



JobFit™ executive

Management

John Sample

Leadership



Peoplogica
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Success Pattern: **Executive Manager**
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Management - John Sample

This report provides information which reflects the responses provided by Mr Sample when completing the assessment. This information will be valuable when managing John. By comparing his results to a Success Pattern we can demonstrate areas that will benefit from receiving extra focus. The Success Pattern defines the requirements of the position by identifying the characteristics that will yield success in the position.

This report gives an overview of John. For areas where John scored outside the Success Pattern there will be Management Suggestions. Where he scored within the Success Pattern the insights provided will help give a better understanding of what to expect when working with John. Lastly, the report presents the top interests for John and how to use them to effectively keep him motivated.

The combination of all this information provides the foundation for effective training. Training is essential to develop engaged and effective employees. Although a person cannot change who they are, they can learn to modify their behaviour to address challenging areas within their job. They can also learn to capitalize on areas that are well suited to their job.

At times, change can seem overwhelming, but the following K-S-S approach provides simple, straightforward steps toward growth and change. When reading this report think about how to apply these concepts to improve his performance on the job.

M = **DO MORE** of it. Identify what John already does well and encourage him to do MORE of these items.

L = **DO LESS** of it. As you utilise the information in this report, you may recognise behaviours that bring negative results. This may be an indication of something he should do LESS of.

B = **BEGIN** doing. Have John **START** doing things that will increase his performance on the job. When John is outside the Success Pattern, Management Suggestions are provided for John to **START** doing. These suggestions will help you work with John to improve his effectiveness.

Talent Summary

Mr Sample scored below average on the Reasoning scale. His capacity for learning and applying new information is somewhat limited and he performs best when given clearly defined objectives and step-by-step routines. He may require additional assistance when addressing complicated tasks.

The Interest results of Mr Sample focus on the Financial, Technical and People Service themes. He tends to favour a detailed, analytical and logical approach to work. In addition, he enjoys research and other intellectual pursuits, and he enjoys having opportunities to assist others.

Mr Sample is usually receptive to supervision, but he occasionally questions their opinions and decisions. He is just as comfortable with group incentives as with those meant for him individually. He understands that teamwork is, at times, necessary for producing optimal results.

Mr Sample can be capable of working at a fast pace under routine conditions. He is usually enthusiastic about risk, change and unexpected challenges, unless he identifies reasons to be sceptical. He has little drive to influence most outcomes and he is rarely comfortable with being the final decision-maker.

Additionally, his Resilience score indicates he usually learns from his mistakes. He is also most often influenced by intuition when taking action. John has a tendency to assess all risks thoroughly before making a decision even if it causes a delay. Mr Sample works best when receiving clear direction and guidance.

Talent Details

For an in-depth picture of Mr Sample the following page provides detailed information regarding his results. Scores are illustrated on the scale from 1 to 9. High scores do not imply a better score. What is most important is how the scores compare to the Success Pattern. The Success Pattern consists of Thinking and Personality scales. The Interest scales are provided to give insight on what motivates John.

Professional Trait scales provide critical insight into Mr Sample. These behaviours will help you understand his approach to the workplace.



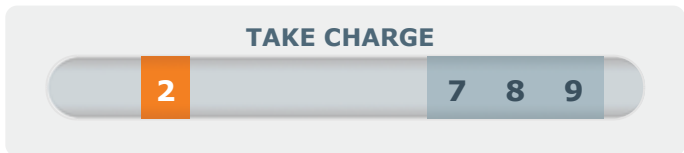
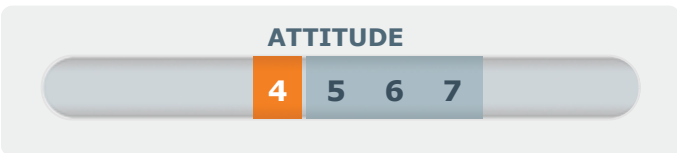
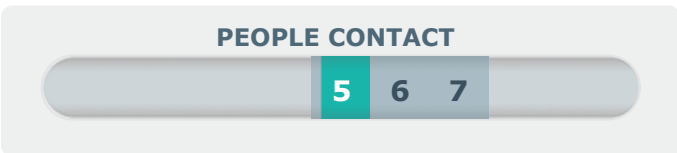
Success Pattern - Executive Manager

The Success Pattern is the darker shaded area on the scale. The scores for Mr Sample are shown in white.

