



MANAGEMENT STYLE INVENTORY

SAMPLE TEST's profile

We thank you for taking the test and for your support and participation. Your report is presented in multiple sections as given below:

Menu

The Graph

Results on major dimensions

The Inverted Graph

Results for the opposing aspects

The Detailed Table

A tabular presentation of the results on principal - opposing factors axis

The Comments

Description of the factors

How different professions suit the profile

A complementary analysis for a better assessment of the individual's abilities

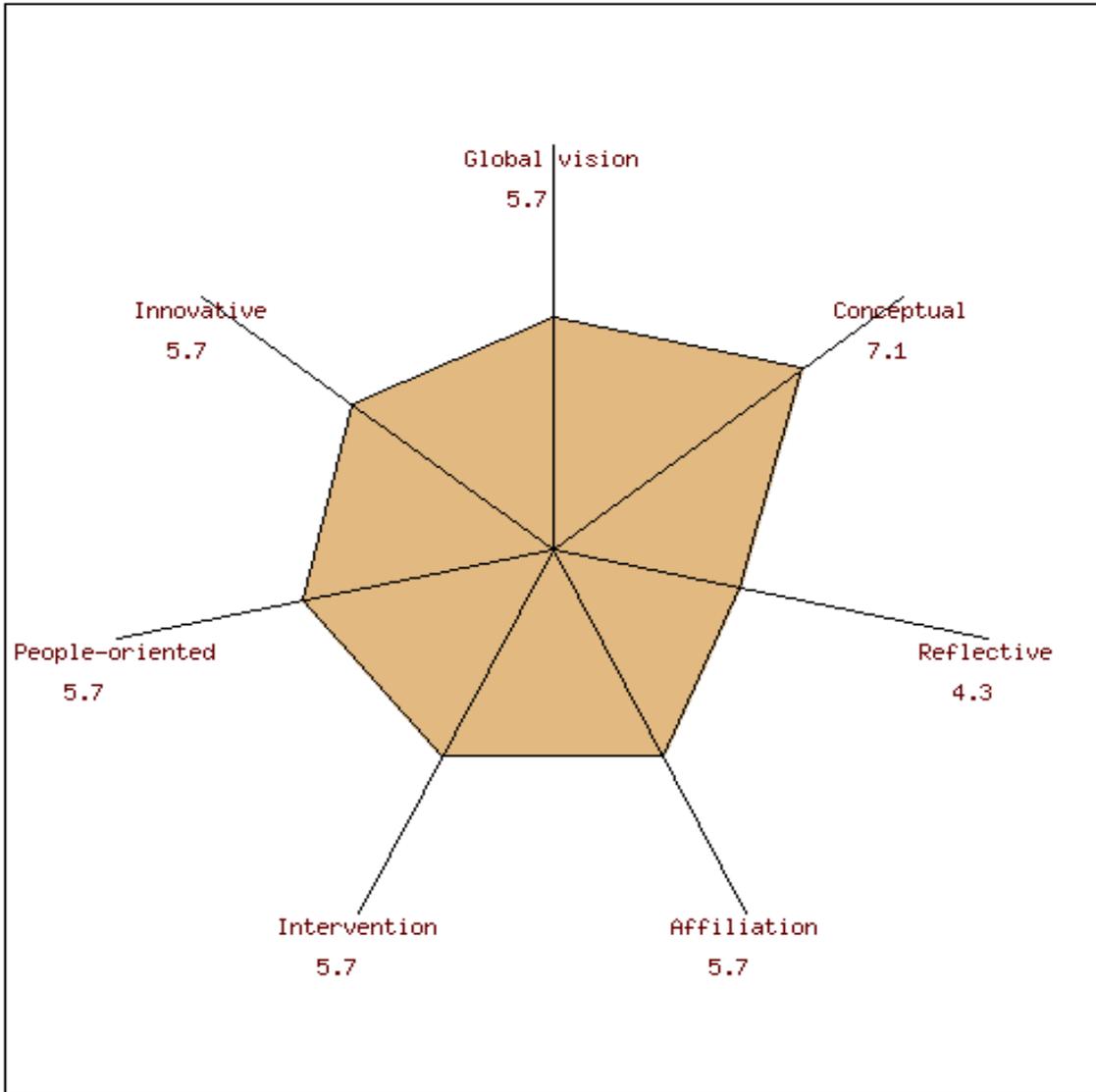


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The Graph

Principal results (score out of 10)



