



LEADERSHIP SKILLS: Paul Smith

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Leaders possess a 'vision': a long term view of the shape of an organisation, a brand, product, service or project. This vision shapes other people's actions and decisions. Leaders enthuse and motivate people by the way they communicate this vision. They form great teams, some of whose members know more about specific areas than them. Leaders point their team in the right direction, through their vision; they set the ground rules while enabling a team and its members to achieve their full potential. They allow people to make mistakes - but not too many. They praise as well as correct.

Leaders act quickly to solve problems. They know enough about their business or particular organisational competences to be respected, but they don't get lost in detail. They walk the talk: they act in a way which consistently reflects what they say, creating trust and a reputation for integrity.

PERSONAL LEADERSHIP STYLE

Paul Smith is likely to have good leadership characteristics for roles which are of a technical, specialist nature where policy and procedure are important. His leadership skills will be enhanced by good knowledge and experience of his field. He will perform best in an organisation whose culture is consultative, direct and logical.

His leadership potential will also depend on aspects of his emotional awareness and level of fluid intelligence.

Likely Leadership Strengths

- Absorbs and communicates factual information
- Achieves results based on facts, figures and logical thinking
- A good technical/specialist problem solver
- Complies with roles, policies and procedures
- Objective in monitoring and evaluating performance
- Enjoys a challenge and seeks variety in his role

Potential Leadership Limitations

- May procrastinate when making difficult decisions
- May not always set and monitor key tasks
- May be critical and a hard taskmaster with regards to quality
- May not set and control demanding objectives
- Could underestimate the complexity of a problem

General Communication

Paul Smith is likely to be a good communicator who can maintain the interest of others through his enthusiasm. He will tend to express feelings and usually communicates in a non-antagonistic manner. Paul Smith will generally appear self-assured and will communicate using facts and figures if he feels better results will be achieved.

Presentation Style

Paul Smith is likely to be an enthusiastic presenter who is likely to interest others about his product or task if he has good knowledge of the area. There may be a tendency for Paul Smith to present facts at a pace that others who are not as well versed in the subject may not be able to cope with.

Decision Making Style

Under normal circumstances, Paul Smith is likely to be comfortable making decisions, especially in areas where he has experience and/or he has time to evaluate the situation first. However, Paul Smith may hesitate to take difficult decisions involving people, particularly if such a decision could make Paul Smith unpopular with his staff.

Meeting Deadlines and Time Management

Paul Smith may prefer not to plan thoroughly and may make plans at the last minute. He is likely to be an active person who pursues stimulating situations and challenges. As a result, time management may be of the kind where requirements are met just before the deadline.

He is likely to prefer strategic planning rather than long-term, detailed planning as he may prefer to influence others favourably to 'buy' an idea or concept.

Goal Focus

Paul Smith is generally motivated by the need to get things right, measurable goals, personal rewards and public recognition. Thus he may have the drive to satisfy and thereby impress others.

Administration

Whilst Paul Smith will generally attend to detail, he may not necessarily be thorough and could dislike routine. This may result in him not always following a job through to its ultimate completion, especially where there is a heavy administrative workload. Paul Smith may prefer to move on from one project to another, rather than to be involved long-term on any one aspect of work.

Planning and Problem Solving

Paul Smith is likely to be a detailed problem solver, who enjoys situations involving change. He is likely to be creative and purposeful in meeting challenges, especially if the problem is of specific interest to him.

Ensuring Quality and Accuracy

Although Paul Smith may be able to constantly produce work of a high standard and paying attention to detail, it will probably only remain a consistent hallmark of his work if he is given challenging and varied assignments. He may prefer to enlist the co-operation and support of others in ensuring quality and accuracy.

Handling Criticism and Aggression

This outgoing person is likely to rely on his natural assertiveness and persuasive skills in antagonistic situations. He will tend to handle himself confidently yet diplomatically when opposed by others and will usually succeed in maintaining favourable working relationships when handling sensitive and important objections. He is likely to accept warranted criticism positively and will not delay in implementing the required remedial steps. Paul Smith will, however, counter unjustified criticism using all the relevant supporting data and facts to defend his standpoint. It should be noted that he could be hurt if he believed that others' criticism was aimed at him personally.

TRAINING AND DEVELOPMENT NEEDS

If Paul Smith is an existing leader within the organisation and the above-mentioned limitations are evident, then we recommend that you consider providing him with the training recommended below, but only if such training has not previously been undertaken.

Decision Making

Competent decision makers have good judgement, particularly if the decision is tough. They are prepared to listen to others' views, discuss important issues, consider all the implications and have the confidence to take timely and shrewd decisions.

Because Paul Smith has an innate need to both get things done and get things right he may procrastinate at times and as such would benefit from decision making training which covers the following:

- The decision making process - Analysing the situation/problem, checking for understanding, evaluating the alternatives, discussing ideas, formulating decision guidelines, calculating the risk, setting objectives and timescales, and implementing decisions;
- Listening and understanding - Its importance in decision making;
- Risk analysis - Allowing the decision maker to assess the likelihood of success without wasting too much time and effort by gathering facts;
- Innovation and judgement - The importance of ideas in decision making;
- Timing and communication - Bringing others into the process and carrying them along with it;

Listening

Good listeners have sufficient clarity of mind to be able to listen attentively, consider the content and respond positively and constructively.

As part of Paul Smith's training in listening, it is important for him to understand 'The Listening Process' - it is not just about hearing, and should incorporate the following:

- Comprehending - Checking for understanding, confirming that the other person's views have been heard;
- Observing - Being aware of body language in order to identify the speaker's passion for what is being said and their feelings on the subject;
- Awareness - Of one's own body language, importance of showing interest, being alert to what is being said, indicating agreement or opposition without necessarily interrupting;
- Questioning - Developing the ability to ask questions and seek the opinion of others in an open-manner. Being prepared to listen to the response and realising that others are not always confident and competent communicators.

