



## Performance Indicator

Management 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

## **Management Report**

The primary purpose of this Management Report is to provide you with information concerning the significant behavioral tendencies of Mr. Sample and preferred style of performing his 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 his compatibility with the demands of his position. You will also get a good picture of his 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 the typical behavioral tendencies of Justin with regard to six critical job-related components. The purpose of this information is to help you to identify and make full use of his strengths, and to help him manage those areas that might be limiting his effectiveness.

### I - Productivity

- He is difficult to satisfy.
- When time passes without getting much accomplished, he may experience frustration.
- He enjoys a quick pace and a fast track.
- He subscribes to the idea that time is a resource not to be wasted.
- Justin takes pride in efficient solutions since he values his time.
- Even though he prefers to deal with the immediate task, Justin needs to see the eventual results of his own work.
- Focusing on concrete objectives, he prefers a practical, down-to-earth approach.
- Justin can generate enthusiasm for projects.
- Usually, he is compatible with creating a motivational environment.
- He can be an enthusiastic producer of results that relate to success with people.
- He is not inclined to live by the clock.

### **Suggestions for improving his effectiveness:**

- 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 his least favorite tasks and find ways to complete them more efficiently, thus freeing up time for more interesting work.
- Guard against becoming so involved and motivated that he sets overly optimistic goals.
- Accept the fact that others may not be as focused as he is.
- Guard against unnecessary socializing when goal-oriented action is required. Avoid untimely results and a lack of focus.
- Schedule time each day for his most important projects.
- Be sensitive to the amount of time spent in meetings and impromptu discussions.

- Use more time management techniques. Use whatever system works for him.

## **II - Quality of Work**

- Generally, he can become impatient with details when quality is concerned.
- He has only a moderate interest in the exactness and detailed work associated with quality assurance.
- He sometimes takes short cuts, motivated by timeliness but potentially hampering his ability to focus on quality.
- Generally, he will work effectively with team members to set and to maintain quality standards.

### **Suggestions for improving his effectiveness:**

- Manage time so as to include quality checks in each step of the process.
- Set early deadlines for projects and other tasks in order to schedule the time for a quality check.
- Utilize the abilities of others to check work for completeness and details.
- If appropriate, let the issue of quality simmer over time. With a fresh outlook later, Justin might be able to spot inconsistencies, errors, or defects that would have otherwise slipped by him.
- Follow through on key details on a more consistent basis.
- Learn to value the importance of the work that ensures quality results.

## **III - Initiative**

- He is inclined to take on new responsibilities.
- Justin accepts responsibility for his actions.
- Justin is confident of his own judgment.
- He may openly question the way things are done.
- Justin will do what is necessary to get the job done.
- When action is needed, he will respond with a generally positive attitude.
- Quick to initiate relationships, he will involve others in work tasks.
- He is quick to recognize opportunities.
- Generally, he can work without close supervision when tasks and objectives are clearly defined.

### **Suggestions for improving his effectiveness:**

- Avoid making changes just because something has been done the same way for a long time and "ought" to be updated.

- Avoid criticizing someone else's ideas just to support his own.
- Accept the importance of existing limits.
- Look for needed changes in terms of the impact of results. Develop a step-by-step plan for change with clearly defined time limits.
- Make a list of responsibilities and discuss these with the appropriate supervisors. Determine how each new task will fit in with existing priorities.

#### **IV - Teamwork**

- Usually, he enjoys participating in group problem solving efforts in an independent fashion by setting team goals and taking action on his own.
- Tending to relate to a competitive mindset, he will encourage individual drive and motivation.
- Usually, he prefers to lead others and take a pragmatic view of team dynamics.
- He encourages individual initiative.
- He would take the role of team leader if offered.
- He is effective working in a group with almost anyone.
- As Justin is comfortable working as part of a team, he will share ideas and information with others.
- Able to interact easily, he fits in with all types of people.

#### **Suggestions for improving his effectiveness:**

- Maintain greater objectivity in assessing situations and be more willing to adjust his approach to meet team objectives.
- Learn the art of small talk. Try to spend some time talking informally to co-workers about personal interests and other subjects unrelated to his work objectives.
- Negotiate desired outcomes on a win/win basis instead of a win/lose basis.
- Ask others for suggestions and perspectives.
- Explain decisions, seek input and listen.
- Give more recognition to others for their efforts.
- Consider working with team members to create procedures that support the smooth flow of communications and operations.
- Concentrate on understanding another person's ideas rather than formulating his own response and ignoring their perspective; listen, consider, THEN act.
- Make decisions more quickly, taking more authority.
- Keep his need to be liked in check. Although most people appreciate his social personality, he needs to be careful that this doesn't get in the way of progress in meetings and other group situations.

### **V - Problem Solving**

- Justin likes introducing new ideas and solutions.
- Possessing an experimental attitude, he is willing to experiment with change and new ideas.
- He is inclined to challenge the status quo.
- He might experience frustration when required to check in frequently and report on methods and processes rather than results.
- He tends to use an emotional approach to problem solving.
- He prefers to motivate others about the problem solving process and will encourage team members to share feelings and hunches more than thoughts and facts.
- While he enjoys talking through a problem, if the issues involved are rather complex and do not concern interpersonal dynamics, his interest may decrease.

