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# PERSONAMETRICS

## ORGANIZATIONAL PERFORMANCE ASSESSMENT

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**Mr. Sample**

00/00/00

(Company Name)

*Manufacturing Manager*

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## COMPREHENSIVE OPERATIONS MANAGEMENT PROFILE

The **PERSONAMETRICS** Assessment System should be used only as an information source in the Human Resource selection, development or advancement process. Final decisions should always include your own appropriate interviewing and documentation processes, as well as follow other existing corporate policies.

presented by



125 N. Market, Suite 1110 · Wichita, KS 67202 · 316.269.4010

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# THE PERSONAMETRICS COMPREHENSIVE OPERATIONS MANAGEMENT PROFILE

Dear PERSONAMETRICS Client:

The following six graphic models and text provide an exceptionally thorough presentation of this participant's organizational strengths and (potential) areas for development. This particular profile is appropriate for individuals in an Operations Management role, which includes any position that is responsible for executing strategies and assuring adherence to established policies, methods and practices.

## COLOR SIGNIFICANCE

All PERSONAMETRICS Models have "Color Ranges" in order to express a participant's scores in relation to highest potential for success and specific characteristics that may benefit from coaching.

<b>Green:</b>	<b>Ideal Range</b>
<b>Yellow:</b>	<b>Coaching Helpful</b>
<b>Red:</b>	<b>Counter-Productive</b>

The more scores that fall in green ranges, the less management intervention needed; the more scores in yellow or red, the more coaching and development may be necessary.

## Model #1: High Performance Profile

Model #1 is made up of twenty factors from the primary 47 factor PERSONAMETRICS profile, and is viewed as the most important to "Operations Management Performance". You will see a High Performance % bar graph at the top of the page which shows the total percentage of green-range (high performance) scores in all twenty factors, followed by five "micro-models" expressing scores and percentage-in-range from the twenty HP factors relative to; Management Strengths, Performance Commitment, Decision Confidence, Interpersonal Confidence and Motivational Force. This allows a rapid evaluation of overall HP Strengths/Concerns and exactly where they would have the most impact on performance. Each of these factors is presented with considerable detail in the primary profile, Models #2-#6.

## Model #2: Managerial Styles

Model #2 is the beginning of the primary PERSONAMETRICS system. The top half of this Model (#1-#3) presents the participant's Management Role Preference, relative to Authoritarian, Equalitarian & Permissive styles, with role title and descriptive text. The lower half (#4-#6) presents the participant's Managerial Role Under Pressure, which describes how a participant responds to problems or urgent conditions, with role title and descriptive text.

## Model #3: Subordinate Styles

The top half of this model (#7-#9) presents the participant's Subordinate Role Preference, relative to Expressive, Competency Focused and Supportive behaviors, with role title and descriptive text. The lower half of this model (#10-#12) presents the participant's Subordinate Role Under Pressure, with role title and descriptive text.

*Although every PERSONAMETRICS Model & Factor is important, Models #2 and #3 are considered the "outward manifestation of organizational behavior". The styles represent communication modalities and are what subordinates, customers, peers and managers see and hear as the individual is in a Managerial, Sales, Staff, or Support role. The remaining models depict underlying motives, needs, attitudes, cognitive processes, energy, self-reliance, temperament and commitment that energize, modify, and compliment the Role Preferences and Responses to Pressure.*

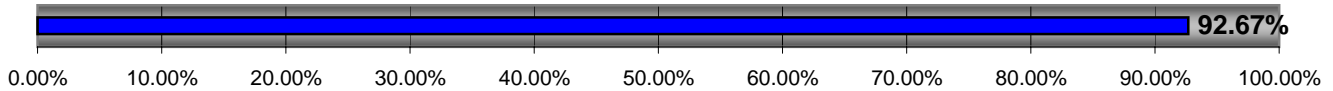
## Models #4-#6: Motivational Analysis, Decision Making Process and Performance Characteristics

