

# Dianne Russell

## Candidate Profile


! Private & Confidential




✓ Behaviour


✓ Aptitude




✓ Personality

Overview

 **Behaviour**  
○ Last taken 13/08/2020

-  Charismatic
-  Accommodating
-  Unconventional

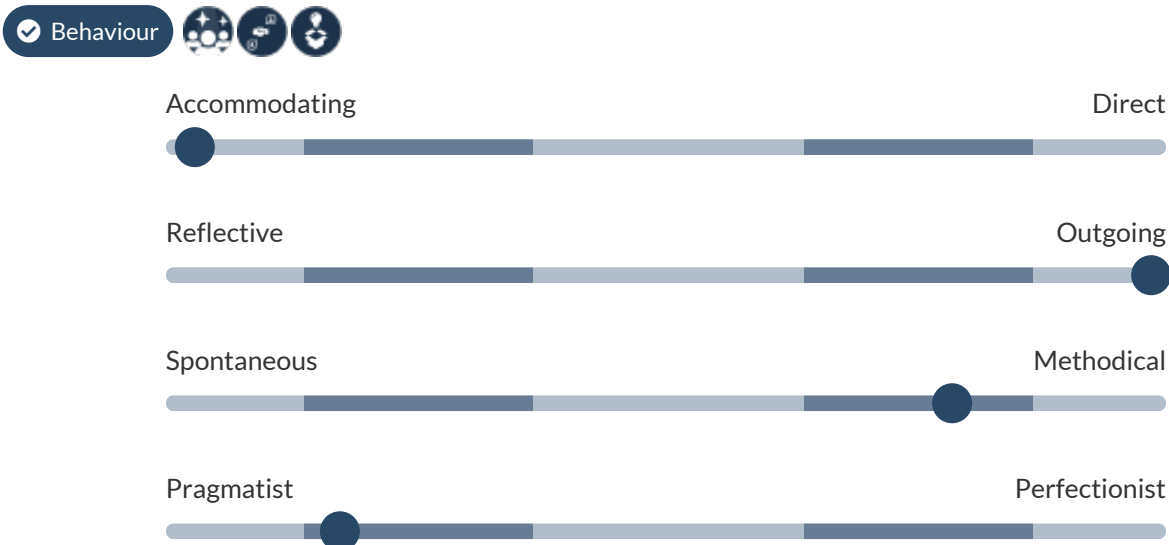
 **Aptitude**  
○ Last taken 06/01/2021

-  Perceptual
-  Articulate
-  Conceptual

 **Personality**  
○ Last taken 16/03/2021

-  Co-Operative
-  Resilient
-  Strategic

## Profile



This person has an extremely high orientation towards people and will enjoy talking about lots of things to lots of people. In social settings, they will feel extremely comfortable and will often be the one to start conversations. When communicating with others, they will prefer a verbal conversation or face to face interaction. This person will expect others to give them the time to express themselves and will strongly dislike being ignored or feeling rejected. This person will be aware of their position in different social groups and will want to be popular. They will often try to win people over through charm and persuasion. Keep in mind that their high energy and positivity will be engaging for some, but others may find that they have quite an intense character.

This person is extremely accommodating and will share their time and space with other people, rarely asserting themselves over someone else. This person will take a cautious approach to making decisions, strongly preferring others to take the lead. When facing a challenge or problem, they may try to avoid the issue if they do not feel supported by those around them. A calm, low pressure environment will be engaging for them, allowing them to take a laid-back approach to things and to work at a pace that suits them. When communicating with others, they will try to avoid disagreements and will focus on letting others contribute when they are in a group.

This person is an extremely independent person who values freedom and autonomy very highly. They will always prefer a pragmatic solution over a perfect solution, prioritising progress ahead of process. At times, they may find themselves pushing back against rules and regulations if they do not see the value or understand why they have been put in place. In a group, they are likely to be the one suggesting alternative solutions and novel approaches but may also be very stubborn when people disagree with their suggestions. This person will dislike work that requires a meticulous eye for detail, and they may make errors if they work too quickly. However, they will persist in the face of opposition and will always be a strong voice to maintain momentum, never wanting detail to get in the way of outcomes.

