



## Performance Indicator

### Management Report

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Sally Sample

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Building and Retaining the High Performance Workforce

## **Management Report**

The primary purpose of this Management Report is to provide you with information concerning the significant behavioral tendencies of Ms. Sample and preferred style of performing her job. This information is intended to augment, and not replace, any other sources of work related data. This report will confirm or clarify your impressions, and alert you to new considerations, regarding her compatibility with the demands of her position. You will also get a good picture of her potential for growth and development within your organization.

This report will help you to understand your employees better in all aspects of your work with them. Combined with your knowledge of their work performance, this information can help you better understand any difficulties that an employee might be encountering. It also contains valuable information with respect to training needs.

## SUMMARY OF PRIMARY BEHAVIORAL TENDENCIES

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

### I - Productivity

- Setting high standards for productivity, she emphasizes getting the job done.
- Self-motivated, she stays on the move.
- She challenges others to do their very best.
- She places strong emphasis on motivation and maintaining a great deal of emotional drive in the work situation.
- Excited about tasks involving group motivation, she will establish a network of contacts to enhance the group's productivity.

### **Suggestions for improving her effectiveness:**

- Keep an eye on long-term processes in her attempts to get immediate results.
- Avoid a tendency to set in many directions at once, with a consequent dilution of energy and resources.
- Recognize the need for solid thinking about implementation with the support necessary to reach challenging goals.
- Be accountable for seeing that goal setting and follow-through are maintained.
- Accept the importance of completing work tasks according to priority commitments and deadlines.

### II - Quality of Work

- She is capable of producing timely results; however, she tends to be more results-oriented than quality-oriented.
- Although she may be committed to quality work, Sally prefers activities in which exactness and attention to detail are not her primary task.
- Sally can be concerned with quality; however, she tends to become bored quickly with detailed work.

### **Suggestions for improving her effectiveness:**

- Become more consistent in attending to critical details.

- Take the time to work out the steps in a process in writing before beginning a project.
- Focus attention on obstacles to achieving quality results and on ways to avoid or eliminate them.
- Focus on the overall objective, but attend to the critical details needed to achieve great results.

### **III - Initiative**

- Forward-looking, Sally is comfortable with change and risk.
- She is capable of expressing a sense of urgency for others to act now.
- With the loss or reduction of freedom to determine how tasks are accomplished, she might experience frustration.
- She can generate enthusiasm about a potential goal.
- Resourceful, Sally will devise ways to accomplish goals, unhindered by traditionalist thinking.

### **Suggestions for improving her effectiveness:**

- Understand that often the established way of doing things is based on solid reason; be aware that sanctions may exist.
- Try not to force action when there is no need to do so.
- Always keep focused on the end result that is required, as well as the process involved.
- Do not over-commit. Be realistic in determining what work can and cannot be completed.

### **IV - Teamwork**

- Direct and demanding, Sally tells people what to do in a forceful, confident manner.
- Concerned with the importance of each person's contribution to the attainment of overall objectives, she believes that if everyone does their job individually, the team's success is assured.
- Sally can become impatient with the need to coordinate her own efforts with the abilities and objectives of others.
- Gregarious, open, talkative, and approachable, she builds a casual team of motivated people easily.
- Preferring to communicate in person, she will mix personal talk with business.

### **Suggestions for improving her effectiveness:**

- Spend more time explaining her reasoning process, rather than just announcing her conclusions.
- Try to develop more informal relationships at work so that she may cooperate with the participants more easily.
- Avoid a win/lose approach to people and relationships.
- Be willing to delay her individual work to assist others with high priority group projects.
- Understand how and when to be more objective when dealing with less favorable situations, such as interpersonal conflict.
- Learn how and when to be more direct and straightforward.

### **V - Problem Solving**

- Decisive and self-assured, Sally has a tendency to develop quick solutions.
- When immediate action is required, she can be counted on to respond quickly.
- Sally tends to be a quick and decisive problem solver; however, she might fail to consider long-term consequences, or to include all critical factors in more complex situations.
- Because she enjoys the opportunity for creative brainstorming, she could become frustrated and impatient with a more methodical approach.
- Inclined to show an emotional approach to problem solving, Sally bases decisions and possible solutions on intuition.

### **Suggestions for improving her effectiveness:**

- Take time to identify the underlying issues of a problem.
- Involve others more in the decision making process.
- Avoid sharp criticism of others.
- Develop careful control over the use of emotions in problem solving.
- Be careful not to overestimate her ability to motivate others or to change their behavior.

