



## Performance Indicator

Management Report

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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 Mr. Davis and preferred style of performing his 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 his compatibility with the demands of his position. You will also get a good picture of his 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 Richard with regard to six critical job-related components. The purpose of this information is to help you to identify and make full use of his strengths, and to help him manage those areas that might be limiting his effectiveness.**

### **I - Productivity**

- He tends to prefer open-ended structure and flexible schedules.
- Richard will avoid work environments with rigid procedures where he may be required to meet fixed objectives.
- He likes personal involvement with his work and is satisfied when his contribution is appreciated.
- He demonstrates few peaks and valleys in productivity or work pace.
- Being a quiet, personal producer, he will work hard for a leader and a cause.

### **Suggestions for improving his effectiveness:**

- Remember that even the most exciting task has its share of details that must be dealt with if he is to succeed.
- Guard against becoming so wrapped up in the enthusiasm of others that he loses perspective of his own priorities.
- Accept the importance of completing work tasks according to priority commitments and deadlines.
- Use checklists to insure that all steps in a project are completed.
- Seek new challenges and higher goals.
- Draw up an outline of his current activities, deadlines and priorities. Refer to this outline when he wants to take on a new task. Revise the outline as needed.
- Organize and outline the most important tasks needing his attention on a daily basis.

### **II - Quality of Work**

- Richard likely prefers to delegate tasks requiring attention to detail and routine follow-up to others.
- Richard would enjoy motivating others to attend to quality, but tends to avoid tasks that require that level of diligence from him.
- He is usually thorough, and produces quality work.

- He tends to follow up on a regular, consistent basis.

**Suggestions for improving his effectiveness:**

- Remember that the details related to quality are important for succeeding.
- Attend to the critical details necessary to achieve consistent quality results in a timely manner.
- Handle problems with quality himself when he has the chance. By taking care of common quality problems, Richard can get a better understanding of the root cause and come up with permanent solutions.
- Take appropriate steps immediately when he sees a quality problem in his area; do not wait.

**III - Initiative**

- He will pursue problems with a sense of enthusiasm.
- Being creative, he is willing to experiment with the possibilities.
- He likes to encourage cooperation.
- Usually, he is relaxed, calm and contented.
- Richard is inclined to finish tasks before he starts new ones.

**Suggestions for improving his effectiveness:**

- Learn to be more organized and procedural. Develop a more positive attitude concerning conventional rules.
- Do not over-commit. Be realistic in determining what work can and cannot be completed.
- Be on the lookout for opportunities to use and expand the skills he enjoys using the most. If he sees a new project that interests him, pursue it.
- Take charge of getting things done himself rather than waiting to follow the guidance of others.
- Set personal development goals and seek out new learning opportunities.
- Grow to appreciate the positive results of interpersonal conflict; enjoy more competition.

**IV - Teamwork**

- He tends to be optimistic and positive in his expectations for the team.
- Gregarious, open, talkative, and approachable, he builds a casual team of motivated people easily.

- He establishes and maintains cooperative working relationships with peers and co-workers.
- He tends to be more comfortable as a participant in a group than as the leader.
- Usually, he finds it easy to get along with others.
- Richard prefers that team members be trusting and friendly.
- Likely to involve team members in discussions of how things will be done, Richard enjoys cooperative problem solving.
- Usually, he works with team members to evaluate and correct disruptions to the routine.

**Suggestions for improving his effectiveness:**

- Understand how and when to be more objective when dealing with less favorable situations, such as interpersonal conflict.
- Be sure that the primary purpose of the team is to satisfy task requirements, not merely satisfying the affiliation needs of the team members.
- When ideas are called for in a meeting, he should try to be the first to offer one.
- Consider a more aggressive manner in group situations; take a chance; take the lead and stand out among his peers.

**V - Problem Solving**

- Having good intuition and a creative imagination, he will use a subjective, emotional approach to solving problems
- Inclined to show an emotional approach to problem solving, Richard bases decisions and possible solutions on intuition.
- Taking pride in comprehensive solutions, he will value the long term results and a "big picture" view of success.
- Because he enjoys the opportunity for creative brainstorming, he could become frustrated and impatient with a more methodical approach.
- Usually a conscientious problem solver, Richard shares information and assesses the possible risk before taking action.
- Inclined to use a low-key approach, he facilitates results without much disruption.

