

Development Profile



ProfileSoft

Getting the most from your human capital

Name First name
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Key behaviours

This individual's answers to the ProfileSoft questionnaire are compatible with those of the population and the results are valid according to the established norms.



Entrepreneurship (Approach to undertaking projects, activities)

This individual is efficient in a structured work situation. She is calm and relaxed. She reacts satisfactorily to sporadic stress. She requires a detailed work plan, a structure, specific activities and objectives. She is resigned, pleasant and cautious.



Motivation (Criteria, motivator factors)

She is ambitious and energetic. Her commitment and energy level are above average. She is moderately results-oriented. She enjoys performing in challenging situations. She gains great satisfaction by helping others and by additional income. She seeks additional challenges in her work environment on a day-to-day basis.



Leadership (Tendency to act alone or in a team)

She is independent, unyielding and very demanding. She needs a great deal of freedom to be satisfied at work. She dislikes constant, close supervision. She seeks to develop her own abilities.



Interaction style (Approach to maintaining contacts with others)

She is reserved and selective. She prefers personal contact with people she knows very well. She functions very well in a job with a minimum amount of human contact. The contacts that she develops with various people are not a source of satisfaction to her, especially in her work. Developing and mastering her interactive skills require constant effort on her part.



Technical orientation (Interest in theory or practice)

She is stimulated by practical aspects of the work. She is more at ease with concrete notions and prefers practical instruction. She prefers dealing with practical problems or applications with her colleagues, rather than theoretical ones. She is not stimulated by detailed or conceptual work.

Performance conditions

Short term

An environment where there is daily pressure. She likes a job with established objectives and detailed work plans. She likes to use her skills to adapt to and follow an already established procedure.

A work environment with sufficient challenges to make her work interesting. She wants a job where the rewards can be both financial and satisfying on a human level.

A job that allows for great freedom of action and where she is able to innovate her own work methods. She prefers an environment that calls upon her creativity and where there is little supervision.

She wants a job that demands almost no interaction with other people. She is happiest in an environment where social interaction and meeting people are not required and where interactive skills are of little value.

She needs a work environment where training is practical. A job with few intellectual demands suits her best.

Long term

This person is more oriented towards a support or a service position than towards developing business. For her to be productive and satisfied in a supervisory role, her job must be very well structured and involve tasks that are established and defined.

She needs a stimulating work environment that offers challenges, recognition and financial rewards. She requires a position where productivity is the key to success. Such stimuli are most appropriate to her self-motivation.

She performs best in a job without supervision. In fact, she feels that the people she supervises should be autonomous. In her opinion, each person should function alone and independently.

Work involving a lot of contact with new people stimulates her. She uses persuasion rather than her technical knowledge to manage people on an individual basis.

Training needs summary

The training needs, as they were identified among the 4 major groups of techniques, are as follows :

Training and development			
Communication	Yes	Advisable	No
■ Obtain information	X		
■ Provide information		X	
■ Verify understanding			X
Planning/Strategy	Yes	Advisable	No
■ Organization and clientele	X		
■ Time management		X	
■ Intervention strategy	X		
Personnel management	Yes	Advisable	No
■ Manpower planning	X		
■ Selection criteria	X		
■ Hiring decision	X		
Supervision	Yes	Advisable	No
■ Performance standards	X		
■ Help and support people		X	
■ Plan priorities	X		
■ Decision-making	X		

Training needs - Communication

Her knowledge of communication skills is insufficient. To interact effectively, people must feel that their personal opinions are understood and will be taken into account. To reach this objective, the following conditions must be met:

- obtaining information (ideas, opinions, preferences, concerns);
- supplying information (personal opinion, personal preferences);
- ensuring a climate of mutual understanding.

