



Report designed for

Sam Sample – As Manager

Sally Sample – As Employee

Profiles Managerial Fit™ Manager Report

Printed: 01/05/2016

CONFIDENTIAL

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Introduction

This report is provided with two purposes in mind.

- 1. Management fit with existing employee.**
- 2. Managerial fit with prospective employee.**

This report is written as though the candidate is an employee.

This report is designed to provide information concerning your compatibility with Sally as your employee. Knowing more about your similarities and differences will help you forge a better understanding of how you can work together to realize the highest potential for both of you.

Employees have unique training and developmental needs that are largely driven by a specific job, the employee's current level of competency, and how they prefer to be managed. Managers also have a preferred style of supervising and developing their staff. Some managers are more involved while others are more hands-off. How well these employee/manager styles mesh together is referred to as Managerial Fit. For example, a manager who is constantly coaching, remains actively involved in the planning process and wants frequent progress reports, is going to demotivate a normally proactive, but highly independent subordinate. However, a subordinate who wants coaching and direction and a reasonable degree of follow-up is going to find this type of manager ideal. On the other hand, a hands-off manager will frustrate someone who needs a great deal of coaching, support and training.

When the manager's style meshes well with the employee's management needs, the performance of both improves. A mismatch brings them both down. From a hiring standpoint it's important to address Managerial Fit during the assessment process. Understanding the concept after the person is hired, even if there isn't a perfect fit, will present an opportunity to improve team performance, reduce turnover and prevent the need for hiring unnecessary replacements.

This report measures the degree of Managerial Fit and the likelihood that the manager and the person being evaluated will be able to effectively work together.

This Profiles Managerial Fit Report consists of:

- Profiles Summary
- Summary Graph
- Working Together
- Action Steps

This Manager's Report displays the score ranges obtained for you (as Manager) and Sally (as Employee). This information will help you more clearly understand the included statements. It is not advisable to share the scoring information with Sally.

Profiles Summary

You and Sally Sample are unique individuals who bring your own characteristics to the work place. Should you supervise Sally, an awareness of these characteristics will help you understand how she might respond to your managerial style and will allow you to appreciate the need for treating her as an individual. This consideration will describe your potential working relationship with her. While the following pages will consider in detail this potential working relationship with Sally, below is an overview of both.

You – As Manager

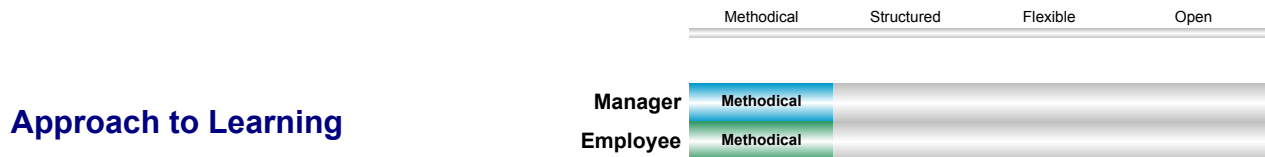
- You prefer to make conservative, carefully considered decisions when confronted with a problem.
- You tend to be an unassertive individual who accepts the role of a follower and team member.
- You typically are willing to accept guidance and suggestions from others unless the rules and restrictions appear to serve no practical purpose.
- You may express guarded optimism and trust but when under stress, your attitude toward some people can be more skeptical than trusting.
- You prefer a supervisor or support person who closely monitors your work.
- You have a tendency to be an intuitive thinker; you easily trust your personal opinions.
- Repetition and hands-on learning can be most effective for you.
- You benefit most effectively by verbal information when it is presented in a consistent manner with real-world examples and applications provided.
- You probably find it most effective to take your time when interpreting statistical results or graphs.

Sally Sample – As Your Employee

- She can be a competent decision maker when given enough time but could have difficulty taking decisive action under pressure.
- Ms. Sample has a limited need to be in charge or in control of people and situations.
- is frequently comfortable working in the absence of strict policies and procedures.
- Sally may tend to be more vigilant and on guard than others.
- Ms. Sample prefers to carry out important tasks with minimal supervision. She can be counted on to meet her commitments without close supervision.
- Ms. Sample has a judgment style that works well with routine problems and decisions.
- Ms. Sample may take longer than most people to assimilate new information and procedures.
- Ms. Sample needs instruction and extensive practice with communication before taking on responsibilities that include the quick analysis of written and verbal instructions.
- Ms. Sample may require more time than usual to assimilate new information and procedures of a mathematical nature.

Summary Graph

The results for you and Sally are shown for each of the 7 scales. For the first 6 scales (Behavioral) the scores range from Low to High. For the 7th scale (Approach to Learning), the results range from Methodical to Open. Further explanation of each score is provided on the subsequent pages of this report.

