

Profiles WorkForce Compatibility™

CONFIDENTIAL

Employee Report

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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 the compatibility of a supervisor with his or her employee. The intent is to make individuals who work together in a supervisor-employee relationship aware of some of the differences in their approaches to both their work and their relationships in the work environment.

This report is written for you to use as a guide as you explore your relationship with Mr. Jones. As the employee, you may be concerned with how to create and maintain a positive relationship with Mr. Jones, both to enhance the working relationship and to maximize productivity. Having a greater understanding of the dynamics of this relationship will help you appreciate where your perspectives are similar and where they differ. This information will facilitate a more positive working relationship for you both.

The WorkForce Compatibility Report will look at different characteristics and compare the similarities and differences between the two of you. The report begins with an overview and then presents detailed information on your individual characteristics. The report closes with a few final comments.

Profiles Summary

You and Mr. Jones are unique individuals who bring your own characteristics to the work place. Because Mr. Jones is your supervisor, an awareness of these characteristics will help you understand his response to you. This information will enhance your working relationship with him. While the following pages will consider, in detail, your relationship with Mr. Jones, below is an overview of both of you.

You - Employee

- You focus on gathering all the facts before making a decision. This may cause some difficulties when you need to make decisions quickly to meet a deadline.
- You are inclined to promote the benefits of teamwork and like to confer with others to involve them in discussions of how things will be done.
- You relate to authority in a cautious manner and are willing to question a policy that seems wrong in your judgment.
- You may occasionally express a need for approval from your supervisor to confirm that you are on the correct course with your endeavors.
- You can become defensive whenever someone tries to take advantage of you. Your judgments will reflect a level of comfort with your intuition.

Mr. Jones - Supervisor

- He focuses on critical deadlines and timely results and the need to make decisions as quickly as possible.
- He relates to authority in a respectful and cooperative manner in most situations, and demonstrates a positive attitude regarding the need for policies and guidelines.
- He is readily decisive, quick to act, and is comfortable with positions that require immediate action.
- He can become defensive whenever someone tries to take advantage of him.
- He takes on new developments independently, bringing in co-workers only when absolutely necessary.
- He will typically use a cognitive approach in making judgments, trusting logic to resolve issues.

Working Together

Here is a discussion of the significance of your results and their relationship with your supervisor's results. This information may assist you in understanding the relationship and in taking positive steps to improve it. The results for the characteristics fall into 4 general areas when compared with the working population: Low, Mod-Low, Mod-High, and High. Remember, there are no bad pairings when you are informed in advance about the differences in individuals and those differences are incorporated into the working relationship.

Self-assurance - *is seen as one's level of influence/assertiveness toward another person or group. It may be associated with a high level of confidence.*

While the results for both you and your supervisor show high on Self-assurance, he will tend to be more restrained in his need for control. On the other hand, you will have great difficulty in situations where you are forced to follow another person's direction. You may also be unresponsive to his supervision at times unless he takes a very forceful stance.

Your supervisor may need to be forceful when communicating with you from time to time due to your extremely assertive nature. Your supervisor will likely communicate clear and unquestionable authority boundaries to ensure that you do not initiate activities without his knowledge.

Self-reliance - *is one's desire to work free from the constraints of other people, to operate using their own resources. It may be seen as a person's need to work autonomously without input from others.*

Your Self-reliance result indicates that you prefer more supervision and direction than your supervisor may be willing, or able, to provide. Since he exhibits a willingness and desire to work autonomously, you should understand that he may expect you to work on assignments that require you to use your own resources to find solutions.

While you fall on the lower end for Self-reliance, your supervisor is self-reliant to the extreme. You should understand that he may ask you to act in a more independent manner and work on tasks and projects that call for you to use your own resources, involving him less often.

Conformity - *relates to one's willingness to follow established protocols without questions. It is associated with accepting and following rules as opposed to defiance.*

Your supervisor's relatively high respect for authority and protocol may clash with your need to work freely without restrictions. This should not cause serious problems especially if you can accept a work environment where procedural matters are deemed important.

You have a Conformity result that indicates a willingness to question authority and the logic behind established policies. Your supervisor, on the other hand, has a relatively high respect for authority and protocol. He may focus on his preference for you to move toward a more moderate approach to compliance.

Optimism - *is 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.*

Your skeptical attitude may cause some challenges for your supervisor. He will likely confront you on alternative solutions and ways that you may better contribute to the group's success. His example of careful optimism may help you adapt to his style of leadership.

While your supervisor is not overly trusting, you tend to be very skeptical about any group participants. He will likely work with you and help you develop 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.*

Your supervisor's quick and less guarded style of decision making may clash with your somewhat more careful behavior. By taking care to communicate your need for data and information upon which to base decisions, you should be able to complement each other and make decisions beneficial to the organization. Your supervisor's relatively high need for supporting information when making decisions may conflict with your less investigative nature.

While you approach most decisions with careful consideration of the available information, you do not linger on data without accepting some risk and make the decision in a timely fashion. Your supervisor, on the other hand, often makes decisions with less regard than you for considering additional data before making a decision.

Objectivity - *is 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.*

While Mr. Jones uses logic to arrive at a solution, your more intuitive approach will be more comfortable for you. He may not appreciate your need to feel a solution is a good one before accepting it, regardless of the objective logic. The difference between you and your supervisor is such that you should complement each other as long as you maintain close communication.

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.*

While not highly proficient, you are somewhat comfortable with both verbal and numerical information. Your effectiveness may be improved by pursuing training in both math and language skills.

Your results indicate you are in the low average range with working with words. You tend to have a little more trouble with verbal communication than your supervisor.

Your results suggest that your capability with numbers falls in the low average range while the results for your supervisor are higher. You may find that using numbers as a source of information is more of a challenge for you than for Mr. Jones.

You tend to be willing to learn new ideas and processes when necessary and under structured conditions. Your supervisor, on the other hand, is somewhat more flexible in his learning style and probably enjoys discovery. While you wait until you need change to learn new things, Mr. Jones will pick up new ideas more naturally.

Be sure you understand what he has said when he is describing a project for you to complete before letting him move on to another subject.

Final Thoughts

Because people have similarities and differences, your appreciation of the dynamics of a relationship is greatly enhanced with specific knowledge of these individual differences and similarities. Understanding the relationship between you and those you work for will help you shape your work style to fit more perfectly with your supervisor. This will increase your effectiveness and help make the work place more comfortable.

Every individual is unique and may require an approach that differs from many, or even all, of those they work with. As you use the knowledge gained from the WorkForce Compatibility Report, you will find it easier to make your comments more clearly understood and to increase the quality of the working relationship with your supervisor.