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Report designed for

**Sally Sample**

# Profiles Performance Indicator™ Management Report

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Business Insight Technologies  
11004 141<sup>st</sup> St Ct E  
Puyallup, WA 98374  
253.604.4141  
KimLeifsen@comcast.net

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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

- Concerned with immediate results, she emphasizes the basics as opposed to complicated approaches.
- She can become critical of others who do not share her sense of urgency.
- Sally thinks that job responsibilities should be well-defined so that everyone knows what is expected of them.
- Setting high standards for productivity, she emphasizes getting the job done.

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

- Avoid a tendency to set in many directions at once, with a consequent dilution of energy and resources.
- Recognize the need for solid thinking about implementation with the support necessary to reach challenging goals.
- Keep an eye on long-term processes in her attempts to get immediate results.
- 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.
- Develop a willingness to balance accuracy and thoroughness with getting timely results.

## **2** Quality of Work

- She prefers to receive specific, detailed instructions.
- No doubt she is decisive and quick to take action, but Sally may need to attend to quality more often in her pursuit of timely results.
- She might experience frustration when held accountable for quality results while having only limited control over those factors that directly impact quality.
- A perfectionist, she has a tendency to do much of the important work herself so as to be sure it will be done correctly.

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

- Concentrate on her ability to follow through on a project.
- Recognize that additional time spent in checking the small details will be well spent.
- Focus on the overall objective and identify those critical details needed to achieve it.
- Avoid becoming defensive to comments about her decisions, opinions, and performance.

### **3 Initiative**

- She may tend to analyze information privately and then act decisively with little input from others.
- She explores options but displays a sense of urgency in decision making.
- Ms. Sample is very assertive in most cases and insists on quality output.
- Sally is a confident and analytical self-starter.

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

- Learn to pace herself better; know when and how to relax.
- Understand that often the established way of doing things is based on solid reason; be aware that sanctions may exist.
- Accept that everyone makes mistakes but successful persons learn from those mistakes.

## **4 Teamwork**

- She may not be open and receptive to the needs of other team members.
- She prefers a fast-paced environment where justifiable change is embraced and implemented.
- She works best when surrounded by others who share her focus on quality and innovation.
- Sally can effectively analyze the talents of others and direct them to the activities for which they are best suited.

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

- Spend more time explaining her reasoning process, rather than just announcing her conclusions.
- Try to develop more informal relationships at work so that she may cooperate with the participants more easily.
- Avoid a win/lose approach to people and relationships.
- Be willing to delay her individual work to assist others with high priority group projects.
- Share more of her ideas and feelings, when appropriate, and participate more in meetings.
- When working with others, remember to acknowledge their accomplishments.

## 5 Problem Solving

- When given the opportunity to initiate a project, she will strive for quality as well as timely results.
- She will usually dedicate herself to a system or process from conception to implementation and will work without the need for external rewards.
- While results-oriented, her problem solving style can lack empathy and put off other members of the group.
- Her style of problem solving is to be clear with her expectations for accuracy and meeting deadlines.

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

- Acknowledge other's opinions. Integrate different ideas so as to capture the best of all.
- Avoid sharp criticism of others.
- Involve others more in the decision making process.
- She should try to reduce rigidity in her thinking along with her need to be exceptionally accurate.
- Develop the ability to be in touch with her intuition about a situation as well as the objective facts.

## 6 Adapting to Change

- Although she may be excited by a change process, she would not likely support change for change's sake alone.
- Ms. Sample will express strong reservations about any change process that is not specific and systematic.
- The more practical and orderly a change initiative has been designed, the more likely that Ms. Sample will participate energetically.
- Sally tends to see things in a matter-of-fact fashion, including how she envisions the proper course of a change process.

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

- Encourage Ms. Sample to trust others more and to allow their change implementations to progress unhindered and free from judgment.
- Encourage Sally to truly motivate others at an emotional level (or find others who can do so) when she supports a change process, rather than simply expecting others to comply without feeling engaged in the process.
- Caution her if she ignores the perspectives and feelings of others when a plan for change is initially developed.
- Appeal to her preference for progressive action when she becomes hindered by a focus on petty details.

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

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

- Take a direct, aggressive approach; get straight to the point.
- Rise to the occasion and take charge of uncertain situations.
- Become decisive, self-assured, and bold.
- Test to make sure things are right.
- Use facts and logical arguments to overcome objections.

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 impatient, critical, and faultfinding.
- Overstep policies, respond without checking with proper authority.
- Act recklessly, become inattentive to critical details and important routine tasks.
- Over-think and over-analyze decisions and fail to make decisive recommendations.
- 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:

- New challenges in areas of interest that are a real test of abilities.
- Freedom from controls, close supervision, and organizational constraints.
- The opportunity to be in charge, to be assertive, to be the leader.
- The opportunity to be first, number one; to be the best.
- The opportunity to be critical and analytical.
- Correctness and accuracy.
- Personal autonomy, the opportunity to work independently.

## 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 rather high intensity and suggests that she might be inclined to show one or more of the following behaviors:

- She may sacrifice decisiveness for detail on occasion.
- She will sometimes underestimate the time necessary to complete some activities, resulting in cutting things short, potentially missing deadlines or allowing inconsistent quality.
- Sally has a strong tendency to undertake tasks that are considered important in her own judgment even though this is not necessarily consistent with the priorities of the team or the manager.
- 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.

## 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:

- She may take on an unproductive challenge just because it is there.
- Sally may appear arrogant and demanding, thus frustrating others.
- Because she is capable of stating her position firmly and with conviction, she might be perceived as arrogant and overly demanding.
- Because she can over-emphasize disagreement, she makes it difficult for others to work together.

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