### **VI – Adapting to Change**

- She will focus more on successfully achieving the goal of change than on the detailed process of actually reaching it.
- Her appreciation for the value of a team and what they can accomplish for her in handling the details of the change process is often great.
- Ms. Sample rarely doubts the need for change, even if others are obviously concerned or anxious about it.

- She will take time to engender excitement for a new project, then launch at a fast pace toward the final outcome of change.

**Suggestions for improving her effectiveness:**

- Ensure that she has the backup needed from more detail-minded teammates and that she utilizes their strengths.
- Demonstrate a facilitative leadership style that exemplifies teamwork, so that Sally understands its value to the change process.
- Help her to pace her work in alignment with the needs of change procedures, at least until the initial phases of the process are launched.
- Caution Sally about any frustrations she may feel about those who accept change less openly than she.

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

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

- Rise to the occasion and take charge of uncertain situations.
- Become self-reliant, rely on her own strengths and capabilities.
- Become decisive, self-assured, and bold.
- Be trusting and accepting.
- Be optimistic, 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:**

- Become impatient, critical, and faultfinding.
- Overstep policies, respond without checking with proper authority.
- Act recklessly, become inattentive to critical details and important routine tasks.
- Appear ambivalent and inconsistent, not standing for anything.
- Make overly optimistic assessments of others and outcomes.

## WORK MOTIVATION

**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 Sally, consider providing:**

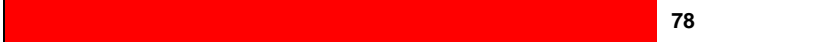
- The opportunity to be in charge, to be assertive, to be the leader.
- The opportunity to be first, number one; to be the best.
- A high sense of urgency, pressures, critical deadlines.
- New challenges in areas of interest that are a real test of abilities.
- Group activities outside of the job, participating in the community, identifying with various social groups.
- Assignments with a high degree of people contacts, the opportunity to be with people.

## MOTIVATIONAL ENERGY

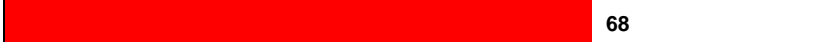
**Motivational Energy (ME) reflects the intensity that an individual shows and how she approaches most situations. Her ME indicates that she will approach most situations with a rather high intensity and suggests that she might be inclined to show one or more of the following behavioral tendencies:**

- Occasionally, she may dominate a group and cut off the expression of important data by others.
- Occasionally, she acts recklessly or becomes inattentive to critical details and important routine tasks.
- As she tends to push her own viewpoints, she sometimes has difficulty considering the ideas of others.
- When acknowledging and recommending employees, she may emphasize individual accomplishments over group contributions. As a result, unproductive competition among team members might increase while team efforts suffer.
- Sally can overuse a position of power and authority without careful regard for others.
- Motivated by the challenge of difficult and demanding situations, she might be inclined to take on challenge when it is not productive or profitable.
- Because she is capable of stating her position firmly and with conviction, she might be perceived by others as arrogant and overly demanding.
- Preferring a quick pace, variety, new challenges, and opportunities, she might not pay enough attention to the continued success of more long-term, ongoing projects.


The graph shows the relative relationship of her scores on all five scales, while the bulleted statements summarize her results. For a more complete understanding of these results, please refer to the earlier pages of this Management Report.

**Scale I:**  78

*Scale I measures control, ambition and results orientation*

**Scale II:**  68

*Scale II measures social influence, positive expectancy and expressiveness*

**Scale III:**  40

*Scale III measures patience, composure and being a team player*

**Scale IV:**  43

*Scale IV measures precision and analytical / quality orientation*

**Scale V:**  70

*Scale V measures motivational intensity and focus on change*

The graph above demonstrates the scores attained by Ms. Sample on the PPI. When we observe her scores, we may predict what is most likely to be noticed in her daily activities. These scores suggest the following:

- She tends to take responsibility for results and accepts the rewards of her success.
- She has a need to control the course of what is happening and guide the direction of events.
- She is a self-starter who will take independent action.
- She recognizes self-doubt quickly and usually rallies support from her associates.
- She likes to involve others in the problem-solving process.
- Strong willed concerning her own ideas.
- She is self-motivated to make her own decisions and then take action.
- Forceful, she will often seek to be in charge and in control.