

PPA PROFILE

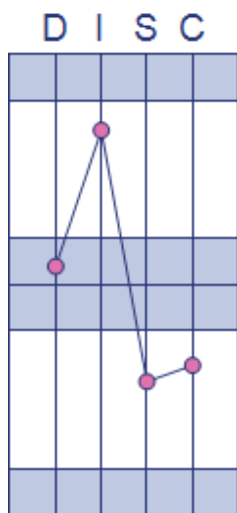
6/7/2010



Miss Sample

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SELF IMAGE - GRAPH III



Miss Sample is gregarious and very optimistic. She is a natural leader who uses influence and persuasion to win her way. Because she is a positive person, she promotes herself well in all her undertakings with others. She enjoys being in the limelight and has a need to be popular. She likes to be given freedom by her manager. She is likely to have a generous and empathetic approach. Optimism, enthusiasm and an easygoing attitude are key factors in this person's characteristics. There may be a tendency to talk too much at times.

Miss Sample is self-assured and pushes forward to achieve a result and to meet her objectives. She prefers to be given assignments which involve meeting people; allowing her to act freely. Being self-assured, she is venturesome and optimistic in approach. Miss Sample is restless and has a willingness to travel if it is a requirement of the job. Being impatient for results, this person will always look to make things happen quickly. This could lead to tension at times, particularly if things are not moving fast enough for her. She is likely to have a strong ego and feel confident in whatever task she takes on.

SELF MOTIVATION

Miss Sample requires a variety of tasks and people involvement. She needs to be able to influence others in a variety of situations with freedom from routine, detail and administrative work. Miss Sample needs parameters within which to work and opportunities to win the approval of others.

JOB EMPHASIS

Influencing others to sell ideas and things to people

Ideally this person's job will involve her in influencing others in order for them to sell ideas, things or concepts to people in varied situations. The job should allow for personal recognition and an opportunity to be in contact with the public. It is important that this person is given broad guidelines within which to work.

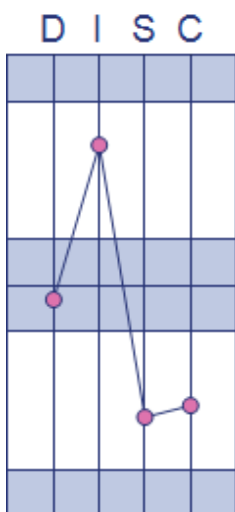
There should be authority to act independently and without referral; but the necessity to discipline others should

be kept to a minimum. Rewards should include public recognition and personal acclaim. There could be a requirement to become intensely involved with others for short periods of time in order to generate enthusiasm in them for a product or concept.

DESCRIPTIVE WORDS

Persuasive, gregarious, participative, positive, assertive, active, mobile, impatient, tense, anxious, independent, alert, eager, self-starter, asks "who" and "what".

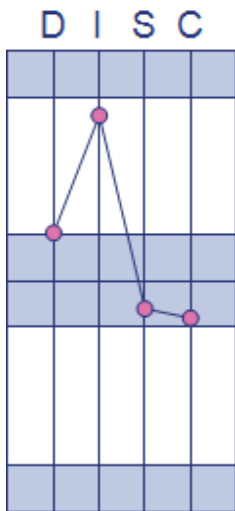
WORK MASK - GRAPH I



In the work situation Miss Sample is currently modifying her behavior from that indicated in the self-image. The basic effect is that the dominance is changing to the extent that she may be seen as less direct, assertive and demanding in her attempts to succeed. This may well be the result of a loss of confidence and drive, or she may be in a job where she is not allowed to use her natural dominance and decision making ability. This may be the result of an aggressive manager who does not include her in the decision making process.

This could ultimately lead to her not showing her full potential within the job and the likely effect of the above modification should be carefully assessed.

BEHAVIOR UNDER PRESSURE - GRAPH II



This normally mobile and alert individual may feel a desire to slow her pace and act in a thorough and deliberate manner.

The indicators suggest that although she may not be quite so restless, the degree of change is quite minor and in behavioral terms the steadiness and thoroughness may not show through to any great extent.

It should also be noted that the self-image suggests that this strong-willed and independent person will conform and comply when really necessary. However, under extreme pressure her behavior may change. In these circumstances she is likely to emphasize her independence, displaying a dislike for rules and close supervision. As a result she may be seen by others as rebellious or difficult to manage.

GENERAL COMMENTS

There are indicators which suggest that Miss Sample is showing frustration, problems or pressures which appear to be personal/emotional rather than work related. The profile suggests she may be uncomfortable with her situation currently, hence the importance of investigating these issues.

Personal problems can easily affect job performance, especially if this person is being considered for a new position. It is important therefore to clearly identify the reasons behind such frustrations, as they may ultimately lead to failure in meeting business objectives.

Motivators

Miss Sample is motivated by popularity, monetary rewards to cover good living, and freedom from control and detail. Power, challenge and achieving a good result are also important to her. She enjoys democratic relationships, favorable working conditions, prestige and position.

Should Miss Sample have a manager, then ideally that person will be a participative but direct leader, who has the ability to negotiate on a one-to-one basis, setting clear objectives and guidelines. It may be necessary for the manager to keep a control on timescales as there may be a tendency for Miss Sample to be distracted by her interest in people.

Please note

The above report is a guide. The Personal Profile Analysis is a work orientated inventory. This report is designed to assist in the selection, appraisal, development or coaching and mentoring process.

The report should never be used in isolation but always in conjunction with both an interview and a process whereby a person's experience, education, qualifications, competence and trainability can be assessed.

Other reports are available on the Thomas program which will provide additional useful information about this person. Thomas recommend that consideration be given to using these further reports when appropriate.

