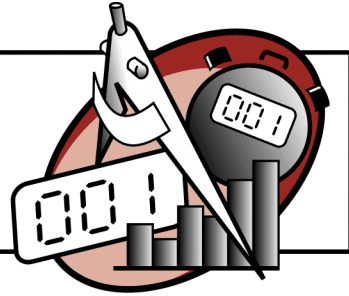


PROFILES

Performance

INDICATOR



Individual Report

Kathy Sample

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A Message to Kathy 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 are willing to take the time to plan ahead and organize your work.
- Usually, you are effective at setting priorities and in estimating the time required to complete a task.
- You think that job responsibilities should be defined so that everyone knows just what is expected of them.
- You are uncomfortable making a mistake.
- You enjoy developing work methods that contribute to greater efficiency.
- You show a preference to do things correctly the first time.
- You prefer order, standards and definite accountabilities.

II - Quality of Work

- You tend to be highly committed to quality and set high standards.
- You might experience frustration if held accountable for quality results when you have only limited control over those factors that directly impact the quality.
- You prefer to receive specific, detailed instructions.
- Generally, you are inclined to look for ways to improve the quality of the work being done.
- You may become frustrated if asked to explain or defend inferior quality in products or services.
- You prefer a systematic, comprehensive approach.

III - Initiative

- You are inclined to defer risky decisions to higher levels of authority or at least get approval.
- As a careful decision maker, you will gather information and assess possible risks before making decisions.
- You have a strong tendency to prefer a perfect product, service or solution.
- You follow policies and procedures well.
- While usually capable of recognizing new opportunities, you tend to prefer to pursue them in a cautious manner.
- You like getting the most out of what already exists.

IV - Teamwork

- You tend to avoid the discussion of personal information or socializing in the work environment.
- You tend to avoid discussions of personal information or socializing during team meetings.
- You prefer a reserved, impersonal and business-like approach for doing business.
- You prefer working with people who share your high standards and commitment to quality performance.
- You are inclined to respond to logic more than to emotional data.

V - Problem Solving

- Typically, you are careful before making a decision so as to ensure that the decision is correct.
- You take pride in looking at a problem in depth and in approaching your work in a craftsman-like manner.
- Preferring to look at problems and opportunities in an objective, critical manner, you take pride in staying calm and analytical in high pressure situations.
- You may be seen as impersonal, precise and factual, because you often focus on what needs to be done, how, why, when and by whom.
- Generally, you learn from your mistakes and can use logic and data to persuade others.
- You take a very professional approach to problem solving, with an emphasis on analytical thinking.
- Usually, you rely on factual data, critical thinking and logic when making decisions.

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

- Avoid becoming bogged down in details, over-thinking decisions or losing sight of critical deadlines and objectives.
- Examine each task for ways of accomplishing it more quickly and effectively. Start with the end goal and look for the best way of getting there. Remember that the best way might be new or unconventional.
- When appropriate, look for possible shortcuts to make work routines more efficient and productive.
- Look for possible shortcuts to make your work routines more efficient.
- To increase overall productivity, try to develop solutions that are functional if not perfect.
- Learn to accept and learn from constructive criticism.

II - Quality of Work

- Focus on the overall objective and use only those critical details needed to achieve it.
- Avoid becoming so guarded that you lose touch with your creativity.
- Avoid becoming defensive to comments about your decisions, opinions and performance.
- Modify your criticism of other's work by considering their feelings as well as the facts.
- Become more open to alternative ways of doing things.

III - Initiative

- Recognize that in the aggressive pursuit of opportunities, occasional failures are bound to happen. Do not be afraid to take risks.
- As you focus on a task, be careful that you do not lose sight of other realities, such as consistent productivity or critical deadlines.
- Develop the ability to move forward with a project while making some decisions and/or adjustments along the way.
- Develop your responsiveness to unpredicted change.
- Risk new approaches, strategies and technologies.

IV - Teamwork

- Learn to recognize that emotions can serve a purpose within a work unit. The important point is not to ignore or suppress them, but rather to recognize their impact on team performance, positive or negative.
- Try to accept and appreciate another person's style or approach to doing things. Look for mutual benefits in their solutions.
- You might consider listening to others more and developing more flexibility in adjusting your approach to incorporate their suggestions.
- Develop the ability to delegate tasks to others.
- Work openly with others to handle new problems.
- Look for points of agreement and common interest, especially if you disagree with what someone is saying. Link your response to these common points to make for a less argumentative situation.
- If you reject an idea or opinion, explain your reasoning. Be prepared to explain your thinking to others.

V - Problem Solving

- Avoid becoming so engrossed in a problem that you are unable to see its importance to the big picture.
- Because of your desire to have sufficient time to study a problem and think through possible alternative solutions before taking action, you need to learn to distinguish between which solutions require additional study, and which problems require immediate action.
- Try to reduce rigidity in your thinking, along with the need to be exactly right.
- Avoid spending so much time analyzing a problem that the solution comes too late to be effective.
- Instead of choosing the one best solution, identify the benefits from each alternative solution. Try to generate a solution that yields the most important benefits from each alternative.
- Remain open to other approaches to problems, even if such solutions are new.

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 think before responding, checking facts first.
- You will test to make sure things are right.
- You respond objectively and calmly to objections raised by others.
- In the midst of stress, you keep a cool head.
- You rely heavily on data, analysis and logic to make decisions.
- Before changes are made, you prefer to wait until cool heads prevail and then provide explanations.

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:

- You will deliberate and analyze decisions to the extent that you fail to make decisive and timely recommendations.
- Hesitating to act without precedent, you sometimes become stuck with old ways when new approaches might be helpful.
- You may not be flexible enough to provide appropriate concessions which would help solve the problem.
- You confuse people with too many options, thus preventing action.
- The urgency in a situation is overlooked because you are so systematic.
- You resist delegating tasks that should be delegated.
- You become bound by procedures and policies.

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 like to see things done correctly. Sometimes you are overly critical of others who do not maintain your high standards.
- You can be relied on to handle details and perform with accuracy and effectiveness; however, you could become bogged down with details.
- Occasionally you may pay too much attention to unimportant details.