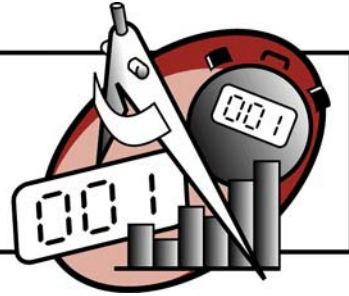


PROFILES

Performance

INDICATOR



Individual Report

Susan Sample

Friday, January 24, 2003

LEADERSHIP  STRATEGIES

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A Message to Susan Sample

Behavioral science has proven that the most successful people are those who know themselves, both 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 to identify and make full use of your strengths, and to help you develop an awareness of any areas that could be limiting your effectiveness. The goal of this report is to help you to achieve greater success for yourself.

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 five 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 can sometimes become critical of others who do not share your sense of urgency.
- You enjoy challenging others to do their very best.
- Self-motivated, you are generally on the move.
- You sometimes set goals which are difficult to reach.
- You may be difficult to satisfy.
- You tend to avoid spending time on small talk and social amenities.
- You may experience frustration when time passes without getting much accomplished.
- You subscribe to the idea that time is money.

II - Quality of Work

- Although capable of producing good quality work, you tend to be more results-oriented than process-oriented.
- Decisive and quick to take action, you may show a casual interest in details and routine tasks.
- Preferring to concentrate on overall concepts, you will de-emphasize or delegate detail work.
- You prefer to take short cuts whenever possible.
- You have only moderate interest in exactness and detail work.

III - Initiative

- You will pursue an opportunity in an aggressive and independent manner.
- You are a self-starter who takes independent action.
- You are capable of expressing a sense of urgency for others to act now.
- You typically will do what is necessary to get the job done.
- You tend to accept responsibility for your actions.
- Capable of assessing a situation, you will take action when required.

IV - Teamwork

- You have a strong need to control and steer the course of what is happening, the direction of events.
- You are generally concerned with the importance of each individual's contribution to the attainment of overall objectives, believing that if everyone does their job individually, the team's success is assured.
- Preferring direct and to the point communication with team members, you will not spend time on social small talk.
- You prefer working with self-motivated team members.
- You encourage individual initiative.
- You usually participate in group problem solving efforts.

V - Problem Solving

- You can be counted on to respond quickly when immediate action is required.
- You tend to be a quick, decisive problem solver. However, because of your quickness, you may fail to consider long-term consequences, or to include all critical factors in more complex situations.
- You pursue problems with a sense of urgency.
- You are willing to experiment with change and new ideas.
- You like introducing new ideas and solutions.
- Usually, you prefer simple, practical and easy to follow instructions.

SUGGESTIONS FOR INCREASED EFFECTIVENESS

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

I - Productivity

- Recognize the need for solid thinking about the implementation and support necessary to reach challenging goals.
- In your attempts to get immediate results, do not lose sight of the long run.
- Realize that others may need time to adjust to your quick decision-making style.
- Be sure to tell others both the positive and negative aspects concerning their performance.
- Accept the fact that others may not be as focused as you are.
- Recognize your least favorite tasks and find ways to complete them more efficiently, thus freeing up your time for more interesting work.

II - Quality of Work

- You might produce higher quality work if you were more consistent in attending to critical details.
- Concentrate on your follow-through work habits.
- Take the time to work out the steps to a process in writing before beginning a project.
- 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.

III - Initiative

- Learn to pace yourself better. Knowing when and how to relax is an important part of success.
- Learn how and when to challenge policies and supervision.
- Try not to force action when there is no need to do so.
- Show an interest in co-workers' personal interests.
- Think before you take action. Consider your options and likely outcomes of each option before going with your first option.

IV - Teamwork

- Be willing to delay your individual work to assist others with high priority group projects.
- Try to develop more informal relationships at work so that when you are in a group situation you will already be comfortable with the participants.
- Listen to, and be considerate of, the thoughts, feelings and experiences of others.
- Understand before you speak. Let other team members finish a point before you make a counterpoint.
- Spend more time explaining your reasoning process rather than just announcing your conclusions.
- Participate with others without being in charge.
- Be more willing to seek input, listen and then explain your decisions.
- You might improve the comfort level of team members and the flow of productive ideas by showing greater sensitivity to other viewpoints.
- Maintain greater objectivity in assessing situations and be more willing to adjust your approach to meet team objectives.
- Consider how you might operate so as to get increased benefit from group performance.

V - Problem Solving

- Acknowledge other's opinions even if you like yours better. Make a rational case as to why your idea might work better, or work to integrate the two different ideas so as to capture the best of both.
- Explain to others your reasoning process to increase their involvement.
- Avoid sharp criticism of others.
- 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.
- Consult others early when defining problems and developing solutions.
- Work to understand all levels of a situation, and to get input from others.

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 act intensely and attempt quick and immediate solutions to complex problems.
- Rising to the occasion, you will take charge of uncertain situations.
- You act with a sense of urgency and express a desire for others to act now.
- Quickly turning someone's objection into an advantage, you change a negative into a positive opportunity.
- You may confront disagreement directly and try to motivate others to clear the air by also dealing more directly with the situation.
- You are quick to respond to emergencies and to resolve problems.
- You persist in following up with others until a clear-cut decision is made.

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:

- Overstepping policies and procedures, you respond without first checking with authority.
- You will act recklessly and may become inattentive to critical details and important routine tasks.
- Becoming impatient, you appear fault-finding.
- Being overly vigilant and combat ready, you make others feel defensive.
- Resisting participation as part of a team, you miss valuable cues on how and when to best implement solutions.
- You manage conflict through a show of strength.
- Sacrificing thought for action, you possibly overwhelm others with your feeling of urgency.

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:

- You may sometimes overuse your position of power and authority without careful regard for others.
- Sometimes you dominate a group and cut off the expression of important ideas by others.
- You sometimes emphasize individual accomplishments over group contributions when acknowledging and recommending employees. As a result, unproductive competition among team members might increase while team efforts suffer.
- Others may think that you tend to push your own viewpoints and that you sometimes have difficulty considering the ideas of others.
- You will sometimes underestimate the time involved in some activities. This may result in cutting things short, potentially missing deadlines or allowing inconsistent quality.
- You are capable of making unpopular decisions when necessary. However, you are also inclined to force decisions in controversial situations, sometimes neglecting to explain your reasoning to others. As a result, these decisions could appear arbitrary.
- You understand your own arguments, but do not always give others time to come around to the same point of view. Your impatience may tend to foster unnecessary opposition to your ideas.
- While you have shown a good ability to solve problems, you sometimes act before identifying the root cause.
- Planning can be something of the rough and ready variety with emphasis on taking maximum advantage of opportunities as they present themselves.
- Although generally able to develop plans, you have a tendency to favor immediate issues which could result in long-range goals being neglected or delayed.

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