

Private And Confidential

Thomas International

Reports

For

Ms Andria Anders

12 April 2002

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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
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- Training Needs
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HOW TO EFFECTIVELY MANAGE

MS ANDRIA ANDERS

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MANAGING

Ms Anders responds best to a management style that is open, devoid of hidden agendas and encourages co-operation as opposed to competition. She will seek a sense of belonging and involvement and look to her boss for encouragement and leadership. We advise a consultative rather than a directing style.

She works best in a relaxed environment, that is structured by well defined standard operating procedures. She responds well to roles that are of a supportive nature and provide an opportunity for public recognition and involvement with the team.

MOTIVATING

In order to motivate Ms Anders effectively her boss needs to show personal interest, sincerity and personal competence. Ms Anders needs to be able to refer without fear of rebuff or recrimination. Whilst public praise is an essential motivator, it needs to be sincere. Platitudes are likely to engender mistrust and may demoralise, rather than motivate.

Additional motivators include security of tenure, clearly defined responsibilities, and inclusion in social activities both inside and outside the workplace. Incentives should be geared to reward support, effort and co-operation, as well as individual achievement. Whenever possible rewards should be made publicly.

COMMUNICATING

In order to communicate effectively with Ms Anders her boss needs to encourage informal discussion and questioning. She responds well to a relaxed, conversational style of communication that is expansive, detailed and structured.

Whilst Ms Anders enjoys verbal communication, she tends to feel more secure if salient points, data and instructions are confirmed in writing. If you want her to pay attention, encourage her to participate and contribute. Communicate with her, rather than at her.

DIRECTING

Effective control of Ms Anders should be centred around the need to focus on priorities. She is inclined to allow others to impose and therefore can spend more time helping others than on her own work. She is socially sensitive and as a result can allow herself to be distracted by social peripherals.

Regular and relatively frequent monitoring is therefore likely to constitute an essential part of the effective control of Ms Anders. It is important to be aware that she will normally expect to be monitored. Consequently, it should not pose a problem or cause offence. Indeed, failure to impose supervisory controls could be misread as a lack of interest.

SUPPORTING

Ms Anders will usually require support in times of change and in situations that might bring her into conflict with others. In the first instance her boss can provide support by preparing Ms Anders for change well in advance of its expected implementation.

Emphasis should be placed on explanation of the need to change and the detrimental effects of not doing so. In controversial situations, her boss can provide support by making it clear to others that Ms Anders has her full backing. This is particularly pertinent in situations that require her to give advice or instruction.

DELEGATING

When delegating to Ms Anders it is important to be aware that she tends to prefer supporting to leading roles. In addition, her boss needs to bear in mind that Ms Anders's need to be seen as co-operative and helpful, can result in her taking on work in excess of both her capacity and capability.

Avoid pre-empting the delegation of any task with questions of the nature of "You can do this can't you". The answer is nearly always inclined to be "yes", even when it should be "no". The delegation of tasks that require quick decision making and fast reaction times should, if possible, be avoided, as should roles that require her to work in isolation.

DISCIPLINING

The need to discipline will be minimised if this person is given clear direction and frequent control feedback. Very often the need to discipline Ms Anders arises as a result of a lack of managerial attention. If the need to take disciplinary action does arise, it is important that procedures and rules are followed.

However, we advise against an authoritarian or officious approach. Ms Anders is far more likely to accept her bosses disciplinary decision if it is explained, rather than imposed. It is important that she is given the opportunity to explain. It is worth noting that a lenient approach is unlikely to be seen as a weakness.

DEVELOPING

Ms Anders's potential lies in her ability to influence and advise in an unobtrusive way, usually via her personal expertise. She is likely to be a good communicator and an efficient administrator.

Training that emphasises the development of people, presentation, administrative and specialist skills will normally be well received and mutually beneficial. Although assertiveness training may appear desirable, it is unlikely to have a beneficial effect. However, the training recommended above is likely to increase Ms Anders's confidence.

