



# SupervisorPOP™

## Operations Supervisor Profile

for

Test Test

2021/08/07

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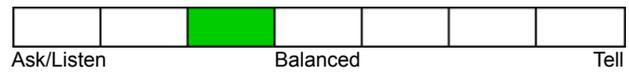
The Operations Supervisor Profile is designed to provide insight into the strengths of individuals who will be acting as supervisors in business operations. By identifying and understanding personal strengths as well as identifying growth opportunities, managers and career coaches will be able to fit 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.**

## I Profile Overview

### Communications Style

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



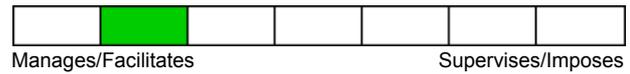
### Energetic Leadership

Reflects the most natural approach to leading other people.



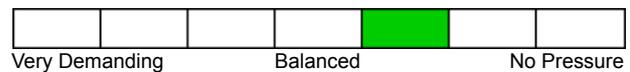
### Process/Systems Management

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



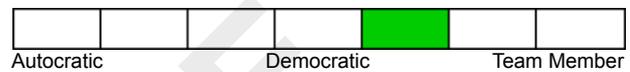
### Performance Management

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



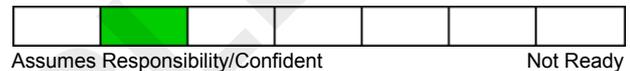
### Team Development and Coaching

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.



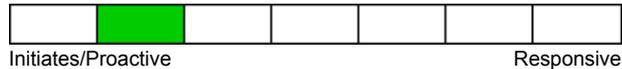
### Decision Making

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



People would describe Test as assertive, competitive, enterprising and determined. He/She has the potential to become a very strong supervisor who is able to work with limited guidance and direction. He/She is able to motivate him/herself without frequent input from the management and should work well with a manager who coaches and consults rather than directs. With suitable training in the supervisory role that he/she will be filling, Test should be able to handle most situations on his/her own and be self monitoring. People with Test's level of self management are often good candidates for some entrepreneurial roles including selling.

### Interview Suggestions

Outline a situation in which you developed a plan which you implemented successfully.  
Describe a situation where you were working in an environment with continuously changing goals.  
How did you cope with the changes?

### Coaching Suggestions

Test will respond best to a management style that is flexible and provides him/her with the opportunity to use his/her own initiative.  
He/She will do very well in a role that interests him/her and allows him/her to self manage his/her progress and set his/her own goals.  
Match him/her to managers who coach and facilitate.

### Motivational Profile/Drive



Test 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. Test would perform most effectively in an environment that includes a mixture of regular work and new challenges.

### Interview Suggestions

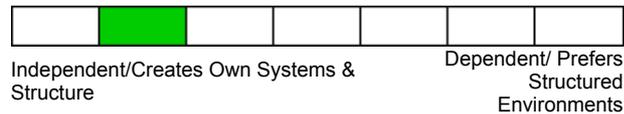
In your most recent supervisory position, what role did you play in communicating the team goals? How did your team respond?  
How did you keep your people focused on their work? What did you do when things were not completed on time?  
Describe a situation where there was a lot of additional work. Did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

### Coaching Suggestions

Monitor Test'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



Test would be described as independent and often stubborn. He/She may not follow existing systems and procedures unless he/she agrees with them. Often he/she will create his/her own structure as needed. He/She will accept supervision very reluctantly. If an issue arises that is not covered satisfactorily by existing procedures, he/she is likely to create a new procedure to resolve the issue. This area of Test's character will be a strength in areas where there are frequent unusual circumstances. Be prepared to evaluate and discuss his/her feedback on the existing systems and structure. This level of independence can help Test be an effective agent for change if he/she is able to present his/her recommendations effectively.

### Interview Suggestions

How did you feel about the last environment in which you worked? What did you like (or dislike)?  
Outline a situation where you worked in a very structured environment. How were you able to adapt?  
How comfortable are you following a proven system or process?  
Describe a situation where you developed new procedures. What role did you play in their implementation?

