

A THOMAS INTERNATIONAL MANAGEMENT REPORT

FOR

SAMPLE LTD

by

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BACKGROUND

The following report originates from a Management Review conducted by Richard Whitehead for Sample Ltd.

The report stems from the behaviours observed during the seminar and also leans heavily on a paired analysis exercise completed during the day as well as the Personal Profile Analysis and team building exercises.

The seminar itself looked at how profiling works, giving delegates the opportunity to assess themselves and test the validity of results.

In addition, the seminar looked at weaknesses as perceived by the delegates and a paired analysis exercise was used to identify priorities.

Finally Human Job Analysis forms were completed and an interpersonal audit took place.

PAIRED COMPARISON EXERCISES

The group completed a "brainstorm" exercise on what they perceived to be the greatest team problems with the following results.

GROUP RANKING

1. Prioritisation
2. Flexibility
3. Accountability
4. Strategic alignment
5. Communication
6. Speed
7. Culture
8. Initiative
9. Drive

Clearly from this exercise one can identify that the key issues are encompassed within the three most critical items ranked 1, 2 and 3. By overcoming the problems in these areas many of the other frustrations identified during the brainstorm will be eliminated.

We therefore propose that these problem areas be tackled immediately and our comments and recommendations are as follows:

SUMMARY OF RECOMMENDATIONS

1. The top 3 issues, Prioritisation, Flexibility, and Accountability should be addressed by using the embryo Action Plans that were created on the day.
2. Consider conducting similar exercise on the 3 sub teams.
3. Address the issues of some delegates feeling frustrated and/or finding things tough at the moment.
4. Develop individual coping strategies.
5. Let all delegates have sight of this report.

ACTION PLAN

The following embryo action plans were developed by the delegates during the diagnostic day.

PRIORITISATION

1. Priorities definition
 - Identify GSS Global priorities
 - Relate to the team objectives
 - Agree measure
2. Risk – Rewards Analysis
 - % of time/effort towards:
 - i. Group/team objectives
 - ii. Agree results per team
3. Communicate & Implement
 - Stakeholders
 - Buy in
 - Participants

All by Mid July

FLEXIBILITY

1. Review organisation structure (roles and responsibilities)
 - 30 day planning
 - 31/07 Plan agreement
 - recommendation August “to be”
 - Flexible resource
2. Review Sourcing process – new buy category
 - 30 day planning
 - 31/07 Plan agreement
 - implementation/roll out in August
 - M (throughput)
3. List of activities to move offshore
 - 30 day planning
 - 31/07 Plan agreement
 - implementation in August
 - m (throughput)

ACCOUNTABILITY

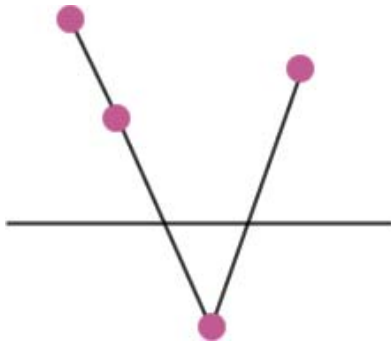
1. Understand team and individual priorities (mid July)
2. Identify who is accountable and formally agree roles
 - RACI Matrix and impact +/-
3. Regular review, feedback, impact. Assessment (escalation award) Monthly cycle.

All by end July

MANAGEMENT REQUIREMENT

A primary assessment was made of the management's culture needs and the participants decided that the following profile was likely to be the ideal requirement:

MANAGEMENT CULTURE



In short this indicates the following cultural requirements:

DRIVE

D/S

Tangible, measurable results must be obtained despite opposition or resistance to their accomplishment. There is pressure to meet deadlines in an environment laced with a wide variety of problems and unexpected interruptions.

SENSITIVITY (SHREWDNESS)

C/S

Concern for the consequences of action and alertness to quality are key components in this job. The position may involve a variety of activities in which stress is placed on accurate weighing of facts or awareness of protocol or regulations, yet there is an urgency to "do something".

CONTACTABILITY

I/S

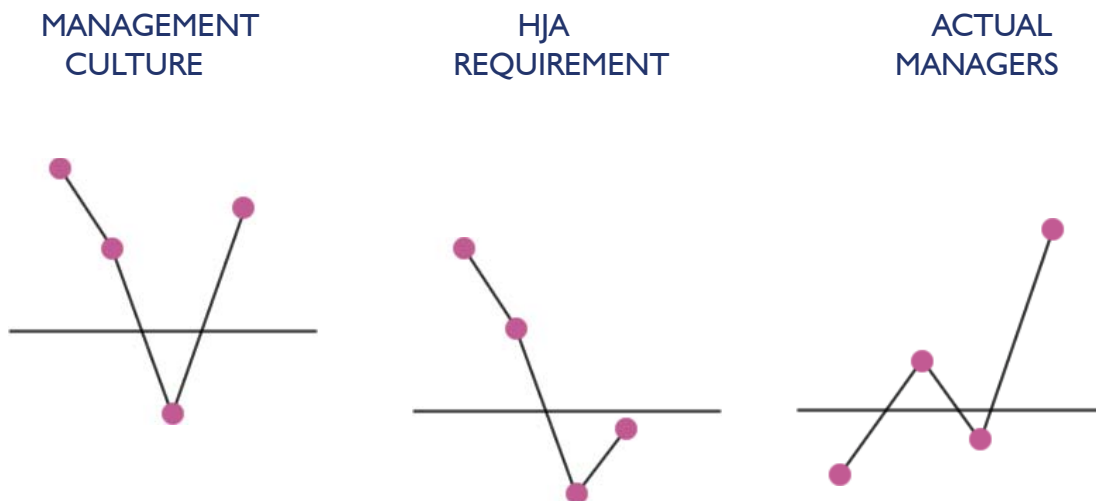
The job involvement requires actively influencing and motivating a variety of people in changing situations. Active generation of many contacts with people is usually required. Selling a product or a concept must be accomplished by gaining willing acceptance.

