

Job Comparison

Private & Confidential

19/12/2007

People Manager/
George Sample

		PPA		Job
D	2	12	-10	4
I	3	6	-3	8
S	7	4	3	-7
C	7	3	4	-3

JOB DESCRIPTION

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

- Provide optimum levels of leadership, if required, encouragement, training and support in order to help others achieve their results and meet their budgets.
- 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.
- 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.
- Encourage others to communicate effectively and efficiently at a level that is understood by all thus developing a culture of participation and involvement.
- Smooth relationships when difficult circumstances prevail and develop a culture of trust both within and outside the team.
- Create a network of contacts across various disciplines that provide advice on what resources are available both within or outside the organization.
- Generally motivate people to give their best results, praising them when things go well and appraising them of improvements which can and should be made.
- Focus and drive to achieve targets, budgets and results.
- Assert authority when necessary and always strive to achieve timescales and deadlines in order to overcome problems.
- Set clear objectives, monitor progress, take corrective action and control performance levels.
- Provide satisfactory solutions in situations involving the new and unexpected.
- Create a culture of continuous improvement.
- Focus on results and willingly tackle problems or conflicts which threaten their achievement.
- Make decisions as appropriate while at the same time ensuring others do likewise.
- Be a self-starter in order to achieve tasks and overcome problems as well as provide direction for others.

- Continually seeks out opportunity, practicing and encouraging a culture of strategic excellence.
- Be firm and persistent when expressing views and provide thoughts and ideas to overcome problems once the situation has been properly debated.
- 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 quite bold and, if necessary, stubborn in order to fight a cause in situations where others are pushing in directions which may not be best for either all concerned or the organization.
- Bring a sense of urgency to situations, demonstrate an active approach, be willing to get involved in order to increase the pace and achieve goals and objectives.
- Be proactive and energetic in the work situation, seeking to get things done and at the same time deal with a variety of tasks.
- Be alert to changing situations, show flexibility in approach, adaptability in difficult circumstances and continuously strive to achieve a result.

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

George Sample versus the Human Job Analysis

When compared with the Human Job Analysis George Sample's profile seems to be in opposition to the requirements of the job. This would suggest that he is unlikely to have the competitive, positive, persuasive, communicative or driving characteristics the function requires.

George Sample does have specialist or technical tendencies and will usually strive to reach a perfect solution to problems. He likes to adhere to rules and procedures, may not welcome change, could fail to appreciate the urgency of a situation and is likely to be over cautious his in his approach.

George Sample may feel uncomfortable in situations where he is either required to challenge others or become involved in antagonistic situations. He could also have difficulty getting himself started, may be inflexible at times and is likely to feel uncomfortable if he is required to deal with the variety of tasks the Human Job Analysis suggests is necessary.

We feel therefore that careful attention should be given to the above comments as George Sample may have difficulty achieving and maintaining the level of performance required.

PERSONAL STRENGTHS

As all the factors in George Sample's profile are in opposition to the Human Job Analysis we are unable to identify his personal strengths in relation to the job.

POSSIBLE LIMITATIONS

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

- George Sample may not have the necessary leadership skills and thus could fail to encourage, influence or motivate others to achieve their results.
- He may not always find it easy to verbally communicate with others and as such he could have difficulty persuading them to his point of view.
- He is not a natural influencer and as such could have difficulty persuading and motivating others to seek opportunities and achieve their goals.
- This individual may not want to get involved with people and their problems and as such may prefer to stand back from the group. Because of this he may be cautious when it comes to developing close relationships.
- George Sample could find it difficult to mentor and coach others or build the morale and personal esteem of those around him. If the motivation of others is important in the job then performance could suffer.
- Being somewhat reserved and reflective, George Sample may not meet the standards of the job in terms of interpersonal skills and as such may not involve other people and encourage their participation.
- Being a person who can take or leave people there may be a tendency for him to stand back and observe what is going on around him rather than jumping in and getting involved.
- George Sample may not have either the skills, abilities or desire to create a network of contacts and is therefore likely to have to source these resources if and when they are required.
- Being fairly self-conscious and serious George Sample may not always verbalize what they are feeling or praise others for a job well done. For some people praise is important and if they are not given this type of motivation they sometimes fail to give their best performance.
- He may not have the necessary self-starting ability when it comes to pushing both himself and, if appropriate others, in order to achieve results.
- A tendency towards submission rather than assertion, especially if faced with tough situations. This could result in timescales and deadlines not being tackled as assertively and with the authority that the job demands.
- Being of a non-demanding nature George Sample may not be as direct and forceful in setting tough objectives and controlling performance as required. As such he may not have the degree of confidence needed to assert himself, especially in the face of antagonism and opposition.
- As George Sample prefers to work in a non-assertive manner he may not have the necessary focus and drive or the willingness to assert authority in order to achieve targets and deadlines.
- George Sample may not set clear objectives or have the strength to take control of situations and if appropriate monitor the performance of others.
- He may not be willing to tackle problems and conflicts which could threaten his success.

- George Sample's need to reflect upon decisions rather than taking action could lead to him failing to move as quickly as the job demands.
- George Sample may prefer to receive direction from others rather than take his own initiative. This could result in him not being as quick as the job demands, especially in terms of achieving tasks or overcoming problems.
- He may not be as strategically minded as required, needing to be assisted and advised by others in this area.
- Being fairly cautious George Sample could sometimes have difficulty finding unique solutions to problems and venturing into unknown areas.
- He could spend too much time assessing information and carefully researching his findings before moving on and taking action or making a decision.
- George Sample has a dislike for conflict and is likely to give way in order to avoid hassle and trouble rather than standing firm and taking a strong-willed and independent approach with people.
- George Sample is reactive rather than proactive and may fail to bring a sense of urgency to situations or increase his pace in order to reach or beat his timescales.
- George 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.
- Preferring the status quo, this steady and dependable person could have difficulty dealing with change situations and fail to be as flexible as the job demands.

