

PROFILES

Performance

INDICATOR



Individual Report

RICARDO SAMPLE

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A Message to RICARDO SAMPLE

Behavioral science has proven that the most successful people are those who know themselves, both strengths and weaknesses. This knowledge is important to them as they develop the strategies necessary to meet the demands and challenges of achieving success.

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

While reading this report, you may feel that one or more items do not describe you accurately. You may find it hard to accept something because it seems unflattering or because it does not fit your self image. By doing this, you may miss a valuable opportunity for growth and constructive change. Before you disregard any of these results, it could prove beneficial to discuss them with someone whose opinions you respect. Sometimes we have blind spots and another person can help us see more clearly.

SUMMARY OF PRIMARY BEHAVIORAL TENDENCIES

This section of the report summarizes your typical behavioral tendencies with regard to five critical job-related requirements. The purpose of this information is to help you identify and make full use of your strengths, and to help you manage those areas that might be limiting your effectiveness.

I - Productivity

- Usually, you are effective at setting priorities and in estimating the time required to complete a task.
- You prefer carefully defined procedures, job descriptions, guidelines and policies.
- You are willing to take the time to plan ahead and organize your work.
- You enjoy developing work methods that contribute to greater efficiency.
- You are effective at establishing processes and procedures for getting work done.
- You believe that responsibilities should be assigned in a systematic sequence.
- You show a preference to do things correctly the first time.

II - Quality of Work

- You prefer to receive specific, detailed instructions.
- You might experience frustration if held accountable for quality results when you have only limited control over those factors that directly impact the quality.
- You are a perfectionist with a tendency to do the important work yourself so as to be sure that it will be done correctly.
- You show a sense of commitment to quality and accuracy.
- You prefer a systematic, comprehensive approach.
- Usually, you enjoy paying close attention to detail, accuracy and thoroughness.

III - Initiative

- You have a strong tendency to prefer a perfect product, service or solution.
- You need sufficient time to analyze and to plan and prefer not to respond to others without first evaluating possible reactions and consequences.
- As a careful decision maker, you will gather information and assess possible risks before making decisions.
- You follow policies and procedures well.
- Generally, you are capable of working effectively without close supervision when the task and objectives are clearly defined.
- Because you are a conscientious personal producer, others may see you as task-oriented.

IV - Teamwork

- You prefer a reserved, impersonal and business-like approach for doing business.
- You utilize formal, written communication to document discussions.
- You tend to avoid discussions of personal information or socializing during team meetings.
- In group situations, you tend to adopt a formal manner.
- You are inclined to respond to logic more than to emotional data.

V - Problem Solving

- You take pride in looking at a problem in depth and in approaching your work in a craftsman-like manner.
- Preferring to look at problems and opportunities in an objective, critical manner, you take pride in staying calm and analytical in high pressure situations.
- You will emphasize the rationale - facts, data, logic - as opposed to a more emotional basis for solving problems.
- Inclined to use a systematic, analytical approach to problem solving, you are good at considering many variables, with their contributing factors and possible consequences, while developing a solution.
- Typically, you are careful as you define, clarify, criticize and test ideas.
- You challenge the easy answers and are unimpressed by passing fads.
- You may be seen as impersonal, precise and factual, because you often focus on what needs to be done, how, why, when and by whom.

SUGGESTIONS FOR INCREASED EFFECTIVENESS

This section relates to some behavioral tendencies that you might want to modify or improve. The significance of these behavioral tendencies takes on meaning as they are related to your current position, career and/or personal goals.

I - Productivity

- Become more realistic about how much you can do. Guard against over thinking your decisions - do it now.
- When appropriate, look for possible shortcuts to make work routines more efficient and productive.
- Examine each task for ways of accomplishing it more quickly and effectively. Start with the end goal and look for the best way of getting there. Remember that the best way might be new or unconventional.
- Try not to spend too much time on minor priorities and balance quality results with timely results.
- Focus more on the key critical details than on the less important details.
- Look for possible shortcuts to make your work routines more efficient.

II - Quality of Work

- Avoid becoming defensive to comments about your decisions, opinions and performance.
- Avoid becoming so guarded that you loose touch with your creativity.
- Develop a more realistic assessment of the practical limitations of yourself and others.
- Learn to develop a greater tolerance for the reality of conflict among people, and of human imperfections.
- Become more open to alternative ways of doing things.

III - Initiative

- Accept that everyone makes mistakes, but successful people learn from those mistakes.
- Develop the ability to move forward with a project while making some decisions and/or adjustments along the way.
- As you focus on a task, be careful that you do not lose sight of other realities, such as consistent productivity or critical deadlines.
- Always be on the lookout for changes that will accomplish it more quickly or effectively.
- When you see a potential problem or opportunity, take immediate steps to handle it.

IV - Teamwork

- When working with others, remember to acknowledge their accomplishments.
- Share more of your ideas and feelings, when appropriate, and participate more in meetings.
- Try to accept and appreciate another person's style or approach to doing things. Look for mutual benefits in their solutions.
- Develop the ability to delegate tasks to others.
- Learn to understand the different types of talents and interest levels found in other individuals. This can be helpful in achieving your desired objectives.
- If you reject an idea or opinion, explain your reasoning. Be prepared to explain your thinking to others.
- Work openly with others to handle new problems.

V - Problem Solving

- Develop the ability to be in touch with the feel of a situation as well as the objective facts.
- Try to reduce rigidity in your thinking, along with the need to be exactly right.
- Because of your desire to have sufficient time to study a problem and think through possible alternative solutions before taking action, you need to learn to distinguish between which solutions require additional study, and which problems require immediate action.
- Identify and spend more time on the most difficult problems.
- Instead of choosing the one best solution, identify the benefits from each alternative solution. Try to generate a solution that yields the most important benefits from each alternative.
- Avoid spending so much time analyzing a problem that the solution comes too late to be effective.

RESPONSE 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.

- You weigh the pros and cons to see the trade-off in situations.
- You think before responding, checking facts first.
- You respond objectively and calmly to objections raised by others.
- You thoroughly examine and study people's needs along with the situation.
- You take stock, analyze the situation and examine the pros and cons of alternatives.
- You take things a step at a time to cover all bases.

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:

- You will deliberate and analyze decisions to the extent that you fail to make decisive and timely recommendations.
- You may not be flexible enough to provide appropriate concessions which would help solve the problem.
- Hesitating to act without precedent, you sometimes become stuck with old ways when new approaches might be helpful.
- Taking an extreme position, you become overly critical of yourself and of others.
- The urgency in a situation is overlooked because you are so systematic.
- You become overly dependent on supervision.
- You become defensive.

MOTIVATIONAL ENERGY

Motivational Energy (ME) reflects the intensity that you show as you approach most situations. Your ME indicates that you approach most situations with a moderate intensity and suggests that you might be inclined to show one or more of the following behavioral tendencies:

- On occasion you may sacrifice decisiveness for detail.
- You are usually capable of recognizing new opportunities, but you are sometimes inclined to become overly cautious about pursuing them and wait for others to take the initiative.
- On occasion, taking action without precedent may be a problem for you.