

# JOB ROLE ASSESSMENT (JRA)

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## Mr. Juan P. Dela Cruz

Company Name : Success Dynamics Alliance

Department : Human Resource

Occupation/Position : Human Resource Manager

Profile ID : 6078

JRA Report ID : 320

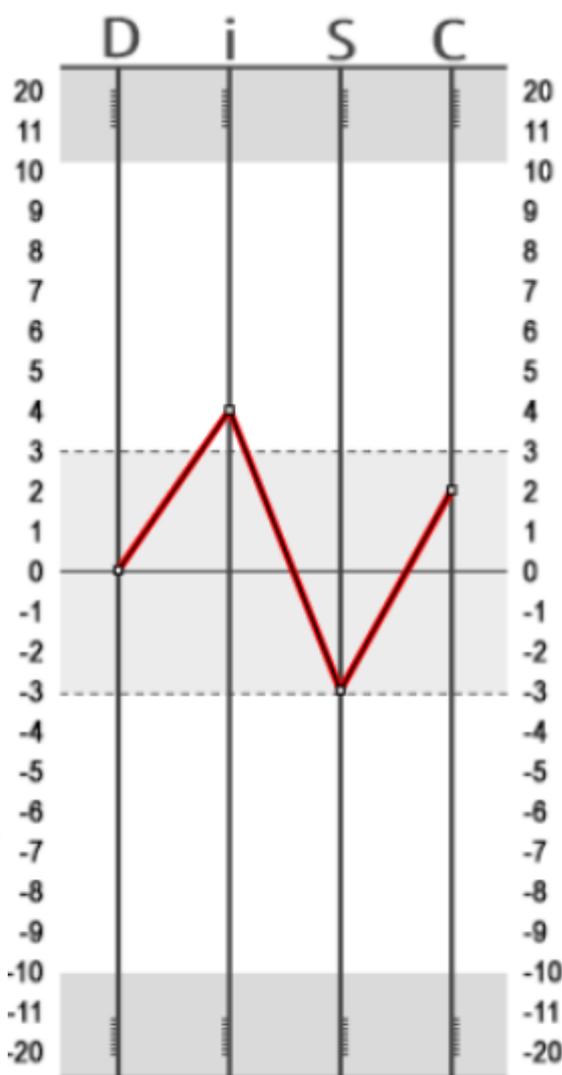
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## Mr. Juan P. Dela Cruz



### THIS IS NOT AN ABSOLUTE MEASURE BUT A PERCEPTION.

*The following report is an individual's perception of a job function. It describes the personal characteristics that the person who completed the questionnaire considers most valuable in the job if it is to be performed successfully. The report has the same format as a Personality Profile Report (except for "Points for Further Consideration" ) so comparisons may be made.*

*It is designed to help management to clarify their thoughts on the type of person best suited to a particular role. It must ONLY be used as part of a procedure to identify the ideal personal qualities for comparison with Survey reports -- refer to your Analyst's manual. A single perception is always biased and must never be used as the basis of a recruitment decision. It is a mandatory requirement that the process is facilitated by a trained Analyst. If you do not have access to a trained Analyst, please call the person who provided the system.*

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## **HUMAN RESOURCE MANAGER'S BASIC CHARACTER**

### **SUMMARY**

Human Resource Manager is an empathetic, outgoing individual who has excellent social skills and can work very well with or through other people to achieve productive results. He is probably capable of being assertive and, at times, may exhibit considerable drive to achieve objectives. He has a strong need to be liked by and to like the people with whom he works and will work hard to maintain good interpersonal relationships.

He is accurate and usually careful about detail, possesses a high level of integrity and prefers to operate within set or agreed guidelines or parameters. A seeker of the best results attainable he uses resources, people and data carefully and effectively. Human Resource Manager wants clearly to know what the goals are and the logical steps needed to achieve them.

He is relatively quick and alert, can be energetic and so needs some pace and variety. He dislikes routine, especially that of a low level and will avoid it where possible. Likely to delight in juggling several projects simultaneously, which he will do with care and precision. He has a need to produce profitable results through other people quickly.

It is possible that he is a creative individual who can assess facts and data effectively and may come up with novel solutions. Where risks are involved, he will usually be able to assess it well and balance it off against probable gains.

### **MOTIVATIONAL FACTORS**

Human Resource Manager is motivated by peer group recognition and achieving profitable results rapidly with and through others. However, he is not interested in just a result but the most effective, elegant one he can achieve with the people and resources available. He will work at his best when involved in warm human environments with people he likes and by whom he is liked. It is possible that money will be a motivator at times because people like Human Resource Manager usually aspire to a good life style and enjoy it.

