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# Pario Innovations

## Professional Role Profiling Report

Report Compiled 18th April 2011

Pario Role Profiling questionnaires and reports are free to organizations registered with Pario Innovations. Fees apply for when the design is tailored to meet specific requirements. The Role Profile can also be mapped against the Pario Professional or Workplace questionnaires. Workplace is designed to support role profiling and individual assessment/development of staff in operational and supervisory roles. Contact Pario Innovations to discuss the options and possibilities.

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## Introduction

Pario Professional Role Profiling provides a framework for reviewing role requirements, including the personal attributes associated with more-effective performance. The analysis can be used to clarify important aspects of work behaviour and the evaluation can be compared with individual preferences recorded on the Pario Professional Questionnaire.

It should be noted that preferences recorded on the job-holder's profile can contribute to a strength in one area, but may be linked to personal development needs in another. This might, for example, apply to a very task-orientated approach which then has a negative impact on interpersonal effectiveness. Differences between the job-holder's approach and the manager's expectations might be explored through a facilitated discussion, possibly as part of a team development workshop.

The report is based on the judgement on the person completing the Role Profiling and must be viewed in the context of the current role at this point in time. The profile should not be regarded as fixed and requirements can change because of new demands, changing role relationships, or other factors. In some cases it may be advisable to seek the views of more than one manager, particularly if the focus is on emerging role requirements. A Group Report can also highlight the expectations of people in different roles and this review can be extended through Pario 360 degree feedback.

This report is designed to provide an overview of the main points emerging from the questionnaire. The information can form part of a broader assessment, review or development process but should not be used in isolation. It is important that any issues raised in this report are seen in the context of overall role demands and reviewed by means of a well-structured discussion.

# Role Purpose & Activities

## Role Purpose

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Keeping the customers happy ?

(less than 2% complaints)

Selling 100,000 widgets a month

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## Role Activities

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Supervising widget production

Training the staff in new skills

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## Role Relationships

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Immediate Manager – meeting production targets

Peers / Colleagues – sorting out production problems

Direct Reports / Junior Staff – training new skills

Clients / Customers – checking complaints

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## Role Challenges

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The main challenge is to keep production running. For example, when there is a production problem, the more effective person takes immediate action and is better at finding a temporary solution.

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## Work Conditions

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The role requires a significant amount of walking around the site, both inside and outside the main building. Physical mobility is required and there are also stairways that need to be climbed.

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# Personal Attributes Required in the Role

## Attributes Relating to the Role

The Pario Role Profile identifies specific work requirements, based on 24 dimensions. This is linked to clear descriptions of the behaviour and approach contributing to effective performance. The Role Profile can add focus to selection interviews and support coaching and development. The results of the Role Profiling can also be compared with the profiles of individuals completing the Pario Professional or Workplace questionnaires.

The Role Profile highlights requirements relating to Analysis and Problem Solving, Managing Change and Tolerance of Ambiguity, Interaction with People, and finally, Delivery of Results. The specific dimensions are listed below, but the level of response on each variable needs to be carefully matched against role requirements.

### Analysis and Problem Solving

**Broad-Based Thinking:** Considers the consequences of action and reflects on the wider issues / possibilities relating to a problem.

**Innovative Response:** Adopts an independent and forward-looking approach and is strongly orientated towards change.

**Accuracy of Working:** Is personally involved in precise, accurate working, with close attention to detail (to avoid the risk of mistakes).

**Personal Organisation:** Maintains a more structured & systematic (methodical) approach to work.

**Creative Focus:** Focuses on develop ideas, consulting with others, and finding new solutions to problems.

**Developing Opportunities:** Seeks to get new ideas and initiatives off the ground (through personal energy, drive and enthusiasm).

**Organisational Awareness:** Anticipates how others will react, or seeks to calculate how best to handle work-based issues / tasks.

