

## THE PERSONAL PROFILE ANALYSIS

### Features

Provides an overview of an individual's basic behavioral characteristics, self-image, primary motivators, recommended job emphasis, behavior modification in the work environment, and behavior under pressure.

### Uses

An in-depth behavioral report, suitable for hiring and coaching individuals. A good basis for self-awareness of work behavior and modifications the individual is making currently.

## INTERVIEWER'S GUIDE PERSONAL PROFILE ANALYSIS

### Features

This *Interviewer's Guide Report* accompanies the *Personal Profile Analysis* report. It provides the interviewer/manager/user with further explanation and extra insights about the candidate/employee's report, the three graphs and any points to review.

### Uses

This report is designed to elevate the depth of discussion and explain the impact of the points to review in the *PPA Report* with a view to enhance the value of the *PPA Report* for application in both recruitment and selection as well as performance management.

## **PERSONAL PROFILE ANALYSIS**

### **SELF IMAGE - GRAPH III**

Tom Sample is social, active, friendly, non-aggressive and diplomatic. He relies heavily on his charm, personality and persuasiveness to achieve his goals. He likes to get things right and can become anxious if he does not clearly understand what is required of him. Tom Sample tends to be a perfectionist and can be excessively self-critical at times. He has the ability to decipher, with enthusiasm, the ideas and concepts of others, even if they are of a rather detailed or technical nature. He is non-demanding and may encounter difficulty in disciplining and in making unpopular decisions. Tom Sample enjoys working with others and will continually seek a variety of both people and activities. While he can apply himself to detail, it is important to realize that he is not administratively-oriented. He can therefore become bored with routine or repetitive work. Tom Sample is a natural communicator but may have a tendency to talk too much. He is impulsive and may need help in making sound decisions. He may not gather enough support information. He is flexible and energetic, and strives to have several activities going on at once. He needs a clear job description.

### **SELF MOTIVATION**

Tom Sample will avoid negative situations and will attempt to win others to his point of view. He will seek clearly defined guidelines, responsibilities and objectives. Public recognition is important to this highly people-oriented individual.

### **JOB EMPHASIS**

#### **Promoting specialized concepts and ideas**

The main function of this person's job should require him to persuade others towards a concept or idea. The job should include a variety of both tasks and people. There should be little or no need for him to discipline others on a regular basis. While attention to detail could be included in the role, it is important to realize that such detail should be of a varied nature. Ideally there will be opportunity for him to influence and persuade others towards his point of view. The job could involve teaching and training, as well as supporting the system.

### **DESCRIPTIVE WORDS**

Positive, outwardly confident, friendly, active, detailed, non-aggressive, mild, talkative, cautious, diplomatic, charming, precise, enthusiastic, asks "who" and "how".

### **WORK MASK - GRAPH I**

In the current work situation This individual is modifying his behavior from that indicated in the self-image. Tom Sample is slowing himself down considerably, acting in a much more thorough and persistent manner. He is also showing a strong-willed and stubborn tendency at work. Change such as this sometimes occurs as a result of a person having to take authority when his basic characteristics are not those of an authoritarian. In these circumstances he "digs-in stubbornly" to win his way. Alternatively, this may be his way of dealing with an increase of routine administrative duties within the work situation. It should be assessed whether this is a requirement of the job, and if so can this mask be maintained at all times.

The work mask also indicates that in order to be successful in the work situation, Tom Sample is modifying his interpersonal skills slightly. He is now even more communicative and friendly and as such, should be seen as having positive influencing skills. If the above are important characteristics within the job, it is equally important to be sure that he can maintain this mask at all times.

## **BEHAVIOUR UNDER PRESSURE - GRAPH II**

There is a noticeable change in behavioral style when pressure is placed upon Tom Sample. He stands back from people, suppresses his warmth and friendliness and may make decisions devoid of emotion. This change in behavioral style could be due to a loss of inner-confidence in his ability to persuade others. If this occurs, Tom Sample may be seen as quieter and less persuasive than the self-image suggests. If people skills and the motivation of others are an integral part of the function, the effect that this modification could have on the job should be assessed.

