

SAMPLE VERSION
MARKETING
REDDIN CONSULTANTS

1/01/11

Managerial Effectiveness Diagnosis

Summary of Managerial Characteristics

Name: SAMPLE VERSION
 Company: REDDIN CONSULTANTS
 Department: MARKETING

Date: 1/01/11

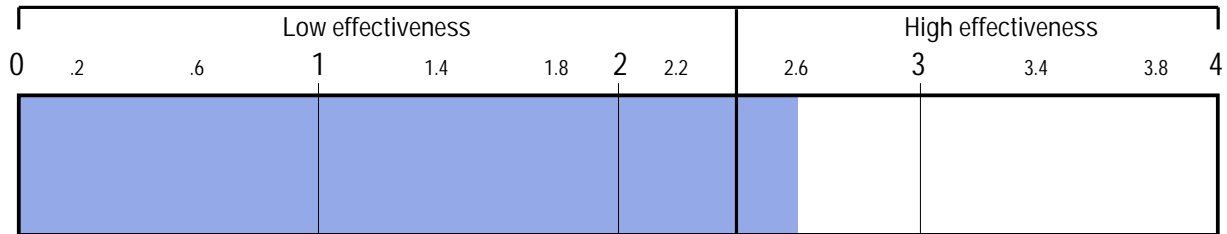
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1. Task orientation Extent to which a person directs his (her) own efforts and those of his (her) subordinates toward task accomplishment.	[Red bar from 0 to 2.6]																						2.6
2. Relationships orientation Extent to which a person creates an atmosphere of trust among his (her) subordinates as an element of influence.	[Red bar from 0 to 1.4]																						1.4
3. Managerial effectiveness Extent to and manner in which a person achieves results as expected from his (her) position.	[Blue bar from 0 to 2.6]																						2.6
4. Managerial aptitude Management power shown by the person to effectively handle environment, task and management relationships.	[Blue bar from 0 to 2.2]																						2.2
5. Vulnerability Areas to be improved in order for the person to effectively cope with environment, tasks and management relationships.	[Blue bar from 0 to 1.8]																						1.8
6. Resistance to change Degree to and manner in which the person manifests opposition to changing situations.	[Blue bar from 0 to 1.4]																						1.4
7. Adaptability Effectiveness with which the person adapts to situations or dominates them.	[Blue bar from 0 to 2.2]																						2.2
8. Effectiveness under pressure Managerial effectiveness showed by the person under pressure situations.	[Blue bar from 0 to 2.2]																						2.2
9. Need for structure Degree to which the person requires support from the structure: hierarchy, policies, formal channels, orders and specific information, for achieving results.	[Blue bar from 0 to 1.8]																						1.8



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This is a person of high effectiveness who likes to direct his (her) own efforts and those of the persons who work around him (her) to get results in the shortest time possible. He (she) is concerned with satisfying determinate purposes, he (she) is demanding but shows trust in his (her) subordinates and opens communication channels with them if he (she) can thus achieve foreseen results. He (she) influences his (her) people through his (her) own dedication to intense work, motivating them by means of different incentive plans based on quality and quantity.

Similarly, he (she) is interested both in people and the specific task. He (she) obtains results by adequately coordinating the work of the people around him (her), and seeks to effectively maximize the efforts of others, setting high performance standards. His (her) high effectiveness helps him (her) influence others to obtain high production standards, managing for them to identify with organizational objectives in order to generate integration.

The impression is that of a self-reliant person, who defends his (her) knowledge and conviction with determination and fierceness, attacking continually with the same intensity. This self-confidence and the authority figure it represents do not always get good results, because on many occasions he (she) uses authority even when the situation demands another type of behavior, he (she) then exhibits aggressiveness, criticism and threats. He (she) demands immediate results over and above any other consideration. He (she) is found to be an impulsive, impetuous, vehement, obsessive and intransigent person. He (she) leads people to develop their maximum effort, which almost never receives recognition at the proper time.

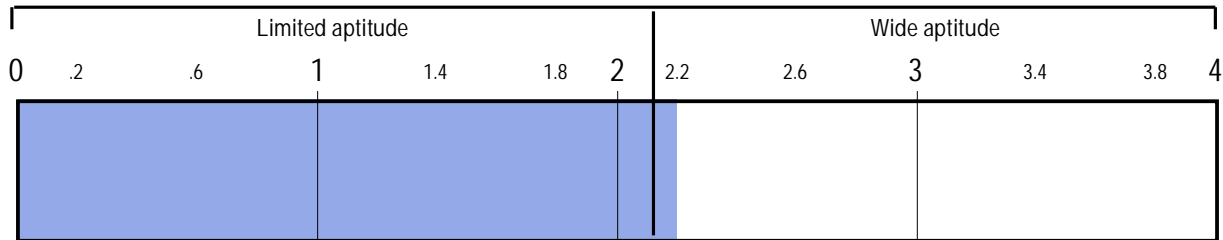
When the situation so requires it, his (her) characteristic is orderly and scrupulous action. He (she) then functions apart from others, and may even exhibit obsession and fussiness with details. He (she) is inclined toward the correction of deviations, use of logic, rationality, as well as the exercise of strict controls. He (she) keeps the enterprise in order and is less personally involved with the problems of others, so that he (she) obtains results and is recognized in the area of basic administration.