THINKING



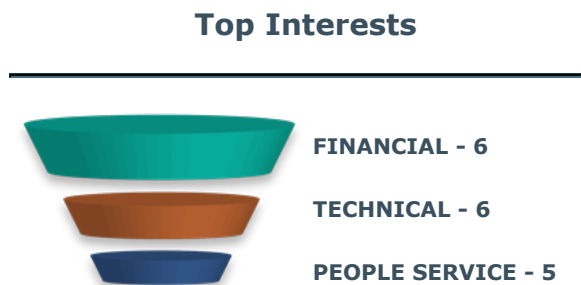
PERSONALITY



Professional Traits

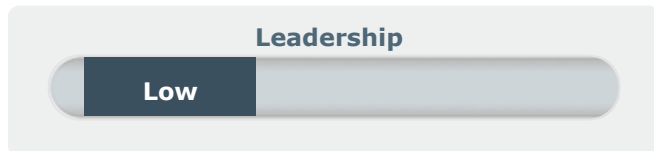


Interest



Leadership Profile

This section is provided to provide insight about John in a leadership role. You'll find a description of his approach to leadership based on his score. Also provided is more in-depth information addressing areas of importance like vision, charisma and productivity.



Level of ability, acumen and effectiveness exhibited in the productivity, motivational and management aspects of directing others.

While Mr Sample may appreciate the opportunity to work with others, he does not normally seek to assume a leadership role. He may not wish to occupy a position in which he may need to accept partial responsibility for others' work. Supportive roles may be more suitable for him.

Leadership Behaviours

- Mr Sample may lack the energy and drive to be as productive as most individuals. His focus is likely to stray from the task at hand to an extent that may cause the entire team to be less effective. He may lack the level of drive necessary to push his people to produce the best results.
- John may need assistance motivating his team and he may not always be able to influence them effectively. He may lack the natural charisma needed to persuade others. He may benefit from training designed to instruct him in the various ways of persuading others, including verbal and non-verbal tactics.
- John may require assistance developing and focusing on a vision that is appropriate for his situation. While able to understand and apply most work-specific knowledge, he may have problems synthesising it into effective, driving principles. John may well benefit from training focused on developing and articulating an organisational vision.

Management Suggestions

This section is provided for the scales where Mr Sample did not align with the Success Pattern. Managing these areas with John will improve his performance on the job. Management Suggestions are provided as a guide through this process. These activities will help you focus on the things that John needs to Start or Stop doing based on the K-S-S model.



REASONING ABILITY

2

7 8 9

A measure of expected learning, reasoning and problem solving potential.

Management Suggestions

- If necessary, assign John more projects that are lower in complexity until you can accurately determine the extent of his ability to perform everyday tasks on the job.
- Encourage him to ask for additional clarification when he is having difficulty understanding complex instructions.
- Provide Mr Sample with clear, detailed and practical instructions for any of his tasks that involve some significant level of difficulty.

Mr Sample earned a Reasoning score that is below the suggested level for this position. He may be slower to pick up essential skills, compared to many in this position, and he may find the work to be too challenging.

Insights

- John typically responds best to clear, concise, step-by-step instructions.
- Mr Sample is better able to assimilate new information if given the opportunity to practice it in a real-world setting.
- He may require additional time to learn and apply new information and techniques on the job.

TAKE CHARGE

2

7 8 9

Tendency to strive for control of people and situations and to lead more than follow.

Management Suggestions

- Encourage him to more actively exert influence over group decisions and actions, as opposed to simply remaining passive and going along with the group.
- Schedule a time to meet with him and jointly determine his willingness to stand up for himself and his ideas with greater conviction.
- Find projects that will give him the opportunity to present himself as a leader and be more assertive.