	Training and development	
	Required	Not required
Obtain information		
▶ Promote interaction		X
▶ Listen and speak	X	
▶ Interpret	X	
▶ Lead the discussion	X	
▶ Question		X
Provide information		
▶ Consult		X
▶ Adapt approach		X
▶ Attract attention	X	
Verify understanding		
▶ Make oneself understood		X
▶ Clarify / confirm		X
▶ Manage disagreement	X	

Training needs - Communication

■ Obtain information

It is difficult for her to obtain information. People do not always share their opinions, preferences or concerns readily. More often than not, determining and understanding another person's point of view requires active listening, i.e. asking questions, seeking clarification or confirmation until ideas are perceived clearly. Once this has been accomplished, we can agree or disagree with the ideas expressed and pursue the interactive process.

Besides, there are other means of obtaining information that go beyond identifying and developing ideas. For example, information on the decision making process provides important clues about a person's needs, preferences and attitude. These indicate what may be important to this individual.

- ▶ She uses an interactive technique to communicate – as a result she “shares” information with the other individual. This approach helps convince the other person to really get involved and participate in the discussion.
- ▶ She talks much too much and should instead listen and ask more questions. Talking too much hinders information sharing. Communication is only possible if you can discern those things that are important to the other person.

As a general rule, it is more effective to open with a question rather than with a lengthy “pitch”, especially if one's point of view or the arguments presented are completely different from those of the other party.

- ▶ She does not listen carefully and risks misinterpreting what she hears. An expression of doubt often signals a disagreement or the fact that one specific element is particularly important to that person. In such situations, it is important to remain alert to this type of signals and to respond accordingly.

One must consider a difference of opinion as an opportunity to obtain additional information. More importantly, if this difference of opinion is based on a misunderstanding it provides a unique opportunity to clarify the situation and to demonstrate just how opposing opinions can be reconciled.

Training needs - Communication

■ Obtain information (cont'd)

- ▶ She tends to control the conversation. She could remain in control yet allow the other person to express him or herself. The course of a conversation can be changed at any given moment. One can, for example, ask a question that draws attention to another subject or summarize what the other person has just said before directing the conversation to a new subject. People usually want “equal time” in any conversation even if they are not totally in control.

- ▶ She is skilful at asking questions and at getting even unresponsive individuals to speak. It is important to initiate a conversation by asking questions that open up the discussion instead of limiting it to what the other person has to say. Should open-ended questions prove ineffective, there will always be time to become more specific...

Training needs - Communication

■ Provide information

She masters some techniques for providing information, but there are certain gaps in her training. While some people provide too much information, others provide too little as they mistakenly believe that whatever they say may be held against them.

Providing information establishes credibility and creates a positive climate that is conducive to a mutual exchange of thoughts and ideas.

- ▶ She is consultative in nature and establishes a climate of trust with the other person.
- ▶ What she says is relevant. She is capable of adapting her approach to the other party's knowledge and concerns.
- ▶ She does not decide ahead of time what she is going to say. This indicates that she does not understand one of the basic principles of communication: to obtain information she must, first and foremost, provide information at the very onset of the discussion.

The most useful information that can be provided when initiating any conversation is that with which the other party can identify, e.g. making reference to needs or problems he or she has previously expressed or experienced.

Training needs - Communication

■ Verify understanding

During a discussion, she makes sure there is mutual understanding. Providing and obtaining information is insufficient, it is important that information be well understood. The task of effective communication entails a confirmation that ideas have been expressed or that arguments have reached their target.

- ▶ She has terms of reference to gauge how successfully she is being understood. She is capable of identifying specific facts, i.e. statements or answers expressed by the other party that confirm the likelihood that she understood what was said.
- ▶ She is comfortable clarifying and confirming information. She views it as an opportunity to re-examine what has been discussed, and the issues raised. This provides a useful, reassuring reminder of the reasons why such and such a conclusion was reached.
- ▶ She perceives the expression of disagreement or doubt as an obstacle rather than as a situation that can be analyzed and resolved. The danger in perceiving a disagreement as an obstacle is often intuitive and unfounded. One must be careful not to identify the disagreement with the other person's request.