INTERVIEWER'S GUIDE

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Miss Sample

INTERVIEWER'S GUIDE - PERSONAL PROFILE ANALYSIS

Miss Sample

We recommend that the following questions be considered by the interviewer when meeting with Miss Sample. These probing questions are designed to assist the interviewer in gaining a deeper understanding of Miss Sample, her strengths, possible limitations and behavioral style at work. These questions have been prompted by the information in the PPA Report.

Major Movements Graph I

Miss Sample likely perceives the need, either consciously or sub-consciously, to make certain important modifications to her preferred behavioral style within the current work environment. It is recommended that the underlying causes for these work-related changes be probed and discussed to gain further understanding.

Caution and Conservatism

- Are you making any significant modifications to your preferred behavioral style based on the requirements at work currently? What are they and what is the impact?
- As a naturally forceful person give me examples of situations that have required you to adopt a more accommodating approach.
- How easy, or difficult, is it for you to have to make modifications to your style? How do you motivate yourself to do so?

The following series of questions can be used to confirm the profile and the extent to which Miss Sample is aware of her impact on others within the working environment. They are also designed to identify whether she is adaptable in terms of modifying her behavior to meet the needs of work associates.

- What is your preferred style of communication? How have you capitalized on this style?
- Describe some situations where a positive disposition and outgoing manner has been effective. What sort of situations would require you to modify this style to be successful and how would you go about this?
- How would you evaluate the strategic business approach of your organization/ team/ work group? What would you suggest to improve or enhance the approach and why?
- What behavioral characteristics do you think are best suited to the role of leadership? To what extent do you match these? How do you manage to demonstrate those characteristics that are not natural to you?
- Tell me about how self-confidence and a positive attitude have benefited you in your career to date?
- Are you, or have you ever held a position of leadership? What were your most significant achievements and your most disappointing moments?

- Describe a situation when a work associate strongly disagreed with you and opposed your opinions or decisions. How did you handle this?
- Tell me about a recent competitive and demanding situation that challenged you? What made the situation most challenging, what did you do and what was the outcome?

And finally, is there anything else you would like to tell me that I have not asked?

CANDIDATE FEEDBACK

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Miss Sample

DESCRIPTIVE WORDS

Influential, persuasive, friendly, verbal, communicative, positive, optimistic, self-promoting, generous, inquisitive, competitive, self-motivated, active, mobile, restless, alert, demonstrative, strong-willed, firm and independent.

GENERAL CHARACTERISTICS

- Influences and persuades others to her point of view.
- Competes to win.
- Good interpersonal skills; charismatic.
- Has a degree of assertion but prefers to do business in a friendly way.
- Receptive to change; questions the status quo.
- Strong-willed and independent but will work within the broad parameters of the organization.
- Wants challenging assignments.

MOTIVATORS

Miss Sample is motivated by popularity through social recognition, democratic relationships and monetary rewards. Additionally she enjoys power, authority, challenge and the opportunity for advancement. She prefers favorable working conditions and an environment that is free from control and detail.

Should Miss Sample have a manager, then ideally that person will be a participative but direct leader, who realizes that objectives and guidelines should be negotiated on a one-to-one basis.

VALUES THIS PERSON BRINGS TO THE ORGANIZATION

Miss Sample's greatest contribution to the organization lies in her natural abilities to interact positively with people, in combination with her strong drive to achieve worthwhile results. She is, therefore, an excellent team member willing to help others promote their projects as well as her own.

As a result of her ability to make favorable impressions by communicating easily and confidently and thereby generating enthusiasm, Miss Sample is usually successful at opening doors and developing relationships for the business and/or the community. In this regard her drive for results, willingness to take authority, make decisions and expedite action will ensure timeous achievement of most of her goals and objectives.

Her eagerness to accept challenges and venture into the unknown and question the status quo will often bring a fresh perspective to organizational issues together with innovative solutions.

GRAPHS & SCORES

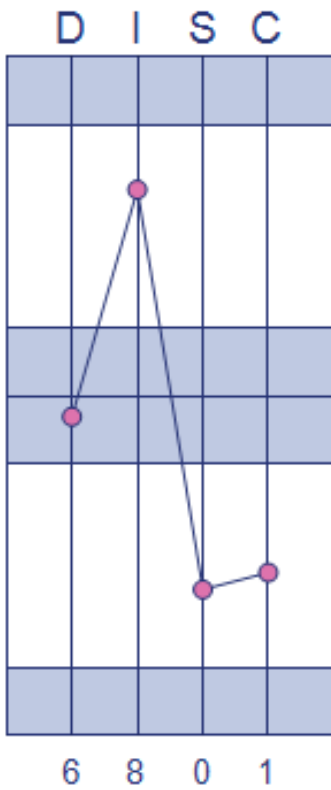
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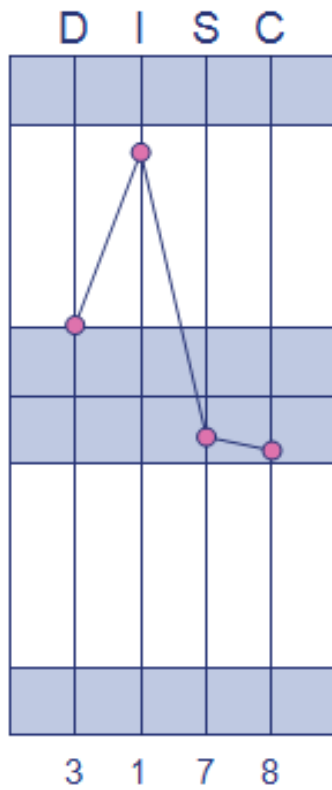


Miss Sample

I
Work Mask



II
Behavior Under Pressure



III
Self Image