Managerial Aptitude

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His (her) management style is characterized by an insistence on getting maximum benefit from the most highly trained people's knowledge and experience, which continually produces work overloads on talented personnel. In his (her) inner conscience, he (she) recognizes the value of his (her) subordinates' contribution but does not express it orally to avoid excessive confidence. He (she) prefers to retain the right of demanding at any time, instead of creating instances where he (she) would have to grant concessions. The work pressure produced stimulates a certain amount of creativity and relative freedom of action. Due to his (her) ample repertory of conducts, he (she) leans more toward responsibilities with low administration and paperwork requirements, for which reason his (her) communication tends to be more oral than written and his (her) interaction rather informal. He (she) is willing to participate at any time, though sometimes immaturely and without originality.

In certain situations, he (she) maintains formal relationships with superiority, characterized by his (her) discipline and solidarity with the high command. He (she) keeps a distant and respectful relationship, responding efficiently on each of the details that are entrusted to him (her). He (she) is a good subordinate and institutional employee.

On occasions, he (she) continually creates conditions to achieve participation in superiors' decisions and strives to improve teamwork. He (she) is open to challenge stimulating and taking on challenging goals that drive him (her) toward continuous improvement. He (she) insists on improving the socio-technical system in order to achieve continuous synergy.

He (she) relies on the weight of his (her) hierarchy to get positive influence on his (her) subordinates. He (she) maintains impersonal relationships that are highly oriented toward results, emphasizing the continuous perfection of details and improvement of administrative efficiency. (His) her formality underlines relationships with his (her) subordinates, with a tinge of professionalism.

If so required, he (she) becomes personally involved in the work of his (her) subordinates and participates in planning and problem-solving. He (she) likewise involves them in his (her) own work and is open to influence in order to improve plans and problem-solving. He (she) achieves integration with the organization and thus increases his (her) capability of generating results.

He (she) in the same manner maintains respectful and formal relationships with organizational



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personnel with whom he (she) does not have a hierarchical link. He (she) exhibits rigor in the application of institutional decisions and is watchful to avoid deviations. He (she) obtains results in the social sector of the organization, adhering to correctness and equality; he (she) likewise keeps within lines of communication established by status.

He (she) encourages personnel's participation in certain environments as a way of improving decisions related to organizational climate and performance conditions, which are motivational elements toward greater work productivity and satisfaction. He (she) makes continuous efforts to diminish resistance to change and increase the social sector's commitment to the supreme goals of the organization.

When making contact with the public in general, he (she) occasionally prefers to be guided by tradition when providing guidance or solving problems. His (her) attitude is distant and cautious, seeking to clearly establish the scope of both parties' responsibility in order to achieve a just relationship.

In certain environments, he (she) works together with all interested parties in order to present the best image for the company toward the public in general. He (she) likes to set high performance standards in this area and strives to get all those involved to become personally committed toward improving the image.

He (she) on occasions plans with marked attention toward the future and tries to seek opportunities of growth and development to produce structural improvements. He (she) adheres to plans established by the organization, avoiding any deviation from them.

He (she) sometimes motivates others toward preparing joint plans with challenging goals and contributes the best from his (her) experience. He (she) is in these cases interested in getting people to see the plans as something of their own.

When so required, he carefully watches the implementation of decisions and plans and pays attention to any deviation in order to act if necessary. His control effort turns out to be assurance for the rigorous execution of what was established by superiority or by his (her) person. He (she) is someone who is methodical and constant, so that the implementation under his (her) responsibility occurs with precision and effectiveness.

He (she) on occasions derives individual responsibilities from plans and decisions and establishes coordination to make use of the best from each person to achieve successful implementation. He (she) promotes group effort so that implementation turns out to be stimulating because of the idea of shared achievement.

He (she) sometimes considers that there is no efficient work without adequate control and acts methodically to prevent deviations. He (she) carries out detailed supervision in those points where a



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deviation could provoke considerable effects. He (she) efficiently maintains information systems as a control tool.

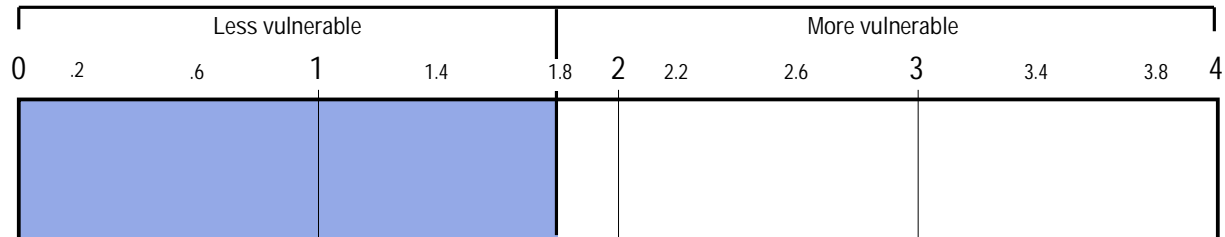
He (she) on other occasions believes that control is easier when each person is aware of his (her) part of the responsibility and is committed to it. He (she) thus acts continually to inform and convince each one about his (her) part and obtain a high level of motivation toward the controls.



