



Report designed for

**Robert Mc Kernan**

# 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. Mc Kernan 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 Robert Responds to Job-Related Stress, Frustration and/or Conflict
3. What Motivates Robert
4. Motivational Intensity of Mr. Mc Kernan

## Summary of Behavioral Indicators

This section of the report summarizes the typical behavioral indicators of Robert 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 challenges others to do their very best.
- He can become critical of others who do not share his sense of urgency.
- Excited about tasks involving group motivation, he will establish a network of contacts to enhance the group's productivity.
- He places strong emphasis on motivation and maintaining a great deal of emotional drive in the work situation.

#### **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.
- Keep an eye on long-term processes in his attempts to get immediate results.
- Guard against having lengthy discussions and then failing to complete the documentation concerning the decisions made.
- Accept the importance of completing work tasks according to priority commitments and deadlines.

## **2 Quality of Work**

- Although he may be committed to quality work, Robert prefers activities in which exactness and attention to detail are not his primary task.
- Robert likely prefers to delegate tasks requiring attention to detail and routine follow-up to others.
- No doubt, he is decisive and quick to take action but Robert may need to attend to quality more often in his pursuit of timely results.
- He is capable of producing timely results; however, he tends to be more results-oriented than quality-oriented.

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

- Become more consistent in attending to critical details.
- Concentrate on his ability to follow through on a project.
- Attend to the critical details necessary to achieve consistent quality results in a timely manner.
- Focus attention on obstacles to achieving quality results and on ways to avoid or eliminate them.

### **3 Initiative**

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

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

- Try not to force action when there is no need to do so.
- Learn to pace himself better; know when and how to relax.
- Always keep focused on the end result that is required, as well as the process involved.
- Learn to be more organized and procedural. Develop a more positive attitude concerning conventional rules.

## **4 Teamwork**

- Although verbose and gregarious, Robert may need to improve his critical thinking abilities and listen to the thoughts and opinions of those around him.
- He appreciates an environment with a clear focus on results and individual accomplishment.
- He likes a setting that allows him to use his influence to help motivate others to produce quality results.
- While both personable and charismatic, Robert may lack a desired level of objectivity and perspective.

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

- Try to develop more informal relationships at work so that he may cooperate with the participants more easily.
- Spend more time explaining his reasoning process, rather than just announcing his conclusions.
- 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.
- Keep his focus on the group's objectives.
- Understand how and when to be more objective when dealing with less favorable situations, such as interpersonal conflict.

## **5 Problem Solving**

- Although Mr. Mc Kernan may be seen as a lively and energetic leader, his blunt nature can put off other members of the group.
- Robert may be seen as highly energetic and full of ideas.
- He will generally pursue new opportunities with determination regardless of the external reward.
- His drive and “can do” attitude also help motivate and energize those who work with him.

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

- Explain steps in his reasoning process instead of assuming his conclusions are readily acceptable.
- Avoid sharp criticism of others.
- Involve others more in the decision making process.
- 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.

## **6 Adapting to Change**

- 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 will focus more on successfully achieving the goal of change than on the detailed process of actually reaching it.
- He will take time to engender excitement for a new project, then launch at a fast pace toward the final outcome of change.
- Mr. Mc Kernan rarely doubts the need for change, even if others are obviously concerned or anxious about it.

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

- Caution Robert about any frustrations he may feel about those who accept change less openly than he.
- Ensure that he has the backup needed from more detail-minded teammates and that he utilizes their strengths.
- Demonstrate a facilitative leadership style that exemplifies teamwork, so that Robert understands its value to the change process.
- Reward his efforts to encourage collaborative efforts that keep the team working efficiently and confidently.



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

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

- Rise to the occasion and take charge of uncertain situations.
- Act with, and express, a sense of urgency for others to act now.
- Become self-reliant, rely on his own strengths and capabilities.
- Avoid open and direct conflict.
- Be optimistic, reassuring.

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:

- Act carelessly, become inattentive to critical details and important routine tasks.
- Become argumentative, making it difficult for others to compromise and reach agreement.
- Become impatient, critical, and faultfinding.
- Appear ambivalent and inconsistent, not standing for anything.
- Make overly optimistic assessments of others and outcomes.

## What Motivates Robert

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 Robert, consider providing:

- New challenges in areas of interest that are a real test of abilities.
- The opportunity to be in charge, to be assertive, to be the leader.
- A high sense of urgency, pressures, critical deadlines.
- Opportunity to control, to be in control of people and situations.
- Praise, positive feedback.
- The opportunity for self-expression, to verbalize his thoughts and feelings.

## 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 rather high intensity and suggests that he might be inclined to show one or more of the following behaviors:

- He may become overly involved in socializing at the expense of proper time management.
- Although a capable decision-maker under normal conditions, Robert has a tendency to rush thinking and to make decisions before first carefully considering options and consequences.
- Not inclined to take the time to identify the cause of a problem before proceeding with corrective action, he might arrive at a solution which is incomplete or ineffective.
- Because Robert may invest intense energy into many directions simultaneously, he can become over-extended at the expense of effectiveness.

## Overview of Robert

The chart below shows the scores attained for the five scales by Mr. Mc Kernan. 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 can over-emphasize disagreements making it difficult for others to work together.
- 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.
- He may sometimes act carelessly or become inattentive to others' feelings.

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

