



Report designed for

**Robert Mc Kernan**

# Profiles Performance Indicator™ Personal Report

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## A Message To Robert Mc Kernan

*Behavioral science has proven that the most successful people are those who know themselves, including both their strengths and weaknesses.*

*The purpose of this report is to help you identify and make full use of your strengths, develop an awareness of any areas that could be limiting your effectiveness, and achieve greater success for yourself by utilizing this information.*

*This report provides you a foundation for self-improvement in very practical ways. The statements and suggestions reflect your unique responses.*

*Availing yourself to the information presented here will make your strengths stronger and help you avoid or overcome challenges that you might discover. This is another step on your road to self-improvement.*

## Summary of Behavioral Indicators

*This section of the report summarizes your typical behavioral tendencies with regard to six critical job-related components which are Productivity, Quality of Work, Initiative, Teamwork, Problem Solving, and Adapting to Change. This section also includes suggestions for improvement for each of these items.*

### 1 Productivity

- You challenge others to do their very best.
- You can become critical of others who do not share your sense of urgency.
- Excited about tasks involving group motivation, you will establish a network of contacts to enhance the group's productivity.
- You place strong emphasis on motivation and maintaining a great deal of emotional drive in the work situation.

#### **Suggestions for improving your effectiveness:**

- Recognize the need for solid thinking about the implementation and support necessary to reach challenging goals.
- Balance your drive to get results with an awareness of your effect on other people and relationships.
- In your attempts to get immediate results, do not lose sight of the long run.
- Guard against having many discussions but then failing to complete the documentation for follow-up.
- Accept the importance of completing work tasks according to priority, commitments, and deadlines.

## **2** Quality of Work

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

### **Suggestions for improving your effectiveness:**

- You can produce higher quality work by attending to critical details.
- Concentrate on your follow-through so each project reaches conclusion sooner, thus avoiding backtracking or hasty solutions.
- 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**

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

#### **Suggestions for improving your effectiveness:**

- Try not to force action when there is no need to do so.
- Learn to pace yourself better. Knowing when and how to relax is an important part of success.
- Always keep focused on the end result required, as well as the process involved.
- Learn to be more organized. Develop a comfortable plan in order to meet unexpected situations as they come.

## **4 Teamwork**

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

### **Suggestions for improving your effectiveness:**

- Try to develop more informal relationships at work so that when you are in a group situation, your relationship may facilitate more cooperation.
- Spend more time explaining your reasoning process rather than just announcing your conclusions.
- Look for points of agreement and common interest, especially if you disagree with what someone is saying.
- Avoid a win/lose, "zero-sum" approach to people and relationships.
- Keep your focus on the purpose of the group so that the group's objectives are met.
- Risk disapproval from others when your control and firmness is needed to settle interpersonal conflicts.

## **5 Problem Solving**

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

### **Suggestions for improving your effectiveness:**

- Explain to others your reasoning process to increase their involvement.
- Avoid sharp criticism of others.
- Involve others more in the decision-making process.
- Develop a more realistic assessment of outcomes that combines consequences with benefits.
- Take more time to think through possible consequences before taking action.

## 6 Adapting to Change

- Your appreciation for the value of a team and what they can accomplish for you in handling the details of the change process is often great.
- You will focus more on successfully achieving the goal of change than on the detailed process of actually reaching it.
- You will take time to engender excitement for a new project, then launch at a fast pace toward the final outcome of change.
- You rarely doubt the need for change, even if others are obviously concerned or anxious about it.

### **Suggestions for improving your effectiveness:**

- Monitor and downplay any frustrations you may feel about those who accept change less openly than you.
- Seek out the backup needed from detail-minded teammates and utilize their strengths to support your work.
- Try to understand the value to the change process that a facilitative leadership style can provide.
- Encourage collaborative efforts that keep the team working efficiently and confidently throughout the change process.



## How You Respond to Job-Related Stress, Frustration and/or Conflict

This section describes how you may typically respond to stress, frustration and/or conflict in your job setting:

- Rising to the occasion, you will take charge of uncertain situations.
- You act with a sense of urgency and express a desire for others to act now.
- Relying on your own strengths and capabilities, you take action independently.
- You will avoid negativity and doubt.
- You are optimistic and reassuring.

If, however, the level of stress, frustration and/or conflict becomes intense and/or continues over an extended period of time, you may have a tendency to:

- Act recklessly and become inattentive to critical details and important routines.
- Become impatient and appear fault-finding.
- Force action and the possible mistakes that come from prioritizing quick results over quality ones that will require extra time to fix.
- Become ambivalent and inconsistent, taking no clear stand on an issue or priority.
- Make overly optimistic assessments of others and outcomes.

## Motivational Intensity

Motivational Intensity (MI) reflects the intensity that is shown as a person approaches most situations.

Your MI indicates that you approach most situations with a rather high intensity and suggests that you might be inclined to show the following behavioral tendencies:

- Because you are so direct and forceful, others might have difficulty asking questions, clarifying instructions, and pointing out potential problems.
- Although a capable decision-maker under normal conditions, You have a tendency to rush thinking and to make decisions before first carefully considering options and consequences.
- When acknowledging and recommending employees, you may emphasize individual accomplishments over group contributions. As a result, unproductive competition among team members might increase while team efforts suffer.
- Because you are not inclined to set priorities for work tasks, you might spend too much time on less important tasks, resulting in insufficient time to handle more critical tasks.