

Management Overview

Sample Candidate **The Holst Group**

Summary: This profile is typical of many top managers and supervisors as well as of people who do exceptionally well in tough production or new business development roles. However, he may lack a diplomatic approach at times.

Potential Assets: Extremely competitive, goal-orientated, even aggressive, he thrives on difficult assignments, faces resistance and wants responsibility. Very persistent and decisive, he is independent, self-reliant and determined to get his way. Analytical and realistic, he is work orientated, factual in approach and not overly concerned with impressing others. Somewhat restless, he can work under occasional pressure and deadlines.

Developmental Considerations: He will be dissatisfied unless he is frequently challenged and sees opportunity for advancement. He can hurt people's feelings. He will fight to do things his way and he will be frustrated with too much detail work. He does not work well under supervision. He is more orientated towards working with ideas and methods than people. He is somewhat uncomfortable with routine work, but he can handle it if necessary.

On the Job: He is acting less competitively than is normal for him, perhaps in an attempt to come across as a bit less forceful.

Motivating Strategies:

Challenge him constantly and give him control and room to manoeuvre. Recognise his accomplishments – both publicly and tangibly. Set ambitious goals and targets with him. Recognise he has strong convictions and let him do things his way when appropriate. Let him know he is in control. Don't hesitate to step in to get him back on track if necessary. Explain the logic, keep to the facts and make sure he understands the people ramifications. Keep your emotions in check. Keep things moving and let him set his own deadlines from time to time. Give him some variety in his job to keep him from becoming bored.

Coaching Guidelines:

- Put him in the spotlight and focus on the big picture.
- Relate assignments to his goals and ambitions.
- Let him try things for himself but explain the importance of rules and procedures, asking for his opinion and listening to it.
- Take a logical, methodical approach, staying low key and unemotional, supplying substance over showmanship.
- Strike a balance between a fast-paced environment and one that is out of control.