



PPI

Report designed for

Andrea Sample

Profiles Performance Indicator™ Management Report

Survey Taken: 6/22/10 Printed: 7/1/10

The Payton Company
Austin, TX

Profiles  International
imagine great people®

Management Report

The primary purpose of this Management Report is to provide you with information concerning the significant behavioral indicators of Ms. Sample and her preferred style of performing her job. You will also get a good picture of her potential for growth and development within your organization and how you can help her maximize her potential.

This report measures behavioral indicators in four different aspects.

1. Behaviors in the following critical, job-related components along with suggestions for improving performance in the following areas:
 - Productivity
 - Quality of Work
 - Initiative
 - Teamwork
 - Problem Solving
 - Adapting to Change
2. How Andrea Responds to Job-Related Stress, Frustration and/or Conflict
3. What Motivates Andrea
4. Motivational Intensity of Ms. Sample

Summary of Behavioral Indicators

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

1 Productivity

- Focusing on concrete objectives, she prefers a practical, down-to-earth approach.
- She subscribes to the idea that time is a resource not to be wasted.
- She does not enjoy work situations in which production goals are not clearly defined.
- She focuses on results.

Suggestions for improving her effectiveness:

- Avoid becoming bogged down in details, over-thinking decisions or losing sight of critical deadlines and objectives.
- Become more realistic about how much she can do. Guard against over-thinking her decisions - do it now.
- When appropriate, look for possible shortcuts to make work routines more efficient and productive.
- Guard against becoming so involved and motivated that she sets overly optimistic goals.
- Try to be more selective when considering which new tasks to take on and which to set aside for later.
- Recognize her least favorite tasks and find ways to complete them more efficiently, thus freeing up time for more interesting work.

2 Quality of Work

- A perfectionist, she has a tendency to do the important work herself so as to be sure it will be done correctly.
- She sometimes takes short cuts, motivated by timeliness but potentially hampering her ability to focus on quality.
- She might experience frustration when held accountable for quality results while having only limited control over those factors that directly impact quality.
- Andrea tends to be highly committed to quality. She sets high standards.

Suggestions for improving her effectiveness:

- Focus on the overall objective and identify those critical details needed to achieve it.
- Avoid becoming defensive to comments about her decisions, opinions, and performance.
- Set early deadlines for projects and other tasks in order to schedule the time for a quality check.
- Schedule time for regular quality checks.

3 Initiative

- In most situations Andrea will be task-focused and take charge independently.
- Ms. Sample is very assertive in most cases and insists on quality output.
- She explores options but displays a sense of urgency in decision making.
- She is unlikely to need support or confirmation of her conclusions.

Suggestions for improving her effectiveness:

- Accept that everyone makes mistakes but successful persons learn from those mistakes.
- Recognize that in the aggressive pursuit of opportunities, occasional failures are bound to happen. Do not be afraid to take risks.
- Accept the importance of existing limits.
- Show an interest in co-workers' personal interests.

4 Teamwork

- She performs best in an environment which focuses on both quality and quantity at the same time.
- She likes to set a manageable pace but may push others if they do not meet her high expectations.
- Her communications tend to be direct and to the point.
- She expresses her expectations clearly and maintains a business like work environment.

Suggestions for improving her effectiveness:

- Try to accept and appreciate another person's style or approach to doing things. Look for mutual benefits in their solutions.
- She might consider listening to others more and developing more flexibility in adjusting her approach to incorporate their suggestions.
- She needs to appreciate that emotions can serve a purpose within a work unit. The important point is not to ignore or suppress them, but rather to recognize their impact on team performance, positive or negative.
- When working with others, remember to acknowledge their accomplishments.
- Maintain greater objectivity in assessing situations and be more willing to adjust her approach to meet team objectives.
- Learn the art of small talk. Try to spend some time talking informally to co-workers about personal interests and other subjects unrelated to her work objectives.
- Improve the comfort level of team members and the flow of productive ideas by showing greater sensitivity to other viewpoints.
- Be more of a team player; contribute and cooperate.
- Explain decisions, seek input and listen.

5 Problem Solving

- Andrea is highly organized and task-focused which should assist her in meeting deadlines.
- She will typically drive others to do extra work if necessary to complete a task or project.
- She may tend to overwork herself if others fail to help.
- While she can be inflexible in her opinions, she is willing to listen to the thoughts of others when needed.

