

Personalized Description and Success Strategies

- **Comparison of Single PPS/RBA**

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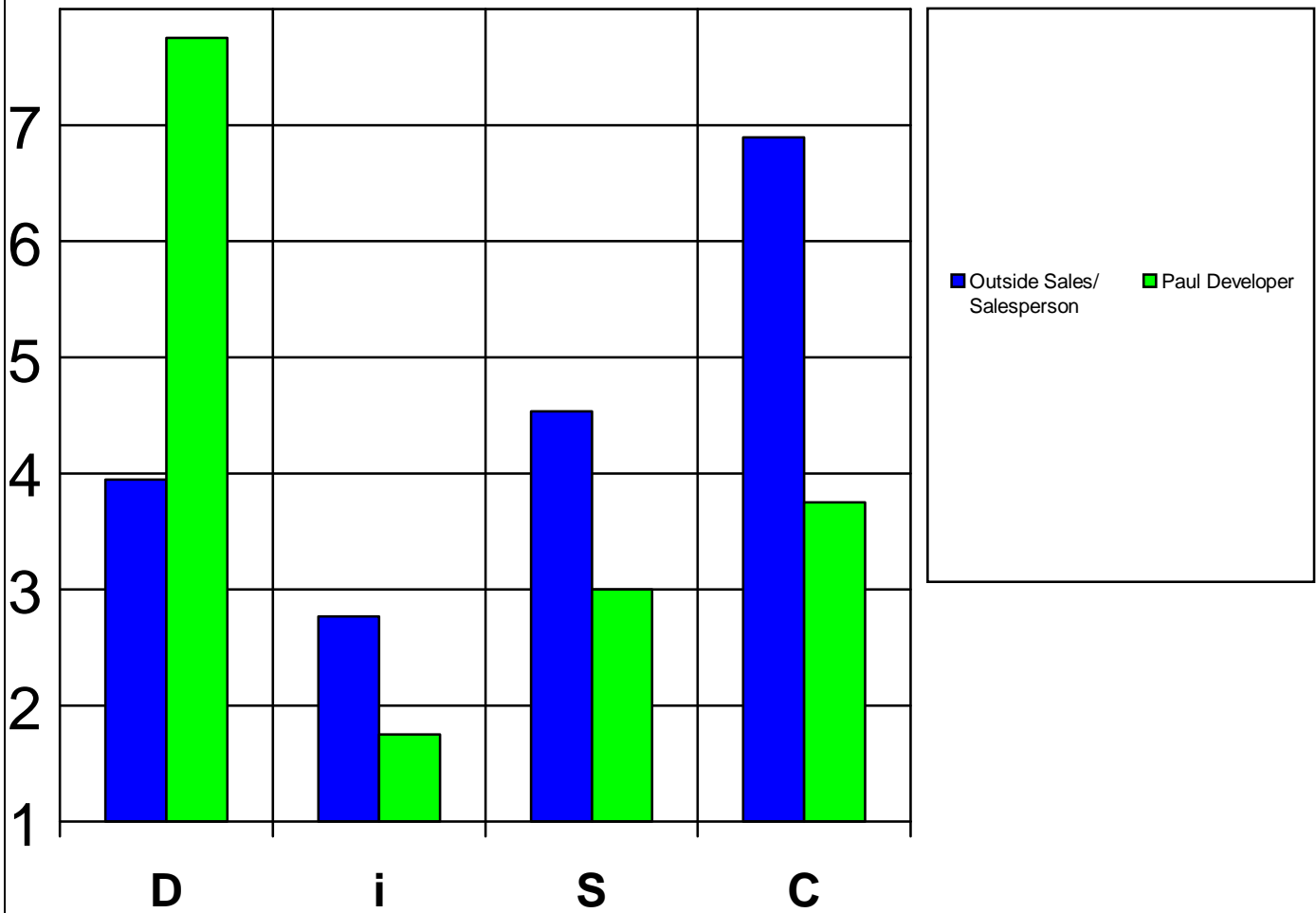


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Personal Profile System[®] Graph

Single PPS/RBA Comparison



These graphs display the intensity levels for the role of Outside Sales as compared to Paul's Personal Profile. The Comparison Analysis on the following pages lists the behaviors that show a "good fit," "stretch" or "redirect" potential. Behaviors that are listed as a "good fit" are those behaviors in which the role requires a similar level of behavior as seems to be natural for Paul. Behaviors listed as "stretch" are those behaviors that the role requires more of than seems to be natural for him. The behaviors listed as "redirect" are those that the role requires less of than seems to be natural for him. The listed behaviors describe potential fit rather than actual observed behavior. The Performance Coaching Questions may be helpful in discovering Paul's actual experience in matching his behavior to the role requirements.



