

# Supervisor POP™

## Operations Supervisor Profile

for

Sample Supervisor pop

2017/08/31

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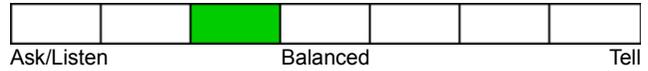
The Supervisor POP™ is designed to provide insight into the strengths of individuals who will be acting as supervisors in business operations. By identifying and understanding personal strengths as well as identifying growth opportunities, managers and career coaches will be able to fit people to suitable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

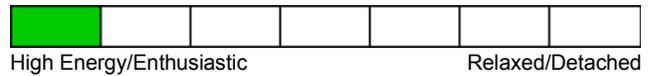
### Communications Style

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



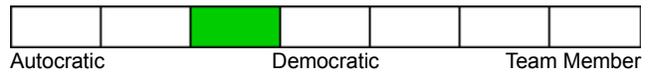
### Performance Management

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



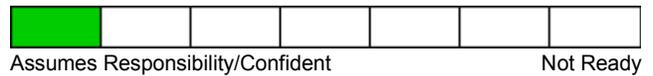
### Team Development and Coaching

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



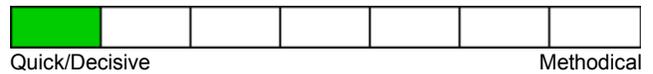
### Accepts Responsibility

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



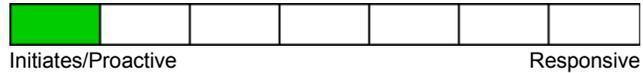
### Decision Making

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



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.

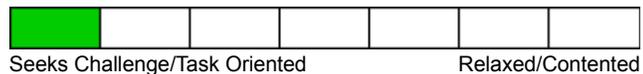
### Interview Suggestions

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 would be described as highly motivated by challenge, task oriented and occasionally very impatient. He/She is an individual with a great deal of drive, energy and ambition. He/She enjoys achieving goals regularly and is quite likely to seek out challenge in his/her work. He/She would be well suited to a fast-paced environment where his/her compensation includes a performance bonus based on meeting specific goals as well as a base salary. People with his/her motivational structure can be top performers if well matched to the right environment but Sample must also remember to be careful to follow up on the people/service aspects of his/her work.

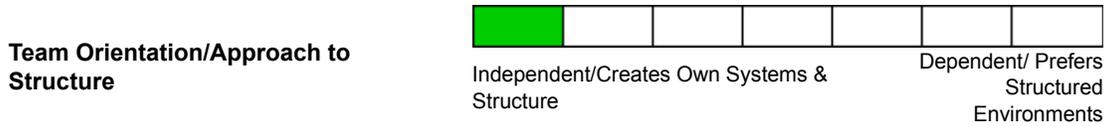
### Interview Suggestions

Describe your goal setting process.  
 In your last supervisory job, how did you communicate the goals for your team?  
 Did you determine the goals for your team? How did they feel about the goals?  
 How do you feel about people who do not show a sense of urgency? How have you dealt with them in the past?  
 How do you motivate other people?

### Coaching Suggestions

Challenge Sample to work on or lead projects that are challenging and/or need to be completed in a short time.  
 Give him/her projects that will provide sufficient short term challenge and reward.  
 Coach him/her to develop his/her self management potential so that he/she is leading by his/her example.

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



Sample would be described as extremely independent and more likely to create new processes than to follow the existing ones. If something does not appeal to him/her, he/she will probably develop his/her own way of doing it. He/She is likely to create new procedures whenever there is the need for them. This area of his/her character will be a strength where guidelines are minimal and he/she is expected to develop new systems or structure. This level of independence can help him/her be an effective consultant or change agent if he/she is able to present his/her recommendations in a fashion that clients can accept.

### 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 process?
- Describe a situation where you developed new procedures. What role did you play in their implementation?

### Coaching Suggestions

Help Sample take advantage of his/her independent nature where possible but avoid putting him/her in roles which are very structured. He/She will have difficulty integrating with very structured operations and may frustrate people who are being supervised by his/her approach to supervision. Coach him/her on how to integrate with very structured environments rather than to clash with them. If he/she wants to change the culture, ask him/her to develop suggestions for change and give him/her the chance to present his/her suggestions to you.



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?

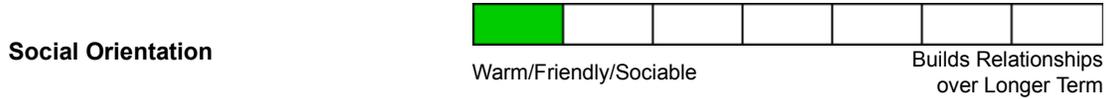
### Coaching Suggestions

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



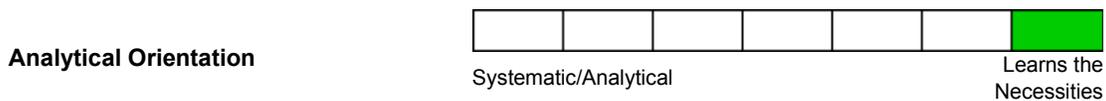
Sample is extremely sociable, cheerful, friendly and outgoing. He/She is enthusiastic and a fluent talker who is able to build relationships easily. He/She is quite comfortable with other people. He/She will be able to work well in an environment where there is regular contact with new clients and should be able to represent the organization well.

