

PERSONAMETRICS

ORGANIZATIONAL PERFORMANCE POTENTIAL ASSESSMENT

Sample

Date

Company Name

Manager

COMPREHENSIVE PARTICIPATIVE/DIRECTIVE 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



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THE PERSONAMETRICS COMPREHENSIVE PARTICIPATIVE/DIRECTIVE 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 a Management positions which require a Participative/Directive role, including: CEO, President, Managing Partner, Director, Vice President, or other positions that comprise leadership with overall fiscal governance.

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.

Green:	Ideal Range
Yellow:	Coaching Helpful
Red:	Counter-Productive

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 "Participative/Directive 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; Participative, Persuasive Strength, Sense of Urgency, Innovative Risk Mgt and Emotional Maturity. This allows a rapid evaluation of overall HP Strengths/Concerns, as well as indicating exactly where they may 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.

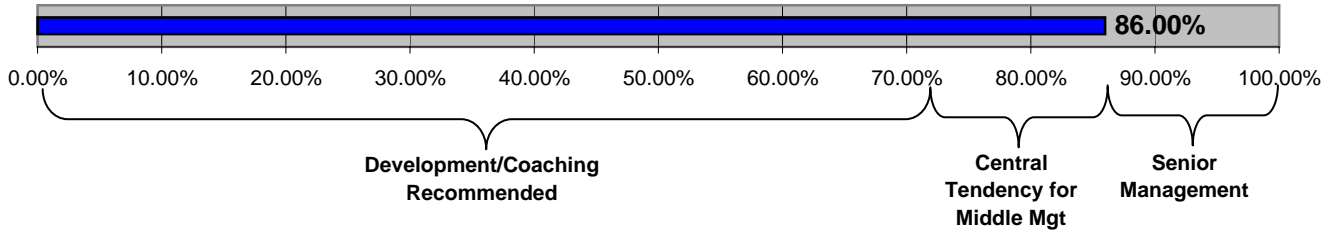
Models #4-#6: Motivational Analysis, Decision Making Process and Performance Characteristics

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.

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Model #1: HIGH PERFORMANCE - PARTICIPATIVE/DIRECTIVE MGT



Participative/Directive Management High Performance Factors

A. Participative		1	2	3	4	5	6	7	8	9	10	
2.	Low Information Focus					X						Information Processing
5.	Low Information Sharing								X			Information Sharing
19.	Self-Initiative				X							Shared Accountability
28.	Independent Decisions					X						Consensus Building

Green Range scores suggest objective collaboration in assuring information and defining specific outcomes

B. Persuasive Strength		1	2	3	4	5	6	7	8	9	10	
4.	Non-Persuasive Response								X			Persuasive Response
13.	Low Desire to Influence							X				Strong Desire to Influence
14.	Need for Harmony							X				Tenacious/Desire to Win
38.	Withdrawn/Introvert							X				Communication Comfort

Green Range scores point to a strong level of determination to persuade and guide in a positive manner

C. Sense of Urgency		1	2	3	4	5	6	7	8	9	10	
17.	Persistent Achievement	X										Defined Stability
30.	Timely Decisions				X							Slow Decisions
41.	Passive/Humble										X	High Drive
45.	Easy-Going								X			High Sense of Urgency

Green Range scores indicate a strong commitment to timely achievement

D. Innovative Risk Mgt		1	2	3	4	5	6	7	8	9	10	
23.	Risk Aversion										X	Risk Comfort
34.	Accountability Discipline					X						Helpless Ambiguity
37.	Impulsive						X					Analytical/Compulsive
46.	Resistant to Change						X					Innovative/Enterprising

Green Range scores are known for innovative but calculated and managed risk

E. Emotional Maturity		1	2	3	4	5	6	7	8	9	10	
8.	Low Knowledge Reliance								X			Skill/Knowledge Focus
9.	Detached/Aloof					X						Naturally Supportive
39.	Pessimistic Rigidity						X					Optimistic
42.	Tactless, Blunt			X								Sensitivity Stress

Green Range scores are important elements of emotional/organizational maturity that enhance management credibility and trust

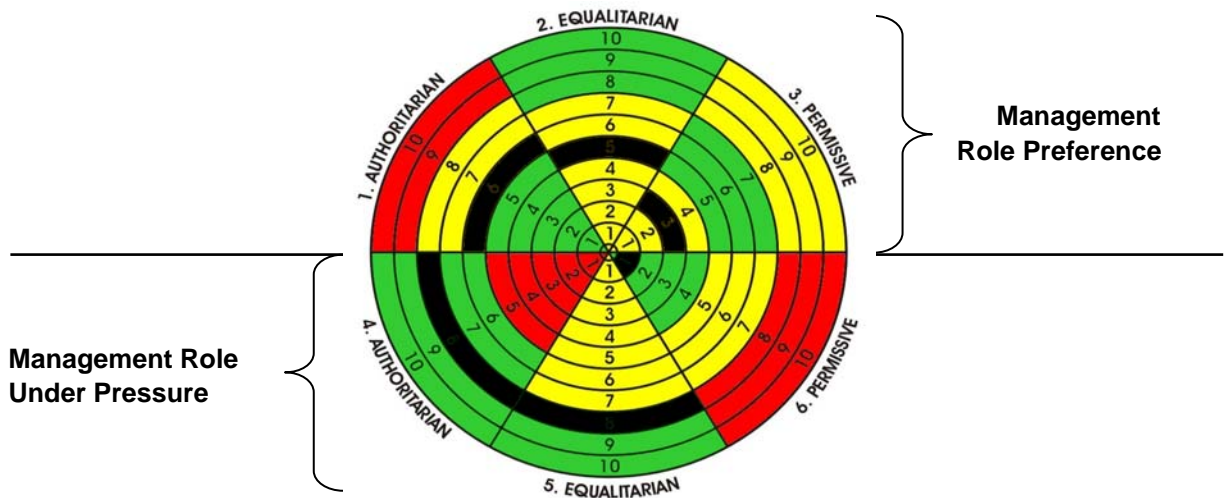
The second Model of the **PERSONAMETRICS** Assessment allows this participant to describe his/her natural or most comfortable Managerial role, and how that role changes in response to problems or urgent conditions. The top portion of the circle describes the Role Preference, while the bottom portion 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 DIRECTOR