Vulnerability

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The person is vulnerable when:

He (she) usually establishes interpersonal relationships for work motives exclusively and is found to be very demanding and exacting with a tolerance margin that is too strict. Any lack of compliance relating to his (her) orders generates noisy irritation together with sharp aggressiveness; thus, his (her) reaction for control of the situation rather takes the form of a persecution attitude. When reaching the point of confrontation upon the evident lack of compliance, he (she) reacts in a surprising manner exhibiting unexpected understanding which he (she) expresses in terms of transitory tolerance. He (she) may perhaps try giving some advice, but before having finished giving it he (she) will have again fallen into a frame of distrust and resentment.

His (her) vulnerability is due to his (her) being a person who continually feels required to employ his (her) maximum effort and thus become effective. His (her) normal state is striving to keep up-to-date. The small advantages he (she) obtains represent a breathing spell for him (her) before again facing growing pressures.

Because of the harshness in his (her) conduct, it is difficult for him (her) to have relationships with his (her) same-level colleagues (peers), because he (she) insists on an aggressive and critical behavior in order to endure the tense overload. His (her) competitive character leads him (her) to continual collision against colleagues, whom he (she) never ceases to criticize and look down upon.

He (she) is on some occasions not much interested in good treatment for personnel in general or union personnel (when having such). This attitude leads him (her) to unpopularity and being singled out as an authoritarian and despotic person.

He (she) considers that he (she) knows their needs and requirements better than his (her) customers or users, imposing his (her) criteria and being hardly accessible to listen to their opinion. This causes him (her) difficulties when dealing with customers or users.

He (she) in some environments inhibits his (her) subordinates' creativity because he (she) imposes his (her) criteria, ideas and decisions. He (she) frequently underestimates the people who work around him (her) and does not recognize their imaginative capability. Good ideas are often criticized.

Areas to be improved in order for the person to effectively cope with environment, task and management relationships

Vulnerability

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His (her) viewpoint on setting objectives is simply implementing what he (she) considers ought to be achieved, without taking into account individual possibilities or actual conditions. He (she) believes that in order to get a result it is sufficient to just think about it. His (her) objectives then aim short term and turn out to be an act of imposition.

His (her) impatience leads him (her) to be an impetuous and hasty person in the introduction of changes, since he (she) expects others to yield to his (her) sense of urgency and criteria. He (she) prefers for change implementation to depend on his (her) strength and leadership, because it is difficult to rely upon others.

In evaluation, he (she) moves with low effectiveness, intervening aggressively; he (she) in such circumstances thinks that evaluating means criticizing and finding out who is guilty. This produces tense environments and creates inhibition among his (her) subordinates.

In an effort to improve productivity, he (she) attacks on the basis of authoritarian acts, which seem to be more like trampling because of the impulsiveness with which he (she) demands others' subjection so they will do things immediately and in meager resource conditions. He (she) in the end manages to raise productivity, but at the cost of a tense environment and resentment.

His (her) communication is of low effectiveness because, on many occasions, he (she) refuses to listen to others' opinions since he (she) considers that only his (her) own points of view are valid. His (her) expressions are loaded with egocenteredness and such energy that he (she) tries to frame all criteria into his (her) own.

He (she) exhibits low effectiveness when handling conflicts because of his (her) tendency to suppress them by applying authoritarian conduct. His (her) mental attitude leads him to seek out guilty people instead of responsible ones; in such conditions what he (she) really promotes when facing conflicts is a tense situation, because his (her) spirit is to denounce those who are guilty, scold and force them to act in the service of his (her) willpower. The underlying causes remain stifled and contained, provoking accumulated pressure.

In cases of deviations and errors, it is difficult for him (her) to achieve long-term results, because the causes remain covered up due to his (her) tendency toward punishment and scolding; in order to avoid any future deviations, he (she) limits himself (herself) to correcting matters personally and making threats. Thus, the opportunity of learning from errors is continually missed.

It is difficult for him (her) to handle formal meetings, because his (her) impatience and aggressiveness keep him (her) from concentrating on the meeting's objectives. He (she) then tries to dominate in them



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by leading people toward his (her) criteria and conclusions. He (she) does not cease to manifest his (her) annoyance at having to wait for others to come to the conclusions he (she) wants to impose.

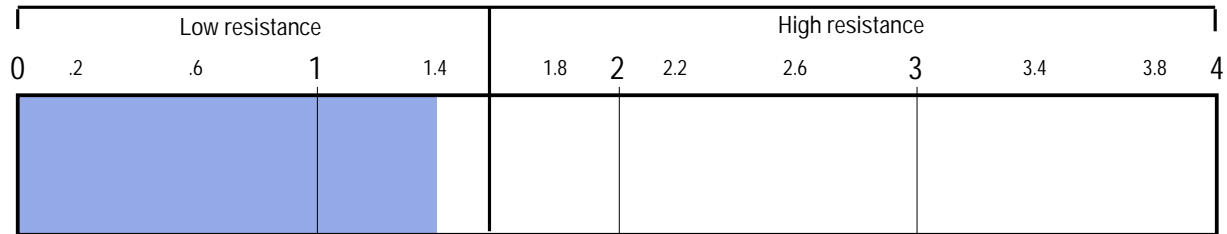
He (she) does not sympathize with teamwork, which he (she) considers a time-wasting activity, and he (she) insists that the cooperation of others is not necessary for decision-making. Due to his (her) tendency toward exercising authoritarian power, he (she) gives orders and expects submission when working in a team, so that he (she) is on principle against confrontation and judgment of his (her) criteria.



