Selection - Management and Supervision Profile

ProfileSoft

Getting the most from your human capital

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Key Behaviours

This individual's answers to the ProfileSoft questionnaire are significantly off the norms. He belongs to the 1% of the population having the most extreme answers. Consequently, we must take into account a greater uncertainty in the interpretation of his results.

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 considerably motivated by factors other than money or standing. She seeks a lifestyle that is unhurried, solid and secure. She is moderately ambitious. She needs work objectives that are valuable for her and for the company. She occasionally commits herself to achieving high performance levels. Effective motivational factors help her maintain a level of activity essential to attaining this performance.

Leadership (Tendency to act alone or in a team)

She is competent in a group environment. She prefers a minimum amount of freedom on a well-structured team. She accepts a certain amount of supervision. At times, she also appreciates leading the group. She requires a group of people with similar affinities.

Interaction style (Approach to maintaining contacts with others)

She is keen, jovial and friendly. She values social interaction. She achieves her objectives through her individual contacts. She is ill at ease, however, in meeting people for the first time or in carrying out new activities.

Technical orientation (Interest in theory or practice)

She is rational, factual and precise. She is stimulated by technical tasks and assignments that require intellectual and conceptual problem-solving. She is talented in specialized tasks that require her to be meticulous.

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 situation where she can contribute to the development of the people working with her. She prefers a job that has social value. Ultimately, she needs an environment geared towards helping others, which also provides sufficient security and offers opportunities to invest her talents and energy.

A job with opportunities to be a member of a team and contribute to her co-workers' efforts. An environment where she will occasionally be team leader.

She seeks work involving interactions with other people. She prefers a job requiring contact with people and a limited number of exchanges with strangers. An environment offering regular interactions with people.

She requires working conditions with technical training requirements. She seeks opportunities to be creative and to put ideas into action. She prefers a job that demands precision.

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.

Her motivational pattern prompts her to develop the skills of people who work with her. She must have the opportunity to invest a lot of effort and to help others. Long-term objectives are preferable.

She is stimulated by a job that regularly combines independence and team spirit. She is sufficiently flexible to supervise independent people as well as those who like to take part in teamwork.

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.

Interview Questions

Suggested questions to improve knowledge of updated potential :

■ Entrepreneurship

- Check through her references to find out how she reacts under pressure.
- Who provided her with the details of her plans and objectives?
- What type of support did she need to achieve her results?
- How many times did she achieve her results using more time or more support than originally planned?
- What was her actual contribution in the achievement of her results?

■ Motivation

- Check her references to determine her actual contribution towards attaining results.
- What did she do? When and how?
- Question her in detail on her actual efforts accomplished to attain results.

■ Leadership

- Ask her to provide you with examples of situations where she worked independently.
- What kind of relations does she have with her immediate superiors?
- How does she perceive her role as a team member?
- Has she ever had problems with work colleagues?

■ Interaction style

- How does she get along with work colleagues?
- Has she ever experienced a conflict of personality?
- How important are her relations with other people?

■ Technical orientation

- Check and see whether her learning and work experiences are transferable to your industry.
- Does she consider technical learning experiences to be positive and essential to her occupational development?

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	
Manpower planning	Required	Not required
▶ Plan recruiting	X	
▶ Set standards	X	
▶ Identify new generation of employees	X	

Selection criteria	Required	Not required
▶ Establish desired features		X
▶ Hire according to criteria	X	
▶ Promote equity and equal opportunity		X

Hiring decision	Required	Not required
▶ 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 is quite familiar with the selection criteria for every positions. She must make sure that she knows the prerequisites 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 obtains the information she needs to determine whether the interviewee is capable of filling the position.

▶ 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.

Standards of performance

	Training and development	
	Required	Not required
State expectations	X	
Grant merit		X

Help and support

	Required	Not required
Be available	X	
Train employees		X
Delegate	X	

Plan priorities

	Required	Not required
Plan the approach	X	
Follow-up on plan	X	
Respond to requests	X	

Decision-making

	Required	Not required
Reprimand objectively	X	
Negotiate solutions		X
Solve problems	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 always 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 gives praise and recognition when and where praise is due.

Training needs - Supervision

■ Help and support people

She is not inclined to help and support others. Sometimes, it is not enough to provide objectives. It is also important to provide the help and support that people need to reach these objectives.

▶ She is not sufficiently available to her employees. It is possible that her superiors are too directly involved with her employees and that therefore, her role is diminished. When her employees discuss routine things with her superiors, she should politely suggest that they talk to her first. If her employees are reluctant to do so, or if these secretive communications with management persist, she must clarify the situation by openly and frankly talking with management first and then with her employees..

▶ She is competent in integrating, training and developing her employees. She can effectively explain successful strategies and techniques to them.

▶ She tends to use her own exclusive approach to ensure that assigned tasks are performed by her employees and to get results.

This attitude may stifle employees' initiative. They do not develop their own way to get things done; they never learn to avoid mistakes and maximize their opportunities. Using a more open management style encourages participation. She must develop her communication skills in order to motivate her employees rather than impose her will.

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 in a supervisory capacity; however, these techniques are not abstract concepts and, in a supervisory role, these are practical tools that should be used every day.

▶ She is not always objective concerning reprimands, especially when taking disciplinary actions. However, performance problems must be addressed as soon as they arise. Employees and managers should discuss the situation and agree on an action plan that improves the situation.

Checkpoint criteria for subsequent evaluations must be defined. She must be in agreement with her employees on actions to be taken if there is no acceptable improvement after a certain time. Once a manager has respected all these steps, she can take disciplinary action with confidence and her decisions will be justified.

▶ She is efficient in negotiating solutions with employees in other departments.

▶ 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:

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- 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.

Integration guide

Here are a few pointers that will make it easier for this person to assume new responsibilities :

Entrepreneurship

It is of the utmost importance for her to learn to cope with the stress imposed on her by her work structure. It is worthwhile to teach her how to develop her work plan, and to supervise her. Make sure that she masters the specific techniques that are essential for her performance.

Motivation

She will have a tendency to delay her integration. You will have to persuade her to work harder. During her integration, she will require an ongoing motivational plan.

Leadership

She needs to know that she is part of the integration plan. She is committed towards her supervisors and her organization. She definitely likes to be recognized and rewarded for that commitment. She readily accepts her integration period.

Interaction style

During her integration, she requires help from her co-workers and her supervisor. She appreciates interactions with others.

Technical orientation

She has a positive attitude towards integration programs. Learning new concepts represents an intellectual challenge that motivates her and makes her efficient.

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.profilesoft.ca, access your client account, click "Tools", then "Interpreting results" and enter results in appropriate boxes.

Results

30   **Entrepreneurship**   (Tendency to plan, organize and respect procedures)

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

42   **Leadership**   (Tendency to work alone or in a team)

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

64   **Technical orientation**   (Interest in theory or practice)

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90   **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 line positions. Their performance possibilities are very good in a 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.

Percentile

0 - 32   33 - 66   67 - 100

Staff   Line