Additionally due to the fall in Tom Sample's steadiness factor, the indications are that he is likely to become more restless to succeed than the self-image indicates. He is emphasizing his active, mobile and alert manner which ultimately could lead to him becoming a little impatient when things do not go according to plan. This may leave him feeling tense and anxious.

## **GENERAL COMMENTS**

Tom Sample appears to be showing frustrations/problems/stresses in the current work environment. We would suggest that consideration is given to the situation as job performance could adversely be affected. If however Tom Sample is being considered for a new position the problems may well be eliminated as a matter of course, although it is important that similar situations are not allowed to develop. As a result he may be slow to settle within a new position, hence the necessity of pre-determining and assessing the effect of the problem.

## **Motivators**

Tom Sample is motivated by popularity, democratic relationships and favorable working conditions. At the same time he needs standard operating procedures with reassurance and personal attention, if the best results are to be achieved. Should Tom Sample have a manager, then ideally that person will be a participative and democratic leader who gives support when needed and encourages him to be part of the team. There should be plenty of data provided to support the requirement of the function and to aid in the understanding of the job. There may also be occasions when reassurance and help should be given if decisions have to be made which are outside Tom Sample's area of expertise.

## **Please note**

The above report is a guide. The Personal Profile Analysis is a work orientated inventory. This report is designed to assist in the selection, appraisal, development or coaching and counseling process. The report should never be used in isolation but always in conjunction with both an interview and a process whereby a person's experience, education, qualifications, competence and trainability can be assessed. Other reports are available on the Thomas program which will provide additional useful information about this person. Thomas recommends that consideration be given to using these further reports when appropriate.

## **INTERVIEWER'S GUIDE – PERSONAL PROFILE ANALYSIS**

### **Tom Sample**

We recommend that the following questions be considered by the interviewer when meeting with Tom Sample. These probing questions are designed to assist the interviewer in gaining a deeper understanding of Tom Sample, his strengths, possible limitations and behavioral style at work. These questions have been prompted by the information in the PPA Report.

### **Major Movements Graph I**

Tom Sample likely perceives the need, either consciously or sub-consciously, to make certain important modifications to his preferred behavioral style within the current work environment. It is recommended that the underlying causes for these work-related changes be probed and discussed to gain further understanding.

### **Stability, Dependability and Persistence**

- Do you find that your work environment is influencing you become more patient and well-organized currently rather than being impatient and restless? What is driving this change?
- Are you seeing evidence in your work based activities for the need to use a much firmer and more tenacious style? Please provide some examples to support this. What is the impact on you?
- What are the changes that have taken place in your role recently to cause you to modify your preferred way of doing things?

### **Major Movements Graph II**

When under pressure this person is likely to make some important modifications to his preferred behavioral style. It is recommended that the underlying causes and the possible consequences of these changes are recognized and discussed. There may be an impact on his performance, the organization and on his interpersonal relationships at work. Discuss these with a view to helping him cope with work pressure.

### **Logical and Objective Reflection**

- Your report indicates that when you are under pressure you may adapt your normally outgoing, friendly and participative work style and become more reserved and reflective. Give me some examples of when this has occurred and why.
- Tell me about a project or assignment when the level of your responsibilities increased and you had to contend with many complex problems and challenges. How did you cope and how did it work out? (Answer should indicate the ability to be more logical and serious.)
- When do you change from a positive, confident and communicative work style and why?

The following series of questions can be used to confirm the profile and the extent to which Tom Sample is aware of his impact on others within the working environment. They are also designed to identify whether he is adaptable in terms of modifying his behavior to meet the needs of work associates.

- Tell me about a situation where you had to confidently and proactively promote a product, an idea or a service. What was the situation, what did you do and how did it work?
- Provide an example at work where your natural trust of others let you down?

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- Describe a situation where a disciplined attention to detail impacted your ability to complete a project on time? What happened, what were the outcomes and how did others feel about this?
- Provide some work examples where you have shown strengths in influencing and communicating with others.
- How would others describe your style of communication?
- What do you think are the three most critical factors for effective leadership? Have you been required to demonstrate these in your role?
- How do you approach tasks which call for a very careful assessment of both quality and risk?
- Tell me about a project that you were involved where there was a strong focus on quality and assessing risk. How did you contribute to the project?

And finally, is there anything else you would like to tell me that I have not asked?