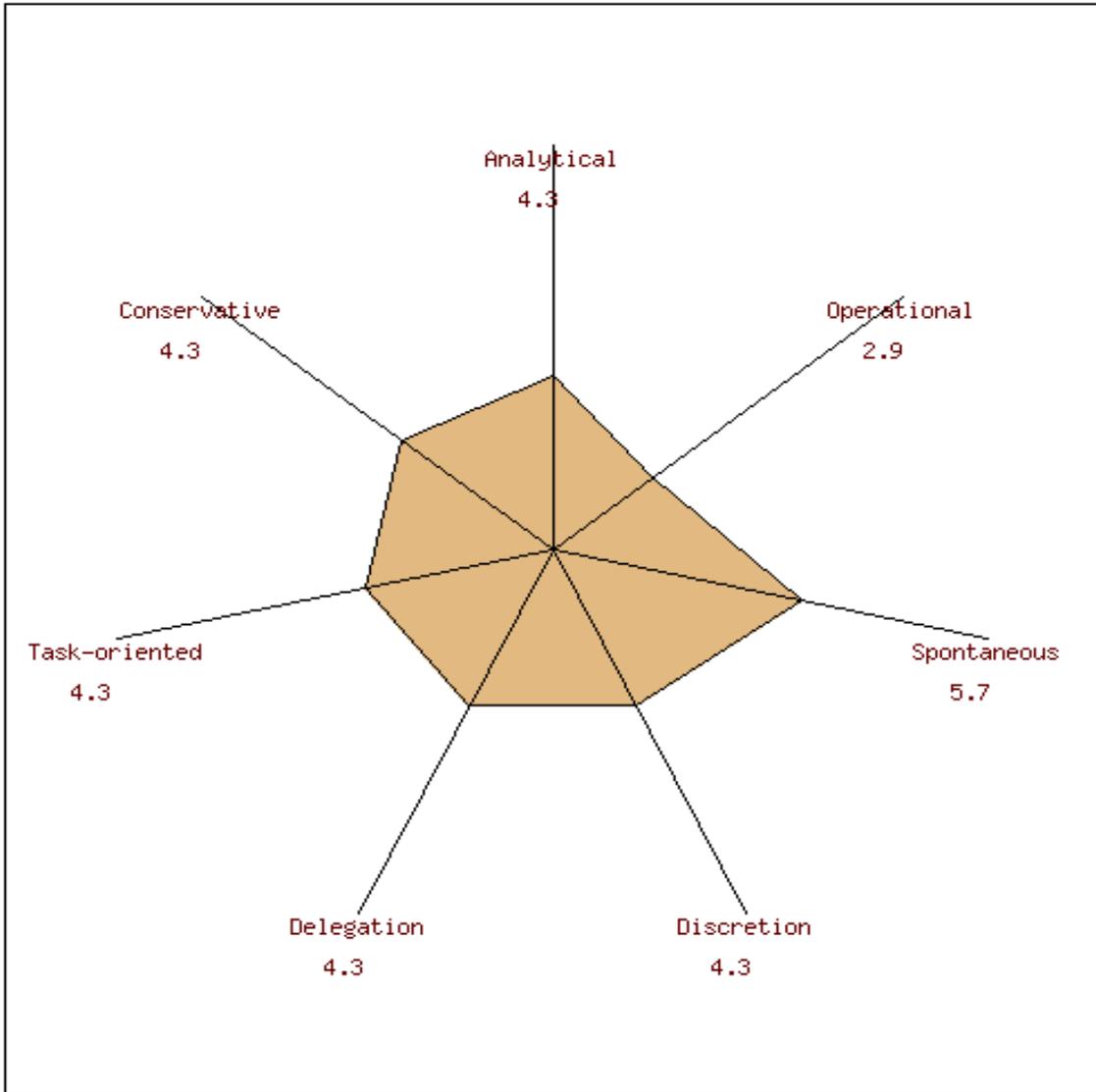


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The Inverted Graph

Opposing factors



Taken on 16/10/2015



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The Detailed Table

The following table summarizes your results from the questionnaire.