Each of these models is accompanied by a "Potential Strengths & Areas For Development Summary" that presents the remaining 35 scales, with descriptive text (in the appropriate Strengths or Area For Development column) which details the effect that a participant's scores may have on performance. This allows an in-depth evaluation of every factor regarding superior performance potential or need for managerial support, **as well as an important factor notice (designated by \*) suggesting a need for more careful evaluation or attention.**

**We encourage you to contact us at any time for clarification to any questions you may have.**

**316.269.4010 · personametrics@wlaconsulting.com**

**Model #1: HIGH PERFORMANCE - OPERATIONS MANAGEMENT**



Overall Percentage of scores in High Performance Ranges for Operations Management

**Operations Management High Performance Factors**

**A. Management Strengths**

	1	2	3	4	5	6	7	8	9	10	
4. Non-Directive Response	Red	Red	Red	Red	Red	Green	X	Green	Yellow	Yellow	Authoritarian Response
5. Low Information Sharing	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Green	X	Green	Participative Response
14. Commitment to Cooperation	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Green	X	Success through Tenacity
41. Passive & Humble	Red	Red	Red	Red	Red	Red	Green	Green	X	Green	High Drive/Aggressive

Green Range scores indicate timely and directive/objective response to problems or urgent conditions

A horizontal bar chart showing the percentage of green range scores for management strengths, which is 100.00%.

**B. Performance Commitment**

	1	2	3	4	5	6	7	8	9	10	
17. Focus on Achievement	Green	X	Green	Green	Yellow	Yellow	Yellow	Red	Red	Red	Stable Conditions
44. Apathetic Career Sentiment	Red	Red	Red	Red	Yellow	Yellow	X	Green	Green	Green	Career Commitment
45. Casual & Easy-Going	Red	Red	Red	Red	Yellow	Yellow	Yellow	Green	Green	X	High Sense of Urgency
47. Expedient Standards	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Green	X	Yellow	Yellow	Perfectionistic Standards

Green Range scores suggest job mastery and commitment to timely/quality outcomes

A horizontal bar chart showing the percentage of green range scores for performance commitment, which is 100.00%.

**C. Decision Confidence**

	1	2	3	4	5	6	7	8	9	10	
23. Rejects Risk	Yellow	Yellow	Yellow	X	Yellow	Green	Green	Green	Green	Green	Comfortable with Risk
34. Disciplined Accountability	Green	Green	X	Green	Red	Red	Red	Red	Red	Red	Anxious Actions
37. Impulsive Problem Solving	Red	Red	Yellow	Yellow	Yellow	X	Green	Green	Red	Red	Analytical Problem Solving
46. Resistant to Change	Red	Red	Yellow	Yellow	Yellow	Green	Green	X	Yellow	Yellow	Enterprising & Innovative

Green Range scores show calculated and innovative risk management

A horizontal bar chart showing the percentage of green range scores for decision confidence, which is 80.00%.

**D. Interpersonal Confidence**

	1	2	3	4	5	6	7	8	9	10	
36. Low Self-Esteem	Red	Red	Red	Yellow	Yellow	Green	X	Yellow	Yellow	Yellow	High Self-Esteem
38. Socially Withdrawn	Red	Red	Yellow	Yellow	Yellow	Yellow	Yellow	X	Green	Green	Actively Sociable
40. Highly Independent	Yellow	Yellow	Yellow	Green	Green	X	Yellow	Yellow	Yellow	Yellow	Socially Compliant
42. Insensitive & Blunt	Yellow	Yellow	Green	X	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Touchy Under Pressure

Green Range scores show confident and candid communication; resilient under pressure

A horizontal bar chart showing the percentage of green range scores for interpersonal confidence, which is 100.00%.

**E. Motivational Force**

	1	2	3	4	5	6	7	8	9	10	
13. Desire for Acceptance	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Green	X	Yellow	Yellow	Desire to Influence
19. Initiative & Accountability	Green	X	Green	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Seeks Approval
20. Intrinsic: Internal Motivation	Red	Red	X	Yellow	Yellow	Green	Green	Green	Yellow	Yellow	Extrinsic: External Motivation
21. Need for Structure	Red	Red	Yellow	Green	Green	Green	X	Yellow	Yellow	Yellow	Tolerates Ambiguity

Green Range scores suggest self-motive to influence effective process and outcomes

A horizontal bar chart showing the percentage of green range scores for motivational force, which is 50.00%.

