

# Professional Development Report

Sample

Candidate:  
Mr. Fred Flintstone

Prepared for:  
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# Fred Flintstone

## Executive Summary

Fred has a very strong results focus. From his perspective, the overriding imperative in his role is to develop business for the Company, and this needs to be done according to Company directives. He is very much a "doer", and does not appear to speculate much about situations he encounters, preferring to deal with events as they occur. He deals with situations in a methodical way, and having developed a plan of action, will follow it very carefully to ensure that he obtains the result to which he is committed.

Since his primary focus is on results, it is not surprising that Fred has a comparably lesser interest in people and in developing relationships with them. In sales, he is concerned particularly about performance, that is, on following through on what he has promised. It is likely that much of his success has less to do with the quality of the personal relationships he has developed with customers (though these appear to be quite positive, nonetheless) than with his concern that his customers are well-served. In a managerial role, Fred's emphasis is on whether his subordinates are doing what is required, much more than on their welfare or perspectives. In fact, he is much more comfortable managing processes than people, and deals with his subordinates accordingly.

By his own direct admission, Fred has little patience with people who do not know what they are doing, which may actually mean people who do not do it exactly the way he thinks it ought to be done. It is difficult for him to believe that someone else will do the job right, and so he needs to check up on them, for fear that something important will be missed. To a significant degree, Fred seems unaware of this aspect of his style and of its impact on others. Moreover, he seems to lay the "blame" for his situation at other doorsteps than his own.

It does not seem likely that Fred can make the transition from a senior sales position to a managerial role very easily. In the limited managerial roles he has held in the past, his relationships with subordinates seem to have been problematic. It is not likely that this will have changed, given the absence of feedback at that time (and since) regarding his style. To succeed, he will need considerable support from his superiors to develop a more supportive and less controlling approach to managing other people.

## Analytical & Conceptual Thinking

Effective performance in business is supported by strong academic, analytic, and problem-solving skills. This competency includes the ability to analyze problems, conceptualize situations and potential results, and develop creative or innovative solutions. It also includes the individual's level of expertise, in terms of training and experience, and her/his ability and readiness to apply knowledge and skills to solving problems and developing plans of action.

Low				High		
<p>Low scores on this competency generally indicate low levels of ability, knowledge, or training. Low scores may also indicate the presence of modest skills in an individual who fails to demonstrate them in any meaningful way. People with low scores typically take considerably longer than the average person to learn new information and procedures, and may learn them imperfectly.</p>				<p>Highest scores are obtained by people with exceptional intellectual skills and superior training, who make full use of their analytical and conceptual reasoning skills and of knowledge acquired formally and informally. They learn and adapt to new information and ideas quickly, and are usually true strategic thinkers.</p>		
1	2	3	4	5	6	7

- Academic skills appear to be approximately average relative to the Adult Working Population.
- Critical thinking skills are comparable to academic skills – most effective at interpreting the intentions of rules and guidelines.
- Very analytic thinking style – does not appear to conceptualize, and thus is much more a "doer" than a "thinker". Will be most successful with problems and situations that are straightforward.

## Personal Effectiveness

Personal qualities such as energy, demonstrated enthusiasm for a project or idea, and a focus on producing results are necessary to success. As well, high performance is associated with good judgment and effective decision-making, including the ability to evaluate risk. This competence also includes aspects of self-management such as self-discipline and effective time management, an emphasis on self-awareness and personal development, and management of stressful situations.

Low			High			
Low scorers will exhibit a range of behaviours, which may include a number of the following in varying combinations: poor impulse control, little or no interest in achievement, low energy levels, ineffective response to stress, poor self-knowledge, and general ineffectiveness in developing plans of action and putting them into effect.			High scores indicate individuals who impress others with their energy, sound judgment, and emphasis on obtaining realistic results. Such people apply the same energy to their own development. They understand their strengths and apply them effectively, and minimize the impact of their weaknesses.			
1	2	3	4	5	6	7

- Organized and very efficient – plans carefully and follows his plans methodically. Has an especially high level of discipline in ensuring that he meets his commitments.
- Seems relatively unaware of his true strengths, nor has he much awareness of the degree to which he overuses them. Similarly, is unaware of the impact of this overuse on his own effectiveness.
- Has a quite perfectionistic concern for setting and attaining high standards of performance. Will often put more effort toward a task or project than the results might warrant.
- Makes decisions very quickly – at times without fully considering the relevant factors.

## Values & Integrity

All people have values, but values vary in complexity and breadth of application. This competency is concerned with the ability of the individual to express and model values, and to maintain integrity – consistency between espoused beliefs and actions – in normal circumstances as well as in the face of difficulty or opposition.

High				Low		
<p>Low scorers will typically have relatively unsophisticated values that centre on personal security and self-worth, as opposed to those more concerned with the welfare of the organization and the community, and their members. Their behaviour will also indicate difficulty with expressing values, modelling them for others, and maintaining integrity when challenged. They may have difficulty admitting error, even when faced with the facts.</p>				<p>High scorers will express and model values that emphasize benefit to the larger community and its members, without inappropriately denying themselves. They readily take responsibility for the organization's goals, and for their own actions and the actions of their department or organization. They are able to work effectively with people whose values differ from their own, without denying or failing to espouse their values.</p>		
1	2	3	4	5	6	7

- Exceptional orientation toward meeting commitments, especially those made to customers. Prides himself on his dependability, and the dependability of the organization.
- May have a little difficulty accepting perspectives that do not match his own, especially with respect to work. Appears to be less open than he believes.

## Organizational Leadership

This competency concerns itself with the individual's orientation to, and influence upon, the organization and its goals. Thus it concerns itself with vision, the development of strategy, and the creation and management of change, as well as with the understanding of corporate systems and standards, and the organization's market and customers. Effectiveness within a corporation is achieved through the development of influence and the ability to persuade others to one's point of view.

