



Performance Indicator

Management Report

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Sue SuperSales

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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. SuperSales 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 Sue 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

- Sue thinks that job responsibilities should be well-defined so that everyone knows what is expected of them.
- She does not enjoy work situations in which production goals are not clearly defined.
- She prefers carefully defined procedures, job descriptions, guidelines, and policies.
- Sue can generate enthusiasm for projects.
- Generally, she should enjoy motivating others toward goals.
- Sue enjoys supporting creative ideas and open-ended plans.
- Generally, Sue is more productive working with others than working alone.

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.
- Use more time management techniques. Use whatever system works for her.
- Guard against unnecessary socializing when goal-oriented action is required. Avoid untimely results and a lack of focus.
- Use a system to keep track of ongoing opportunities and tasks.
- Be sensitive to the amount of time spent in meetings and impromptu discussions.

II - Quality of Work

- She prefers to receive specific, detailed instructions.

- Performing with accuracy and effectiveness, she can be relied upon to handle details.
- A perfectionist, she has a tendency to do the important work herself so as to be sure that it will be done correctly.
- Usually, she is inclined to discuss ways to make quality improvements, then encourage more detail-oriented team players to iron out the procedures.

Suggestions for improving her effectiveness:

- Avoid becoming so guarded that she loses touch with her creativity.
- Avoid becoming defensive to comments about her decisions, opinions, and performance.
- Follow through on key details on a more consistent basis.
- Schedule time for a final quality check. Build quality into her schedule.

III - Initiative

- Sue 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.
- Generally, she can work without close supervision when tasks and objectives are clearly defined.
- Quick to initiate relationships, she will involve others in work tasks.
- When action is needed, she will respond with a generally positive attitude.
- She takes on new tasks with minimal doubt or fear.

Suggestions for improving her effectiveness:

- Accept that everyone makes mistakes but successful persons learn from those mistakes.
- Recognize that in the aggressive pursuit of opportunities, occasional failures are bound to happen. Do not be afraid to take risks.
- Schedule her work time in blocks that are large enough to allow her to complete her tasks.
- Look for needed changes in terms of the impact of results. Develop a step-by-step plan for change with clearly defined time limits.

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.
- Generally, she establishes positive relationships throughout the organization.
- As Sue is comfortable working as part of a team, she will share ideas and information with others.
- Able to interact easily, she fits in with all types of people.

Suggestions for improving her effectiveness:

- Develop the ability to delegate tasks to others.
- She might consider listening to others more and developing more flexibility in adjusting her approach to incorporate their suggestions.
- She needs to appreciate that emotions can serve a purpose within a work unit. The important point is not to ignore or suppress them, but rather to recognize their impact on team performance, positive or negative.
- When working with others, remember to acknowledge their accomplishments.
- Learn to give constructive, negative feedback without fearing a negative, personal response.
- Keep her need to be liked in check. Although most people appreciate her social personality, she needs to be careful that this doesn't get in the way of progress in meetings and other group situations.

V - Problem Solving

- Sue takes pride in looking at a problem in depth, approaching work in an accurate manner.
- She emphasizes objectivity- facts, data, logic - as opposed to a more emotional basis for solving problems.
- Systematic and thorough in her thinking, Sue is analytical and weighs the pros and cons.
- As Sue is flexible, she remains open to new ideas and solutions.
- She tends to use an emotional approach to problem solving.
- Generally, she likes to present a comprehensive view.

Suggestions for improving her effectiveness:

- Develop the ability to be in touch with her intuition about a situation as well as the objective facts.
- She should try to reduce rigidity in her thinking along with her need to be exceptionally accurate.

- Learn to distinguish between those solutions that require additional study and those that require immediate action.
- Guard against overreacting emotionally when frustrated or criticized.
- Use less wishful thinking and more objectivity.
- Guard against over-committing or overselling herself.
- Be more direct and apply scrutiny when confronting problems.

VI – Adapting to Change

- Ms. SuperSales is fairly interested in motivating others concerning a well-planned and structured change process.
- Ms. SuperSales can support change when she is motivated to explain the details of the process to others.
- Her approach to ushering in change can be satisfying to both the idealistic and the cautious types, as she shares qualities of both groups, which can be used to bring all participants together positively.
- Her balanced attitude concerning change emphasizes caution and a measure of enthusiasm when changes are anticipated. She can be excited about the prospects and is vigilant about the process.

Suggestions for improving her effectiveness:

- Help her to rally the enthusiasm and positive attitude of others, especially when doubt is expressed by her co-workers; their attitude may puzzle her.
- Utilize her motivational tendencies and methodological proficiencies to encourage progress.
- Bolster her spirits when fear is expressed that upcoming changes could be haphazard or ill-defined.
- Involve Ms. SuperSales in the development and implementation of the basic plan for change so that she may “own” the process.

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

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

- Think before responding, checking facts first.
- Test to make sure things are right.
- Respond objectively and calmly to objections raised by others.
- Be approachable and open to others.
- Become diplomatic and careful of people's feelings, not wanting to create tension or negative feelings.
- See both sides of an argument.

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:

- Withdraw and become distant, not giving others the satisfaction of sustained effort.
- Become so involved in documenting her position that others are frustrated with this detail.
- Not be flexible enough to provide concessions which would help solve the problem.
- Act impulsively, overreact emotionally.
- Make decisions based on gut feelings rather than by focusing on facts.
- Arrive at inconsistent conclusions.
- Oversell herself, relying too much on her verbal skills.

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 Sue, consider providing:

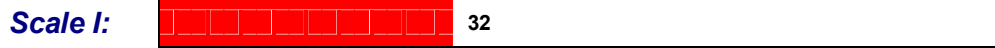
- An environment where high quality standards are important.
- The assurance that identified and agreed upon standards and objectives will not be changed or sacrificed.
- Correctness and accuracy.
- The opportunity to be critical and analytical.
- The opportunity to entertain people.
- Opportunity to establish a network of contacts.
- The opportunity to impress others, to look good.
- Democratic supervision, where two-way dialogue is encouraged.

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:

- She may show a critical attitude and/or take an extreme position.
- Although Sue can be relied on to handle details and perform with accuracy and effectiveness, she could become bogged down with details.
- She can be hesitant to take action without precedent.
- Occasionally, she may pay too much attention to unimportant details.
- Sometimes, she shows a strong tendency to delay taking action when the problems are not clearly outlined or when a direction is poorly defined.

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 measures control, ambition and results orientation



Scale II measures social influence, positive expectancy and expressiveness



Scale III measures patience, composure and being a team player



Scale IV measures precision and analytical / quality orientation



Scale V measures motivational intensity and focus on change

The graph above demonstrates the scores attained by Ms. SuperSales 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.
- Able to socialize easily, she can be accepted by others quickly.
- She tends to adopt an entertaining and charismatic manner in group situations.
- Capable of balancing her personal drive with external, second-party limits.
- Can work effectively on a team, but she enjoys being the one in charge.
- Often motivated to balance her expectations for good performance from others while maintaining a cooperative relationship with them.