



14/01/2016

PPA XL MANAGER: Bill Profile (manager)

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SELF IMAGE - GRAPH III

Bill is decisive, aggressive by nature and very direct in his approach. He is a natural self-starter who works best in a situation where he has an opportunity for advancement. Because he is so aggressive, it may be necessary at times to make him aware that sanctions exist. He tends to have a dominant personality and is likely to be very impatient for results.

Bill may judge others by their ability to get a task done, as well as by their strength and power. While this person can be friendly, he is certainly not likely to let others get too close. He communicates in a very up-front way.

He is likely to be restless for results and eager to take the quickest way to success, even to the extent of overpowering other people. There is a tendency for this person to be very strong-willed and opinionated. He is likely to be both unconventional and defiant at times. Bill can be very forceful and assertive.

SELF MOTIVATION

Bill needs to be able to act independently of the rules and people. However, he wants to influence others. Bill seeks power, authority and opportunity for advancement. He needs to be allowed freedom of speech and the freedom to move. Working relationships should be of a democratic nature and should encourage individuality.

JOB EMPHASIS

Directing and influencing people to act spontaneously

The main function of the job should be achieving an independent result through either influencing or directing others to act. There should be a need for quick decision making in an ever-changing environment. Ideally, the job should include travel on a regular basis. There should be little need for repetitive or routine administrative work.

The working environment should be loosely structured. There should be accessibility to data, but little or no need to create it. Emphasis should be placed on initiation of action

rather than on completion of tasks. The job should include involvement with others, but on an independent basis.

DESCRIPTIVE WORDS

Forceful, driving, competitive, egocentric, positive, influential, verbal, restless, impatient, firm, stubborn, rebellious, opinionated, asks "what" and "who".

WORK MASK - GRAPH I

In order to be successful in the current work situation Bill appears to be acting in a similar manner to that indicated in the self-image. This would suggest that he feels totally compatible with the job he is doing currently and feels no necessity to modify his behaviour at all.

BEHAVIOUR UNDER PRESSURE - GRAPH II

When pressure is placed upon Bill he increases his dominance factor. This would suggest that he is likely to emphasise his direct and forceful manner.

Under pressure he may be seen as more determined to achieve a result and will probably take authority very seriously.

A little pressure therefore is likely to enhance job performance.

Motivators

Bill is motivated by achieving a profitable result, coupled with power, authority and challenging assignments. Monetary rewards to cover expensive living and popularity in the form of social recognition are also important to him. He will enjoy prestige and position and will continually be looking for opportunity and advancement. Freedom of speech, identification with the company, a wide scope operation and favourable working conditions are also critical. He needs new and varied activities, direct answers and freedom from control and detail.

Should Bill have a boss, then ideally that person will be a direct but participative leader who negotiates on a one-to-one basis, setting clear objectives and timescales. He should be given the responsibility and authority needed to achieve the results. At the same time it is important that there is regular communication between the two individuals.

This report summarises Bill's positive behavioural traits which can be interpreted as his "Working Strengths". These are the values that he contributes to the organisation. It also

includes "Possible Limitations" which describe those driving forces which may be seen by some as personal shortcomings.

Bill's strengths are a clear indication of those areas of accountability or operational involvement where he would likely be most comfortable and therefore most productive and successful. Conversely, the indicated limitations highlight those areas where Bill may, in all probability, benefit most from training, development and/or support.

Working Strengths of Bill

- Direct and demanding
- A strong communicator, "to the point"
- Energetic and restless to achieve
- Responds to new opportunities quickly
- Strong self-starter; needs little supervision
- Goal-orientated
- Has exceptional ability to cope with ambiguity, lack of structure and frequent change
- Enjoys venturing into new, unexplored territory
- Determined and persistent
- Always seeks out opportunities to favourably influence and create enthusiasm
- A director, who moves people along to the goal
- Gets on with a variety of people quickly; needs little time to create a good impression

Possible Limitations of Bill

- Strong-willed; sometimes defiant, always wants to do things his way
- Restlessness to progress quickly can be difficult to manage; demands constant challenge and immediate reward
- Poor investigator of underlying cause of problems; tends to provide immediate and symptomatic solutions
- Can become aggressive
- Easily discontented; sets very high standards of activity and then puts down non-achievers
- Impetuous decision maker at times; lack of consideration for the long-term effects
- Can overstep prerogatives and take unconventional decisions
- Impatient with more technical, methodical and detailed people
- Demands a high level of independence; resists attempts to control him
- Can openly challenge authority and appear disrespectful of structures and controls
- A poor team member
- May not monitor activity
- Poor time manager and administrator

DESCRIPTIVE WORDS

Forceful, driving, self-starter, individualistic, competitive, challenging, quick, mobile, amiable, active, demanding and assertive.

