

# Executive Summary

## Private & Confidential

### Mr. Thomas Sample

|   | I | II | III |
|---|---|----|-----|
| D | 7 | 5  | 2   |
| I | 4 | 3  | 1   |
| S | 8 | 6  | 2   |
| C | 4 | 8  | -4  |

#### DESCRIPTIVE WORDS

Deliberate, amiable, dependable, persistent, good listener, kind, inquisitive, assertive, competitive, persuasive, communicative, verbal, firm, persistent, stubborn, strong-willed and independent.

#### GENERAL CHARACTERISTICS

- Verbally communicates facts and information.
- A good listener who will give advice.
- Can use persuasion and facts to win people over.
- Likes to organise and plan his work and will conscientiously see a job through to conclusion.
- Reluctant to cut corners or take short cut methods.
- Self-motivated, wants to achieve results.
- Stubbornly independent.
- Makes decisions within his specialist area of competence and expertise.
- Dislikes sudden or abrupt changes, may initially oppose new ideas.
- Builds relationships and gains the trust of others.
- Could make trivial mistakes in pressure-situations.
- Can be inflexible, especially if he is required to change direction once a course of action has been agreed.
- Prefers the security of a structured environment.
- May need help in starting new projects.
- May have difficulty with time management.

#### TO MAXIMISE MR. SAMPLE'S POTENTIAL

- Give him challenging assignments.
- Provide a secure, structured environment and clearly define the work parameters.
- Support him through the decision-making-process, especially if the decisions are outside his area of competence and expertise.
- Clearly outline his objectives and agree realistic timescales.
- At times of extreme pressure help him to prioritise his tasks.
- Involve him with people-issues.

- Point out the advantage of change and help him through the process.

## **RESPONSIBILITIES LIKELY TO BE APPROPRIATE TO MR. SAMPLE**

- Leading people in a specialist area of competence and expertise.
- Tying up the loose ends and seeing an assignment through to conclusion.
- Working persistently in order to achieve a result.
- Communicating verbally, building relationships and gaining the commitment of others.
- Working enthusiastically in a team.
- Being content in an environment that is structured and where procedures are clearly defined.

## **POINTS TO REVIEW**

### **TIGHT PROFILE GRAPH II AND III**

There are factors in Mr. Sample's profile which suggest that he may be under pressure and feeling internally insecure. As a result frustration may be caused by one or more of the following.

- Out of work.
- Frustrated in his current role.
- Finding business more difficult than usual.
- Unsure, since objectives are not clearly defined by the manager.
- Being given responsibilities without authority.
- Answerable to too many superiors.
- Finding the relationship with an aggressive manager difficult.
- Lacking understanding for the work objectives.
- Lacking opportunity to contribute at a higher level.

It is important that these possibilities are carefully considered and discussed, since performance could be affected - especially when the going is tough and the pressure is on.

### **OVERSHIFT PROFILE - GRAPH I**

Within Mr. Sample's profile there are factors which suggest that in the work situation he may be stretching himself to his limits.

The following observations should be assessed and considered:

- Does he currently feel he must be all things to all people?
- Is he in a new position and going through a job crisis? (This should be monitored but in most instances there should be no cause for concern).

- Has he been over-promoted? (This would only apply if he had been in the position for more than twelve months.)
- Is he doing a job which is not conducive to his natural behaviour?
- Could the situation long-term effect either the person or his role?

## **FRUSTRATIONS/PROBLEMS/STRESSES**

There are indications that Mr. Sample may currently be experiencing a degree of frustration; this could be related to either personal/emotional life or the work situation.

Since long-term work performance could be affected, discussion should take place in order to identify the cause of the present problem.

## **GENERAL COMMENTS**

### **Please note**

The Personal Profile Analysis is a work-orientated inventory. The above is an Executive Summary designed to assist in the selection, appraisal, development or coaching and counselling process. It should never be used in isolation but in conjunction with both an interview and a process whereby a person's experience, education, qualifications, competence and trainability can be assessed.

It is recommended that other reports available on the Thomas' program are used, since they will provide additional information and enhance this summary.