



Performance Indicator

Personal Report

Tuesday, February 20, 2007

Justin Sample

Southard & Associates
2416 N. 26th St
Boise, ID 83702
208-409-1005

Building and Retaining the High Performance Workforce

A Message to Justin 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

- You likely set personal goals that enhance your productivity.
- You may experience frustration when time passes without getting much accomplished.
- You enjoy a quick pace and a fast track.
- You subscribe to the idea that time is money.
- Valuing time, you take pride in efficient solutions.
- Preferring to deal in the here and now, you need to see the results of your work in order to be satisfied with your level of productivity.
- Focusing on concrete objectives, you prefer the practical, down-to-earth approach.
- You are good at generating enthusiasm for group projects.
- You enjoy working with others in creating a motivational environment.
- Generally, you are an enthusiastic producer, focusing on motivation more than processes.

Suggestions for improving your effectiveness:

- Try to be more selective when considering which new tasks to take on; learn to say no.
- Be more patient with planning and remember that careful planning will generally save overall project time.
- Remember to accept that others will work more efficiently when going at a pace that is comfortable for them.
- Recognize your least favorite tasks and find ways to complete them more efficiently, thus freeing up your time for more interesting work.
- Guard against becoming so involved and motivated that you set overly optimistic goals.
- Guard against non-productive socializing. Avoid small talk when timely results are needed.
- Set milestones, maintain your calendar, schedule progress meetings, etc. Develop whatever system will work for you.
- Commit to scheduling time each day for your most important projects.
- Be sensitive to the amount of time spent in meetings and other communications.

II - Quality of Work

- While not highly motivated by the details of quality control work, your attention to details and accuracy can adapt somewhat, based on the priorities at hand.
- In many cases, you are willing to sacrifice quality in order to meet your goals in a timely fashion.
- You have only moderate interest in exactness and detail work.
- You are usually inclined to look for ways to make quality improvements in procedures and processes that also adhere to realistic time constraints.

Suggestions for improving your effectiveness:

- Utilize the abilities of others to check work for completeness and details.
- Try to split up large tasks into smaller tasks with separate deadlines and quality checkpoints. This will enable you to manage time more efficiently and insure quality in each step of the process.
- Set early deadlines for projects and other tasks in order to build in time for a quality check.
- Set aside time for a final quality check before handing your work on to others.
- Develop a more organized and systematic approach to doing things, and apply them with consistency.
- Follow through on key details on a more consistent basis.

III - Initiative

- You tend to take the initiative to start and follow through on tasks.
- You are inclined to accept new responsibilities and challenges when the rewards are great.
- You tend to accept responsibility for your actions.
- You are generally confident of your own judgment.
- You sometimes challenge the status quo.
- You enjoy the demands of motivating others as they pursue routine responsibilities.
- You are apt for the role of coaching others toward success when action is needed.
- Quick to initiate relationships, you will involve others in what needs to be done.
- You recognize a downward trend in group motivation quickly.

Suggestions for improving your effectiveness:

- Think before you take action. Consider your options and likely outcomes of each option before going with your instincts.

- Do not automatically make changes just because something has been done the same way for a long time.
- Push your ideas, but respect others. Try not to be overly critical of someone else's ideas in your enthusiasm for your own.
- If you do not have sufficient time to complete both your routine tasks and your new tasks, don't commit to completing everything.
- Look for needed changes in terms of the impact of results. Develop a step-by-step plan for change that has clearly defined time limits.

IV - Teamwork

- Generally, you are flexible and open to new team initiatives that help you to achieve goals faster.
- You usually contribute to group problem solving efforts by solidifying the final goal and expressing that vision clearly.
- You tend to accept the individual agendas of team members as a regular part of negotiation, encouraging individual as well as mutual success; the win-win scenario, in other words.
- Usually, you listen to others and take an objective view of the situation, but timeliness and direct action are your primary concern.
- You tend to adopt an informal and engaging manner in group situations.
- You are willing to establish positive relationships throughout the organization by the use of communication that shapes and guides the opinions of others.
- You enjoy motivating groups of many types, from executives to line workers, from clients to service providers; the enjoyment comes from the process of communication.