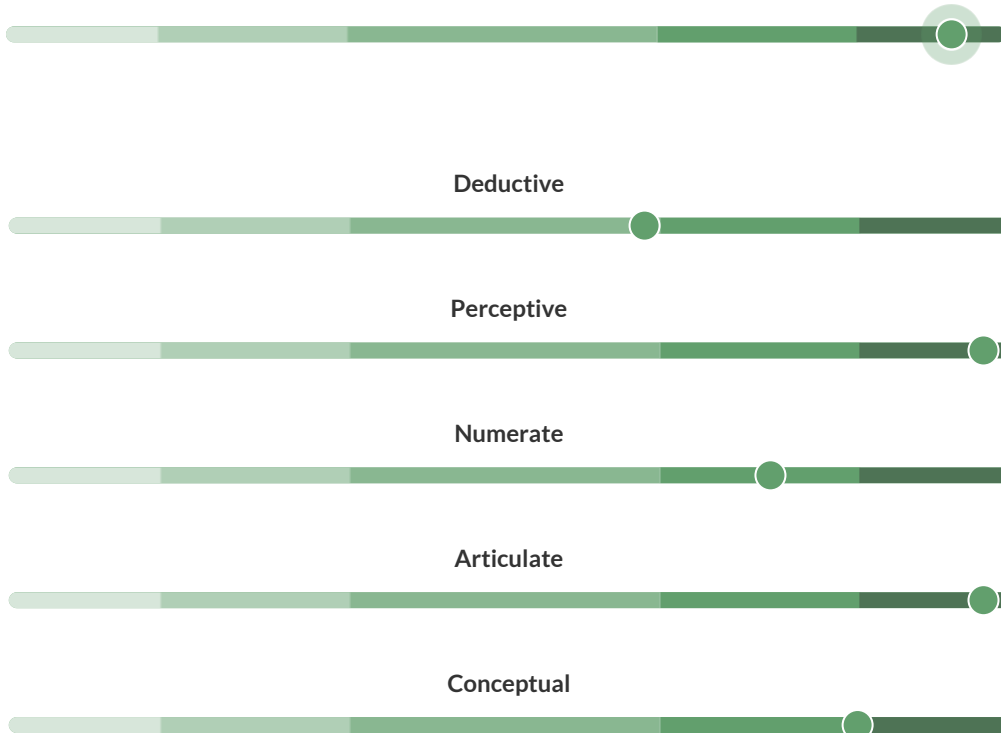
This person will find it easy to think about the needs of others and how their actions may affect them. As an agreeable person, they will have a kind and welcoming demeanour. Other people are likely to describe them as supportive and considerate. These traits will make them easy to work with, although they may find that others take advantage of their trusting nature. As they often think of others, they will expect people to be considerate of their needs, too. If someone does not take their needs into account or breaks their trust, they are likely to forgive, but not forget. This person is likely to approach work in a methodical and thorough way, seeking to deliver consistent results and avoid disappointing people. As an attentive listener, other people may come to them for advice, and they may find it easy to mediate between different people in a group setting.

✓ Aptitude 

Overall High

Low

High



This person will be exceptionally fast when learning new information. They will thrive in challenging environments that require frequent problem-solving. Their exceptional learning speed should be applied whenever possible in the workplace, otherwise this person will get bored when they do not have intellectually stretching work. This person will have an extremely broad range of aptitudes and will be able to reason from most sources of information. In a group setting, this person will work extremely quickly, and others may find it difficult to keep up.

## Deductive

This person's aptitude for deductive reasoning is the same as most people. This person will be able to reason from a few sources of information at once to determine logical conclusions. They will prefer people to communicate clearly, although they will be able to reason from some inferred or subtle information.

## Perceptive

This person has a high aptitude for error detection, compared to most people. This person will have an exceptionally good attention to detail and will be extremely quick to identify errors in written material, calculations, or diagrams. Although it may seem counterintuitive, this person may make more errors than someone that takes their time and thoroughly checks their work.

## Numerate

This person has a moderately high aptitude for numerical reasoning, compared to most people. They will be quite fast when reasoning with numerical and quantitative concepts. This person will complete mathematical calculations quickly and with few errors. They will comfortably express information with numbers.