Suggestions for improving her effectiveness:

- Avoid becoming so engrossed in a problem that she is unable to see its importance to the big picture.
- She should try to reduce rigidity in her thinking along with her need to be exceptionally accurate.
- Develop the ability to be in touch with her intuition about a situation as well as the objective facts.
- Focus her thinking directly on the relevant issues of a problem.
- Use other people's experience. Listen to other's opinions, especially those who are on the front lines of an issue.
- Talk to people with varied backgrounds to get different perspectives on the same problem.
- Work openly with others on the team to handle new problems or tasks.

6 Adapting to Change

- She would rather participate in the development of a detailed change process than to follow along blindly after a hasty process has been enacted.
- She would likely want to be an active participant in creating procedures for a change process, maintaining an awareness of timeliness but also applying systematic thinking throughout development.
- Ms. Sample will express strong reservations about any change process that is not specific and systematic.
- Although she may be intrigued by a change process, she would not likely support change for change's sake alone.

Suggestions for improving her effectiveness:

- Caution her if she should ignore the perspectives and feelings of others when a plan for change is initially developed.
- Encourage Ms. Sample to trust others more and to allow their change implementations to progress unhindered and free from judgment.
- While she is less likely than others to slow a change process with fault-finding observations and unnecessary questions, she may occasionally need to refocus her attention if such cases arise.
- Encourage Andrea to motivate others at an emotional level, rather than simply expecting others to comply without feeling engaged in the change process.

How Andrea Responds to Job-Related Stress, Frustration and/or Conflict

When experiencing stress, frustration and/or conflict in a job setting, Andrea may:

- Test to make sure things are right.
- Respond objectively and calmly to objections raised by others.
- Think before responding, checking facts first.
- Move in quickly and seize an opportunity or create one.
- Probe and press to get at hidden resistance.
- Accept the risk of change and uncertainty.
- Stay with a difficult and challenging situation to prove it can be overcome.

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:

- Withdraw and become distant, not giving others the satisfaction of sustained effort.
- Not be flexible enough to provide concessions which would help solve the problem.
- Become so involved in documenting her position that others are frustrated with this detail.
- Resist participation as part of a team.
- Act with a lack of tact and diplomacy.
- Show limited concern for other's feelings and display limited tact and diplomacy.
- Sacrifice thought for action and may overwhelm others with a feeling of emergency.
- Demand action too forcefully.

What Motivates Andrea

This section of the report describes the different types of incentives, rewards and conditions that are most compatible with her behavioral tendencies and motivational style. When motivating Andrea, consider providing:

- Correctness and accuracy.
- Acknowledgement of her high personal standards and her appreciation of quality results.
- The opportunity to be critical and analytical.
- Personal autonomy, the opportunity to work independently.
- Control over bottom line results.
- Growth assignments.
- Opportunities for advancements.
- Short term goals, immediate results.
- The freedom to determine her own rules and outcomes.
- The challenge of difficult situations and people.
- Opportunities for personal accomplishments, more responsibility.

Motivational Intensity

Motivational Intensity (MI) reflects the intensity that is shown as a person approaches most situations.

Her MI indicates that she will approach most situations with a moderate intensity and suggests that she might be inclined to show one or more of the following behaviors:

- She will usually take the time to identify the cause of a problem before proceeding with corrective action.
- Sometimes, she encounters difficulty making decisions under pressure. Typically, these problems arise when she is caught up in the details of a problem.
- She may sacrifice decisiveness for detail on occasion.
- Usually she is capable of recognizing new opportunities, but she is inclined to become overly cautious about pursuing them and will wait for others to take the initiative.

Overview of Andrea

The chart below shows the scores attained for the five scales by Ms. Sample. When we observe her scores, we may predict what is most likely to be noticed in her daily activities – the higher the score the more intense the behavior. These scores suggest the following:

- In order to achieve a goal, she may have a tendency to overstep her authority.
- She generally makes an effort to organize her work meticulously.
- Although generally able to develop plans, she has a tendency to favor immediate issues.
- She might be inclined to respond to crises without checking policies or clearing with authorities.

The chart shows the relative relationship of her scores on all five scales.

