



Report designed for

**Warren Black**

# Profiles Performance Indicator™ Management Report

Assessment Taken: 09/22/2013

Printed: 11/22/2016

**CONFIDENTIAL**



Peoplogica  
www.peoplogica.com  
Level 15, 275 Alfred Street,  
North Sydney, NSW 2060

Profiles International  
imagine great people®

## Management Report

The primary purpose of this Management Report is to provide you with information concerning the significant behavioural indicators of Mr. Black and his preferred style of performing his job. You will also get a good picture of his potential for growth and development within your organisation and how you can help him maximise his potential.

This report measures behavioural indicators in four different aspects.

1. Behaviours in the following critical, job-related components along with suggestions for improving performance in the following areas:
  - Productivity
  - Quality of Work
  - Initiative
  - Teamwork
  - Problem Solving
  - Adapting to Change
2. How Warren Responds to Job-Related Stress, Frustration and/or Conflict
3. What Motivates Warren
4. Motivational Intensity of Mr. Black

## Summary of Behavioural Indicators

This section of the report summarises the typical behavioural indicators of Warren with regard to six critical job-related components. The purpose of this information is to help you identify and make full use of his strengths and to help him manage those areas that might be limiting his effectiveness.

### 1 Productivity

- Concerned with immediate results, he emphasises the basics as opposed to complicated approaches.
- He is not very compatible with work situations where production goals are not clearly defined.
- Typically, he takes the time to plan ahead and organise his own work.
- Usually, he prefers setting priorities and estimating the time required to complete a task.

#### **Suggestions for improving his effectiveness:**

- His need to take immediate action might degenerate into a tendency to set in many directions at once, with a consequent dilution of energy and resources.
- Recognise the need for solid thinking about implementation with the support necessary to reach challenging goals.
- Balance his drive to get results with an awareness of his effect on other people and relationships.
- Become more realistic about how much he can do. Guard against over-thinking his decisions - do it now.
- Avoid becoming bogged down in details, over-thinking decisions or losing sight of critical deadlines and objectives.

## **2 Quality of Work**

- He might experience frustration when held accountable for quality results while having only limited control over those factors that directly impact quality.
- Preferring to concentrate on overall concepts, he may delegate quality assurance tasks to others.
- He prefers to give and receive specific, detailed instructions.
- He is capable of producing timely results; however, he may become frustrated due to his desire for quality results as well.

### **Suggestions for improving his effectiveness:**

- Take the time to work out the steps in a process in writing before beginning a project.
- Warren might produce higher quality work if he were more consistent in attending to critical details.
- Avoid becoming so guarded that he loses touch with his creativity.
- Develop a more realistic assessment of practical limits and of the limitations of others.

### **3 Initiative**

- He may tend to analyse information privately and then act decisively with little input from others.
- He explores options but displays a sense of urgency in decision making.
- Warren is a confident and analytical self-starter.
- He will rarely ask others to confirm his thoughts and ideas before acting.

#### **Suggestions for improving his effectiveness:**

- Try not to force action when there is no need to do so.
- Understand that often the established way of doing things is based on solid reason; be aware that sanctions may exist.
- Accept that everyone makes mistakes but successful persons learn from those mistakes.

## 4 Teamwork

- He may not be open and receptive to the needs of other team members.
- Although a good talent evaluator, this demeanour can come off as hard and sterile.
- He prefers a fast-paced environment where justifiable change is embraced and implemented.
- He works best when surrounded by others who share his focus on quality and innovation.

### **Suggestions for improving his effectiveness:**

- Look for points of agreement and common interest, especially if you disagree with what someone is saying.
- Understand other points of view before he speaks. Let other team members finish a point before he makes a counterpoint.
- Spend more time explaining his reasoning process rather than just announcing conclusions.
- Avoid an either/or approach to people and relationships.
- Develop the ability to delegate tasks to others.
- He might consider listening to others more and developing more flexibility in adjusting his approach to incorporate their suggestions.

## 5 Problem Solving

- While results-oriented, his problem solving style can lack empathy and put off other members of the group.
- He will usually dedicate himself to a system or process from conception to implementation and will work without the need for external rewards.
- When given the opportunity to initiate a project, he will strive for quality as well as timely results.
- His style of problem solving is to be clear with his expectations for accuracy and meeting deadlines.

### **Suggestions for improving his effectiveness:**

- Involve others more in the decision making process.
- Acknowledge other's opinions. Make a rational case as to why his idea might work better, or work to integrate the two different ideas so as to capture the best of both.
- Avoid sharp criticism of others.
- 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.
- Because he has a desire to have sufficient time to study a problem and think through possible alternative solutions before taking action, he needs to learn to distinguish between which solutions require additional study, and which require immediate action.

## **6 Adapting to Change**

- Mr. Black will express strong reservations about any change process that is not specific and systematic.
- Although he may be excited by a change process, he would not likely support change for change's sake alone.
- He would rather participate in the development of a detailed change process than to follow along blindly after a hasty process has been enacted.
- The more practical and orderly a change initiative has been designed, the more likely that Mr. Black will participate energetically.

### **Suggestions for improving his effectiveness:**

- While he is less likely than others to slow a change process with fault-finding observations and unnecessary questions, he may occasionally need to re-focus his attention if such cases arise.
- Help him to maintain an awareness of the consequences of his actions as they pertain to others, specifically how new ideas and altered plans may disrupt the work of others.
- Encourage Warren to truly motivate others at an emotional level (or find others who can do so) when he supports a change process, rather than simply expecting others to comply without feeling engaged in the process.
- Encourage Mr. Black to trust others more and to allow their change implementations to progress unhindered and free from judgement.

## How Warren Responds to Job-Related Stress, Frustration and/or Conflict

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

- Act with, and express, a sense of urgency for others to act now.
- Take a direct, aggressive approach; get straight to the point.
- Become decisive, self-assured and bold.
- Weigh the pros and cons, see the trade-off in situations.
- Think before responding, checking facts first.

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 impatient, critical and fault-finding.
- Act recklessly, become inattentive to critical details and important routine tasks.
- Become argumentative, making it difficult for others to compromise and reach agreement.
- 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.

## What Motivates Warren

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

- A high sense of urgency, pressures, critical deadlines.
- Freedom from controls, close supervision and organisational constraints.
- Opportunity to control, to be in control of people and situations.
- New challenges in areas of interest that are a real test of abilities.
- An environment where high quality standards are important.
- The assurance that identified and agreed upon standards and objectives will not be changed or sacrificed.
- The opportunity to be critical and analytical.

## Motivational Intensity

Motivational Intensity (MI) reflects the intensity that is shown as a person approaches most situations.

His MI indicates that he will approach most situations with a rather high intensity and suggests that he might be inclined to show one or more of the following behaviours:

- He may show a critical attitude and/or take an extreme position.
- Because he is so direct and forceful, others might have difficulty asking questions, clarifying instructions, and pointing out potential problems.
- Warren enjoys being in control of relationships and he may be inclined to dominate and cut off the expression of important information from others.
- Because Warren may invest intense energy into many directions simultaneously, he can become over-extended at the expense of effectiveness.

## Overview of Warren

The chart below shows the scores attained for the five scales by Mr. Black. When we observe his scores, we may predict what is most likely to be noticed in his daily activities – the higher the score the more intense the behaviour. These scores suggest the following:

- Because he can over-emphasise disagreement, he makes it difficult for others to work together.
- He may take on an unproductive challenge just because it is there.
- Warren may appear arrogant and demanding, thus frustrating others.
- Occasionally, he may dominate a group and cut off the expression of important ideas from others.

The chart shows the relative relationship of his scores on all five scales.