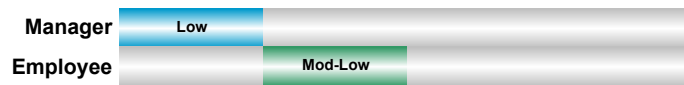


Working Together

Presented here are the results for you and Sally with commentary on their relationship with one another. This information will assist you in understanding this possible relationship as well as share with you potential positive steps to improve it. Remember, when you are informed in advance about a potential working relationship with another and you can consider individual differences, you can better understand how you will work together and how you might incorporate this information into the working relationship.

Self-assurance

One's level of influence/assertiveness toward another person or group. It may be associated with the level of self-confidence.



Being somewhat more wary and introverted in your leadership style, you may need to develop ways to work with her bolder approach to tasks and activities. You and Sally should agree on a communication protocol that meets both your needs.

Sally will likely bring fresh new energy to the organization with her more assertive style. You should take care you do not allow your less self-assured nature to drag her down, and as a result keep the organization from taking advantage of her new ideas.

Self-reliance

The desire to work free from the constraints of other people; to rely on one's own resources. It may be seen as a person's need to work autonomously without input from others.



Your need for structure and higher level of dependence on supervision may conflict with her more independent nature. Sally may become frustrated by the higher level of supervision required in this position. You should clearly communicate your expectations of her to avoid serious problems.

You tend to work best in group situations where others can share in the responsibility. Sally, on the other hand, prefers to work autonomously using her own resources but may work as part of a team when necessary. While you should try to work more independently from time to time, you should have no problems supervising Sally.

Conformity

Relates to one's willingness to follow established protocols without questions. It is associated with accepting and following rules and policies.



Sally has a Conformity score that indicates a greater willingness to question authority and the logic behind established policies. You, on the other hand, have a relatively high respect for authority and protocol. Discussions with Sally should focus on the need to move toward a more moderate approach to compliance.

While you tend to be more compliant to policies and procedures than Sally, the difference should be complementary as long as you maintain open and clear communication. You should each be able to look to the other for examples of moving your conformity levels toward a more moderate standpoint.

Optimism

The acceptance of the motives of another person or group. It relates to the tendency to believe that things will have a positive outcome.



Her skeptical and critical attitude may cause some challenges for you as her supervisor. While maintaining an empathetic manner, confront her on alternative solutions and in what ways she will contribute to the groups' success. Your example of careful optimism may help Sally adapt to your style of leadership.

You usually maintain a healthy suspicion about people and the feasibility of outcomes. Sally, on the other hand, may alienate others due to her sometimes total lack of trust and optimism. Sally may be seen as unapproachable; you should work with her on developing a level of trust and optimism.

Decisiveness

Relates to the capacity a person has for accepting risk associated with making a timely decision based upon available information. It may be seen as the willingness to take action with limited information.



Sally is more likely than you to make decisions in a timely manner based on the information available at the time. While you tend to be more deliberate in your collection and analysis of data, Sally is able to make decisions based on more limited details.

You and Sally will tend to make decisions based on evidence and careful analysis. Sally will be more likely than you to make quick decisions without access to information in times of stress. To ensure decisions are made in a timely fashion, you should adopt a more urgent approach.

Objectivity

The level at which one uses logic and reason more than intuition to solve problems. It is seen as a person's need to have proof before taking action.



Your Objectivity score indicates you may tend to rely on intuition to make decisions. Sally, on the other hand, typically prefers to logically review more data and information before acting. When dealing with Sally, keep in mind she may require more data and information to solve problems.

While Sally does not rely solely on logic, it is in her nature to be more investigative and objective than you. You can use this to your advantage by allowing her to review plans before you take action, thus decreasing the chance of making a decision which might harm the organization.

Approach to Learning

An indication of the preferred approach to learning. While some prefer a methodical approach, others prefer a more open approach.



You often struggle with numerical and verbal communication. You can increase your effectiveness by seeking training in math and language skills.

You and Sally tend to be very uncomfortable working with verbal information, whether it is oral or written. You should make a point of finding training programs that will allow both of you to improve your ability to synthesize and use the English language.

Sally shows a slightly higher proficiency level than you when it comes to working with numerical information. Due to the fact both of you are at the lower end of the numerical scale, it may be advantageous to seek training programs to help you both improve your skills.

You and Sally take a very methodical approach to learning new skills and processes. You both look at learning new ideas as a chore. In order to ensure your processes and procedures stay current, you should outline a training program for your staff as well as for yourself.

Action Steps

The information in this report will greatly help you manage several important areas:

- Selection and Hiring
- Team Building
- Managerial Fit with your new employees or your existing employees

With this information you will have a greater understanding about your fit in a supervisory role with Sally. This will help you as you work with Sally and allow you to expand your working relationship with her. Here are some additional points for your consideration:

1. Remember, for a manager, information is powerful. The more you understand the people, with whom you work, the more effective you will be as a manager and the greater their performance.
2. Set up all your direct reports to take the Profiles Managerial Fit assessment. This will enable you to enhance your effectiveness with each individual.
3. When potential conflicts or issues are identified in this report you should develop a plan to work through them. Keep an eye open for difficulties and act before they develop into real problems.
4. An effective approach to increase your employees' discretionary effort is to help minimize their stress, frustration, and conflict.