

PMF

Report designed for

Linda Fowler – As Manager

Mark Smith – As Employee

Profiles Managerial Fit™ Manager Report

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Introduction

This report is provided with two purposes in mind.

- 1. Management fit with existing employee.**
- 2. Managerial fit with prospective employee.**

This report is written as though the candidate is an employee.

This report is designed to provide information concerning your compatibility with Mark as your employee. 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.

Employees have unique training and developmental needs that are largely driven by a specific job, the employee's current level of competency, and how they prefer to be managed. Managers also have a preferred style of supervising and developing their staff. Some managers are more involved while others are more hands-off. How well these employee/manager styles mesh together is referred to as Managerial Fit. For example, a manager who is constantly coaching, remains actively involved in the planning process and wants frequent progress reports, is going to demotivate a normally proactive, but highly independent subordinate. However, a subordinate who wants coaching and direction and a reasonable degree of follow-up is going to find this type of manager ideal. On the other hand, a hands-off manager will frustrate someone who needs a great deal of coaching, support and training.

When the manager's style meshes well with the employee's management needs, the performance of both improves. A mismatch brings them both down. From a hiring standpoint it's important to address Managerial Fit during the assessment process. Understanding the concept after the person is hired, even if there isn't a perfect fit, will present an opportunity to improve team performance, reduce turnover and prevent the need for hiring unnecessary replacements.

This report measures the degree of Managerial Fit and the likelihood that the manager and the person being evaluated will be able to effectively work together.

This Profiles Managerial Fit Report consists of:

- Profiles Summary
- Summary Graph
- Working Together
- Action Steps

This Manager's Report displays the score ranges obtained for you (as Manager) and Mark (as Employee). This information will help you more clearly understand the included statements. It is not advisable to share the scoring information with Mark.

Profiles Summary

You and Mark are unique individuals who bring your own characteristics to the work place. Should you supervise Mark, an awareness of these characteristics will help you understand how she might respond to your managerial style and will allow you to appreciate the need for treating him as an individual. This consideration will describe your potential working relationship with him. While the following pages will consider in detail this potential working relationship with Mark, below is an overview of both.

