

Individual Behavioral Report

Helen Smith

Self PS 8561 // Role PS 9551 // Keyword None // Identifier None
JDA General Manager // JDA PS 9551

Helen is a strongly achievement-oriented individual. She has a strong goal orientation and is driven. In moving toward goal achievement, Helen will initiate plans and projects, work at removing obstacles and barriers, be responsive to problems and issues, and follow through on the plans and projects. In doing so, Helen will be self-assured and self-confident. Helen is persistent and thorough in her work approach. She tends to complete tasks and projects quickly and is usually calm and controlled in her approach.

Helen prefers to have clearly defined job responsibilities, prefers to have control over the situations she encounters, and wants a lot of freedom to do things her way. Her decisions will be made without any hesitation, based on the readily available data or information. She will be confident that she has made a good decision.

Helen is comfortable working in unstructured and vague situations. She shows curiosity about the causes of events and problems. She is a big picture thinker who uses insight as a basis for thinking and problem solving. She probably has a wide range of interests.

Helen tends to be a direct, forceful, and outspoken individual. She uses her assertiveness and self-confidence to influence and persuade others to her point of view. Helen can be resolute and unyielding when dealing with people. She probably works most effectively in one-on-one and small group situations.

Helen is likely to be stressed by not being able to present a point of view, working under tight controls and rules, and having to take care of too many details. In response, Helen may overlook details, forget to follow up on small matters, and look for loopholes in the rules to operate independently.

Natural Behaviors

Descriptors of Helen's natural behaviors

- | | |
|---|--|
| <input checked="" type="checkbox"/> Dominant | <input checked="" type="checkbox"/> Direct |
| <input checked="" type="checkbox"/> Probing | <input checked="" type="checkbox"/> Objective |
| <input checked="" type="checkbox"/> Goal-oriented | <input checked="" type="checkbox"/> Independent |
| <input checked="" type="checkbox"/> Controlling | <input checked="" type="checkbox"/> Firm |
| <input checked="" type="checkbox"/> Definite | <input checked="" type="checkbox"/> Forceful |
| <input checked="" type="checkbox"/> Decisive | <input checked="" type="checkbox"/> Self-reliant |

Natural Tendencies

Descriptions of Helen's natural tendencies

- ✓ Positive and self-confident in their approach
- ✓ Deals with interpersonal conflict in a direct and outspoken way
- ✓ Responds positively to individual incentives
- ✓ Makes prompt, unambiguous decisions, and says "no" despite pressures
- ✓ Results-oriented and tenacious
- ✓ Shows initiative in work
- ✓ Enjoys exercising authority and responsibility
- ✓ Can be persuasive and influential
- ✓ Likes being in control of situations
- ✓ Takes a big picture view of problems and issues
- ✓ Holds position in the face of opposition
- ✓ Pushes to have opinions heard and accepted

Operating Style

Descriptions of Helen's likely approach to situations

- ✓ Firm, forceful, probing, enterprising, objective, composed, and goal-oriented
- ✓ Has realistic expectations, recognizing that factors such as inexperience or limited expertise could have an adverse impact on attaining desired results
- ✓ Is determined and tenacious when pursuing goals
- ✓ Has strong ideas and opinions and will freely express them
- ✓ Makes decisions quickly and confidently
- ✓ Seeks out responsibility and authority
- ✓ Effective at disciplining subordinates who do not attain their goals
- ✓ Leads others in a direct and firm way
- ✓ Assigns tasks, sets attainable deadlines, develops realistic stretch goals and sets up control systems to review progress
- ✓ Uses resources effectively
- ✓ Seeks to improve upon the status quo
- ✓ May not always pay attention to others' ideas; will want to do things their way

Ideal Environment

Conditions of Helen's preferred environment

- ✓ Provides the power and the authority to respond to problems and to get things done
- ✓ Allows operating with a minimum of supervision and direction from others
- ✓ Provides the freedom to act on assignments involving a wide range of activities
- ✓ Encourages interaction with people in key positions to best utilize their persuasive and convincing communication style
- ✓ Establishes clearly defined responsibilities
- ✓ Provides activities requiring good planning and organizing skills
- ✓ Encourages the spontaneous initiation of plans and following up on the implementation of plans in a thorough manner
- ✓ Provides difficult challenges, problems to solve, and obstacles to overcome

Persuasive Style

Descriptions of Helen's likely approach when influencing others

- ✓ Uses an assertive, direct, firm, and definite approach
- ✓ Is positive, self-confident, composed, and enterprising
- ✓ Works in terms of the big picture rather than the details
- ✓ Uses assertiveness, tenacity, self-confidence, and persuasive skills to sell people on ideas, and plans
- ✓ Probes aggressively in order to identify audience goals, needs, and wants
- ✓ Prefers simple, practical, and quick solutions and approaches
- ✓ Situationally sensitive to both the people and the task elements of a persuasive situation
- ✓ Responds decisively, directly, and positively to questions, comments, and objections
- ✓ Is determined and persistent in efforts to get their ideas across
- ✓ May use unusual and innovative communications rather than routine communications
- ✓ Responds confidently and positively to competition such as being one of several people making similar presentations to the same group

Gaining Commitment

Descriptions of how Helen achieves commitment from others

- ✓ Will aggressively pursue an argument
- ✓ Usually considers "no" a temporary obstacle; tenacious in approach
- ✓ May listen selectively and miss some audience concerns and issues
- ✓ In a desire to convince and persuade, may oversimplify some complex situations
- ✓ Can lack diplomacy when responding to objections and concerns

Strengths That Can Be Overused

Helen's strengths that could become weaknesses when overused or used in inappropriate situations

- ✓ May be too big picture and doesn't provide enough detail in a plan or proposal
- ✓ May overlook the relational needs of the people in pursuit of results
- ✓ May announce conclusions without patiently explaining the reasons
- ✓ In trying to make a point, may move too fast for the methodical individual
- ✓ Due to bottom-line concentration, may slip into selective perception, recalling only points of agreement rather than disagreement in a negotiation or persuasive situation
- ✓ In a desire to be their own person, may be over-independent and not accept advice and counsel from others
- ✓ May become too competitive when a cooperative approach will work better
- ✓ May go out on their own and not consult with superiors and peers when they should
- ✓ In a desire to attain results, may not always listen closely to people
- ✓ Independence may lead them to dig their heels in and become opinionated or stubborn when pushed

Management Tips

Effective ways to lead and manage
Helen

- ✓ Understand that this person may resist accepting advice and counsel due to their independence
- ✓ Clearly define goals and boundaries, but allow autonomy in the execution of the job
- ✓ Evaluate based on the results accomplished and not on the process to get there
- ✓ Focus on plans and key facts for quickly achieving results, and avoid getting bogged down in details
- ✓ Provide flexible options and alternatives, allowing space to work independently and time to express unique ideas
- ✓ Challenge them with tough but attainable goals
- ✓ Acknowledge their desire for power and authority by recognizing the unique, innovative nature of their ideas, contributions, and results
- ✓ Help to modify their independent style by suggesting alternative ideas and plans and by encouraging flexibility
- ✓ Recognize their efforts and achievements