

# Management Audit

## Private & Confidential

### Mr. Thomas Sample

|   | I | II | III |
|---|---|----|-----|
| D | 7 | 5  | 2   |
| I | 4 | 3  | 1   |
| S | 8 | 6  | 2   |
| C | 4 | 8  | -4  |

#### MANAGING AND MOTIVATING

Whilst Mr. Sample's characteristics indicate that he has the ability to manage other people, it should be noted that there may be a tendency for Mr. Sample not to push people as hard, in management terms, as an organisation may require.

As a result of his desire to follow procedures, he may well appear a little inflexible in managing others and he may be unwilling to delegate to those he believes are likely to take shortcuts.

Mr. Sample is unlikely to be a particularly strong disciplinarian as he is kind and accommodating. In terms of disciplining, it is important that very clear objectives should be set when it is critical.

Mr. Sample tends to motivate others using his knowledge and experience as a major motivational factor, rather than his ability to persuade and influence others.

#### DECISION MAKING

Being strong willed and determined, Mr. Sample has the natural ability to take decisions, but it should be noted that he is not likely to take decisions quickly. Indeed, there are indicators which suggest that Mr. Sample will not take decisions until he is absolutely sure of the facts and this could create circumstances where he doggedly and determinedly retains the status quo, rather than pushing people to move on to gain ground.

#### PLANNING AND PROBLEM SOLVING

Being a thorough and organised planner, there may be a tendency for Mr. Sample to spend too much time on planning, particularly where change is involved. It should be noted, that he will not be pressurised in terms of time, to achieve results. Therefore, if he is involved in planning, it is critical to make sure that time scales for achieving an end result are not only agreed, but are also seen by Mr. Sample as feasible as well as acceptable.

Mr. Sample has fair problem solving ability, but there could be a tendency for him to get bogged down in procedures and this, in turn, may cause others to become frustrated.

## **COMMUNICATION**

Mr. Sample is likely to be a good communicator, particularly within his own area of knowledge.

He is likely to appear deliberate in his approach to communication, will canvass the opinions of others and generally tends to communicate through facts, figures and data, maintaining a patient approach.

## **ADMINISTRATION**

Administration is certainly the strong point of Mr. Sample's behavioural characteristics.

Being a specialist by nature, this person will enjoy researching for solutions and giving advice from areas of his gained knowledge.

In administrative terms, Mr. Sample is likely to be a good organiser, who sets high standards for both himself and others.

## **DEVELOPING OTHERS**

Mr. Sample will certainly have an interest in developing others and as such, will work towards creating development plans. There may, however, be a tendency for him to adopt a hands-on approach to development and learning by experience.

This report relates only to behavioural characteristics within a work situation and should always be used with a structured interview. Success in the role will also depend on further assessment which ensures the person has the appropriate intelligence, education, experience, knowledge and competence.

The "Strengths & Limitations" report, which can be obtained regarding Mr. Sample, may provide additional information which will enhance the use of the above data.