



Report designed for

Sally Sample

CONFIDENTIAL

Profiles Performance Indicator™

Personal Report

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Summary of Behavioral Indicators

This section of the report summarizes your typical behavioral tendencies with regard to six critical job-related components which are Productivity, Quality of Work, Initiative, Teamwork, Problem Solving, and Adapting to Change. This section also includes suggestions for improvement for each of these items.

1 Productivity

- You think job responsibilities should be well-defined so everyone knows what is expected of them.
- Typically, you take the time to plan ahead and organize your own work.
- Usually, you prefer a cooperative approach to performing the job.
- You do not enjoy work situations in which production goals are not clearly defined.

Suggestions for improving your effectiveness:

- Set time limits for routine or low priority tasks. Give yourself a set amount of time and stop working on a low priority task when that time is up. Come back to the task only if you can finish higher priority items first.
- Be on the lookout for opportunities to use and expand the skills you enjoy using the most. If you see a new project that fits these skills, ask to be assigned to it.
- Consider better management of time. Develop a process for completing tasks in a more efficient and timely manner.
- Avoid becoming bogged down in details, over-thinking decisions, or losing sight of critical deadlines and objectives.
- Examine each task for ways of accomplishing it more quickly and effectively. Start with the



end-goal and look for the best way of getting there. Accept the fact that the most efficient path could be somewhat unconventional.



2 Quality of Work

- You prefer to receive specific, detailed instructions.
- You are inclined to demonstrate attentiveness with quality standards when these standards are supported by leadership.
- You might experience frustration when held accountable for quality results while having only limited control over those factors that directly impact quality.
- Performing with accuracy and effectiveness, you can be relied upon to handle details.

Suggestions for improving your effectiveness:

- Set regular quality checkpoints so that each piece of a project is checked sequentially for quality.
- Keep an awareness of the overall picture and project deadlines.
- Avoid becoming so guarded that you lose touch with your creativity.
- Develop a more realistic assessment of your practical limitations and those of others with whom you work and share responsibilities.



3 Initiative

- You will usually become well-informed before taking action.
- When approaching a task, you may seek out the support and consultation of others who are more knowledgeable, but you are confident with your grasp of the details of a situation.
- You will be very systematic and detail-oriented when working on a task or project.
- You have very high standards and expectations for yourself and may become frustrated when others do not live up to those standards.

Suggestions for improving your effectiveness:

- Risk new work approaches, strategies, and techniques.
- Open yourself to optional approaches other than your own more comfortable approach.
- Challenge the status quo more often. Take the initiative to be more independent.
- Be careful about becoming too reliant on conventional processes or having too high an opinion of past precedents.
- As you focus on a task, be careful that you do not lose sight of other realities, such as consistent productivity or critical deadlines.
- Develop the ability to move forward with a project while making some decisions and/or adjustments along the way.



4 Teamwork

- You typically avoid situations over which you have little control or in which you are required to accept undue risk.
- Most of your work is done behind the scenes where you will regularly consult with others who are more knowledgeable.
- You view teamwork as important for its own sake and not for any advantage that may come to you.
- You may be seen as a cooperative and supportive member of a group.

Suggestions for improving your effectiveness:

- You might improve team productivity by committing to a decision, then clearly communicating your reasoning to the team members.
- Assume an active role in a team by expressing your viewpoints directly and assertively.
- Learn to recognize 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.
- Try to accept and appreciate another person's style or approach to doing things. Look for mutual benefits in their solutions.



5 Problem Solving

- You appreciate a well thought out plan of action and encourage the collaboration and cooperation of others who can appreciate your need for understanding details.
- Your problem solving style may be seen as stable and consistent with an emphasis on being correct.
- You will maintain your determination to produce quality output in all situations.
- You will usually get the job done but may tend to ignore deadlines in the interest of maintaining quality control.

Suggestions for improving your effectiveness:

- Look for solutions that have a little flair to them. It is okay to draw some attention with an effective solution for a problem.
- Do not be afraid to take some risks in solving problems.
- Take the initiative to generate innovative ideas and solutions to problems.
- Avoid becoming so engrossed in a problem that you are unable to see its relevance to overlying issues.
- Try to reduce rigidity in your thinking, along with the need to be exactly right.



6 Adapting to Change

- You appreciate the opinions and traditions common to the group. If consensus determines the need for change and that change is well-organized, you are more likely to accept the change process.
- Your approach to change is practical; the necessity of a specific and conservative approach to change is important to you.
- Most instances of change may arouse your doubts and concerns, especially when they come suddenly and hastily.
- If you were to accept change, it would likely be when the planned change is initiated slowly, with minimal disruption to your routine, and is structured by procedures and guidelines.

Suggestions for improving your effectiveness:

- Your stress during a change process may be greater than usual, so demonstrate the calm and composure you usually express during more routine occasions, thereby enhancing your performance and effectiveness.
- Seek out the opportunity to recover your energy reserves; times of upheaval can be quite draining for you.
- Discuss your feelings about the change and how it affects the execution of your routine responsibilities.
- Seek out a facilitative and encouraging form of managerial support when changes significantly disrupt your routine.



How You Respond 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 will seek cooperation from others.
- Maintaining your composure, you rarely overreact emotionally.
- Willing to accommodate others, you avoid interpersonal aggression.
- You weigh the pros and cons to see the trade-off in situations.
- You respond objectively and calmly to objections raised by others.

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

- Become too indirect and not forceful enough.
- Wait for instructions before acting.
- Become too protective of others.
- Become focused upon the volume of detail you produce when documenting your position.
- Become too inflexible to provide appropriate concessions which would help solve a problem.



Motivational Intensity

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

Your MI indicates that you approach most situations with a moderate intensity and suggests that you might be inclined to show the following behavioral tendencies:

- Sometimes, you are reluctant to interrupt routine tasks to respond to a high priority problem. As a result, you might risk creating greater problems in the future.
- Although typically inclined to remain balanced and even tempered, you may sometimes have difficulty maintaining composure in challenging or demanding situations. Occasionally, you become uncomfortable in changing or ambiguous circumstances.
- You may show a critical attitude and/or take an extreme position.
- You could have difficulty with problems requiring innovative solutions, particularly if some risk is involved.

