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Report designed for

**Jack Sample**

# Profiles Performance Indicator 2.0 Management Report

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## Management Report

The primary purpose of this Management Report is to provide you with information concerning the significant behavioural indicators of Dr. Sample and his preferred style of performing his job. You will also get a good picture of his potential for growth and development within your organisation and how you can help him maximise his potential.

This report measures behavioural indicators in four different aspects.

1. Behaviours 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 Jack Responds to Job-Related Stress, Frustration and/or Conflict
3. What Motivates Jack
4. Motivational Intensity of Dr. Sample

## Summary of Behavioural Indicators

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

### 1 Productivity

- He tends to prefer open-ended structure and flexible schedules.
- Compatible with tasks involving motivating groups, he will establish a network of contacts.
- Jack will avoid work environments with rigid time constraints or where he may be required to meet fixed schedules.
- He places strong emphasis on motivation and maintaining a great deal of intensity and emotional drive in the work situation.

#### Suggestions for improving his effectiveness:

- Remember that even the most exciting task has its share of sometimes dull details which must be done if he is to succeed.
- Guard against becoming so wrapped up in his enthusiasm that he loses perspective and his own sense of priorities.
- Be accountable to himself and to his manager for seeing that he follows through and meets his objectives.
- Use checklists to ensure that all steps in a project are completed.
- Guard against having many discussions and then failing to complete the documentation for follow-up.

## **2** Quality of Work

- Jack would enjoy motivating others to attend to quality but tends to avoid tasks requiring that level of diligence from himself.
- Jack's work typically meets quality expectations; however, he prefers to delegate tasks requiring attention to detail and routine follow-up.
- Usually, Jack is thorough and concerned with quality; however, he tends to become bored quickly with detailed work.

### **Suggestions for improving his effectiveness:**

- Attend to the critical details necessary to achieve consistent quality results in a timely manner.
- Remind him daily that the details are important for succeeding.
- Focus attention on obstacles to achieving quality results and on ways to avoid or eliminate them.

### **3 Initiative**

- He can lose sight of details and deadlines on occasion.
- He is very spontaneous and may often act with little or no planning.
- He has the ability to motivate others and is very confident in his abilities.
- He may be considered an animated and charismatic personality who is able to motivate and inspire people to action.

#### **Suggestions for improving his effectiveness:**

- Always be aware of the need to follow through with his tasks. If needed, he might consider a time management class. Regardless, he should **USE A SYSTEM** to schedule his time.
- Do not over-commit. Be realistic in determining what work he can and cannot complete.
- Always keep focused on the end result that is required, as well as the process involved.

## **4 Teamwork**

- Jack is likely to be very involved and work very well in group situations.
- He likes a workplace where people's satisfaction is valued as much as production.
- Seen as an animated and warm personality, he values teamwork with others and attempts to persuade and influence those around him.
- He appreciates working in a setting conducive to establishing friendships.

### **Suggestions for improving his effectiveness:**

- Understand how and when to be more direct when dealing with less favourable situations, such as interpersonal conflict.
- Keep his focus on the purpose of the group so that the group's objectives are met.
- Learn how and when to be more firm.

## **5 Problem Solving**

- Jack is highly involved and employs an inclusive, relaxed problem solving style where his team is allowed to collaborate in order to reach an appropriate plan of action.
- Dr. Sample can make friends easily but may need to temper friendships when placed in a problem solving role.
- He will usually set the tone and tempo for work to be done.
- He exhibits an optimistic attitude and can easily gain the enthusiastic co-operation of others.

### **Suggestions for improving his effectiveness:**

- Be careful not to overestimate his ability to motivate others or to change their behaviour.
- Take more time to think through possible consequences before taking action.
- Develop a more realistic assessment of outcomes that combine potential strengths and weaknesses of the plan.
- Before jumping into a solution to the first problem he sees, look for the larger problem underneath. Otherwise, he might have to solve the same problem repeatedly.

## **6 Adapting to Change**

- For Jack, a broad vision of success associated with future changes is more motivating than the details associated with the process itself.
- Others may see the inspiration that Jack seeks to provide as a unifying and motivating factor when new changes are forthcoming.
- Dr. Sample typically focuses on rallying others to a single vision when a change process is launched.
- Change offers excitement and a sense of rejuvenation for him.

### **Suggestions for improving his effectiveness:**

- Temper his honest excitement about change by introducing practical considerations that must be addressed.
- Encourage Dr. Sample to ask questions concerning a team's investment in a change process, rather than simply stating how positive the results of change may be.
- He could use some prodding to stay on task in a focused manner, in order to implement change efficiently.
- Help Jack to follow through on the positive attitude he likely expresses about a change process by taking action and achieving specific goals.



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

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

- Display a positive attitude regarding outcomes of conflict.
- Be optimistic, reassuring.
- Use a light touch to take the tension out of serious situations.
- Avoid open and direct conflict.

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:

- Appear ambivalent and inconsistent, not standing for anything.
- Make overly optimistic assessments of others and outcomes.
- Trust people indiscriminately.
- Over-estimate his own ability to change others.

## What Motivates Jack

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

- Praise, positive feedback.
- Group activities outside of the job, participating in the community, identifying with various social groups.
- Public and social recognition.
- Approval and acceptance.
- Assignments with a high degree of people contacts, the opportunity to be with people.

## Motivational Intensity

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

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

- Occasionally, he attempts to solve a problem before carefully considering options and consequences. As a result, he could end up spending time later correcting errors and misunderstandings that could have been avoided.
- Because he is not inclined to set priorities for work tasks, he might spend too much time on less important tasks, resulting in insufficient time to handle more critical tasks.
- Capable of making unpopular decisions under normal circumstances, he becomes reluctant to make decisions when disagreements escalate.
- Not inclined to take the time to identify the cause of a problem before proceeding with corrective action, he might arrive at a solution which is incomplete or ineffective.

## Overview of Jack

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

- He can maintain and engender a positive attitude concerning the demands of new tasks and routine responsibilities as well.
- Gregarious, open, talkative, and approachable, he makes new friends easily.
- Preferring to communicate in person, he may mix personal talk with business.
- He tends to approach people comfortably to enlist their assistance with the resolution of problems.

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