MANAGEMENT WORK STRENGTHS

The management work strengths proved to be as follows:

	Job Requirement	Actual People
Driving and Controlling	20	10
Persuading and Motivating	18	12
Organising and Planning	2	11
Analysing and Monitoring	10	18

The basic analysis of these strengths is shown in profile terms below:



We would comment on these results as follows:

The delegates were invited to complete their own HJA focusing on the behavioural characteristics that they believed were important to carry out their own jobs successfully. The results of each HJA perception were then combined to produce a 'composite' HJA requirement (above).

The Agreed Culture was produced by asking all candidates to agree on what work style they should adopt as a group, to address the key issues identified in the brain storm exercise and modify behaviour to achieve better results.

COMPARISON OF CULTURE AND HJA REQUIREMENT

The Agreed Culture and the HJA Culture is quite close, the major difference being Compliance. Where the delegates thought that being accurate, being aware of the need to maintain quality and standards and act with caution was the second most important strength that the team had to have when they looked at their own roles they felt that they should be independent and be allowed to take risks and not be concerned too much about complying.

COMPARISON OF CULTURE AND ACTUAL MANAGERS

There are major differences in this comparison. The Agreed Culture calls for drive, focus, goal orientation, and decisiveness but there is a lack of these strengths in the Actual Team. The team is also less persuasive, communicative, and positive than the Agreed Culture calls for. Pace is another issue, whilst the Actual Team is quick paced and can multi-task it is not as strong as the Agreed Culture suggests.

COMPARISON OF HJA REQUIREMENT AND ACTUAL TEAM

The comments made in comparing the Agreed Culture and the Actual Team also apply here but there is a further major difference, that of Compliance. Many of the delegates, when looking at their own job roles felt that they should be able to act independently and not have to follow the rules but, in reality, this team is made up predominantly of people who do prefer to follow rules, act cautiously, and generally approach the job in a systematic, precise way. (See the numbers on page 4).

MANAGEMENT COMPATIBILITY

RESULTS

Mike G, Brian K, Cecile, Jo, Carina, Jeremy, Andrea, Audrey, Grahame, and Simon all share this working strength and thus may be seen by the others as rather forceful, often direct, and occasionally over-assertive.

PEOPLE

Approximately half the team share this working strength, namely Mike G, Brian K, Tony S, Bernie, Helen, Carina, David C, Jeremy, Andrea, Michael, Grahame, and Kirsty. They all have a natural interest in people and will generally be more verbal than the others in the team. They also will tend to be seen as being the optimists whereas the rest of the team tend to be more suspicious and probing and not prepared to take things so readily at face value.

ROUTINE

Slightly less than half the team have this working strength and thus have the ability to see jobs through to a conclusion, working in a thorough, methodical manner. Frank P, David L, Tony S, Tony C, James, Mike J, Helen, Paula, Eva, David C, and Kirsty will therefore be seen as slower in pace and more relaxed in their approach to the job. The quicker pace of the others, coupled with a failure to sometimes tie up the loose ends will frustrate those named above.

PROCEDURE

Only Helen, Carina, Jeremy, Andrea, and Grahame do not have this working strength and these 5 team members will often be seen as rebels, happy to ignore convention, and frequently “bend” the rules to achieve their objectives. The rest of the team are, of course, those who work in a logical manner, attending to detail and strive to maintain a high standard of quality in their work. This is not to say that the others cannot do that, simply that they will sometimes struggle to achieve that level of quality naturally.

POWER STRUGGLES

Grahame may experience verbal power struggles with Mike G, Brian K, Carina, Jeremy, and Andrea.

DETAILED RECOMMENDATIONS

1. The embryo action plans created to address the top 3 issues should be progressed and monitored to ensure that there is no slippage on the time scales agree.
2. Consideration should be given to carrying a similar exercise with the 3 sub teams to discover what they perceive as being the problems that prevent them from meeting their objectives
3. The issues of some delegates being currently frustrated or find things tough should be addressed. (Assistance on this is available from us using the PPA recently completed).
4. Some delegates would benefit from training advice on how to develop coping strategies to enable them to handle the many aspects of their jobs more comfortably.
5. All delegates should have sight of this report.