**Pressure Index:** Emphasises accuracy; follows established methods, and maintains set "standards" (or ways of working)

### Working with People

**Leadership Focus:** Sets priorities and defines requirements, adopting a confident, positive leadership style.

**Establishing Direction:** Takes control of situations, asserts his/her own views, and adopts a *self-directed* approach to tasks.

**Personal Reserve:** Maintains emotional control and deals with people in a calm, controlled manner.

**Personal Contact:** Seeks close friendships, personal rapport, and social support (interaction with others) at work.

**Gaining Attention:** Makes a personal impact and obtains acknowledgement or recognition from others.

**Gaining Approval:** Is responsive to the standards, goals or expectations of his/her manager, colleagues, or other team members.

**Team Involvement:** Emphasises interaction with others, usually linked to discussion / consultation with colleagues.

**Team Influence:** Makes a direct contribution in meetings or actively influences the team's overall thinking and direction.

## Achieving Results

Speed of Response: Demonstrates *time urgency* and concern for making a speedy response, moving quickly towards action.

Seeking Direction: Obtains guidance or direction, with a preference for structure and feedback from others.

Decision Confidence: Shows personal conviction making decisions and resolving problems, with a belief that outcomes will be achieved.

Striving for Success: Establishes his/her own high performance and achievement standards, and sets an example to others

Task Commitment: Achieves results through personal effort, commitment (and the perseverance to overcome problems).

Task Completion: Is personally involved in completing one task before moving on to the next, reflecting a more 'step by step' approach.

Confronting Issues: Deals directly with issues, surfaces problems, and takes an independent stand on questions of principle,

Personal Values: Expects others to share the same attitudes or principles, (and approach things in the same way). *Note: Lower scores indicate greater professional objectivity / detachment.*

The following section summarizes the relative emphasis placed on the 24 dimensions. Other respondents may view role requirements differently, so it is important to discuss any issues that emerge from the review. In some cases there may be value in compiling a Group Report that provides an integrated view of requirements.

When assessing applicants for a role, or coaching to improve performance, it should be noted that each dimension may represent a personal strength, or could be a blind-spot or area of potential weakness. These strengths and weaknesses could be linked to particularly high or low scores on individual Pario Professional or Workplace profiles.

## Part 1: Analysis and Problem Solving

Analysis of information is influenced by reflective, broad-based thinking and anticipation of consequences. A more innovative response will contribute to questioning of existing procedures and a positive orientation towards change. Emphasis on accuracy of working suggests risk avoidance, whilst personal organization is associated with a more structured approach.

### Broad Based Thinking

Broad Based Thinking: The role requires some reflection / consultation and the job-holder will consider how his/her actions or decisions are likely to affect others.

### Innovative Response

Innovative Response: The role requires a somewhat cautious approach to new methods and the job-holder will be wary of change unless the rationale is clear and proposals are supported by evidence of benefits.

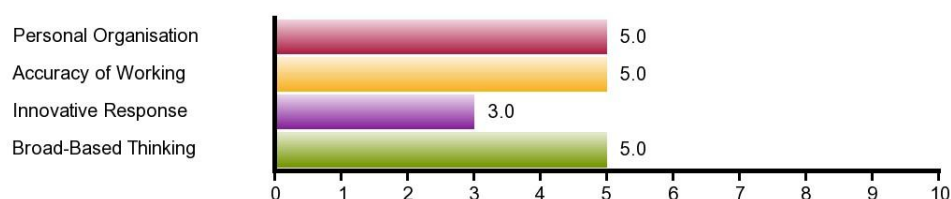
### Accuracy of Working

Accuracy of Working: The job-holder is directly involved in precise, accurate work, with close attention to detail. There is less requirement to focus on the 'wider issues', delegate tasks, or take risks.

### Personal Organization

Personal Organization: A fairly structured and organised approach is required, with attention to procedure / planning, and a clear focus on specific objectives. Some flexibility may be needed to deal with unexpected events.

