

Selection - Management and Supervision



ProfileSoft

Getting the most from your human capital

Name First name
ABCD Inc.

Report #00040N
2004-01-22

Table of contents

Page

3	Key behaviours
4	Performance conditions
5	Interview questions
6	Training needs - Personnel management
9	Training needs - Supervision
14	Integration guide
15	Profile results

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.

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

- With how much energy and ambition did she achieve her goals?
- Under what conditions?
- What support did she get from her work colleagues and her superiors?
- What key activities did she perform to achieve her goals?
- Ask her what methods she used.

■ Leadership

- What type of supervision has she had?
- What are two or three innovations she has made in previous jobs?
- What additional responsibilities has she assumed on her own?
- Does she really like working on a team?
- Why does she prefer working alone?
- Has she ever had problems with her work colleagues?

■ Interaction style

- Has she ever run away from a conflict of personality?
- How often does she talk to work colleagues?
- When she speaks, is she considered a specialist?
- How does she feel when she is obliged to talk to strangers?

■ Technical orientation

- In the past, has she successfully completed any technical training programs?
- Is she really stimulated by learning the substantial amount of details essential in mastering a subject?
- Is she interested in the technical aspects of business?

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.

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 likes to create new business opportunities. Even if she is well paid, repetitive work bores her. She definitely has the energy to succeed. She needs to be integrated by someone like herself.

Leadership

It is difficult to integrate her. She demands freedom of action before she earns it. She wants to do everything her own way. An integration period followed by limited supervision is essential for her. It is important to see that she is on the right track.

Interaction style

She definitely requires an integration plan to help her get along with others and survive in her work environment. It is vital that she develops an approach to establish relations with others.

Technical orientation


Her integration plan must be well-defined and adapted to your organization. It must allow her to progress and learn practical aspects at her own pace. She must be directed towards techniques that are essential to learn.


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


- 32

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.

