

JOB DESCRIPTION

Features

A future-focused profile of the ideal behavioral requirements of a specific position, derived from the opinions of management and the trained Thomas Analyst. Reflects the needs of the organizational culture and strategy. Can be strengthened by validating with star performer profiles.

Uses

Provides a Job Profile against which candidates are compared. Enables managers to clarify the expectations of the role in behavioral terms to clarify job postings and advertisements, and to develop behavioral questions for the interview.

JOB DESCRIPTION

Sales Manager

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.
- 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.
- Encourage others to communicate effectively and efficiently at a level that is understood by all thus developing a culture of participation and involvement.
- Create a network of contacts across various disciplines that provide advice on what resources are available both within or outside the organization.
- Focus and drive to achieve targets, budgets and results.
- 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.
- 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.

The Human Job Analysis indicates that the person in this job should be friendly, assertive, independent, quick paced and have the ability to motivate others. Contactability and communication are also likely to be key notes, as the job environment may require the active influencing and persuading of a variety of people in changing situations. The generation of many contacts and involvement in selling a product or concept by gaining willing acceptance may be important within the function. The incumbent should enjoy challenging situations and have the flexibility to work in an unstructured environment where there is freedom to act and the authority to take decisions. The job will best be fulfilled by a person who is 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.

Please bear in mind that the full analysis and points to review should be taken into consideration when comparing a person's profile with a Human Job Analysis; together with all biographical data.

INTERVIEWER'S GUIDE - JOB DESCRIPTION

Sales Manager

The following statements apply to the Job Profile which has been established for the role of Sales Manager.

If you agree with the majority of these statements, then the Job Profile which has been created for this role is likely to be a reliable and relevant representation of the actual job requirements.

Influence (High I)

- Leadership and motivational skills are vital to success in this role.
- It is an advantage in this role to be able to cultivate meaningful interpersonal relationships.
- The creation of a positive and friendly work environment is expected of the job holder.
- The ability to participate naturally and willingly with others is a distinct advantage.
- Influencing and motivational skills are a critical requirement in the role.

Caution: Marginally High 'D' Job Profile

The 'Dominance (D)' factor for this Job Profile is marginally above the mid-line which separates High from Low behavioral requirements.

If the role requires an even more assertive, forceful and direct behavioral style than the Job Profile suggests, the Dominance factor may have been understated and could be adjusted to an even higher position above the mid-line.

If the role requires a more accommodating and non-demanding approach than the Job Profile suggests, the Dominance factor may have been overstated and could be adjusted to a position below the mid-line.

It is recommended that the requirements of the role are reviewed, the position of the Dominance factor is evaluated and the Job Profile is adjusted and confirmed.

Caution: Marginally Low 'C' Job Profile

The 'Compliance (C)' factor for this Job Profile is marginally below the mid-line which separates High from Low behavioral requirements.

If the role requires more disciplined, systematic and diplomatic behavioral style than the Job Profile suggests, the Compliance factor may have been understated and could be adjusted to a position above the mid-line.

If the role requires an even more unconventional, independent and strong willed approach than the Job Profile suggests, the Compliance factor may have been overstated and could be adjusted to an even lower position below the mid-line.

It is recommended that the requirements of the role are reviewed, the position of the Compliance factor is evaluated and the Job Profile is adjusted and confirmed.

Steadiness (Low S)

- A steady, deliberate and easy-going style is not suited to the active pace and energetic demands of the job.
- Impatience, challenging the status quo and welcoming change may be required in this role.
- This role requires a flexible approach and an urgency to complete tasks and projects within tight deadlines.
- An energetic and restless style is likely to be compatible with the dynamic and fast paced demands of this role.
- The ability to be mobile and enjoy a variety of activities in a changing environment is needed for this role.

Job

D I S C