It is important to learn techniques to respond to an expression of doubt or to manage disagreement. The first technique is to clarify the doubt or the disagreement before responding to it.

Training needs - Planning/Strategy

She makes insufficient use of strategies and could be better prepared to face specific situations. Reaching an objective requires in-depth knowledge of the various steps involved, the ability to develop the process and plan activities, as well as the skill to assess the chances for success. These are the fundamental elements, the very foundation of any fruitful and successful intervention.

	Training and development	
	Required	Not required
Organization & clientele		
▶ Know the market		X
▶ Know the clientele	X	
▶ Know the services		X
Time management		
▶ Establish priorities		X
▶ Understand procedures	X	
▶ Plan activities		X
Intervention strategy		
▶ Analyze the situation	X	
▶ Know the different steps	X	
▶ Create opportunities	X	

Training needs - Planning/Strategy

■ Know the organization and clientele

She is insufficiently informed about her organization, its services and its market. Such knowledge is essential to performance, yet more often than not, is either incomplete or superficial. She must be provided the opportunity to benefit from support factors such as communications, wage plans and clear instructions from management.

- ▶ She endeavors to not only understand the characteristics of her organisations and the services it provides, but also to understand similar organizations. As a result, she is able to add value to services provided by comparing them to what is available in the market.
- ▶ Her knowledge of the various types of stakeholders is too limited to allow her to recognize their needs and to clearly understand how her organization's characteristics and service benefits can respond to such needs. It would be to her advantage to confirm what is important to other stakeholders.
- ▶ She is familiar with all services provided by her organization. Such knowledge is a great advantage to her in understanding the importance of her work within the organization and the latter's position within the market.

Training needs - Planning/Strategy

■ Time management

She could manage her time more efficiently. One of the most effective ways of improving results is to allocate time adequately. This is a complex task when one is required to execute numerous tasks.

- ▶ She establishes priorities in terms of tasks that she needs to accomplish and deploys both her efforts and her energy in consideration of the return on investment. She takes into account the expected results versus efforts that need to be deployed.
- ▶ She does not master all stages required to reach an objective. For example, if potential results have not been "qualified", she may be wasting her time. She should make sure she assesses the impact, interest and importance of obtaining results or specific objectives before investing her time in the process.
- ▶ She plans her activities adequately. She is aware of the number of daily activities she should accomplish and the need to use her time efficiently.

Training needs - Planning/Strategy

■ Intervention strategy

She does not develop a strategic plan to deal with a specific situation although it would be to her advantage to determine ahead of time what she hopes to accomplish and how she is going to go about it. She would therefore be in control and not controlled. Strategy is an effective way of measuring progress. It not only indicates what stage of the process has been reached, but also identifies the next step required to reach the targeted objective.

- ▶ She appears to be omitting some key points. She does not analyze the decision-making process or consider the people who influence this process. It is essential to examine and to understand how and why decisions are made. Participating in a group session on problem solving will help explain why important issues are not resolved and what can be done to avoid such situations..
- ▶ She does omit some steps required to reach an objective. It is useful to examine how essential steps fit into the process to maintain a high level of interest until a successful conclusion is reached.
- ▶ She does not know how to develop the potential of a situation. She tends to concentrate on the obvious, ignoring other opportunities which can affect her results. She must make it a habit to provoke situation that open the door to new opportunities.

Training needs - Personnel management

Her knowledge of employee management techniques is insufficient. The ability to select the right person for the right job is critical in any organization. Mistakes in hiring and promoting are very costly to the individual and to the organization. It costs thousands of dollars to recruit a competent employee.

This investment is lost and must be repeated each time the wrong person is hired or promoted to a management position. Added to these costs, which are difficult to estimate, are negative effects such as loss of time, a slackening of efforts and lower morale when the person recruited is not productive.

