



# SupervisorPOP™

## Operations Supervisor Profile

for

**Sample Sample**

**2019/09/04**

Contents	Page
I Profile Overview	2
II Summary of Strengths/Developmental Suggestions	3
III Communication Style	5
IV Success Habits	6
V Summary of Scores	8
VI Responses from Opinions Section	9

The Operations Supervisor Profile is designed to provide insight into the strengths of individuals who will be acting as supervisors in business operations. By identifying and understanding personal strengths as well as identifying growth opportunities, managers and career coaches will be able to fit people to suitable operational roles. This profile will also provide managers with suggestions on how to coach their people more effectively.

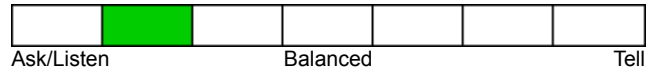
**-- John C. Marshall, Ph.D.**

©2008 Selection Testing Consultants Intl Ltd.

## I Profile Overview

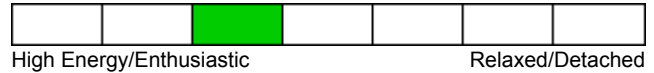
### Communications Style

Reflects natural style of communicating with others on an interpersonal basis.



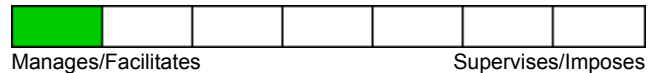
### Energetic Leadership

Reflects the most natural approach to leading other people.



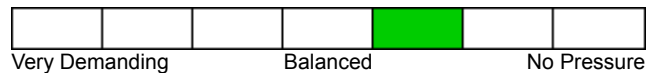
### Process/Systems Management

An indication of the individual's natural approach to understanding, explaining and facilitating essential processes



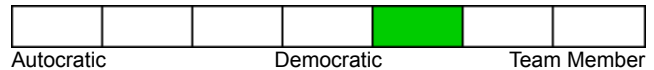
### Performance Management

An indication of the individual's natural approach to getting things done by those being supervised.



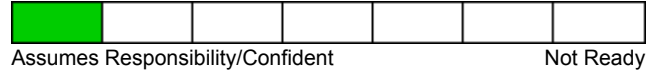
### Team Development and Coaching

An indication of the person's natural approach to developing and coaching a team.



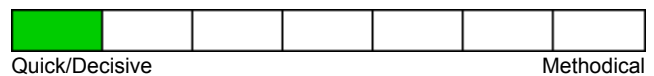
### Accepts Responsibility

Reflects the degree to which individual takes responsibility for own actions and decisions.



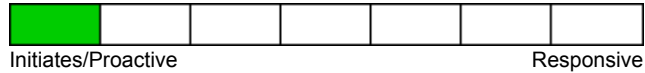
### Decision Making

Reflects the amount of information that is preferred when making a decision and the speed of the decision making process.



## II Summary of Strengths/Developmental Suggestions

### Self Management/Initiative



Sample would be described as very assertive, competitive and goal oriented. He/She shows a lot of initiative and should be able to work within general guidelines and with minimal documentation and supervision. He/She will be able to motivate him/herself and evaluate his/her own performance with little feedback from management and because of this, he/she will feel able to handle most situations on his/her own without a lot of help from others. Sample has the potential to be very effective in a variety of situations including unfamiliar ones.

### Interview Suggestions

Outline a situation in which you had to develop a plan and follow it to completion.  
Outline a similar situation where you had to follow someone else's plan.  
What were the advantages of each situation? Which situation suited you best?

### Coaching Suggestions

Sample will respond best to opportunities that are flexible and provide him/her with the opportunity to use his/her own initiative.  
He/She will do very well in a supervisory role that is interesting and allows him/her to plan and manage his/her own activity to a degree.  
Place him/her on projects where he/she can work with managers who coach and facilitate.

### Motivational Profile/Drive



Sample is motivated by a balance between safety and security of the team and their performance. He/She is comfortable working toward long term objectives and will balance the short term goals of the organization with the needs of the people he/she supervises. Sample would perform most effectively in an environment that includes a mixture of regular work and new challenges.

