

Profiles WorkForce Compatibility™

CONFIDENTIAL

Supervisor Report

December 26, 2007

John Jones

Supervisor

Sally Sample

Employee

ABC Sample, Inc.

*Building and Retaining
the
High-Performance
Company*



Introduction

This report is designed to provide information concerning your compatibility with your employee Sally. Knowing more about your similarities and differences will help you forge a better understanding of how you can work together to realize the highest potential for both of you.

This report is written for you to use as a guide as you explore your work relationship with Ms. Sample. Another report is available for Sally to use that focuses on the work relationship with you from her point of view.

Having a greater understanding of the dynamics of this relationship will help both of you appreciate where your perspectives are similar and where they differ. This mutual understanding will result in a more productive and positive working relationship.

This WorkForce Compatibility Report consists of:

- Profiles Summary
- Characteristic Comparisons
- Working Together
- Next Steps

This report for the supervisor displays the score ranges obtained for you and your employee. This information will help you more clearly understand the included statements. It is not advisable to share the scoring information with Sally. A good understanding of the relationship will be apparent to Sally without those scoring details.

Profiles Summary

You and Sally Sample are unique individuals who bring your own characteristics to the work place. Because you supervise Sally, an awareness of these characteristics will help you understand her response to your supervisory style and will allow you to appreciate the need for treating her as an individual. This consideration will enhance your working relationship with her and could guide you in increasing her productivity. While the following pages will consider, in detail, your relationship with Sally, below is an overview of both.

You – Supervisor

- You focus on critical deadlines and timely results and have a need to make decisions as quickly as possible.
- You are readily decisive, quick to act, and comfortable with positions that require immediate action.
- You can become defensive whenever someone tries to take advantage of you.
- You take on new developments independently, bringing in others only when absolutely necessary.
- You will generally use a more intellectual approach in making judgments, trusting logic to resolve issues.
- You are generally adaptive in the intellectual sense.
- You are typically quick in communicating correct conceptual solutions to problems.
- You may not have had many recent opportunities to use numbers in work but should be able to complete mathematical tasks with little difficulty.

Sally Sample – Employee

- Sally focuses on gathering all the facts before making a decision. This may prove to cause some difficulties when she needs to make decisions to meet a deadline.
- Sally relates to authority in a cautious manner and is willing to question a policy that seems wrong in her judgment.
- She may occasionally express a need for approval from you to confirm that she is on the correct course with her work.
- Sally can become defensive whenever someone tries to take advantage of her.
- Her judgments will reflect a level of comfort with her intuition.
- Sally generally prefers a structured approach for learning new information.
- She appreciates adequate time to study information when learning new material.

Characteristic Comparisons

The results for the first 6 characteristics fall into 4 general areas when compared with the working population: Low, Mod-Low, Mod-High, and High. For the Approach to Learning characteristic, the results are presented as either Methodical, Structured, Flexible, or Open. Please note your similarities and differences on these 7 characteristics.

Self-assurance



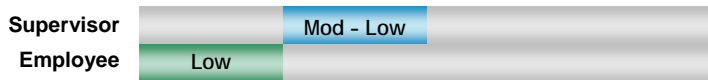
One's level of influence/assertiveness toward another person or group. It may be associated with the level of confidence.

Self-reliance



The desire to work free from the constraints of other people, to rely on one's own resources. It may be seen as a person's need to work autonomously without input from others.

Conformity



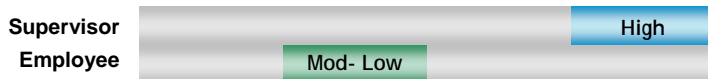
Relates to one's willingness to follow established protocols without questions. It is associated with accepting and following rules and policies.

Optimism



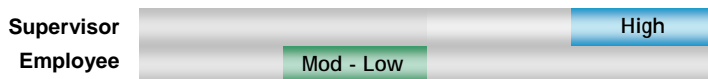
The level of trust one is willing to express toward another person or group. It relates to the tendency to believe that things will have a positive outcome.

Decisiveness



Relates to the capacity a person has for accepting risk associated with making a timely decision based on available information. It may be seen as the willingness to take action with limited information.

Objectivity



The level at which one uses logic and reason more than intuition to solve problems. It is seen as a person's need to have proof before taking action.

Approach to Learning



An indication of the preferred approach to learning. While some prefer a methodical approach, others prefer a more open approach.

Working Together

Presented here are the results for you and Sally with commentary on their relationship with one another. This information will assist you in understanding the relationship as well as in taking positive steps to improve it. Remember, there are no bad pairings when you are informed in advance about your relationship with individuals and those differences are incorporated into the working relationship.

Self-assurance

One's level of influence/assertiveness toward another person or group. It may be associated with the level of confidence.