	Training and development	
	Required	Not required
Manpower planning		
▶ Plan recruiting	X	
▶ Set standards	X	
▶ Identify new generation of employees	X	
Selection criteria		
▶ Establish desired features		X
▶ Hire according to criteria	X	
▶ Promote equity and equal opportunity		X
Hiring decision		
▶ Lead the interview		X
▶ Question according to criteria	X	
▶ Select objectively	X	

Training needs - Personnel management

■ Manpower planning

Her manpower planning is insufficient. In a management role, manpower planning is an investment for the future. Identifying potential candidates or sources of candidates for each key position makes it possible to act quickly if an opening arises from a promotion, a layoff or a resignation.

- ▶ Insufficient attention is being paid, on her part, to replacing personnel. She must continually recruit and select candidates, even if she has no immediate opening. She must create or exploit similar positions as a training base, from which she can promote specific people.
- ▶ She is not familiar with conditions for promotion. She has no set standards for her position or for those of her group. She may be unrealistic about opportunities for advancement.
- ▶ She finds it difficult to identify a replacement. Individuals who are apt to replace her may be evaluated based on pertinent facts, or on two or three main criteria for success. As a manager, she must develop the ability to identify and prepare a replacement..

■ Sélection criteria

She has a poor understanding of what it takes to ensure integration into the organization. As a manager, it is important to establish the basic criteria for recruiting and selecting the right people.

- ▶ She knows the personal qualities that an individual needs in order to work with her successfully.
- ▶ It would be to her advantage to take into consideration the established selection criteria when she hires someone; her decision must be justified in relation to these criteria.
- ▶ Her recruiting sources and methods are not discriminatory..

Training needs - Personnel management

■ Hiring decision

She has not mastered interview techniques.

- ▶ During selection interviews, she performs her buyer's role well. She seeks specific traits supported by facts.
- ▶ During the interview, she does not get all the information needed to determine whether the interviewee is capable of filling the position. Her questions are too general and many candidates have stock answers for responding to such questions. These answers give only a superficial glimpse of the candidate's qualifications.

She should follow a well-defined strategy, with questions focused on topics that relate to the job offered.

- ▶ Her personal biases influence her hiring decisions. For example, she may hire people who resemble her in physical appearance, personality traits, interests and/or prior experiences.

Ideally, various colleagues should interview candidates, either together or in turn, and compare notes and opinions before making a hiring decision. In this way, each one recognizes and guards against their own biases and the candidate(s) can be assured that they will be evaluated on their actual merit.

Training needs - Supervision

She has not mastered supervisory techniques well enough. It is important to determine in which areas she is efficient and which techniques require further development. It is very important for the company's long-term success to improve performance among management staff. This is the simplest and quickest method of increasing productivity.

		Training and development	
		Required	Not required
Standards of performance <ul style="list-style-type: none"> ▶ State expectations ▶ Grant merit 		X	
		X	
Help and support <ul style="list-style-type: none"> ▶ Be available ▶ Train employees ▶ Delegate 			X
		X	
			X
Plan priorities <ul style="list-style-type: none"> ▶ Plan the approach ▶ Follow-up on plan ▶ Respond to requests 		X	
		X	
		X	
Decision-making <ul style="list-style-type: none"> ▶ Reprimand objectively ▶ Negotiate solutions ▶ Solve problems 			X
			X
		X	

Training needs - Supervision

■ Standards of performance

She has difficulty setting standards of performance. Maintaining performance standards and offering assistance and support to employees are two ways of providing the leadership that people need in order to be productive.

- ▶ Her employees don't know what she expects of them. She should inform them of her expectations and review employee performance on a more frequent basis. She must make sure that employees are directly involved in determining the objectives to be reached. She must work with them and supervise their work to find out if their performance corresponds to the established standards of performance.
- ▶ She finds it difficult to recognize merit and give praise. She wants to give praise but has the impression that it will be misinterpreted as a lack of sincerity or even as an attempt at manipulation. Some people think that praising employees makes them less productive or that adults don't need praise.

