Private & Confidential

Mr. Thomas Sample

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

This report summarises Mr. Sample's positive behavioural traits which can be interpreted as his "Working Strengths". These are the values that he contributes to the organisation. It also includes "Possible Limitations" which describe those driving forces which may be seen by some as personal shortcomings.

Mr. Sample's strengths are a clear indication of those areas of accountability or operational involvement where he would likely be most comfortable and therefore most productive and successful. Conversely, the indicated limitations highlight those areas where Mr. Sample may, in all probability, benefit most from training, development and/or support.

Working Strengths of Mr. Sample

- Comfortable working with systems and in a structured environment
- Respecting tradition and the tried and tested
- Making decisions where experienced
- Stabilising influence
- Maintaining the status quo
- Outgoing, gregarious attitude
- Able to meet a wide variety of people easily and in a relaxed manner
- Positive overall approach
- Skilled at, and gains pleasure in, persuading others to his point of view
- Not afraid to state his opinion
- Determination and example of hard work
- Independent thought and action

Possible Limitations of Mr. Sample

- Can be inflexible, stubborn and, at times, may procrastinate
- Lack of urgency may result in unnecessary delays
- Can hold a grudge
- Could have trouble meeting deadlines
- Influence on group dynamics may be counter productive

- May tend to over-emphasise the tried and tested
- Lack of depth in problem solving
- May resist change

In order to assess the above report it should be considered in the context of the job requirements. Therefore it is recommended that the Strengths & Limitations be compared with the Human Job Analysis (HJA). The HJA defines those job requirements and the behavioural dimensions needed for satisfactory completion of the task, assignment or project.