



Report designed for

**Sally Sample**

**CONFIDENTIAL**

# Profiles Performance Indicator™ Management Report

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## Management Report

The primary purpose of this Management Report is to provide you with information concerning the significant behavioral indicators of Ms. Sample and her preferred style of performing her job. You will also get a good picture of her potential for growth and development within your organization and how you can help her maximize her potential.

This report measures behavioral indicators in four different aspects.

1. Behaviors 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 Sally Responds to Job-Related Stress, Frustration and/or Conflict
3. What Motivates Sally
4. Motivational Intensity of Ms. Sample

## Summary of Behavioral Indicators

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

### 1 Productivity

- Sally thinks job responsibilities should be well-defined so everyone knows what is expected of them.
- Typically, she takes the time to plan ahead and organize her own work.
- She usually prefers a cooperative approach to performing the job.
- She does not enjoy work situations in which production goals are not clearly defined.

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

- Attend to routine or low priority tasks only if she can finish higher priority items first.
- Identify opportunities to use and expand the skills she enjoys using the most.
- 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 ways of getting there. She should remember that the best way might be new or unconventional.

## **2** Quality of Work

- She prefers to receive specific, detailed instructions.
- She is inclined to demonstrate attentiveness with quality standards when these standards are supported by leadership.
- She 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, she can be relied upon to handle details.

### **Suggestions for improving her 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 she loses touch with her creativity.
- Develop a more realistic assessment of practical limits and of the limitations of others.

### **3 Initiative**

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

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

- Risk new work approaches, strategies, and techniques.
- Provide optional approaches other than her own more comfortable approach.
- Challenge the status quo, ask "why." Take the initiative to be more independent.
- Be careful about becoming somewhat timid and having too high an opinion of past precedents.
- Accept that everyone makes mistakes but successful persons learn from those mistakes.

## **4 Teamwork**

- She appreciates an environment in which attention to detail is expected and rewarded.
- She typically avoids situations over which she has little control or in which she is required to accept undue risk.
- Most of her work is done behind the scenes where she will regularly consult with others who are more knowledgeable.
- She views teamwork as important for its own sake and not for any advantage that may come to her.

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

- Learn to be more assertive with people, taking charge of situations when appropriate.
- Commit to a decision, then clearly communicate her reasoning to the team.
- When working with others, remember to acknowledge their accomplishments.
- She needs to appreciate 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.

## 5 Problem Solving

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

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

- Look for more innovative solutions to problems. Don't assume that old solutions are the only way to go.
- 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.
- Guard against the limitations of becoming something of a purist, i.e., falling into a narrow expert's perspective and failing to appreciate the viewpoints of others.
- Avoid becoming so engrossed in a problem that she is unable to see its importance to the big picture.

## **6 Adapting to Change**

- Maintaining the status quo and formalizing the change procedure are very important to Ms. Sample.
- Sally appreciates the opinions and traditions common to the group. If consensus determines the need for change and that change is well-organized, she is more likely to accept the change process.
- Her approach to change is practical; the necessity of a specific and conservative approach to change is important to her.
- Most instances of change may arouse her doubts and concerns, especially when it comes suddenly and hastily.

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

- Discuss her feelings about the change and how it affects the execution of her routine responsibilities.
- Her stress during a change process may be greater than usual, so express a relaxed attitude by example, demonstrating the calm and composure she usually expresses during more routine occasions.
- Allow Sally the opportunity to recover her energy reserves; times of upheaval can be quite draining for her.
- Her greatest challenge during a change process is staying focused and productive, since she typically relies on familiar routines to maintain her work pace.



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

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

- Show patience.
- Seek cooperation from others.
- Maintain composure and rarely overreact emotionally.
- Weigh the pros and cons, see the trade-off in situations.
- 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, there may be a tendency to:

- Become too indirect; might not be forceful enough.
- Resist change just for change sake.
- Wait for instructions before acting.
- Withdraw and become distant, not giving others the satisfaction of sustained effort.
- Become so involved in documenting her position that others are frustrated with this detail.

## What Motivates Sally

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 develop specialized skills, to learn new skills.
- Security, minimum risk.
- Recognition for loyalty and service, to know someone cares.
- The assurance that identified and agreed upon standards and objectives will not be changed or sacrificed.
- Time to think it through, to deliberate solutions.
- The opportunity to be critical and analytical.

## Motivational Intensity

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

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

- She could have difficulty with problems requiring innovative solutions, particularly if some risk is involved.
- Although an effective problem solver when given enough time, Sally tends to be extremely cautious, preferring to wait for more information and advice instead of laying out a plan of action.
- Ideally, she wants the perfect solution and may lose sight of other realities such as deadlines.
- Although she uses a conservative style that is often productive, there might be situations when bolder actions could produce even better results.

## Overview of Sally

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

- Usually, she is capable of recognizing new opportunities, but she is inclined to become overly cautious about pursuing them.
- Although typically she tries to consider the impact of all decisions, she has a tendency to take a narrow view when making decisions that affect others.
- A craftsperson, Sally likes to see things done correctly.
- She may sacrifice decisiveness for detail on occasion.

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