#### Interview Suggestions

- Describe a presentation that you gave to a group of people.
- What did you enjoy about it? What would you do differently next time?
- Evaluate your strengths as a communicator. How will you be able to use your strengths in a supervisory role?
- What areas would you like to improve?

#### Coaching Suggestions

- Sample 's enthusiasm for dealing with others can be an asset in working with other people as well as representing the organization. Coach him/her on effective communications.
- Encourage him/her to develop his/her knowledge of the business so that he/she is knowledgeable when talking with customers and colleagues.
- Monitor Sample 's comfort dealing with performance issues.
- Build his/her awareness of his/her strength at building relationships and help him/her use it to his/her advantage.



Sample prefers to learn only what is necessary to do his/her job effectively. He/She is likely to avoid complex technical problems unless they have a practical application. He/She is more likely to reach his/her full potential in a non-technical environment.

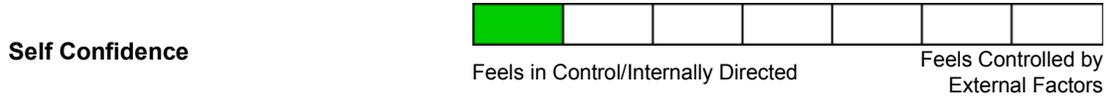
#### Interview Suggestions

- Describe the most difficult technical job you have had.
- What did you enjoy about it? Not enjoy?
- What are some of the areas that you would like to avoid?

#### 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 situation that match his/her own interests and expertise.
- Provide him/her with suitable technical support where there are a lot of detailed technical issues and/or unpredictable problems.

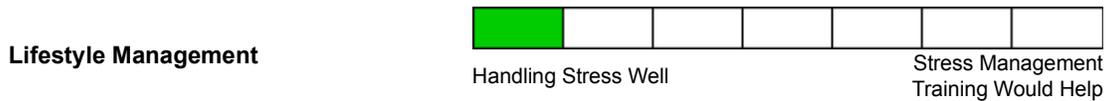
### IV SUCCESS HABITS



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.



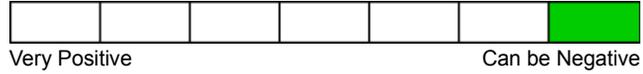
Sample appears to manage his/her energy and deal with stress very well. He/She will be able to work to deadlines and manage difficult situations and demanding users without suffering the negative effects of stress. Pressure and his/her ability to cope with stress effectively should even enhance his/her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

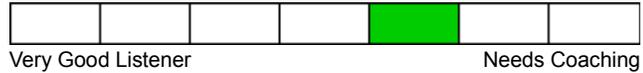


Sample 's responses indicate that some of his/her attitudes about operations, logistics and other people could have a negative impact on others. Building a positive attitude is difficult so explore this aspect of when considering him/her for a role supervising others.

