

Management Report

Success Pattern: Executive Manager

John Sample

Peoplogica

Management - John Sample

This report provides information which reflects the responses provided by Mr Sample when completing the assessment. This information will be valuable when managing John. By comparing his results to a Success Pattern we can demonstrate areas that will benefit from receiving extra focus. The Success Pattern defines the requirements of the position by identifying the characteristics that will yield success in the position.

This report gives an overview of John. For areas where John scored outside the Success Pattern there will be Management Suggestions. Where he scored within the Success Pattern the insights provided will help give a better understanding of what to expect when working with John. Lastly, the report presents the top interests for John and how to use them to effectively keep him motivated.

The combination of all this information provides the foundation for effective training. Training is essential to develop engaged and effective employees. Although a person cannot change who they are, they can learn to modify their behaviour to address challenging areas within their job. They can also learn to capitalize on areas that are well suited to their job.

At times, change can seem overwhelming, but the following K-S-S approach provides simple, straightforward steps toward growth and change. When reading this report think about how to apply these concepts to improve his performance on the job.

M = **DO MORE** of it. Identify what John already does well and encourage him to do MORE of these items.

L = **DO LESS** of it. As you utilise the information in this report, you may recognise behaviours that bring negative results. This may be an indication of something he should do LESS of.

B = **BEGIN** doing. Have John START doing things that will increase his performance on the job. When John is outside the Success Pattern, Management Suggestions are provided for John to START doing. These suggestions will help you work with John to improve his effectiveness.

Talent Summary

Mr Sample scored below average on the Reasoning scale. This indicates that his capacity for learning and applying new information is less than is optimal for the job. He may require additional assistance when addressing complex problems.

Mr Sample is interested primarily in the Technical, Financial and Mechanical themes. He enjoys pursuing intellectual activities such as research, analysis and scientific investigation, and he favours a detailed, analytical approach to assessing and categorising information. He also enjoys being outdoors and working with tools.

Mr Sample is generally willing to accept, and adapt to, external sources of control. He is comfortable arguing for his ideas, but will accept other options if they prove to be better. Being fairly sociable, he tends to maintain open lines of communication with other team members.

Working at a moderate pace allows Mr Sample to conserve his stamina for particularly time-sensitive tasks. He has a tendency to trust most people once he gets to know them. If acting in a leadership capacity, he could be expected to adopt the role of a facilitator rather than a domineering leader and he may be reluctant to assert himself.

In addition, his Resilience score suggests that he may occasionally encounter trouble effectively dividing his attention and resources when tasked with numerous objectives. He likely relies on a limited number of information sources when weighing options for key decisions. John prefers to take his time gathering information before acting, and readily available information may not always be sufficient for him. Mr Sample is likely to request input from others when new and unfamiliar problems arise.

Talent Details

For an in-depth picture of Mr Sample the following page provides detailed information regarding his results. Scores are illustrated on the scale from 1 to 9. High scores do not imply a better score. What is most important is how the scores compare to the Success Pattern. The Success Pattern consists of Thinking and Personality scales. The Interest scales are provided to give insight on what motivates John.

Professional Trait scales provide critical insight Into Mr Sample. These behaviours will help you understand his approach to the workplace.



Success Pattern - Executive Manager

The Success Pattern is the darker shaded area on the scale. The scores for Mr Sample are shown in white.

Job Match **52%**

Thinking

REASONING ABILITY

2

7 8 9

Personality

MANAGEABILITY

2 3 4 5

COMPETITIVENESS

4 6 7 8

PEOPLE CONTACT

5 6 7

SENSE OF URGENCY

4 5 6 7

ATTITUDE

4 5 6 7

TAKE CHARGE

2

7 8 9

Professional Traits

RESILIENCE

6

OBJECTIVITY

1

DECISIVENESS

2

INDEPENDENCE

1

Interest

Top Interests



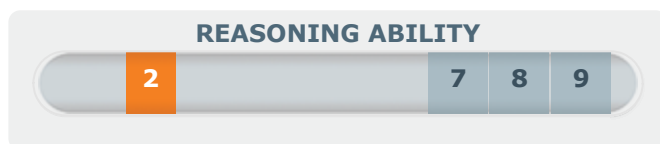
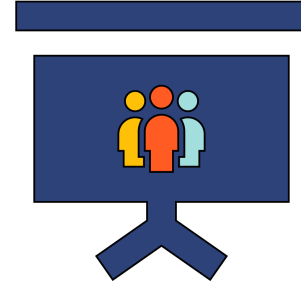
TECHNICAL - 6

FINANCIAL - 6

MECHANICAL - 5

Management Suggestions

This section is provided for the scales where Mr Sample did not align with the Success Pattern. Managing these areas with John will improve his performance on the job. Management Suggestions are provided as a guide through this process. These activities will help you focus on the things that John needs to Start or Stop doing based on the K-S-S model.



A measure of expected learning, reasoning and problem solving potential.

Mr Sample scored below average in Reasoning when compared to others in this position. This suggests that his ability to learn and apply new information efficiently is less than is optimal for the position. He may find the work to be overly challenging.

