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Name : Tom Tester
ID : 295689

Executive Full

Introduction

This report is designed to be used by individuals who are in an executive position or running a business where they are managing other people and responsible for business objectives. It may also be used by individuals who wish to gain insight as to how they might perform in their own business or as an executive. In both of these cases, the purpose is to provide additional insight to how you might increase your performance and/or explore other resources or people to minimize challenging areas. The report is broken down into 4 main behavioral areas:

- * Business Planning and Vision
- * Leading and Managing Employees
- * Selling and Marketing Products and Services
- * Servicing and Building Internal and External Customer Base

This information along with an understanding of your own background, experience and personal goals can assist you in understanding how to maximize your performance.

Tom, here is your report:

Business Planning and Vision

- You tend to be easy going when it comes to details and more loose with your planning
 - Your ability to think quickly will help you think strategically and imagine the long term possibilities of the business
 - You may view detailed planning to be less important than the vision or overall strategy
- Tip: It will be helpful to have someone work with you to capture your strategy conceptually and then create a plan containing the level of detail necessary for implementation; without this process, your vision may not be successful only due to the fact that others don't know what to do tactically; also without the detailed plan, you may move on to the next idea or strategy before you've given the first strategy a chance to be implemented
- Tip: You may want to be sure that there is someone in your business that actually implements the business plan and monitors its success; you will typically be more motivated by imagining the next big idea than to take the time to implement previous strategies

Leading and Managing Employees

- Because of your quicker problem solving ability, employees may not be able to keep up with your communication or your thinking;
 - Employees may be able to buy-in to your vision, but not understand the tactical components of your plan in order to actually implement them
- Tip: Your ideas and vision may be too complex for others to fully understand and implement,

so it is important that you think through your communications and instructions and attempt to simplify them in order for them to actually work; you may want to solicit the help of a partner or associate that can take your ideas or strategies and work through the tactical details of how they can be delegated for implementation

- You tend to be easily distracted and easy going when it comes to details and planning
- You typically prefer to deal with things as they come up rather than plan ahead with employee which will lead to difficulty remembering to follow up with employees on projects and other items

Tip: A critical component of managing people and business is to follow through with others so that they can stay on track; you may want to solicit the help of a partner or key employee who can play this role for you or at least keep you on track with these details to be sure they are taken care of

- You tend to be direct, often questioning things and offering opinions to employees
- You tend to be comfortable with confrontation and handling difficult situations
- Your natural skepticism and determined manner may stifle communication in that employees may not feel comfortable voicing their opinions to you
- Your independent and outspoken nature may make it difficult for you to share control and decision making with partners and other key executives

Tip: Recognize that there is a difference between managing and leading; in order for you to more effectively lead others, you will have to find ways to let employees voice their ideas in a safe manner without confrontation and skepticism;

- You typically prefer to work with minimal interaction with others which can give the impression that you are not available for or interested in your employees
 - Your quiet and introspective nature typically makes you a good listener
 - Providing enthusiasm and optimism for projects and company's goals will be difficult potentially creating a lack of enthusiasm by employees to work with you or the company
- Tip: You may want to have someone on your team, a partner or other individual to provide the optimistic and enthusiastic presentations and social interaction with employees so that they stay motivated and excited about where the company is going
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- You tend to be more competitive and motivated by individual rewards
 - You may create a competitive environment and treat your employees as if they are motivated by individual rewards even when they are actually more team oriented and motivated by team incentives
 - There may be times when an employee should be recognized for their efforts but you inadvertently compete with them for the attention rather than recognizing them
- Tip: Be careful that you create an environment that not only rewards individual performance but also allows team oriented individuals to feel they are appreciated for their contribution to the team's efforts; competitive environments can be very un-motivating and unproductive for many; do not assume that everyone is motivated by the same things you are
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Selling and Marketing

- Your faster learning speed will allow you to think strategically about your marketing and sales efforts
- You will find it difficult to deal with the routine of many sales processes once you have a strategy in place
- You may talk over the head of prospects attempting to sell them more than they are actually able to understand they need (making a small problem into a big problem), ultimately causing the prospect to back off for fear that the solution is too complex

Tip: Your presentation style and solution itself may be too much for others to understand or perceive they can implement, so it is important that you thoroughly and visually walk prospects through your thinking and exactly how it could be implemented; it is also important that you have others on your team that work with the prospect to reassure them of the ease of implementation

- Your tough minded and direct nature will help when it comes to dealing with rejection and overcoming the objections of many sales situations
- Your approach may be too strong for some types of products or for the audience you are presenting to

Tip: Think of your audience and if it is called for, build some warm and tactful techniques into your presentation so that the prospect feels they are making the decision versus you telling them what they should do

- You tend to follow rules and procedures consistently and in turn look for a more stable product or service for your business
- Businesses that have products or services that are constantly changing or updating such as high-tech may be more difficult
- Your marketing approach will typically be more conventional rather than unproven

Tip: You may want to solicit outside help for brainstorming new and unique ways to market and sell your services; once an approach is determined, you can then structure that approach and work it consistently

- You are typically more reserved in your manner, making it more difficult to deliver highly enthusiastic presentations
- More technical presentations are easier where you are simply delivering information rather than enthusiasm
- Your quiet and introspective nature typically makes you a good listener when in front of prospects

Tip: You may want to consider having a partner or other associate make sales presentations leaving you to take on the more technical role of providing information as necessary to close the business

- You typically react to stress quicker than most which can make selling many products or services very difficult
- You may become anxious and tense under pressure
- You tend to have an emotional sensitivity that can be beneficial for selling and marketing some products or services

Tip: Unless your product or service requires a particularly high

level of sensitivity to sell, you may want to delegate the sales function to someone else

- You tend to be more competitive enjoying a more competitive type of sales environment
- Products or services which are typically sold with a softer approach or by a team-approach will be more difficult for you

Tip: If your product or service requires a more collaborative approach to the sale process, you may want to only be involved in the very early stages of the prospecting phase and move on to the next prospect once the prospect is ready to talk; allow others on your team to do the actual presentation and/or implementation meetings

Servicing and Building Internal/External Customers

- You tend to be direct with customers which at times can come across as too strong rather than tactful and cooperative
- Customers may view you as uncompromising rather than willing to work with them to solve problems

Tip: If your business calls for a tactful and cooperative approach to customers, you may want to delegate this role to others; when a customer situation is particularly difficult and confrontational, it will be helpful for you to get involved

- Your tendency to create rules and policies can be helpful in creating a consistent customer experience
 - You tend to create good follow up systems to make sure that customers are getting what they expect and when they expect it
 - Dealing with new business issues where there is not a track record will be more stressful for you
- Tip: be sure and build in some flexibility into your systems, so that employees will know what exceptions they can make with customers as necessary to handle unexpected or unusual problems
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- Your quiet and reserved nature typically makes customer service more difficult for you
- Most customers respond to an enthusiastic approach which is more difficult for you to have on a regular basis

Tip: Unless your business requires a more serious and reserved approach to your customers, you may want to delegate the customer service aspect of your business to someone else

Note: This report represents only a small part of the factors that can be helpful in determining job performance. It is not designed to specifically recommend or not recommend any individual for employment and the ultimate employment decision rests with the Employer.

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