The column on the right describes the principle factor. The column on the left describes the opposing factor. The "X" represents where you stand in relation to the dimension.

Therefore the farther the "X" is to the right, the stronger your tendency for the principal factor. The farther the "X" is to the left, the stronger your tendency for the opposite factor. A score in the middle would imply an as yet unpronounced tendency.

OPPOSING FACTOR	A	B	C	D	E	F	G	H	I	J	K	MAIN FACTOR
Analytical							X					Global vision
Analytical and specific approach / Focus on technical feasibility												General and functional reasoning / Management by objectives
Operational									X			Conceptual
Interested in concrete facts and operating results												Interested in models and concepts / Tends to look at the long term
Spontaneous					X							Reflective
Reactive / Intuitive / A tendency to be impulsive / Can be influenced												Self-control / Level-headed and patient / Acts with objectivity
Discretion							X					Affiliation
Quietly effective / Only seeks recognition when necessary												Tries to gain recognition for the team and himself (herself) / Enthusiasm
Delegation							X					Intervention
Participatory discussion method / Validating content / Lack of authority												A tendency to impose choices or intervene in other people's work
Task-oriented							X					People-oriented
Focuses on results and products / Optimises resources												Puts priority on the human aspects / Seeks to cement the team
Conservative							X					Innovative
Prefers proven methods / Likes reliability												Proponent of change / Likes risk and novelty
OPPOSING FACTOR	A	B	C	D	E	F	G	H	I	J	K	MAIN FACTOR

The Comments

Analytical

Global vision

Paying attention to the overall objectives, you tend to adopt a global approach to situations. However, you are careful not to lose sight of important details.

Global Vision:

Such managers approach situations from a generalist rather than a specialist angle. They look at a project's objectives first before examining the technical, financial and human resources it will require. They then base their decisions and actions on a holistic assessment of all aspects of the project.

Analytical:

This management style relies on knowledge and technical ability. Priority is put on a focused approach and an analytical method of problem-solving. An Analytical manager, considered to be meticulous and demanding, is more interested in "how" than "why".

Operational

Conceptual

Capable of objectivity, your conceptual nature leads you to favour a long-term view. Although your ability to anticipate is an asset, you could benefit from focusing more on field work and factual data.

Conceptual:

Theoretical concepts and analytical models are fundamental to this approach. Such managers like strategy and willingly take a "marketing" approach. They know how to prepare for the future, plan for tomorrow and so are able to anticipate problems.

Operational:

Such managers have a definite interest in production and the operations side of an enterprise such as sales, management testing, output, etc. They are more interested in productive thinking – that is, solving problems based on concrete facts. After coming to a realistic conclusion, they initiate action geared towards pertinent, immediate and quantifiable results.

Spontaneous

Reflective

Relatively impulsive, it does not take you long to make a decision. Although your quick reactions are an asset, it may benefit you to reflect more before making a decision.

Reflective:

Calm and collected, such managers are appreciated for their cool-headedness and equanimity. Because controlling the emotions is one of the keys to successful negotiation, managers who are introspective or reflective set a good example by inspiring others to do the same. Their human qualities, especially their patience and availability, give them a certain authority in the eyes of their associates. However, their willingness to listen may be based more on tactical motives than on sincerity.

Spontaneous:



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This describes a manager who is an enthusiastic go-getter. Drive and the ability to react are two qualities that are well regarded and often actively sought. A manager who is spontaneous is good at sizing up people and situations. Such managers' strong sense of intuition causes them to act quickly and almost instinctively. This may mean they lack objectivity and even diplomacy.

