

MANAGEMENT AUDIT

Private & Confidential

16/08/2006

Robyn Smyth

| | I | II | III |
|---|----|----|-----|
| D | 15 | 1 | 14 |
| I | 3 | 6 | -3 |
| S | 1 | 10 | -9 |
| C | 2 | 9 | -7 |

MANAGING AND MOTIVATING

Robyn Smyth adopts a direct management style. She is likely to see the purpose of management as that of profitable goal achievement. Thus, her concern when setting objectives and allocating tasks will be to ensure the most task competent individuals are chosen for the job. In this respect she will usually make logical rather than emotional selection decisions.

Her approach to motivation is often restricted to the engendering of competition and comparison between others. This is often seen by those on the receiving end as motivation by fear.

Robyn Smyth will delegate responsibly although she will closely monitor individual progress. Robyn Smyth is unlikely to have any hesitation in reallocating a task if she feels that it is not being carried out quickly enough or to the prescribed standard. It is unlikely that she will see delegation as a means of training and developing others.

Robyn Smyth adopts a direct disciplinary approach with those she feels are not performing to par. Her rather blunt manner can result in demotivation in some and resentment and rebellion in others. You are almost certain to know where you stand with this forthright individual.

DECISION MAKING

Robyn Smyth enjoys the responsibility of decision making and can resent the need to consult with others or obtain the authority of a manager before acting. She is unlikely to worry over the adverse consequences of a decision as long as the overall outcome is beneficial. Robyn Smyth's decision making will, in the main, follow a logical path and be aimed at achieving the major objectives of the organization. Thus, she is often seen by others as cold and inconsiderate of feelings.

PLANNING AND PROBLEM SOLVING

Robyn Smyth takes a logical approach to planning, being more concerned with strategy than tactics. She can become bored with tactical detail and lose interest if forced to deal with routine aspects of a project.

She is an incisive problem solver and will want to adopt both the most logical and expedient solution. In this respect she will be reluctant to consider an alternative solution once a decision is made, unless it can be proved to be more profitable. Her reliance on logic as opposed to empathy does not render her well suited for dealing with people problems, particularly of a personal nature.

COMMUNICATION

Robyn Smyth is a "straight to the point" communicator and is likely to be an efficient presenter. However, her communication and presentation approach may be clinical and somewhat cold. Her forthright and one way outward communication style can suggest to others impatience and a lack of willingness to listen. Robyn Smyth should be aware that non-verbal communication is often of more importance than oratory. Many will see her communication as lacking in both spontaneity and inspiration and few will listen except out of fear or particular pertinence. She is likely to be as equally efficient and brusque in her written communication as she is verbally.

ADMINISTRATION

Robyn Smyth is a task administrator and will apply herself to administrative detail when a result depends upon it. She can be lax in terms of personal administration and due to this may often find herself running short of time. Robyn Smyth has the ability to devise administrative systems for others, but may not always adhere to them herself.

DEVELOPING OTHERS

Robyn Smyth will look to develop those who she perceives to be self-starters and prone to self-development. She may become impatient with those who need detailed instruction in the initial stages, as she dislikes having to formulate detailed plans or training programs. Robyn Smyth is more prone to adopt the role of mentor than tutor.

This report relates only to behavioral 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 Robyn Smyth, may provide additional information which will enhance the use of the above data.

JOB COMPATIBILITY

Private & Confidential

02/10/2006

**People Manager/
Robyn Smyth**

| | | PPA | | Job |
|---|----|-----|----|-----|
| D | 15 | 1 | 14 | 4 |
| I | 3 | 6 | -3 | 8 |
| S | 1 | 10 | -9 | -7 |
| C | 2 | 9 | -7 | -3 |

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

- 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.
- 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.
- 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.
- Continually seeks out opportunity, practicing and encouraging a culture of strategic excellence.
- Create a culture of continuous improvement.
- 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.
- 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

Robyn Smyth versus the Human Job Analysis

When comparing Robyn Smyth with the Human Job Analysis there appears to be a shortfall. She does not appear to have the necessary influencing skills or the self-confidence required for the job. Equally, she may not be as friendly, people-orientated or communicative as the function demands and others may see her as suspicious, reserved and serious.

The other factors within the profile generally meet the requirements of the position.

If in discussion the above potential weakness is observed, then there is a chance that Robyn Smyth may fail to achieve and maintain the required level of performance.

PERSONAL STRENGTHS

The strengths of Robyn Smyth when compared to the Human Job Analysis appear to be as follows:

- Develop a culture of strategic excellence and seek opportunities for future development.
- Will challenge the status quo.
- Can be quite bold and stubborn in order to fight a cause or push for what is best for all concerned.
- Can be flexible in her approach, alert to changing situations and adaptable in difficult circumstances.

POSSIBLE LIMITATIONS

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

- Being fairly self-conscious and serious Robyn Smyth 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.
- Robyn Smyth could find it difficult to mentor and coach others or build the morale and personal esteem of those around her. If the motivation of others is important in the job then performance could suffer.
- She may not always find it easy to verbally communicate with others and as such she could have difficulty persuading them to her point of view.
- 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 she may be cautious when it comes to developing close relationships.

GOODNESS OF FIT - FIT 3

Robyn Smyth's characteristics are at some variance with the requirements of the role but can still be considered a fair fit.

It is vitally important that the interviewer considers and fully debates the potential weaknesses of this person as described in the "Possible Limitations" and the "Job Comparison" sections of this report.

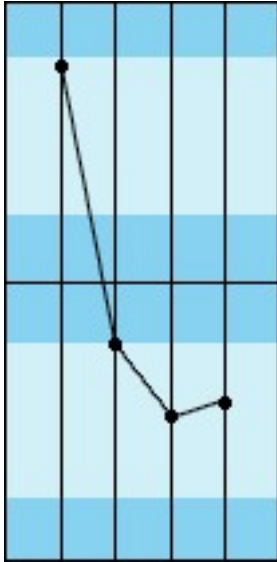
It is also very important to ensure that the education, knowledge and experience of Robyn Smyth fully match the requirements of the job.

INTERVIEW PROCESS

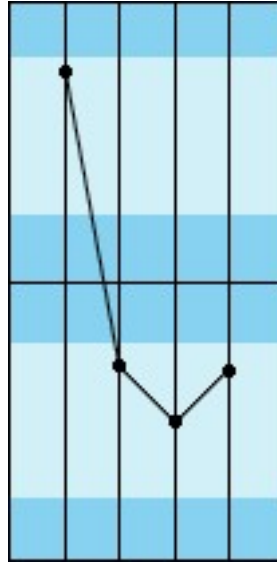
Regardless of the Personal Strengths and Limitations identified, it is vital to conduct a structured interview to confirm the above comments. It is also important that Robyn Smyth's employment history is considered together with an assessment of her knowledge. Wherever possible some form of ability test, 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 her 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.

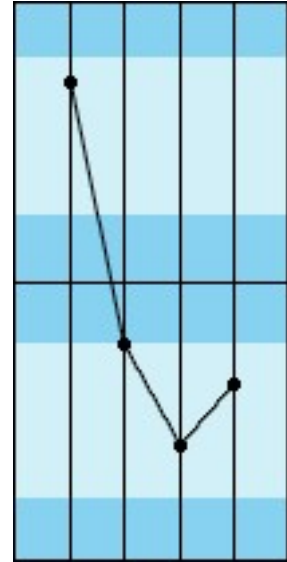
I
Work Mask
D I S C



II
Behavior under pressure
D I S C



III
Self Image
D I S C



Job
D I S C

