



**JAX Report**

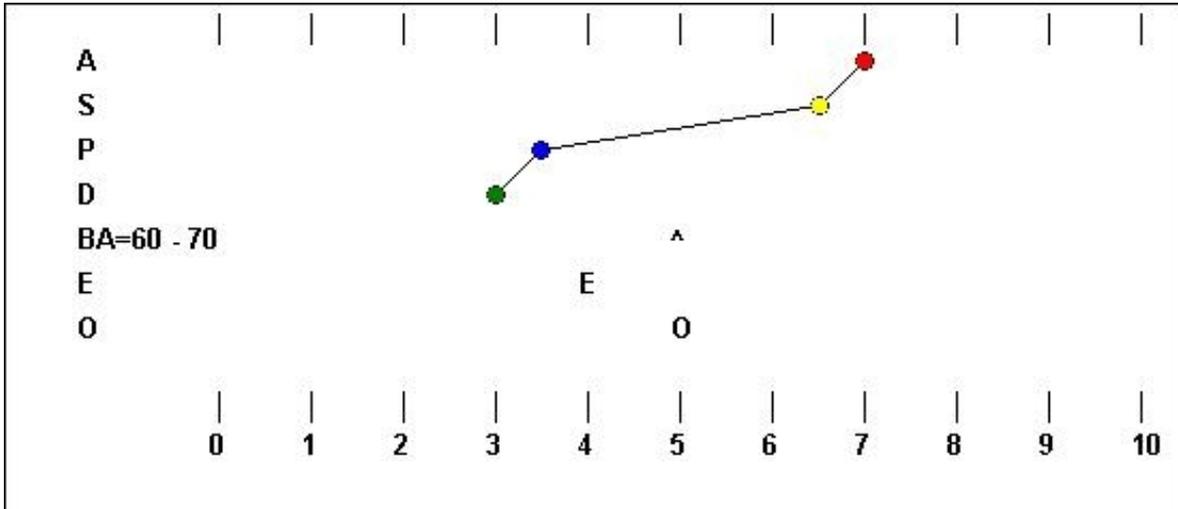
**Job Title: Leasing Director**

**Job Location: Toronto**

**Unit:**

**Created By: NAFOR**

**Date Created: 11/2/2011**





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### **GENERAL JOB BEHAVIORS**

In order to successfully carry out the activities of this position, a potential job holder should display behaviors similar to those outlined below. The further a person's natural behaviors vary from the job requirements, the more difficult it will be for the person to adjust, especially on a consistent basis over time.

This position calls for an assertive and fast paced approach toward work activities. The person would be expected to be active, energetic, display initiative and be able to cope with a variety of assignments at any one time. The need is for the person to be able to work with goals and deadlines, and to communicate a sense of urgency to others. The person would further be expected to organize either personal activities or the priorities of a group of people.

This position necessitates decisive, independent action. The requirement is to be able to make decisions, even where there is ambiguity, and to defend those decisions. The person would have to perform in an environment where there may be general guidelines, but where rules and some policies might have to be either created or interpreted. Innovative solution-oriented thinking is called for, and the person would be expected to deal directly with challenges and overcome tough obstacles in order to meet the position objectives.

The tone of communication should be persuasive and two way. Some ideas might have to be "sold" to others, with their cooperation and support elicited, whereas other situations would call for a more directive approach. The person has to have the flexibility to use both approaches as required.

The position requires the person to take an open, responsive posture with new ideas or approaches. The person must be able to learn from others and to create an atmosphere where they feel free to express their views and opinions. Required to work actively at instilling a positive, enthusiastic "can do" attitude in others, the person would be expected to take more of a generalist stance, delegating the more detailed tasks.

Although independent decisiveness is called for in this position, the job does require the incumbent to display social initiative and poise, and to be able to effectively draw ideas and opinions from others. There is a requirement for sufficient empathy to listen to and carefully consider what others have to say. Delegation of authority is essential, and must be handled in a friendly, but firm manner, with an emphasis on clarifying accomplishments and deadlines.

