



Performance Indicator

Management Report

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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 Ms. Sample 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 her 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 the typical behavioral tendencies of Susan with regard to six critical job-related components. The purpose of this information is to help you to identify and make full use of her strengths, and to help her manage those areas that might be limiting her effectiveness.

I - Productivity

- Typically, she takes the time to plan ahead and organize her own work.
- She prefers carefully defined procedures, job descriptions, guidelines, and policies.
- Usually, she prefers setting priorities and estimating the time required to complete a task.
- She subscribes to the idea that time is a resource not to be wasted.
- When time passes without getting much accomplished, she may experience frustration.
- Susan enjoys stimulating activities that have profitable goals.
- Susan takes pride in efficient solutions since she values her time.
- She focuses on results.

Suggestions for improving her effectiveness:

- 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.
- 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 she is.
- Remember to accept that others will work more efficiently when going at a pace that is comfortable for them.
- Recognize her least favorite tasks and find ways to complete them more efficiently, thus freeing up time for more interesting work.

II - Quality of Work

- Performing with accuracy and effectiveness, she can be relied upon to handle details.
- She might experience frustration when held accountable for quality results while having only limited control over those factors that directly impact quality.
- Susan tends to be highly committed to quality. She sets high standards.
- She sometimes takes short cuts, motivated by timeliness but potentially hampering her ability to focus on quality.
- She is not highly motivated by detailed tasks; however, her attention to details and accuracy can be satisfactory when guidance is provided.

Suggestions for improving her effectiveness:

- Focus on the overall objective; use only those critical details needed to achieve it.
- Avoid becoming defensive to comments about her decisions, opinions, and performance.
- Set early deadlines for projects and other tasks in order to schedule the time for a quality check.
- Focus more attention on those issues that deal with achieving quality results.

III - Initiative

- Susan prefers not to take action without evaluating possible consequences; she needs sufficient time to analyze and plan.
- With a strong tendency to prefer a perfect result, she could lose sight of other realities, such as consistent productivity or critical deadlines.
- Susan accepts responsibility for her actions.
- She may openly question the way things are done.
- Susan is confident of her own judgment.

Suggestions for improving her effectiveness:

- Recognize that in the aggressive pursuit of opportunities, occasional failures are bound to happen. Do not be afraid to take risks.
- Accept that everyone makes mistakes but successful persons learn from those mistakes.
- Think before taking action. Consider all options and the likely outcomes of each option before going with the first option.
- Avoid criticizing someone else's ideas just to support her own.

IV - Teamwork

- Using formal communication media, e-mail, rosters, progress reports, etc., she tends to add procedural thinking to the team.
- She tends to avoid discussions of personal information during team meetings.
- Susan will work to guide the group toward her objectives.
- Generally, she develops a working relationship based on hierarchy and competition with others.
- She would take the role of team leader if offered.
- She encourages individual initiative.

Suggestions for improving her effectiveness:

- 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.
- She might consider listening to others more and developing more flexibility in adjusting her approach to incorporate their suggestions.
- Maintain greater objectivity in assessing situations and be more willing to adjust her 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 and perspectives.
- Explain decisions, seek input and listen.
- Give more recognition to others for their efforts.

V - Problem Solving

- Systematic and thorough in her thinking, Susan is analytical and weighs the pros and cons.
- 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.
- She emphasizes objectivity- facts, data, logic - as opposed to a more emotional basis for solving problems.
- She is capable of being an effective problem solver.
- Susan likes introducing new ideas and solutions.
- Non-specific instructions that allow her to act decisively and independently are preferred.

Suggestions for improving her effectiveness:

- Learn to distinguish between those solutions that require additional study and those that require immediate action.
- She should try to reduce rigidity in her thinking along with her need to be exceptionally accurate.
- Develop the ability to be in touch with her intuition about a situation as well as the objective facts.
- Use other people's experience. Listen to other's opinions, especially those who are on the front lines of an issue.
- Objective viewpoints can help her avoid problems and predict the optimal amount of time needed to reach goals.
- Try to understand all levels of a situation by getting input from others.
- Work openly with others on the team to handle new problems or tasks.

VI – Adapting to Change

- Although she may be intrigued by a change process, she 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 Ms. Sample will support the process.
- She would rather participate in the development of a detailed change process than to follow along blindly after a hasty process has been enacted.
- She 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.

Suggestions for improving her effectiveness:

- While she is less likely than others to slow a change process with fault-finding observations and unnecessary questions, she may occasionally need to refocus her attention if such cases arise.
- Appeal to her tendency for progressive action when she becomes hindered by a focus on petty details.
- Help her to maintain an awareness of the time spent in the execution of her actions as they pertain to a change process, specifically how being organized cannot displace the need for timely action.
- Encourage Ms. Sample to trust others more and to allow their change implementations to progress unhindered and free from judgment.

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

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

- Think before responding, checking facts first.
- Respond objectively and calmly to objections raised by others.
- Test to make sure things are right.
- Probe and press to get at hidden resistance.
- Stay with a difficult and challenging situation to prove it can be overcome.
- Accept the risk of change and uncertainty.
- Move in quickly and seize an opportunity or create one.

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:

- 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.
- Not be flexible enough to provide concessions which would help solve the problem.
- Become defensive; make others feel defensive.
- Force action when there is none needed.
- Act with a lack of tact and diplomacy.
- Use intimidation and aggressiveness as a motivator to end conflict.
- Show limited concern for other's feelings and display limited tact and diplomacy.

WORK MOTIVATION

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

- An environment where high quality standards are important.
- Correctness and accuracy.
- The opportunity to be critical and analytical.
- Personal autonomy, the opportunity to work independently.
- Competitive situations.
- Opportunities for advancements.
- Power and authority.
- The opportunity to challenge tradition, the status quo, to cause a change in something.
- Situations where she is held accountable solely for results rather than for how the results are achieved.
- The freedom to determine her own rules and outcomes.
- Short term goals, immediate results.

MOTIVATIONAL ENERGY

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

- Ideally, she wants the perfect solution and may lose sight of other realities, such as deadlines.
- Although typically she tries to consider the impact of all decisions, she has a tendency to take a narrow view when making decisions that affect others.
- Usually, Susan is effective in group settings, but she is occasionally excessively critical of the ideas offered by other team members.
- Sometimes, she neglects to solicit opinions from all team members, and this may result in potential divisions within the team.
- She may be viewed as inflexible when presented with the ideas of others.

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

Scale I:  49

Scale I measures control, ambition and results orientation

Scale II:  29

Scale II measures social influence, positive expectancy and expressiveness

Scale III:  36

Scale III measures patience, composure and being a team player

Scale IV:  95

Scale IV measures precision and analytical / quality orientation

Scale V:  68

Scale V measures motivational intensity and focus on change

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

- She prefers a systematic, comprehensive approach.
- She is inclined to respond to a logical argument more than to subjective claims.
- Not only is she conscientious and thorough, she is very task and quality oriented.
- She takes care of things that need attention.
- She encourages individual initiative.
- Capable of balancing her personal drive with external, second-party limits.
- Often motivated to balance her expectations for good performance from others while maintaining a cooperative relationship with them.
- Can work effectively on a team, but she enjoys being the one in charge.