GENERAL CHARACTERISTICS

- Enjoys new challenges.
- Ventures into the unknown and questions the status quo.
- Wants power and authority.
- Needs the opportunity for advancement.
- Will make decisions.
- Direct by nature but willing to consider people.
- Responds quickly.
- A direct communicator.
- May be inattentive to detail.
- Strong-willed; sometimes defiant.
- May be difficult to control; needs a strong manager.
- May be intolerant of non-performers.
- May take action or make decisions without considering the likely consequences.
- May become impatient with people who are of a cautious nature or want to move at a slower pace.
- Could ignore structures, rules and procedures.
- May need administrative support.

TO MAXIMISE BILL'S POTENTIAL

- Adopt a strong management style.
- Negotiate commitment on a one-to-one basis.
- Set objectives and timescales and allow him to get on with the task.
- Keep him challenged and provide him with difficult assignments.
- Give him the authority to act independently.
- Provide administrative support.

RESPONSIBILITIES LIKELY TO BE APPROPRIATE TO BILL

- Working in situations that are free from routine and repetitive work.
- Having the authority to make decisions without constant referral.
- Controlling a wide scope operation.
- Challenging assignments which offer variety and change.

- Directing an operation but maintaining an interest in people.
- Acting independently.
- Taking-on and running-with new assignments.

FRUSTRATIONS/PROBLEMS/PRESSURES

As there are no frustrations showing in Bill's profile it is likely that he is behaviourally compatible with the role, organisation and his superior.

Please note

The Personal Profile Analysis is a work-orientated inventory. The above is an Executive Summary designed to assist in the selection, appraisal, development or coaching and mentoring process. It should never be used in isolation but in conjunction with both an interview and a process whereby a person's experience, education, qualifications, competence and trainability can be assessed.

It is recommended that other reports available on the Thomas' program are used, since they will provide additional information and enhance this summary.

MANAGING AND MOTIVATING

Bill is likely to be a very assertive and direct leader. He is generally forceful and competitive and has a natural tendency to be profit conscious. Whilst this person has fair influencing and persuasion skills, there may be a tendency for him to override some people and in so doing, demotivate them.

He does not always accept the ideas of others and has an innate desire to win his way at all times. As a result, he may be seen as over-assertive (occasionally aggressive) and unwilling to compromise toward the requirement of both bosses and subordinates. However, despite these apparent weaknesses there is little doubt that Bill identifies opportunity, is prepared to take risks and goes for results.

DECISION MAKING

Bill is likely to be a very decisive individual, who takes action and then sorts out the problems created. There may occasionally be a tendency for him to take decisions of a high risk nature and on the edge of or perhaps even outside, his area of authority. It is, therefore, critical to define authority.

PLANNING AND PROBLEM SOLVING

Whilst this person is likely to be an exceptional strategic planner, although not necessarily a tactician, detailed plans are not likely to be met with any degree of enthusiasm whatsoever. He is certainly a "decide what is required and do it" person, rather than one who places the plan on paper first.

Problem solving is likely to be tackled eagerly and very assertively and this person is unlikely to be afraid to challenge the status quo at every opportunity to resolve a problem. He can become irritated by post-mortems.

COMMUNICATION

He is likely to generate enthusiasm via his forceful nature rather than being a natural communicator. There is undoubtedly an ability showing in this person's profile in terms of influencing and persuading others, but he may not always use this characteristic in communication. Bill is likely to be very positive in expression and seems self-assured. He may tend not to listen to others and thus, could repress in them any inclination to put ideas forward.

ADMINISTRATION

Bill would certainly appear to lack administrative characteristics. He may therefore prove to be somewhat disorganised, unless a critical result depends upon it, may not be very thorough and could generally become frustrated if placed in a situation where administration is a major part of the job.

Bill may also appear restless and impatient in dealing with facts and figures, does not like being tied down to detail and may not always evaluate things thoroughly, preferring to get on with the job.

DEVELOPING OTHERS

There is little doubt that he will push the development of anyone who he feels is fast moving and exciting. It should however be noted, that Bill's ideas on development are likely to be very general and could encompass much variable training and expense. He may not realistically get down to setting a confirmed development strategy for others.

OPENING AND COMMUNICATION

Bill should be a fair opener. He will have a direct approach and is unlikely to be put off by initial rebuffs. He may come across as being slightly abrupt in terms of communication and will certainly be seen as a forceful and direct communicator, though not necessarily a spontaneous one. In the main then Bill is a strong though rather direct opener, with a very "straight to the point" communicative style.

PRESENTATION AND COMMUNICATION SKILLS

Bill is a positive and persuasive communicator who is at ease interacting with both strangers and acquaintances. His presentations will be direct, enthusiastic and interesting and he will be both demonstrative and energetic. He has the ability to stimulate and influence clients in an optimistic and straightforward manner. The presentation is not likely to contain excessive detail but will be direct and to the point.

CLOSING

A strong, assertive closer who will most certainly ask for the order and not "beat about the bush". Being highly goal orientated this individual may on occasions be in too much of a hurry to ask for the order and miss the appropriate psychological timing. This may put off certain individuals and even on occasions inspire "buyer's remorse". However, all in all he should achieve a very high initial closing rate, though he may find that some of his clients will renege later.

