

Job Compatibility

Private & Confidential

Sales Director/ Mr. Thomas Sample

		PPA		Job
D	7	5	2	5
I	4	3	1	8
S	8	6	2	-9
C	4	8	-4	-4

JOB DESCRIPTION

The results of the completed job profile suggest that the competences required by the jobholder should include the ability to:

- Mentor, counsel, coach and generally support those who are not confident in their area of competence, building morale and personal esteem and generally encouraging others to give their best performance.
- Create a positive and innovative atmosphere which encourages people to commit themselves to the task in hand and where necessary, go beyond the call of duty in order to achieve their key objectives.
- Meet people with ease and motivate them to seek opportunities and achieve high standards.
- Remain confident when dealing with negative situations, convince others to have ideas and create new options, as well as encouraging and enthusing them to come up with imaginative solutions to difficult problems.
- Create a culture of continuous improvement.
- Assert authority when necessary and always strive to achieve timescales and deadlines in order to overcome problems.
- Strive to retain independence, expression and views taking a strong-willed approach in situations where more assertive individuals may try to suppress the thoughts and ideas of others.
- Be proactive and energetic in the work situation, seeking to get things done and at the same time deal with a variety of tasks.

In summary the person fulfilling the job should be self-confident, enthusiastic, friendly, positive, self-starting, competitive, venturesome, mobile, active, alert and independent. The achievement of results through people is important to the function.

JOB COMPARISON

Mr. Sample versus the Job Profile

When compared to the Job Profile Mr. Sample's profile is showing a shortfall in areas which involve questioning the status quo, flexibility, mobility and quickness of pace. He may have a tendency to over emphasise the need for structure, organisation and methods.

The Job Profile is calling for a person who is active and quick paced, whilst Mr. Sample likes to spend time on preparation, preferring to work at his own pace. The suggestions are that he has a real need for security and structure, whereas the job involves questioning the status quo and coping with change. The incumbent would also need to feel comfortable dealing with the variety of tasks the job involves.

As a result of the above observations, Mr. Sample may have difficulty sustaining the acceptable level of performance required.

PERSONAL STRENGTHS

The strengths of Mr. Sample when compared to the Job Profile appear to be as follows:

- Provides effective coaching/mentoring in order to maintain a high level of performance.
- Tries to provide a positive and innovative atmosphere and encourages people to achieve their tasks.
- Meets people with ease and motivates them to achieve high standards.
- Encourages people to provide imaginative solutions to difficult problems.
- Creates a culture of continuous improvement.
- Willingly asserts authority and strives to achieve timescales and deadlines.
- Strives to retain his independence when more assertive individuals try to suppress him.

POSSIBLE LIMITATIONS

The job is calling for competences in areas where Mr. Sample may have possible limitations. These are as follows:

- Mr. Sample prefers to think things through and work persistently in order to tie up the loose ends and see a job through to conclusion. He prefers to deal with one job at a time rather than cope with a variety of changing tasks and situations.

GOODNESS OF FIT - FIT 4

Mr. Sample's profile is not a natural fit for the role. However, if he has the necessary competence and skills needed within the job or specialised experience he may still be worthy of further consideration.

The interviewer should recognise that in this instance it is absolutely vital to identify whether Mr. Sample has adequate self-awareness.

Equally the interviewer should not neglect to evaluate weaknesses identified within the "Possible Limitations" and "Job Comparison" sections of this report.

It is also important to be sure that This Person's knowledge, education and experience fully meet the needs of the job. If they do, and if the interviewer feels that the weaknesses are manageable, then there is a possibility of success.

INTERVIEW PROCESS

Regardless of the Personal Strengths and Limitations identified it is vital to conduct a structured interview to confirm the above comments. It is also important that Mr. Sample's employment history is considered together with an assessment of his knowledge. Wherever possible some form of ability test, such as Thomas TST, should be taken in order to ensure an acceptable level of fluid intelligence. Finally it is recommended that penetrating questions are asked at the interview or appraisal session in order to establish his successes and limitations in previous occupations.

Please bear in mind that the full analysis and points to review report should be produced and taken into consideration when comparing a person's profile with the HJA. Equally, biographical data should also be evaluated.

INTERVIEWER'S GUIDE - JOB COMPATIBILITY

Mr. Sample compared with the Job Profile for Sales Director

These probing questions have been designed to assist the interviewer in gaining a more in-depth understanding of Mr. Sample in order to reveal his natural, work-related, strengths and limitations as well as his compatibility with the requirements of the role of Sales Director.

We recommend that the following questions be considered by the interviewer when meeting with Mr. Sample.

This exploratory approach has been prompted by an analysis of Mr. Sample's PPA report, and a detailed comparison between his PPA and the Job Profile established specifically for this position.