Suggestions for improving your effectiveness:

- Concentrate on understanding someone's ideas as they present them, rather than formulating your response and ignoring them.
- Be more willing to seek input, listen to alternatives, explain your decisions, and share the process.
- Maintain greater objectivity in assessing situations and be more willing to adjust your approach to meet team objectives.
- Try to spend some time talking informally to co-workers about personal interests and other subjects outside of work. Learn the art of small talk.
- Negotiate desired outcomes on a win/win basis instead of a win/lose basis.
- Ask others for suggestions, seeking their views, no matter the strength of your own perspective.
- Recognize others for their efforts.
- Consider working with team members to create procedures that support the smooth flow of communications and operations.

- Although most people appreciate your sociability, be careful that it does not impede the team's progress.
- Give specific instructions and share objective feedback with others so that they may have a clear understanding of your position.

V - Problem Solving

- You like introducing new ideas and solutions.
- You are willing to experiment with change and new ideas in order to create novel solutions.
- Usually, you prefer simple, practical, and direct plans of action. All you really want is to "get it done."
- You are likely to stress approaches based on your sense of urgency and your real-world experiences.
- When a team has reached an impasse toward solving a problem, they may often look to you to help focus their ideas and reignite their enthusiasm.
- You are capable of generating enthusiasm and a positive attitude in others when dealing with frustrating problems at work.
- You tend to use an intuitive approach to solving problems, not bogged down by the details.

Suggestions for improving your effectiveness:

- Talk to people with varied backgrounds to get different perspectives on the same problem. Make more contacts outside your immediate work group or business area.
- Use other people's experience. Listen to other's opinions, especially those who are on the front lines of an issue.
- When someone offers an idea, acknowledge the effort even if you don't agree. When you respond, focus on specific issues.
- Take more time to think through possible negative consequences before taking action.
- Objective viewpoints can help you avoid problems and predict the optimal amount of time needed to reach goals. Become more willing to listen to others.
- Consider the long term implications of your decisions before acting.
- Look for the cause of a problem, not just the symptoms. Problems that are easy to spot are often symptoms caused by significant underlying issues.
- Guard against over-committing and overselling yourself.
- Use less idealism and more objectivity.

VI – Adapting to Change

- You may enjoy being responsible for rallying a team to do what is required to implement a change process.
- You rarely doubt the need for change, so if others are obviously concerned or anxious about it, your positive attitude may be influential in changing people's minds.
- You usually take time to engender excitement for a new project, then launch at a fairly fast pace toward the final outcome of change.
- Your appreciation is often great for what a team can accomplish for you in handling the details of the change process.

Suggestions for improving your effectiveness:

- Utilize teamwork, and value it's contribution to the change process.
- Seek out the backup needed from detail-minded teammates and utilize their strengths.
- Be aware of any frustrations you may feel about those who accept change less openly than you.
- Encourage collaborative efforts that keep the team working efficiently and confidently.

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 probe and press in order to get a handle on hidden resistance.
- You may confront disagreement directly and try to motivate others to clear the air by also dealing more directly with the situation.
- Quickly turning someone's objection into an advantage, you change a negative into a positive opportunity.
- You willingly accept risks and uncertainty.
- You stay with a difficult and challenging situation if only to prove that it can be overcome.
- You demonstrate positivity and excitement.
- To diffuse serious situations, you will use a sense of humor.
- You are quick to share feelings and ideas.

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:

- Resist participation as part of a team, missing valuable cues on how and when to best implement solutions.
- Seek out the desired result too soon, not waiting for the appropriate moment.
- Force action when there is none needed.
- Manage conflict through a show of strength.
- Dominate and cut off the expression of important data and ideas by others.
- Use intimidation and aggressiveness as a motivator to end conflict.
- Press others too hard, not allowing them breathing room to decide.
- Lose focus on the facts, making decisions based on feelings or biases.
- Act impulsively and overreact emotionally.
- Experience difficulty planning and estimating the time spent on tasks.
- Rely too much on your charisma and influence, overselling yourself and your agendas.

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:

- Occasionally, you may act recklessly or become inattentive to critical details and important routine tasks.
- You may be inclined to push your own viewpoints and to downplay the ideas of other group members. As a result, you may become excluded from the group's information flow.
- In your haste to get moving, you are sometimes inclined to not take the time to identify the cause of a problem before proceeding with corrective action.
- You generally make decisions in a timely manner; however, occasionally you may rush an important decision before considering all the available information.
- Typically you try to consider the impact and consequences of your decisions on others, but you may occasionally appear insensitive as to how these decisions are implemented. This may result in problems for others.
- Quick to respond to emergencies and problems, you might be inclined to respond without checking policies or clearing with authorities.