The lack of structure and very broad framework within which this position exists necessitate a freewheeling, fast-paced, and uninhibited style of behavior. Dealing with uncertainties and ill-defined situations as a matter of course, the person must use independent judgement to solve problems and overcome obstacles. Faced with new sets of circumstances regularly, the person must be comfortable bearing the risk that accompanies breaking new ground. An entrepreneurial attitude, unencumbered by conventional thinking, will enable the person to move quickly and decisively when faced with new challenges.

### **MOTIVATIONAL NEEDS AND DRIVES**

For the holder of this position to find the actual job activities satisfying, the following motivational needs have to be considered and, as much as possible, adequately met. Understanding and responding to these needs will help managers and supervisors develop higher levels of performance more quickly.



- A strong need to work in a competitive, challenging, and personally demanding environment
- A strong need to be the best and to 'win' at everything
- A strong need to be able to control events, situations and results
- A strong need to influence the actions of others through personal expression
- A strong need for involvement in both decisions and important events
- A strong need for a stimulating, exciting work environment with constant interaction
- A need to work with concepts and ideas, rather than technical tasks
- A need to set and work with goals, objectives and deadlines
- A need to work in a very active environment where there is a high degree of urgency to tasks and assignments
- A strong need for ongoing change and improvement and the opportunity to personally make changes
- A strong need for variety in work activities
- A strong need for independence and self management of time and work activities
- A strong need for determining own performance goals and requirements
- A strong need to avoid controlled supervision, red tape and paperwork
- A strong need to personally confront tough obstacles and barriers in order to achieve goals

### **PERFORMANCE CONSIDERATIONS**

In evaluating candidates for this position, the following points will serve as a guide for developing interview questions or assessment procedures. To thoroughly match up candidates to your requirements, you should probe for and seek out specific examples of the necessary job behaviors. These abilities also form the basis for performance expectations and as a guide to developmental needs.

- Ability to establish performance goals and deadlines.
- Ability to react with urgency to achieve objectives and deadlines despite obstacles and time pressures.
- Ability to manage and organize own time.
- Ability to initiate and handle a variety of projects or commitments simultaneously.
- Ability to achieve results in roles with minimal supervision, and where provided with only broad performance parameters.
- Ability to generate innovative and, where necessary, unconventional solutions to problems.
- Ability to demonstrate determination when faced with resistance or obstacles.
- Ability to initiate social and business contacts.
- Ability to elicit urgent action through persuasive, positive verbal communication.



Ability to listen to ideas and differing viewpoints in an open-minded, non-defensive manner.

Ability to listen effectively, to concentrate on what is being said, and to deal effectively with all types of people.

Ability to speak convincingly and decisively.

Ability to get people to follow by communicating objectives and coordinating their efforts.

Ability to delegate authority where appropriate.

Ability to make decisions which entail considerable risk or which must be made in an atmosphere of uncertainty.

Ability to respond to opportunities with uninhibited, entrepreneurial, and freewheeling thinking.

### **WORK ENVIRONMENT CONSIDERATIONS**

The following areas should be investigated closely. The nature of the work environment appears to conflict with the motivation and behavioral style indicated as being necessary for this job... in effect, you might be expecting the person to work in a job environment which is incompatible in some respects to his or her needs. There will be instances, however, where these apparent conflicts are easily understood, and may not be critical factors in the matching up process.

The decisive, expressive type of person which this job calls for may not be happy or effective in a role where there is little or no opportunity to participate in the goal setting process. For top performance you should either alter the goal setting process, or modify the job activities so that they could be performed by a person with less need for participation.

You have a potential problem with this job, in that your job analysis calls for a highly decisive type of person to operate in an environment which constrains individual decision making. You should review the decision making limitations with candidates to ensure that there are no misunderstandings about the level of authority for this position.

There are no special considerations for this position.

### **The responses chosen on this questionnaire were as follows:**

1=> 2    9=> 4    17=> 1    25=> 2

2=> 5    10=> 1    18=> 2    26=> 4

3=> 4    11=> 2    19=> 2    27=> 1

4=> 1    12=> 2    20=> 2    28=> 2

5=> 2    13=> 2    21=> 1    29=> 3

6=> 2    14=> 1    22=> 2

7=> 4    15=> 2    23=> 1

8=> 3    16=> 1    24=> 3

