

Private and Confidential

**RECRUITMENT PROFILE**  
**ON BEHALF OF**  
**COMPANY “X”**

**Project Manager**

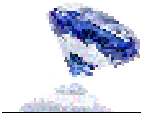
8<sup>th</sup> May 2013

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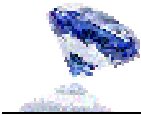


## RECRUITMENT PROFILE FOR COMPANY "X"

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## RECRUITMENT PROFILE FOR COMPANY "X"

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### THE ROLE

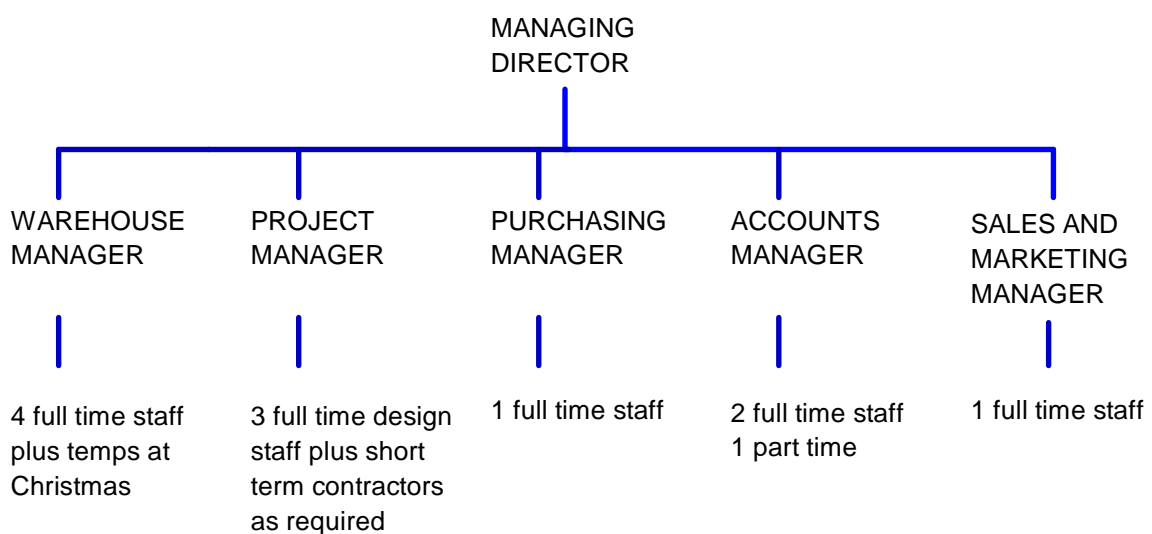
#### ***JOB TITLE***

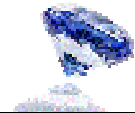
Project Manager

#### ***ABOUT THE COMPANY***

The company designs a range of electronic toys aimed at the 7-13 year old age range. The products are designed in the UK but manufactured overseas. The company operates a warehouse from which it supplies stores across the UK.

#### ***COMPANY STRUCTURE***





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### **JOB DESCRIPTION**

#### Job Purpose

Accomplishes project objectives by planning project activities; evaluating implementation and progress of project.

#### Job Duties:

- Create and deliver project work plans and revise as appropriate to meet changing needs and requirements.
- Identify resources and assign responsibilities.
- Monitor and manage day-to-day operational aspects of the project(s).
- Ensure project documents are complete, current, and appropriately stored.
- Work closely with relevant stake holders to ensure effective and efficient implementation of the project(s).
- Meet financial objectives by forecasting requirements; preparing an annual budget; scheduling expenditure; analysing variances and initiating corrective actions.
- Work with developers and designers to define and document questions, to communicate new requirements and assess feasibility, to ensure timely resolution of problems.
- Submit project status reports to stakeholders
- Organise the testing and release of product in accordance with European law and ISO standards

#### Key Skills

- Excellent time management
- Verbal communication skills including persuasiveness and listening
- Good level of written communication
- Flair and professionalism in making presentations
- Team building including recruitment and handling any personnel problems
- Resource Management

#### Abilities

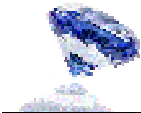
- Able to assess situations fully and in a balanced manner before making decisions
- Flexibility to adjust to changing project requirements
- Attention to detail
- Ability to inspire a team and lead by example
- Anticipates and reacts to change with a positive "can-do" attitude

