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Report designed for

C男 山田 - As Manager

D子 鈴木 - As Employee

Profiles Managerial Fit™ Manager Report

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CONFIDENTIAL

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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 D子 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 D子 (as Employee). This information will help you more clearly understand the included statements. It is not advisable to share the scoring information with D子.

Profiles Summary

You and D子 鈴木 are unique individuals who bring your own characteristics to the work place. Should you supervise D子, 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 her as an individual. This consideration will describe your potential working relationship with her. While the following pages will consider in detail this potential working relationship with D子, below is an overview of both.

You – As Manager

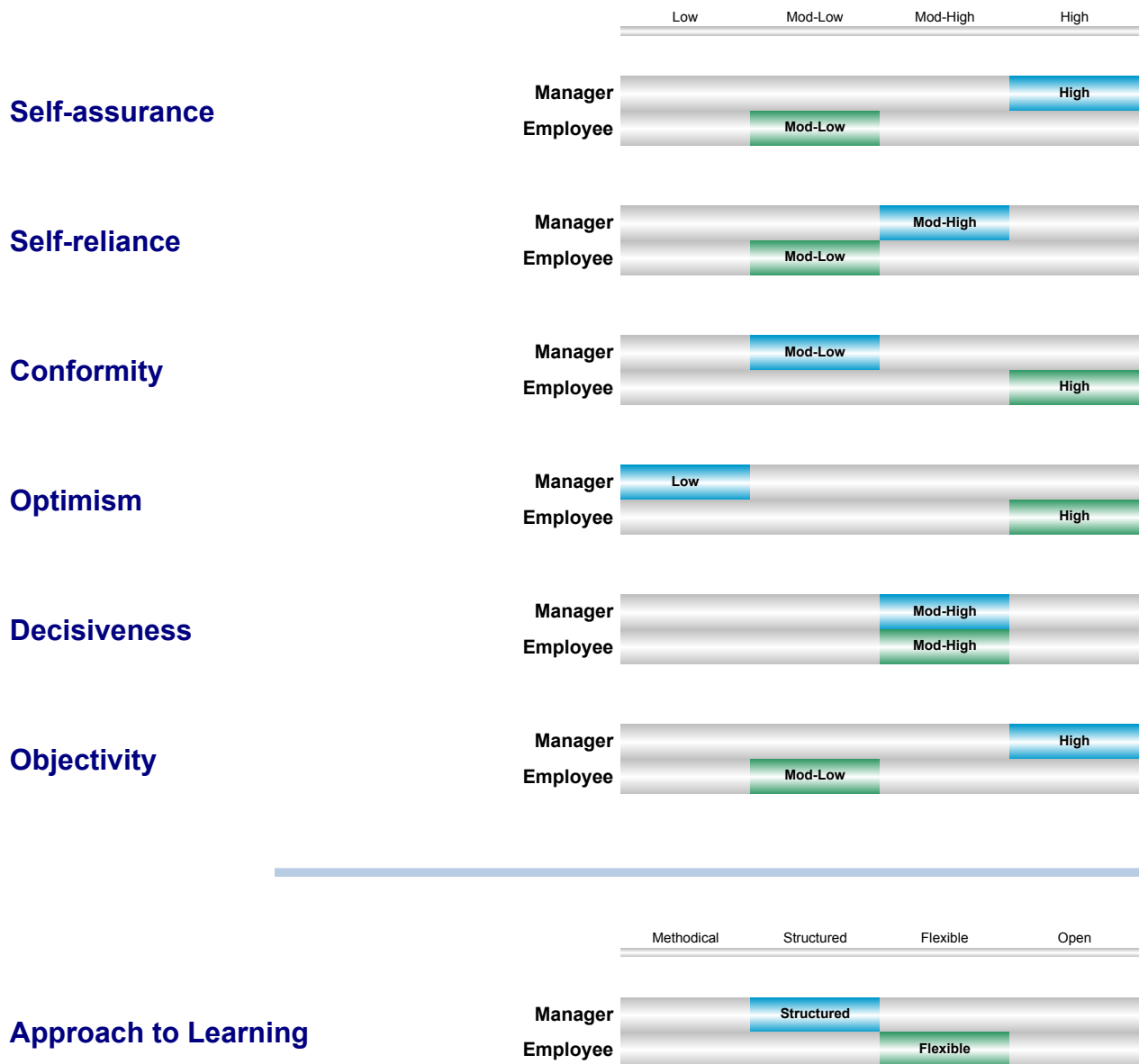
- You are not inclined to delay important decisions, but you may take more time when the final decision is not so crucial.
- You express a strong need to be in charge and to lead others toward a goal.
- You relate to authority in a cooperative manner unless your need for more personal freedom dominates.
- You are not afraid to be wary of what others consider acceptable.
- You prefer to carry out tasks with minimal supervision or guidance.
- You are likely to utilize the process of gathering data, analyzing your findings, and relying on facts and figures when addressing a problem.
- In new learning situations, you may appreciate extra time for asking questions with particularly challenging problems.
- 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.