- Indications are that you possess strengths in, and enjoy working with people. As these are important requirements of this role, how can you confirm this?
- Your profile leads us to believe that you possess strong persuasive capabilities. Do you concur with this perception and why?
- The assessment report also indicates that in the working environment you have natural communication capabilities. What is your own opinion? On what do you base this perception?
- Inquisitive and strong-willed traits are detected within your profile. This appears to be consistent with the job profile. What instances can you relate that will support this view?
- Assertiveness and firmness are behavioural characteristics specified by the job. These traits are also reported within your profile. Do you agree with this assessment? What reasons can you give?
- It is likely that you may, sometimes, be seen as direct and blunt, even overbearing. Have you ever had anyone comment about or even criticise you for this trait?
- Values indicated as being important for satisfactory performance include being venturesome, firm, and persistent. What can you relate to show that these are also within your own capability.
- A persistent and, at times, unconventional work style has been alluded to in your profile. Do you believe that these are positive or negative traits? Why? What are their likely consequences in this role?
- It is likely that a fearless and stubborn approach may sometimes be called for in this position, coupled with a strong-willed drive to achieve one's objectives. Are these characteristics something to which you can relate closely? In what way?
- How effectively do you accommodate variety, changing objectives and unexpected modifications to your work routines and daily responsibilities?
- Tell me how stability, security and steadiness within the organisation, or the lack of it, impact on your ability to perform to the best of your ability?
- Do you like to be engaged, simultaneously, in a variety of tasks, projects and assignments? Or is it your preference to focus your full attention and all your resources on a single project at a time? Why do you feel this way?

Points To Review

If you have not seen any reference to 'Points to Review' in other Thomas reports, additional information will be contained in the PPA Profile and Executive Summary reports. These may be obtained through the 'Reports' screen.

Overshift - Graph I

- In your own opinion do you feel that you are adequately qualified, experienced and sufficiently well trained to perform to expectations in your present/last position? What reasons can you give in support of your response?
- Tell me what motivates you the most and what demotivates you. Give me some reasons for what you say.
- Explain to me a case when you felt on your own or isolated in a work situation. How did you overcome this challenge?

Tight Graph II

- There are signs that you may be experiencing very challenging times at work. What is your reaction to this observation?
- Please summarise recent performance in your job. How successful, or otherwise, have the results been?
- What range of adverse trading or business conditions impact directly or indirectly on you and your team? What are the consequences of these?
- When last was your performance formally appraised? What was the outcome?
- If you ever feel your own performance levels are below expectation, how do you overcome the problem?
- Tell me about your current responsibilities and the management support that you get from your current boss.
- Give me some examples of things that frustrate you at work. How do you overcome these?

Tight Graph III

- Are the execution of your duties and responsibilities backed up by the necessary resources and level of authority?
- Tell me about your current boss. Describe his management style. What three things would you change in him if you could?
- Do you believe that you have the trust and support of your workplace colleagues? What evidence is there of this?
- Do you report to, or have you in the recent past reported to, more than one manager? If this is the case for how long and for what reasons? Is this situation likely to continue?
- Have you experienced any major disagreements at work in the recent past? What were the reasons for these?

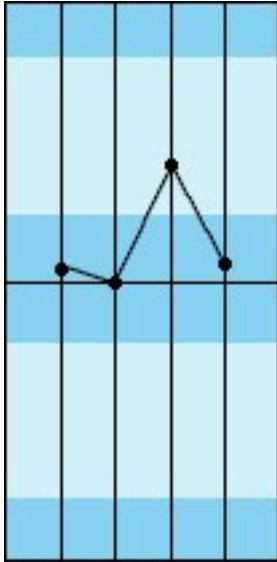
- In general terms, how well is your organisation performing? Are you satisfied with your own level of performance? Why?

The following series of questions can be used to verify the profile and the extent to which Mr. Sample is aware of his impact on others within the working environment. They are also designed to identify whether he is adaptable in terms of modifying his behaviour to meet the needs of colleagues.

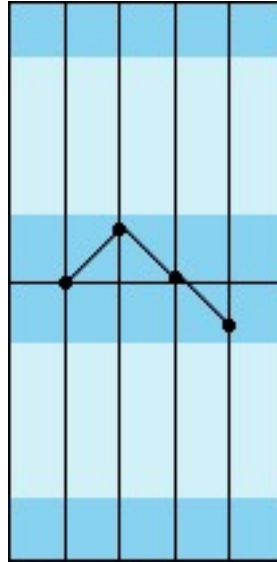
- Has it ever been your experience that colleagues come to you for sensitive workplace advice or for confidential career guidance far more often than they ask other people? Why do you think this is the case?
- When last were you seriously challenged in a competitive situation? What was the nature of the challenge, your response and the eventual outcome?
- What, in your opinion, are the most critical factors for effective leadership?
- What characteristics would you place as a priority for those people whom you would select to work most closely with you?
- How easily do you trust people, especially new acquaintances? When last were your first impressions of someone proved to be wrong? How frequently has this happened to you? With what consequences?
- What are some of the most complex problems to which you have had to successfully apply your trouble-shooting capabilities?
- What approach would you use when compelled to venture into the unknown territory and cope with unfamiliar and untested conditions, challenges and responsibilities?
- In what way has your need for regular interaction and social contact with others at work ever interfered with your performance levels?
- What are your non-work interests? Do you belong to any clubs, associations or societies? What are these and what role do you play in them?

And finally, is there anything else you would like to tell me that I have not asked about?

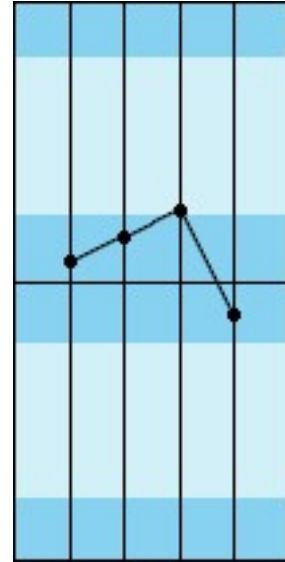
I
Work Mask
D I S C



II
Behaviour under pressure
D I S C



III
Self Image
D I S C



Job
D I S C