### Coaching Suggestions

Encourage Test to examine his/her approach to teamwork to determine the best way for him/her to provide supervision.  
If he/she wants or tries to change the culture, ask him/her to develop prototypes for change and give him/her the chance to present his/her suggestions to you.  
Coach him/her on how to integrate with very structured environments rather than to clash with them.

### Comfort with Conflict



Test tends to be quite comfortable in situations where there is potential for conflict. He/She may even occasionally create conflict if he/she feels that it will further his/her own goals. He/She could be relatively effective in situations where conflict is a common occurrence or there is ongoing tension that requires his/her intervention.

### Interview Suggestions

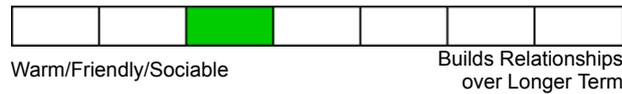
Describe a situation where you had to deal with an angry worker.  
Why was the person angry? How did you resolve the issue?  
What did you learn from the situation?  
Do you have any strategies that you use to avoid conflict?

### Coaching Suggestions

If he/she shows restraint and is able to avoid the temptation to engage in debate, you will find Test to be an asset in high conflict situations.  
He/She can be effective in tense situations if he/she is coached to listen and address the concerns of other people.  
Test may benefit from conflict resolution training which would be an asset in a supervisor or manager.

### III COMMUNICATION STYLE

#### Social Orientation



Test 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.

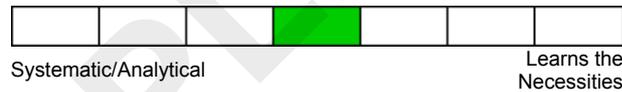
#### Interview Suggestions

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.  
Test'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



Test would be described as quite analytical and attentive to detail. He/She would be comfortable with a balanced mix of technical and non-technical issues as well as some problem solving as part of his/her work. He/She would be willing to attend training sessions and learn the skills that are essential to perform the job effectively but he/she would not necessarily regard extra training as an incentive.

#### Interview Suggestions

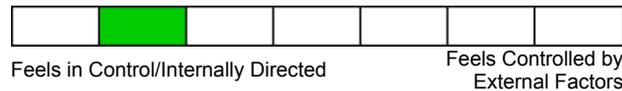
What is the ideal mix of technical and non-technical aspects in your work?  
Describe a situation where you were able to solve a problem that others had not been able to handle.  
What are some of the current developments that could have impact on how we work?

#### Coaching Suggestions

Consult with him/her on his/her training needs to avoid investing in unnecessary training.

## IV SUCCESS HABITS

### Self Confidence



Test has a healthy self confidence, making him/her feel that he/she is able to handle most situations on his/her own. This profile indicates an individual who accepts the responsibility for his/her own performance and who expects to succeed in virtually all he/she attempts.

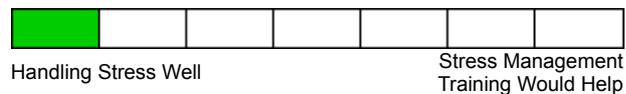
### Coaching Suggestions

Maintain Test's self confidence by reinforcing his/her good feelings about him/herself.

If Test ever appears arrogant, remind him/her that it is important to feel good about oneself but also important to avoid the appearance of arrogance.

Help him/her to commit to achieving and exceeding agreed upon performance levels.

### Lifestyle Management



Test 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

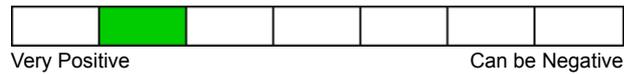
Test may need continual challenge from his/her work environment to avoid boredom.

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



Test has a very good attitude about operations, logistics and other people. He/She should be a positive influence on his/her colleagues.

### Coaching Suggestions

Encourage his/her enthusiasm and keep him/her focusing on what the people do well around him/her. Ask him/her to offer his/her insights on how things can get even better.

