



# ENTEGRYS

## Role Profiler Report

**Organization:** Prefab Construction

**Role:** Senior Manager

**Date:** March 21, 2006

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Rank Order Results  
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# ENTEGRYS

Competency-based strategic solutions

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## Rank Order Results

Combined Questionnaire Scores of all 13 Respondents

Competency	Total Combined Weight (max. = 520)	Rank Order		
		Combined (13)	Managers (3)	Incumbents (4)
Managing Stress	406	1	1	4
Encouraging Creativity and Innovation	402	2	4	2
Political Acumen	400	3	6	1
Being A Team Player	398	4	4	6
Analysis	385	5	6	2
Planning, Organizing & Follow-Up	380	6	11	9
Leading	377	7	2	5
Customer Service	373	8	12	7
Interpersonal Communication	371	9	6	8
Resolving Conflict	363	10	12	13
Decision-Making	359	11	14	9
Lifelong Learning	357	12	15	11
Valuing Diversity	357	12	3	14
Managing Change	354	14	10	12
Displaying Initiative	350	15	6	15

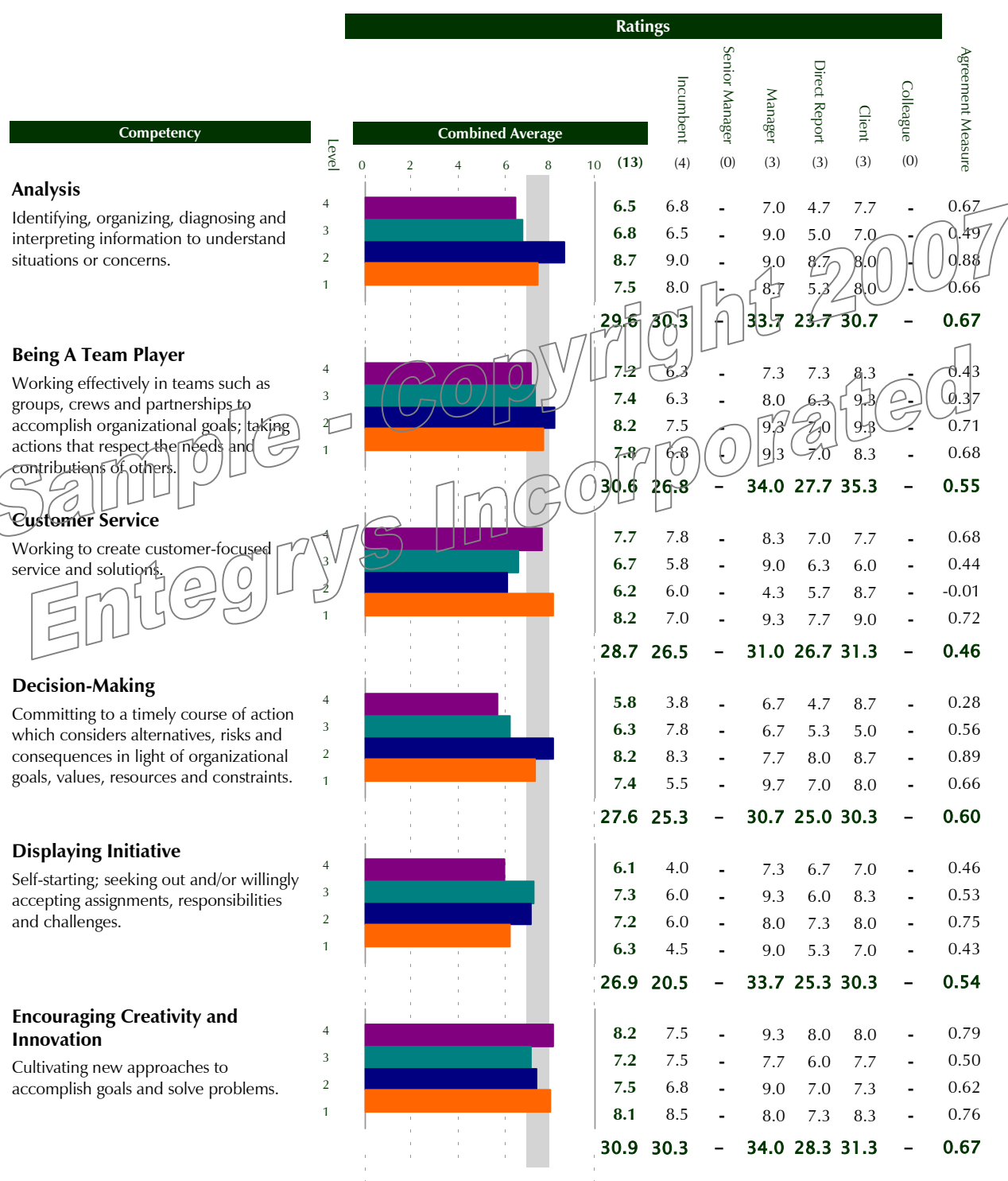
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## Comparative Ratings



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## Assessor Comments

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### **Encouraging Creativity and Innovation**

Average Rating 2.5

*Cultivating new approaches to accomplish goals and solve problems.*

If they did not do this, I would go to their competitors--the same old ideas do not make them competitive.

New ideas are essential in this business--otherwise you get behind the competition.

Novel approaches are always welcome--we look for that from our managers, as it often seems like we are asked to use the same old solutions even as the problems evolve over time.

Sometimes the old ideas don't generate enthusiasm--we need people who have fresh ideas.

Very important!!!

You need to be creative in this job--the old methods of doing things are often no longer accepted--people are tired of the old ways.

### **Interpersonal Communication**

Average Rating 2.3

*Expressing ideas and listening effectively, both verbally and non-verbally, to achieve understanding.*

Being able to listen and express oneself, again, is key to managing people.

If you can't communicate in this job, you will be saying a lot and maybe have a lot of ideas, but no one will follow you.

It is fairly important to be able to communicate in this job--in order to get things done in a team atmosphere.

One cannot manage well without listening and communicating well

### **Leading**

Average Rating 2.2

*Using appropriate interpersonal styles and methods to inspire and guide others toward vision and goal achievement.*

Good leadership starts with knowing how to get people to follow--without that you can't manage people

Guidance is necessary when you are managing--you need to connect with people to have them follow you.

It is important to have a vision in this role--other people are carried by that vision and their enthusiasm behind it to some degree.

One must be able to do this if one is to lead others in underneath them.