#### Professional Skills and Experience (to be assessed by employer)

- PRINCE2 project methodology
- Understanding of basic revenue models and financial control
- Degree in electronics
- IT literacy
- Familiarity with international standards of development and test

#### Other notes

Some short notice overseas travel is likely to be required with this role



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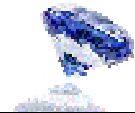
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### INTRODUCTION

There are two candidates who have been short listed for this role. Both have been interviewed by the company to verify their level of technical skills. James, the first candidate, was able to supply an accurate time of birth whilst David, the second candidate, was only able to say that it was "early morning, about five o'clock." This lack of precision does mean that there is some margin for error in his case. Both candidates have signed consent forms for this analysis to be carried out and the first has requested a copy of the report.

An outline of the personality of both candidates follows with particular attention being paid to the way in which this operates in the work environment. Each is then compared to the requirements of the role in question. A summary table shows the results.

For confidentiality reasons, a separate pdf has been prepared for sending to the first candidate who has requested a copy of the report.



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### CANDIDATE 1

James

James' chart shows that he is a man for whom his career is of primary importance. He is more motivated by achievement at work than he is by family and this means that he is always prepared to put in the extra hours to complete a job.

He is a man who enjoys ideas and communicating. He has the ability to grasp complex issues quickly and to analyse them. He is able to be diplomatic when with customers or suppliers but within the work environment, he may be less cautious in his words. He has a tendency to be very critical with team members and this may create ill feeling. He tends to regard praising others as being a bit unnecessary and even "soft" and may need encouraging to look for the positive in people if he is to get the best from them. Although there is warmth in him, he is likely to appear rather cold to those who do not know him well. He can be insensitive and impatient with slower learners.

James is naturally well organised and he takes a pride in having facts at his fingertips and all his files – electronic or paper – suitably sorted and readily available. His good eye for detail means that he is able to spot mistakes at an early stage which means that he is in a position to take remedial action. He is better with numbers and concrete facts than with nebulous ideas. His strength lies in executing plans rather than showing vision about what could be done. In meetings, he may be rather verbose as he likes to display his knowledge about things.

James likes to take responsibility and will not ask others to do things which he would not, such as working late. However, he is not good at delegating because he has an instinctive belief that he alone knows the best way to do things and he tends to distrust others to do the job as well as himself. This makes him something of a workaholic. His dedication to the company is exemplary but can come at a cost to his own health.

James is ambitious for career advancement and he is keen to spend his spare time in studying how he can improve his prospects. He enjoys learning and attending courses. He likes to develop an interest in the industry in which he works through attending trade fairs and reading journals and internet research and he welcomes the opportunity to meet related people, particularly if he thinks they might be able to assist his career prospects.

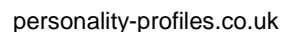
As well as his intellectual pursuits, James is likely to be very interested in his health. He may participate in sport or adopt a diet which he believes will be particularly beneficial to him.

James has a strong sense of ethics. He would never be party at work to any practice which he believed was wrong, preferring to resign rather than behave in a manner which he believed to be unjust. For him to perform at his best, he needs to believe that his employer operates in an ethical manner, be that with regard to rewards management, waste control, accounting etc. With regard to people, he is always honest but his expectation that others share his high standards can result in problems.