Management Suggestions

- For major areas of weakness, provide John with comprehensive, slow-paced training.
- Encourage him to ask for additional clarification when he is having difficulty understanding complex instructions.
- Provide Mr Sample with clear, detailed and practical instructions for any of his tasks that involve some significant level of difficulty.

Insights

- Mr Sample is better able to assimilate new information if given the opportunity to practice it in a real-world setting.
- He may require additional time to learn and apply new information and techniques on the job.
- John typically responds best to clear, concise, step-by-step instructions.

TAKE CHARGE

2

7

8

9

Tendency to strive for control of people and situations and to lead more than follow.

Having scored below the Success Pattern on the Take Charge scale for this position, Mr Sample may be hesitant to exert influence as often as is preferable for the job.

Management Suggestions

- Schedule a time to meet with him and jointly determine his willingness to stand up for himself and his ideas with greater conviction.
- Discuss with him the possibility of special training to increase his assertiveness.
- Find projects that will give him the opportunity to present himself as a leader and be more assertive.

Insights

- John prefers to allow others to lead and he may readily defer to other colleagues when potentially unpopular decisions are being made.
- Mr Sample rarely feels the need to influence the direction of projects and other significant undertakings.
- Mr Sample prefers not to exert much personal influence over the group, preferring instead to adopt a more passive role.

ATTITUDE

4

5

6

7

Tendency to have a positive or optimistic outlook regarding people and outcomes.

Management Suggestions

- Discuss strategies for maintaining a positive attitude toward change in the workplace.
- Ensure that John understands the benefits of trusting those who have never given him a reason not to.
- Discuss the benefits of being optimistic about new challenges.

On the Attitude scale, Mr Sample scored below the Success Pattern for this position. This suggests that he may have a tendency to be more pessimistic than most successful individuals when dealing with others.

Insights

- Mr Sample expresses optimism and trust in others in a somewhat guarded manner.
- John may withhold trust in others until they have proven themselves to be trustworthy.
- John may question others' intentions until he gets to know them better.

COMPETITIVENESS

4

6

7

8

Tendency to work toward goals and to try to exceed others' performance.

Having scored below the Success Pattern on the Competitiveness scale for this position, Mr Sample may not be willing to advocate his views with the amount of forcefulness needed to thrive in this position.

Management Suggestions

- Discuss ways Mr Sample can defend his opinions more effectively in a competitive environment.
- Encourage John to stand up for what he thinks are important priorities and point out that he should not allow others to intimidate him.
- Encourage him to view competitive situations as opportunities to advance in the group.

Insights

- At times, John may become defensive when others challenge his ideas.
- Mr Sample is moderately competitive and he will generally take advantage of opportunities to advance.
- Mr Sample may be quick to challenge others if he feels they are being unduly confrontational.

MANAGEABILITY

2 3 4 5

Tendency to follow policies, accept supervision and work within the rules.

On the Manageability scale, Mr Sample scored above the Success Pattern for this position. This indicates that he prefers to follow established policies and procedures closely and he may encounter difficulty adapting to the high need for flexibility in this position.

Management Suggestions

- Discuss with Mr Sample the importance of occasionally asking tough, yet critically important, questions when dealing with individuals in supervisory roles.
- Encourage Mr Sample to be more willing to challenge established rules that are clearly not working as intended.
- Discuss ways John can set his own direction and make his own decisions in the absence of close supervision.

Insights

- Mr Sample exhibits an attitude which is typical of most people regarding authority and rules.
- John generally follows policies and accepts supervision, but he will also engage in independent action if given the opportunity.
- In most routine situations, Mr Sample is willing to co-operate with those in positions of authority.

SENSE OF URGENCY

4 5 6 7

Tendency to display intolerance to delays and an eagerness for immediate results.

Management Suggestions

- Meet with John and discuss strategies for handling multiple tasks at once. For example, you might jointly construct a schedule that addresses each task at different points in a given day.
- Challenge John to be more of a self-starter and point to model employees for reference. Check in with him periodically and give him favourable remarks if you see progress.
- Encourage Mr Sample to set micro goals with strict deadlines and instruct him to treat those goals as seriously as the final deadlines.

Mr Sample scored below the Success Pattern on the Sense of Urgency scale for this position. This suggests that his ability to tolerate a fast-paced work environment may be less than is desirable for the job.

Insights

- He takes pride in working to accomplish goals quickly, but he recognises the need for slowing down and recharging at times.
- John encounters minimal difficulty adapting to most work paces, except those that push the boundaries of normal stamina.
- John generally has a fast and steady work pace, but he may occasionally need time to refresh energy reserves when the workload is especially intense.

OBJECTIVE JUDGEMENT**1**

Tendency to base decisions and actions on hard facts and information, as opposed to intuition

Management Suggestions

- Discuss with John the importance of resisting the urge to act based on gut feel and limited information, and make sure that he understands that even strongly felt conviction does not guarantee that a given action or decision is ultimately appropriate. Encourage him to be more mindful of the options and potential consequences before committing to one path.
- Mr Sample scored low on the Objectivity scale. His tendency to rely on intuition and instinct may result in less data driven decisions. If he manages others, that tendency could also be a source of concern for his direct reports, as decisions are likely to affect them as well. Suggest that he task any direct reports with researching relevant objective information before he makes major decisions.