#### Analysis of Information:



## Part 2: Analysis and Problem Solving

Flexibility of Response involves reviewing more effective solutions. This creative focus may also be linked to initiative in developing opportunities and turning ideas into action. Communication and positioning of issues may require an element of organizational awareness, whilst lower scores on the Pressure Index suggest greater tolerance of ambiguity.

### Creative Focus

Creative Focus: The role requires people to work on the basis of practical experience. There is a relatively low requirement to develop new ideas or explore new methods.

### Developing Opportunities

Developing Opportunities: There is less requirement for the job-holder to be directly involved in finding the resources to get new projects or assignments operational. However, the role may also offer opportunities to gain experience in this area.

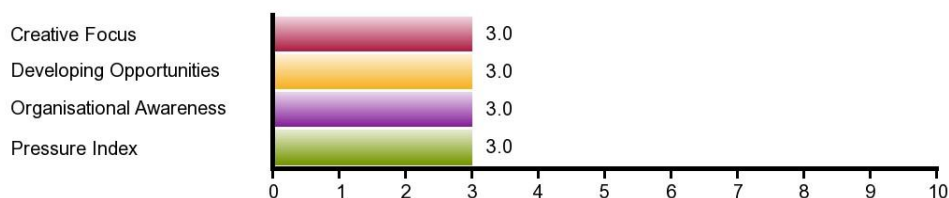
### Organizational Awareness

Organizational Awareness: There is a relatively low need for awareness of other people's expectations, or networking to assess the views of others. The job-holder is required to focus on the achievement of specific objectives, possibly backed by some discussion with colleagues.

### Pressure Index

Pressure Index: There is some emphasis on following set procedures and completing tasks according to clearly defined standards, but this is also coupled with some flexibility in dealing with unusual or unexpected events.

#### Flexibility of Response:



## Part 3: Working with People

Working with People may involve setting clear direction and clarifying priorities. This leadership focus generally needs to be supported by the motivation to take responsibility and establish direction. An element of personal reserve may be evident, but this needs to be balanced by openness and awareness of people's need to build positive relationships.

### Leadership Focus

Leadership Focus: The job-holder provides technical support or sets direction for others when required, but the role does not involve a particularly positive or "high profile" style of leadership.

### Establishing Direction

Establishing Direction: The job-holder must be willing to take control of situations when required, and use his / her knowledge and experience to give guidance to others. There is somewhat less need to actively influence or direct other people.

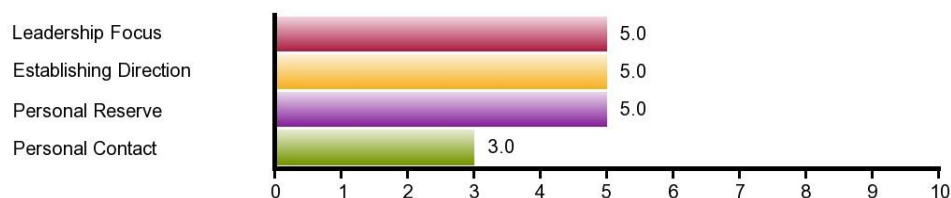
### Personal Reserve

Personal Reserve: The job-holder will generally appear professionally objective and can deal with difficult situations in a calm and measured way. His/Her responses are controlled and not directly influenced by other people's behaviour.

### Personal Contact

Personal Contact: The job-holder will place some emphasis on maintaining contact and rapport with others, but this will be balanced with a clear focus on role requirements and the objectives that need to be achieved

#### Personal Interaction:





## Part 4: Working with People

There is often a requirement to influence others and this involves gaining their interest and attention. At the same time, the job-holder needs to be aware of what is expected in the role and responsive to expectations. Overall effectiveness may be increased by team involvement and the ability to 'flex' behaviour to achieve personal impact and influence in a team setting.

### Gaining Attention

Gaining Attention: The role requires the ability to present information effectively and gain people's interest and attention. The job-holder should balance personal input and desire for recognition with awareness of other people's contribution.

### Gaining Approval

Gaining Approval: The job-holder will place fairly high emphasis on responding positively to the views of others when working towards objectives. There may be less need to develop independent ideas or demonstrate initiative.