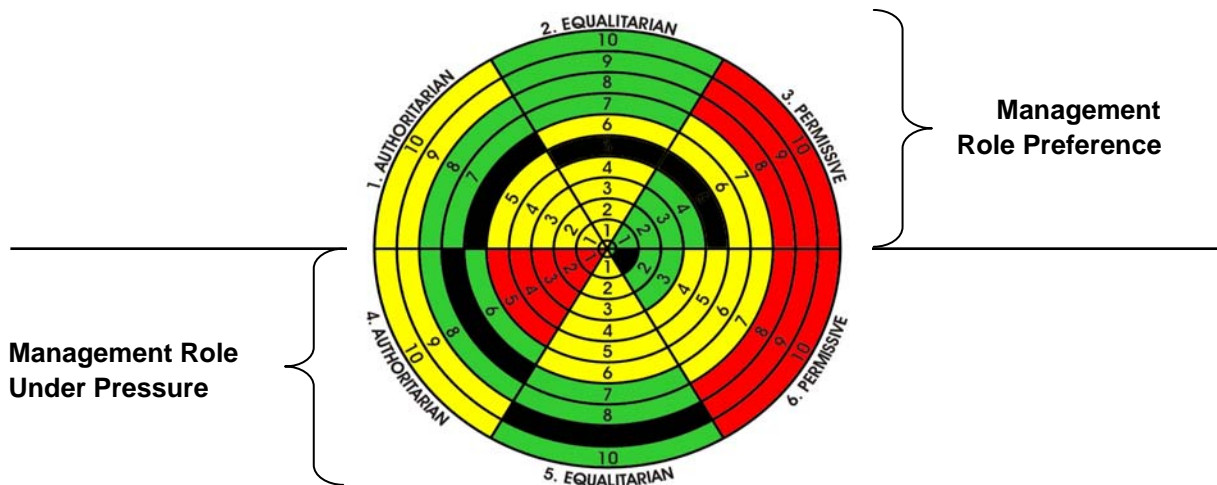
The second Model of the PERSONAMETRICS Assessment allows this participant to describe his/her natural or most comfortable managerial role, and how that role changes in response to problems or urgent conditions. The top portion of the circle describes the Role Preference, while the bottom portion represents the Role Under Pressure. The circular models are used to emphasize the interrelation of the three styles within each hemisphere, and how the presence of these three styles generates Managerial communication through a specific role.

## Model #2 MANAGEMENT ROLES

### Management Role Preference

#### *THE "ALL-TO-ALL" MANAGER*

Managers with moderate scores in all styles (#1,#2,#3) believe in being everything to everyone, but the lack of differentiation often creates confusion. Inclined toward lots of conversation without providing decisions or specific direction, this manager is likely to be somewhat "persuasive" but tends to create actions that have limited information specifics. It is not at all uncommon to see this profile in successful sales or entrepreneurial management where persuasive relationship building is important. However, effective, organized and purposeful management would require more objective information focus, which may occur in response to problems or urgent conditions - see Management Response to Pressure below. (#4-#6)



### Management Role Under Pressure

#### *THE PARTICIPATIVE/DIRECTIVE*

A highly effective "take-charge" but objective response to problems or urgent conditions. Comfortable sharing information (High Equalitarian #5) while providing firm direction (Moderate Authoritarian #4) in a no-nonsense manner (Low Permissive #6). When drive (#41) and risk comfort (#23) scores are 7 or above, we would expect a rapid transition to this role.

