

Private And Confidential

Thomas International

Reports

For

Ms Andria Anders

12 April 2002

D	1	9 -8
I	12	2 10
S	5	1 4
C	3	5 -2

Reports Selected For Ms Andria Anders

- Executive Summary
- PPA profile
- Strengths & Limitations
- Compatibility
- How to manage
- Ideal Team Report
- Team Audit
- Management interview questionnaire
- Sales interview questionnaire
- General questionnaire
- Management audit
- Sales audit
- Admin/Tech audit
- Call centre audit
- Training Needs
- Candidate Feedback
- Career Guidelines
- Job Evaluation (HJA)
- Job/Candidate - Comparison
- Graphs & Scores

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TRAINING NEEDS ANALYSIS

MS ANDRIA ANDERS

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Ms Anders has a friendly approach and is likely to be popular with colleagues. She is naturally thorough, logical and systematic, and in most situations dependable: disliking, however, rejection and conflict.

This suggests that she will tend to work hard at tasks set by others, but may not exert pressure on either self or others in order to achieve objectives.

Ms Anders's limitations are a result of a low dominance factor in her characteristics. She may not appear self-motivated or show initiative. Preferring the status quo, she may await instruction and may be reluctant to drive others in order to get things moving or to achieve high quality results.

We therefore recommend the following training:

TAKING CONTROL OF SITUATIONS

Ms Anders needs to learn to:

- * accept authority and responsibility for a project, task or job
- * direct others in order to achieve satisfactory results
- * consider any planned actions
- * monitor the achievement of results

People who are good at taking control are likely to be assertive and direct. They will not be afraid of antagonistic situations and will be prepared to discipline poor performers. They will fight for their rights as well as those of the team and will not be satisfied unless results are both qualitative and quantitative. Above all they understand that taking control of situations is not about controlling people.

A type of person who has difficulty in taking control of situations is usually non-assertive, somewhat indecisive and may be lacking in ideas. Being wary of verbal assignments, they require any authority and responsibility to be written down in detail.

Another type of person, although verbally assertive and willing to control others, may nonetheless find, as a direct result of their fear of rejection, that it is difficult to control more assertive subordinates.

In order to maximise Ms Anders's success, she will need two to three days' training which will incorporate the following:

- * Setting objectives, key tasks and goals - For those who have different characteristics to herself; understanding that verbalising a requirement or even providing written confirmation is not in itself enough.
- * Time scales - Their importance in relation to objectives, key tasks or goals; discussing and agreeing time scales; dealing with conflict, particularly in those who do not wish to be controlled.
- * Monitoring progress - Using hard data as part of the control mechanism.
- * Gap analysis - Identifying projects which are not being conducted successfully, restoring them to success, innovative creation of ideas.
- * Decision taking - Understanding when it is timely or shrewd to make a decision.

In order to enhance the training, it is vital afterwards that carefully planned projects are incorporated into the work situation.

INITIATIVE

Ms Anders would benefit from being trained in how to originate actions and events. She needs to learn to:

- * actively and assertively attempt to influence events in order to achieve goals.
- * recognise opportunities.
- * be prepared to venture into the unknown.
- * be self-motivated and confident. To question events and other's views..
- * recommend alternatives.

People who are prepared to put forward new ideas are normally active, mobile and alert. They are quick to recognise an opportunity, look for new ideas and are prepared to implement them with confidence.

Those who are not strong at taking initiative prefer to maintain the status quo. They need security and do all in their power to avoid conflict and antagonism. Although they may be good listeners, they do not always verbalise their ideas and will probably be slow at decision taking.

These people tend to be reserved and reflective, preferring to do things at their own pace and they do not like sudden changes. They are likely to perceive initiators as people who are never satisfied with things as they are or who do not investigate matters thoroughly enough.

Initially, we recommend training in Creative Thinking, for Ms Anders and the following items should be included:

- * Removing Creative Blockages.
- * Modifying Behaviour - Necessary when dealing with others in situations which involve creating ideas and being innovative.
- * Brainstorming - To develop new ideas.
- * Mind Mapping - Speeding up the natural flow of ideas in a structured manner.

Modular training may be necessary as Creative Thinking programmes can take some considerable time to complete. Once training has been undertaken it is important that practise takes place in order to reinforce the learning process. Ms Anders's supervisor should therefore include her in projects in which initiative is needed and in which the techniques studied can be applied.

OTHER POTENTIAL TRAINING NEEDS

The recommended training needs listed above are the key priorities for Ms Anders. Other training and development programmes which would enhance performance include:

- * Planning for Change
- * Self Motivation

It should be noted that the training needs which have been recommended relate to soft competences. Vocational, specialist and/or technical job-related training is not included within this report.

