style="list-style-type: none"> • Like to have some time to reflect and enjoy their own company. • Will usually be happiest working in situations where there is a moderate amount of contact with other people. • Will cope well in collaborating and working with others. • Like to choose the situations where they will take center stage. Comfortable in the company of others but do not seek constant attention. • Have a balanced mix of competitiveness and the desire to foster team spirit. • Will compromise between their own need for achievement and their need to maintain co-operative relationships with others. 	<ul style="list-style-type: none"> • Are conscientious, emotionally stable and relaxed. • Are focused on a world in which other people and their relationships with them are of the greatest importance. • Are concerned about how others may see them • Their concern about relationships could lead them to make decisions based on how others would react rather than on a more rational basis.

Compliance Scale: The compliance scale measures a person's propensity to resist the temptation to intentionally engage in behaviors that deviate from those considered acceptable by an organization's rules and procedures.

Low 1-2-3	Mid-range 4-5-6-7	High 8-9-10
<p><i>Positive Attributes:</i></p> <ul style="list-style-type: none"> • Will be flexible, open minded, creative and curious, • Will be outgoing, gregarious, talkative, outspoken, self-assured and assertive. • Will prefer variety and challenge and like being entertaining. • May be willing to take risks and possibly find risk-taking pleasurable. • Will tend to improvise, react spontaneously, and be less structured than more compliant people. • Can be gregarious, flirtatious, outgoing, energetic, imaginative, when they are under pressure. <p><i>Possible Issues:</i></p> <ul style="list-style-type: none"> • Can be unconventional, impulsive, irresponsible, careless about rules and attention seeking. • May be noisy, fault finding, tense, anxious, bossy or self-pitying. • Could be disruptive/counterproductive (be absent from work, disregard rules or take longer breaks than allowed). • May prefer the freedom to tackle work in their own way, overlook current work practices and seek out new ways of carrying out the tasks • Can find difficulty in completing activities of a routine nature. • May have a laid-back attitude, find long working hours harder to cope with and possibly show low levels of motivation • May be manipulative when under extreme pressure – examples; enjoying taking risks, testing the limits, being careless about rules, deceitful, impulsive, and non-conforming. 	<ul style="list-style-type: none"> • Will be reasonably conventional with a balanced approach to change and innovation. • Should be reasonably organised in their work and mainly dependable and reliable. • Are comfortable following rules but also happy to work outside of guidelines when flexibility is required but without breaking the rules. • May occasionally be careless and disorganised, but capable of following guidelines given appropriate guidance. • Will be happy in the company of others but also happy to be on their own. • Will lead a moderately exciting life but may act on impulse at times. Likely to tolerate routine tasks but will prefer some variety and challenges. • Be able to accept and deal with situations in a calm manner, but may become apprehensive or anxious under pressure. 	<p><i>Positive Attributes:</i></p> <ul style="list-style-type: none"> • Are reliable, thorough, responsible, conscientious and attentive to detail, • Will be courteous, co-operative and calm. • Will adhere to conventional values and be hard working. • Will be concerned with detail and meeting their own high standards. • Will accept existing work methods and prefer familiar routines. • Are cautious, and value job security. • Are generally more ambitious than non-compliant people and have a strong work ethic. • Can rise to the occasion if they are pressured and become perfectionists. • Will seldom complain or criticize. <p><i>Possible Issues:</i></p> <ul style="list-style-type: none"> • Can be formal, reserved, inflexible and overly conforming • Can be quiet, shy, aloof, keeping others at a distance • May be less spontaneous and over-conscientiousness when carrying out tasks. • Can become unconcerned about the welfare of others If they are particularly stressed. • May become perfectionists, being critical of others' performance, being fussy or moralistic. • May lack innovation • Can be overly eager to please and reliant on others for support.

Aspects of Assertiveness

Leadership Style

Low 1-2-3	Mid-range 4-5-6-7	High 8-9-10
<ul style="list-style-type: none"> • Nurturing, caring approach • Pliant style • May need to step out of their comfort zone to take command in an emergency • Very affective when a team has shared and predictable goals • Will be very successful if work requires a gentle touch 	<ul style="list-style-type: none"> • Balanced approach to leadership • Inclination towards "guide on the side" • Can take command in a crisis • Make certain that the team knows what needs to be done and when 	<ul style="list-style-type: none"> • More demanding leadership style • Great for crisis management • Strives for fast, accurate results • Most work situations require more give and take and may need to consider a more democratic style

Approach to Listening

Low 1-2-3	Mid-range 4-5-6-7	High 8-9-10
<ul style="list-style-type: none"> • Sympathetic ear for those who dominate conversation • More passive hearing than complete listening • Real listening requires active involvement and may hesitate to be assertive in that way 	<ul style="list-style-type: none"> • Enthusiastic about their own ideas but leaves room for others to express themselves as well • Can be a passive listener but can also stimulate debate • Allows for all points of view 	<ul style="list-style-type: none"> • Tends to be enthusiastic about their own ideas • May not leave room for others to express their ideas • May talk too much and stifle contribution from the team

Approach to Conflict

Low 1-2-3	Mid-range 4-5-6-7	High 8-9-10
<ul style="list-style-type: none"> • Strive to avoid conflict • Subtle and accommodating • Has soft skills • A more vigorous approach may get faster results • May need to remind themselves that honest disagreement can be worthwhile and effective 	<ul style="list-style-type: none"> • Neutral approach to conflict • Balances soft skills with a direct approach to conflict • Affective for all parties concerned • Efficient in a debate and will not get worn down by others 	<ul style="list-style-type: none"> • Enjoys debate and conflict • Direct and forceful • May need to temper themselves in emotionally charged situations • If feelings are running high a more moderate, accommodating style may be more affective