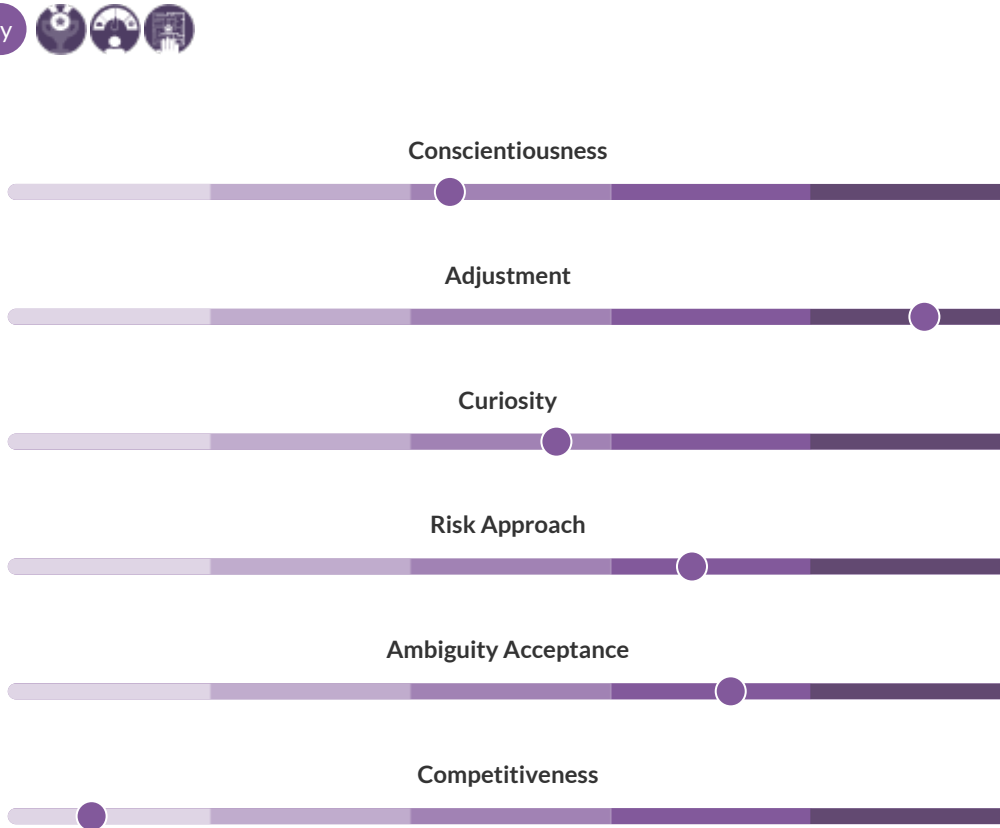
### **Articulate**

This person has a high aptitude for verbal reasoning, compared to most people. They will have an extremely broad vocabulary and will be able to articulate themselves clearly. They will understand the subtle differences in meaning between a high number of different words. This person is likely to use complicated terms in their speech and writing. They will find it easy to pick up technical jargon and terminology.

### **Conceptual**

This person has a high aptitude for spatial reasoning, compared to most people. This person will be exceptionally quick when interpreting visual information such as graphs, charts, maps, and blueprints. They will find it very easy to visualise and manipulate images in their mind's eye, such as potential designs, processes, or layouts.

✓ Personality



## Conscientiousness

This person will enjoy seeing a job well done and is quite motivated by success. As someone who is quite goal-oriented, they will usually set objectives to work towards that help keep them focused. However, they may also be comfortable changing their goals if priorities around them change. This means they can probably work quite efficiently but may miss small errors or details if they diverge from their plans too much. They might leave some tasks to the last minute, but they will usually avoid procrastination and will rarely miss deadlines. Due to their flexible approach, some might perceive this person as motivated with high standards, while others might view them as someone who is laid back and goes with the flow.

## Adjustment

This person is exceptionally composed, even under extreme pressure. They will rarely show signs of stress or the experience of negative emotions. This person will have these feelings at times, but they will find it easy to remain focused and will not entertain negative emotions for long. Compared to most people, they will be confident in their work and self-assured in their ability to overcome setbacks. This person's extremely composed nature can make hard for others to know how they are really feeling. If this person rarely shows their emotions, others may view them as cold, aloof, and unapproachable. On the other hand, their calm and collected demeanour will give people confidence during challenging times and they may be reliably composed in a crisis.

## Curiosity

This person appears to strike a balance between exploring new ideas and relying on tried and tested methods. Their approach to work may be conventional at times, but they will be open to new proposals for how to get something done. It is likely that this person will find several different topics interesting, while retaining a core set of interests that they dedicate more time to. They will generally enjoy learning new things and being exposed to different ideas, approaches and perspectives. However, they may not change their own style unless presented with strong arguments and supporting evidence. When dealing with novelty, this person probably wants time to understand how something new relates to a topic they already understand, to give them something to refer to. Their approach may help them evaluate new ideas with a more rational style, rather than embracing novelty or change for the sake of it.