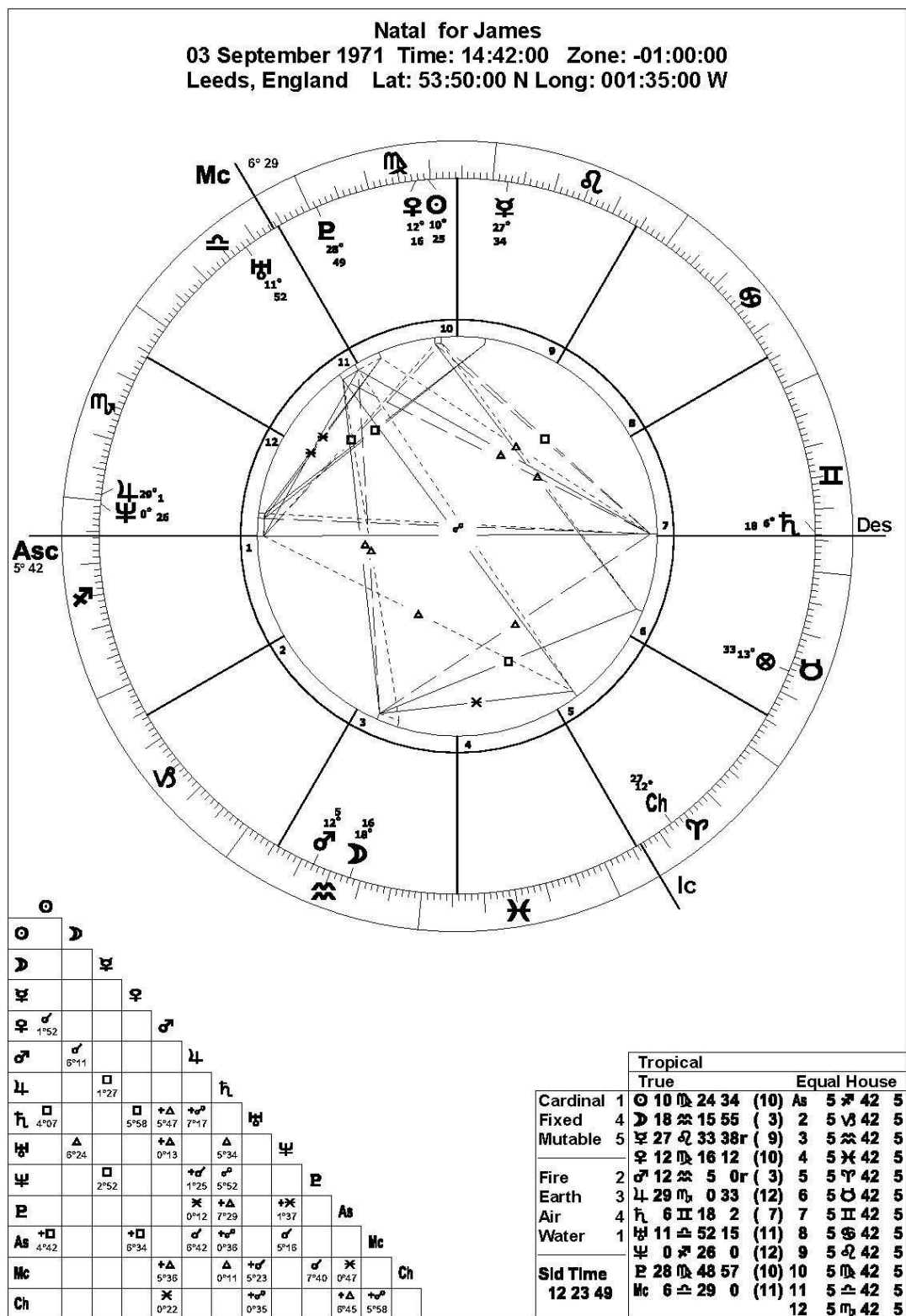
He is a tidy person, in appearance and behaviour and he has a dislike of anyone who moves anything without asking him. Sometimes, his own desk will appear to be completely stacked with papers but he will claim that everything is duly sorted. He is not a man who likes to throw anything away. He definitely does not believe in the paperless office.

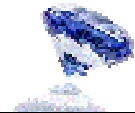
When James is motivated, he will always give 100% but if he does not find his work mentally stimulating, this will slip and he will just go through the motions while he looks elsewhere. He is confident about his abilities and expects to be rewarded for his achievements. He is inclined to value himself according to his earnings, not just financial but in terms of what that money has enabled him to buy. He is the sort of person who would choose to invest in an upmarket company car as a status symbol rather than a pension which others would not see.

James likes to lead and he does his best work when given a fair degree of freedom. He is better at giving orders than taking them. His self-belief, combined with the efforts he makes to master his subject, means that he is generally well equipped to cope with stress. He is flexible about things like working hours and changing to meet customer requirements but less so when it comes to methodology.



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### CANDIDATE 2

David

David is a man who tends to believe in living life to the full. He enjoys new experiences and new challenges and likes meeting new people. He is a man who is deeply enthusiastic about his interests and often about his work. He needs to feel that what he does is worthwhile and enjoyable or he simply will not do it. For this reason, though he is loyal by nature, he is likely to leave jobs if they fail to interest him or he feels he is stagnating.