Resistance to Change

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Because of his (her) mental structure, he (she) is a person who resists change only when it goes against his (her) own values or he (she) is unconvinced about the capability and knowledge of whoever proposes it. However, his high effectiveness and interest in individual needs indicate that he (she) manages to adapt his (her) behavior to new or changing situations, even if this requires a change in his (her) decisions. He (she) is perceived to be someone who generally likes to listen to the opinions of others before arriving at conclusions.

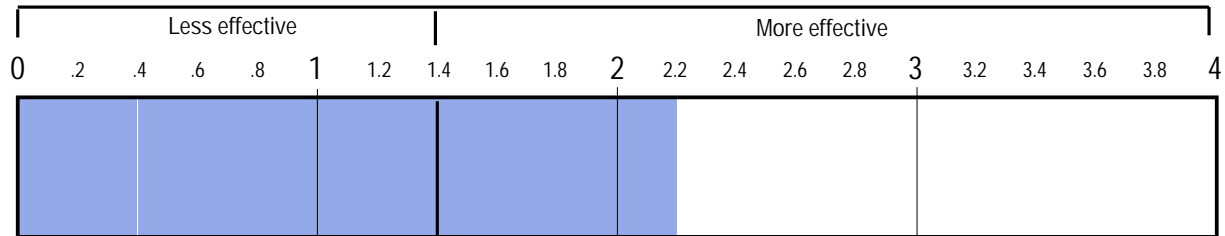
If things do not work out as foreseen his (her) first reaction is resistance to change, he (she) then becomes threatening and acts aggressive and harsh, trying to impose his own criteria. However, the experience he (she) has makes it possible for him (her) to become aware that this method does not produce desirable results, and he (she) opens up to both change and the opinion of others, thereby achieving high effectiveness.



Adaptability

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His (her) adaptability is moderately high because, on many occasions, the wide assortment of conducts with which he (she) faces up to different situations that arise turns out to be effective. Due to his (her) mental structure, he (she) directs his (her) interest toward the accomplishment of a specific task within time limits; he (she) however does not fail to attend to human needs. His (her) moderate flexibility enables him (her) to be tolerant in poorly structured situations.

His (her) imperceptiveness to power leads him (her) to level out differences in status among hierarchies. He (she) is willing to see new viewpoints and be exposed to influences if this will improve results obtainment. He (she) is oriented toward reality and this guides his (her) action; he (she) is open to the acceptance of a variety of management styles, various degrees of participation and a series of control techniques, as long as they are adequate. He (she) is perceived to be a tolerant, interdependent, objective and sensitive person.

Generally, he (she) is highly adaptable in circumstances where he (she) sees the task in terms of effectively maximizing the efforts of others, both in short and long term tasks. He (she) sets high production and performance standards and recognizes individual differences; he (she) then acts as a powerful motivating force. He (she) creates an interdependence of functions and tasks and initiates many things by means of group work, managing to combine individual needs with organizational goals.

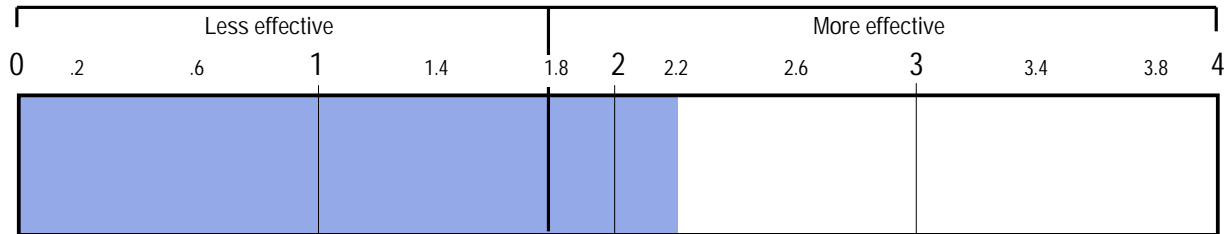
He (she) is effective in environments that require supervising his (her) subordinates' activities, where the work is routine and repetitive, and where there is little environmental change. He (she) then exerts an impersonal authority, clearly distinguishing functional levels through status symbols and making automatic decisions based on basic performance standards.



Effectiveness Under Pressure

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His (her) ample repertory of conducts makes it possible for him (her) to be more objective under certain pressure situations. On occasions, his (her) openness allows him (her) to appreciate various viewpoints, thus obtaining a more complete version of reality. He (she) clearly identifies where to use prudence, patience and restraint, where strength and drive, and up to what point tolerance and autonomy. However, when his (her) authority role is not well-defined or in some tense situations, it is difficult for him to distinguish when to say "yes" and when to give a negative, thus diminishing his (her) effectiveness.

He (she) successfully solves complex environments. His (her) maturity and balance enable him (her) to achieve integration in a highly effective manner. His (her) intelligence and experience enable him (her) to most of the time face changes or pressure with calm and efficiency, as he (she) relies on his (her) people to achieve group solutions and decisions.