### Interview Suggestions

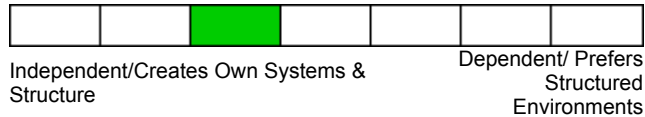
In your most recent supervisory position, what role did you play in communicating the team goals? How did your team respond?  
How did keep your people focused on their work? What did you do when things were not completed on time?  
Describe a situation where there was a lot of additional work. Did your team complete all their tasks?  
How do you motivate your team?

### Coaching Suggestions

Monitor Sample's approach to personal and team goal setting to determine how effective he/she is in setting performance standards.  
Monitor his/her team until satisfied that all the work is getting done.  
Coach him/her to deal with poor performance in an effective manner.

## II Summary of Strengths/Developmental Suggestions (cont'd)

### Team Orientation/Approach to Structure



Sample would be described as most comfortable working independently but is also comfortable as part of a team. He/She will integrate well with most systems and work well with a group of peers who are reasonably similar in nature. He/She will accept supervision reluctantly while learning the company's methods but will expect minimal supervision after gaining the relevant experience. He/She will perform most effectively within a loosely defined system that provides him/her with opportunities to exercise his/her individual initiative and resourcefulness when supervising others.

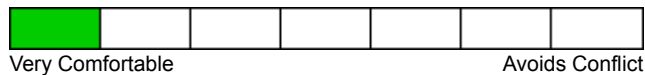
### Interview Suggestions

Describe the work environment that you found most suitable. Why does it work for you?  
 Outline a situation where you worked in a very unstructured environment. What did you do to improve the situation?  
 Describe a situation where you developed new procedures. How were the new procedures implemented?  
 How much structure are you willing to accept in a supervisory role?

### Coaching Suggestions

Encourage Sample to use the existing systems until he/she is familiar with them. Encourage him/her to record his/her suggestions and plan to review them with him/her on an agree-upon date. This will give him/her the time to understand the existing methods thoroughly and give thought to how to implement any worthwhile changes. Assign him/her to projects that will accommodate some independent action.

### Comfort with Conflict



Sample has the potential to be quite comfortable in situations where there is conflict such as an angry customer or disgruntled employee. His/Her comfort with conflict can be a strength in situations where conflict is a common occurrence or there is ongoing tension that may require his/her intervention. People with Sample's level of comfort with conflict may even occasionally create conflict to further their own goals or amuse themselves.

### Interview Suggestions

Describe a situation where you had to deal with an angry customer or colleague.  
 Why did the person become angry? How did you resolve the situation?  
 What strategies have you used to avoid conflict?

### Coaching Suggestions

Use Sample in high conflict situations if he/she shows restraint and is able to avoid the temptation to engage in debate.  
 He/She can be effective in these situations if he/she is coached to listen and address the concerns of angry people.  
 Sample may benefit from conflict resolution training which would be an asset in a supervisor, project leader or manager role.

### III COMMUNICATION STYLE

#### Social Orientation



Sample is sociable, friendly and outgoing in a variety of roles and situations. He/She is at ease building relationships and is quite comfortable meeting new people. He/She would be considered effective at an interpersonal level and would work well in an environment where there is regular contact with a variety of people.

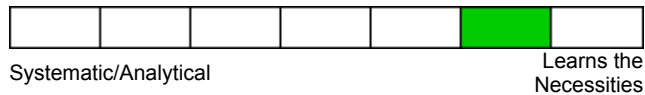
#### Interview Suggestions

Describe your approach to building an effective relationship with someone you have just met.  
 What are your strengths as a communicator? How can you use them in working with our organization?  
 What are your goals with regard to growth in interpersonal areas? What are you doing to improve in these areas?

#### Coaching Suggestions

Build his/her awareness that the ability to work well with others is a strength.  
 Coach him/her to develop his/her knowledge of the business so that he/she can interact with customers and demonstrate that he/she understands their needs.  
 Sample's comfort dealing with others may help him/her be an effective coach or mentor in areas where he/she is an expert.

#### Analytical Orientation



Sample will learn what is necessary to do the job effectively but would prefer to avoid a lot of technical issues. He/She is unlikely to be motivated by solving technical problems or intellectual challenges unless they have a practical application.