Mr Sample has a Take Charge score that is below the Success Pattern for this position. He may have difficulty asserting himself to the degree that is optimal for the job.

Insights

- Mr Sample rarely feels the need to influence the direction of projects and other significant undertakings.
- John prefers to allow others to lead and he may readily defer to other colleagues when potentially unpopular decisions are being made.
- Mr Sample prefers not to exert much personal influence over the group, preferring instead to adopt a more passive role.

ATTITUDE

4 5 6 7

Tendency to have a positive or optimistic outlook regarding people and outcomes.

Mr Sample scored below this position's Success Pattern on the Attitude scale. This suggests his outlook is less positive than that of most successful individuals in this position and he may be more critical of himself than is necessary.

Management Suggestions

- Ensure that John understands the benefits of trusting those who have never given him a reason not to.
- Discuss the benefits of being optimistic about new challenges.
- Encourage Mr Sample to be open to new people and novel situations.

Insights

- John may withhold trust in others until they have proven themselves to be trustworthy.
- John may question others' intentions until he gets to know them better.
- Mr Sample expresses optimism and trust in others in a somewhat guarded manner.

COMPETITIVENESS

4

6 7 8

Tendency to work toward goals and to try to exceed others' performance.

Management Suggestions

- Discuss ways Mr Sample can defend his opinions more effectively in a competitive environment.
- Give John some advice concerning how best to confront those who are acting in an overbearingly competitive manner.
- Encourage him to view competitive situations as opportunities to advance in the group.

Having scored below the Success Pattern on the Competitiveness scale for this position, Mr Sample may not be willing to advocate his views with the amount of forcefulness needed to thrive in this position.

Insights

- At times, John may become defensive when others challenge his ideas.
- Mr Sample may be quick to challenge others if he feels they are being unduly confrontational.
- Mr Sample is moderately competitive and he will generally take advantage of opportunities to advance.

MANAGEABILITY

2 3 4 5

Tendency to follow policies, accept supervision and work within the rules.

Management Suggestions

- Discuss with Mr Sample the importance of being productive without having immediate direction from a supervisor available at all times.
- Encourage Mr Sample to be more willing to challenge established rules that are clearly not working as intended.
- Discuss with Mr Sample the importance of occasionally asking tough, yet critically important, questions when dealing with individuals in supervisory roles.

Mr Sample scored above the Success Pattern on the Manageability scale for this position. He may be uncomfortable with the degree to which he may be expected to interpret rules and regulations himself.

Insights

- In most routine situations, Mr Sample is willing to co-operate with those in positions of authority.
- John may resent being micromanaged or pressured by those who have more controlling leadership styles.
- Mr Sample exhibits an attitude which is typical of most people regarding authority and rules.

SENSE OF URGENCY

4 5 6 7

Tendency to display stamina and an eagerness for immediate results.

Mr Sample scored below the Sense of Urgency Success Pattern for this job. He may not perform as well if his slower work place is inadequate for the job.

Management Suggestions

- Encourage Mr Sample to set micro goals with strict deadlines and instruct him to treat those goals as seriously as the final deadlines.
- Meet with John and discuss strategies for handling multiple tasks at once. For example, you might jointly construct a schedule that addresses each task at different points in a given day.
- If desired, consider pairing John with other team members who work at a higher pace. He may be able to adopt a similar work approach over time.

Insights

- He is able to meet goals in a timely manner, if given adequate time to prepare.
- John generally has a fast and steady work pace, but he may occasionally need time to refresh energy reserves when the workload is especially intense.
- He takes pride in working to accomplish goals quickly, but he recognises the need for slowing down and recharging at times.

OBJECTIVE JUDGEMENT

1

Tendency to base decisions and actions on hard facts and information versus intuition.

Management Suggestions

- Ask John "how do you feel" questions. Ask him for his "hunches" and don't expect him to always give you evidence for his feelings. Be prepared for defensiveness.
- Considering his low score on the Objectivity scale, try to assign Mr Sample to tasks for which instinct and personal opinion might be useful.