His (her) reliability decreases when facing problems and conflicts or when his (her) authority role is not clearly defined. He (she) suppresses conflicts by the inadequate use of authority, exerting more power than his (her) position grants. He (she) makes decisions without consulting anyone, imposes criteria and demands immediate results by force.

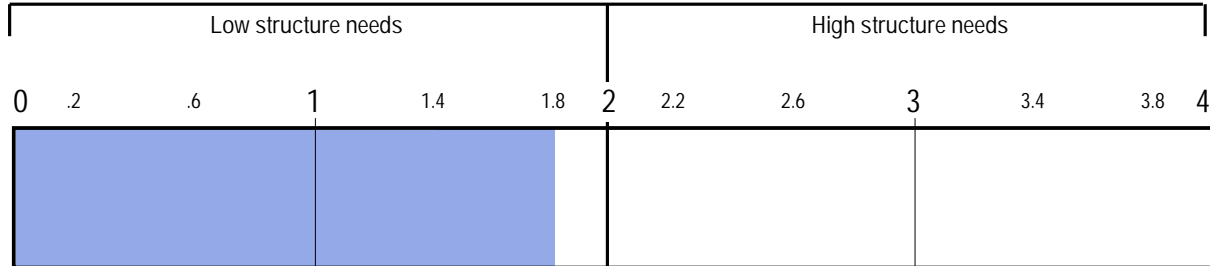
He (she) is normally interested in complying and getting others to comply with superior decisions and orders. He (she) then likes to work apart and remain distant from people and their tasks, as he (she) will at all times prefer for people to respond with sufficient responsibility and common sense, following instructions. He (she) is then highly effective in aspects of basic administration and organizes his (her) environment to create order and discipline.



Need for Structure

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Because of his (her) mental structure, he (she) exhibits understanding and consideration toward others' feelings, as long as their results are within established minimum expectations and have been made known previously. He (she) upholds the principle that people should be motivated to get their maximum productivity but on no other condition. He (she) is therefore capable with certain effectiveness handling both structured and ambiguous, complex environments.

Due to the ample repertory of conducts presented and his (her) flexibility, he (she) is capable of facing unstructured environments of low definition; he (she) likewise possesses good capability for facing violent and unexpected changes. He (she) prefers an environment of companionship and cordiality, and at the same time adherence to basic operating rules is important for him (her) when necessary. He (she) understands the essence of guidelines as well as their practical application. Thanks to this ability, he (she) generally identifies with rapidity what is important in any situation, without scrimping on resources needed for its correct implementation.

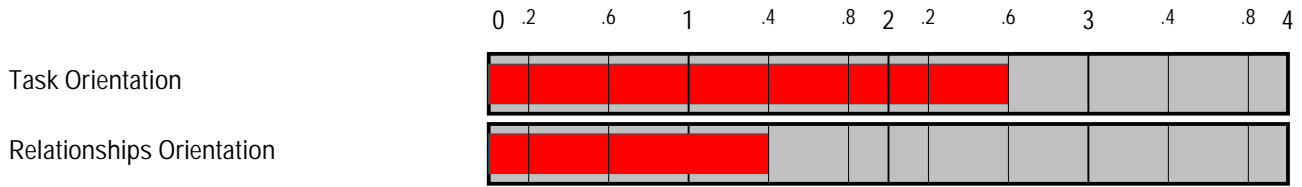
He (she) strives to provide an environment of security and cooperation with his (her) people; likewise, he (she) will when necessary be willing to comply with superiors' orders in full detail. He (she) is a person for whom it is important to have an intelligent and effective superior, who defines clearly the scope of his (her) authority, keeps him (her) informed and takes into account his (her) opinions with respect to decision-making.