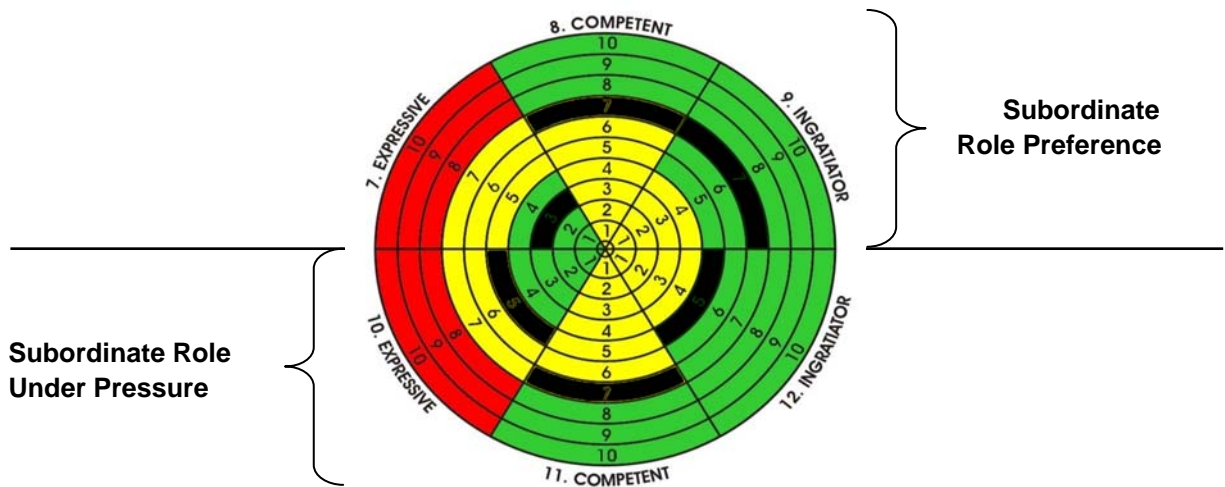
Model #3 of the PERSONAMETRICS Assessment allows this participant to describe his/her natural or most comfortable roles and response to pressure as a Staff or Support Employee. The top portion of the circle describes the Subordinate Role Preference, while the bottom portion represents how that role changes in response to pressure or direction from management. The circular models are used to emphasize the interrelation of the three styles within each hemisphere, and how the combination of the three styles depicts values and subordinate behavior towards job accountability, management and customers.

**Model #3**  
**SUBORDINATE ROLES**

**Subordinate Role Preference**

*THE SUPPORTER*

The focus of this role is to provide support to management or customers (moderate Ingratiator #9), but with less use of skill and knowledge (low Competent #8). The "Supportive" role is known for being non-confrontive (low Expressive #7) and helpful, regardless of the task. Usually considered ideal for customer service and management support roles but tends to be more effective in well defined conditions or "structure".



**Subordinate Role Under Pressure**

*EVERYTHING TO EVERYONE*

As a response to position accountability demands or managerial communication, when all styles (#10,#11,#12) are at similar (moderate) levels, this is known as a "be-all-things" reaction. Role communication will appear fragmented or ambiguous, and although there is the appearance of being engaged or highly involved, there is usually a lack focus or prioritization that requires job structure/supervision. When different from the Role Preference above (#7-#9) we must assume this individual requires more or different communication from management, i.e. more job structure, increased communication or feedback, etc.

The Motivational System Analysis allows participants to present primary "satisfiers" or position/employment needs. Each end of a factor [scores within 1-3 and 7-10] depicts a very specific and different choice with middle ranges [scores within 4-6] suggesting moderate or flexible strength-of-choice. The Potential Strengths/Potential Areas for Development Summary presents position-specific placement of responses. Text marked with an asterisk (\*) suggests a need for more careful evaluation or attention.