### **HUMAN RESOURCE MANAGER'S POTENTIAL STRENGTHS**

Human Resource Manager is an integrative leader of people possessed of empathy and a tendency to be diplomatic. He seeks to achieve harmonious results with speed and efficiency. He is both rewarding to and demanding of subordinates and seeks to maintain high standards. Having a high level of integrity his word tends to be his bond.

### **HUMAN RESOURCE MANAGER'S POTENTIAL WEAKNESSES**

It is possible than Human Resource Manager might be manipulative or act politically and he can be hypercritical and verbally scathing. He is likely to become very bored by routine and he can be unforgiving of those who do not match his own high standards. Where rules are concerned, he can be authoritarian, particularly if he wrote them and he has a tendency to become enmeshed in detail so that he loses sight of the objective.

### **HIS LEARNING STYLE**

Human Resource Manager learns relatively rapidly, usually in considerable detail and for a specific reason or need. He is probably equally comfortable learning directly on a one-to-one basis or from the written word and may have expertise in several disciplines.

## **HIS QUESTIONING METHOD**

Human Resource Manager usually asks questions to find out how colleagues are likely to react or respond to his ideas and instructions. He will also want to know what the likely benefits to himself and the team will be from specific courses of action and to need proof of other people's statements and assertions.

## **HIS CAPABILITY FOR ORGANISATION AND PLANNING**

Human Resource Manager is likely to be an excellent planner, particularly when involved with other people and detail is important. He will usually plan objectively and analytically but will always take note of other people's feelings ideas and problems. Making decisions involving people is not something that Human Resource Manager will enjoy doing but when it is necessary, he can do so, though may resort to the rules to back up the decision.

## **HIS MANAGEMENT TECHNIQUE**

Human Resource Manager has the potential to be an inspirational leader, possibly quite a forceful one too. He leads using his personal enthusiasm in a democratic and empathetic manner. People like Human Resource Manager will often take the time and trouble to develop others. An empathetic and rapid thinker his management strengths are likely to lie in solving people problems.

## **HIS DECISION MAKING STYLE**

Human Resource Manager can make decisions rapidly based upon an analysis of the information available. His decisions would normally take account of the people involved and are unlikely to flout rules or guidelines.

## **ACCEPTANCE OF MANAGERIAL RESPONSIBILITY**

Human Resource Manager will seek and accept managerial responsibility especially if he is qualified by training or experience. Capable of being tough but empathetic with a potential for being pedantic he will usually command the liking, admiration and respect of subordinates.

## **HIS RESPONSE TO A TECHNICAL ENVIRONMENT**

Technical environments usually hold no fears for Human Resource Manager because he can learn well and rapidly. However, there must also be people involved and a definable goal. He may be an expert in his discipline, acknowledged as such and prepared to continue learning to keep up to date.

## **HIS RESPONSE TO A SALES ENVIRONMENT**

Human Resource Manager has a high potential for success in a sales environment and is likely to respond positively to selling products or services he is knowledgeable about and, most importantly, he believes in. His potential for creatively using his interpersonal skills combined with an in depth knowledge of his product or service is high. It is not uncommon to find people like Human Resource Manager who are engineers or other professionals who have moved over to a sales role.

## **HOW HUMAN RESOURCE MANAGER RELATES TO PEOPLE**

Human Resource Manager relates very well with other people because he is both empathetic and, provisionally, is prepared to accept them at face value. He may well have a dry and humorous wit that endears him to others.

It is likely that his circle of acquaintances is large but that of friends quite small. In this case, he may differentiate, possibly sharply, between the two.

### **HIS RESPONSE TO AUTHORITY**

Human Resource Manager will respond well to authority. He prefers to work within an agreed framework or rule base and believes that order and discipline are both a good thing and necessary to success. He may find subtle methods to change the rules if a particular goal is at stake and use his powers of persuasion to effect the change.

### **FACTORS THAT THREATEN HIS SELF ESTEEM**

Human Resource Manager will feel much devalued if he is rejected for reasons he does not understand and may go to considerable lengths to avoid it. If rejection is severe or takes the form of "unwarranted" criticism then he may retreat and could sulk.

### **HUMAN RESOURCE MANAGER'S TIME SCALE**

Human Resource Manager time scale is such that now usually means now. He has a need to act relatively quickly to produce high quality results.

### **FACTORS THAT MAY DEMOTIVATE HUMAN RESOURCE MANAGER**

Human Resource Manager needs to work with people and will be demotivated if denied this. He will also find it very difficult to work in environments that demand routine or repetitious work or where he has no defined goal. He also needs to know that standards will not be lowered or abandoned.

