



Professione Lavoro

Ideal Candidate Profile

For the position of:
Sales Manager

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Job Analysis
Evaluated by: All Job Evaluators
for
Sales Manager

Based on the responses to the survey sheets the PASport summarizes the inglese position as follows:

- Job profile summary
- Behaviors needed for the position
- Communication styles
- Leadership style
- Sensitive areas
- Energy level
- Flexibility
- Suggested classified advertising copy

The Evaluator's responses to the Job Analysis Survey indicate that this job requires a person who is:

decisive, assertive, a risk-taker who is quite innovative, competitive in sports and work, very results-oriented, a doer who gets involved, less confident in the ability of others than his/her own, willing to act on the environment to control it.

It also indicates that you require a person who:

is action-oriented and does not like delays or waiting, has a strong sense of urgency toward self and others, learns quickly and likes a lot of variety in his/her environment, likes new, exciting situations that have a fast pace.

The combined findings from the evaluators' surveys (see the following chart) were identified as:

<u>Trait Description</u>	<u>Primary Profile</u>	<u>Role Adjustment</u>
Dominance	37	35
Extroversion	31	32
Patience	21	16
Conformity	33	28
Your High Trait		Dominance
Your Low Trait		Patience
Your Energy Level		Average



Definition

The following are the definitions for each of the four behavioral scales :

Dominance

- Decisive and direct, results-oriented, wants to get things done, risk-taker

Nondominance

- Nonthreatening approach to others, modest, conflict-avoidant

Extroversion

- Outgoing, people-oriented, influences others, prefers to work with people, optimistic

Introversion

- Reserved, focused on inner world of ideas, thinks things through before speaking, prefers to work alone

Patience

- Steady, persistent, amiable, takes time to plan and understand, easy-going, cooperative

Nonpatience

- Strong sense of urgency for self and others, fast-paced, prefers variety, action-oriented, competitive

Conformity

- Careful and accurate, organized and skillful, conservative and dependable, likes structure, goes by the book