Comparison Analysis

Name: Paul Developer

Completed by: Self

Date: 5/10/2004

Environmental Focus: Work

Classical Pattern: Developer

Role: Outside Sales

Position: Salesperson

Department: Sales

Organization: Ycompany

Source: Sales Manager

Date: 8/23/2004

GOOD FIT Behaviors:

- Verbalizing the thoughts and feelings of others
- Releasing tension in the group by interacting verbally
- Resolving conflict by initiating and facilitating discussion
- Verbally encouraging others in their personal efforts
- Influencing people through optimistic communication
- Influencing or inspiring others verbally
- Using personal charm and enthusiasm
- Facilitating interaction between people

STRETCH Behaviors:

- Analyzing many factors when making decisions
- Containing oneself when impatient or anxious
- Remaining neutral when conflict first arises
- Carefully weighing alternative methods, actions
- Listening with reservation to the opinions of others
- Checking accuracy of work, especially their own
- Carefully following key procedures and processes
- Demonstrating self-discipline by working alone



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- Responding to problems with study and cooperation
 - Assuming responsibility to follow-through on details
 - Considering the views of those who show disagreement
 - Developing a workable, repeatable routine
 - Maintaining methods proven effective in the past
 - Changing through careful and orderly planning process
 - Following a methodical way of doing things
 - Cooperating with others to complete tasks

REDIRECT Behaviors:

- Taking risks on untested ideas
- Delegating responsibility to others for follow-up actions
- Moving forcefully, even if some people are offended
- Demanding immediate results
- Taking higher risks based on potential results
- Responding quickly to problems
- Using power and authority to accomplish results
- Directing the efforts of others



Role Behavior™ Comparison Grid

Single PPS/RBA Comparison

◆ Outside Sales/Salesperson/Sales Manager

○ Paul Developer

		L	ML	M	MH	H
Take risks on untested ideas	D			◆		○
Verbalize the thoughts and feelings of others	i	○	◆			
Respond to problems with study and cooperation	S		○	◆		
Analyze many factors when making decisions	C		○			◆
Delegate responsibility to others for follow-up actions	D			◆		○
Release tension in the group by interacting verbally	i	○	◆			
Assume responsibility to follow-through on details	S		○	◆		
Contain oneself when impatient or anxious	C		○			◆
Move forcefully, even if some people are offended	D			◆		○
Resolve conflict by initiating and facilitating discussion	i	○	◆			
Consider the views of those who show disagreement	S		◇	◆		
Remain neutral when conflict first arises	C		○			◆
Demand immediate results	D			◆		○
Verbally encourage others in their personal efforts	i	○	◆			
Develop a workable, repeatable routine	S		○	◆		
Carefully weigh alternative methods, actions	C		○			◆



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		L	ML	M	MH	H
Take higher risks based on potential results	D			◆		○
Influence people through optimistic communication	i	○	◆			
Maintain methods proven effective in the past	S		○	◆		
Listen with reservation to the opinions of others	C		○			◆
Respond quickly to problems	D			◆		○
Influence or inspire others verbally	i	○	◆			
Change through careful and orderly planning process	S		○	◆		
Check accuracy of work, especially their own	C		○			◆
Use power and authority to accomplish results	D			◆		○
Use personal charm and enthusiasm	i	○	◆			
Follow a methodical way of doing things	S		◇	◆		
Carefully follow key procedures and processes	C		○			◆
Direct the efforts of others	D			◆		○
Facilitate interaction between people	i	○	◆			
Cooperate with others to complete tasks	S		○	◆		
Demonstrate self-discipline by working alone	C		○			◆



Performance Coaching Questions

The performance coaching questions listed in this section may be helpful in determining Paul's actual experience in stretching and redirecting his behavior to meet the requirements of the role. These questions are based on the potential fit defined by Paul's responses to the Personal Profile System® and the results of the Role Behavior Analysis™ for the role of Outside Sales.

Requiring STRETCH

- How would you handle a job situation where your position required you to analyze many factors when making decisions more often than you would have liked?
- How would you handle a job situation where your position required you to contain yourself when you were anxious or impatient more often than you would have liked?
- How would you handle a job situation where your position required you to remain neutral when conflict first arose more of the time than you found comfortable?
- How would you handle a job situation where the position required you to carefully weigh alternate methods or actions more often than you would have liked?
- How would you handle a job situation where your position required you to listen with reservation to the opinions of others more of the time than you may have liked?
- How would you handle a job situation where the position required you to check the accuracy of the work, especially your own, more often than you would have liked?
- How would you handle a job situation where the position required you to carefully follow key procedures and processes more of the time than you would have preferred?
- How would you handle a job situation where the position required you to demonstrate self-discipline in working alone more often than you found comfortable? How would you handle a job situation where your position required you to respond to problems with study and cooperation more often than you found comfortable?
- How would you handle a job situation where your position required you to assume responsibility to follow up on details more often than you found comfortable?
- How would you handle a job situation where your position required you to consider the views of those who show disagreement more often than you found comfortable?
- How would you handle a job situation where your position required you to develop a workable, repeatable routine more often than you found comfortable?
- How would you handle a job situation where your position required you to maintain methods proven effective in the past more of the time than you would have liked?
- How would you handle a job situation where your position required you to implement change through careful and orderly planning more of the time than you would have liked?
- How would you handle a job situation where your position required you to follow a methodical way of doing things more of the time than you would have liked?
- How would you handle a job situation where your position required you to cooperate with others in carrying out tasks more of the time than you would have liked?



Performance Coaching Questions

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Requiring REDIRECT

- How would you handle a job situation where you had less of an opportunity to take risks on untested ideas than you may have liked?
- How would you handle a job situation where you had less opportunity to delegate responsibility than you may have wished?
- How would you handle a job situation where your preference would have been to move forcefully even though others may have been offended more often than was expected in your position?
- How would you handle a job situation where you would have liked to demand immediate results from others more often than may have been expected in the position?
- How would you handle a job situation that provided you with less opportunity to take higher risks based on potential results than you may have liked?
- How would you handle a job situation where your position provided you less opportunity to respond quickly to problems than you would have liked?
- How would you handle a job situation where you were not able to use power and authority to get results as much as you would have liked?
- How would you handle a job situation where you were not able to direct the efforts of others as much as you would have liked?