### **HUMAN RESOURCE MANAGER'S POTENTIAL AS A CONSULTANT**

Human Resource Manager has a high potential to be an effective and well-liked consultant. His natural empathy and ability to sell ideas, combined with an eye for detail and "elegant" solutions, means he can be a powerful influence, particularly when part of a team, but he can be tough when necessary.

Human Resource Manager is likely to be seen as an "honest broker" , liked and respected by most people with whom he works. His ability, rapidly and objectively, to analyse problems, while maintaining a broad and humane view of the situation, is a strength.

He will have researched the client's problem with diligence and intellectual rigour. He is also likely to have firm beliefs about how to solve it. His success as an independent consultant will be heavily influenced by his level of emotional intelligence (EQ) and effective selling skills.

### **HUMAN RESOURCE MANAGER'S POTENTIAL AS A TEAM LEADER**

A team leader here refers to those qualities that are necessary in welding together a disparate group of people who develop true synergy. This is not the same as managing an individual or group.

Human Resource Manager has a high potential as a team leader due to his high levels of empathy. However, he is also very concerned with setting and maintaining high standards and this may at times cause him to be overly critical or prevent him delegating effectively. Assertiveness training will help him understand how people whose methods are diametrically different to his own are valuable members of the team. Since Human Resource Manager is able to learn easily, some self-development work on emotional intelligence would be useful.

## **HUMAN RESOURCE MANAGER'S POTENTIAL AS A TEAM MEMBER**

A team member is an individual who shares the same aims and objectives as the team and is prepared to put aside their own needs and requirements in favour of those of the group when necessary.

Human Resource Manager can be an effective team member if his skills and expertise are well recognised and truly valued and, provided that he has a firm belief in what the team's goals are. Any team he is expected to be a member of must be well structured and organised with clear directives. He will also need to believe in and respect the team leader. Though he has a high level of empathy, further work to improve his levels of emotional stability will further enhance his ability to influence the team.

## **HOW TO MANAGE HUMAN RESOURCE MANAGER EFFECTIVELY**

Human Resource Manager needs to feel he is liked as a person but also respected for his expertise, abilities and drive. He will respond well to a democratic manager.

Discuss with him what you want him to do and either set for him, or preferably jointly agree with him, clear guidelines. Let him know you rely on his abilities and leadership qualities and expertise.

He is persuasive and analytical and so you in turn can use persuasion and logical arguments to sell him on your goals. Blunt orders will serve only to lose his respect and friendship, both important if you are to benefit from his knowledge, drive and energy.

Though capable of it, he will not like to work alone therefore involve him with other people or in an environment where he can relate with them for some of the time. Ideally, you will use his enthusiasm drive and analytical thought processes to help push the project forward.

He will work well in a team, particularly if he holds a position in it that allows him to use his strengths as an integrative, knowledgeable leader prepared to help develop others.

Human Resource Manager is likely to have a low boredom threshold for routine and things that do not interest him so it is best to avoid routine work for him if you can but particularly of a low level. He can learn quickly and responds to challenge so set him new ventures instead.

Home in on his successes and be generous in your praise, Human Resource Manager responds well to praise but only if he also knows he has succeeded. Flattery will almost certainly alienate him and lose you his respect. Genuinely earned praise will have a greater effect if given in the hearing of his colleagues. You can also pique his interest and enthusiasm by proposing novel and unusual methods and ideas. Remember also that he is probably fairly innovative himself so responding positively to his ideas will help win him to your cause.

Harsh disciplinary regimes are unnecessary demotivation for him. However, he will expect there to be rules, criteria and parameters to work within and that authority has been vested in you.

He has a good eye for detail so exploit it to your mutual advantage and he is opportunistic therefore use these attributes to help achieve the team's objectives.

He is ambitious, responds well to challenge and is likely to seek status and responsibility, especially if qualified for it so will respond positively to situations where you can offer him a clear path to achieve these.

Though he lacks the outright ruthlessness and aggression of the entrepreneur, he is far from weak. He can make tough decisions and will be prepared to stand his ground and argue his

case well if he knows he is right. He can persuade forcefully and articulately from a basis of knowledge to help your cause.

Human Resource Manager is potentially an excellent integrative leader who works well with and through others so it is advisable to remember that, though he is a team person, he is likely to do better leading it than just being a member.

If he works in sales, he will appreciate training and encouragement. He has all the important attributes needed for success in sales and will not be afraid to 'ask for the order'. However, he will need training in the techniques to gain confidence. Whatever he does, Human Resource Manager will be far more effective and confident if he has had relevant training.

Managing people like Human Resource Manager should not be difficult provided you are consistent, just and involve him in your plans. Such a course will repay the effort in helping engender an enthusiastic and structured work environment that will benefit the whole team.