

Management and Supervision 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 - Personnel management

Your 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

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 not familiar with conditions for promotion. You have no set standards for your position or for those of your group. You may be unrealistic about opportunities for advancement.
- ▶ You find it difficult to identify a replacement. Individuals who are apt to replace you may be evaluated based on pertinent facts, or on two or three main criteria for success. As a manager, you must develop the ability to identify and prepare a replacement.

■ Selection criteria

You have 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.

- ▶ You know the personal qualities that an individual needs in order to work with you successfully.
- ▶ It would be to your advantage to take into consideration the established selection criteria when you hire someone; your decision must be justified in relation to these criteria.
- ▶ Your recruiting sources and methods are not discriminatory.

Training needs - Personnel management

■ Hiring decision

You have not mastered interview techniques.

- ▶ During selection interviews, you perform your buyer's role well. You seek specific traits supported by facts.
- ▶ 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
Performance standards <ul style="list-style-type: none"> ▶ State expectations ▶ Grant merit 		X	
		X	
Help and support people <ul style="list-style-type: none"> ▶ Be available ▶ Train employees ▶ Delegate 			X
		X	
			X
Planning and priorities <ul style="list-style-type: none"> ▶ Plan the approach ▶ Follow-up on plan ▶ Respond to requests 		X	
		X	
		X	
		X	
Decision-making <ul style="list-style-type: none"> ▶ Reprimand objectively ▶ Negotiate solutions ▶ Solve problems 			X
			X
		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 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

■ 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 are too intuitive in planning ways and means of attaining your objectives. This tendency to rely on your 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.

- ▶ You do not cooperate closely enough with your employees after planning. As a result, you are 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 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; 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.
- ▶ At times, you try to impose solutions on employees in other departments. This is probably because you honestly believe you know the solution; however, this attitude brings about misunderstanding or indifference and a slowdown among those who are forced to implement the solution.

You 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.

- ▶ You tend to solve the symptoms and not the causes of the 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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