### Listening Style



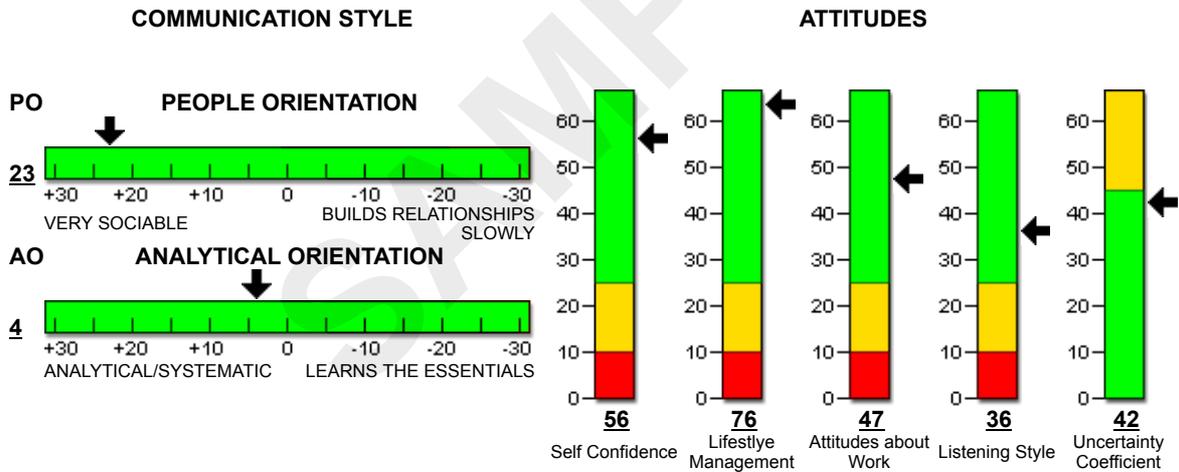
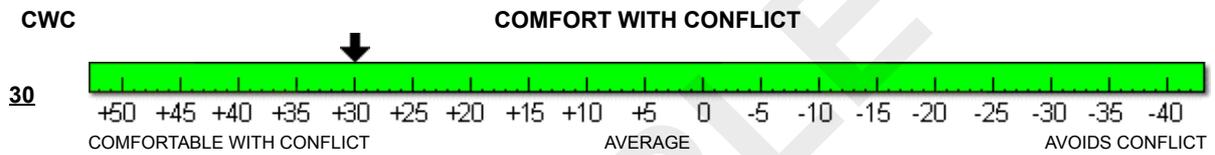
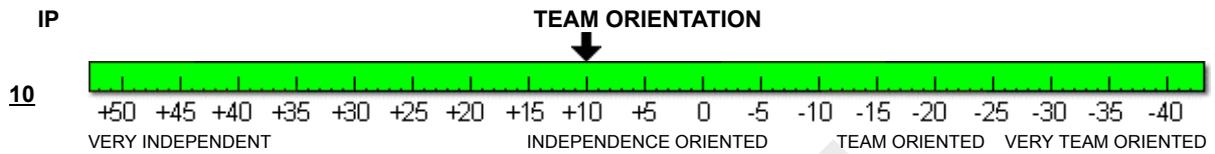
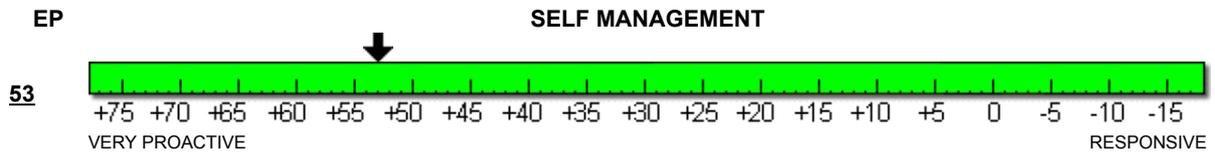
Test's responses indicate that he/she has an approach to listening that is typical of the majority of people. Test is likely to listen to others attentively most of the time but he/she may have some development opportunities to improve his/her listening style. With training, Test's approach to listening should help in developing good interpersonal relationships with a variety of individuals that he/she will encounter in his/her position.