Nonconformity

- Independent attitude, likes freedom and creativity, uninhibited, resists rules



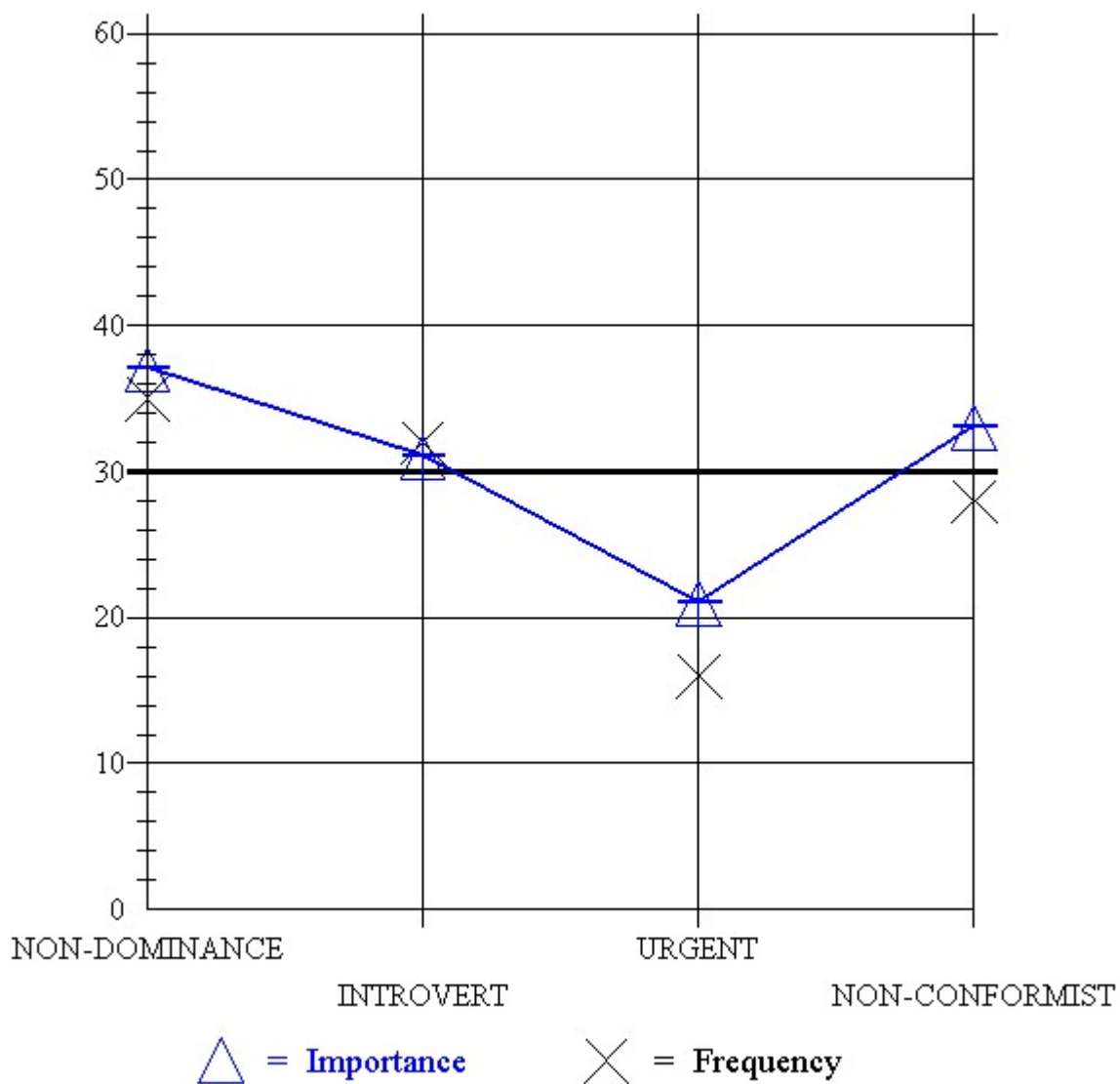
Trait Intensity Graph

DOMINANT

EXTROVERTED

PATIENT

CONFORMIST





Job Analysis

Behaviors Needed for This Position

This page describes the basic temperament that individuals well suited for this job should have. It is based on the input from Form A, which describes the most important factors.

The Combination of Dominance as the High Trait and Patience as the Lowest Trait Tends to Produce the Following:

They tend to be SELF-STARTERS who are AMBITIOUS, HARD DRIVING, and IMPATIENT with themselves and others. They tend to make decisions quickly and they want everything done YESTERDAY. They are competitive and ambitious, and they develop positive ideas rapidly. They tend to have a lot of confidence in their ability to perform and are strong RISK-TAKER. They enjoy variety and can handle several projects at one time.

The Combination of Dominance as Their High Trait and Conformity at or above the Mid Line Tends to Produce the Following:

They tend to be CREATIVE within structure. At the same time, they can be AUTHORITATIVE and ANALYTICAL with a strong need to be in control. They like to work with and CREATE SYSTEMS. They have an inquiring and analytical mind but tend to be CAUTIOUS of anything new. Also, they are very LOYAL and CONSCIENTIOUS with those whom they respect. They are SENSITIVE TO CRITICISM, PERFECTIONISTS, and HATE TO BE WRONG. They are interested in their own specialty, and tend to excel by working carefully and skillfully.

The Combination of Dominance as Their High Trait and Extroversion at or above the Mid Line Indicates the Following:

Their communication style is ENTHUSIASTIC and CONVINCING, and they EXPRESS THEMSELVES well. They are QUICK-THINKING and spontaneous. They THINK WELL ON THEIR FEET and are CONFIDENT and SKILLFUL with people. They tend to be friendly and open until resistance occurs, then they want to take control. Their communication style is FAST, ARTICULATE, and ACCURATE.



Job Analysis

Further Insights

Listed below are some additional insights into the profile that has been determined is necessary for this job. It describes some of the things you should look for when considering candidates for this position.

Communication Style: Candid and Specific

Their communication style tends to be DIRECT and CANDID, as they look for the same from others. They have little tolerance for AIMLESS DISCUSSIONS or wasting time. When they CRITICIZE others, they try not to DEMORALIZE them. Their strong sense of URGENCY is reflected in the quickness with which they communicate. They are FRIENDLY and CONVINCING, yet STRICT when it comes to RULES and STANDARDS.

Leadership Style: Managerial

They perform LEADERSHIP ROLES by assuming a position of direct CONTROL. At the same time, they are concerned about how they come across to their people. They are SELF MOTIVATED and show confidence in their ability to accomplish things through others. While they tend to take on additional responsibilities, they can be reluctant to DELEGATE AUTHORITY. In their area of expertise, they make QUICK DECISIONS, want FAST and ACCURATE results, and can keep several projects going at the same time.

Sensitive Areas and Potential Reactions:

They do not like to be pushed or "manipulated." They prefer the freedom to make decisions. VACILLATING DECISIONS, INCOMPETENT LEADERSHIP, or too much emphasis on TRIVIA can also demotivate them. They dislike VAGUE or UNCLEAR RESPONSES to their questions or inquiries.