#### Interview Suggestions

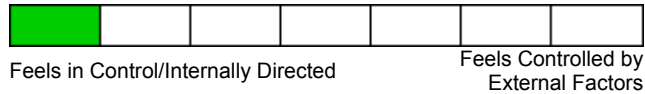
Describe the most difficult technical job which you have had.  
 What did you enjoy about it? What did you not enjoy?  
 How have you dealt with a technical problem outside your area of expertise? Was the problem fixed?

#### Coaching Suggestions

Assign Sample to projects where there is more emphasis on interacting effectively with other people than using his/her analytical skills.  
 Assign him/her to projects that are similar to his/her own interests and experience. He/She is more likely to be effective in those.  
 Assign him/her technical support when there are a lot of detailed technical issues or unpredictable problems.

## IV SUCCESS HABITS

### Self Confidence

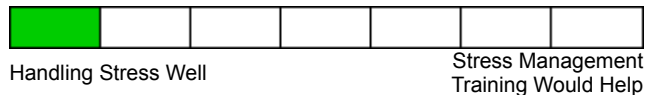


Sample shows a very high level of self confidence at this time. He/She believes that most situations can be managed by his/her own efforts and feels competent to deal effectively with them. He/She would be seen as an individual who feels responsible for his/her own performance.

### Coaching Suggestions

Build on his/her self confidence and sustain it by supporting his/her good feelings about him/herself. If Sample seems arrogant, remember that awareness of his/her strengths will help him/her maintain his/her best performance levels. Deal with perceived arrogance by asking him/her to evaluate his/her own relationship to his/her peer group and others. If he/she cares about the impact he/she is having, he/she will work to correct it without hurting his/her confidence. Encourage him/her to continue to feel responsible for his/her performance. Coach Sample to commit to mutually agreed upon goals.

### Lifestyle Management



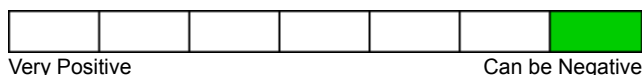
Sample appears to manage his/her energy and deal with stress very well. He/She will be able to work to deadlines and manage difficult situations and demanding users without suffering the negative effects of stress. Pressure and his/her ability to cope with stress effectively should even enhance his/her performance in challenging situations.

### Coaching Suggestions

Sample may need continual challenge from his/her work environment to avoid boredom. He/She may be an effective mentor for those who could benefit from learning how to cope with stress. He/She should be able to assume additional responsibilities when there are additional challenges.

## IV SUCCESS HABITS (cont'd)

### Attitudes About Work



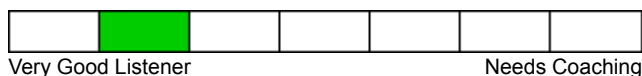
Sample's responses indicate that some of his/her attitudes about operations, logistics and other people could have a negative impact on others. Building a positive attitude is difficult so explore this aspect of when considering him/her for a role supervising others.

### Coaching Suggestions

Have him/her describe the best things about his/her work, his/her co-workers and the other people that he/she encounters on a regular basis.

Encourage him/her to focus on his/her own strengths and those of others.

