



Performance Indicator

Personal Report

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Building and Retaining the High Performance Workforce

A Message to Richard Davis

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

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 six 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

- You prefer open-ended structure and flexible schedules.
- Generally, you avoid working under rigid time constraints or being required to meet fixed schedules, rather taking a more flexible approach.
- You like the involvement with a team needed to accomplish your work.
- You usually demonstrate few peaks and valleys in productivity.
- You are seen as a quiet, personal producer who works hard for a leader and a cause.

Suggestions for improving your effectiveness:

- Remember that even the most exciting task has its share of plodding details that must be done if you are to succeed.
- Guard against becoming so wrapped up in your enthusiasm that you lose perspective and your sense of priorities.
- Accept the importance of completing work tasks according to priority, commitments, and deadlines.
- Use checklists to insure that all steps in a project are completed.
- Challenge yourself with new opportunities and higher goals.
- Draw up an outline of your current activities, deadlines, and priorities. Refer to this outline when you want to take on a new task, and revise as needed.
- Start each day, or end the previous day, by organizing and outlining the most important tasks of the day.

II - Quality of Work

- Typically, you are best suited for giving others guidance and support when quality is the issue, and you prefer to delegate the tasks requiring attention to detail and routine follow through.
- You are most compatible with work assignments in which motivating others toward consistently high quality and accuracy are rewarded.
- You are usually thorough, producing quality work in a consistent manner.
- Typically, you exhibit a conscientious attitude regarding quality results.

Suggestions for improving your effectiveness:

- Remind yourself daily that the details are important for succeeding.
- Attend to the critical details necessary to achieve consistent quality results in a timely manner.
- Handle problems with quality yourself when you have the chance. By taking care of common quality problems, you can get a better understanding of the root cause and come up with permanent solutions.
- Take appropriate steps immediately when you see a quality problem in your area. Do not wait.

III - Initiative

- You often pursue problems with a sense of enthusiasm.
- You are willing to experiment with change and increase the excitement level at work.
- You like to work with others in a relaxed and stress free environment.
- You often appear relaxed, calm, and content.
- Generally, you are inclined to finish all tasks started in a reliable and unhurried fashion.

Suggestions for improving your effectiveness:

- Learn to be more organized. Develop a comfortable plan in order to meet unexpected situations as they come.
- Do not over-commit. Be realistic in determining what work you can and cannot complete.
- Increase your flexibility in your approach to work routines, avoiding the tendency to shut out unconventional alternatives.
- Continue to grow by developing new skills.
- Take charge of getting things done yourself rather than waiting to follow or please others.
- Learn to take risks. Start with small projects where the impact of failure is not excessive, demonstrating more initiative as you build your resilience.
- Be on the lookout for opportunities to use and expand the skills you enjoy using the most. If you see a new project that interests you, ask to be assigned to it.

IV - Teamwork

- Gregarious, open, talkative and approachable, you encourage a team identity easily.

- Preferring to communicate in person, rather than in an impersonal e-mail, for instance, you like to mix casual discussions with business.
- A good listener, you tend to be more comfortable as a participant in a group rather than as the leader, although a facilitative role is quite appropriate for your style of performance.
- You find it easier to reach goals when a team is amiable and cooperative with one another.
- Ideally, you prefer team members to be trusting and cooperative with each other.
- Usually, you prefer to establish and maintain cooperative working relationships with peers and co-workers.
- Usually, you work with team members to achieve goals, with cooperation and stability the primary motivations.
- Likely to involve team members in discussions of how things will be done, you enjoy cooperative endeavors.

Suggestions for improving your effectiveness:

- Be sure that the primary purpose of the team is to satisfy task requirements, not merely serving to satisfy the affiliation needs of the team members.
- Learn how and when to be more direct and structured in a team.
- Consider a more active and dynamic personal manner in group situations.
- Be the first to speak. Don't hesitate to speak up when you have something to say.

V - Problem Solving

- Inclined to take a subjective approach to problem solving, you will base your decisions and possible solutions on your feelings and intuition.
- You take pride in creating intuitive solutions and involving others by motivating them to act.
- You enjoy the opportunity for creative brainstorming and "thinking outside the box." You could become frustrated and impatient with a more detailed and conservative approach.
- Occasionally, you may be seen as a dreamer who tends to approach problem solving with a subjective, emotional approach.
- Inclined to avoid a frenetic and dramatic approach, you tend to make things happen without any fuss. Rushing about, putting out fires is not a solution in your point of view.
- Likely to confer with others, you use a cooperative and diplomatic approach to problem solving.

Suggestions for improving your effectiveness:

- Develop a more realistic assessment of outcomes that combines consequences with benefits.
- Take more time to think through possible consequences before taking action.
- Develop an appreciation of facts and data to supplement your emotions and intuition.
- Set an early deadline. When a problem needs to be solved quickly, try to make a rough action plan well before the decision is due.
- When there's a call for ideas in a meeting, be the first one to speak up. Don't worry about editing or refining your ideas, just get them out on the table.
- Problem solving can disrupt your routine, so focus on one crisis at a time in a prompt and diligent fashion, then move on to the next goal. Your routine will return in due time.

VI – Adapting to Change

- In most cases, you willingly take on the role of an inspirational agent of change who values the feelings of the team as they face new processes and goals.
- Laboring through the details associated with initiating a change process is not a contribution that you are likely to offer.
- While you accept a broad view of change, a detailed focus on what must be done to implement the process is less likely to be appreciated by you.
- A change that promises a better workplace for all may stimulate your excitement, which will become apparent in the positive attitude you express to your compatriots concerning the changes to come.

Suggestions for improving your effectiveness:

- Keep focused on the goal of change, so that you do not get lost in the step-by-step processes involved.
- Maintain an awareness of your comfort level during the change process; share your observations and feelings throughout the process.
- You may prefer a change plan that is straightforward and structured around short term goals.
- Remember that change can benefit everyone involved, with minimal disruption to your routine if planned properly.

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.

- Using a light touch, you take the tension out of serious situations.
- You are charismatic and entertaining.
- You will avoid negativity and doubt.
- You will find solutions that are acceptable to everyone.
- By responding to the needs of others, you become supportive of a good cause.
- You make allowances for people.

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:

- Over-estimate your own ability to change others.
- Make overly optimistic assessments of others and outcomes.
- Become ambivalent and inconsistent, taking no clear stand on an issue or priority.
- Become quick to trust others' statements at face value.
- Become unsure of the outcome and overly reliant on the help of others.
- Losing a sense of urgency.
- Avoid discussing feelings, internalizing them instead.

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:

- You may become overly involved in socializing at the expense of proper time management.
- You may have a tendency to become disorganized and lose sight of objectives.
- You might experience some difficulties being tough-minded when problems require a direct, assertive approach.
- You may have difficulty limiting the amount of time spent in meetings and with people.
- You sometimes waste time at the expense of efficiency.