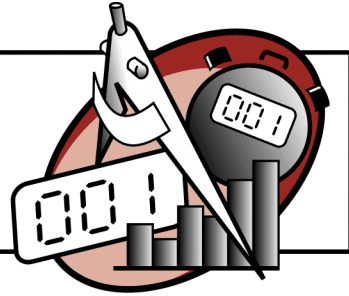


PROFILES

Performance

INDICATOR



Management Report

John Sample

Thursday, November 2, 2000



Trey Boone tebes@bellsouth.net 803-376-1401
Angie Hardison angie_h@bellsouth.net 803-376-1402

Management Report

The primary purpose of this management Report is to provide you, the supervisor, with information concerning John's significant behavioral tendencies and preferred style of performing her job. This information is intended to augment, and not replace, any other sources of work related data. This report will confirm or clarify your impressions, and alert you to new considerations, regarding John's compatibility with the demands of her position. You will also get a good picture of her potential for growth and development within your organization.

This report will help you to understand your employees better in all aspects of your work with them. Combined with your knowledge of their work performance, this information can help you better understand any difficulties that an employee might be encountering. It also contains valuable information with respect to training needs.

SUMMARY OF PRIMARY BEHAVIORAL TENDENCIES

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

I - Productivity

- She challenges others to do their very best.
- She can become critical of others who do not share her sense of urgency.
- Setting high standards for productivity, she emphasizes getting the job done.
- She takes care of things that need attention.
- She subscribes to the idea that time is a resource not to be wasted.
- She tends to avoid spending time on small talk and social amenities.
- John enjoys firing-line activities which have attainable, concrete goals.
- John takes pride in efficient solutions as she values time.

II - Quality of Work

- She is capable of producing good quality work; however, she tends to be more results-oriented than process-oriented.
- Although she generally shows a commitment to quality work, John prefers activities where exactness and attention to detail are not critical.
- Preferring to concentrate on overall concepts, she de-emphasizes or delegates detail work.
- She is inclined to become bored with routine details and repetitive tasks.
- She has only a moderate interest in exactness and detail work.

III - Initiative

- As a self-starter, she will take independent action.
- With the loss or reduction of freedom to determine how tasks are accomplished, she might experience frustration.
- Forward-looking, John is comfortable with change and risk.
- John accepts responsibility for her actions.
- She prefers minimal guidance and coaching.
- John will do what is necessary to get the job done.
- She is inclined to take on new responsibilities.

IV - Teamwork

- Concerned with the importance of each person's contribution to the attainment of overall objectives, she believes that if everyone does their job individually, the team's success is assured.
- Preferring direct and to the point communication with team members, she will not spend much time on social small talk.
- Generally willing to work as part of the team, she shares ideas and information with others; however, John can become impatient with the need to coordinate her own efforts and objectives with the abilities of others.
- Usually, she participates in group problem solving efforts.
- She is generally flexible and open-minded.
- Offering and soliciting ideas, John will work well with the entire group.
- She encourages individual initiative.

V - Problem Solving

- Decisive and self-assured, John has a tendency to make quick decisions.
- John tends to be a quick and decisive problem solver; however, she might fail to consider long-term consequences, or to include all critical factors in more complex situations.
- When immediate action is required, she can be counted on to respond quickly.
- Simple, practical, and easy to follow instructions are preferred.
- She is likely to stress pragmatic approaches based on common sense and practical experience.
- John likes introducing new ideas and solutions.

SUGGESTIONS FOR INCREASED EFFECTIVENESS

This section relates to some behavioral tendencies that John might want to modify or improve. The significance of these behavioral tendencies takes on meaning as they are related to her current position, career and/or personal goals.

I - Productivity

- Realize that others may need time to adjust to her quick decision-making style.
- Balance her drive to get results with an awareness of her effect on other people and relationships.
- Do not lose sight of the long run in her attempts to get immediate results.
- Do not assume that others are just as involved as she is in their need to get quick results.
- Remember to accept that others will work more efficiently when going at a pace that is comfortable for them.
- Accept the fact that others may not be as focused as she is.

II - Quality of Work

- Concentrate on her ability to follow through on a project.
- John might produce higher quality work if she were more consistent in attending to critical details.
- Take the time to work out the steps in a process in writing before beginning a project.
- Focus more attention to the critical task details and analysis which are required for quality results.
- Schedule time for a final quality check.

