



## *Interpreting your Elemental Profile*

The two parts of the Elemental psychometric present an objective view of your preferred role (what you want to do) and way of working (how you want to do it). Each of the ten dimensions has broad ranging implications which cover all jobs, so the interpretation process aims to reveal in what sense they are true of you and what they represent in relation to a particular job. The best way to do this is to look at how people who score at opposite ends are described, as set out in this document.

### **Part 1: Preferred Role**

#### **Introduction**

The first thing to note is that the questions relating to these seven dimensions ask you to choose between two of them to indicate what is most important to you. It is therefore not possible to score high on all of them, and the relative positions of your scores are more significant than their actual positions (high/average/low).

#### ***Adaptable or dynamic?***

Elemental profiles are described as more 'job related' than personality profiles because each dimension represents a particular type of role. If your scores are all in the average range, it implies that you are an adaptable person who will fit comfortably into different sorts of situation. People with more extreme scores may be very motivated in the right kind of situation, but it will be more difficult to find a good match.

#### ***Scores on the left hand side of the chart***

Comparing scores across the seven dimensions starts with Specialist vs Generalist vs Manager. If all three of these scores are on the left hand side of the chart, it is still necessary to consider which is most important to you. They should be thought of as less important than other dimensions rather than necessarily 'low'.

There are four stages in the interpretation process:

#### **Stage 1: Specialist/Generalist/Manager**

The relationship between these three scores has important implications for the whole profile because it shows the extent to which you will want to control your own area of responsibility vs take on broader ranging responsibilities vs achieve objectives through making good use of staff.

**Specialist:** liking to feel in control of your own area of responsibility through your understanding, bringing your expertise to bear on the business (if average or above on Generalist), keeping a finger on the pulse. Top end scorers may be a bit 'ivory tower'.

**Low scorers:** less concerned about the details of how objectives are achieved, 'hands-on' involvement; not having to be an expert in everything you do.

**Generalist:** like to be involved in the broad activities of the business, comfortable with broad ranging responsibility, coping with the ambiguity, achieving large scale objectives. Top end scores are often business leaders but may be highly risk orientated.

**Low scorers:** would rather avoid unpredictable situations outside your area of expertise.

**Manager:** everything to do with making good use of staff, managing, developing, etc; going beyond your own expertise to achieve larger scale objectives by making good use of other people's.

**Low scorers:** less attracted to routine line management.

**Stage 2: Maintainer vs Change agent**

This dimension is concerned with the importance attached to structure, and there is a significant difference between the implications of scores across the whole range from top to bottom.

**Maintainer:** comfortable working within the system, like to have clear targets and objectives.

**Average:** comfortable working within the system providing it's making reasonable sense, otherwise will want to start making changes.

**Change agent:** do not like being told what to do. Lowest scorers can be very radical 'seat of the pants' types, with a reputation for making changes for the sake of it.

**Stage 3: Team worker vs Consultant**

Team worker is usually the opposite of Consultant, and most business people score above average on Team worker and below average on Consultant because they are accustomed to working with a team of colleagues rather than alone.

**Team worker:** appreciate team support from colleagues, seeking their views. Also implies networking and making good use of contacts generally.

**Average:** do not have a particularly high need for team support from colleagues, only consulting them when have good reason to rather than all the time.

**Low:** relatively low need for team support, preferring to make your own decisions to some extent.

**Consultant:** not many people in business organizations score high on this scale, but consultants often do because they generally work on their own.

**Average:** relatively independent, content to work on your own (once on familiar territory if average or above on Team worker).

**Low:** less inclined to make independent decisions, not assuming you have all the answers.

**Stage 4: Project leader**

This dimension is about personal impact, showing what you personally can do, and it has two basic meanings to do with seeking the limelight and being responsible for a particular part of the business.

**High:** comfortable in high profile role, like to have project responsibility.

**Average:** not always seeking the limelight but not shying away from it either.

**Low:** less concerned about standing out from the crowd, more focused on organizational power than personal power (if higher on Generalist or Manager).

## Part 2: Way of Working

### Self-starting

This dimension is about speed of getting started on new tasks, and is interpreted in the context of the Maintainer vs Change agent and Team worker dimensions in the first part of the profile.

**High:** quick to get things moving once on familiar territory (if a Maintainer or Team worker) or even when on less familiar territory (if a Change agent). Top end scores in the latter category may tend to be 'cock-sure', jumping into things before they know what they're taking on and consequently getting it wrong on occasion.

**Average:** reasonably quick to get things moving but not overdoing it, not jumping in with both feet, wanting to be reasonably clear about the nature of the task.

**Low:** like to think about what you're taking on and how you're going to do it before getting started, prefer to know where you stand – it makes little difference whether you have a strong preference or a moderate preference in this direction.

### Goal-focused

This is about speed of delivery, so the two ends represent getting things done vs getting them right.

**High:** comfortable working with tight time constraints, meeting targets and deadlines. Top end scorers can be 'gung-ho', charging ahead and possibly becoming rather blinkered once they think they know what they're doing, and colleagues will say they don't listen once their minds are made up.

**Average:** striking a balance between getting things done and getting them right, able to mediate between very goal-focused individuals and those who may seem overly cautious.

**Low:** erring on the side of caution, keeping things open and flexible, considering different influences on the situation rather than closing down too early, aiming to deliver the right result.

### Entrepreneurial vs Operational

This dimension is described as where your priorities lie overall (striving for personal success vs avoiding operational failure).

**Entrepreneurial:** liking to do the best job possible rather than the minimum necessary to achieve the objective, getting a buzz from doing it well, going the extra mile; seeking out new challenges rather than just consolidating your position within one particular area, moving on to new and different things. Top end scorers can be restless individuals with a tendency to wander off the subject, and to get bored and frustrated if not able to move on to something new.

**Average:** will want to do a thorough job but not getting carried away with it, and seeking out new challenges rather than just becoming good at one thing but not expecting new and different things every day, not losing sight of what you're paid to do.

**Operational:** doing what needs to be done then moving on to the next job, not wandering off the subject; consolidating in the sense of focusing on what you know you do well and building up your skills rather than always looking for something new and different.