Discretion

Affiliation

Enthusiastic by nature, you inspire a certain spirit in your co-workers. You are generally able to gain recognition for your team.

Affiliation:

Endowed with a spirit of openness and a certain charisma, such managers need to be noticed. They have the capacity to generate enthusiasm and a work dynamic, and know how to motivate the troops. Seizing the right opportunities, they want recognition for the team, not just for themselves. Such managers may also feel uncomfortable in situations where they're not given enough consideration.

Discretion:

Such managers are not looking for recognition or to be in the limelight. Most often, they are reserved and low-key, and wait to be approached by others. People like their gentle qualities, especially their sensitivity, sincerity and their ability to really listen. Focused on actions, such managers are more independent and persevering than an "Affiliation" type of manager, who is mainly looking for reassurance.

Delegation

Intervention

Although you are not opposed to discussion and dialogue, you like to maintain a certain amount of control over tasks. Your need to supervise tasks may be interpreted as interference by colleagues.

Intervention:

Shows a tendency to work and make decisions independently and/or managerially. When working with a team, such managers prefer their own choices, even if they have to impose them on associates. They keep a close watch on overall objectives and the means used to achieve them. Unless they are careful, the content of the assignments they delegate to co-workers may tend to be rather boring and they may be perceived as authoritarian. This type of supervision is perfectly suited to projects in their early stages, or during structural changes or crises.

Delegation:

Such managers delegate intelligently, knowing how to assign motivating and responsible tasks to their employees. Such managers then use an empirical quality-control method by instituting management indicators. They will readily place their trust in others, but can also revoke it if necessary. Being based on discussion, their management style emphasises dialogue and the reaching of consensus.



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HALISI CONSULTING

Task-oriented

People-oriented

You give attention to employee satisfaction and team harmony, which you consider essential to the smooth running of projects. However, you don't ignore objectives and productivity.

People-oriented:

Managers strong in the People-oriented dimension place a priority on the level of satisfaction experienced by their employees, team harmony, individual progress and the integration of a certain code of ethics. Because they have humanistic tendencies, these managers want to give meaning to their actions and to the assignments they give to their subordinates, who are usually very appreciative. Taking all these human objectives into account can sometimes impede productivity. .

Task-oriented:

Managers strong in the Task-oriented dimension will focus their attention on output and optimising resources. To them, proven and objective profitability is the best indicator of success. Social factors (motivation, atmosphere, training, etc.) are viewed more as a means than an end.

Conservative

Innovative

You like challenge and innovation and do not hesitate to suggest new working methods, provided they seem reliable. You tend to avoid things that are routine.

Conservative:

Demonstrates a prudent approach intended to guarantee stability, and reliance on proven methods. Such managers look for dependability as much as efficiency. They have a tendency to impose their views on colleagues. This attitude may lead to a type of routine, and even resistance to change. But it is also a sign of clear-thinking. These managers motto could be "If it is not broken, do not fix it"!

Innovative:

Such managers love novelty and change, and are characterised by this trait. They are always coming up with new and stimulating challenges for their teams and rallying employees around them. Although they make an effort to assess the risks, they need to learn to trust methods that work, and not systematically try to overhaul everything.

How different professions suit the profile

The analysis of your profile compared with different management styles.

A rate of 100% indicates a perfect match.

Adequacies generally fall somewhere between 50 and 100%.

To see the reference grid of the management functions, click on "details" (html version of your report only).

MANAGEMENT PROFILES

1 STRATEGIST	80%
2 MOTIVATOR	73%
3 PROJECT MANAGER	71%
4 ENTREPRENEUR	68%
5 CHIEF EXECUTIVE	67%
6 EXPERT	55%
7 EXECUTIVE MANAGER	53%

1 STRATEGIST	80%
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Marketing, communications, and art departments; R&D; executive management; management consulting, etc.

Strategists focus on the project development stage. They are more interested in designing and launching projects, than in following them up. They set themselves apart through their bold thinking and keen foresight. Resolutely looking to the future, they are continuously striving to improve their working methods.