**Suggestions for improving his effectiveness:**

- 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.
- Take more time to think through possible consequences before taking action.

- Focus on one goal. When given little time to confer with others, he should concentrate on accomplishing one objective at a time until multitasking becomes more comfortable.
- Set an early deadline. When a problem needs to be solved, make a plan to finish well before the decision is due.
- When there is a call for ideas in a meeting, be the first one to speak up. He should not worry about editing or refining his ideas, just get them out on the table.

### **VI – Adapting to Change**

- While acceptance of a broad view of change is probable for Richard, a focus on what must to be done to get to the point of success is less likely to be appreciated by him.
- In most cases, Mr. Davis would take on the role of an inspirational agent of change who values the feelings of the team as they face new processes and goals.
- Laboring through the details associated with initiating a change process is not a contribution that Richard is likely to offer.
- A change that envisions a better workplace for all may stimulate his excitement, which will become apparent in the positive attitude he expresses to his compatriots concerning the changes to come.

### **Suggestions for improving his effectiveness:**

- Maintain constant communication, gauging his comfort level during the change process.
- Keep Richard focused on the goal, so that he does not get lost in the step-by-step processes involved.
- Congratulate his efforts to focus on each step of the change process.
- Provide Mr. Davis with a change plan that is straightforward and structured around short term goals.

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

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

- Be optimistic, reassuring.
- Use a light touch to take the tension out of serious situations.
- Be trusting and accepting.
- Influence opposition through statements of principle or fairness.
- Find solutions that are acceptable to everyone.
- Be responsive to the needs of others and become supportive of a good cause.

**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:**

- Make overly optimistic assessments of others and outcomes.
- Over-estimate his own ability to change others.
- Trust people indiscriminately.
- Give in to opposition rather than be seen as uncooperative.
- Be too quick to trust others' statements at face value.
- Be overly reliant on others when unsure of outcome.
- Not project a sense of urgency.

## WORK MOTIVATION

**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 Richard, consider providing:**

- The opportunity for self-expression, to verbalize his thoughts and feelings.
- Assignments with a high degree of people contacts, the opportunity to be with people.
- Approval and acceptance.
- Public and social recognition.
- The opportunity for self-development.
- The opportunity for continued education.
- Personal attention and recognition for tasks completed and done well.
- Sincere and genuine appreciation from others who are important, including subtle or quiet recognition.
- The opportunity to develop financial security.

## MOTIVATIONAL ENERGY

**Motivational Energy (ME) reflects the intensity that an individual shows and how he approaches most situations. His ME 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 behavioral tendencies:**

- Richard might delay making a decision which involves interpersonal conflict, losing approval, or looking bad.
- Because he tends to over-estimate someone's ability, he might fail to provide sufficient, specific directions.
- He may have a tendency to become disorganized and to lose sight of the objective.
- He has a tendency to have too many irons in the fire at one time.
- When problems require a direct, assertive approach, he might experience some difficulties being tough-minded.

The graph shows the relative relationship of his scores on all five scales, while the bulleted statements summarize his results. For a more complete understanding of these results, please refer to the earlier pages of this Management Report.



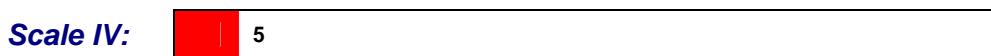
*Scale I measures control, ambition and results orientation*



*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 Mr. Davis on the PPI. When we observe his scores, we may predict what is most likely to be noticed in his daily activities. These scores suggest the following:

- Gregarious, open, talkative, and approachable, he makes new friends easily.
- Preferring to communicate in person, he may mix personal talk with business.
- He can generate excitement, enthusiasm, and hopefulness.
- Usually, he establishes and maintains cooperative working relationships with his peers and co-workers.
- He is typically seen as a dependable and loyal team worker.
- Capable of balancing his personal drive with external, second-party limits.
- Can work effectively on a team, but he enjoys being the one in charge.
- Often motivated to balance his expectations for good performance from others while maintaining a cooperative relationship with them.