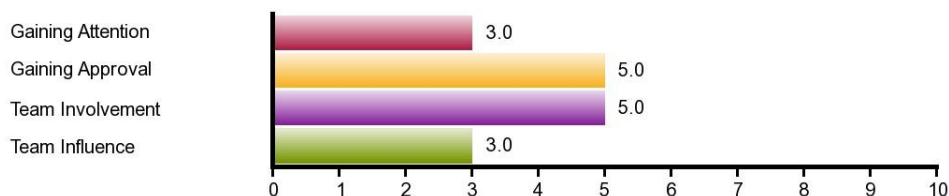
### Team Involvement

Team Involvement: The job-holder is required to involve others when dealing with problems or making decisions. Team involvement is required to deal with various activities, and the job-holder is expected to give some support or advice to others.

### Team Influence

Team Influence: The role requires the job-holder to make some contribution in meetings and discuss issues with others. However, there is less requirement to give a clear lead or actively influence proceedings.

#### Decision Making:



## Part 5: Achieving Results

Achieving results is influenced by speed of response and ability to increase pace. The role may also require the job-holder to work fairly autonomously and display confidence in decision making. The ability to work to high personal standards and set an example to others may be linked to personal drive, and also contribute to effectiveness in a leadership role.

### Speed of Response

Speed of Response: The role requires some ability to increase pace and respond positively to unexpected demands or deadlines. However, the job-holder is generally able to set their own pace of working.

### Seeking Direction

Seeking Direction: The role requires the job-holder to operate fairly independently and demonstrate initiative when dealing with problems. There is occasional feedback and review of performance.

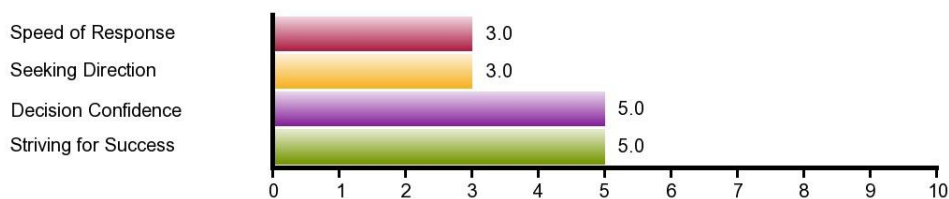
### Decision Confidence

Decision Confidence: The job-holder must demonstrate a moderate level of personal confidence and a willingness to resolve difficult issues. The role may involve dealing with difficult or poorly defined problems that require careful review and discussion.

### Striving for Success

Striving for Success: The job-holder has some regard for setting an example and giving a clear lead to others. He/She will clarify performance standards and help to find effective solutions to problems.

#### Achieving Results:



## Part 6: Achieving Results

A clear focus on outcomes may be linked to the commitment to overcome problems, but many professional roles have less requirement for the job-holder to be closely involved in detailed task completion. A willingness to confront issues and surface problems may contribute to effectiveness. Personal values need to be balanced with appropriate professional objectivity.

### Task Commitment

Task Commitment: The job-holder should be willing to commit time and effort to overcome obstacles and give a clear lead to others. This personal effort should be balanced by the job-holder working alongside others, perhaps as a member of a work group.

### Task Completion

Task Completion: The job-holder will have close personal involvement in seeing one assignment through to completion before moving on to the next. However, there may also be some requirement for team working and involvement of other people.

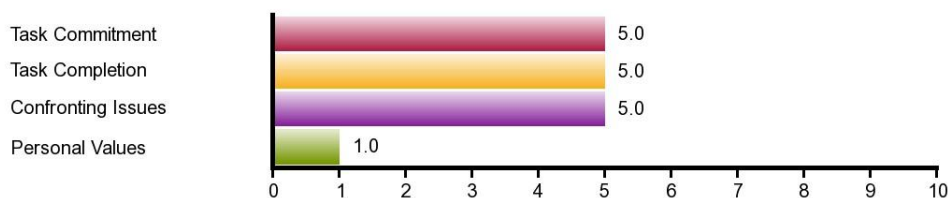
### Confronting Issues

Confronting Issues: The job-holder will maintain a clear focus on professional standards and take steps to bring problems "into the open". The role may require the job-holder to give a clear lead on standards or procedures and/or set out key principles.