### **Risk Approach**

This person will usually address issues with people proactively, preferring to resolve things sooner rather than later. When it comes to interpersonal risk, they will feel comfortable giving feedback and advice to most people. They probably find it easy to manage conflict and may view it as a necessary way to get things done. If someone is very assertive with them, it is likely that they will stand their ground and give as good as they get. Although confrontations can be challenging, this person may be better than most at handling things tactfully. Other people may describe them as candid, forthright, and proactive.

### **Ambiguity Acceptance**

This person will be comfortable with ambiguity and complexity in the world around them. Typically, they will view uncertainty as interesting and challenging. It is likely that they can solve abstract problems and enjoy thinking about complex concepts that do not have simple explanations. When this person is in an ambiguous situation, they will adapt quickly, even if they only have limited information. That comfort with uncertainty can be advantageous when they must deal with change, or unexpected problems. This person will probably enjoy strategic thinking and scenario planning. At times, their comfort with ambiguity might lead them to act on partial information, rather than following structured plans. They may find rigid, authoritarian environments difficult and will probably benefit from some guidelines and processes to help them stay on track.

### **Competitiveness**

This person is not very competitive, having an aversion to competitive situations. They may find competitive and target-driven environments to be frustrating and demotivating. This person will judge their success based on their own evaluations, rarely needing external praise and recognition. They will appreciate sincere recognition of their work and will often take the time to acknowledge where other people helped them succeed. They will be a committed team player who wants everyone to succeed together, greatly disliking win or lose, 'winner takes all' approaches. Compared to most people, they will not seek glory and they will often champion the achievements of others over their own.



## Communication Style



This person has an extremely strong orientation towards people. They will enjoy speaking and expressing their thoughts and ideas whenever they can. This person will want to spend lots of time debating ideas and concepts with other people and they will view days full of discussions as productive and engaging. They will use their personable and charming style to influence other people when communicating verbally or in writing. In a group setting, they will be socially aware and conscious of their reputation. They may find it difficult to speak less, pause and let others contribute to a conversation. At work, they will want to build friendly rapport with their colleagues. As a result, they may find it difficult having tough conversations with people they have built strong relationships with.

This person will have a strong aversion to tough conversations. They may find direct or challenging questions threatening and may avoid people who communicate in an extremely direct manner. This person will prioritise harmony and respect when they communicate with people. They will give others the time to speak and will rarely interrupt. In a group setting, this person may not speak up, even if they have something valuable to say. They will back down when faced with very assertive people.

This person will communicate in an extremely pragmatic manner, focusing conversations on broad themes and practical actions. They will dislike long-conversations that focus on the details and will not enjoy discussing the specifics of every possible course of action. This person will always prioritise pragmatism over perfectionism and this will show itself in their communication style.

This person is considerate of others and will rarely interrupt or speak over people in a conversation. They will be a good listener and will often articulate the needs of others, when they have the chance. When communicating, this person will want to focus on how different outcomes would affect people. This person will consider their words and seek to mediate difficult conversations in an attempt to maintain harmony.

## Decision Making



This person will be extremely hesitant when making decisions. They prefer to let others take the lead and they will back down when challenge, being very un-assertive. They will resent those who force them to decide, especially if it is under time pressure. This person will feel more comfortable making decisions if they feel confident that they are well-supported and will be able to defer to others for guidance.

When approaching a decision, this person will have an extremely strong focus on the practical outcomes the decision will create. They are less concerned with having all the information, but instead will rely on their own experience and expertise to guide them. As a result, they will feel comfortable making decisions outside of their immediate area of expertise. They will become frustrated by perfectionism or processes if they feel it slows down decision making.

This person will tend to be a focused decision maker, wanting to concentrate on one issue at a time. They will want to be given enough time to appropriately consider their decision, becoming frustrated if they feel they are being rushed. They strive for harmony in a group and will often focus on how a decision would impact other people. When others offer their inputs on a decision, this person is likely to take the time to listen to what they have to say and try to assimilate others' thoughts into their decision-making process.

This person views decision-making as a collaborative exercise and will greatly appreciate opportunities to discuss their decisions with others. They will be engaged by the chance to get the input of others and to validate their ideas against the perspectives of other people. This person will be keenly aware of how their decisions could impact their social standing and reputation, even leading them to procrastinate if a decision would make them unpopular. If they have to make tough decisions, they will lead with charm and positivity in an attempt to convince others that their decision was the right one.