### Listening Style



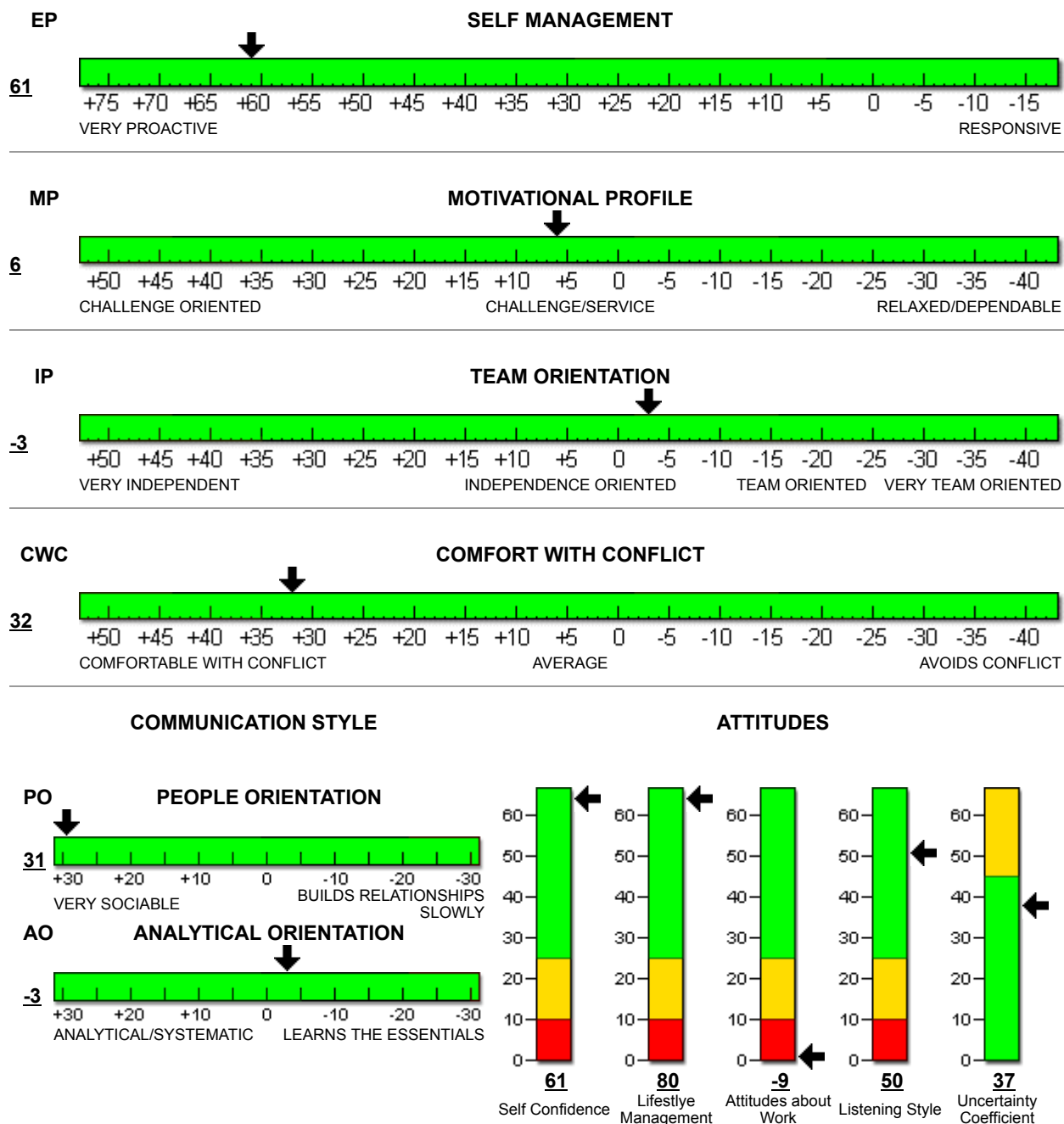
Sample demonstrates an above average approach to listening effectively while in conversation with others. Sample is likely to listen to others attentively which will enable him/her to understand and relate better to their needs. Sample's approach to listening should help him/her in developing good interpersonal relationships with a variety of individuals that he/she will encounter in various roles. Sample would be well-suited for positions that involved interaction with clients, peers or others.

### Coaching Suggestions

Help Sample take advantage of his/her strengths as a listener by using him/her to gather information where others have had difficulty.

Make Sample aware of his/her strengths as a listener so that he/she is consciously competent. may be an effective coach for those who need development in their listening style.

## V SUMMARY OF SCORES



©2008 Selection Testing Consultants Intl Ltd.

## VI RESPONSES FROM OPINIONS

1=Don't Agree At All	2=Agree A Little	3=Somewhat Agree	4=Moderately Agree	5=Definitely Agree
----------------------	------------------	------------------	--------------------	--------------------

1. Effort gets results. (5)
2. I thrive under pressure. (5)
3. I rarely interrupt others while they are speaking. (5)

49. A good plan can avoid mistakes. (3)
50. Stress improves my performance. (5)
51. After listening to someone talk, I repeat the important points