### Coaching Suggestions

Test could benefit from some coaching from a mentor to enable him/her to be a more attentive and effective listener.

Formal training in listening skills would be useful. Role-playing potential interactions that Test will encounter with clients, peers or others would also be beneficial.

## V SUMMARY OF SCORES



## VI RESPONSES FROM OPINIONS

1=Don't Agree At All	2=Agree A Little	3=Somewhat Agree	4=Moderately Agree	5=Definitely Agree
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1. Effort gets results. (5)
2. I thrive under pressure. (5)
3. I rarely interrupt others while they are speaking. (5)
4. Good management is an essential part of any organization. (5)
5. I am often influenced by others. (5)
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. (5)
10. I am comfortable with changes in technology. (5)
11. I like to hear people fully explain their point of view. (5)
12. Operations people have a positive public image. (5)
13. People's good qualities are seldom recognized. (1)
14. I sometimes lack the energy to perform important tasks. (1)
15. Most conversations take too long. (2)
16. People are often critical of 'blue collar' workers. (3)
17. I am good at most things that I try to do. (5)
18. I stay focused on my priorities. (5)
19. After listening to an interesting anecdote, I like to describe a similar situation involving me. (5)
20. A strong sales force is essential for the survival of any business. (5)
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. (5)
24. Demanding customers bring out the best in an organization. (5)
25. People get the respect that they deserve. (5)
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. (5)
29. It is impossible to change company procedures. (4)
30. I find it difficult to manage my professional demands. (1)
31. I prefer to listen in conversations. (5)
32. There are very few good managers. (1)
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. (2)
40. People are always trying to show me how smart they are. (5)
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. (4)
44. There are many incompetent people in this business. (2)
45. Compliments make me uncomfortable. (2)
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. (5)
49. A good plan can avoid mistakes. (5)
50. Stress improves my performance. (5)
51. After listening to someone talk, I repeat the important points back to them to insure my understanding. (5)
52. Operations people are highly respected by management. (5)
53. Hard work does not always get results. (5)
54. To be effective on the job, I need more energy. (2)
55. I make sure others have finished speaking before I respond. (5)
56. Careers in logistics or operations are boring. (1)
57. I find it easy to talk about myself. (5)
58. Regular habits are an important part of my success. (5)
59. I have never said anything unkind about anyone else. (1)
60. Operations people are not appreciated. (1)
61. I am distracted easily. (1)
62. Professional demands often interfere with my lifestyle. (1)
63. People take too long to get to the point. (4)
64. Customer complaints are excellent opportunities to improve. (5)
65. I am a confident person. (5)
66. I can concentrate on my work for long periods of time. (5)
67. I will interrupt other people to provide an answer to their question. (4)
68. It is difficult to educate people about what I do. (4)
69. My performance depends on the situation. (3)
70. To be effective, I need to make several lifestyle changes. (1)
71. No one is ever rude to me. (2)
72. People understand the stress associated with my job. (2)
73. I am successful in most aspects of my life. (5)
74. Work does not get me down. (4)
75. I enjoy listening to other people. (5)
76. Logistics people will always be in demand. (5)
77. I am reluctant to make decisions. (1)
78. Lifestyle demands have interfered with my career success. (1)
79. I always admit my own mistakes. (5)
80. Working in a operations/logistics is merely a bridge to other careers. (5)
81. I take time to reflect on my accomplishments. (5)
82. I enjoy pressure on the job. (5)
83. I give others my undivided attention when they are speaking to me. (5)
84. Operations supervisors are good role models. (5)
85. I let the organization define my training needs. (4)
86. People do not understand the pressures of my job. (4)
87. I prefer to ask very specific questions that require only a 'yes/no' answer. (4)
88. Management tends to discount the advice of operations people. (3)
89. Effort is entirely my responsibility. (5)
90. I manage stress effectively. (5)
91. I have a tendency to finish other people's sentences. (5)
92. My job has limited potential. (1)
93. Others have interfered with my success. (1)
94. It is difficult to establish job priorities. (1)
95. I am not a good listener. (1)
96. Sales people have it easy. (4)