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INTERVIEWER'S GUIDE: Paul Smith

INTERVIEWER'S GUIDE - PERSONAL PROFILE ANALYSIS

Paul Smith

We recommend that the following questions be considered by the interviewer when meeting with Paul Smith. These probing questions have been designed to assist the interviewer in gaining a more in-depth understanding of Paul Smith, his strengths, limitations and behavioural style. This exploratory approach has been prompted by the contents of the PPA report.

Major Movements Graph I

Paul Smith perceives the need, either consciously or sub-consciously to make certain important modifications to his preferred behavioural style within the current working environment and under current working conditions. It is recommended that the underlying causes for these workplace-related changes be probed, recognised, discussed and understood.

Probing and Objective Reflection

- It is likely that job requirements are calling for you to work in a manner not wholly consistent with your naturally friendly and positive style. Do you agree and why do you think this is the case?
- How are these factors going to impact on your performance at work and your need for regular interaction with others?
- Giving me a few examples of when you have had to probe situations and reflect objectively on activities, what were the outcomes?

Major Movements Graph II

When under pressure Paul Smith is likely to make some important modifications to his preferred behavioural style. It is recommended that the underlying causes and the possible consequences of these changes be recognised, discussed and understood. The impact of these pressure induced modifications on his performance, on the organisation as a whole, and on his interpersonal relationships at work should not be overlooked.

Compliance, Convention and Independence

- You appear to be a methodical, precise and detailed individual. How easy, or difficult, do you find making the behavioural modifications necessary when you and your resources are being stretched to the limit? What coping mechanisms do you employ?
- Under pressure you appear to abandon your strict adherence to and reliance on conventional practices, proven disciplines and practical procedures. Why and how do you make such major modifications to your preferred style?
- What, in your opinion, are the greatest obstacles created when you have to adapt your style and, what are the most important advantages?

Points To Review

If you have not seen any reference to 'Points to Review' in other Thomas reports, additional information will be contained in the PPA Profile and Executive Summary reports. These may be obtained through the 'Reports' screen.

Tight Graph III

- Are the execution of your duties and responsibilities backed up by the necessary resources and level of authority?

- Tell me about your current boss. Describe his management style. What three things would you change in him if you could?
- Do you believe that you have the trust and support of your workplace colleagues? What evidence is there of this?
- Do you report to, or have you in the recent past reported to, more than one manager? If this is the case for how long and for what reasons? Is this situation likely to continue?
- Have you experienced any major disagreements at work in the recent past? What were the reasons for these?
- In general terms, how well is your organisation performing? Are you satisfied with your own level of performance? Why?

The following series of questions can be used to verify the profile and the extent to which Paul Smith is aware of his impact on others within the working environment. They are also designed to identify whether he is adaptable in terms of modifying his behaviour to meet the needs of colleagues.

- Do you enjoy working on your own, or with small groups of people with similar interests and backgrounds, or interacting cooperatively and enthusiastically with a wide variety of colleagues? Where do you feel you are able to contribute most effectively?
- Generally, would you prefer to play an important and specialist role in your organisation, or assume responsibility for the team and its performance? Why would this be your preference?
- Indications are that you are careful and systematic. Do you agree? To what extent do you think these are genetically acquired or learned and assimilated through your real life experiences?
- Do you consider yourself, or are you considered by other working associates to be an assertive person? What reasons do you have for saying that?
- When faced with determined opposition, how do you usually go about achieving the objectives you have set yourself?
- You are perceived to be friendly and outgoing. How would you describe your own inter-personal strengths? And limitations?
- How easily do you trust people? When and under what circumstances has your natural trust of others let you down and back-fired on you?
- Comments within your report suggest that you may have a "perfectionist" streak? What are your views on this?
- In what situations, if any, would you be persuaded to put aside your strong inclination for precision, procedural discipline and in-depth, highly detailed analytical research?

And finally, is there anything else you would like to tell me that I have not asked about?

CANDIDATE FEEDBACK: Paul Smith

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DESCRIPTIVE WORDS

Friendly, verbal, communicative, positive, influential, persuasive, driving, competitive, inquisitive, self-starter, assertive, compliant, careful, systematic, precise, accurate, logical, restless, active, mobile and alert.

GENERAL CHARACTERISTICS

- Absorbs and communicates factual information.
- Achieves results based on facts, figures and logical thinking.
- Attentive to detail.
- Can influence and persuade others in a specialist/technical area of expertise.
- Confident in his area of competence.
- Has an interest in people and will communicate both verbally and in writing.
- A factual and logical problem solver.
- Wants a variety of challenging assignments.

Motivators

Paul Smith works best and is motivated by situations which allow him to have the power, authority and recognition for the work that he is doing. It should be noted that there is also a need to do things in a systematic, logical manner and as such security and clear objectives are also important motivators.

Should Paul Smith have a boss, then ideally that person will be a participative but direct leader who not only motivates but has a natural ability to communicate and direct. Communication should be in a logical and systematic manner and it is important for the boss to recognise that Paul Smith works best in situations where the exact requirements have been negotiated and clearly defined. Authority and responsibility to act should then be given.

Values Paul Smith brings to the Organisation

Paul Smith has many attributes of value for an organisation, including the ability to lead through his persuasiveness and positive attitude. His natural assertiveness and desire to win, will result in him adding value to an organisation's bottom line. Paul Smith is a logical and precise person and will add value to systems and procedures.

GRAPHS & SCORES: Paul Smith

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