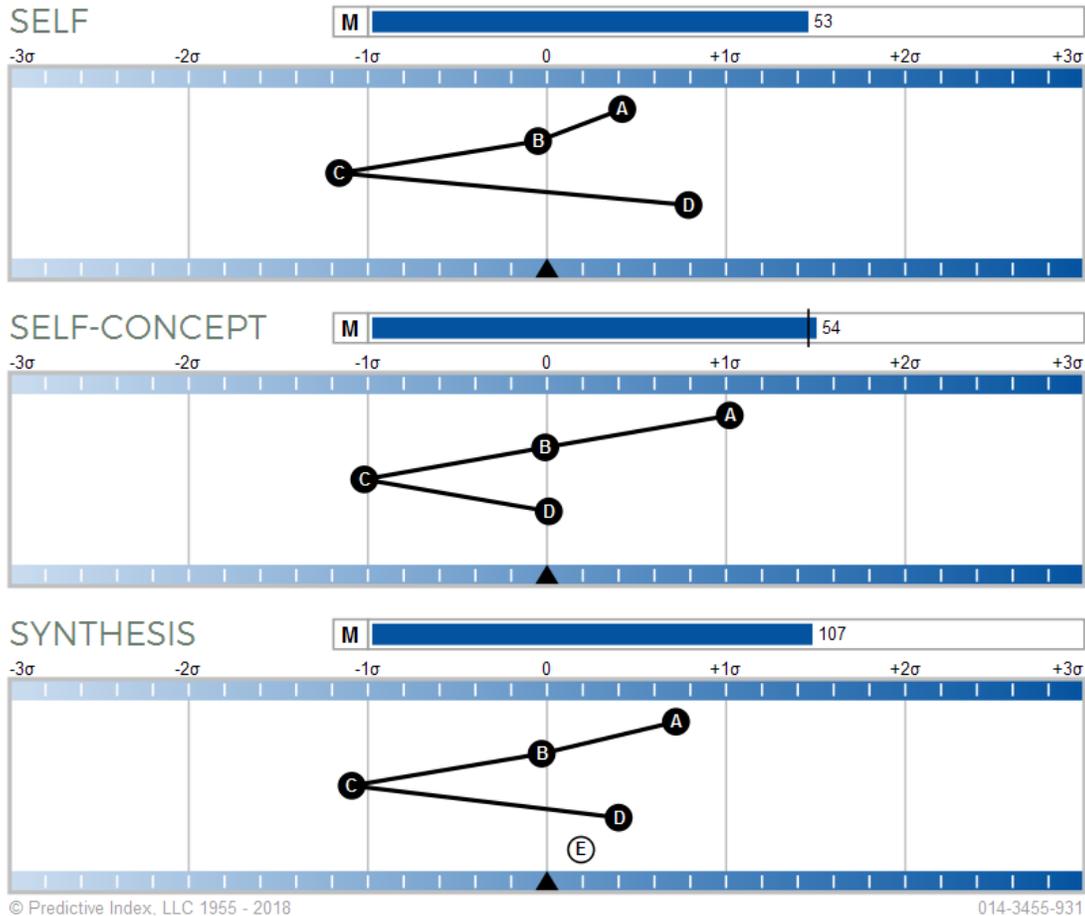


The results of The Predictive Index® Behavioral Assessment should always be reviewed by a trained PI analyst. The PI® Behavioral report provides you with a brief overview of the results of the behavioral assessment and prompts you to consider many aspects of the results not contained in the overview. If you have not yet attended The Predictive Index Management Workshop™, please consult someone who has attended in order to complete the report.



Strongest Behaviors

John will most strongly express the following behaviors:

- 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.

- 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.

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.

Influencing Style

As an influencer, John will be:

- Assertive and definitive when representing concepts or ideas in which he is an expert
- Eager to understand any idea or concept thoroughly before bringing it before others; strongly prefers knowledge, experience, and facts to thinking on his feet or being unprepared
- Works well with proven processes, plenty of facts, and established policies
- Driven to prepare for any presentation thoroughly, wants to ensure that he can deliver exactly what is required; with experience, will become very knowledgeable, with precision, about the steps necessary for successful implementation
- Prone to making decisions independently without collaboration; he works best with those who do the same
- Familiar with the situation and eager to utilize this knowledge in the process of influencing others
- Eager to discuss proven successes with his ideas and concepts as solid proof of reliability and integrity.

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.