

stud, (h)ing  
helped that he was sr  
on the muslim world who all reg  
hero. Every joke he made was greeted w  
merriment, every threat was accompanied by a lau.  
number of threatening agreement.  
His voice was undeniably ugly and raspy, and his  
was, I was told again and again, no better than that  
That his opponents always treated him with  
led him no harm but often m  
19

## RECRUITMENT

### BURSAR TO A PUBLIC SCHOOL

## GENERAL CHARACTERISTICS

On first meeting this writer appears to be most confident and rather overpowering. He seems to be very decided and positive in his views and will argue his corner without any apparent form of inhibition.

## PERSONALITY STRUCTURE

A writer, who as a child, relied very much on the stability of his immediate family and those who were in some way or other connected with his upbringing. He appears to have some unresolved emotions toward a maternal figure - that have left him with a feeling of 'aloneness' that despite the very best efforts and affection of other family members has never really left him. Therefore at times he still feels most insecure and angry at the world and everyone within it.

At home and school he was a very physical individual. He was more inclined toward sport and outdoor activities than academia. Nonetheless he was an able and competent pupil - but probably the phrase most cited in his report book was 'could do better'! During his childhood and early adulthood, he learned to put on a 'brave face' and whilst enjoying being an active member of a group - managed to maintain his independence and disallow any intrusion into his personal space.

Over the years this writer has repressed many of his natural instincts and emotions. He has felt, and still does feel to a greater extent, lacking in security, respect and recognition by both his family and people generally. Nonetheless, family is very important to this writer and he will fight and work hard to protect and maintain this relationship. Certainly he is proud of his achievements and of the achievements and support extended to him in his very personal and deeply respected relationship with his partner. This partnership is the focal point of his life, indeed it is his *raison d'être* for being.

Many of this writer's ideals and thinking emanate from past influences and experiences. Beneath his rather tough and demanding façade, a most sensitive, vulnerable and even romantic man is hiding. Whilst, in public he appears abrupt and unresponsive - in more relaxed and private surroundings he has a gentleness and acceptance that surprises even himself at times. Certainly this is an individual who has not nearly as much self-belief and confidence as he would wish others to perceive. Indeed he very much lacks the feelings of security that would give him peace of mind, word and deed.

This is a writer who feels comfortable within the recognised surroundings that are linked to his background and the benchmarks laid down throughout perhaps generations. He has little trust or belief in the future and what may lie ahead - although there are still goals he wishes to achieve and events and emotions that he wishes to experience. However, he will put in place many contingency plans and seek to be assured that risk is limited to, literally, the unknown or totally unimaginable. Unusual and difficult situations cause him much anxiety and he can become rather tetchy and withdrawn should he feel that he or his immediate family are threatened in any way. Conversely, he may well throw his rattle out of the pram, stamp and shout!

## **INTELLECT**

***deductive reasoning*** : has a good penetrating brain, carefully works out situations and plans before entering into any agreement or taking action.

***logical interpretation***: uses direct, sensible and straightforward thought processes to understand or put in place basic rules and regulations. Nothing is left to the imagination.

***communication*** : generally direct, positive and leaving little room for argument. He is most defensive of his position and very critical of those who do not meet his standards of commitment and integrity.

## **WORKING QUALITIES**

A writer who is very direct and apparently positive in his approach. He functions best in a well planned and ordered environment. Disorder and chaos cause him considerable frustration and dismay - and he will spend much time and effort in ensuring that there is a place for everything and everything is in its place.

A writer who is most precise in everything that he does. He can manage and organise colleagues and associates in a positive and constructive manner - however, he is not too happy if a compromise is suggested or has to be made - as he believes the way forward he has chosen is 'right'.

This is a man who complies with rules and regulations and yet will question the integrity and validity of a project, or a person, should he feel that they do not meet his standards and expectations. He may well not feel comfortable doing so, indeed he may well be fearful of the consequences of such action, but he will stand by his principles and do whatever he feels is necessary to ensure that the required standards are met.

Despite this he is a man who is anxious not to fail and his belief and confidence in himself is not nearly as secure as he would wish others to perceive. When feelings of insecurity arise, or pressure is put upon him, usually by himself, not to fail - then he becomes most 'tetchy' - and may well tenaciously stand his ground - rather than move carefully and constructively into the future.

A very loyal and committed member of staff. He can be relied upon at all times and despite his sometimes rather demanding and tense demeanour colleagues are generally happy to work with him and respect his integrity.

### **Character Traits**

#### **dominants**

independent  
traditional  
positive  
demanding  
idealistic  
argumentative  
constructive  
well organised  
observant  
critical  
tough  
sensitive / vulnerable  
anger / frustration  
anxious  
manipulative

#### **counter dominants**

self-protective  
feelings of superiority  
insecure  
fractious  
disciplined / factual  
abrupt / direct  
careful / cautious  
precise  
aware  
hypocritical  
tenacious  
unresponsive  
constrained  
fearful  
muddled

## **Detailed Assessment**

### **Personal Presentation**

This writer is smart and generally well presented. He is courteous and listens attentively.

### **Professional Abilities**

A proficient and well organised individual, who is unafraid to set standards and to expect that they are adhered to.