4. Good management is an essential part of any organization. (4)
5. I am often influenced by others. (3)
6. I would have difficulty integrating a demanding career into my lifestyle. (1)
7. I have never told lies. (2)
8. Operations people are easily replaced. (1)
9. Most mistakes can be avoided. (4)
10. I am comfortable with changes in technology. (5)
11. I like to hear people fully explain their point of view. (4)
12. Operations people have a positive public image. (1)
13. People's good qualities are seldom recognized. (2)
14. I sometimes lack the energy to perform important tasks. (1)
15. Most conversations take too long. (1)
16. People are often critical of 'blue collar' workers. (2)
17. I am good at most things that I try to do. (4)
18. I stay focused on my priorities. (4)
19. After listening to an interesting anecdote, I like to describe a similar situation involving me. (4)
20. A strong sales force is essential for the survival of any business. (4)
21. Success is mostly luck. (1)
22. I often allow my attitude to affect my performance negatively. (1)
23. All my habits are good and desirable ones. (4)
24. Demanding customers bring out the best in an organization. (2)
25. People get the respect that they deserve. (1)
26. I generally have a positive attitude towards work. (5)
27. I never envy others their good luck. (5)
28. A career in operations provides many opportunities. (2)
29. It is impossible to change company procedures. (1)
30. I find it difficult to manage my professional demands. (1)
31. I prefer to listen in conversations. (1)
32. There are very few good managers. (5)
33. Hard work brings success. (5)
34. I excel in a dynamic environment. (5)
35. I consciously pause before responding to others. (5)
36. Service is essential in business today. (5)
37. Plans never work out. (1)
38. I often avoid difficult tasks. (1)
39. I have never been late for work or for an appointment. (1)
40. People are always trying to show me how smart they are. (2)
41. I create opportunities. (5)
42. I take care of myself with good daily habits. (5)
43. I try to do most of the talking when presenting materials to others. (1)
44. There are many incompetent people in this business. (5)
45. Compliments make me uncomfortable. (1)
46. I have difficulty coping with daily job challenges. (1)
47. I have never boasted or bragged. (1)
48. I enjoy working with demanding customers. (1)
49. I go back to them to insure my understanding. (5)
50. Operations people are highly respected by management. (5)
51. Hard work does not always get results. (1)
52. To be effective on the job, I need more energy. (1)
53. I make sure others have finished speaking before I respond. (1)
54. Careers in logistics or operations are boring. (5)
55. I find it easy to talk about myself. (5)
56. Regular habits are an important part of my success. (5)
57. I have never said anything unkind about anyone else. (1)
58. Operations people are not appreciated. (4)
59. I am distracted easily. (1)
60. Professional demands often interfere with my lifestyle. (1)
61. People take too long to get to the point. (1)
62. Customer complaints are excellent opportunities to improve. (1)
63. I am a confident person. (5)
64. I can concentrate on my work for long periods of time. (5)
65. I will interrupt other people to provide an answer to their question. (1)
66. It is difficult to educate people about what I do. (1)
67. My performance depends on the situation. (1)
68. To be effective, I need to make several lifestyle changes. (1)
69. No one is ever rude to me. (2)
70. People understand the stress associated with my job. (1)
71. I am successful in most aspects of my life. (4)
72. Work does not get me down. (5)
73. I enjoy listening to other people. (5)
74. Logistics people will always be in demand. (5)
75. I am reluctant to make decisions. (1)
76. Lifestyle demands have interfered with my career success. (1)
77. I always admit my own mistakes. (5)
78. Working in a operations/logistics is merely a bridge to other careers. (4)
79. I take time to reflect on my accomplishments. (4)
80. I enjoy pressure on the job. (4)
81. I give others my undivided attention when they are speaking to me. (5)
82. Operations supervisors are good role models. (4)
83. I let the organization define my training needs. (1)
84. People do not understand the pressures of my job. (1)
85. I prefer to ask very specific questions that require only a 'yes/no' answer. (1)
86. Management tends to discount the advice of operations people. (5)
87. Effort is entirely my responsibility. (5)
88. I manage stress effectively. (5)
89. I have a tendency to finish other people's sentences. (1)
90. My job has limited potential. (1)
91. Others have interfered with my success. (1)
92. It is difficult to establish job priorities. (1)
93. I am not a good listener. (1)
94. Sales people have it easy. (5)

©2008 Selection Testing Consultants Intl Ltd.