

The Personal Profile Analysis

Features

Provides an overview of an individual's basic behavioral characteristics, self-image, primary motivators, recommended job emphasis, behavior modification in the work environment, and behavior under pressure.

Uses

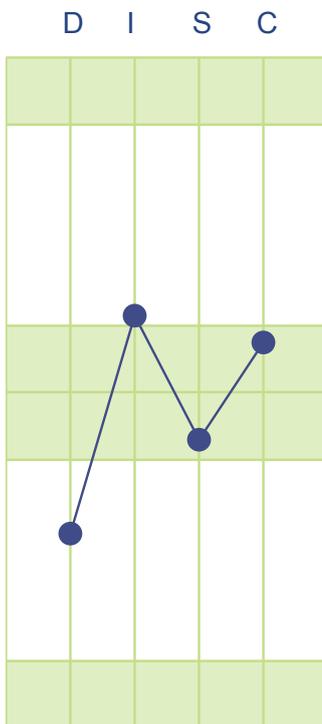
An in-depth behavioral report, suitable for hiring and coaching individuals. A good basis for self-awareness of work behavior and modifications the individual is making currently.



PPA PROFILE: Tom Sample

Private &
Confidential

SELF IMAGE - GRAPH III



Tom Sample is social, active, friendly, non-aggressive and diplomatic. He relies heavily on his charm, personality and persuasiveness to achieve his goals. He likes to get things right and can become anxious if he does not clearly understand what is required of him. Tom Sample tends to be a perfectionist and can be excessively self-critical at times. He has the ability to decipher, with enthusiasm, the ideas and concepts of others, even if they are of a rather detailed or technical nature. He is non-demanding and may encounter difficulty in disciplining and in making unpopular decisions.

Tom Sample enjoys working with others and will continually seek a variety of both people and activities. While he can apply himself to detail, it is important to realize that he is not administratively-oriented. He can therefore become bored with routine or repetitive work. Tom Sample is a natural communicator but may have a tendency to talk too much. He is impulsive and may need help in making sound decisions. He may not gather enough support information. He is flexible and energetic, and strives to have several activities going on at once. He needs a clear job description.

SELF MOTIVATION

Tom Sample will avoid negative situations and will attempt to win others to his point of view. He will seek clearly defined guidelines, responsibilities and objectives. Public recognition is important to this highly people-oriented individual.

JOB EMPHASIS

Promoting specialized concepts and ideas

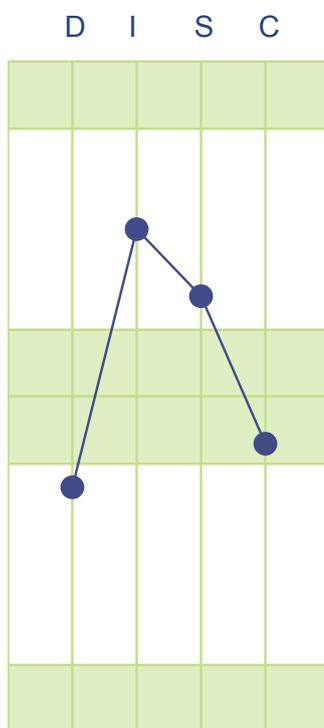
The main function of this person's job should require him to persuade others towards a concept or idea. The job should include a variety of both tasks and people. There should be little or no need for him to discipline others on

a regular basis. While attention to detail could be included in the role, it is important to realize that such detail should be of a varied nature. Ideally there will be opportunity for him to influence and persuade others towards his point of view. The job could involve teaching and training, as well as supporting the system.

DESCRIPTIVE WORDS

Positive, outwardly confident, friendly, active, detailed, non-aggressive, mild, talkative, cautious, diplomatic, charming, precise, enthusiastic, asks "who" and "how".

WORK MASK - GRAPH I



In the current work situation This individual is modifying his behavior from that indicated in the self-image.

Tom Sample is slowing himself down considerably, acting in a much more thorough and persistent manner. He is also showing a strong-willed and stubborn tendency at work.

Change such as this sometimes occurs as a result of a person having to take authority when his basic characteristics are not those of an authoritarian. In these circumstances he "digs-in stubbornly" to win his way.

Alternatively, this may be his way of dealing with an increase of routine administrative duties within the work situation.

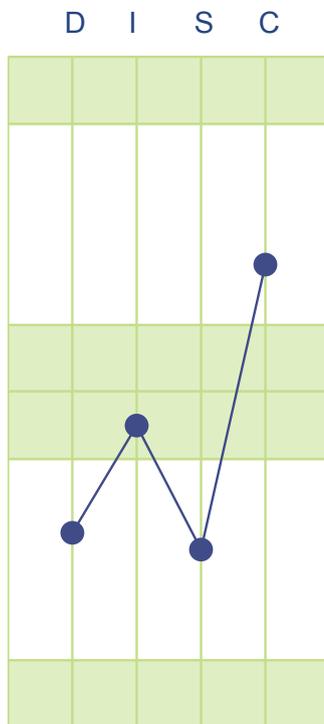
It should be assessed whether this is a requirement of the job, and if so can this mask be maintained at all times.

The work mask also indicates that in order to be successful in the work situation, Tom Sample is modifying his interpersonal skills slightly.

He is now even more communicative and friendly and as such, should be seen as having positive influencing skills.

If the above are important characteristics within the job, it is equally important to be sure that he can maintain this mask at all times.

BEHAVIOR UNDER PRESSURE - GRAPH II



When faced with extreme pressure Tom Sample modifies his behavior in terms of the influence factor which tends to fall considerably.

This change in style suggests that either or both of the following may be the cause:

- He may stand back from people, suppress his friendly communicative manner and make decisions devoid of emotion.
- He may lose inner-confidence in his ability to manipulate and persuade others. As a result others may see him as quieter, more serious, reserved and reflective.

Careful consideration should be given to this change in behavioral style, especially if the motivation of others is an integral part of the function.

Additionally due to the fall in Tom Sample's steadiness factor, the indications are that he is likely to become more restless to succeed than the self-image indicates.

He is emphasizing his active, mobile and alert manner which ultimately could lead to him becoming a little impatient when things do not go according to plan. This may leave him feeling tense and anxious.

GENERAL COMMENTS

Tom Sample appears to be showing frustration, problems or pressure in the current work environment. As a result he may be experiencing some discomfort in the role and it is important to investigate these issues.

If Tom Sample is being considered for a new position then the problems may well be eliminated as a matter of course. However, he may be slower settling into a new role, hence the necessity of pre-determining and assessing the effect of the problem. A change of job may not immediately eliminate his frustration, even though it could be related to some other organization.

If this person is continuing in a current role then some form of appraisal should take place to identify the cause of the problems, otherwise performance could in the long-term be affected.

Motivators

Tom Sample is motivated by popularity, democratic relationships and favorable working conditions. At the same time he needs standard operating procedures with reassurance and personal attention, if the best results are to be achieved.

Should Tom Sample have a manager, then ideally that person will be a participative and democratic leader who

gives support when needed and encourages him to be part of the team. There should be plenty of data provided to support the requirement of the function and to aid in the understanding of the job. There may also be occasions when reassurance and help should be given if decisions have to be made which are outside Tom Sample's area of expertise.

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.