



Report designed for

Warren Black

Profiles Performance Indicator™ Personal Report

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A Message To Warren Black

Behavioural science has proven that the most successful people are those who know themselves, including both their strengths and weaknesses.

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 utilising this information.

This report provides you a foundation for self-improvement in very practical ways. The statements and suggestions reflect your unique responses.

Availing yourself to the information presented here will make your strengths stronger and help you avoid or overcome challenges that you might discover. This is another step on your road to self-improvement.

Summary of Behavioural Indicators

This section of the report summarises your typical behavioural tendencies with regard to six critical job-related components which are Productivity, Quality of Work, Initiative, Teamwork, Problem Solving, and Adapting to Change. This section also includes suggestions for improvement for each of these items.

1 Productivity

- Concerned with immediate results, you emphasise the basics as opposed to complicated approaches.
- You do not enjoy work situations in which production goals are not clearly defined.
- Typically, you take the time to plan ahead and organise your own work.
- Usually, you prefer setting priorities and estimating the time required to complete a task.

Suggestions for improving your effectiveness:

- Your need to take immediate action might degenerate into a tendency to go off in many directions at once, with a consequent dilution of energy and resources.
- Recognise the need for solid thinking about the implementation and support necessary to reach challenging goals.
- Balance your drive to get results with an awareness of your effect on other people and relationships.
- Become more realistic about how much you can do. Guard against over thinking your 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

- You 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, you may delegate quality assurance tasks to others.
- You prefer to give and receive specific, detailed instructions.
- You are capable of producing timely results; however, you may become frustrated due to your desire for quality results as well.

Suggestions for improving your effectiveness:

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

3 Initiative

- You may tend to analyse information privately and then act decisively with little input from others.
- You explore options but display a sense of urgency in decision making.
- You are a confident and analytical self-starter.
- You will rarely ask others to confirm your thoughts and ideas before acting.

Suggestions for improving your effectiveness:

- Try not to force action when there is no need to do so.
- Understand that the established way of doing things is often based on solid reason; be aware that sanctions exist.
- As you focus on a task, be careful that you do not lose sight of other realities, such as consistent productivity or critical deadlines.
- Accept that everyone makes mistakes, but successful people learn from those mistakes.

4 Teamwork

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

Suggestions for improving your effectiveness:

- Understand before you speak. Let other team members finish a point before you make a counterpoint.
- Look for points of agreement and common interest, especially if you disagree with what someone is saying.
- Avoid an either/or approach to people and relationships.
- Spend more time explaining your reasoning process rather than just announcing your conclusions.
- You might consider listening to others more and developing more flexibility in adjusting your approach to incorporate their suggestions.
- Share more of your ideas and feelings, when appropriate, and participate more in meetings.

5 Problem Solving

- You will usually dedicate yourself 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, you will strive for quality as well as timely results.
- While results-oriented, your problem solving style can lack empathy and put off other members of the group.
- Your style of problem solving is to be clear with your expectations for accuracy and meeting deadlines.

Suggestions for improving your effectiveness:

- Acknowledge other's opinions even if you like yours better. Make a rational case as to why your 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.
- Involve others more in the decision-making process.
- 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.
- Develop the ability to be in touch with the feel of a situation as well as the objective facts.

6 Adapting to Change

- Although you may be excited by a change process, you would not likely support change for change's sake alone.
- You 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 you will participate energetically.
- You tend to see things in a matter-of-fact fashion, including how you envision the proper course of a change process.

Suggestions for improving your effectiveness:

- Try to maintain an awareness of the consequences of your actions as they pertain to others involved in the change process, specifically how new ideas and altered plans may disrupt their work.
- To support a change process, try to motivate others at an emotional level, or support others who enjoy doing so, rather than expecting others to comply without feeling engaged in the process.
- Try to allow the change implementations started by others to progress unhindered and free from judgement, if your involvement is only secondary or peripheral.
- Your preference for progressive action is a great personal motivator should you become hindered by a focus on secondary details.

How You Respond 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:

- Taking a direct and aggressive approach, you get straight to the point.
- You act intensely and attempt quick and immediate solutions to complex problems.
- Rising to the occasion, you will take charge of uncertain situations.
- You think before responding, checking facts first.
- You will test to make sure things are right.

If, however, the level of stress, frustration and/or conflict becomes intense and/or continues over an extended period of time, you may have a tendency to:

- You will act recklessly and may become inattentive to critical details and important routine tasks.
- Becoming impatient, you appear fault-finding.
- Overstepping policies and procedures, you respond without first checking with authority.
- You may not be flexible enough to provide appropriate concessions which would help solve the problem.
- Hesitating to act without precedent, you sometimes become stuck with old ways when new approaches might be helpful.

Motivational Intensity

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

Your MI indicates that you approach most situations with a rather high intensity and suggests that you might be inclined to show the following behavioural tendencies:

- Although capable of making unpopular decisions when necessary, you are inclined to force decisions in controversial situations, sometimes neglecting to explain your reasoning to others. As a result, your decisions could appear arbitrary to others.
- Ideally, you want the perfect solution and may lose sight of other realities such as deadlines.
- Motivated by the challenge of difficult and demanding situations, you might be inclined to take on a challenge when it is not productive or profitable.
- You will sometimes underestimate the time necessary to complete some activities, resulting in cutting things short, potentially missing deadlines or allowing inconsistent quality.