### Model #4: Motivation System Analysis (MSA)

		1	2	3	4	5	6	7	8	9	10	
13.	Desire for <b>Acceptance</b>								X			Desire to <b>Influence</b>
14.	Commitment to <b>Cooperation</b>										X	Success through <b>Tenacity</b>
15.	Focus on <b>Contribution</b>		X									Focus on Position <b>Status</b>
16.	Need for <b>Appreciation</b>						X					<b>Monetary</b> Recognition
17.	Focus on <b>Achievement</b>		X									<b>Stable</b> Conditions
18.	Need to be <b>Invaluable</b>	X										<b>Indulges</b> Personal Interests
19.	<b>Initiative</b> & Accountability		X									Seeks <b>Approval</b>
20.	<b>Intrinsic:</b> Internal Motivation			X								<b>Extrinsic:</b> External Motivation
21.	Need for <b>Structure</b>							X				Tolerates <b>Ambiguity</b>
22.	Focus on <b>Competence</b>				X							Entitled to <b>Autonomy</b>
		1	2	3	4	5	6	7	8	9	10	

POTENTIAL STRENGTHS	POTENTIAL AREAS FOR DEVELOPMENT
Elevated desire to influence others and events. Comfortable assuming Superordinate role. (#13)	
*Need to win or be right at any cost. Will appear very persistent, but may be hostile towards resistance. (#14)	
High accomplishment focus. Performance and organizational contribution provides appropriate recognition. (#15)	
Healthy appreciation for both monetary gain and organizational recognition. (#16)	
Emphasis on job mastery and adjustment to change increases self-reliance. (#17)	
Strong desire to be invaluable and deserving of acceptance as well as respect. (#18)	
Self-directed handling of tasks increases certainty of outcomes and self-accountability. (#19)	
	**"Intrinsic Motivation" tends to focus on self-satisfying tasks or processes; impervious to external cues. (#20)
Elevated tolerance for ambiguity; prepared to correct negative outcomes. (#21)	
Desire to ensure freedom of action through competency; consistent development of skills and knowledge. (#22)	

This particular measurement is more critical as individual decision making becomes essential to performance and outcomes. Each end of a factor [scores within 1-3 and 8-10] depicts specific and different choices relative to an individual's most comfortable decision making approach. Middle range scores [4-7] may in some cases (indicated by green) serve more effectively than extreme or enduring choices [1-3 or 8-10], due to a need for more flexible or pragmatic approaches. The asterisk (\*) suggests a need for more careful evaluation or attention.

**Model #5: Decision Profile (DP)**

		1	2	3	4	5	6	7	8	9	10	
23.	<b>Rejects Risk</b>				X							<b>Comfortable with Risk</b>
24.	<b>Low Risk=Low Loss</b>							X				<b>High Risk=High Gain</b>
25.	<b>Conservative Approach</b>					X						<b>Risky Approach</b>
26.	Relies on <b>Skill</b>				X							Depends on <b>Luck</b>
27.	Decisions are <b>Firm</b>					X						Choices are <b>Uncertain</b>
28.	<b>Independent</b> Decisions				X							Seeks <b>Consensus</b>
29.	<b>Flexible</b> to Input	X										<b>Resistant</b> to Input
30.	<b>Fast</b> Decisions Necessary					X						<b>Slow</b> Decisions are Safe
31.	<b>Perseveres</b> through Setbacks		X									<b>Vacillates</b> during Changes
32.	<b>Controls</b> Outcomes					X						<b>Trial &amp; Error</b> Acceptable
33.	<b>Conscious</b> Choices					X						Relies on <b>Intuition</b>
34.	<b>Disciplined</b> Accountability			X								<b>Anxious</b> Actions
35.	<b>Lucky</b> Expectations				X							<b>Unlucky</b> Expectations

POTENTIAL STRENGTHS	POTENTIAL AREAS FOR DEVELOPMENT
	*Some comfort with uncertainty but will avoid risks until certain of cost and return. (#23)
Equates risk with gain and lack of risk with lack of gain. Comfort with uncertainty while awaiting outcomes. (#24)	
Likely to remain more objective about weighing risk and reward based on cost/gain probability. (#25)	Displays some confidence in luck but not likely to become dependent on chance. (#26)
	Less clear about weighing criteria, leading to reversals or procrastination. (#27)
Likely to make decisions independently, without seeking input from others. (#28)	
Very open to input from organizational sources. (#29)	Decision approach contains significant contemplation of cost-to-outcomes; delays likely. (#30)
	Perseverance allows a cycle of negative outcomes to transpire without making changes. (#31)
	Likely to assume that once decisions are made others or a system will assure process/outcomes. (#32)
Open to unconscious processes or "intuitive forces". (#33)	
Creates confidence and self-accountability through systematic processes. (#34)	
Finds promising options even against a potential for wishful thinking. Maintains a more positive atmosphere. (#35)	