GOODNESS OF FIT - FIT 5

George Sample's profile falls outside the normal range of fit. The indicators suggest that he would be more suited to, and therefore happier, in some other role. The chances of this person succeeding in the role are likely to be limited.

Before bypassing the above indicators, the interviewer should have a high level of confidence obtained from interview and other evidence that this person will succeed in the role.

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 George Sample's employment history is considered together with an assessment of his knowledge. Wherever possible some form of ability test, such as the 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 COMPARISON

George Sample compared with the Job Profile for People Manager

These probing questions are designed to assist the interviewer in gaining additional understanding of this person in terms of their natural, work-related, strengths and possible limitations as well as their compatibility with the requirements of the role of People Manager.

We recommend the following probing questions are used by the interviewer, when meeting with this person.

This exploratory approach is based on an analysis of the individual's PPA report, and a detailed comparison between their PPA report and the specific Job Profile identified for this role.

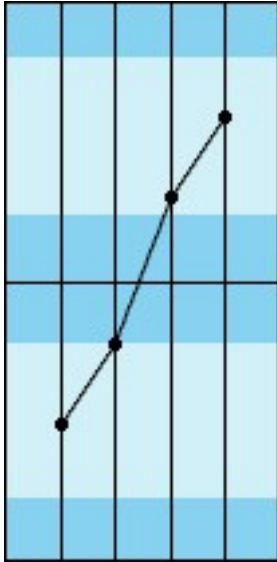
- Describe a situation within your organization or team where you were required to boost morale. What was the situation what did you do and how did it work?
- Tell me about a time when you gained the commitment and enthusiastic support from a wide variety of people? How often have you been required to do this in previous roles?
- Tell me about a recent interpersonal relationship you built at work. Who was it with, what did you do and what was the result?
- Tell me about a situation where you had to make a proactive decision in an unfamiliar area. How did it work and what was the outcome?
- Describe a challenging situation where you have been required to assert your authority. What did you do and how did it work?
- Tell me about a situation where you were required to provide direction or discipline to someone else. What did you do and what was the result? How did the other person react?
- Describe some of your strengths and potential gaps against the requirements of this role. How will you manage the gaps to be successful?
- Tell me about a project where you were required to significantly modify your natural work style to perform more effectively? What modifications did you make, how did you feel and how did it work out?
- What, in your opinion, are the most important attributes demanded by this position? Give me some examples of situations where you have made a similar contribution?
- Tell me about a project which you had to complete quickly and at the same time ensure that order and dependability were not compromised? How did you balance the requirements of the project?
- Which requirements for this role are you most excited by and why? Describe which requirements will require you to modify your natural style to be successful?
- Tell me about a team member you have worked with where their style differed significantly from yours in terms of the work pace, work style and thorough completion of tasks?

The following series of questions can be used to confirm the profile and the extent to which George 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 behavior to meet the needs of work associates.

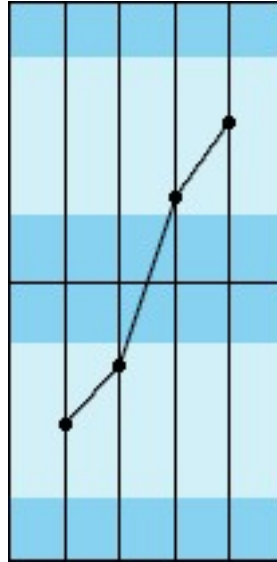
- What, in your opinion, are the most noticeable disadvantages of detail-orientation and adherence to proven procedures?
- Do you believe that being cautious and conventional can contribute to missing work opportunities? If so please provide some examples?
- There are indications that your natural style is patient, calm and dependable. Is this so? what situations, circumstances or relationships at work tend to trigger feelings of pressure, uncertainty, irritability and frustration in you?
- When working on a team how do you interact with others who may not be as patient, calm and even-tempered as you. What specific strategies do you use to calm them down and focus them on the common objectives?
- There are indications that your approach may be detailed and focused on accuracy. Is this so and are you ever viewed by others as a perfectionist? How do you feel about this?
- In what situations, if any, would you be persuaded to put aside work relationships because you are focused on precision, accuracy and systems?
- Are there any negative aspects to a style that is policy-driven and compliant? Have you experienced this?
- Tell me about a volatile or chaotic work situation that you were involved with. What was the situation? What caused it? What was the outcome? What was your role in the situation? (Answer should indicate the ability to calm and diffuse the situation.)

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

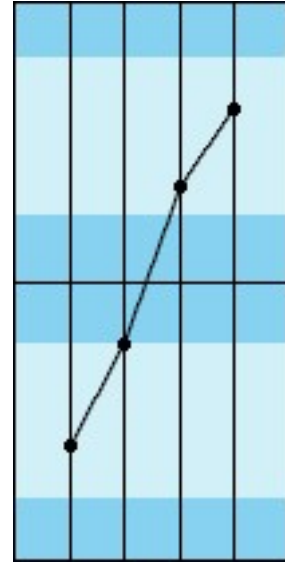
I
Work Mask
D I S C



II
Behavior Under Pressure
D I S C



III
Self Image
D I S C



Job
D I S C

