

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.

PPA PROFILE

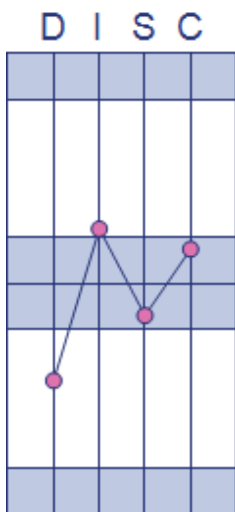


Tom Sample

4/4/2007

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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

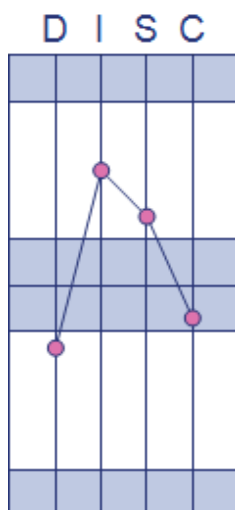
The main function of this person's job should require him to persuade others towards a concept or idea. The job should include a variety of both tasks and people. There should be little or no need for him to discipline others on a regular basis. While attention to detail could be included in the role, 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.

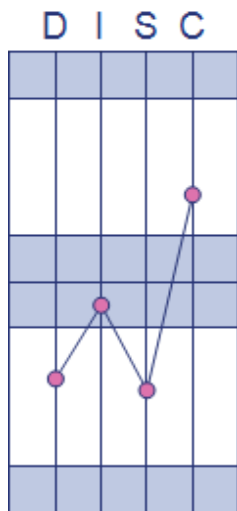
Alternatively, this may be his way of dealing with an increase of routine administrative duties within the work situation.

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 is also showing a slight modification in terms of the influence factor. Tom Sample is emphasizing his natural friendliness and persuasion. He may as a result be seen as even more communicative and positive than the self-image indicates.

If this increase of inter-personal skills is an important aspect of the function, consideration should be given as to whether he can maintain this mask at all times.

BEHAVIOR 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.

We also note the increase of the activity factor when the pressure is on. As a result this naturally restless individual becomes even more so to the extent that he may be seen by others as tense and anxious.

This restlessness may cause him to become impatient, either if things are not going according to plan or with people who are unwilling to move or make decisions as quickly as himself.

This may cause inter-personal problems and the effect should be considered.

GENERAL COMMENTS

There are indications within Tom Sample's profile that he is currently showing signs of frustrations, problems or pressures which appear to be work related. It is likely that he may be feeling uncomfortable in the role and this should be investigated.

It is important that some form of coaching/mentoring takes place to ascertain the cause behind such frustrations, as job performance could be affected. If he is being considered for a new position then the problems could well be eliminated, but it is essential that similar situations are not allowed to occur.

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 problems.

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 mentoring 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 recommend that consideration be given to using these further reports when appropriate.

GRAPHS & SCORES



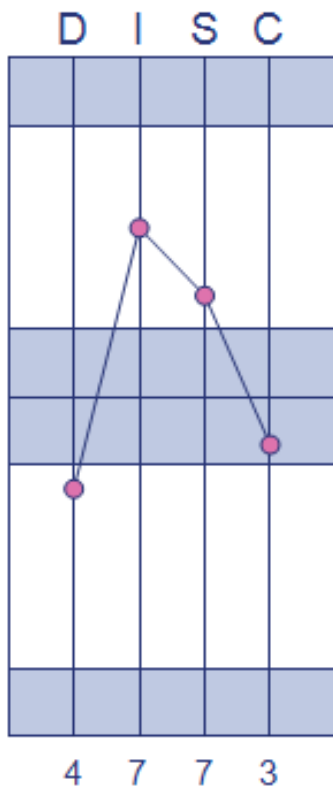
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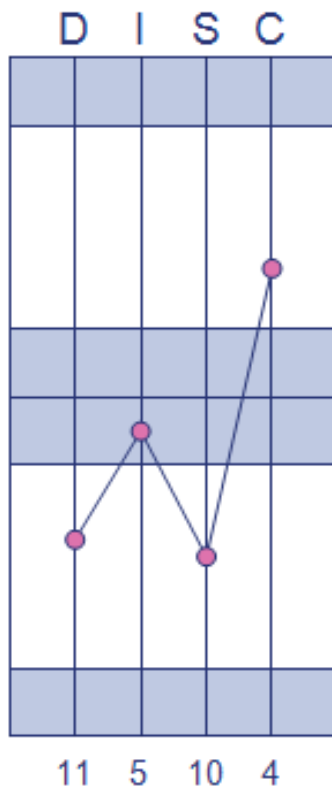
I

Work Mask



II

Behavior Under Pressure



III

Self Image