Low			High			
Low scorers typically concern themselves very little with the organization and its larger concerns, preferring to focus on their own individual issues. A person who is focused on purely technical concerns will usually score low here.			High scores indicate a strong focus on organization-wide issues, including both external markets and internal structures and processes. They further indicate both capability and willingness to generate strategic ideas. High scorers network extensively within the organization, and employ their persuasive skills to move the organization in beneficial directions.			
1	2	3	4	5	6	7

- Strong entrepreneurial orientation – works hard to perform in ways that enhance the Company's performance and prospects.
- Will typically do things himself rather than enroll others to assist him. Seems unlikely to have developed a very strong network.
- Strongly tactical emphasis on accomplishing specific results – seems unlikely to look at the larger picture, or develop a sense of what the organization ought to do.

## People Leadership

People leadership is concerned with impact on people at all levels within the organization, but focuses more on subordinates than on peers and superiors. Thus, it emphasizes selecting, motivating, and developing people, and otherwise managing their performance. In addition, this competency is concerned with teamwork and the management of conflict in teams and more generally within the organization.

Low		High				
Low scorers typically focus entirely on results, concerning themselves little with the capabilities or welfare of others (in particular, subordinates). As superiors, they may be either very directive and controlling, or laissez-faire and remote.		Strong leaders of people set clear expectations for their subordinates and develop them to meet those expectations. They deal effectively with performance problems, and adapt their approach to suit the individual and the situation. Their words and actions motivate others positively.				
1	2	3	4	5	6	7

- Strong and unvarying focus on results – appears to devote little attention to the development or growth of subordinates.
- Tends to be quite directive with subordinates – appears not to trust their skills or motivation.
- Finds it difficult to delegate – will assign tasks and "check up" on them, rather than make others accountable for the results.

## Interpersonal Effectiveness

This competency emphasizes personal relationships and interactions with others. It includes the value that the individual places on relationships and the ability to "read" others and their intentions, to empathize with them, and to communicate in an effective manner.

Low			High			
<p>Low scorers tend to isolate themselves from others, and put a low value on relationships. In the extreme, they may be misanthropic. As well, they are likely to misread others' intentions. At one extreme, they may be actively hostile, and at the other, quite indifferent to people and relationships. Some low scorers may like others but may be too needful to interact with others in an effective manner.</p>			<p>High scores indicate someone with strong affiliation needs who is nonetheless capable of assertive self-expression. Such people understand others and their motivations, and use that knowledge to enhance communication. They are unfailingly encouraging and supportive of others, and value others' ideas and perspectives.</p>			
1	2	3	4	5	6	7

- Generally, appears to manage upward more effectively than downward – attempts to meet superiors' expectations, and to develop positive relationships with them.
- Can be fairly sociable with peers, though he devotes his greatest energy to his customers.
- Prefers to operate independently – can work in a team environment, but this is not his most comfortable working situation.

## Developmental Considerations

1. Fred considers himself to be somewhat above the average with respect to demanding high standards of performance and being impatient when things are not done the right way to achieve those standards. However, he most probably significantly underestimates the impact that his concern with high standards has on him and the people around him. Obsession with doing things "just the right way" is known as perfectionism: perfectionists are not perfect, but they strive to be so, though few are prepared to admit it. They feel compelled to worry about the details to a far higher degree than most people. The people around them consider them unusually "fussy" or "picky".

Perfectionism typically has an overall negative impact on the individual and on that person's relationships with others. It can be difficult to live with the demands that perfectionists place on themselves and the people around them (though they may not always demand the same level of performance of others that they do of themselves, the impact is felt nonetheless). In many instances, perfectionists develop negative views of other people's motivations and abilities.

Perfectionism is learned, and though (initially significant) effort is required to do so, it can be unlearned. Acknowledgment of the impact that it has on one's life is the initial and most critical step. Ongoing sensitivity to areas in which it may reveal itself is also especially important. Fred's best option is to obtain a copy of *When Perfect Isn't Good Enough* or another book on perfectionism of comparable quality, and work through it carefully.

2. Managing people, though not entirely to Fred's taste, is the primary responsibility of managers. This means not only organizing workloads and assigning accountabilities; it equally means assisting subordinates to perform well. To do so requires training, coaching, and mentoring them so that they have the ability to take on whatever their own roles demand of them, and also so that they can ultimately succeed to the manager's position or positions beyond it. Though managers are accountable for the results their departments produce, they are not the producers, and should have little direct involvement in how the results are actually produced. They must lead and develop their people in ways that allow the latter to get the job done.

For Fred to succeed in his current role, he needs to develop an approach to managing his subordinates that focuses on coaching them in a supportive manner. To assist in this, he will find Marshall Cook's *Effective Coaching* to be especially useful.

3. Detail-oriented thinking has significant advantages, particularly in terms of avoiding error and ensuring completeness. As with any strength, when it is relied on to excess, it can reduce effectiveness in other areas. An over-dependence on details reduces the ability to see the larger picture and to develop solutions to problems. Though this developmental issue is secondary to the two above, Fred will find it helpful to learn some of the thinking skills outlined in *De Bono's Thinking Course* or in *Six Thinking Hats*.

### ***Recommended Reading***

Antony, Martin M. & Swinson, Richard P. *When Perfect Isn't Good Enough*. Oakland, CA: New Harbinger Publications, 1998.

Cook, Marshall J. *Effective Coaching*. New York, NY: McGraw-Hill, 1998.

De Bono, Edward. *De Bono's Thinking Course*. London, UK: BBC Books, 1994.

De Bono, Edward. *Six Thinking Hats*. London, UK: Penguin, 1999.