III - Initiative

- 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.
- Try not to force action when there is no need to do so.
- Think before she takes action. Consider all options and the likely outcomes of each option before going with her first option.
- Accept the importance of existing limits.

IV - Teamwork

- Spend more time explaining her reasoning process rather than just announcing conclusions.
- Avoid an either/or approach to people and relationships.
- Understand other points of view before she speaks. Let other team members finish a point before she makes a counterpoint.
- Try to develop more informal relationships at work so that when John is in a group situation she will already be comfortable with the participants.
- Look for points of agreement and common interest, especially if you disagree with what someone is saying.
- Give more recognition to others for their efforts.
- Ask others for suggestions, seeking their view.
- John might improve the comfort level of team members and the flow of productive ideas by showing greater sensitivity to other viewpoints.
- Explain decisions, seek input and listen.
- Learn the art of small talk. Try to spend some time talking informally to co-workers about personal interests and other subjects outside of work.

V - Problem Solving

- John may become a better problem solver if she takes the time to identify the underlying issues.
- Involve others more in the decision making process.
- Avoid sharp criticism of others.
- Try to understand all levels of a situation by getting input from others.
- Objective viewpoints can help her avoid problems and predict the optimal amount of time needed to reach goals. Become more willing to listen to others.
- Use other people's experience. Listen to other's opinions, especially those who are on the front lines of an issue.
- Focus your thinking directly on the relevant issues of a problem.

RESPONSE TO JOB-RELATED STRESS, FRUSTRATION AND/OR CONFLICT

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

- Become self-reliant, rely on her own strengths and capabilities.
- Become decisive, self-assured and bold.
- Take a direct, aggressive approach; get straight to the point.
- Accept the risk of change and uncertainty.
- Invest intense energy in many directions simultaneously.
- Confront disagreement and motivate people to clear the air.
- Quickly turn someone's objection into an advantage, changing a negative into a positive opportunity.

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 autocratic, extremely demanding and push people rather than lead them.
- Act recklessly, become inattentive to critical details and important routine tasks.
- Overstep policies, respond without checking with proper authority.
- Dominate and cut off the expression of important ideas by others.
- Become defensive; make others feel defensive.
- Press others too hard, not allowing them breathing room to decide.
- Act with a lack of tact and diplomacy.
- Use intimidation and aggressiveness as a motivator to end conflict.

WORK MOTIVATION

This section of the report describes the different types of incentives, rewards and conditions that are most compatible with John's behavioral tendencies and motivational style. In motivating her, consider providing:

- The opportunity to be in charge, to be assertive, to be the leader.
- The opportunity to be first, number one; to be the best.
- Opportunity to control, to be in control of people and situations.
- A high sense of urgency, pressures, critical deadlines.
- Opportunities for advancements.
- Short term goals, immediate results.
- The opportunity to make decisions.
- Opportunities for personal accomplishments, more responsibility.
- The freedom to determine her own rules and outcomes.
- Situations where she is held accountable solely for results rather than for how the results are achieved.
- Opportunity to solve challenging problems.

MOTIVATIONAL ENERGY

Motivational Energy (ME) reflects the intensity that an individual shows and how she approaches most situations. John's ME 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 behavioral tendencies:

- Because she is capable of stating her position firmly and with conviction, she might be perceived by others as arrogant and overly demanding.
- While capable of making good decisions, she may not always use a systematic approach. By rushing important decisions, she will sometimes miss some important information or forget to involve key persons.
- Because she can over-emphasize disagreement, she makes it difficult for others to work together.
- Because she is so direct and forceful, others might have difficulty asking questions, clarifying instructions and pointing out potential problems.
- As she tends to push her own viewpoints, she sometimes has difficulty considering the ideas of others.
- She may take on an unproductive challenge just because it is there.
- Although generally able to develop plans, she has a tendency to favor immediate issues which can result in long-range goals being neglected or delayed.
- John prefers to take short cuts whenever possible.
- Generally, John makes decisions in a timely manner, however, occasionally she may rush an important decision before considering all the available information.
- Sometimes, she is impatient with the view that "We've been doing this for the last ten years, so why should we change?"