CUSTOMER SERVICING

Bill is not by nature service orientated, but will do so in order to achieve a goal or to pick up a further order. He is unlikely to follow through and whilst he may be aware of the necessity to service, he will be none the less reluctant to do so. Bill's reluctance to service usually correlates with a perceived shortage of time.

ADMINISTRATION

Bill can become frustrated with administration, particularly if it is routine, repetitive and detailed. He is likely to attempt to short-circuit an existing administrative system, particularly if he feels that it is unnecessary or long-winded. Bill is more likely to work to his full capacity if provided with efficient administrative back up. He has the ability to create administrative systems, but not necessarily to follow them.

GOAL ORIENTATION

This determined, goal driven person is energetic and competitive and strives to win his own way at all times. Being a confident and assertive individual he will initiate action and is willing to take responsibility. He actively seeks personal rewards and public recognition and strives to satisfy clients' needs in order to enhance his standing and reputation with them.

UNDERSTANDING CLIENT NEEDS

Bill possesses above-average interpersonal skills which enable him to gain a thorough understanding of client needs. He is results orientated, friendly and communicative and will be eager in his approach to eliciting and understanding his clients' requirements. Being pro-active, with ample restless energy, Bill will not hesitate to initiate action. He tends to be a better talker than a listener and may, at times, be too impulsive, impatient and fast moving to really comprehend some clients' deliberate and unhurried briefing.

HANDLING CRITICISM AND AGGRESSION

This naturally forceful and confident individual can be stubborn and headstrong in a confrontational situation. He would not take kindly to unreasonable or aggressive clients and it is likely that he will become very assertive and direct when challenged by such clients. He is self-assured and sufficiently independent to be well equipped to receive justified criticism.

RESPONSIVENESS

This energetic self starter is likely to respond immediately to client calls. He is active and restless by nature and may have difficulties in following through with some of the more mundane, repetitive administrative tasks. There is a tendency for Bill to be impatient and impetuous and constantly searching for challenging assignments and immediate results.

CREATIVITY AND PROBLEM SOLVING

This positive and competitive person will approach problems in a direct, decisive and results orientated manner. By nature Bill is creative and innovative and will, in very nearly all situations, be able to offer the client a meaningful solution. However, he may, under certain circumstances, make hasty and impulsive decisions and is therefore best suited to deal with situations that require quick and effective results.



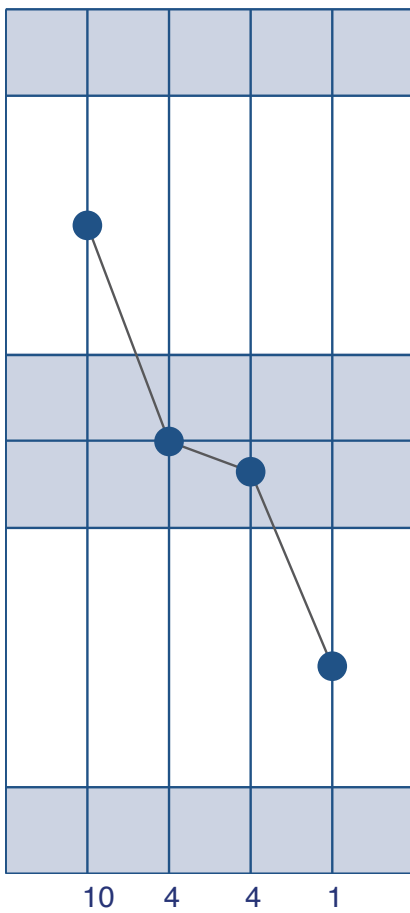
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GRAPHS & SCORES: Bill Profile (manager)

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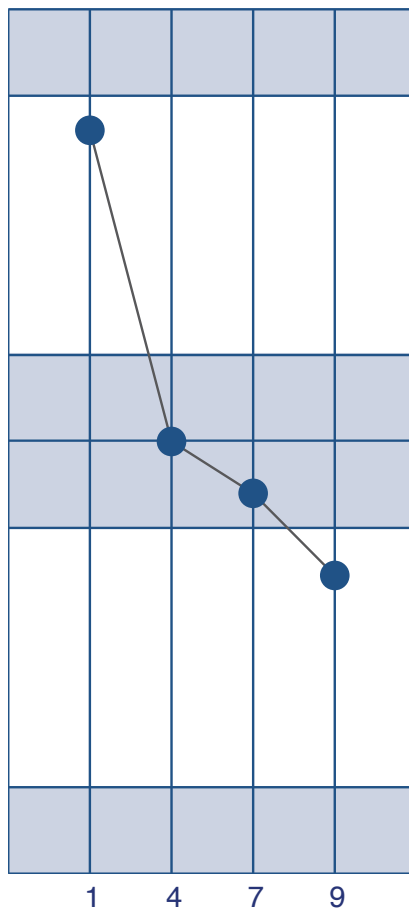
I
Work Mask

D I S C



II
Behaviour Under Pressure

D I S C



III
Self Image

D I S C