If some or all of the things noted above are already taking place, they tend to react in a DIRECT MANNER and will do whatever is NECESSARY to change the situation. More than likely they may even become AUTOCRATIC or DICTATORIAL in an effort to control the situation.



Job Analysis

Energy Level Needed for This Position

This page describes the energy level that the person best suited for this job should possess. It is based on the input from Form A which describes the most important factors as determined by management.

The ENERGY LEVEL, as determined by this program, is measured by tabulating the responses to the items described on Form A. This gives an indication of the CAPACITY needed to handle the various tasks and schedules associated with this job.

Research confirms that a demanding environment requires a person with a greater capacity (energy) than a less-demanding environment. Persons with a lower ENERGY LEVEL who are in a demanding, high-energy environment might experience burnout, while a person with a high ENERGY LEVEL who is in a less demanding environment would probably be bored. There is no way to measure the energy demands of a job with scientific precision. This ENERGY INDEX is intended as a guide to the relative energy demands of this job.

Typically, a person's VITALITY/ENERGY are used up more rapidly when in a stressful situation than when things are going smoothly. ENERGY can be replenished in several ways, including by eating, sleeping, or relaxing. When a person runs out of energy, the following symptoms tend to appear:

1. Increased susceptibility to accidents
2. Increased susceptibility to mental errors
3. More trouble concentrating on one thing
4. Inability to handle stressful situations

Listed below is the range of ENERGY being measured:

Below Average Average Above Average High Very High

The responses to Form A indicate that management has determined that the ENERGY INDEX needed is **Average**. This means that management feels that an average energy level is sufficient to handle this job, however, if a person with average energy was under a lot of stress, it could seriously affect their ability to perform. Extra-long days and a heavy schedule might lead to burnout.



Job Analysis

Frequency Adjustments

The program compares management's responses to Form A (importance) with their responses to Form B (frequency). This comparison indicates how often the person doing the job will need to adjust their behavior because of the frequency requirements of certain behaviors.

On the Trait Intensity Graph, the lines with arrows give you a visual indication of how the frequency of a particular behavior might differ from the importance of that same behavior. Importance and frequency should normally be fairly close unless there are some things in the job that are critical and yet are done only occasionally. If the arrows are fairly long, management should rethink the requirements and frequency of the job. The paragraphs below summarize these differences and give some possible reasons for them:

There were no significant differences in dominance.

There were no significant differences in extroversion.

Patience Moving Downward: This indicates that the people doing the job would frequently be called on to cause things to happen quickly, speed up the pace or to set frequent deadlines. It could also mean that the job requires to handle a greater variety of things at the same time than would be comfortable for them.

Conformity Moving Downward: This indicates that the people doing the job will need to do more delegating or to find ways to eliminate more details. The job might also require more concentration on the future and looking at the big picture instead of bogging in details. It might also indicate that the successful candidate will need to be more open-minded and take more risks than they normally would.



Suggested Ad Copy

Following are some lines that could be included in the ad copy for this job, whether the ad is internal or external. These are some things that would be very attractive to a person with this Profile:

These Lines will be Motivating to a High Dominant:

- Likes to have daily challenges
- Expects and wants to produce tangible results
- Wants a position with power and prestige
- Is direct and candid in communication style
- Likes direct answers based on reality
- Wants a generous amount of freedom
- Likes the challenge of problem-solving
- Wants the ability to measure results on a regular basis
- Wants freedom from supervision and details
- Wants the opportunity to be in charge and make decisions
- Will take responsibility for the results achieved
- Expects to be rewarded for the results achieved
- Wants the opportunity to be respected as a leader

These will Motivate People with Extroversion above the Mid Line:

- Likes a lot of interaction with people
- Wants to meet new people and make new friends
- Likes the team approach to working on projects
- Wants an opportunity to succeed in a prestigious organization
- Likes praise and public recognition

These will Motivate People with Patience below the Mid Line:

- Wants a fast pace with a lot of variety
- Likes freedom from routine
- Likes new and changing environments in which to work
- Wants assignments that require quick action and don't last indefinitely
- Likes a fast-paced environment

These will Motivate People with Conformity above the Mid Line:

- Likes to work in a structured environment
- Wants to improve on current methods of doing things
- Likes to have security, training, and quality products
- Wants to be rewarded for the quality and consistency of their work
- Takes time to do things right with an emphasis on quality