

# Manager/Supervisor Staff Selector

## Purpose

To measure in-depth management potential, important intellectual skills and personality traits needed for successful performance as a Manager/Supervisor.

## Job criteria measured

This comprehensive management profile, from which a seven-page report is provided to the client, consists of instruments measuring the following:

### **Administrative & Intellectual Skills**

- Problem solving and logic ability
- Facility with numbers, files, codes, symbols and simple arithmetic
- Attention to detail
- Knowledge of common office terminology
- Layout & organization skills
- Verbal fluency - communication skills
- Written communication skills
- Memory for words, numbers, names and faces

### **Management Skills & Behavioral Traits**

- Innate desire to work with other people
- Emotional stability and tolerance to stress
- How a person handles interpersonal situations in an on-the-job setting
- Appraising supervisory ability and potential
- How a manager deals with superiors, peers and subordinates
- Reason to value and desire power
- In-depth selection of behavioral traits and interpersonal skills

## Positions for which the test is appropriate

- Supervisor
- Manager
- Director
- General Manager

## Sample report (excerpt)

### Manager/Supervisor Staff Selector

Name of Candidate: John Smith

#### Work Motivation Inventory

This test analyzes individual differences in motivation, values and career/lifestyle preferences. The WMI has been shown to be effective in predicting career satisfaction and in understanding burnout and stress.

**Accomplishment:** Mr. Smith is likely to be more comfortable in work settings that allow him to follow established procedures and have fairly clear expectations about how to proceed. He does not feel a strong need to find challenge in everything he does.

**Recognition:** Mr. Smith does not appear to need as much encouragement or external reinforcement as do most other people. He tends to rely more on an internal set of standards against which he judges his accomplishments.

**Power:** Being a leader and having people under his direction is not a strong priority for Mr. Smith, although he can provide the leadership necessary when situations arise that require it.

**Affiliation:** Mr. Smith does not place a great deal of importance on the value of close personal relationships. He prefers doing projects and tasks by himself rather than as part of a team.

#### C.P.I.

On this multi-factoral personality inventory, this candidate was found to be of high average social dynamism with a high average level of responsibility. He possesses high average tolerance of others and is very concerned about creating a good impression of himself to others. He appears to perform slightly better in a structured environment as compared to one that is unstructured. The candidate is of low average flexibility and demonstrated high average entrepreneurial skill.

#### Recommendation

Mr. Smith is recommended for the position of Manager/Supervisor, subject to the weaknesses mentioned in this report. His management-related skills were too weak for a supervisory position. Interpersonally, there were several areas of concern. The candidate must be encouraged to develop more of a desire to be a leader and will possibly require a motivational training program for leadership.

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## Test administration

The test requires only clerical supervision to administer and takes approximately 3½ hours to complete. The timed tests must be precisely timed. The untimed tests require no supervision except to ensure that all questions are answered. Candidates should be given the tests in a relatively quiet environment. More than one person can be tested at one time. It is important that the timed tests be timed to the second.

## Sample questions (segments)

To earn the respect of my staff, I would:

- a) emphasize the office rules.
- b) train the employees to work on their own.
- c) eliminate ineffective employees quickly.

If a subordinate said, "A little bit of power can sure go to the heads of some people!", I would respond by saying:

- a) "You're fired!"
- b) "Yes, there are many who act like dictators and give the rest of us a bad name."
- c) "It's not wise to make 'blanket statements', as people have many different reasons for the things they do."

In determining the training needs of my department:

- a) I make all the decisions.
- b) I have a discussion with each staff member.
- c) I allow my staff to decide what they want to do.

If I am developing new guidelines for my department, I would:

- a) Do it without asking other managers for input.
- b) Approach senior management for suggestions.
- c) Ask my staff for their input and feedback.
- d) Discuss it with my friends outside of the company.

## Evaluation

The overall rating is based on scores according to the following table:

Overall Rating	Likelihood for Success
EXCELLENT	Above Average to Superior
VERY GOOD	Above Average
GOOD	High Average to Slightly Above Average
ACCEPTABLE	Average
MARGINAL	Below Average
UNACCEPTABLE	Well Below Average

## Validation information

A major validation study was conducted in the food industry in 1986, and is available upon request.

## Languages published

English, French

## Date introduced

1977, Revised, 1995, 1998.