### **Suggestions for improving his effectiveness:**

- When someone offers an idea, Justin should acknowledge the effort even if he does not agree with it. When he responds, he should focus on specific issues.
- Take more time to think through possible negative consequences before taking action.
- Talk to people with varied backgrounds to get different perspectives on the same problem.
- Consult others early when defining problems and developing solutions.
- Objective viewpoints can help him avoid problems and predict the optimal amount of time needed to reach goals.
- Learn to look before he leaps.
- Use less wishful thinking and more objectivity.
- Develop an awareness of others in ways that involve more realistic expectations and an objective view.
- Guard against a tendency to trust people indiscriminately.

### **VI – Adapting to Change**

- He would enjoy being responsible for rallying a team to do what is required to implement a change process.
- He will take time to engender excitement for a new project, then launch at a fairly fast pace toward the final outcome of change.
- His appreciation for the value of a team and what they can accomplish for him in handling the details of the change process is often great.

- Mr. Sample rarely doubts the need for change, so if others are obviously concerned or anxious about it, his positive attitude may be influential in changing people's minds.

**Suggestions for improving his effectiveness:**

- Ensure that he has the backup needed from more detail-minded teammates and that he utilizes their strengths.
- Demonstrate a facilitative leadership style that exemplifies teamwork, so that Justin understands its value to the change process.
- Mr. Sample may sometimes need help pacing his work in alignment with the needs of change procedures, avoiding a rushed and hasty approach to his work.
- Caution Justin about any frustrations he may feel about those who accept change less openly than he.

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

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

- Quickly turn someone's objection into an advantage, changing a negative into a positive opportunity.
- Confront disagreement and motivate people to clear the air.
- Accept the risk of change and uncertainty.
- Invest intense energy in many directions simultaneously.
- Stay with a difficult and challenging situation to prove it can be overcome.
- Seem quick to share feelings and ideas.
- Use a sense of humor to diffuse serious situations.
- Be sensitive to, and aware of, other's feelings and what will please them.

**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:**

- Force action when there is none needed.
- Resist participation as part of a team.
- Dominate and cut off the expression of important ideas by others.
- Act with a lack of tact and diplomacy.
- Press others too hard, not allowing them breathing room to decide.
- Demand action too forcefully.
- Try to get the desired result too soon, not waiting for the right moment.
- Make overly optimistic, unrealistic promises.
- Oversell himself, relying too much on his verbal skills.
- Become overly entertaining, which could distract from the seriousness of the situation.
- Arrive at inconsistent conclusions.

## WORK MOTIVATION

**This section of the report describes the different types of incentives, rewards and conditions that are most compatible with his behavioral tendencies and motivational style. When motivating Justin, consider providing:**

- Status and money.
- Opportunities for personal accomplishments, more responsibility.
- Growth assignments.
- Situations where he is held accountable solely for results rather than for how the results are achieved.
- Efficiency, direct answers, and limited small talk.
- The freedom to determine his own rules and outcomes.
- Clearly defined goals, measurable results.
- Competitive situations.
- Opportunities for advancements.
- Individual incentives for achieving goals.
- Control over bottom line results.
- Freedom from controls and details.
- An informal, positive, and relaxed work environment.
- The opportunity for freedom of artistic expression.
- The opportunity to entertain people.

## MOTIVATIONAL ENERGY

**Motivational Energy (ME) reflects the intensity that an individual shows and how he approaches most situations. His ME indicates that he will approach most situations with a moderate intensity and suggests that he might be inclined to show one or more of the following behavioral tendencies:**

- Because he is so direct and forceful, others might have difficulty asking questions, clarifying instructions, and pointing out potential problems.
- Justin can overuse a position of power and authority without careful regard for others.
- Justin may prefer to take short cuts whenever possible.
- Thinking through his own arguments, he does not always give others time to come around to the same point of view. By becoming impatient, he tends to foster unnecessary opposition to his ideas.
- Having shown the ability to solve problems, he sometimes acts before identifying the underlying cause.
- Although generally able to develop plans, he has a tendency to favor immediate issues which can result in long-range goals being neglected or delayed.

The graph shows the relative relationship of his scores on all five scales, while the bulleted statements summarize his results. For a more complete understanding of these results, please refer to the earlier pages of this Management Report.



*Scale I measures control, ambition and results orientation*



*Scale II measures social influence, positive expectancy and expressiveness*



*Scale III measures patience, composure and being a team player*



*Scale IV measures precision and analytical / quality orientation*



*Scale V measures motivational intensity and focus on change*

The graph above demonstrates the scores attained by Mr. Sample on the PPI. When we observe his scores, we may predict what is most likely to be noticed in his daily activities. These scores suggest the following:

- He tends to avoid spending time on small talk and secondary social concerns.
- He prefers working with self-motivated team members.
- He is capable of expressing a sense of urgency and expects others to act quickly.
- He recognizes self-doubt quickly and usually rallies support from his associates.
- He likes to involve others in the problem-solving process.
- Can work effectively on a team, but he enjoys being the one in charge.
- Capable of balancing his personal drive with external, second-party limits.
- Often motivated to balance his expectations for good performance from others while maintaining a cooperative relationship with them.