



PPI

Report designed for

Sally Sample

Profiles Performance Indicator™ Management Report

Survey Taken: 2/26/10

Printed: 12/1/11

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Acme Company
1234 Make Believe Lane
Anytown, TX 77777

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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

- She is most comfortable with being held accountable for her results in a noncompetitive environment.
- She likes to work with a team.
- Excited about tasks involving group motivation, she will establish a network of contacts to enhance the group's productivity.
- Usually, she prefers a cooperative approach to performing the job.

Suggestions for improving her effectiveness:

- Guard against becoming so wrapped up in the enthusiasm of others that she loses perspective of her own priorities.
- Guard against having lengthy discussions and then failing to complete the documentation concerning the decisions made.
- Remember that even the most exciting task has its share of details that must be dealt with if she is to succeed.
- Accept the importance of completing work tasks according to priority commitments and deadlines.
- Manage her priorities by recognizing the activities that yield the greatest results.
- Consider better management of time. Develop a process for completing tasks in a more efficient and timely manner.

2 Quality of Work

- Sally would enjoy motivating others to attend to quality but tends to avoid tasks requiring that level of diligence from her.
- She is inclined to demonstrate attentiveness with quality standards when these standards are supported by leadership.
- Typically, she performs in a consistent and predictable manner.
- Sally can be concerned with quality, however, she tends to become bored quickly with detailed work.

Suggestions for improving her effectiveness:

- Focus on the overall objective, but attend to the critical details needed to achieve great results.
- Attend to the critical details necessary to achieve consistent quality results in a timely manner.
- Try new approaches and be willing to adopt those that are effective.
- Be vigilant in monitoring quality levels and be ready to make improvements when appropriate.

3 Initiative

- She may be considered an animated and charismatic personality who is able to motivate and inspire people to action.
- She exhibits a charismatic personality and is able to motivate others to reach their potential.
- Being empathetic to others, she is most often emotionally honest and warm with those around her.
- She is likely to be open and warm to those around her.

Suggestions for improving her effectiveness:

- Learn to be more organized and procedural. Develop a more positive attitude concerning conventional rules.
- Always be aware of the need to follow through with tasks. If needed, consider a time management class. Regardless, use a system to schedule and organize project time.
- Challenge the status quo, ask "why." Take the initiative to be more independent.
- Provide optional approaches other than her own more comfortable approach.
- Risk new work approaches, strategies, and techniques.

4 Teamwork

- She likes a workplace where people's personal, as well as professional, issues are considered.
- She is sensitive to others and generally willing to listen to them.
- She is likely to work very well in group situations.
- Others will typically respond positively to Sally.

Suggestions for improving her effectiveness:

- Learn how and when to be more direct and straightforward.
- Keep her focused on the group's objectives.
- Assume a more active role in team issues by expressing her viewpoints in a more independent and confident manner.
- Learn to be more assertive with people, taking charge of situations when appropriate.

5 Problem Solving

- She encourages interaction to help her team generate unique and well thought out solutions.
- Sally is highly involved and employs an inclusive and relaxed problem solving style where her team is allowed to collaborate in order to reach an appropriate plan of action.
- She will help team members produce as long as the importance of reaching the objective is communicated as a priority.
- Peers may seek input and advice from her for both work-related and personal problems.

Suggestions for improving her effectiveness:

- Develop a more realistic assessment of outcomes that combine potential strengths and weaknesses of the plan.
- Take more time to think through possible consequences before taking action.
- Be careful not to overestimate her ability to motivate others or to change their behavior.
- Consider approaching problems with a greater sense of urgency; utilize a more direct and aggressive manner.
- Look for solutions that have a little flair to them. It is okay to draw some attention with an effective solution for a problem.

6 Adapting to Change

- A change that results in a better workplace for all will certainly evoke her excitement which will become apparent in the positive attitude she expresses to her coworkers concerning the changes to come.
- In most cases, Ms. Sample would take on the role of a facilitative and inspirational agent of change.
- Laboring through the details associated with initiating a change process is not a contribution that Sally is likely to offer.
- Changes that disrupt the stability of the workplace may not get her full support.

Suggestions for improving her effectiveness:

- Assure her that the change that is planned will benefit everyone involved with minimal disruption expected to her routine.
- Congratulate her efforts to focus on each step of the change process.
- Keep Sally focused on the goal so that she does not get lost in the step-by-step processes involved.
- Provide Ms. Sample with a change plan that is straightforward and structured around short term goals.

How Sally Responds to Job-related Stress, Frustration, and/or Conflict

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

- Be trusting and accepting.
- Be optimistic and reassuring.
- Display a positive attitude regarding outcomes of conflict.
- Maintain composure and rarely overreact emotionally.
- Seek cooperation from 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:

- Over-estimate her own ability to change others.
- Trust people indiscriminately.
- Become careless and disorganized.
- Become too indirect; might not be forceful enough.
- Resist change just for change sake.

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:

- Public and social recognition.
- The opportunity for self-expression and to verbalize her thoughts and feelings.
- Group activities outside of the job, participating in the community, and identifying with various social groups.
- Approval and acceptance.
- Recognition for loyalty and service, to know someone cares.
- The opportunity to develop specialized skills and/or to learn new skills.

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:

- Sally may prefer to delegate detail-oriented tasks.
- Although she uses a conservative style that is often productive, there might be situations when bolder actions could produce even better results.
- Occasionally, she attempts to solve a problem before carefully considering options and consequences. As a result, she could end up spending time later correcting errors and misunderstandings that could have been avoided.
- Sally might delay making a decision which involves interpersonal conflict, losing approval, or looking bad.

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:

- Although generally committed to quality work, she could be slow in taking action when quality falls below acceptable levels.
- She may become overly involved in socializing at the expense of proper time management.
- Sometimes, she is reluctant to interrupt routine tasks to respond to a higher priority problem.
- She might become bogged down in procedures and lose the flexibility to respond to changing conditions.

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