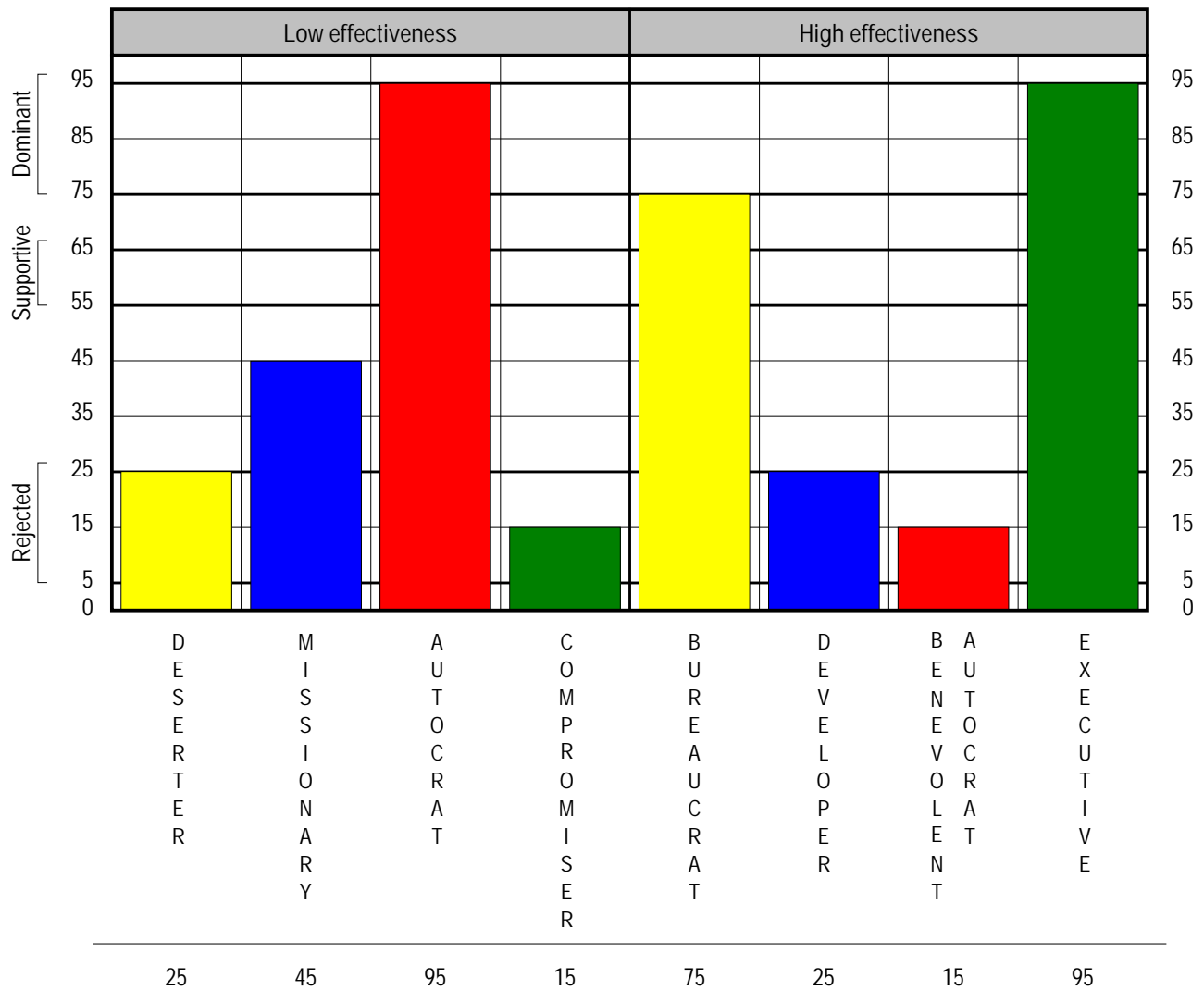
Managerial Styles Profile

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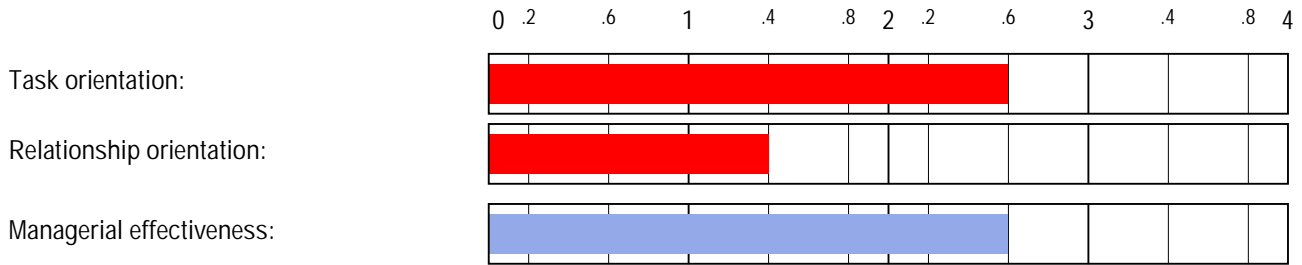
Basic Style: DEDICATED



