



JobFit™ executive

Management

John Sample

Sales



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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 generally willing to accept, and adapt to, external sources of control. He will work to maintain group harmony, but he will not allow others to take advantage of him. He understands that teamwork is, at times, necessary for producing optimal results.

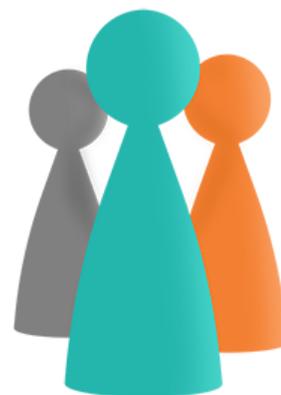
Mr Sample can be capable of working at a fast pace under routine conditions. He is usually enthusiastic about risk, change and unexpected challenges, unless he identifies reasons to be sceptical. He tends to keep a low profile and he may be slow to assert himself or act with authority.

Additionally, his Resilience score indicates he may require occasional encouragement to see a difficult task through to completion. He is also most often influenced by intuition when taking action. John tends to reconsider options numerous times before making a final decision. Mr Sample appreciates having his work checked regularly, especially when confronted with an unfamiliar task.

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.

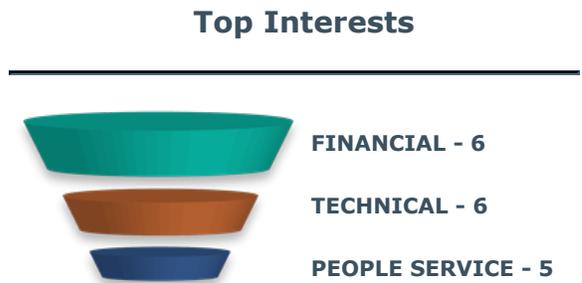


PERSONALITY



Professional Traits

Interest



Sales Profile

This section provides insight about John in a sales environment. You will find a description of his approach to sales based on his score. Also provided is more in-depth information addressing areas of importance like prospecting, building & maintaining relationships and closing the sale.



Level of tenacity, perseverance and resilience exhibited in the sales process.

Mr Sample exhibits fewer sales personality traits than the majority of people in this organisational level. He is not typically comfortable acting in the capacity of a salesperson and he may not be very motivated to pursue sales leads. If he must work in a sales environment, Mr Sample may be better suited to an ancillary role.

Sales Behaviours

- Prospecting may not come naturally to Mr Sample. He is likely to be very dependent on outside sources for possible prospects. After giving a presentation, Mr Sample is more willing than most to accept the possibility that making the purchase may not be the best option.
- While John appreciates the support of a group or team, he has the ability to establish and maintain relationships independently. He will generally accommodate his clients' wishes as long as they are not unreasonable. He would have the easiest time managing sales relationships that develop naturally and with few setbacks.
- John usually has the tenacity needed to see the sales process through to the end, provided that major obstacles do not arise. He could benefit from training on certain closing techniques, but he is also able to develop his own methods. His energy may need to be replenished periodically in order for John to be successful during the closing process.

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.

Mr Sample scored below average in Reasoning when compared to others in this position. This suggests that his ability to learn and apply new information efficiently is less than is optimal for the position. He may find the work to be overly challenging.

Management Suggestions

- 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.
- 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.

Insights

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

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.
- Discuss with him the possibility of special training to increase his assertiveness.
- Find projects that will give him the opportunity to present himself as a leader and be more assertive.

Having scored below the Success Pattern on the Take Charge scale for this position, Mr Sample may be hesitant to exert influence as often as is preferable for the job.

Insights

- Mr Sample rarely feels the need to influence the direction of projects and other significant undertakings.
- Mr Sample prefers not to exert much personal influence over the group, preferring instead to adopt a more passive role.
- John is generally not comfortable being the primary decision-maker, preferring instead to allow others to take the lead.

ATTITUDE

4 5 6 7

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

Management Suggestions

- Encourage Mr Sample to be open to new people and novel situations.
- Discuss the benefits of being optimistic about new challenges.
- Discuss strategies for maintaining a positive attitude toward change in the workplace.

On the Attitude scale, Mr Sample scored below the Success Pattern for this position. This suggests that he may have a tendency to be more pessimistic than most successful individuals when dealing with others.

Insights

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

COMPETITIVENESS

4

6 7 8

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

Management Suggestions

- Encourage John to stand up for what he thinks are important priorities and point out that he should not allow others to intimidate him.
- Encourage him to view competitive situations as opportunities to advance in the group.
- Discuss ways Mr Sample can defend his opinions more effectively in a competitive environment.

Mr Sample has a Competitiveness score that is below the Success Pattern for this position. He may be less driven to succeed than is optimal for the job.

Insights

- John is most likely to act independently if he sees a clear path to success.
- Mr Sample is moderately competitive and he will generally take advantage of opportunities to advance.
- Mr Sample may be quick to challenge others if he feels they are being unduly confrontational.

MANAGEABILITY

2 3 4 5

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

Management Suggestions

- Encourage Mr Sample to be more willing to challenge established rules that are clearly not working as intended.
- Discuss ways John can set his own direction and make his own decisions in the absence of close supervision.
- 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

- John generally follows policies and accepts supervision, but he will also engage in independent action if given the opportunity.
- In most routine situations, Mr Sample is willing to co-operate with those in positions of authority.
- 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.

Management Suggestions

- Challenge John to be more of a self-starter and point to model employees for reference. Check in with him periodically and give him favourable remarks if you see progress.
- 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.
- Encourage Mr Sample to set micro goals with strict deadlines and instruct him to treat those goals as seriously as the final deadlines.

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.

Insights

- He is able to meet goals in a timely manner, if given adequate time to prepare.
- He takes pride in working to accomplish goals quickly, but he recognises the need for slowing down and recharging at times.
- 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.

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 Is usually most influenced by intuition when taking action.
- John considers a gut reaction to be a reliable source of information when making decisions.
- John often makes decisions and takes action based on feelings and intuition, especially when little information exists.

DECISIVENESS

2

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

Management Suggestions

- 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.
- Give Mr Sample the opportunity to analyse and make decisions. If asked, don't expect him to provide an immediate answer.

Insights

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

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 generally appreciates receiving direction from others.
- John is usually not comfortable working without some level of direct supervision.
- Mr Sample appreciates having someone check his progress especially when confronted with an unfamiliar task.

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

- John can be fairly outgoing, but he may also be more reserved on some occasions.
- 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 may be inclined to promote the benefits of working as a group, if asked.

RESILIENCE

6

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

Insights

- Mr Sample does not usually get discouraged easily.
- John may require occasional encouragement to see a difficult task through to completion.
- 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

- Consider securing special training programs for Mr Sample so that he can pick up additional skills relating to this interest.
- Consider involving Mr Sample in discussions concerning budgets, information flow, record-keeping and related activities, in accordance with his expertise in those respective areas.
- Consider assigning Mr Sample more tasks that call for clerical expertise.

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

- Team Mr Sample with others who share an interest in technical activities as applied research.
- As much as possible, provide John with opportunities to work with scientific and highly technical data.
- 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

- Be sure to invite Mr Sample to assist in the planning and administration of social or charitable events.
- As he gains experience, consider involving John in the process of hiring new employees at, or below, his level.
- When there is an opportunity for Mr Sample to collaborate with others as part of a team, be sure to notify him.