

Sr. Level Product Development

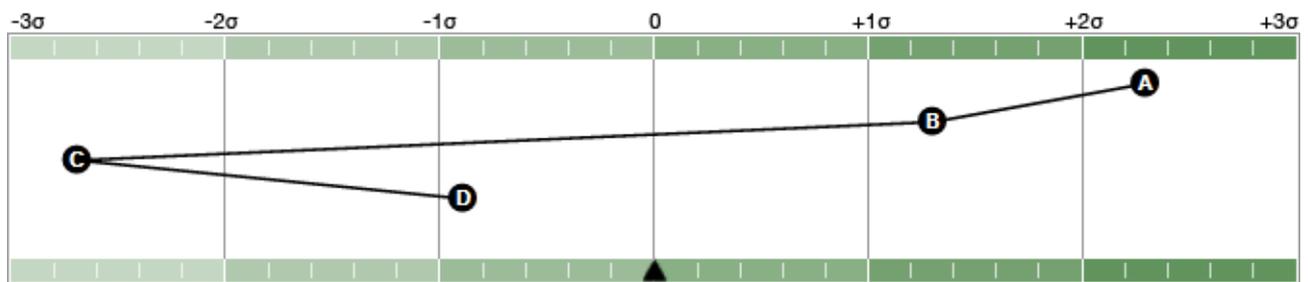
Survey Date
3/31/2016

Report Date
4/13/2016

Completed By
John Doe

The results of the PRO[®] should always be reviewed by a trained Predictive Index analyst. The PRO Reporter[®] provides you with a brief overview of the results of the PRO[®].

If you have not yet attended the Predictive Index[®] Management Workshop, please consult someone who has attended in order to do a thorough job analysis.



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Summary

The focus of this job is on achieving results which are aligned with the larger picture of the organization and its strategic goals. Initiative, coupled with a sense of competitive drive, and the ability to stay focused on results despite changing conditions, is the key to achieving the performance objectives of this job. Because environmental and organizational conditions change rapidly, the work involves innovation and creativity in generating ideas for quick response. Decision-making is focused on implementing practical, timely solutions.

The job requires getting things done quickly and handling a variety of activities. Self-assurance, and the confidence to purposely drive toward results while constantly problem-solving and engaging the commitment of others is essential. A leadership style that is firm and goal oriented, and yet motivates, trains, and engages others in an enthusiastic way is important. The emphasis on building rapport and relationships with individuals and groups requires an outgoing, poised and persuasive communication style.

Because the pace of the work is faster than average, the ability to learn quickly and thoroughly while continually recognizing and adapting to changing conditions is critical. The scope of the job may require effective delegation to proven people. Especially routine and repetitive details should be delegated but with responsibility for follow up and accountability for timely results.

While the job requires the ability to act independently, a sense of urgency and the confidence to handle a variety of challenges, a full commitment to the success of the business and high standards of achievement are expected in this position. The emphasis is on results, and effective systems that achieve results through and with

people, rather than on the details of implementation.

The job environment is flexible, constantly changing and provides growth opportunity, recognition and reward for the achievement of business results.

JOB CHARACTERISTICS

Below are the salient job characteristics, summarized and categorized. For best success, find candidates who thrive in the environment described below.

Pace and Variety of Activities

- Sense of urgency for goal achievement
- Varied activities
- Multiple, simultaneous projects
- Multi-tasking
- Fast-paced environment

Focus

- Results focus
- Idea generation, innovative and creative problem solving
- Rapport and relationship building focused on achieving results
- Engage commitment of others

Decision-Making

- Problem solving orientation
- Risk taking
- Action-oriented and somewhat collaborative decision-making
- Quick decision making in response to changing conditions

