

Sample Work Style Assessment Report

Profiles Performance Indicator™

CONFIDENTIAL
PERSONAL REPORT

Paul Sample



*Building and Retaining
the
High-Performance
Company*

A Message to Paul Sample

Behavioral science has proven that the most successful people are those who know themselves, including both their strengths and weaknesses. This knowledge is important to them as they develop the strategies necessary to meet the demands and challenges of achieving success.

The purpose of this report is to help you identify and make full use of your strengths, develop an awareness of any areas that could be limiting your effectiveness, and achieve greater success for yourself by utilizing this information.

While reading this report, you may feel that one or more items do not describe you accurately. You may find it hard to accept something because it seems unflattering or because it does not fit your self-image. By doing this, you may miss a valuable opportunity for growth and constructive change. Before you disregard any of these results, it could prove beneficial to discuss them with someone whose opinions you respect. Sometimes we have blind spots and another person can help us see more clearly.

SUMMARY OF PRIMARY BEHAVIORAL TENDENCIES

This section of the report summarizes your typical behavioral tendencies with regard to six critical job-related requirements. The purpose of this information is to help you identify and make full use of your strengths, and to help you manage those areas that might be limiting your effectiveness.

I - Productivity

- When productivity is at stake, you sometimes become critical of others who do not share your sense of urgency.
- You emphasize getting the job done and set high standards for productivity.
- For you, productivity is about accomplishing as many goals as possible, as quickly as one can.
- Your behavior is compatible with tasks involving motivating groups and with establishing a network of contacts for reaching productive goals.
- You enjoy a strong emphasis on motivation and in maintaining a high level of intensity and emotional drive in the work environment

Suggestions for improving your effectiveness:

- Recognize the need for solid thinking about the implementation and support necessary to reach challenging goals.
- Realize that others may need time to adjust to your quick decision-making style.
- In your attempts to get immediate results, do not lose sight of the long run.
- Accept the importance of completing work tasks according to priority, commitments, and deadlines.
- Remember that even the most exciting task has its share of plodding details that must be done if you are to succeed.

II - Quality of Work

- Decisive and quick to take action, you may show only moderate interest in the details and routine tasks associated with quality assurance.
- Although capable of producing results quickly, you tend to be more results-oriented than process-oriented, thus leaving the details concerning quality to others.
- Usually, you are willing to "wave the banner" of good quality control; however, you tend to quickly become bored with the detailed work behind the actual process.

Suggestions for improving your effectiveness:

- Concentrate on your follow-through so each project reaches conclusion sooner, thus avoiding backtracking or hasty solutions.
- Take the time to work out the steps to a process in writing before beginning a project.
- Remind yourself daily that the details are important for succeeding.
- Focus attention on obstacles to achieving quality results and on ways to avoid or eliminate them.

III - Initiative

- You are a self-starter who takes independent action.
- You are capable of expressing a sense of urgency that instigates action in others.
- You are comfortable with change and risk, with an eye for the future and positive outcomes.
- You are willing to experiment with change and increase the excitement level at work.
- You often pursue problems with a sense of enthusiasm.

Suggestions for improving your effectiveness:

- Try not to force action when there is no need to do so.
- Understand that the established way of doing things is often based on solid reason; be aware that sanctions exist.
- Always be aware of the need to follow through with your tasks. If needed, you might consider a time management class. Regardless, utilize a system to schedule your time.
- Do not over-commit. Be realistic in determining what work you can and cannot complete.

IV - Teamwork

- Others may see you as direct and demanding simply because you tend to tell people what to do in an aggressive and confident manner.
- Generally, you are willing to work as part of the team and share ideas and information with others; however, you can become impatient with the need to coordinate your own efforts and objectives with those of others.
- Preferring direct and to the point communication with team members, you tend to avoid spending time engaging in social banter and off topic discussions.

- Gregarious, open, talkative and approachable, you encourage a team identity easily.
- Preferring to communicate in person, rather than in an impersonal e-mail, for instance, you like to mix casual discussions with business.

