



Performance Indicator

Personal Mentoring Report

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Aurora Sample

Assessments USA & Canada

www.Assessments-USA.com

800-808-6311

805-934-5956

Building and Retaining the High Performance Workforce

A Message to Aurora 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

- Your behavior is compatible with tasks involving motivating groups and with establishing a network of contacts for reaching productive goals.
- Generally, you avoid working under rigid time constraints or being required to meet fixed schedules, rather taking a more flexible approach.
- You prefer open-ended structure and flexible schedules.

Suggestions for improving your effectiveness:

- Guard against becoming so wrapped up in your enthusiasm that you lose perspective and your sense of priorities.
- Remember that even the most exciting task has its share of plodding details that must be done if you are to succeed.
- Accept the importance of completing work tasks according to priority, commitments, and deadlines.
- Guard against having many discussions but then failing to complete the documentation for follow-up.
- Be accountable to yourself and your manager for seeing that you follow through and meet your objectives.

II - Quality of Work

- Typically, you are best suited for giving others guidance and support when quality is the issue, and you prefer to delegate the tasks requiring attention to detail and routine follow through.
- 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:

- 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.

- Attend to the critical details necessary to achieve consistent quality results in a timely manner.

III - Initiative

- You are willing to experiment with change and increase the excitement level at work.
- You often pursue problems with a sense of enthusiasm.
- Interpersonally resourceful, you enjoy bringing a group together motivationally.

Suggestions for improving your effectiveness:

- 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.
- Learn to be more organized. Develop a comfortable plan in order to meet unexpected situations as they come.

IV - Teamwork

- You place a very heavy emphasis on involvement with people, and take a personal interest in them as individuals.
- 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:

- Keep your focus on the purpose of the group so that the group's objectives are met.
- Learn how and when to be more direct and structured in a team.
- Risk disapproval from others when your control and firmness is needed to settle interpersonal conflicts.

V - Problem Solving

- You like to involve others in the problem solving process.

- Inclined to take a subjective approach to problem solving, you will base your decisions and possible solutions on your feelings and intuition.
- 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.
- You take pride in creating intuitive solutions and involving others by motivating them to act.
- You have a creative imagination and are sometimes quite intuitive.
- You are capable of being an expedient and enthusiastic problem solver, but you may tend to act before carefully considering all the options and consequences.

Suggestions for improving your effectiveness:

- Develop a more realistic assessment of outcomes that combines consequences with benefits.
- Before accepting the first solution you can, look for the larger problem that underlies the current issue and address it. Otherwise, you might have to solve the same problem repeatedly.
- Take more time to think through possible consequences before taking action.
- Be careful not to overestimate your ability to motivate others or to change their behavior.

VI – Adapting to Change

- You may feel that organizing exactly what must be done to implement change is a task best deferred to others.
- A broad vision of success associated with future changes is more motivating for you than the details associated with the process itself.
- Optimism about future changes is a common expression for you.
- Change can offer excitement and a sense of rejuvenation for you.

Suggestions for improving your effectiveness:

- Remember to stay on task in a focused manner in order to implement change efficiently.
- Although you are excited by motivating others and influencing their investment in a change process, you may need some support to actually understand their doubts and concerns as they arise.
- Follow through on the positive attitude you express about a change process by taking action and achieving specific goals.
- Try to implement change in a routine and systematic fashion more frequently.

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.

- You will avoid negativity and doubt.
- Using a light touch, you take the tension out of serious situations.
- You display a positive attitude regarding outcomes and the potential of success.
- You are optimistic and 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:

- Attempt to impress people that do not need to be impressed by you.
- Become ambivalent and inconsistent, taking no clear stand on an issue or priority.
- 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 moderate intensity and suggests that you might be inclined to show one or more of the following behavioral tendencies:

- You may become overly involved in socializing at the expense of proper time management.
- You sometimes waste time at the expense of efficiency.
- You may be inclined to make overly optimistic and unrealistic promises.
- You might experience some difficulties being tough-minded when problems require a direct, assertive approach.
- Although inclined to look for ways to improve quality, you are sometimes too quick to accept the status quo.