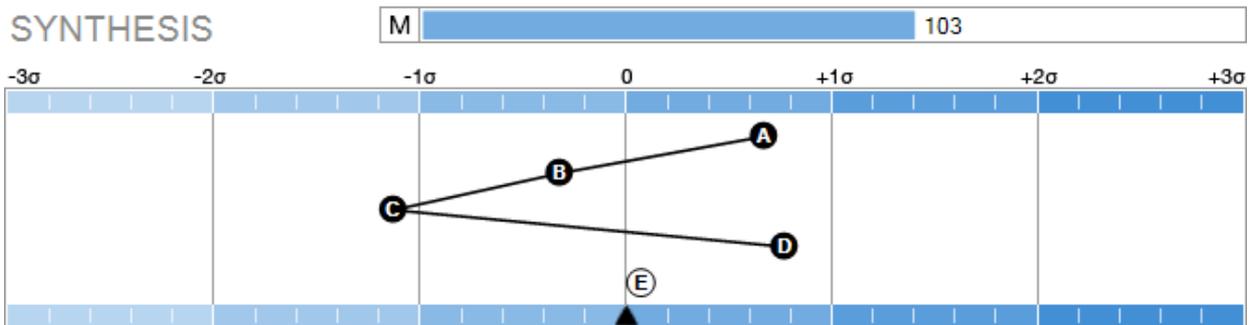
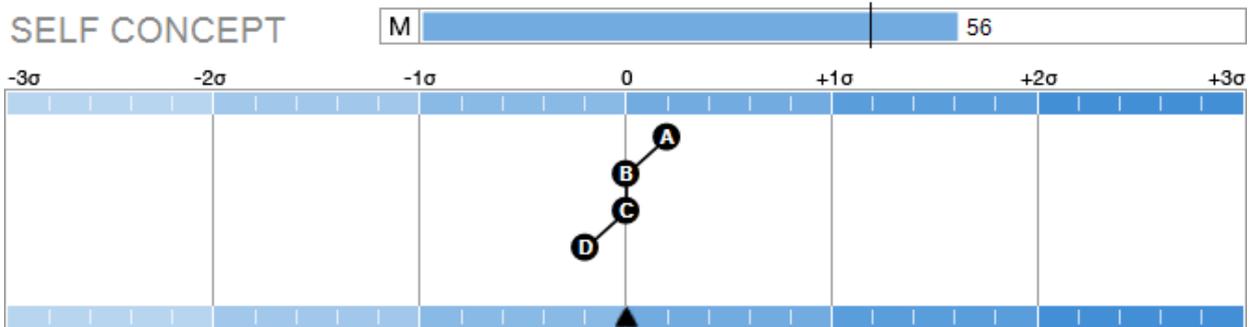
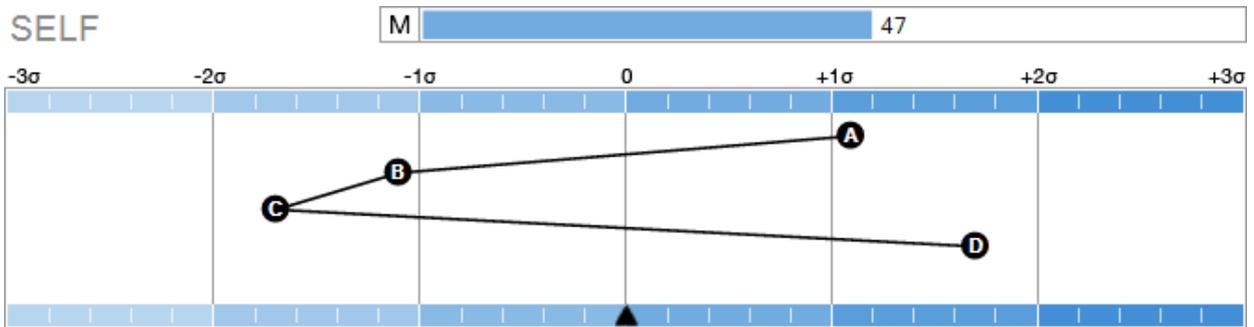
Communication and Collaboration

- Extroverted, confident, enthusiastic, persuasive
- Influences, stimulates others to action
- Collaboration focused on results

Delegation and Leadership Style

- Authoritative leadership based on generalist expertise, knowledge of systems
- Directive leadership to assure business results are achieved
- Delegation of details as necessary, with follow up on timeliness and quality
- Accountability for results

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Strongest Behaviors

John will most strongly express the following behaviors:

- Proactivity, assertiveness, and sense of urgency in driving to reach his goals. Openly challenges the world around him.
- Independent in putting forth his own ideas, which are often innovative and, if implemented, cause change. Resourcefully works through or around anything blocking completion of what he wants to accomplish; aggressive when challenged.
- Impatient for results, he puts pressure on himself and others for rapid implementation, and is far less productive when doing routine work.
- Careful with rules; he's precise, by the book, fast-paced, and literal in interpreting rules, schedules and results.
- Detail-oriented and thorough; he works to ensure things don't fall through the cracks, and follows up to ensure they're done properly and on time.
- Driven to achieve operational efficiencies: thinks about what needs to be done and how it can be done as fast as possible while maintaining a high-quality outcome. Impatient with routines.

Summary

John is a self-disciplined, conscientious person who will develop a high degree of expertise and skill in a specialized job. He has the drive to get things done right and in accordance with established standards of accuracy and quality.

John is a conservative and analytical person who respects traditional organizational values. Reserved, serious, and thoughtful about everything he does, he is a no-nonsense worker who worries about getting things exactly right. Never superficial, he will make sure that he knows what he is talking about before he speaks. He needs a lot of certainty and structure in his work so that he can produce work that meets very high, specific quality standards.

Understanding the technical aspects of his work well, he is capable of exercising ingenuity in problem-solving within the limits of his specialized expertise and training. Conservative and eager to avoid risk, he is cautious and skeptical about new ideas. He will be comfortable with established, approved systems, technology, organizational relationships, and people.

In expressing himself, he is factual, sincere, detailed, and impatient to get on with the job at hand. His primary focus is the efficient completion of the task at hand, and the solving of any problems in the way. John communicates after thinking through what he will say, and when he has something substantive and proven to say about the work at hand.

John is the kind of person who strives to make sure that things get done right, and who is often placed in positions of control and trust. Given the necessary guidelines, he will carry out his responsibilities authoritatively and firmly. He has a sense of urgency, and works and functions, in general, at a faster-than-average pace, making decisions quickly as long as they are the kind of decisions that can be made in support of accepted policies.

Management Style

As a manager of people or projects, John will be:

- Respectful of authority, established rules, and company procedures; eager to work within the system and reluctant to bend or break the rules
- Focused on the specifics of how things are accomplished taking pride in delivering work on-time, accurately, and completely
- Hesitant to delegate authority or details; he is an exacting boss who takes his responsibilities seriously and will demand that his subordinates get things done right and on time
- Focused on specific tasks and the technical output of his team more than personnel issues or team building activities
- Slow to trust others; he places greater confidence in what he knows from experience, knowledge, and 'the book;' his confidence is derived more from proven facts rather than faith in people
- Sincere, factual, and direct – never superficial; he will make sure he knows what he's talking about before he speaks.

Management Strategies

To maximize his effectiveness, productivity, and job satisfaction, consider providing John with the following:

- Thorough training in all policies, standards and systems relating to his work
- Clear definition of his responsibilities and authority, and certainty that he can depend on management to back him up
- Recognition and respect by management for his competence and conscientiousness, and assurance of a secure future
- Coaching in communications and "people" skills if his future is to involve much direct contact with subordinates or customers, or both.