

Communication and Planning Development



ProfileSoft

Getting the most from your human capital

Name First name

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Key behaviours

Your 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)

You are efficient in a structured work situation. You are calm and relaxed. You react satisfactorily to sporadic stress. You require a detailed work plan, a structure, specific activities and objectives. You are resigned, pleasant and cautious.



Motivation (Criteria, motivator factors)

You are ambitious and energetic. Your commitment and energy level are above average. You are moderately results-oriented. You enjoy performing in challenging situations. You gain great satisfaction by helping others and by additional income. You seek additional challenges in your work environment on a day-to-day basis.



Leadership (Tendency to act alone or in a team)

You are independent, unyielding and very demanding. You need a great deal of freedom to be satisfied at work. You dislike constant, close supervision. You seek to develop your own abilities.



Interaction style (Approach to maintaining contacts with others)

You are reserved and selective. You prefer personal contact with people you know very well. You function very well in a job with a minimum amount of human contact. The contacts that you develop with various people are not a source of satisfaction to you, especially in your work. Developing and mastering your interactive skills require constant effort on your part.



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

An environment where there is daily pressure. You like a job with established objectives and detailed work plans. You like to use your skills to adapt to and follow an already established procedure..

A work environment with sufficient challenges to make your work interesting. You want 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 you are able to innovate your own work methods. You prefer an environment that calls upon your creativity and where there is little supervision.

You want a job that demands almost no interaction with other people. You are happiest in an environment where social interaction and meeting people are not required and where interactive skills are of little value.

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

Long term

You are more oriented towards a support or a service position than towards developing business. For you to be productive and satisfied in a supervisory role, your job must be very well structured and involve tasks that are established and defined.

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.

You perform best in a job without supervision. In fact, you feel that the people you supervise should be autonomous. In your opinion, each person should function alone and independently.

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

Your knowledge of communication skills is insufficient. 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.

- ▶ You use an interactive technique to communicate – as a result you “share” information with the other individual. This approach helps convince the other person to really get involved and participate in the discussion.
- ▶ You talk neither too much nor too little and as a result can listen, ask questions 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 are skilled in directing conversations. You remain in control yet allow the other person to express him or herself.
- ▶ 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 are not sufficiently skilful at providing information. While some people provide too much information, others provide too little as they mistakenly believe that whatever they say may be held against them.

Providing information establishes credibility and creates a positive climate that is conducive to a mutual exchange of thoughts and ideas. Providing information is an art; as the other person requires help to understand the relationship that brings various ideas together and as a result, makes them clearer.

- ▶ You are consultative in nature and establish a climate of trust with the other person.
- ▶ 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

You do not check for mutual understanding during discussions. It is just as easy to misunderstand as it is to be misunderstood. The task of effective communication entails a confirmation that ideas have been expressed or that arguments have reached their target. This ensures that doubts have come to light as well as other differences of opinions. You must ascertain that you really understand what was said by clarifying and confirming what you understood:

- "so what you are saying is..."
 - "if I understand you correctly..."
-
- ▶ 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 are comfortable clarifying and confirming information. You view it as an opportunity to re-examine what has been discussed, and the issues raised. This provides a useful, reassuring reminder of the reasons why such and such a conclusion was reached.
 - ▶ 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		
▶ Know the market		X
▶ Know the clientele	X	
▶ Know the services		X
Time management		
▶ Establish priorities		X
▶ Understand procedures	X	
▶ Plan activities		X
Intervention strategy		
▶ Analyze the situation	X	
▶ Know the different steps	X	
▶ Create opportunities	X	

Training needs - Planning/Strategy

■ Knowledge of organization and clientele

You are insufficiently informed about your organization, its services and its market. Such knowledge is essential to performance, yet more often than not, is either incomplete or superficial. You must be provided the opportunity to benefit from support factors such as communications, wage plans and clear instructions from management.

- ▶ 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.
- ▶ Your knowledge of the various types of stakeholders is too limited to allow you to recognize their needs and to clearly understand how your organization's characteristics and service benefits can respond to such needs. It would be to your advantage to confirm what is important to other stakeholders.
- ▶ You are familiar with all services provided by your organization. Such knowledge is a great advantage to you in understanding the importance of your work within the organization and the latter's position within the market.

Training needs - Planning/Strategy

■ Time management

You could manage your time more 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 establish priorities in terms of tasks that you need to accomplish and deploy both your efforts and your energy in consideration of the return on investment. You 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 plan your activities adequately. You are aware of the number of daily activities you should accomplish and the need to use your time efficiently.

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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