The Personal Characteristics Report provides a strong indication of "Interpersonal Styles" (#36-#43) which may differ moderately to significantly based on position accountabilities. As in Models #4 & #5, each end of a factor depicts a distinctly different behavior choice. Performance Attitudes (#44-#47) tend to have a more universal implication regarding such characteristics as commitment, sense of urgency, enterprise and performance standards, with low and moderately low scores [1-4] having a negative impact on almost any position. Text marked with an asterisk (\*) suggests a need for more careful evaluation or attention.

**Model #6: Personal Characteristics Report (PCR)**

		1	2	3	4	5	6	7	8	9	10	
36.	<b>Low Self-Esteem</b>	Red	Red	Red	Yellow	Yellow	Green	X	Green	Yellow	Yellow	<b>High Self-Esteem</b>
37.	<b>Impulsive</b> Problem Solving	Red	Red	Yellow	Yellow	Yellow	X	Green	Green	Red	Red	<b>Analytical</b> Problem Solving
38.	Socially <b>Withdrawn</b>	Red	Red	Yellow	Yellow	Yellow	Green	Green	X	Green	Green	Actively <b>Sociable</b>
39.	<b>Pessimistic</b> Outlook	Yellow	Yellow	Yellow	Yellow	Yellow	X	Green	Green	Yellow	Yellow	<b>Optimistic</b> Outlook
40.	Highly <b>Independent</b>	Yellow	Yellow	Yellow	Green	Green	X	Yellow	Yellow	Yellow	Yellow	Socially <b>Compliant</b>
41.	Passive & <b>Humble</b>	Red	Red	Red	Red	Red	Green	Green	Green	X	Green	High Drive & <b>Aggressive</b>
42.	<b>Insensitive</b> & Blunt	Yellow	Yellow	Green	X	Green	Yellow	Yellow	Yellow	Yellow	Yellow	<b>Touchy</b> Under Pressure
43.	<b>Suspicious</b> of Others	Yellow	Yellow	Yellow	Yellow	Green	Green	Green	X	Yellow	Yellow	<b>Trusting</b> of Others
44.	<b>Apathetic</b> Career Sentiment	Red	Red	Red	Red	Yellow	Yellow	X	Green	Green	Green	Career <b>Commitment</b>
45.	<b>Casual</b> & Easy-Going	Red	Red	Red	Red	Yellow	Yellow	Green	Green	Green	X	High Sense of <b>Urgency</b>
46.	<b>Resistant</b> to Change	Red	Red	Yellow	Yellow	Yellow	Green	Green	X	Yellow	Yellow	Enterprising & <b>Innovative</b>
47.	<b>Expedient</b> Standards	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Green	X	Yellow	Yellow	<b>Perfectionistic</b> Standards

POTENTIAL STRENGTHS	POTENTIAL AREAS FOR DEVELOPMENT
Self-assured, but accepts minor needs for personal improvement. (#36)	
Moderately analytical; integrates facts to reduce uncertainty and optimize outcomes. (#37)	
Enjoys social settings and likely to show strong communication comfort without being obtrusive. (#38)	
Reasonably optimistic, but not enough to submerge reality. (#39)	
Self-reliant and able to function with minimal direction. (#40)	
"Aggressive" and sees winning as everything - the organizational "sprinter". (#41)	
Tough minded and accustomed to handling problems in a direct, candid manner. (#42)	
Trusting, but accepts human fallibility and is therefore not surprised at the actions of others. (#43)	
Committed; high sentiment toward career and position accountabilities. (#44)	
High sense of urgency and impatient for progress or completion of tasks. (#45)	
Innovative and sees controlled change as essential for growth. (#46)	
Reasonably high standards; intent to produce good ideas and products without becoming paralyzed. (#47)	