

# Profiles Performance Indicator™

**CONFIDENTIAL**

## **INDIVIDUAL REPORT**

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**Sally Sample**

Director

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*Building and Retaining  
the  
High-Performance  
Company*



## **A Message to Sally 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**

- 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.
- You enjoy challenging others to do their very best.
- You enjoy a strong emphasis on motivation and in maintaining a high level of intensity and emotional drive in the work environment
- Your behavior is compatible with tasks involving motivating groups and with establishing a network of contacts for reaching productive goals.

### **Suggestions for improving your effectiveness:**

- In your attempts to get immediate results, do not lose sight of the long run.
- Your need to take immediate action might degenerate into a tendency to go off in many directions at once, with a consequent dilution of energy and resources.
- Recognize the need for solid thinking about the implementation and support necessary to reach challenging goals.
- Be accountable to yourself and your manager for seeing that you follow through and meet your objectives.
- Accept the importance of completing work tasks according to priority, commitments, and deadlines.

### **II - Quality of Work**

- Although capable of producing results quickly, you tend to be more results-oriented than process-oriented, thus leaving the details concerning quality to others.
- Generally, you show a commitment to quantity over quality; you prefer to reach your goals promptly rather than taking more time to get higher quality results.
- 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:**

- You can produce higher quality work by attending to critical details.
- Take the time to work out the steps to 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 use the critical details needed to achieve it.

### **III - Initiative**

- You are comfortable with change and risk, with an eye for the future and positive outcomes.
- You are capable of expressing a sense of urgency that instigates action in others.
- You might experience frustration with a loss or reduction of your freedom to determine how tasks are accomplished.
- You enjoy generating enthusiasm in others.
- Interpersonally resourceful, you enjoy bringing a group together motivationally.

### **Suggestions for improving your effectiveness:**

- Understand that the established way of doing things is often based on solid reason; be aware that sanctions exist.
- Try not to force action when there is no need to do so.
- Always keep focused on the end result required, as well as the process involved.
- 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.
- You tend to encourage individuality in the contribution to the attainment of overall objectives, believing that if everyone does their job individually, the team's success is assured.
- 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.

- 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:**

- Spend more time explaining your reasoning process rather than just announcing your conclusions.
- Try to develop more informal relationships at work so that when you are in a group situation, your relationship may facilitate more cooperation.
- Avoid a win/lose, "zero-sum" approach to people and relationships.
- Be willing to delay your individual work to assist others with high priority group projects.
- Risk disapproval from others when your control and firmness is needed to settle interpersonal conflicts.
- Learn how and when to be more direct and structured in a team.

**V - Problem Solving**

- Decisive and self-assured, you have a tendency to create solutions "on the fly."
- You can be counted on to respond quickly when immediate action is required.
- 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 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.
- You take pride in creating intuitive solutions and involving others by motivating them to act.

**Suggestions for improving your effectiveness:**

- Involve others more in the decision-making process.
- You may become a better problem solver if you take the time to identify the underlying issues.
- Avoid sharp criticism of others.
- Be careful not to overestimate your ability to motivate others or to change their behavior.

- Develop a more realistic assessment of outcomes that combines consequences with benefits.

### **VI – Adapting to Change**

- Your appreciation may be great for what a team can accomplish for you in handling the details of the change process.
- 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 tend to focus more on successfully achieving the goal of change than on the detailed processes involved.
- You take time to engender excitement for a new project, then launch at a fast pace toward the final outcome of change.

### **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.**

- Relying on your own strengths and capabilities, you take action independently.
- You act intensely and attempt quick and immediate solutions to complex problems.
- Rising to the occasion, you will take charge of uncertain situations.
- You are optimistic and reassuring.
- You are charismatic and entertaining.

**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.
- Act recklessly and become inattentive to critical details and important routines.
- Force action and the possible mistakes that come from prioritizing quick results over quality ones that will require extra time to fix.
- Make overly optimistic assessments of others and outcomes.
- Over-estimate your own ability to change others.

## 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 rather high intensity and suggests that you might be inclined to show one or more of the following behavioral tendencies:**

- Sometimes you dominate a group and cut off the expression of important ideas by others.
- You may not always use a systematic approach in your problem-solving process. If you rush important decisions, you may sometimes miss some important information or forget to involve key persons.
- You may be inclined to push your own viewpoints and to downplay the ideas of other group members. As a result, you may become excluded from the group's information flow.
- Should you over-emphasize disagreement, it may make it difficult for others to work together.
- 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.
- 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 sometimes emphasize individual accomplishments over group contributions when acknowledging and recommending employees. As a result, unproductive competition among team members might increase while team efforts suffer.
- Others may think that you tend to push your own viewpoints and that you sometimes have difficulty considering the ideas of others.