## Strengths



- Extremely pragmatic, will prioritise progress over perfection.
- Very independent, will bend the rules to solve a problem and does not require much guidance.
- Comfortable with sudden disruption and change, enjoys challenging the status quo.
  
- Communicates in an exceptionally persuasive and influential manner.
- Adeptly networks with others, rapidly building rapport and enthusiasm.
- Is socially and politically astute, working with and through people whenever possible.
  
- Focuses on the needs of others before their own.
- Works in a methodical manner, producing consistent and predictable results.
- Comfortable following processes and will not introduce change for the sake of change.
  
- Is extremely accommodating of others, rarely domineering over people.
- Will consider and appreciate the ideas of others, rather than only asserting their own point of view.
- Prioritises group harmony and will go to great lengths to be diplomatic and avoid conflict.

## Resilience



This person will usually take a proactive approach when they are faced with challenges and will use their initiative to overcome most obstacles. They are as resilient as most people, handling moderate pressure well but needing additional support for major challenges or sudden crises. When faced with short-term pressures and issues, this person will find it easy to stay motivated and focused.

However, they may veer into procrastination if they are faced with a highly complex set of challenges. In those situations, they will benefit from guidance and clarity from others who can break down the challenge into more manageable steps. This person will be able to manage a moderate amount of pressure in their environment, finding mild degrees of pressure motivational. However, they will need additional support to persevere through particularly challenging times.

This person has an exceptionally high tolerance of stress. When faced with adversity, they will remain composed and will rarely experience negative emotions like frustration, anger, or guilt. When they are faced with challenges, this person will usually feel equipped to persevere and deal with the obstacles in front of them. At times, this person's tolerance of stress may lead them to underestimate the urgency presented by certain problems as they simply will not feel under pressure in most situations. This may lead to burnout if this person takes on too much work and does not delegate to others. They will benefit from the support of others to help them keep their commitments to a manageable level.

This person's exceedingly calm and composed manner can be reassuring to others, and they may be looked to for guidance in a crisis. They will be able to bounce-back from setbacks quickly and will rarely focus on negative experiences for long. It is highly unlikely that this person would have a sudden emotional outburst. It is important to remember that this person's tolerance for stress is limited and that they will still need support when faced with extremely challenging situations that persist over time.

## Remote Working



This person is extremely independent and will enjoy opportunities that disrupt the status quo. Not being averse to change, this person is likely to welcome new ways of working such as remote and flexible working practices. Due to their self-reliant nature, this person will require less guidance and structure than others and will be comfortable with creating their own routine. This individual is likely to possess a strong rebellious streak and may not always follow pre-determined working patterns, however the effects of this can be mitigated with regular contact to manage their expectations.

This person is quite agreeable and will often consider the needs of others before their own. They will appreciate it when other people show due consideration for the people impact of their decisions and actions. When working remotely, this person will focus on methods to maintain their support network using whatever channels are available to them. They will work in a consistent and reliable manner, regardless of working location. However, this is contingent on processes and ways of working being clear. This person will thrive when they feel well-supported and confident that their personal needs are being considered by the people around them.

This person will feel extremely engaged when they are able to spend lots of time speaking with other people, sharing ideas, and having debates about many different topics. In person, they will talk a lot, have high energy, and will want to involve people in everything they do. In a remote environment, they will communicate through whatever channels are available to them, video conferencing, instant messaging, email, and so on. They will experience frustration if remote working makes it harder for them to engage with other people, disliking the lack of informal interactions and impromptu conversations that happen in person. Feeling isolated or left-out will be very disengaging for them. This person will thrive when working remotely if they feel that they are still socially connected to their colleagues, and they will be very effective at maintaining social relationships, even if they are remote.

This person will regularly seek direction and consensus before making a decision. Their productivity may drop if they do not have adequate clarity about what is expected of them. They will work at their best when they feel well-supported and when they are not expected to make decisions under time pressure. In a remote environment, this person will thrive when they have clear channels to seek clarity and guidance from others. This person is not very assertive and will often back down when challenged by others, however it may be harder for others to domineer conversations when they do not take place in person, giving this person more opportunities to contribute without interruption.

When working remotely, this person will be able to manage high levels of uncertainty and complexity. They will be drawn to strategic or abstract topics, wanting to discuss how something can be done even if a process or method is already in place. Their openness to change can be advantageous if remote working requires new ways of working or makes existing guidelines obsolete. This person will do their best work when they have a clear remit to operate within, preferring to be measured on what they achieve rather than the how or when.