He is an intelligent man with some intellectual ability though he often finds detail boring and may be inclined to release documents without fully checking them. He has little interest in routine tasks such as filing or generating reports so it is likely that things will fall behind unless he has someone to either push him or complete these tasks.

David is, however, naturally well organised with an ability to see the bigger picture. He is able to maintain focus on the goal and will not get sidelined into petty politics or spending undue amounts of time on some minor issue which does not materially affect the overall project.

He is an outgoing individual whose cheerfulness and easy manner means that he tends to get on well with people. He is honest but may be so to the point of tactlessness. His own positive attitude does mean, however, that he is very good at motivating and encouraging other team members. He finds it hard to understand negative people or those whom he feels are not pulling their weight but if he feels someone is trying, he will make every effort to develop them.

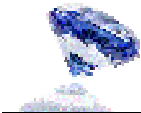
Naturally charismatic, David makes a very good impression on other people, be they employees or customers. Although he may have a tendency toward telling rather long winded stories and making corny jokes on occasion, he has a flair for presentations. Image is important to him, both his own and the company's.

David has good powers of self motivation but his concentration can lapse if he does not believe in what he is doing. He is a good problem solver with a capacity for innovation and lateral thinking though his desire to find new ways of doing things may result in cost as he is more interested in the novelty of a system than its ability to increase efficiency. He is apt to like change for change's sake without always making a case for it. He can be a bit of a rebel.

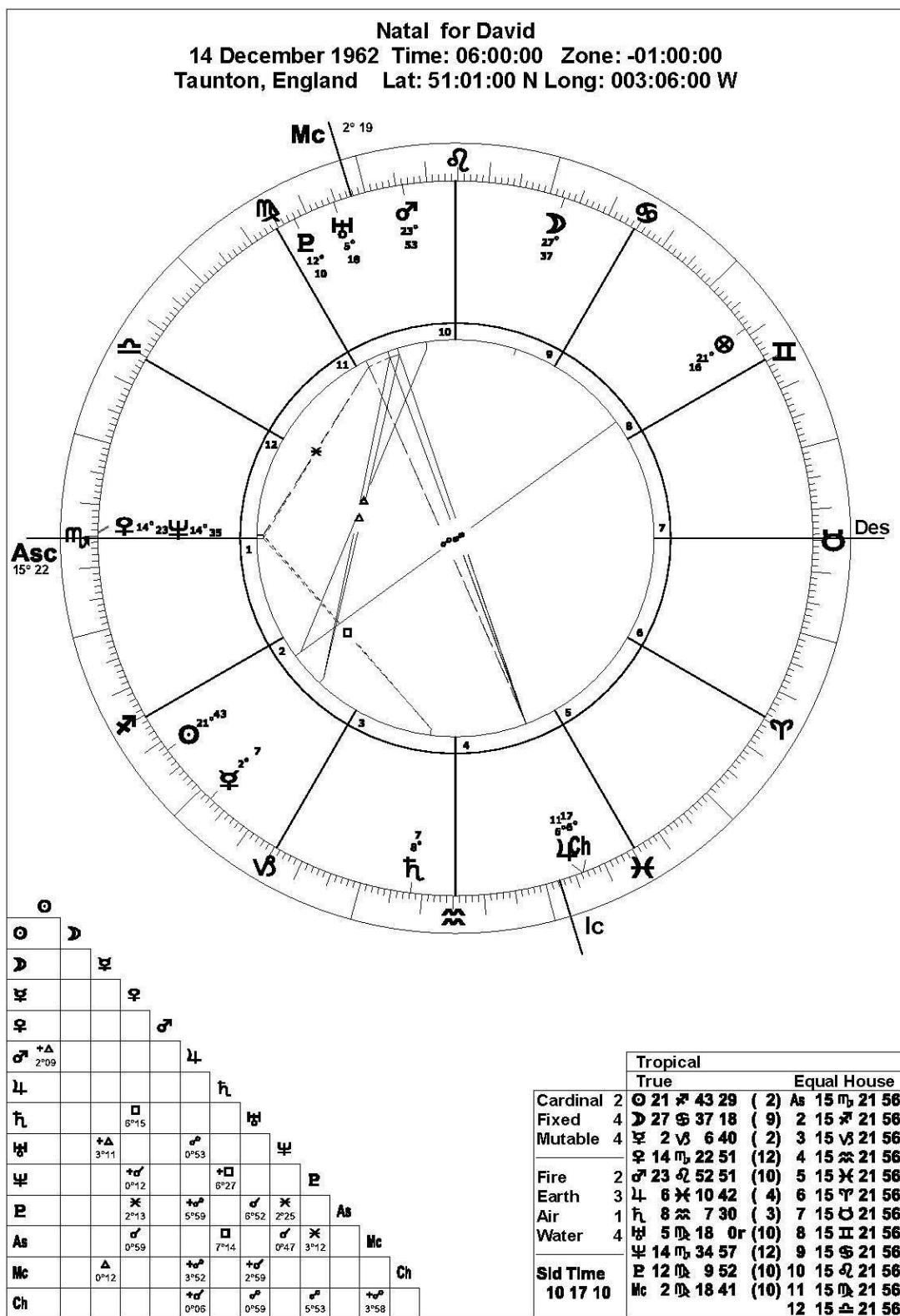
He is quite an emotional man whose first response to most situations is subjective. He hates any sort of confrontation which can result in staff problems if he fails to implement discipline where necessary. He may also be inclined to sulk and be rather moody, though these darker phases do not tend to last long and are soon forgotten. He is not a man who takes well to criticism and his normal reaction is to retreat. For an eloquent man who appears confident, he can be surprisingly bad at standing up for himself and his team. One of his failings is that when he makes a mistake, he is inclined to try to cover it up and deny it rather than own up and fix it, though he never seeks to blame others for what has happened.