You – As Manager

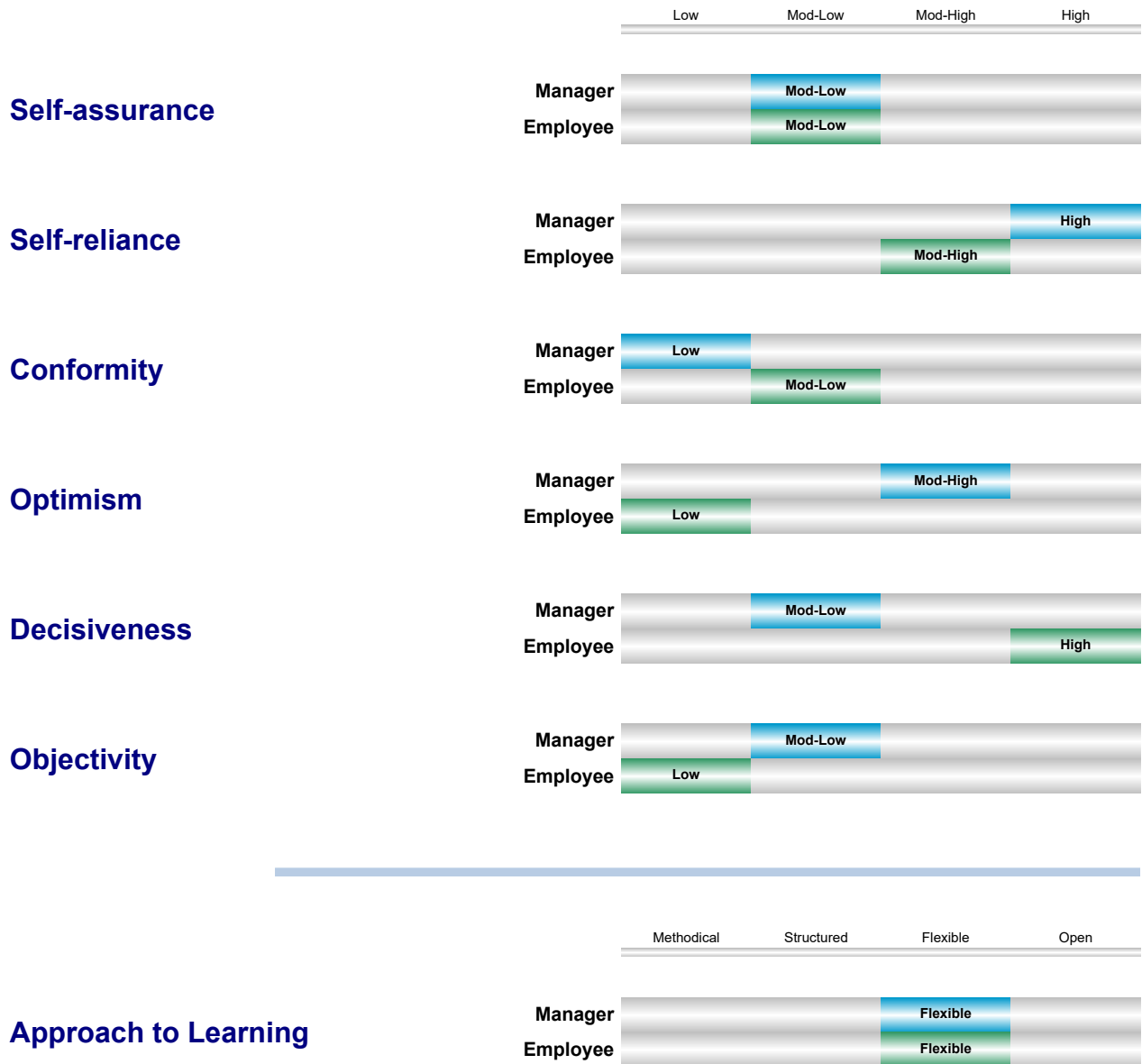
- You tend to be cautious, preferring to wait for quality data and advice as long as possible before taking action.
- You tend to be a good listener and to be more comfortable as a participant in a group rather than as the leader.
- You are generally cautious regarding authority and avoid a blind attitude concerning various issues.
- You demonstrate a tendency to trust most people while remaining guarded against those few cases of unforeseen manipulation.
- You are an independent person who prefers minimal guidance and structure.
- Your approach to decision-making reflects a balance of intuition and objectivity with subjective thinking guiding your course most often.
- Your overall learning capacity is good; you should be as effective as most and succeed when you apply yourself to a challenge.
- You are comfortable communicating concepts and ideas using a diverse vocabulary.
- You may appreciate additional preparation and study time to assimilate new information of a mathematical nature.

Mark Smith – As Your Employee

- He is typically confident of decisions; He does not spend too much time analyzing a problem.
- Mark has a limited need to be in charge or in control of people and situations.
- Mark relates to authority in a respectful and cooperative manner in most routine situations. He may occasionally express a need for more personal freedom.
- Mark may tend to be more vigilant and on guard than others.
- Mark prefers to carry out important tasks with minimal supervision. He can be counted on to meet his commitments without close supervision.
- Mark tends to be a subjective thinker and emphasizes personal opinions more than factual data.
- He is generally adaptive in the intellectual sense.
- Mark would not be expected to have any difficulty in effectively communicating thoughts and ideas to others.
- Mark's ability to assimilate information that is mathematical or numeric in nature is sufficient at a general level.

Summary Graph

The results for you and Mark are shown for each of the 7 scales. For the first 6 scales (Behavioral) the scores range from Low to High. For the 7th scale (Approach to Learning), the results range from Methodical to Open. Further explanation of each score is provided on the subsequent pages of this report.



Working Together

Presented here are the results for you and Mark with commentary on their relationship with one another. This information will assist you in understanding this possible relationship as well as share with you potential positive steps to improve it. Remember, when you are informed in advance about a potential working relationship with another and you can consider individual differences, you can better understand how you will work together and how you might incorporate this information 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 self-confidence.



While you and Mark have some level of self-assurance, you tend to rely on the help and guidance of others. You should remember he may approach tasks and projects in much the same way you do and may often look to you for direction.