While they will appreciate some general guidance, this person will push back against strict processes and procedures if they cannot see the value in them. In a remote environment, this person will work more effectively when they are given the freedom and support to solve problems using their own methods and approaches. While this may be hard to standardise, it will be more motivating for this person.

When working remotely, this person will show some initiative when it comes to defining their own goals and targets. They are as self-motivated as most people and will usually find it easy to stay focused on the work that matters. However, like everyone they will procrastinate at times if their work does not interest them. In a remote environment, this can be reduced if they are given clear criteria for what success looks like and have regular opportunities to clarify what work is the most urgent and important.

At times, this person may get frustrated if they must work under strict time pressure. When working remotely, it is important to discuss the pace that this person likes to work at and the degree of guidance they will need. Getting this balance right will help them thrive.

## Approach To Risk



This person will be extremely risk-averse in most situations. They will have a strong desire to seek direction from others before acting, especially if they believe there is an inherent risk in a particular task they need to complete. When faced with a risk, this individual will spend a large amount of time scrutinising the outcomes before acting.

If placed under time pressure, they will feel very uncomfortable and will resent those forcing them to act. This aversion to risk may lead them to avoid people or situations that require them to make tough decisions. This person will have greater success with risk-taking if they feel confident with the outcome and are given guidance throughout the process.

This person is highly unlikely to follow conventional protocols when taking risks. They will get bored easily and seek out opportunities to exert their independence. They may push back against traditional rules and regulations and others will perceive them to have rebellious tendencies. This individual will rarely spend a lot of time evaluating risks because they are comfortable acting with lower levels of detail and clarity compared to others.

They will prioritise pragmatic solutions to problems, which can sometimes lead them to make snap judgements for the sake of finding a solution that is good enough to progress with. This person's approach to risk would be advantageous in creative environments where disrupting the status quo is necessary.

This person will often prioritise the comfort levels and security of themselves and others when evaluating a risk. They are likely to be outwardly agreeable and accommodating when discussing risk but may dislike being pressured to make quick decisions. This individual may initially view risk-taking as a threat to their stable routine, so it is important for them to have adequate support and guidance if they are required to act.

They will be most effective if they can follow a pre-existing process. If this is unavailable, this person can offer support on how the process should look, paying particular attention to how it will impact people.

This person will consider risks providing it will not jeopardise their popularity or social status within a group. They are likely to be very interested in taking risks when they can see clear advantages and when it is certain there can be no negative outcomes that could reflect badly on their image. This individual will adopt charm and persuasion when convincing others to take risks, however their approach may be too optimistic and impulsive for some.

They will at times over-estimate their ability to influence the result, paying less attention to the finer details of the task. Others may view this person's approach to risk as inconsistent and unpredictable. However, their approach may be advantageous if they take risks that ultimately improve the image and reputation of themselves and the business they represent.

## How To Motivate



This person thrives in environments that involve constant interactions with people. They will experience high levels of motivation when they can speak to lots of people, debate topics and share anecdotes and stories. When working with others, this person will be motivated when they are able to work in teams or groups, rather than by themselves.

Public praise and recognition will be exceptionally motivational, especially if it is delivered by people in positions of power or prestige. This person will feel highly motivated when they have frequent opportunities to socialise, network and feel popular.

This person will be highly motivated when their work environment allows them to operate with autonomy, free from strict rules and regulations. They will feel motivated when they are trusted to find solutions to problems in their own way, and when they feel safe to experiment with some trial and error.

This person is extremely pragmatic, preferring to act and learn rather than waiting to discover the perfect solution. Strict rules and rigid procedures will be very demotivating for them. They will be more motivated in environments and jobs that empower them to ask for forgiveness, rather than permission.

This person has an extremely high need for reassurance and direction from others, especially from those in positions of authority. When they have clear guidance, this person will work hard to meet the expectations of others. If this is not present, they may procrastinate and lose direction. This person will not enjoy making decisions and will become demotivated and even resentful if they are pressured to do so. However, they will appreciate being involved in decision-making processes. They will be motivated by sincere efforts to include them in discussions if they are not asked to make decisions in isolation or under time pressure.

Being very unassertive, this person will become demotivated when they must interact with very assertive or forceful individuals. This person's motivation can be maintained through regular opportunities to discuss their work, visible support structures and clear expectations for what they should be prioritising.

This person prefers to work at a steady pace, ideally following an existing process or using proven methods. Working in structured, predictable environments will be motivational for them. In addition, they will be motivated when they feel a sense of belonging and consideration from the people around them.