Supervisor
Employee

High
High

Your level of self-assurance may come across to some as threatening and Sally will likely take it as a challenge due to her equally high score. You may experience difficulty and frustration working with Sally because of your shared desire to assert yourselves more than accepting the ideas of others. Being like-minded can be an advantage as long as you ensure that your goals are the same.

Even when you and Sally agree on a course of action, before you act you should step back and consider whether there are alternative ideas from others that should be considered.

Self-reliance

One's desire to work free from the constraints of other people to rely on one's own resources. It may be seen as a person's need to work autonomously without input from others.

Supervisor
Employee

Low

High

Her Self-reliance score suggests that she requires more supervision and direction than you may be ready to provide. Your result places you at the other end of this characteristic. It may be difficult for you to appreciate how much she values close supervision.

Since she does exhibit at least a willingness to work somewhat autonomously, you should look for assignments that allow Sally to practice using her own resources to find solutions. When she is successful, you should reinforce her behavior.

Conformity

Relates to one's willingness to follow established protocols without questions. It is associated with accepting and following rules and policies.

Supervisor
Employee

Low

Mod - Low

Sally may pose some supervisory problems due to her preference for working in a free environment which allows unchecked questioning and criticism of organizational protocol. She may tend to disrespect authority and be extreme in her questioning of policies when compared to your more moderate level of compliance.

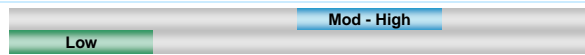
You also tend to be opposed to too many restrictions. However, you should communicate the importance of some direction and authority in Sally for efficient organizational operation. You should

also impress upon her the importance of following company protocol and only questioning authority when absolutely necessary.

Optimism

The level of trust one is willing to express toward another person or group. It relates to the tendency to believe that things will have a positive outcome.

Supervisor
Employee



Her skeptical attitude may cause some challenges for you as her supervisor. While maintaining an empathetic manner, confront her on alternative solutions and in what way she will contribute to the group's success. Your example of careful optimism may help Sally adapt to your style of leadership.

While you are not overly trusting, Sally will tend to be very skeptical about any group participants. You should work with her and help her understand the need for a more trusting attitude.

Decisiveness

Relates to the capacity a person has for accepting risk associated with making a timely decision based on available information. It may be seen as the willingness to take action with limited information.

Supervisor
Employee



Your quick and less guarded style of decision-making may clash with her somewhat more careful behavior. Her relatively high need for supporting information when making decisions may conflict with your less investigative nature.

While Sally approaches most decisions with careful consideration of available information, she does not overly linger on data without accepting some risk and making the decision in a timely fashion. You, on the other hand, most often make decisions with little, or no, regard for the need for additional data. You may find it advantageous to temper your style and try a more moderate approach.

Objectivity

The level at which one uses logic and reason more than intuition to solve problems. It is seen as a person's need to have proof before taking action.

Supervisor
Employee



Your comfort with making decisions based on logical analysis of information is different than the more intuitive approach typical of Sally. While you need a great deal of information upon which to base your decisions, she is likely to follow a hunch to determine the action necessary.

This difference between you and Sally represents an opportunity for you both to learn the value of a different approach to problem-solving. You should appreciate that even though Sally is using her intuition for some decisions, this does not mean that the decisions are incorrect.

Approach to Learning

An indication of anticipated approach to learning and problem-solving. Those with higher scores tend to expect a faster paced learning environment.

**Supervisor
 Employee**



You are somewhat above average in both verbal and numerical abilities. You should be aware that some subordinates may not share these capabilities. You tend to be comfortable with either verbal or numerical information.

While you effectively use words in communicating with others, Sally tends to have a little more trouble with verbal information.

You enjoy an above average capability with numbers. However with her low average result, Sally may find using numbers as a source of information more of a challenge.

Sally tends to be willing to learn new ideas and processes when absolutely necessary and under structured conditions. You, on the other hand, are somewhat more flexible in your learning style in that you enjoy discovery and find it natural for you much of the time. While she may wait until she needs change to learn new things, you will often pick new ideas up from your environment.

You should take your time when presenting new data to her, getting frequent feedback to ensure that she is following your more flexible style.

Next Steps

Now that you have this information, there are some steps you can take to use these results and also increase your managerial effectiveness.

- Encourage Sally to read her report. This will help make her more effective in working with you to improve your working relationship and increase her productivity.
- Before you meet with Sally, be sure to read her report.
- When you meet with her, review some of the action steps that you have decided to implement to facilitate your working together more effectively.
- Remember that for a manager, information is powerful. The more you understand the people with whom you work, the more effective you will be as a manager and the greater their performance.
- Where potential conflicts or issues are identified in this report, develop a plan to work through them and keep an eye open for difficulties... before they develop into real problems.
- Set up all your direct reports to take the Profiles WorkForce Compatibility assessment. This will enable you to enhance your effectiveness with each individual.
- One of the most effective ways to increase your employees' discretionary effort is to help them develop a better understanding of how to work together. This will improve their performance and productivity.