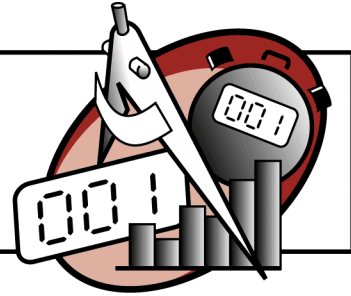


PROFILES

# Performance

INDICATOR



## *Management Report*

**Kathy Sample**

Wednesday, April 11, 2001

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*Management Report*

The primary purpose of this management Report is to provide you, the supervisor, with information concerning Kathy'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 Kathy'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 Kathy'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 Kathy's strengths, and to help her to manage those areas that might be limiting her effectiveness.

### I - Productivity

- Typically, she takes the time to plan ahead and organize her own work.
- Usually, she is effective at setting priorities and at estimating the time required to complete a task.
- Kathy thinks that job responsibilities should be well defined so that everyone knows what is expected of them.
- Kathy is uncomfortable making a mistake.
- In developing work methods, she will contribute to greater efficiency.
- She prefers to do things correctly the first time.
- She prefers order, methods and definite accountabilities.

### II - Quality of Work

- Kathy tends to be highly committed to quality. She sets high standards.
- She might experience frustration when held accountable for quality results while having only limited control over those factors that directly impact quality.
- She prefers to receive specific, detailed instructions.
- Kathy is inclined to look for ways to improve the quality of the work being done.
- If asked to explain or defend inferior quality in products or services, she may become frustrated.
- She prefers a systematic, comprehensive approach.

### III - Initiative

- Inclined to defer risky decisions, she will look to higher levels of authority or, at least, get approval.
- Kathy tends to be a careful decision maker. She will gather information and assess possible risks before making decisions.
- With a strong tendency to prefer a perfect product, service or solution, she could lose sight of other realities, such as consistent productivity or critical deadlines.
- She will follow policies and procedures well.
- Though usually capable of recognizing new opportunities, she prefers to pursue them in a cautious manner.
- Kathy likes getting the most out of what already exists.

#### **IV - Teamwork**

- Kathy tends to avoid discussion of personal information or socializing in the work environment.
- She tends to avoid discussions of personal information or socializing during team meetings.
- She prefers a reserved, impersonal, businesslike approach to doing business.
- She prefers working with people who share high standards and a commitment to quality performance.
- She is inclined to respond to logic more than to emotional data.

#### **V - Problem Solving**

- Kathy is careful before making decisions, and tries to ensure that the decision is correct.
- Kathy takes pride in looking at a problem in depth, approaching work in an accurate manner.
- Preferring to look at problems and opportunities in an objective, critical manner, she takes pride in staying calm and being analytical in high-pressure situations.
- Because Kathy tends to be impersonal, precise and factual, she focuses on what needs to be done: how, why, when and by whom.
- Generally, Kathy learns from her mistakes, and uses logic and data to persuade others.
- She takes a very professional approach to problem solving, with an emphasis on analytical thinking.
- She relies on factual data, critical thinking and logic when making decisions.

## SUGGESTIONS FOR INCREASED EFFECTIVENESS

**This section relates to some behavioral tendencies that Kathy 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

- 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 ways of getting there. She should 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 for making her work routines more efficient.
- To increase overall productivity, try to develop more functional solutions rather than perfect solutions.
- Learn to accept and utilize constructive criticism.

### II - Quality of Work

- Focus on the overall objective; use only those critical details needed to achieve it.
- Avoid becoming so guarded that she loses touch with her creativity.
- Avoid becoming defensive to comments about her decisions, opinions and performance.
- Modify her criticism of other's work by considering their feelings as well as the facts.
- She might 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.
- Develop the ability to move forward with a project while making some decisions and/or adjustments along the way.
- Develop her responsiveness to unpredicted change.
- Take responsibility for a problem if it is not very clear who is responsible for it. Do not be afraid of stepping on another's turf.

**IV - Teamwork**

- Develop the ability to delegate tasks to others.
- She needs to appreciate 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.
- She might consider listening to others more and developing more flexibility in adjusting her approach to incorporate their suggestions.
- Learn to understand the different types of talents and interest levels found in other individuals. This can be helpful in achieving her desired objectives.
- Work openly with others to handle new problems.
- Look for points of agreement and common interest, especially if she disagrees with what someone is saying. Link her criticism to these common points to make for a less argumentative situation.

**V - Problem Solving**

- Guard against the limitations of becoming something of a purist, i.e., falling into a narrow expert's perspective and failing to appreciate the viewpoints of others.
- Avoid becoming so engrossed in a problem that she is unable to see its importance to the big picture.
- Because she has a desire to have sufficient time to study a problem and think through possible alternative solutions before taking action, she needs to learn to distinguish between which solutions require additional study, and which require immediate action.
- 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.
- Avoid spending so much time analyzing a problem that the solution comes too late to be effective.
- Guard against becoming overly critical of common sense approaches which do not have a strong database.

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

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

- Respond objectively and calmly to objections raised by others.
- Think before responding, checking facts first.
- Test to make sure things are right.
- Thoroughly examine and study people's needs and the situation.
- Keep a cool head in the midst of stress.
- Rely heavily on data, analysis and logic to make decisions.

**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:**

- Not be flexible enough to provide concessions which would help solve the problem.
- Over-think and over-analyze decisions and fail to make decisive recommendations.
- Hesitate to act without precedent, to become stuck with old ways when new approaches might be helpful.
- Become overly dependent on supervision.
- Confuse people with too many options, thus preventing action.
- Become so systematic that the urgency in a situation is overlooked.
- Have too many facts and figures, be over-prepared and use unnecessary materials and details.

## WORK MOTIVATION

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

- The opportunity to be critical and analytical.
- The assurance that identified and agreed upon standards and objectives will not be changed or sacrificed.
- Correctness and accuracy.
- Personal autonomy, the opportunity to work independently.
- An environment where high quality standards are important.
- Written operating procedures.
- The opportunity to be analytical.
- The need to do things the right way.
- A reserved, business-like, work environment.
- The opportunity for careful planning.
- Time to think and prepare.
- Recognition of efforts in creating high quality results.

## MOTIVATIONAL ENERGY

**Motivational Energy (ME) reflects the intensity that an individual shows and how she approaches most situations. Kathy'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:**

- Tending to be too cautious, she waits for more information and advice instead of implementing a plan of action.
- Although Kathy can be relied on to handle details and perform with accuracy and effectiveness, she could become bogged down with details.
- She may overpower others with too many facts and figures.