

# Management and Supervision Development 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 - Personnel management

You are skilled in certain employee recruitment and selection techniques. 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
<b>Manpower planning</b>		
▶ Plan recruiting	X	
▶ Set standards		X
▶ Identify new generation of employees		X
<b>Selection criteria</b>		
▶ Establish desired features		X
▶ Hire according to criteria		X
▶ Promote equity and equal opportunity		X
<b>Hiring decision</b>		
▶ Lead the interview	X	
▶ Question according to criteria	X	
▶ Select objectively	X	

## Training needs - Personnel management

### ■ Manpower planning

Your 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 your part, to replacing personnel. You must continually recruit and select candidates, even if you have no immediate opening. You must create or exploit similar positions as a training base, from which you can promote specific people.
- ▶ You are familiar with conditions for promotion. You have set standards for each position and are realistic about opportunities for advancement, for yourself or your group.
- ▶ You are alert in identifying a replacement. You are familiar with criteria for success.

### ■ Selection criteria

In hiring and promoting, you concentrate on selection criteria. You have a good understanding of the prerequisites for recruiting and selecting the right people.

- ▶ You know the personal qualities that an individual needs in order to work with you successfully.
- ▶ Your selection decisions are justified in relation to selection criteria.
- ▶ Your recruiting sources and methods are not discriminatory.

## Training needs - Personnel management

### ■ Hiring decision

You have not mastered interview techniques.

- ▶ In an interview, you tend to sell the company and the position you want to fill. A well-conducted interview requires that you play more of a buyer's role. As a rule, the interviewee must sell herself while the interviewer seeks specific traits, supported by facts. You should present the advantages of the job and the company only after having obtained the information needed for reaching the hiring decision.
- ▶ During the interview, you do not get all the information needed to determine whether the interviewee is capable of filling the position. Your 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.

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

- ▶ Your personal biases influence your hiring decisions. For example, you may hire people who resemble you 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

You have not mastered supervisory techniques well enough. It is important to determine in which areas you are 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
<b>Performance standards</b>		
▶ State expectations	X	
▶ Grant merit		X
<b>Help and support people</b>		
▶ Be available		X
▶ Train employees		X
▶ Delegate		X
<b>Planning and priorities</b>		
▶ Plan the approach		X
▶ Follow-up on plan		X
▶ Respond to requests	X	
<b>Decision-making</b>		
▶ Reprimand objectively		X
▶ Negotiate solutions		X
▶ Solve problems	X	



## Training needs - Supervision

### ■ Performance standards

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 easily offers help and support to her colleagues and employees. She does not confine herself to merely providing objectives. She gives the help and support people need to reach these objectives.

- ▶ She is readily available to her employees, insofar as possible..
- ▶ She is competent in integrating, training and developing her employees. She can effectively explain successful strategies and techniques to them.
- ▶ Assigned tasks are readily performed by her employees.

## Training needs - Supervision

### ■ Planning and priorities

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

- ▶ You plan adequately ways and means of achieving your objectives. Your plans take hows and whys into account and help obtain the desired results.
- ▶ You work in close cooperation with your employees and therefore make sure that plans follow predetermined steps towards meeting objectives.
- ▶ It is difficult for you to cope with demands made of you. You react rather than assuming responsibility. You must learn to plan better, to set your priorities and to delegate certain responsibilities to your employees.

You may be unable to cope with the demands because you do not understand exactly what your work consists of. If the parameters of your work and the expectations are not clearly defined, the results will be affected as well as your performance.

## Training needs - Supervision

### ■ Decision-making

You have 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.

- ▶ You deal objectively with disciplinary action, including the dismissal of personnel.
- ▶ You are efficient in negotiating solutions with employees in other departments.
- ▶ You tend to solve the symptoms and not the causes of the supervision problem. Meanwhile, the problem continues. You have difficulty implementing and putting viable solutions into action. At times, you try to pass on the problem to someone else rather than solving it yourself.

Your 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.

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