Suggestions for improving your effectiveness:

- Try to develop more informal relationships at work so that when you are in a group situation, your relationship may facilitate more cooperation.
- Listen to, and be considerate of, the thoughts, feelings, and experiences of others.
- Look for points of agreement and common interest, especially if you disagree with what someone is saying.
- Spend more time explaining your reasoning process rather than just announcing your conclusions.
- Learn how and when to be more direct and structured in a team.
- Keep your focus on the purpose of the group so that the group's objectives are met.

V - Problem Solving

- You can be counted on to respond quickly when immediate action is required.
- Decisive and self-assured, you have a tendency to create solutions "on the fly."
- You tend to be a quick, decisive problem solver. However, because of your quickness, you may tend to overlook all critical factors in some complex situations.
- You are capable of being an expedient and enthusiastic problem solver, but you may tend to act before carefully considering all the options and consequences.
- You enjoy the opportunity for creative brainstorming and "thinking outside the box." You could become frustrated and impatient with a more detailed and conservative approach.
- Inclined to take a subjective approach to problem solving, you will base your decisions and possible solutions on your feelings and intuition.

Suggestions for improving your effectiveness:

- Involve others more in the decision-making process.
- Explain to others your reasoning process to increase their involvement.
- Acknowledge other's opinions even if you like yours better. Make a rational case as to why your idea might work better, or work to integrate the two different ideas so as to capture the best of both.

- Be careful not to overestimate your ability to motivate others or to change their behavior.
- Take more time to think through possible consequences before taking action.

VI – Adapting to Change

- You rarely doubt the need for change, and if others are obviously concerned or anxious about it, you tend to maintain your positive perspective.
- You take time to engender excitement for a new project, then launch at a fast pace toward the final outcome of change.
- Your appreciation may be great for what a team can accomplish for you in handling the details of the change process.
- You may enjoy being responsible for rallying a team to do what is required to implement a change process.

Suggestions for improving your effectiveness:

- Seek out the backup needed from detail-minded teammates and utilize their strengths to support your work.
- Pace your work in alignment with the needs of change procedures, at least until the initial phases of the process are launched.
- Try to understand the value to the change process that a facilitative leadership style can provide.
- Monitor and downplay any frustrations you may feel about those who accept change less openly than you.

RESPONSE TO JOB-RELATED STRESS, FRUSTRATION AND/OR CONFLICT

This section describes how you may typically respond to stress, frustration and/or conflict in your job setting.

- You act with a sense of urgency and express a desire for others to act now.
- You act intensely and attempt quick and immediate solutions to complex problems.
- Rising to the occasion, you will take charge of uncertain situations.
- Using a light touch, you take the tension out of serious situations.
- You are optimistic and reassuring.

If, however, the level of stress, frustration and/or conflict becomes intense and/or continues over an extended period of time, there may be a tendency to:

- Make sudden demands and expect immediate results while disrupting the routine of others.
- Become impatient and appear fault-finding.
- Become firm in your positions, defending them without compromise or negotiation.
- Attempt to impress people that do not need to be impressed by you.
- Become careless and disorganized.

MOTIVATIONAL ENERGY

Motivational Energy (ME) reflects the intensity that you show as you approach most situations. Your ME indicates that you approach most situations with a moderate intensity and suggests that you might be inclined to show one or more of the following behavioral tendencies:

- Because you can invest intense energy into many directions simultaneously, you should remember that this can result in becoming spread too thinly at the expense of overall effectiveness.
- You are capable of making unpopular decisions when necessary. However, you are also inclined to force decisions in controversial situations, sometimes neglecting to explain your reasoning to others. As a result, these decisions could appear arbitrary.
- You enjoy being in control of relationships and may be inclined to dominate them. This could cutoff the expression of important data by others.
- Because of your focus on your own approach to a problem, others might feel that their ideas have been ignored.
- Occasionally you may make remarks that are untimely or tactless. If this is over done, you may offend others without meaning to do so.
- You generally make decisions in a timely manner; however, occasionally you may rush an important decision before considering all the available information.
- While you have shown a good ability to solve problems, you sometimes act before identifying the root cause.
- Sometimes you are impatient with the view that "we've been doing this for the last ten years, so why should we change?"