



Report designed for

John Jones – As Manager

Sally Sample – As Employee

CONFIDENTIAL

Profiles Managerial Fit™ Manager Report

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Introduction

This report is provided with two purposes in mind.

- 1. Management fit with existing employee.**
- 2. Managerial fit with prospective employee.**

This report is written as though the candidate is an employee.

This report is designed to provide information concerning your compatibility with Sally as your employee. Knowing more about your similarities and differences will help you forge a better understanding of how you can work together to realize the highest potential for both of you.

Employees have unique training and developmental needs that are largely driven by a specific job, the employee's current level of competency, and how they prefer to be managed. Managers also have a preferred style of supervising and developing their staff. Some managers are more involved while others are more hands-off. How well these employee/manager styles mesh together is referred to as Managerial Fit. For example, a manager who is constantly coaching, remains actively involved in the planning process and wants frequent progress reports, is going to demotivate a normally proactive, but highly independent subordinate. However, a subordinate who wants coaching and direction and a reasonable degree of follow-up is going to find this type of manager ideal. On the other hand, a hands-off manager will frustrate someone who needs a great deal of coaching, support and training.

When the manager's style meshes well with the employee's management needs, the performance of both improves. A mismatch brings them both down. From a hiring standpoint it's important to address Managerial Fit during the assessment process. Understanding the concept after the person is hired, even if there isn't a perfect fit, will present an opportunity to improve team performance, reduce turnover and prevent the need for hiring unnecessary replacements.

This report measures the degree of Managerial Fit and the likelihood that the manager and the person being evaluated will be able to effectively work together.

This Profiles Managerial Fit Report consists of:

- Profiles Summary
- Summary Graph
- Working Together
- Action Steps

This Manager's Report displays the score ranges obtained for you (as Manager) and Sally (as Employee). This information will help you more clearly understand the included statements. It is not advisable to share the scoring information with Sally.

Profiles Summary

You and Sally Sample are unique individuals who bring your own characteristics to the work place. Should you supervise Sally, an awareness of these characteristics will help you understand how she might respond to your managerial style and will allow you to appreciate the need for treating her as an individual. This consideration will describe your potential working relationship with her. While the following pages will consider in detail this potential working relationship with Sally, below is an overview of both.

You – As Manager

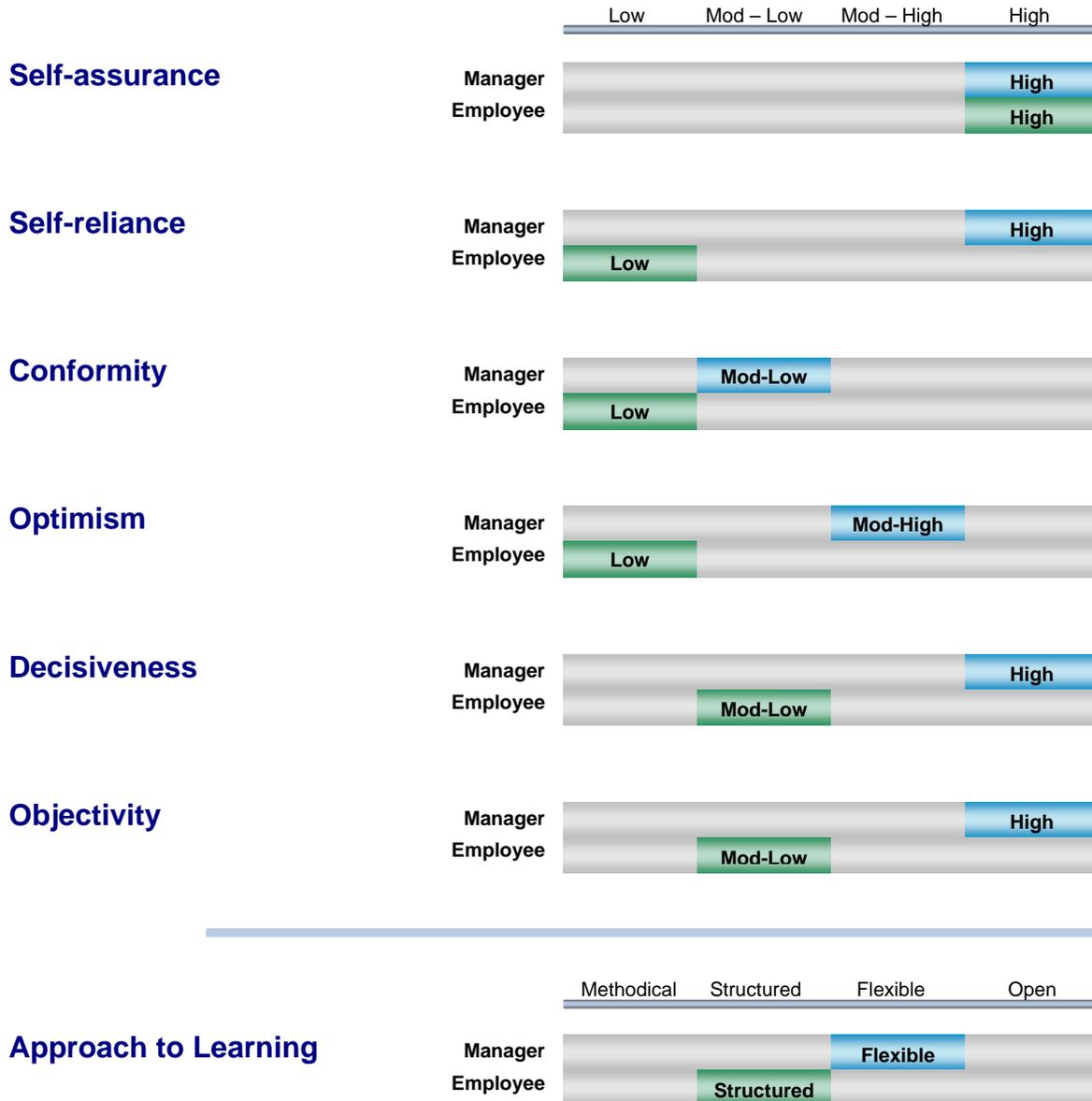
- You respond quickly to priorities, displaying a sense of urgency and a respect for timeliness.
- You express a strong need to be in charge and to lead others toward a goal.
- You relate to authority in a cooperative manner unless your need for more personal freedom dominates.
- You demonstrate a tendency to trust most people while remaining guarded against those few cases of unforeseen manipulation.
- You are an independent person who prefers minimal guidance and structure.
- You are likely to utilize the process of gathering data, analyzing your findings, and relying on facts and figures when addressing a problem.
- Your overall learning capacity is good; you should be as effective as most and succeed when you apply yourself to a challenge.
- You benefit most effectively by verbal information when it is presented in a consistent manner with real-world examples and applications provided.
- You probably find it most effective to take your time when interpreting statistical results or graphs.

Sally Sample – As Your Employee

- She can be a competent decision maker when given enough time but could have difficulty taking decisive action under pressure.
- Ms. Sample has a strong need to be in charge or to be the leader.
- Ms. Sample is frequently comfortable working in the absence of supervision and external controls.
- Sally may tend to be more vigilant and on guard than others.
- She appreciates the need for regular supervisory feedback.
- Ms. Sample has a judgment style that works well with routine problems and decisions.
- New information should be presented in steps with the demand for applying it to work.
- Ms. Sample needs instruction and extensive practice with communication before taking on responsibilities that include the quick analysis of written and verbal instructions.
- Her ability to assimilate numeric information requires more time than most people.

Summary Graph

The results for you and Sally are shown for each of the 7 scales. For the first 6 scales (Behavioral) the scores range from Low to High. For the 7th scale (Approach to Learning), the results range from Methodical to Open. Further explanation of each score is provided on the subsequent pages of this report.



Working Together

Presented here are the results for you and Sally with commentary on your relationship with one another. This information will assist you in understanding this possible relationship as well as share with you potential positive steps to improve it. Remember, when you are informed in advance about a potential working relationship with another and you can consider individual differences, you can better understand how you will work together and how you might incorporate this information into the working relationship.

Self-assurance

One's level of influence/assertiveness toward another person or group. It may be associated with the level of self-confidence.

Manager		High
Employee		High

You and Sally tend to be extreme in your drive and initiative. This may cause conflict at times due to your self-confident dispositions and unwillingness to compromise. You should be sure to maintain close communication with Sally and be careful she does not initiate action without your consent.

Given your equally assertive natures, conflicts may arise when your objectives do not match those Sally has set for herself. Confrontations are likely to be difficult as neither of you will be willing to back down. It may be necessary to have someone mediate arguments to help resolve conflicts in a timely manner.

Self-reliance

The desire to work free from the constraints of other people; to rely on one's own resources. It may be seen as a person's need to work autonomously without input from others.



You may experience frustration in your supervision of Sally due to your opposite extremes in the need for independence. While she prefers to work in a structured environment with input from others and relatively close supervision, you are on the extreme opposite end of the scale in your need to work autonomously. If the position requires Sally to work independently on a regular basis, you should discuss the appropriateness of her placement in the job.

While Sally much prefers working in situations where others share in the responsibility, you will almost always want to work autonomously relying on your own resources. While you should try to work as a part of a team, you should assign her tasks that allow her to work independently from time to time.

Conformity

Relates to one's willingness to follow established protocols without questions. It is associated with accepting and following rules and policies.



Sally has a tendency to disregard rules and procedures, from time to time, in order to complete a task. If she appears confrontational about authority, you may need to spend one-on-one time with her. Maintain a personal demeanor in these conferences, stressing the importance of her compliance and your availability as a facilitative group leader.

While you are more manageable than Sally most of the time, you tend to operate outside established norms and protocols. As her supervisor, you may have to require she show more conformity than you typically exhibit yourself, making it important for you to display some level of conformity.

Optimism

The acceptance of the motives of another person or group. It relates to the tendency to believe that things will have a positive outcome.



Sally may be seen as pessimistic with regard to job related tasks and objectives when compared to you. She may have a tendency to argue with, and have a negative attitude toward, team members. You should discuss the need for more trusting, confident behavior on her part so she can be a more productive team member.

Her extreme distrust and skepticism may make Sally appear unapproachable to you given your more optimistic nature. While you are able to use caution, you should emphasize the need for some level of trust to keep from alienating others.

Decisiveness

Relates to the capacity a person has for accepting risk associated with making a timely decision based upon available information. It may be seen as the willingness to take action with limited information.



Sally does not usually take too much time analyzing information prior to making a decision, but given your often impulsive style, her cautious approach may frustrate you. You should set clear expectations for timely decision making while also allowing her to help verify your options with her more investigative manner.

Sally is not as willing as you to accept the responsibility for decisions made without extensive investigation. While she can act quickly when necessary, she may have a tendency to put decisions off until the last minute. You should encourage her when she shows a sense of urgency.

Objectivity

The level at which one uses logic and reason more than intuition to solve problems. It is seen as a person's need to have proof before taking action.



Her Objectivity score indicates she acts on intuition more than you may be willing, or able, to accept. Because Sally exhibits a willingness to consider the facts, you should look for assignments which allow her to practice more thorough objective judgment.

Since you tend to sometimes rely solely on objective information, you may find it advantageous to use Sally to help keep you from getting bogged down in data. Her more intuitive nature will help you make decisions and become more willing to accept the risk.

Approach to Learning

An indication of the preferred approach to learning. While some prefer a methodical approach, others prefer a more open approach.



You often struggle with numerical and verbal communication. You can increase your effectiveness by seeking training in math and language skills.

You and Sally tend to be very uncomfortable working with verbal information, whether it is oral or written. You should make a point of finding training programs that will allow both of you to improve your ability to synthesize and use the English language.

You and Sally tend to be very uncomfortable working with numerical information whether it is oral or written. You should make a point of finding training programs that will allow both of you to improve your ability to synthesize and use mathematical data.

Sally tends to be willing to learn new ideas and processes when absolutely necessary and under structured conditions. You, on the other hand, are somewhat more flexible in your learning style in that you enjoy discovery and find it natural much of the time. While she waits until she needs change to learn new things, you will often pick new ideas up from your environment.

Action Steps

The information in this report will greatly help you manage several important areas:

- Selection and Hiring
- Team Building
- Managerial Fit with your new employees or your existing employees

With this information you will have a greater understanding about your fit in a supervisory role with Sally. This will help you as you work with Sally and allow you to expand your working relationship with her. Here are some additional points for your consideration:

1. Remember, for a manager, information is powerful. The more you understand the people, with whom you work, the more effective you will be as a manager and the greater their performance.
2. Set up all your direct reports to take the Profiles Managerial Fit assessment. This will enable you to enhance your effectiveness with each individual.
3. When potential conflicts or issues are identified in this report you should develop a plan to work through them. Keep an eye open for difficulties and act before they develop into real problems.
4. An effective approach to increase your employees' discretionary effort is to help minimize their stress, frustration, and conflict.