



Report designed for

Nick Hughes

Profiles Performance Indicator™ Management Report

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Management Report

The primary purpose of this Management Report is to provide you with information concerning the significant behavioral indicators of Mr. Hughes and his preferred style of performing his job. You will also get a good picture of his potential for growth and development within your organization and how you can help him maximize his potential.

This report measures behavioral indicators in four different aspects.

1. Behaviors in the following critical, job-related components along with suggestions for improving performance in the following areas:
 - Productivity
 - Quality of Work
 - Initiative
 - Teamwork
 - Problem Solving
 - Adapting to Change
2. How Nick Responds to Job-Related Stress, Frustration and/or Conflict
3. What Motivates Nick
4. Motivational Intensity of Mr. Hughes

Summary of Behavioral Indicators

This section of the report summarizes the typical behavioral indicators of Nick with regard to six critical job-related components. The purpose of this information is to help you identify and make full use of his strengths and to help him manage those areas that might be limiting his effectiveness.

1 Productivity

- He places strong emphasis on motivation and maintaining a great deal of emotional drive in the work situation.
- He challenges others to do their very best.
- Self-motivated, he stays on the move.
- Setting high standards for productivity, he emphasizes getting the job done.

Suggestions for improving his effectiveness:

- Recognize the need for solid thinking about implementation with the support necessary to reach challenging goals.
- Balance his drive to get results with an awareness of his effect on other people and relationships.
- Avoid trying to handle too many tasks at once as this may cause him to be less effective.
- Use checklists to insure that all steps in a project are completed.
- Guard against becoming so wrapped up in the enthusiasm of others that he loses perspective of his own priorities.

2 Quality of Work

- Preferring to concentrate on overall concepts, he tends to delegate quality assurance tasks to others.
- Nick would enjoy motivating others to attend to quality but tends to avoid tasks requiring that level of diligence from himself.
- Although he may be committed to quality work, Nick prefers activities in which exactness and attention to detail are not his primary task.
- Nick likely prefers to delegate tasks requiring attention to detail and routine follow-up to others.

Suggestions for improving his effectiveness:

- Become more consistent in attending to critical details.
- Take the time to work out the steps in a process in writing before beginning a project.
- Attend to the critical details necessary to achieve consistent quality results in a timely manner.
- Focus on the overall objective, but attend to the critical details needed to achieve great results.

3 Initiative

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

Suggestions for improving his effectiveness:

- Learn how and when to challenge policies and supervision.
- Try not to force action when there is no need to do so.
- Do not over-commit. Be realistic in determining what work can and cannot be completed.
- Always keep focused on the end result that is required, as well as the process involved.

4 Teamwork

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

Suggestions for improving his effectiveness:

- Try to develop more informal relationships at work so that he may cooperate with the participants more easily.
- Look for points of agreement and common interest, especially if disagreement and conflict are an issue.
- Avoid a win/lose approach to people and relationships.
- Spend more time explaining his reasoning process, rather than just announcing his conclusions.
- Understand how and when to be more objective when dealing with less favorable situations, such as interpersonal conflict.
- Learn how and when to be more direct and straightforward.

5 Problem Solving

- Although Mr. Hughes may be seen as a lively and energetic leader, his blunt nature can put off other members of the group.
- He may display a direct, but warm, communication style when solving problems with his team.
- His drive and “can do” attitude also help motivate and energize those who work with him.
- He will generally pursue new opportunities with determination regardless of the external reward.

Suggestions for improving his effectiveness:

- Take time to identify the underlying issues of a problem.
- Avoid sharp criticism of others.
- Involve others more in the decision making process.
- Develop careful control over the use of emotions in problem solving.
- Develop a more realistic assessment of outcomes that combine potential strengths and weaknesses of the plan.

6 Adapting to Change

- He will take time to engender excitement for a new project, then launch at a fast pace toward the final outcome of change.
- Mr. Hughes will demonstrate an emphasis on action and enthusiasm concerning a change process.
- His appreciation for the value of a team and what they can accomplish for him in handling the details of the change process is often great.
- He would enjoy being responsible for rallying a team to do what is required to implement a change process.

Suggestions for improving his effectiveness:

- Reward his efforts to encourage collaborative efforts that keep the team working efficiently and confidently.
- Encourage him to attend to those details that are fundamental to implementing changes properly.
- Caution Nick about any frustrations he may feel about those who accept change less openly than he.
- Demonstrate a facilitative leadership style that exemplifies teamwork, so that Nick understands its value to the change process.

How Nick Responds to Job-Related Stress, Frustration and/or Conflict

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

- Become self-reliant, rely on his own strengths and capabilities.
- Rise to the occasion and take charge of uncertain situations.
- Act with, and express, a sense of urgency for others to act now.
- Be trusting and accepting.
- Use a light touch to take the tension out of serious situations.

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:

- Overstep policies, respond without checking with proper authority.
- Act carelessly, become inattentive to critical details and important routine tasks.
- Become argumentative, making it difficult for others to compromise and reach agreement.
- Make overly optimistic assessments of others and outcomes.
- Over-estimate his own ability to change others.

What Motivates Nick

This section of the report describes the different types of incentives, rewards and conditions that are most compatible with his behavioral tendencies and motivational style. When motivating Nick, consider providing:

- Opportunity to control, to be in control of people and situations.
- Freedom from controls, close supervision, and organizational constraints.
- The opportunity to be first, number one; to be the best.
- New challenges in areas of interest that are a real test of abilities.
- Group activities outside of the job, participating in the community, identifying with various social groups.
- Assignments with a high degree of people contacts, the opportunity to be with people.

Motivational Intensity

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

His MI indicates that he will approach most situations with a moderate intensity and suggests that he might be inclined to show one or more of the following behaviors:

- When acknowledging and recommending employees, he may emphasize individual accomplishments over group contributions. As a result, unproductive competition among team members might increase while team efforts suffer.
- Although typically effective at making decisions, he could improve the accuracy of some decisions by identifying the most difficult problems and spending more time on the targeted resolution.
- Although capable of making unpopular decisions when necessary, he is inclined to force decisions in controversial situations, sometimes neglecting to explain his reasoning to others. As a result, his decisions could appear arbitrary to others.
- Capable of making unpopular decisions under normal circumstances, he becomes reluctant to make decisions when disagreements escalate.

Overview of Nick

The chart below shows the scores attained for the five scales by Mr. Hughes. When we observe his scores, we may predict what is most likely to be noticed in his daily activities – the higher the score the more intense the behavior. These scores suggest the following:

- He may sometimes act carelessly or become inattentive to others' feelings.
- He may take on an unproductive challenge just because it is there.
- Occasionally, he may dominate a group and cut off the expression of important ideas from others.
- Because he is capable of stating his position firmly and with conviction, he might be perceived by others as aloof and overly demanding.

The chart shows the relative relationship of his scores on all five scales.