You should recognize that, while you and Mark can exert your influence when necessary, there may be a tendency to allow others to sway your decisions. Reward assertive behavior in Mark to ensure he does not allow people to take advantage of him..

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.

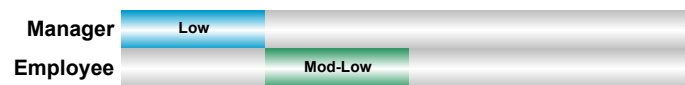


While you prefer to work independently and without constraints most of the time, Mark leans toward tasks that allow him to work with groups and to use the input and resources of others. He enjoys working autonomously when necessary, but you may need to encourage him from time to time.

While you work almost exclusively independent of others, relying on your own resources, Mark will be more willing to work as a member of a team. When situations require group interaction coupled with resourcefulness, you should allow Mark to participate freely.

Conformity

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



Compared to Mark, you tend to prefer more freedom in your work environment. Mark should not pose a problem regarding your supervision of him in that she works best under some level of direction. His more manageable temperament may help to moderate your more casual attitude toward the rules.

While Mark is more manageable than you most of the time, it is possible for him to operate outside established norms and protocols. As supervisor, you may have to require she show more conformity than you typically exhibit. Also, it is important you display a greater level of conformity yourself.

Optimism

The acceptance of the motives of another person or group. It relates to the tendency to believe that things will have a positive outcome.



Mark may be seen as pessimistic with regard to job related tasks and objectives when compared to you. She may have a tendency to argue with, and have a negative attitude toward, team members. You should discuss the need for more trusting, confident behavior on him part so she can be a more productive team member.

him tendency to be suspicious and pessimistic may seem extreme to you. While you use caution when necessary, you generally have a trusting and optimistic attitude about people and outcomes. You should emphasize the importance of prudent investigation before making positive or negative judgments.

Decisiveness

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



While you tend to take a very careful approach to decision making, Mark is likely to often make, what you consider to be, rash or reckless decisions. He may require training that emphasizes the importance of analyzing information more thoroughly so each decision can be more objective.

Mark often makes decisions with a sense of urgency that does not allow for adequate evaluation of options. You, on the other hand, tend to investigate possibilities extensively before acting. While he can make decisions quickly under pressure, you should stress a need for timeliness as well as prudence.

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.



You tend to use a combination of objective information and intuition when determining a course of action. Mark, on the other hand, often makes snap decisions based on intuition and feelings alone. You should communicate your expectations of prudent investigation and require Mark check with you before making decisions which impact the organization.

Since you are more apt to look for evidence supporting the viability of an option before acting, you should require Mark check with you prior to taking action. His more intuitive nature will ensure fast action but your careful analysis is needed to prevent snap decisions.

Approach to Learning

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



Your verbal abilities are well above average and should be capitalized upon. On the other hand, you should focus improvement efforts on your numerical skills.

You and Mark score above the average range for overall verbal ability. While you are both able to work well with language, Mark is very adept at using all types of verbal communication. You should examine each other's specific abilities in this area and assign or accept tasks and duties as appropriate.

You tend to have a little more trouble with mathematical data than Mark but the difference should be such that you can foster a good working relationship by learning from each other's strengths and weaknesses.

You and Mark are somewhat flexible in your learning styles in that you enjoy discovery and find it natural much of the time. While others wait until they need change to learn new things, you will often pick new ideas up from your environment.

Action Steps

The information in this report will greatly help you manage several important areas:

- Selection and Hiring
- Team Building
- Managerial Fit with your new employees or your existing employees

With this information you will have a greater understanding about your fit in a supervisory role with Mark. This will help you as you work with Mark and allow you to expand your working relationship with him. Here are some additional points for your consideration:

1. Remember, 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.
2. Set up all your direct reports to take the Profiles Managerial Fit assessment. This will enable you to enhance your effectiveness with each individual.
3. When potential conflicts or issues are identified in this report you should develop a plan to work through them. Keep an eye open for difficulties and act before they develop into real problems.
4. An effective approach to increase your employees' discretionary effort is to help minimize their stress, frustration, and conflict.