#### 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

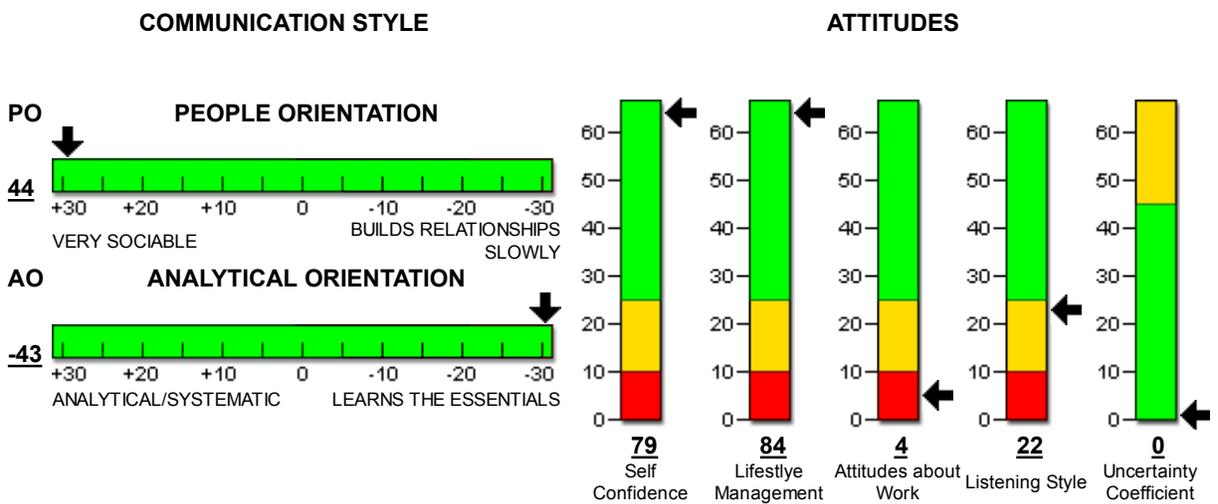
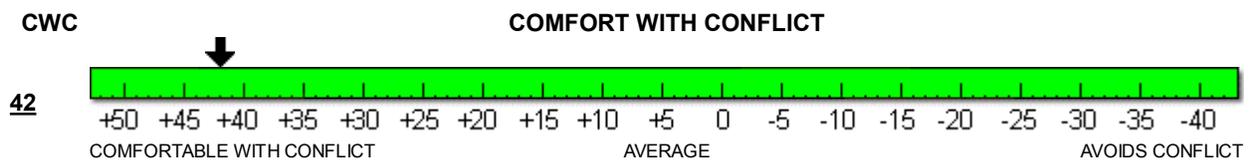
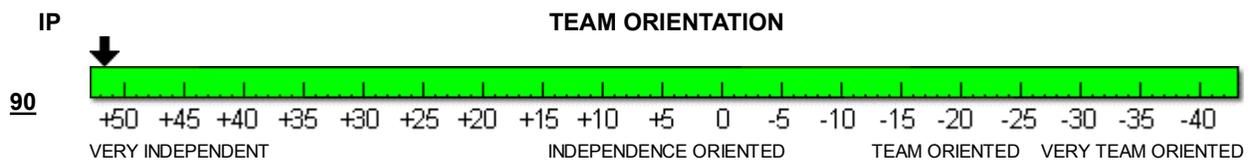
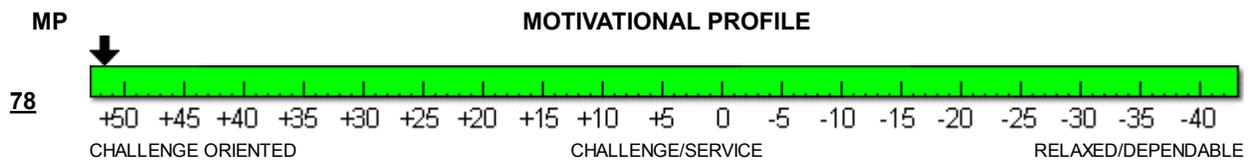


Sample 's responses indicate that he/she may have some areas for growth in his/her approach to listening. Sample may show some difficulty listening attentively to others for longer periods of time. He/She may also need development in actively listening to the needs and/or concerns of other people. Sample 's approach to listening may be a concern in areas that involved considerable interaction with clients.

#### Coaching Suggestions

Sample would benefit from some coaching to him/her to be a more attentive and effective listener. A mentor would be helpful if he/she is to be a more effective supervisor.  
It may be possible to develop his/her approach to listening through role-playing potential interactions that Sample will encounter with clients, peers or others. Sample would also benefit from training in methods of handling specific client and/or other business situations.

## 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. (2)
4. Good management is an essential part of any organization. (5)
5. I am often influenced by others. (2)
6. I would have difficulty integrating a demanding career into my lifestyle. (1)
7. I have never told lies. (1)
8. Operations people are easily replaced. (2)
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. (4)
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. (1)
16. People are often critical of 'blue collar' workers. (5)
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. (2)
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. (1)
24. Demanding customers bring out the best in an organization. (4)
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. (1)
28. A career in operations provides many opportunities. (1)
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. (2)
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. (1)
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. (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. (3)
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. (2)
52. Operations people are highly respected by management. (5)
53. Hard work does not always get results. (2)
54. To be effective on the job, I need more energy. (1)
55. I make sure others have finished speaking before I respond. (2)
56. Careers in logistics or operations are boring. (5)
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. (2)
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. (2)
64. Customer complaints are excellent opportunities to improve. (1)
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. (2)
68. It is difficult to educate people about what I do. (1)
69. My performance depends on the situation. (1)
70. To be effective, I need to make several lifestyle changes. (1)
71. No one is ever rude to me. (1)
72. People understand the stress associated with my job. (1)
73. I am successful in most aspects of my life. (5)
74. Work does not get me down. (5)
75. I enjoy listening to other people. (5)
76. Logistics people will always be in demand. (1)
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. (1)
80. Working in a operations/logistics is merely a bridge to other careers. (1)
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. (4)
84. Operations supervisors are good role models. (5)
85. I let the organization define my training needs. (3)
86. People do not understand the pressures of my job. (1)
87. I prefer to ask very specific questions that require only a 'yes/no' answer. (1)
88. Management tends to discount the advice of operations people. (5)
89. Effort is entirely my responsibility. (5)
90. I manage stress effectively. (5)
91. I have a tendency to finish other people's sentences. (2)
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. (5)
96. Sales people have it easy. (5)