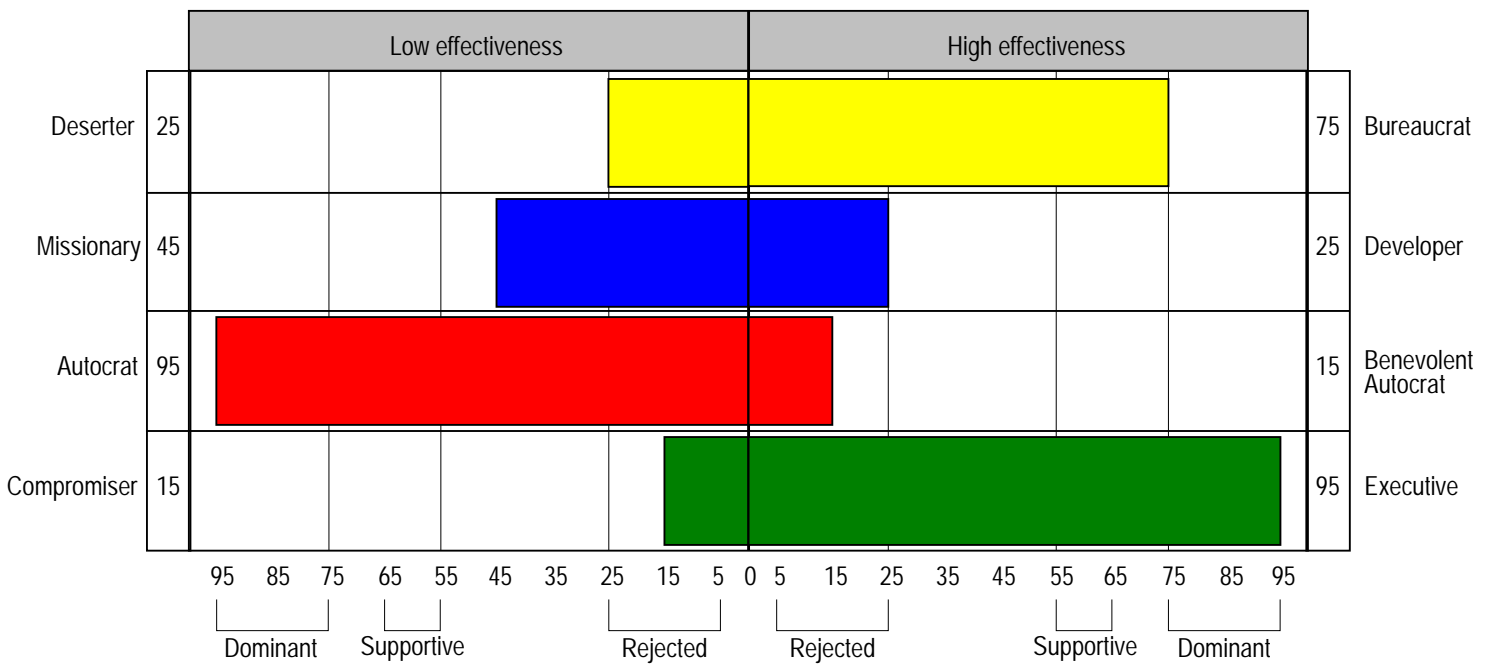
Balance of Managerial Styles

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Basic Style: DEDICATED



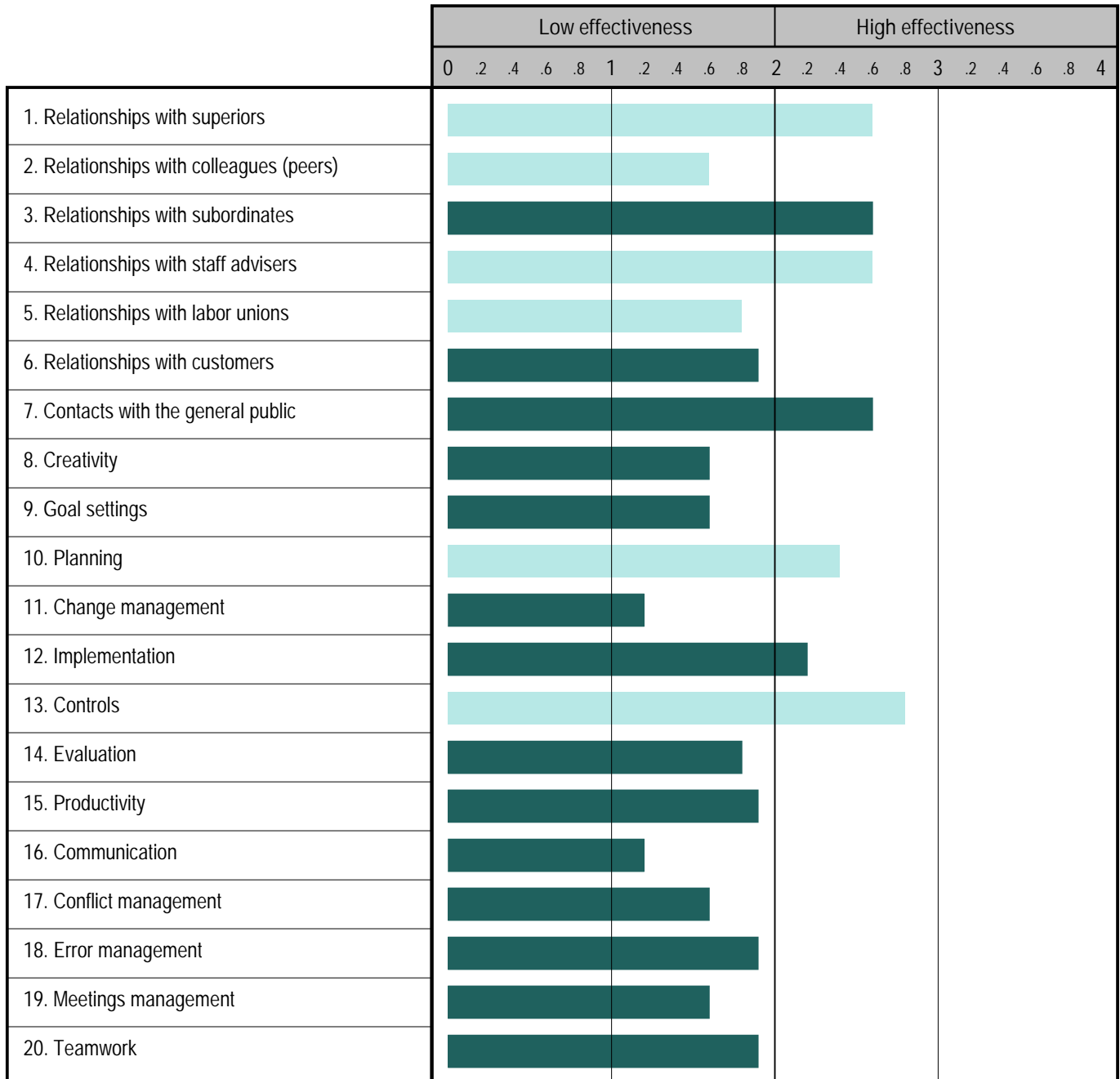
Behaviours Profile to face present situational demands.





