



## Performance Indicator

Personal Report

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Building and Retaining the High Performance Workforce

## **A Message to Susan 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 are willing to take the time to plan ahead and organize your work.
- You prefer carefully defined procedures, job descriptions, guidelines, and policies so that you may work productively and efficiently.
- You enjoy setting priorities and estimating the time required to complete a task, based on the information and resources available to you.
- You subscribe to the idea that time is money.
- You may experience frustration when time passes without getting much accomplished.
- You enjoy activities that involve meeting a challenge.
- Valuing time, you take pride in efficient solutions.
- You generally focus on results and enjoy "multitasking."

### **Suggestions for improving your effectiveness:**

- 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. Accept the fact that the most efficient path could be somewhat unconventional.
- Avoid becoming bogged down in details, over-thinking decisions, or losing sight of critical deadlines and objectives.
- When appropriate, look for possible shortcuts to make work routines more efficient and productive.
- Accept the fact that others may not be as focused as you are.
- 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.

## **II - Quality of Work**

- You can be relied upon to handle details and perform with accuracy and effectiveness.
- You might experience frustration if held accountable for quality results when you have only limited control over those factors that directly impact the outcome.
- You tend to be highly committed to quality and set high standards.
- You prefer to take short cuts whenever possible, if only to save time and money.
- 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.

### **Suggestions for improving your effectiveness:**

- Focus on the overall objective and use only those critical details needed to achieve it.
- Avoid becoming defensive to comments about your decisions, opinions, and performance.
- Set early deadlines for projects and other tasks in order to build in time for a quality check.
- Focus more attention to critical details and analysis since both are required for quality results.

## **III - Initiative**

- You seek out sufficient time to analyze and to plan, preferring to respond to others after first evaluating possible reactions and consequences.
- You have a strong tendency to prefer a perfect product, service, or solution.
- You tend to accept responsibility for your actions.
- You sometimes challenge the status quo.
- You are generally confident of your own judgment.

### **Suggestions for improving your effectiveness:**

- 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.
- Think before you take action. Consider your options and likely outcomes of each option before going with your instincts.
- Push your ideas, but respect others. Try not to be overly critical of someone else's ideas in your enthusiasm for your own.

#### **IV - Teamwork**

- You may often utilize formal, written communication to document team discussions.
- You prefer to be the provider of data and logical observations when working with a team.
- You prefer working with self-motivated team members.
- Generally, you develop an independently self-sufficient working relationship with others once the team has its goals in place.
- Generally, you are flexible and open to new team initiatives that help you to achieve goals faster.

#### **Suggestions for improving your effectiveness:**

- 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.
- When working with others, remember to acknowledge their accomplishments.
- Develop the ability to delegate tasks to others.
- Try to accept and appreciate another person's style or approach to doing things. Look for mutual benefits in their solutions.
- 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.
- Consider working with team members to create procedures that support the smooth flow of communications and operations.
- Ask others for suggestions, seeking their views, no matter the strength of your own perspective.
- Recognize others for their efforts.

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

- You take pride in looking at a problem in depth and in approaching your work in a craftsman-like manner.
- Systematic and thorough in thinking, you judge situations analytically while weighing the pros and cons.
- Preferring to look at problems and opportunities in an analytical, critical manner, you take pride in staying logical and objective in high pressure situations.
- You might experience frustration when required to check in frequently and report on methods and processes rather than results.
- You are capable of being an effective problem solver when immediate action is required.
- You like introducing new ideas and solutions.

**Suggestions for improving your effectiveness:**

- 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.
- Develop the ability to be in touch with the feel of a situation as well as the objective facts.
- Work openly with others on the team to handle new problems or tasks.
- Work to understand all levels of a situation, and to get input from others.
- 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.

**VI – Adapting to Change**

- You would likely want to be an active participant in proceduralizing a change process, maintaining an awareness of timeliness but also applying systematic thinking throughout development.
- You may express strong reservations about any change process that is not specific and systematic.
- Although you may be intrigued by a change process, you would not likely support change for change's sake alone.
- The more practical and orderly a change initiative has been designed, the more likely that you will support the process.

**Suggestions for improving your effectiveness:**

- Apply your tendency for progressive action should you become hindered by a focus on secondary details.
- Maintain an awareness of the time spent in the execution of your duties as they pertain to a change process, noting that being organized cannot displace the need for timely action.
- While you are less likely than others to slow a change process with fault-finding observations and analytical questions, if such cases arise, be empathetic, succinct, and goal-oriented.
- Try to motivate others at an emotional level, rather than expecting others to adapt without feeling excited by the change process.

## **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 will test to make sure things are right.
- You weigh the pros and cons to see the trade-off in situations.
- You think before responding, checking facts first.
- You probe and press in order to get a handle on hidden resistance.
- 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.

**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:**

- Become too inflexible to provide appropriate concessions which would help solve a problem.
- Deliberate and analyze decisions to the extent that you fail to make decisive and timely recommendations.
- Become focused upon the volume of detail you produce when documenting your position.
- Become overly vigilant and aggressive, making others feel defensive.
- Use intimidation and aggressiveness as a motivator to end conflict.
- Resist participation as part of a team, missing valuable cues on how and when to best implement solutions.
- Force action when there is none needed.

## 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 tend to sacrifice timeliness for higher quality results.
- You like to see things done correctly. Sometimes you are overly critical of others who do not maintain your high standards.
- Occasionally you may pay too much attention to unimportant details.
- You tend to be critical of yourself and others.
- Share ideas and feelings with your co-workers that build relationships to foster better business results.