### Personal Values

Personal Values: The role requires someone who will achieve results even though others may not share his/her values. The job-holder will seek to influence other people, or make decisions, with no expectation that they will share the same views or opinions.

#### Focus on Outcomes:



## Comments on Personal Attributes

### Knowledge, Qualifications, Skills

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Qualified Mechanical Engineer

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### Use of Systems

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Familiar with XYZ software

Knowledge of the ABC production system

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### Analysis of Problems

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Very analytical, objective, approach required, drawing on strong technical skills and experience.

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### Working with People

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Sets clear direction and provides regular feedback on performance.

Provides training to improve skill levels in the team.

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### Achieving Results

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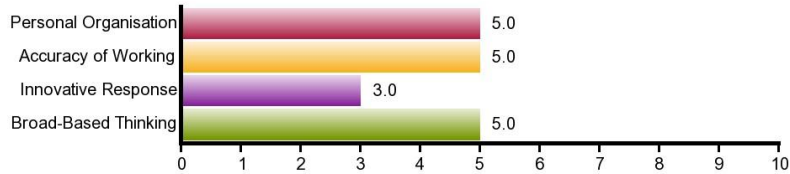
Has a strong focus on achieving production targets. Also takes the initiative in resolving problems and deciding how best to respond to difficulties.

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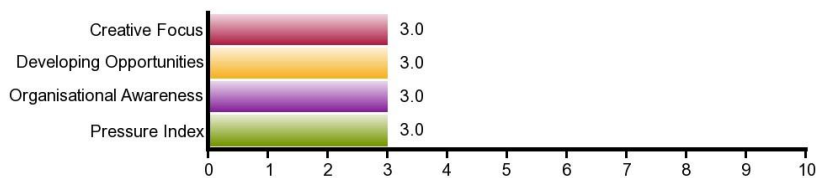
# Pario Professional Role Profiling

The Role Profile ratings are summarized below. This can be mapped against individual Pario Profiles.

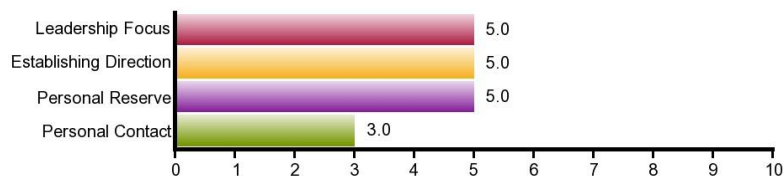
## Analysis of Information:



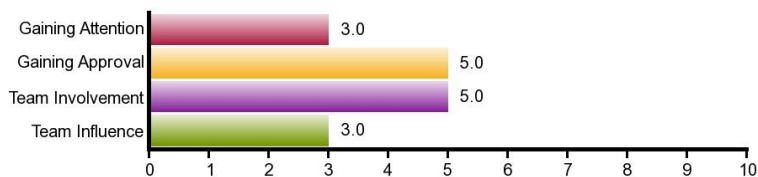
## Flexibility of Response:



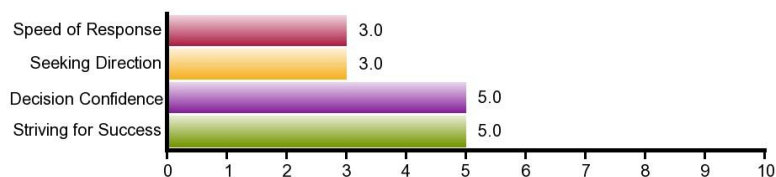
## Personal Interaction:



## Influence and Persuasion:



## Decision Making:



## Focus on Outcomes:

