

Communication and Planning/strategy Profile



ProfileSoft

Getting the most from your human capital

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Key behaviours

Your answers to the ProfileSoft questionnaire are significantly off the norms. You belong to the 1% of the population having the most extreme answers. Consequently, we must take into account a greater uncertainty in the interpretation of your results.



Entrepreneurship (Approach to undertaking projects, activities)

You compete to achieve your own standards of performance. You can occasionally evaluate yourself. You are determined to achieve imposed objectives. To be productive, you require at least a basic structure in your work. You are positive and enterprising in specific situations. You use traditional means to achieve your objectives.



Motivation (Criteria, motivator factors)

You are an obstinate, relentless and determined worker. You work constantly to obtain better results. You want to achieve your goals. You seek challenging situations where the emphasis is on financial reward and the importance of your image. A short-term environment suits you.



Leadership (Tendency to act alone or in a team)

You develop practical alternatives for reaching your goals. You need responsibilities to perform. You are determined and demanding. Detailed work bores you.



Interaction style (Approach to maintaining contacts with others)

You appreciate personal interaction and personal contact. You are pleasant, kind, sincere and very lively. You like to highlight your own self-image and the image of your organization. You prefer achieving your objectives via friends and relations. A public relations environment is ideal for you.



Technical orientation (Interest in theory or practice)

You are stimulated by practical aspects of the work. You are more at ease with concrete notions and prefer practical instruction. You prefer dealing with practical problems or applications with your colleagues, rather than theoretical ones. You are not stimulated by detailed or conceptual work.

Performance conditions

Short term

A work situation that offers opportunities for the gradual development of your planning skills in relation to time and activities. You like an environment where talents are highly valued..

A work environment with challenging opportunities where financial reward is commensurate with the effort required to succeed. You prefer an environment that will call upon your abilities to achieve short-term goals.

A job where supervision is such that it allows you to acquire and develop your autonomy. You prefer work with performance responsibilities.

You seek work where you develop many contacts. You prefer working conditions that expect and require that tasks be performed with other people. An environment that provides constant feedback through others' reactions.

You need a work environment where training is practical. A job with few intellectual demands suits you best.

Long term

In a competitive environment, you are good at finding new business and developing existing clients. You can develop your management and planning potential through formal training.

You need a stimulating work environment that offers challenges, recognition and financial rewards. You require a position where productivity is the key to success. Such stimuli are most appropriate to your self-motivation.

A job with minimal supervision, especially at the beginning of your career, is ideal. You are more at ease with people that are like you. You are flexible with team members.

Work involving a lot of contact with new people stimulates you. You use persuasion rather than your technical knowledge to manage people on an individual basis.

Training needs - Communication

You have good communication skills. 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 you 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.

- ▶ At times, and in an effort to convince the other party, you tend to communicate unilaterally. As a result, you lack sufficient information to demonstrate why your point of view should prevail and the consideration you are giving to the other person's point of view. Communication is an interactive process. Drawing conclusions, reaching agreement or making decisions all require that the interlocutor be fully involved in information or opinion sharing.
- ▶ You talk neither too much nor too little and as a result can listen and discover the other's point of view, ideas, concerns and determine those things that are important to him or to her.
- ▶ You listen well and effectively interpret what you hear. People provide a number of clues as to their attitude, preferences and needs. 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 to understand and to respond accordingly.

Training needs - Communication

■ Obtain information (cont'd)

- ▶ You tend to control the conversation. You 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.

- ▶ You are 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

You provide information effectively. As a result, you are credible and create a positive climate that is conducive to a mutual exchange of thoughts and ideas.

- ▶ You consider the other person and as a result, establish a climate of trust.
- ▶ What you say is relevant. You are capable of adapting your approach to the other party's knowledge and concerns.
- ▶ You have a good understanding of one of the basic communication principles: obtaining information is insufficient, it must also be offered. 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, you make 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.

- ▶ You have terms of reference to gauge how successfully you are being understood. You are capable of identifying specific facts, i.e. statements or answers expressed by the other party that confirm the likelihood that you understood what was said.
- ▶ You either do not dare, or you have difficulty in clarifying or confirming information. You are ill at ease having to confirm comprehension.

Clarification and confirmation are simply the natural conclusion of this process. It is the opportunity to review the facts on which parties have agreed. It is a useful, reassuring reminder of the reasons why such and such a conclusion was reached. The message must be: "...we reached this decision together because...".

- ▶ You perceive the expression of disagreement or doubt as a situation that can be analyzed and resolved. Even the most important disputes are not insurmountable if they are put into perspective.

Training needs - Planning/Strategy

You make 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 and clientele <ul style="list-style-type: none"> ▶ Know the market ▶ Know the clientele ▶ Know the services 			X
			X
		X	
Time management <ul style="list-style-type: none"> ▶ Establish priorities ▶ Understand procedures ▶ Plan activities 		X	
		X	
		X	
		X	
Intervention strategy <ul style="list-style-type: none"> ▶ Analyze the situation ▶ Know the different steps ▶ Create opportunities 		X	
		X	
		X	
		X	

Training needs - Planning/Strategy

■ Knowledge of organization and clientele

You have some understanding of your organization, its services and its market. Such knowledge is essential to performance, yet more often than not, is either incomplete or superficial. Support factors such as communications, wage plans and clear directives from management are required to sustain performance.

- ▶ You endeavour to not only understand the characteristics of your organization and the services it provides, but also to understand similar organizations. As a result, you are able to add value to services provided by comparing them to what is available in the market.
- ▶ You recognize the various types of stakeholders and can specifically perceive how your organization's advantages, characteristics and services meet each party's needs.
- ▶ You are only familiar with some of the services provided by your organization. Mastering only those elements that relate to your work or division is insufficient; it would be to your advantage to also be knowledgeable of all aspects that will allow you to improve your performance and reach your objectives.

Training needs - Planning/Strategy

■ Time management

You do not manage your time 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.

- ▶ You do not set priorities in terms of tasks that need to be accomplished. It would be to your advantage to identify priorities in consideration of minimal return on investment in consideration of efforts deployed and energy required. In other words, you should take into account the expected results versus efforts that need to be deployed.
- ▶ You do not master all stages required to reach an objective. For example, if potential results have not been “qualified”, you may be wasting your time. You should make sure you assess the impact, interest and importance of obtaining results or specific objectives before investing your time in the process.
- ▶ You can significantly improve the manner in which you plan your activities. You could jot down your activities over a one week period and revise the results in order to analyze how you could have used your time more efficiently. For example, it is important to: - work according to well established plans, - follow a pre determined plan to maximize the number of activities, - use waiting time to read or complete documents, - delegate tasks that can be better executed by others.

Training needs - Planning/Strategy

■ Intervention strategy

You do not develop a strategic plan to deal with a specific situation although it would be to your advantage to determine ahead of time what you hope to accomplish and how you are going to go about it. You 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.

- ▶ You appear to be omitting some key points. You do 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.
- ▶ You do 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.
- ▶ You do not know how to develop the potential of a situation. You tend to concentrate on the obvious, ignoring other opportunities which can affect your results. You must make it a habit to provoke situation that open the door to new opportunities.

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