He maintains his own space - but is fully aware of all that is going on. He is commercially aware and can make facts and figures work for him. He will make positive and constructive suggestions, or changes, wherever and whenever necessary.

### **Leadership Skills**

A very positive and direct man - however, he dislikes being the centre of attention - although he will take responsibility as is necessary.

### **Attitude to responsibility / corporate reporting**

A man who will always fulfil his role in a positive and realistic manner. He will be factual and prompt in his reporting of projects and situations. Certainly he will relay accurately board and management directives - and endeavour to ensure that they are adhered to.

### **Team builder and player**

A writer who is prepared to work with colleagues and associates to produce results and achieve success and recognition for the organisation as a whole. Whilst he is a good organiser and will delegate efficiently and well - he seeks to maintain a degree of independence and space in which to undertake his own specialist task within the group.

He is not aggressively competitive - although he does not countenance his authority or knowledge being questioned. He will be very direct and positive in his approach to anyone who appears not to conform to his standards of behaviour or meet his professional expectations.

### **Motivating factors**

Whilst not overtly ambitious, seeks to have his knowledge and expertise recognised. It is very necessary that this writer feels both materially and personally secure and he will work hard to maintain his position in order to fulfil both his professional and personal obligations and commitments.

### **Crisis management – problem solving abilities**

Despite this writer's reticence at being the focal point of any group or situation - his sense of responsibility causes him to generally react with calm, focussed alacrity to resolve or combat an emergency of any sort. Should problems arise regarding the fulfilment of a project then he will encourage considerable thought and/or action to ensure that standards are maintained and targets/deadlines met.

### **Interpersonal techniques**

Straightforward and direct. A writer who does not pussy-foot around a situation. He is apparently confident and secure in his thinking and position and this encourages support and co-operation generally. However, should he meet any resistance, then he will immediately become at the very least demanding and authoritarian, or, on a bad day, tetchy and unreasonable.

### **Communication skills**

Positive and direct - he does not mince his words. However, he has patience and will put forward his plans for the organisation of people, projects and space with considerable care - ensuring that nothing is left to chance or misunderstanding. Questions will be answered and encouraged - but if confronted he will argue his case relentlessly.

### **Listening ability**

A writer who is very aware of the need to listen carefully and to take on board everything he hears. New concepts and ideas will be considered and explored - generally nothing will be dismissed out of hand. However he can be dismissive of words he does not wish to hear especially at those times when he is not feeling as positive and confident of his own abilities as he should be.

### **Integrity**

This writer's personal and professional integrity should not be doubted. He is a loyal and constant friend or colleague.

### **Objectivity**

A writer who likes to believe that he is totally objective in his thinking. However, many of the benchmarks and experiences laid down in his formative years have coloured his beliefs and thinking - and despite his best efforts 'blind spots' remain as do certain beliefs and prejudices remain - despite his efforts to dispel them.

### **Intuition / creativity**

Too practical and matter-of-fact to be genuinely intuitive or creative. However, he has high ideals and some unrealised dreams that encourage him to use his imagination and try to discover ways of fulfilling them both for himself and others.

### **OVERALL ASSESSMENT / SPECIFIC STRENGTHS/WEAKNESSES :**

**Strengths:** A positive, direct and independent thinker. He will not compromise his ideals and principles. Most loyal and hardworking in every area of his life. Sensitive and at times vulnerable - giving this man a depth and understanding that is quite remarkable at times.

**Weaknesses:** Tough, demanding, angry and frustrated - all traits that leave him feeling both anxious and vulnerable. His confidence in himself is not nearly as solid as it appears to those who do not know him well. At such times he can be uncompromising and/or dismissive of the needs and requirements of others.

### **General physical condition:**

There are signs of anxiety and tension - these may be the result of overcompensating for any feelings of tiredness or apprehension regarding his physical condition. This seems to be pretty normal at the time of writing - but suggest a precautionary check up to allay any imaginary or actual 'aches and pains'.

### **VOCATIONAL GUIDANCE**

Despite, on first meeting, this is a writer who appears totally in control, tough and positive in every respect - he has grown a very polished and hard shell within which is a very sensitive, romantic and vulnerable individual.

A man who is very loyal and protective of his immediate family and friends - and will do everything he can to ensure their comfort and security.

He maintains the traditional benchmarks laid down in his early formative years, whilst having a very independent, and sometimes, demanding views and principles placing considerable pressure on those colleagues and associates with whom he is in daily contact from time to time.

Over the years he has disciplined his life to ensure stability and security. He has also set very high standards personally and professionally for both himself and those with whom he works.

An apparently solid character, one who has tempered his ambitions and is realistic about his abilities. He expects no more from others than he is prepared to give himself - and shares his enjoyment of various leisure activities with family and friends. Encouraging them to grow in confidence and self-reliance whenever possible.

This writer is a very good organiser and manager of people and events - however, he prefers to keep his distance and not become involved with personalities other than in a most professional manner. Whilst he enjoys a challenge - he is not a good loser - and may well become anxious and rather argumentative when things are not going his way. Certainly his own opinion of his worth is not nearly as high as he would wish us to believe.

### **suggested careers:**

corporate management

financial management

management consultancy

bursar