Sudden change can be demotivating if this person feels that the impact on them personally has not been anticipated. To motivate them further, ensure that they are aware of the processes and methods available to them. If none exist, they may be motivated to help define them. Clarity and stability are key motivational factors for this person.

This person likes to feel successful and will put in a moderate amount of effort to create a sense of achievement, using their initiative to define goals and objectives for themselves on a fairly regular basis. They will appreciate recognition for their efforts and will find this quite motivating. Regular feedback opportunities will help this person focus on what matters most and will reduce the chance of them procrastinating, especially if they must work on something that does not excite them.



While this person appreciates some clarity around when and how their performance will be reviewed, they will be capable of maintaining their motivation without too many incentives. This person is moderately self-motivated. They will thrive when their internal drive to succeed is supplemented with tangible incentives, especially when this person has to focus on work that isn't particularly interesting or challenging for them.

Compared to most people, this person will not be motivated by competition or a desire for power and influence. Competitive, target driven environments may be actively demotivating for this person. When recognising their efforts, this person will be motivated by sincere praise that highlights how they contributed to a group, or how others helped them succeed.

Praising them in a way that suggests no one else was involved may be demotivating. This person will thrive when they are in a supportive, collaborative environment that celebrates group success. They would rather work towards a common set of goals that focus on collective victories over personal glory.

## How To Manage



This person will want to feel as though, even if they work within a structured environment, that they are given the freedom to approach their work and decisions in their own way. Their manager should be someone that helps them to identify how and where they can use their independent approach, as well as being someone who is able to articulate convincingly where and when certain processes and rules need to be adhered to.

They will want to know what the pragmatic next steps are, rather than the perfect ones. This person will become frustrated with rules and process if they are seen as 'blockers' to being able to complete their work in the way they want. It will also be important to provide this person with clear expectations as to what 'enough' detail is, otherwise, they will overlook providing or reviewing detail to get to the most pragmatic solution.

This person will prefer working for a relaxed, amiable manager who takes the time to be interested in them as much for themselves as for their work. It will be important for this person to have sufficient information to enable them to operate independently of the team, whilst remaining an essential part of the group. They prefer assignments requiring patience and follow-through.

It would be important for their manager to provide them with some freedom from pressure and tight deadlines. This person will need to feel that they can trust and rely on their manager's support in controversial situations. In times of change, ensure that they are prepared in advance.

This naturally communicative and optimistic person will respond well to a manager who is also highly communicative. They will seek an open relationship with their manager and will expect to be treated as a colleague rather than a subordinate.

Where possible, their manager should provide them with the opportunity to lead and influence others. Ensure that this person has regular contact with a variety of people either on a one-to-one or group basis. Provide opportunities for them to collaborate with others, perhaps challenging them to bring together a group of people to work together to deliver an outcome. Praise and recognition in social contexts are also important for this person.

This person will respond well to a manager that provides constant reassurance on their ideas. They do not like to disagree with others and will appreciate knowing that others are on their side when it comes to making decisions. They will value support from their manager while being provided with the opportunity to work collaboratively with others.

This person will respond best to a management style that encourages them to develop their self-confidence in order for them to avoid being overpowered by more assertive individuals. Encourage them to not only agree for the sake of cohesion in a group but to feel comfortable enough to speak their mind even if they go against others' opinions.

## How To Onboard



An onboarding programme will need to be fast paced and full of variety to keep this person interested. They will want to experience everything right away and will be less concerned with structure; learning things out of sequence will not bother them.

When defining an onboarding plan, ensure that this person will get to focus on a range of different tasks, with different people. Covering one topic in totality before introducing something new will not be engaging for them.

Do not be afraid to invite this person to multiple events or to give them an extensive list of things to learn. So long as you are fair with your time frames, this person will enjoy the freedom to choose how to complete their onboarding requirements.

When this person starts a new role, they will appreciate it when clearly defined structures and ways of working are shared early. During onboarding, ensure that you provide them with detailed information in advance. This will help them feel prepared to contribute as they will have a working understanding of tasks and projects.

Throughout their onboarding, ensure that you protect time to answer detailed questions and clarify this person's understanding. They will want to understand the rationale behind decisions and the logic that informs processes and procedures.

This person is quite rule-oriented and may procrastinate if they think they might do something incorrectly. It can help to set expectations about what risks are acceptable and when they should defer to someone in a position of authority.

This person will enjoy a people-oriented onboarding experience. They will be engaged when they can meet lots of new people and discuss what their jobs are, how they might work together, and the experiences others have had.