Praise, however, is an important incentive tool to ensure performance that meets high performance standards. Without praise or recognition, employees may not realize that they have done something well and they may not repeat it. To learn how to skilfully use appreciation techniques, she must start with herself: that is, give herself praise where praise is due.

Training needs - Supervision

■ Help and support people

She is competent at helping and supporting her personnel.

- ▶ She is readily available to her employees, insofar as possible..
- ▶ She has difficulty training her employees. She believes that everyone learns easily. It is difficult for her to explain successful strategies and techniques. She may insist that employees act the way she wants them to rather than allowing them to perform according to their own personality and style. The best structured training programs neither compensate for nor replace supervision and coaching done on a daily basis. She must learn and develop these techniques.
- ▶ Assigned tasks are readily performed by her employees.

Training needs - Supervision

■ Plan priorities

She has not mastered the techniques for identifying and planning priorities. These are essential management techniques for ensuring that company operations run smoothly.

- ▶ She is too intuitive in planning ways and means of attaining her objectives. This tendency to rely on her instincts may lead to forecasts that are off target.

Plans must take hows and whys into account. They must provide ways and means to reach the objectives. It is important to involve employees in the planning process. 'Bottom-up' involvement builds employee commitment and increases the credibility of forecasting.

- ▶ She doesn't cooperate closely enough with her employees after planning. As a result, she is not sure whether activities follow the predetermined plan and, even less so, whether objectives are met. 'Bottom-up' planning and employee involvement are important keys to success.
- ▶ It is difficult for her to cope with demands made of her. She reacts rather than assuming responsibility. She must learn to plan better, to set her priorities and to delegate certain responsibilities to her employees.

She may be unable to cope with the demands because she does not understand exactly what her work consists of. If the parameters of her work and the expectations are not clearly defined, the results will be affected as well as her performance.

Training needs - Supervision

■ Decision-making

She has not mastered the techniques for solving problems and making decisions; however, these techniques are not abstract concepts and, in a supervisory role, these are practical tools that should be used every day.

- ▶ She deals objectively with reprimands, including disciplinary actions.
- ▶ At times, she tries to impose solutions on employees in other departments. This is probably because she honestly believes she knows the solution; however, this attitude brings about misunderstanding or indifference and a slowdown among those who are forced to implement the solution.

She must strive to solve problems, even with employees in other departments, regardless of their hierarchy level. When all parties are involved in seeking solutions, problems are solved more easily and action plans are more likely to be carried out successfully.

- ▶ She tends to solve the symptoms and not the causes of the supervision problem. Meanwhile, the problem continues. She has difficulty implementing and putting viable solutions into action. At times, she tries to pass on the problem to someone else rather than solving it herself.

Her action plan should try to include:

-
- a detailed analysis of the problem, with its implications, its symptoms and its causes;
- a list of possible solutions, their advantages and their short-term results;
- a clear, precise recommendation;
- a practical and explicit action plan: who does what, when, where and how?; and
-
- a professional commitment on the part of the people implementing the solution, with everything becoming part of their performance appraisal.


Problem-solving and decision-making skills are acquired more quickly when the individual is responsible and accountable for the solution.


Profile results


It is important to note that there are no good or bad results. The ProfileSoft system measures behaviours that are key to workplace performance; quantified results represent trends.


For additional details, consult our website www.profilessoft.ca, access your client account, click "Tools", then "Interpreting results" and enter results in appropriate boxes.


Results


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Entrepreneurship
(Tendency to plan, organize and respect procedures)

- 65

Motivation
(Tendency to obtain results and desire to help others)

- 85

Leadership
(Tendency to work alone or in a team)

- 13

Interaction style
(Feelings of satisfaction in exchanging ideas with others)

- 22

Technical orientation
(Interest in theory or practice)

25  Predictor (The predictor is a statistical estimator that identifies the type of functions that best suit each individual)

People with these results are comfortable in staff positions. Their performance possibilities are very good in a non-competitive environment. They may also perform in other work environments. However they will then need more time, effort and energy in order to reach equivalent level of performance and goals.