Developing commercial strategies or planning a business expansion, reinforcing a brand, establishing investment policies, etc. are activities that fall under strategic management. They demand a great deal of analysis and determination, which are the key strengths of Strategists.

They believe being in charge means anticipating the future.

2 MOTIVATOR	73%
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Human resources and training departments; associations and consulting sectors, etc.

Motivators are endowed with a great desire to be of service and knowledge of how to organize teams. They believe that being a motivator is a fundamental aspect of the manager's role and that success depends on team dynamics. For them, it is essential that everyone is pulling in the same direction.

They are believers in dialogue and good negotiators and have a gift for dealing with people. They know instinctively how to encourage the generation of ideas, foster enthusiasm and inspire others.

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They don't hesitate to share all information with their subordinates or co-workers, in order to motivate them and get them more involved in the life of the enterprise.

To them, one motivated person is worth a hundred others.

3 PROJECT MANAGER

71%

IT, production, and logistics managers; pre-sales manager or strategist; managing a product line, etc.

Project Managers view management as the supervision of projects, from beginning to end. They know how to analyse and anticipate needs and delegate tasks based on their co-workers' profiles. They never lose sight of their main objective of achieving results.

They are both organised and adaptable. In overseeing their team, they combine harmony with efficiency, while taking every member's needs and abilities into account. They have a marked interest in responsibility and novelty.

They believe that everybody has their own areas of expertise and their job is to bring out the best in everyone.

4 ENTREPRENEUR

68%

Business management; development of new services; management of innovative companies; regional or export development, etc.

Entrepreneurs believe that management is field work and adopt a hands-on approach. They make a virtue of being very well informed about their company and its market and they know how to set about achieving their goals. They also know how to adapt them in short order. Flexibility is the key for them and they believe that results are achieved by encouraging their team to adapt to constraints instead of following a pre-defined strategy.

Born leaders, they distinguish themselves through their dynamic temperament. Their charisma and the ability to motivate their team make them the ideal managers in charge of a sales force or a team negotiating a major contract.

They may sometimes disagree with more reserved management styles, such as the Executive Manager or the Expert. But their points of view are usually complementary.

To them, an ingenious idea is one that works.

5 CHIEF EXECUTIVE

67%

Executive management; leadership and supervision of teams; management of a profit-oriented business, etc.

Executives support and stimulate the team, prioritizing maximum efficiency and the attainment of goals- which sometimes leads them to neglect the human relations aspects of management.

Being enterprising and stimulating, they know where they are going. They demand as much of themselves as of others, they adhere to the rules and they never lose sight of their objectives and how to achieve them.

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Individualists by nature, they like to work with total autonomy, which can lead them to act in a managerial fashion. They should learn how to smooth over the rough edges once in a while and they will be appreciated all the more.

For them, the following motto applies: I came, I saw, I conquered (Attributed to Julius Caesar).

6 EXPERT

55%

Supervision in production or education; managing specific projects or an SME; business consultant, etc.

For Experts, managing essentially consists of deploying professional expertise. Like craftsmen, they need to feel passionate about their activities. They believe that it is experience that leads to recognition. Above all, they are technical leaders and producers. Therefore functional tasks such as team management, reporting, etc. represent administrative chores for them and don't stimulate them at all.

They are interested in technical management. Once they are in their element, they are pragmatic and persevering workers. Having a low-key and cautious nature, they are not very adventurous and place their trust in proven methods.

They believe that to do is to learn.

7 EXECUTIVE MANAGER

53%

Accountancy and finance; management control and purchasing departments; executive office; administration, etc.

Executive managers believe that being strict is the primary quality of any good executive. Primarily conscious of fulfilling their profit targets, they are not managers who could be described as sociable or humanistic.

Versatile by nature, they are primarily in-charge of daily supervision and follow-up. They refer technical aspects to specialists. As motivators, they know how to delegate tasks and believe that is the best way to give each person a sense of responsibility.

Their main assets are their sense of organization and stern approach and they excel in all fields involving administrative organization.

As far as they are concerned, the best talent is managed talent.