

Date : Jul 13, 2008



Name : Tom Tester  
ID : 295689

## Performance Full

### Introduction

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This report is designed to be used by both an individual alone and/or their direct manager to better understand the individual's core traits as they relate to job specific behaviors. By understanding these behaviors, either the individual alone and/or their manager can better understand how to maximize the individual's performance. This could be relevant for a manager to get to know a new employee faster or for use with current employees to improve performance. The report is broken down into 2 parts:

- \* Basic Work Behaviors that can apply to any individual in a job and
- \* Leadership Specific Work Behaviors that relate to individuals who are responsible for managing others

Tips will be given for some areas and can be used to improve performance when the particular behavior is important for the job. Important NOTE: There are 3 major components that drive actual performance on the job. One third of the picture is driven from the individual's "attitudes" toward the work and the company. The second third of the picture is driven from the "background, experience and specific skill set" for the tasks themselves. The last third of the picture is driven from the "core traits and learning style" of the individual. This report is only outlining the third component comprised of core traits and learning style of the individual.

Basic Work Behaviors:

### Learning New Things

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- Tom usually learns new information very quickly
- Routine tasks or issues can create boredom and poor productivity
- May find it difficult to slow down and explain their thoughts to others

Tip: To avoid a loss in productivity, when possible, use technology or others means to deal with routine tasks

Tip: It is important that Tom is continually challenged to learn new things on the job

Tip: When explaining complex issues to others, Tom should slow down and actually write or draw out their thinking so that others can follow it more easily

### Taking Direction From Others

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- Tom tends to be direct, often questioning things and offering opinions
- Tends to be skeptical, stubborn and question things which can be difficult for situations when Tom should simply listen and follow directions

Tip: Tom tends to perform better when in positions that need an out-spoken approach to the

job

Tip: Faster learning speed may allow Tom to provide valuable feedback

## Consistently Following Procedures

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- Tends to follow rules and procedures consistently
  - Prefers an environment that is more predictable where changes are integrated at a reasonable pace
  - When procedures are not present, typically looks to implement some standard for the future
- Tip: During times of rapid change, take the time to explain why the changes are being made and then allow Tom a little more time to digest the changes
- Tip: Avoid environments that are not well established and where there is great uncertainty day to day about objectives

## Being Friendly

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- Typically prefers to work with minimal interaction with others
  - Positions that require Tom to be friendly and sociable frequently during the day will be more difficult
  - Quiet and introspective nature typically makes Tom a good listener
- Tip: Make sure your environment allows you to have your own space to work free from continual interruptions during the day
- Tip: Remember that there are times when this quiet nature may cause others to think Tom is not interested or enthusiastic about a project or task

## Handling Stress

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- Tom typically reacts to stress quicker than most
  - May become anxious and tense under pressure
  - Emotional sensitivity can be beneficial at times for understanding what may be going on
- Tip: Make sure that the environment allows for frequent breaks to allow for time away from the action
- Tip: When stressful things occur, try to remember to step back long enough to calm down rather than just reacting to the situation

## Working on a Team

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- Tom tends to be more competitive and motivated by individual rewards
  - Work environments that are highly team oriented and require Tom to continually collaborate with others in order to accomplish tasks will be less motivating
- Tip: The work environment for Tom should allow for individual rewards and many opportunities for them to stand out and be recognized for their individual efforts

## Handling Details

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- Tends to be distractible and easy going when it comes to details and plans
  - Tom prefers an environment where they can simply react to what's going on versus planning ahead
- Tip: Important to choose positions that do not involve detailed tasks, but rather are more easy

going in nature and reactive

Tip: If Tom has to perform detailed tasks, they should be carefully reviewed by others as to their thoroughness

## Dealing With Change

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- Prefers for things to remain more stable and predictable
- Tom deals with change better if given an explanation as to why the change is necessary and then given time to adjust to that change

- Rapid and continual change will be very stressful and unproductive

Tip: Choose an environment where change is seen as something to be done thoughtfully and is communicated thoroughly to allow employees to adjust

Tip: In times of rapid change, be sure to take more time to relieve stress during the day

## Leadership Specific Work Behaviors

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The following section covers the work behaviors that are specific to leadership positions which may include business ownership or corporate positions that require the individual to manage and lead others. Remember that this report is only covering the traits and learning style of the individual rather than considering specific hard skills developed over time or their particular attitude toward the work or the company itself.

## Solving Problems

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- Tom learns information at a fast pace which allows quicker problem solving
- Dealing with routine problems on a regular basis will cause boredom and poor productivity
- Usually motivated by complex problem solving opportunities and may not actually think through the tactical issues of how the solution could be implemented

Tip: Solutions may be too complex for others to implement, so it is important that Tom think through solutions and attempt to simplify them in order for them to actually work

## Making Decisions

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- Tom typically finds it comfortable to directly question things and make decisions
- Determination and independent nature may cause Tom to make decisions without taking the time to get buy in from others

Tip: Sometimes decisions and objectives do not ultimately get implemented because the individuals who are supposed to carry them out do not buy in; be sure to work at getting input from others in order to ultimately make decisions effective

## Motivating Others

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- Tom tends to be quiet and reserved which doesn't normally provide the outward motivation others may need to be excited about projects or ideas
- Tom may make the assumption that the idea or objective in and of itself should be exciting and motivating, but some people need that outspoken, cheerleader type of interaction to add the motivation

Tip: Tom can either have someone who is more outspoken and enthusiastic present important

ideas or projects on their behalf, or Tom could spend time developing specific presentation skills that will provide additional energy and enthusiasm to others

## Planning and Time Management

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- Tends to prefer a loose schedule rather than taking the time to plan everything out in advance
- Tom's faster learning speed allows for bigger picture thinking and the ability to compensate for lack of detail planning

Tip: It is important that Tom take the time every day to plan for the most obvious things that need to be handled; best to do this planning whether at the end of the day or at the beginning of the day when there are minimal interruptions; even 10 to 15 minutes a day will make a difference

Tip: Time management systems should be very simple, otherwise Tom will likely view time management as too big of a project; projects that require a detailed approach should be delegated

## Handling Confrontational Situations

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- Tom tends to be direct with others making it more comfortable for them to handle confrontational situations
- May be overly skeptical and questioning of others actually creating a more confrontational atmosphere even when it is not necessary

Tip: Sometimes matters can be handled by compromise and a gentler approach; recognize that a tough minded approach may contribute to the confrontational situation rather than help to move it to resolution

## Making Presentations

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- Tom may be less comfortable giving presentations particularly if those presentations need to be highly energetic and enthusiastic
- May be more comfortable making presentations that are more technical in nature
- In situations where a high energy presentation must be made, Tom should take extra time to make sure the content is well rehearsed so that all of Tom's focus can be applied to delivering an energetic presentation

Tip: Important to spend time developing presentation skills which may include personal coaching and follow up to practice making presentations

Tip: If it is necessary to deliver high energy presentations on a daily basis, Tom may want to solicit the help of others to deliver the presentations themselves so that Tom can be available to answer questions and provide more of the substance to the material

**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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