D子 鈴木 – As Your Employee

- She is not inclined to delay important decisions.
- Ms. 鈴木 has a limited need to be in charge or in control of people and situations.
- Ms. 鈴木 is highly cooperative, agreeable, and quite willing to accept supervision and external controls.
- Ms. 鈴木 demonstrates a highly positive attitude concerning risk, change, and unexpected challenges.
- D子 is usually satisfied with the status quo. She is comfortable working within the system.
- Ms. 鈴木 has a judgment style that works well with routine problems and decisions.
- She is generally adaptive in the intellectual sense.
- D子 would not be expected to have any difficulty in effectively communicating thoughts and ideas to others.
- Her ability to assimilate information that is mathematical or numeric in nature is sufficient at a general level.

Summary Graph

The results for you and D子 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.

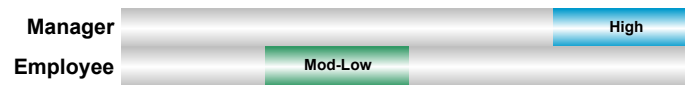


Working Together

Presented here are the results for you and D子 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 D子 is not extremely timid, her levels of self-assurance and initiative are not as high as yours. You should consider giving her tasks that require her to practice a more forceful approach to her job.

You should encourage D子 any time she exhibits assertive behavior to ensure she does not allow herself to become too timid. You might consider establishing a merit system that recognizes accomplishments and rewards self-assured behavior.

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.



You prefer to work somewhat more autonomously than D子. You are receptive to some supervision and group work but normally perform best when allowed to work independently. You should communicate well defined expectations for D子 to ensure she doesn't become overly dependent on others.

You and D子 are very compatible when it comes to your need for independence. While you prefer more independence than she, the difference is such that as long as you set clear expectations, you should be able to maintain a good working relationship.

Conformity

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



You have a Conformity score that indicates a willingness to question authority and the logic behind established policies. D子, on the other hand, has high respect for authority and protocol and tends to follow all rules to the letter. Discussions with D子 should focus on the need to move toward a more moderate approach to compliance.

While you exhibit considerably more defiance of rules and policies than D子, you are not usually considered rebellious. You may, in fact, be more adept at recognizing possibilities for organizational progress due to your greater willingness to think outside the box. You should encourage D子 to provide input and to think past traditional wisdom and protocol while making sure she understands your boundaries and expectations.

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.



Your skepticism versus her optimism and trusting attitude may frequently cause conflict in meeting organizational goals unless you address the issue directly. You should be very clear in explaining your supervisory style to D子, and distinctive boundaries should be put in place with regard to communication within and outside the organization.

D子, being very optimistic, may often seem too trusting to you and may tend to frustrate you. If the position requires a very cautious approach with people and situations, you should discuss with her the appropriateness of her placement.

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.



You should be aware D子 is as quick to act as you are and may sometimes make decisions without adequately researching options. There may be times when, even though she makes choices in much the same way you do, you feel frustrated due to her failure to account for all possible outcomes. Since you are her supervisor, you should require D子 consult you before making decisions that affect the organization.

You and D子 take an urgent approach to decision making with timeliness as your priority. You should be able to foster a good relationship as long as you recognize the need for prompt action as well as investigation in most cases.

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.



Her Objectivity score indicates she acts on intuition more than you may be willing, or able, to accept. Because D子 exhibits a willingness to consider the facts, you should look for assignments which allow her to practice more thorough objective judgment.

You value the process of critically analyzing information regarding options before taking action. D子 though, can help ensure decisions are made intuitively as well. Your objective and careful nature will continue to ensure snap decisions are not carelessly made.

Approach to Learning

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



While you are not extremely proficient in numerical ability, your verbal skills are well above average. You should find ways to take advantage of your natural talents.

You and D子 score above the average range for overall verbal ability. While you are both able to work well with language, D子 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 D子 but the difference should be such that you can foster a good working relationship by learning from each other's strengths and weaknesses.

You are willing to learn new ideas and processes when absolutely necessary and under structured conditions. D子, on the other hand, is somewhat more flexible in her learning style in that she enjoys discovery and finds it natural much of the time. While you wait until you need change to learn new things, D子 will often pick new ideas up from her environment. You should take your time when presenting new data to her, getting frequent feedback to ensure she is following your more structured style.

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 D子. This will help you as you work with D子 and allow you to expand your working relationship with her. 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.