

How to Manage

Features

Enables individuals and their managers to explore various methods of capitalizing on an employee's strengths. Provides an opportunity to proactively address possible limitations to ensure the correct match between position expectations and inherent behavior.

Uses

Identifies specific methods of managing, motivating and supporting an individual, based on his/her behavioral style to optimize their potential. Excellent resource for new managers to help develop skills, as well as for experienced managers to "fast track" understanding of people.



HOW TO MANAGE: Tom Sample

Private &
Confidential

MANAGING

Tom Sample responds best to a democratic, consultative leader who is willing to explain as well as direct. He usually seeks a personal as well as a working relationship with both his manager and colleagues. He needs a manager with whom he can confer, in a relaxed environment, on a regular basis.

It is worth bearing in mind that he tends to become defensive and hesitant when criticized, and is unlikely to give of his best if he feels threatened. Consequently, he may need regular reassurance of his contribution and popularity amongst his colleagues and contemporaries. Tom Sample needs to be encouraged if he is to give of his best.

MOTIVATING

Tom Sample is particularly sensitive to his environment and needs to feel he is more than just a member of staff. Public recognition of his skills and expertise, favorable working conditions, social involvement, personal attention and standard operating procedures are all basic motivators for Tom Sample. His manager can underpin the foregoing by providing a job specification that clearly defines his responsibilities and duties. As well as the opportunity to advise and assist others.

He tends to respond well to incentives that reward effort as well as achievement and provide a reasonably high degree of public recognition. He is however, more likely to appreciate rewards of a classical rather than glamorous nature.

COMMUNICATING

Tom Sample responds well to an enthusiastic communication style that is expansive, yet logical. It is important that he is given the opportunity to question and clarify. He is probably a better talker than listener. Communication that requires commitment and action should be confirmed in writing.

It is important when using the general memo to personalize it. Flag pertinent text and ask him to comment on what action he is taking. Remember that Tom Sample is extremely sensitive to criticism and may therefore be put off asking important questions if he feels that to do so, would incur reprimand.

DIRECTING

It is unusual for Tom Sample to deliberately overstep his personal limits of authority or action. Consequently, he should not be difficult to control. However, it is important that he knows what is required of him. Otherwise he is inclined to spend an excessive amount of time asking others what he should do, or if they approve of what he has

done.

Reporting and time schedules are therefore crucial to the effective control of Tom Sample. As is the opportunity to clarify his actions with his manager.

SUPPORTING

Tom Sample dislikes having to make quick or unpopular decisions. Consequently his manager's support in such situations will normally be appreciated. Indeed, he may well be far more comfortable giving advice than making decisions. Although Tom Sample is detail-orientated, he can find routine administration tedious. Consequently, the provision of efficient administrative support will normally be well received.

DELEGATING

Tom Sample enjoys tasks involving him with a variety of people that emphasize the use of his natural people skills and expertise. He is often adept at roles that emphasize liaison and persuasion. No matter what tasks are delegated, it is essential that his responsibilities and duties are made clear from the outset.

Explanation and the opportunity to check his work against established standards are key to effective delegation. With encouragement, he has the potential to be an effective public speaker if given ample time to prepare.

DISCIPLINING

The need to discipline will be reduced if he is given clear guidelines to work to, and the opportunity to consult with his manager without fear of reprimand. It is unusual for Tom Sample to deliberately enter into situations that are likely to result in conflict. Particularly with his manager.

If the need to discipline Tom Sample does arise, it is important that all disciplinary rules and procedures are followed to the letter. Particularly as he is as likely to be aware of the rules and procedures as his managers. A formal, open and non-aggressive approach should be adopted when dealing with disciplinary incidents involving Tom Sample.

DEVELOPING

Tom Sample's potential lies in his ability to influence, support and assist others via the use of specialist knowledge or expertise. Training that is designed to improve, enhance or develop his interpersonal skills is likely to be appreciated and mutually beneficial. In addition, training that is aimed at developing or enhancing specialist skills will normally be positively accepted and should produce positive results.

Training aimed at improving his administrative ability could also prove useful. However, while it may be desirable to improve his assertiveness, such training is unlikely to have a long-term, beneficial effect.