Insights

- Mr Sample tends to make decisions based on their instincts rather than objective information, even in high stake situations.
- Mr Sample Is usually most influenced by intuition when taking action.
- John considers a gut reaction to be a reliable source of information when making decisions.

DECISIVENESS

2

Tendency to make timely decisions and be willing to accept the risk.

Management Suggestions

- Give Mr Sample the opportunity to analyse and make decisions. If asked, don't expect him to provide an immediate answer.
- Understanding that Mr Sample scored low on the Decisiveness scale, If possible, try to assign him to a position that requires minimal risk in decision making.

Insights

- John is sometimes uncertain whether a decision was the right one.
- John has a tendency to reconsider options numerous times before making a final decision.
- Mr Sample has a tendency to assess all the relevant information thoroughly before making a decision even if it causes a delay.

INDEPENDENCE

1

A measure of the way in which an individual prefers to receive direction and supervision.

Management Suggestions

- Given his low score on the Independence scale, try to provide an environment which allows for close supervision and guidance.
- Regularly "check in" with Mr Sample. Ask him how he would like you to support him. Don't take independent action without checking in with John first.

Insights

- Mr Sample typically works best when receiving direction and guidance from a supervisor.
- Mr Sample generally appreciates receiving direction from others.
- John is usually not comfortable working without some level of direct supervision.

Talent Insights

This section illustrates the abilities and, personality traits that Mr Sample naturally exhibits in his daily interactions based on the results of the assessment. The purpose of this report is to provide a better understanding of what to anticipate when working with Mr Sample and an overview of his natural tendencies. Awareness of one's attributes can be invaluable information when leveraging talent and promoting engagement within the workforce.



PEOPLE CONTACT

5 6 7

Tendency to be outgoing, people-oriented and to participate with others.

Insights

- Mr Sample may be inclined to promote the benefits of working as a group, if asked.
- He maintains good interpersonal relations and, because of his interactions with others, he likely possesses an adequate understanding of issues that commonly concern team members.
- Mr Sample is moderately sociable and he tends to maintain open lines of communication with other team members.

RESILIENCE

6

A measure of the ability to overcome setback and to persevere through difficult situations.

Insights

- Mr Sample usually learns from his mistakes.
- Mr Sample does not usually get discouraged easily.
- John is usually glad to get up and give it another try when he discovers a mistake he has made.

Motivation

A person's actions are often motivated by their interest. This section of the report displays the top two interests for John Sample.

Management Suggestions are provided to help take advantage of the things that interest him most. Use these suggestions to keep him excited about the job and raise his level of engagement.



FINANCIAL

6

Activities that involve the organisation or co-ordination of information, the processing of financial data, etc.

John is motivated by work that involves such activities as record-keeping, monitoring information flow and analysing financial data.

Management Suggestions

- Pair John with other employees who are similarly interested in activities relating to data, information and record-keeping.
- Consider assigning Mr Sample more tasks that call for clerical expertise.
- Consider involving Mr Sample in discussions concerning budgets, information flow, record-keeping and related activities, in accordance with his expertise in those respective areas.

TECHNICAL

6

Activities that revolve around scientific and technical activities, research and intellectual skills.

John enjoys activities that involve researching the theories and applications of various technologies.

Management Suggestions

- Encourage him to explore possibilities for automating or streamlining various business processes.
- Team Mr Sample with others who share an interest in technical activities as applied research.
- Assign John tasks that involve working with the latest in computer technology.

PEOPLE SERVICE

5

Activities that involve helping people, tending to the welfare of others, working with others, etc.

Mr Sample strongly favours work that involves supporting others and assisting them in solving problems.

Management Suggestions

- When there is an opportunity for Mr Sample to collaborate with others as part of a team, be sure to notify him.
- As he gains experience, consider involving John in the process of hiring new employees at, or below, his level.
- Consider allowing Mr Sample to perform more activities that involve assisting others, whether those activities are customer-focused or centred on the work group.