Managerial Skills

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 Essential skill demanded by present position
 Skill not very demanded by present position

Degree of competence in skills he (she) uses to handle environment, task and management relationships

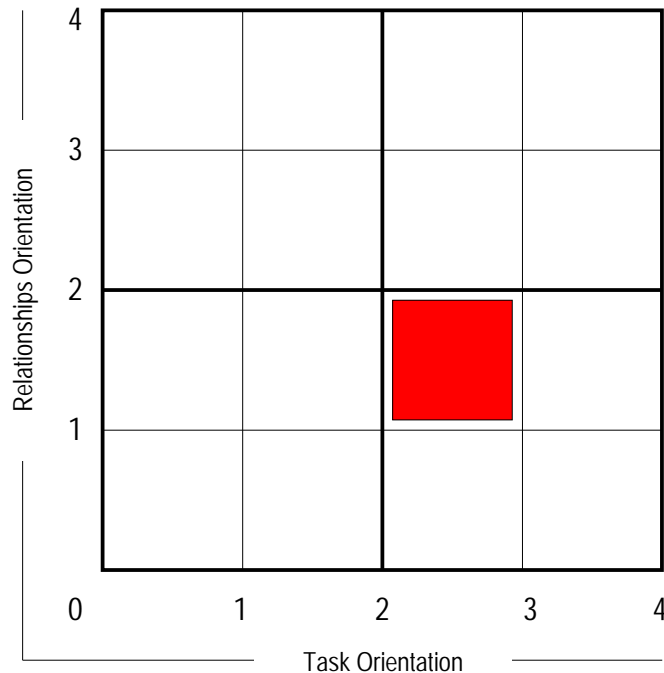


Required Subordinates

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Basic style: DEDICATED



Due to his (her) managerial aptitude he (she) requires of personnel with the following characteristics:

- Hard-working and willing, with some need for freedom of action.
- Noble and loyal, proud of his (her) superior's competency.
- Creatively competitive.
- Totally willing with ample capability for adapting.
- In charge of productivity improvement tasks.

Characteristics of his (her) relationships with subordinates.

He (she) relies on the weight of his (her) hierarchy to get positive influence on his (her) subordinates. He (she) maintains impersonal relationships that are highly oriented toward results, emphasizing the continuous perfection of details and improvement of administrative efficiency. (His) her formality underlines relationships with his (her) subordinates, with a tinge of professionalism.

If so required, he (she) becomes personally involved in the work of his (her) subordinates and participates in planning and problem-solving. He (she) likewise involves them in his (her) own work and is open to influence in order to improve plans and problem-solving. He (she) achieves integration with the organization and thus increases his (her) capability of generating results.



Required Subordinates

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He (she) does not do what is needed in matters of his (her) subordinates. Aggressiveness makes it difficult for him (her) to have relationships with others because he (she) easily provokes feelings of discomfort and unwillingness, thus feeding a vicious circle that gets worse with time and ends up in a frame of extreme authority and submission.

It is possible for him (her) to with acceptable effectiveness supervise subordinates in charge of difficult tasks.



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1. Present managerial aptitude:																					2.2
2. Potential managerial aptitude:																					3.4
3. Autonomy range:																					2.2
4. Effectiveness under pressure:																					2.2
5. type of management position:	Based on the occupiers' authority																				
6. Most appropriate management position:	<ul style="list-style-type: none"> - Responsibilities in functional supervision of competent and competitive groups, in charge of complex tasks that the person clearly masters. - Responsibilities in areas where results depend directly upon applying authority over superior and subordinate personnel, with reserved authority over same-level colleagues (peers). - High level of interaction with organizational sub-units in areas where the person is strong, with well-defined authority limits. - Direction of complex structured tasks where productivity and quality are important. - Responsibility for optimizing task processes. - Variable, unpredictable and tense environment. 																				
7. Appropriate control span:	8-10 Direct subordinates																				
8. Most likely responsibilities:	<p>Type of position: Managing directorship or top management in line functions and complex, varied and high volume operations of brand-name products and services in highly competitive markets, where individual leadership and talent are important.</p> <p>Sales, quality, production or commercialization of brand-name products in highly competitive markets, where personal relationships are important and increase production.</p> <p>Specialist, research and development positions in high risk areas where innovation and creativity are important.</p> <p>Training and development of plural personnel in highly complex tasks where his (her) authority is important.</p> <p>Organizational relations in environments of socio-technical improvement.</p> <p>Positions where he (she) can positively influence subordinate personnel, allowing involvement in his (her) own work.</p> <p>Positions where he (she) can present the best company image, toward the general public.</p>																				
9. Need for power and status:	High																				
10. Main weaknesses:	Management change, Communication																				
11. Main strengths:	Relationships with subordinates, Contacts with the general public																				
12. Direction required:	<ul style="list-style-type: none"> Authority scopes at will. Rigorous measurement of progress. Distant work accounting. Influence based on knowledge and experience. Preventing excessive authority. Systematic documentation of achievements. Involvement in decisions of great consequence. Be careful of his (her) intervention in handling change. Establish clear limits in communication, as he (she) tends to impose his (her) opinions. 																				