



Report designed for

Nick Hughes

Profiles Performance Indicator™

Personal Report

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A Message To Nick Hughes

Behavioral science has proven that the most successful people are those who know themselves, including both their strengths and weaknesses.

The purpose of this report is to help you identify and make full use of your strengths, develop an awareness of any areas that could be limiting your effectiveness, and achieve greater success for yourself by utilizing this information.

This report provides you a foundation for self-improvement in very practical ways. The statements and suggestions reflect your unique responses.

Availing yourself to the information presented here will make your strengths stronger and help you avoid or overcome challenges that you might discover. This is another step on your road to self-improvement.

Summary of Behavioral Indicators

This section of the report summarizes your typical behavioral tendencies with regard to six critical job-related components which are Productivity, Quality of Work, Initiative, Teamwork, Problem Solving, and Adapting to Change. This section also includes suggestions for improvement for each of these items.

1 Productivity

- Setting high standards for productivity, you emphasize getting the job done.
- Excited about tasks involving group motivation, you will establish a network of contacts to enhance the group's productivity.
- You challenge others to do their very best.
- Concerned with immediate results, you emphasize the basics as opposed to complicated approaches.

Suggestions for improving your effectiveness:

- Guard against having many discussions but then failing to complete the documentation for follow-up.
- Remember that even the most exciting task has its share of plodding details that must be done if you are to succeed.
- Guard against becoming so wrapped up in your enthusiasm that you lose perspective and your sense of priorities.
- Accept the importance of completing work tasks according to priority, commitments, and deadlines.
- Realize that others may need time to adjust to your quick decision-making style.
- Your need to take immediate action might degenerate into a tendency to go off in many directions at once, with a consequent dilution of energy and resources.

2 Quality of Work

- You would enjoy motivating others to attend to quality but tend to avoid tasks requiring that level of diligence from yourself.
- You are capable of producing timely results; however, you tend to be more results-oriented than quality-oriented.
- You likely prefer to delegate tasks requiring attention to detail and routine follow-up to others.
- Preferring to concentrate on overall concepts, you tend to delegate quality assurance tasks to others.

Suggestions for improving your effectiveness:

- Attend to the critical details necessary to achieve consistent quality results in a timely manner.
- Remind yourself daily that the details are important for succeeding.
- Recognize that additional time spent in checking the small details will be time well spent.
- Concentrate on your follow-through so each project reaches conclusion sooner, thus avoiding backtracking or hasty solutions.

3 Initiative

- You have the ability to secure enthusiastic cooperation from coworkers in the completion of tasks.
- Direct and demanding, you make a positive impression and are highly persuasive.
- Although you are confident in your decisions, you are not apt to thoroughly analyze the available data before taking action.
- You are a self-assured individual who has the ability to make timely decisions and then promptly act on them.

Suggestions for improving your effectiveness:

- Learn to be more organized. Develop a comfortable plan in order to meet unexpected situations as they come.
- Do not over-commit. Be realistic in determining what work you can and cannot complete.
- Understand that the established way of doing things is often based on solid reason; be aware that sanctions exist.
- Try not to force action when there is no need to do so.

4 Teamwork

- You can effectively see what teamwork has to offer and still be rewarded by its social aspects.
- You like a setting that allows you to use your influence to help motivate others to produce quality results.
- You appreciate an environment with a clear focus on results and individual accomplishment.
- Although verbose and gregarious, you may need to improve your critical thinking abilities and listen to the thoughts and opinions of those around you.

Suggestions for improving your effectiveness:

- Risk disapproval from others when your control and firmness is needed to settle interpersonal conflicts.
- Keep your focus on the purpose of the group so that the group's objectives are met.
- Look for points of agreement and common interest, especially if you disagree with what someone is saying.
- Spend more time explaining your reasoning process rather than just announcing your conclusions.
- Listen to, and be considerate of, the thoughts, feelings, and experiences of others.

5 Problem Solving

- Although you may be seen as a lively and energetic leader, your blunt nature can put off other members of the group.
- Your drive and “can do” attitude also help motivate and energize those who work with you.
- You may display a direct, but warm, communication style when solving problems with your team.
- You may be seen as highly energetic and full of ideas.

Suggestions for improving your effectiveness:

- Be careful not to overestimate your ability to motivate others or to change their behavior.
- Develop a more realistic assessment of outcomes that combines consequences with benefits.
- Take more time to think through possible consequences before taking action.
- Involve others more in the decision-making process.
- Explain to others your reasoning process to increase their involvement.

6 Adapting to Change

- Your appreciation for the value of a team and what they can accomplish for you in handling the details of the change process is often great.
- You will take time to engender excitement for a new project, then launch at a fast pace toward the final outcome of change.
- You will demonstrate an emphasis on action and enthusiasm concerning a change process.
- You rarely doubt the need for change, even if others are obviously concerned or anxious about it.

Suggestions for improving your effectiveness:

- Monitor and downplay any frustrations you may feel about those who accept change less openly than you.
- Try to understand the value to the change process that a facilitative leadership style can provide.
- Encourage collaborative efforts that keep the team working efficiently and confidently throughout the change process.
- Seek out the backup needed from detail-minded teammates and utilize their strengths to support your work.

How You Respond to Job-Related Stress, Frustration and/or Conflict

This section describes how you may typically respond to stress, frustration and/or conflict in your job setting:

- You are charismatic and entertaining.
- Using a light touch, you take the tension out of serious situations.
- You display a positive attitude regarding outcomes and the potential of success.
- Taking a direct and aggressive approach, you get straight to the point.
- Relying on your own strengths and capabilities, you take action independently.

If, however, the level of stress, frustration and/or conflict becomes intense and/or continues over an extended period of time, you may have a tendency to:

- Over-estimate your own ability to change others.
- Become ambivalent and inconsistent, taking no clear stand on an issue or priority.
- Make overly optimistic assessments of others and outcomes.
- Become firm in your positions, defending them without compromise or negotiation.
- Make sudden demands and expect immediate results while disrupting the routine of others.

Motivational Intensity

Motivational Intensity (MI) reflects the intensity that is shown as a person approaches most situations.

Your MI indicates that you approach most situations with a rather high intensity and suggests that you might be inclined to show the following behavioral tendencies:

- As you tend to push your own viewpoints, you sometimes have difficulty considering the ideas of others.
- Because you may invest intense energy into many directions simultaneously, you can become over-extended at the expense of effectiveness.
- When acknowledging and recommending employees, you may emphasize individual accomplishments over group contributions. As a result, unproductive competition among team members might increase while team efforts suffer.
- Not inclined to take the time to identify the cause of a problem before proceeding with corrective action, you might arrive at a solution which is incomplete or ineffective.