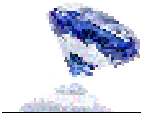
With regard to motivation, David is more attracted to a job's salary than the job title. He likes the greater independence which comes from management but he sees work as a means to build his financial security and to provide him with the better things in life. In order to improve his prospects, he will spend time on further study but not to the extent that this interferes with his home life. David believes in having a work-life balance. He will happily put in extra time to complete an urgent job but he will expect time off in lieu afterwards.





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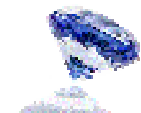


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### CANDIDATE SUMMARY

	James	David
Strengths	Hard working Well organised Good head for numbers Adaptable Analytical mind Able to handle stress Ethical	Well organised Innovative Good with people Motivated Ethical Charismatic
Weaknesses	Not a natural people person Lack of imagination and vision	Bad with detail

**RECRUITMENT PROFILE FOR COMPANY "X"****CANDIDATES IN RELATION TO THIS ROLE**

	Candidate 1 James	Candidate 2 David
Flair with presentations	◆◆◆◆	◆◆◆◆◆◆
Diplomatic skills with customers and suppliers	◆◆◆◆	◆◆◆◆◆
Able to articulate self clearly	◆◆◆◆◆◆	◆◆◆◆◆
Ability to get the best from people	◆◆◆	◆◆◆◆◆
Organisational ability	◆◆◆◆◆	◆◆◆◆◆
Attention to detail	◆◆◆◆◆◆	◆◆◆
Ability to comprehend detailed documents	◆◆◆◆◆◆	◆◆◆◆
Flexibility with regard to working hours, location	◆◆◆◆◆◆	◆◆◆◆◆◆
Adaptability to changes in processes	◆◆◆◆	◆◆◆◆◆
Flexibility to adjust to changing project requirements	◆◆◆◆◆	◆◆◆◆◆
Time management and personal self discipline	◆◆◆◆	◆◆◆◆
Ability to handle staff problems	◆◆◆	◆◆
Assesses situations fully and in a balanced manner before making decisions	◆◆◆◆◆	◆◆◆◆
Maintains a positive "can-do" attitude despite obstacles	◆◆◆◆◆	◆◆◆◆◆◆
Interest in innovation	◆◆◆	◆◆◆◆◆◆
Ability to cope with stress	◆◆◆◆◆	◆◆◆

**CONCLUSION**

Candidate 1 is the more typical Project Manager candidate with greater strengths with regard detail and working through existing systems. Candidate 2 has better people skills and is more imaginative. Both are extremely dedicated workers. The company needs to consider the importance it places on each skill and how the individual would fit in with existing team members.