Insights

- John believes that insights gained from intuition can be just as important, and often more important, than insights gained from hard facts.
- Mr Sample has a strong tendency to act on instinct as opposed to waiting until all relevant facts are accounted for, even in high stakes situations.
- Mr Sample does not put a great deal of effort into deliberating over the pros and cons of a decision.

DECISIVENESS**2**

Tendency to make snap decisions without weighing the risk.

Management Suggestions

- John is likely to spend time deliberating over details that may not be of immediate significance. You may want to schedule a time to discuss with him which sources are most likely to yield good information while saving some time.
- Mr Sample scored low on the Decisiveness scale. His tendency to collect as much info as he deems necessary to make decisions may cause unnecessary delays. This may cause challenges for any direct reports he may have, and those direct reports could end up performing additional work when their efforts would be better directed elsewhere. Empower him to accept greater risk in the interest of making more timely decisions.

Insights

- Mr Sample prefers to have as much time as he thinks is necessary for making good decisions, even if this causes delays.
- Mr Sample may miss deadlines because of his decision making process.
- John has a strong tendency to avoid engaging in risk-taking behaviours.

INDEPENDENCE**1**

Tendency to be self-reliant, self-directed and make own decisions.

Management Suggestions

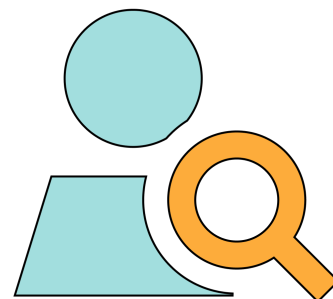
- Mr Sample scored low on the Independence scale. His need for autonomy is rather low, compared to others occupying this position. He is dependent on structure, and he can be expected to often check in with others, including any direct reports he may have. Check in with him and his direct reports on an individual basis to see if that is the case.
- Discuss with John the importance of setting his own direction and taking the initiative to act alone at times. If necessary, remind him that frequently checking in with others may be viewed unfavourably, and it may impact others' ability to maintain good workflow.

Insights

- Mr Sample prefers to check in with his team when he is unsure of which course of action is appropriate in a given situation.
- Mr Sample generally appreciates receiving advice from others, including any direct reports he may have.
- John is particularly dependent on structure when accomplishing tasks and when planning new ones throughout the day.

Talent Insights

This section illustrates the abilities and, personality traits that Mr Sample naturally exhibits in his daily interactions based on the results of the assessment. The purpose of this report is to provide a better understanding of what to anticipate when working with Mr Sample and an overview of his natural tendencies. Awareness of one's attributes can be invaluable information when leveraging talent and promoting engagement within the workforce.



PEOPLE CONTACT

5 6 7

Tendency to be outgoing, people-oriented and to participate with others.

Insights

- Mr Sample is moderately sociable and he tends to maintain open lines of communication with other team members.
- He maintains good interpersonal relations and, because of his interactions with others, he likely possesses an adequate understanding of issues that commonly concern team members.
- John can be fairly outgoing, but he may also be more reserved on some occasions.

RESILIENCE

6

Tendency to overcome setbacks and to persevere through difficult situations.

Insights

- John is usually able to pursue goals to completion, but particularly difficult tasks may test his resolve.
- Difficult tasks may sometimes test his resolve to push ahead and finish them.
- When he discovers that he has made a mistake, John will normally have the perseverance to try again.

Motivation

A person's actions are often motivated by their interest. This section of the report displays the top three interests for John Sample.

Management Suggestions are provided to help take advantage of the things that interest him most. Use these suggestions to keep him excited about the job and raise his level of engagement.



TECHNICAL

6

Activities that revolve around scientific and technical activities, research and intellectual skills.

John enjoys activities that involve researching the theories and applications of various technologies.

Management Suggestions

- Encourage him to explore possibilities for automating or streamlining various business processes.
- Assign John tasks that involve working with the latest in computer technology.
- Team Mr Sample with others who share an interest in technical activities as applied research.

FINANCIAL

6

Activities that involve the organisation or co-ordination of information, the processing of financial data, etc.

John is motivated by work that involves such activities as record-keeping, monitoring information flow and analysing financial data.

Management Suggestions

- Consider securing special training programs for Mr Sample so that he can pick up additional skills relating to this interest.
- Consider involving Mr Sample in discussions concerning budgets, information flow, record-keeping and related activities, in accordance with his expertise in those respective areas.
- Pair John with other employees who are similarly interested in activities relating to data, information and record-keeping.

MECHANICAL

5

Activities that involve applied vocations with tools and machinery as well as work that involves various trades or the outdoors.

Mr Sample typically prefers assignments that involve working with tools, spending time outdoors and exerting physical effort.

Management Suggestions

- When the opportunity to work with new equipment arises, be sure to include John in the initial trials.
- Consider assigning Mr Sample tasks that may involve being outdoors, if it makes sense to do so.
- Inform Mr Sample of any opportunities to perform physical labour that involves working with tools.