During their onboarding, it is important to communicate with this person frequently and give them time to articulate what they are thinking and feeling. They will want to contribute to discussions right away, although they will also want to build a positive reputation. Help them understand how they should best approach others so they can make a good impression.

To support their onboarding further, help this person make social connections and build their network. Try to keep isolated working to a minimum; this person will settle in faster when they are able to connect with people. They will be charming and personable, helping them build relationships and rapport with peers and colleagues.

To support this person's onboarding, it is imperative to set the tone of the employee-manager relationship as one of support and openness. This will help them feel comfortable to challenge themselves and seek out new opportunities without the need to defer to someone else every time.

This person is exceptionally accommodating and will usually back down in the face of more assertive people. This can lead to them being side-lined and spoken over in group settings. During onboarding, this can be reduced by brokering introductions to the people they need to work with and by inviting them to contribute when others appear to be dominating a discussion.

Throughout their onboarding, this person will be seeking direction from those with authority or more experience. They will enjoy their onboarding more if they are able to seek guidance and support frequently. If they are helped to define priorities and make decisions with others, they will be more engaged and will likely feel more confident.

## Leadership Style



This person's leadership style will prioritise group harmony and collective decision-making. They will take a considerate approach with the people they lead, wanting to accommodate people and avoid creating unnecessary pressure. This person will try and seek consensus before making decisions and will often involve others in the decision-making process. They will vigilantly observe their team to identify who needs reassurance and clarity.

At times, these characteristics may manifest as a more laissez-faire leadership style. This person is unassertive and will not want to domineer over others. They will achieve results by building trust with their people, accommodating their needs and making them feel involved in the direction of the team or project.

This person's leadership style will involve a high degree of pragmatism and self-reliance. They will challenge the status quo and may be perceived as a disruptive influence or maverick by others. While they can appreciate quality and compliance, they will not be bound by it. When leading others, they will ask people to find new ways of doing things. They will not be afraid of their team experimenting and learning from trial and error.

This person is not a micromanager in any sense of the word. Instead, they will give the people they lead high levels of freedom and independence. They will let people know what needs to be achieved but will expect others to find solutions to problems using their own initiative. As a leader this person will focus on progressing towards results in general, rather than concerning themselves with how they will achieve the finer details.

This person will be an exceptionally charismatic leader. They will enjoy being the centre of attention, leading conversations and being surrounded by people. Taken to the extreme, they may even control the limelight and attempt to outshine others. As a leader, they may avoid making decisions that would make them unpopular or undermine their social reputation.

Their leadership style will centre around their ability to influence, persuade, and engage people. As an adept networker, they will focus on building relationships and raising the profile of the people they lead. This person will lead others to success through a participative and people-oriented approach.

This person will bring a steady and methodical element to their leadership style. They are relatively process-oriented and will typically rely on tried and tested methods to get things done. When leading others, they will do their best to make their expectations clear and keep clarity high. They will expect others to follow established processes and will appreciate those who work in dependable and predictable ways.

As a leader, this person will want to ensure that the team environment is democratic and supportive. They will appreciate the personal impact of their actions and decisions on others, attempting to balance what must be done with their consideration for others. It is likely that others will perceive their leadership as sincere, attentive and accommodating.

## Interview Guide

By comparing the assessment results of Dianne Russell with the Project Manager job profile, our data/algorithm has recommended these as the most important questions to use in the interview.

The questions are also ordered based on how much value they are likely to add to an interview.

### Under time pressure, how do you ensure that the projects you deliver are accurate and of high quality?

Why are we recommending this question?▼

You should ask this question because you wanted a candidate that was analytical and Dianne Russell scores much lower on some of the Behaviour traits that are related to this characteristic.

### When you have multiple deadlines, how do you organize or prioritize upcoming projects?

Why are we recommending this question?▼

You should ask this question because you wanted a candidate that was analytical and Dianne Russell scores much lower on some of the Personality traits that are related to this characteristic.

### Can you think of a time where you have become frustrated by others' not taking action? What strategies did you implement to keep the project moving forward?

Why are we recommending this question?▼

You should ask this question because you wanted a candidate that was supportive and Dianne Russell scores higher on some of the Personality traits that are related to this characteristic.

### Can you give an example of when you have had to take someone else's perspective when making a decision?

Why are we recommending this question?▼

You should ask this question because you wanted a candidate that was supportive and communicative and Dianne Russell scores lower on some of the Personality traits that are related to these characteristics.