This manager is action-oriented and task focused (Moderate Authoritarian #1); comfortable deciding/communicating who, when, what and how and providing firm direction to organizational performance expectations. Comfortable being “hands-on-in-charge” but may be perceived as micro-managing. There is limited, if any, objective information processing/sharing (Low Equalitarian #2) as well as minimal attention to relationships (Low Permissive #3). Highly appropriate in “operations” management, crises conditions or when responsible for employees needing structure and supervision toward specific outcomes. Likely to de-motivate highly competent subordinate managers or professionals over time.



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 in green ranges, we would expect a rapid transition to this role.

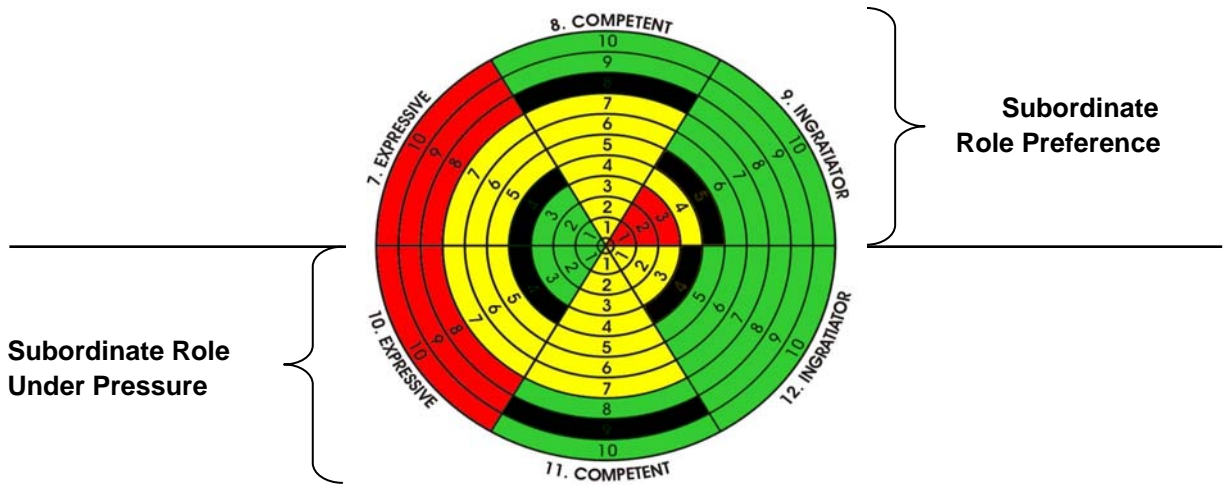
Model #3 of the PERSONAMETRICS Assessment allows this participant to describe his/her natural or most comfortable roles and response to pressure as a Staff or Support Employee. The top portion of the circle describes the Subordinate Role Preference, while the bottom portion represents how that role changes 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 COMPETENT SUPPORTER

This subordinate role focuses on the use of skills and knowledge (high Competent #8) combined with strong support towards management/organizational objectives (moderate Ingratiator #9). Can be highly effective in positions that require job mastery, self-reliance and very limited supervision, but can also function effectively being helpful to management and customers. The combination of competency/results focus and helpfulness creates a "Competent Supporter" who is the easiest to fully delegate responsibility to.



Subordinate Role Under Pressure

COOL/ALOOF COMPETENCY

As a response to position accountability pressure or managerial communication, this subordinate role is focused on results based on competency (high Competent #11), with little attention to supportive (low Ingratiator #12) or confrontive (low Expressive #10) behaviors. This is the cool/calm performer who believes results will speak for themselves, and that management is primarily looking for highly objective feedback and effective outcomes. Research suggests that Authoritarian managers will often describe this particular role's "candid objectivity" as insubordinate. When present in Customer Service or in support of Senior Management, the cool/calm demeanor may be misinterpreted by some.

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 Acceptance							X				Desire to Influence
14.	Commitment to Cooperation								X			Success through Tenacity
15.	Focus on Contribution	X										Focus on Position Status
16.	Need for Appreciation				X							Monetary Recognition
17.	Focus on Achievement	X										Stable Conditions
18.	Need to be Invaluable	X										Indulges Personal Interests
19.	Initiative & Accountability				X							Seeks Approval
20.	Intrinsic: Internal Motivation						X					Extrinsic: External Motivation
21.	Need for Structure		X									Tolerates Ambiguity
22.	Focus on Competence				X							Entitled to Autonomy
		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)	
Tenacious desire to win/succeed. Will show strong determination. (#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)	
Desire to share accountabilities increases eases of delegation and confirmation of shared values. (#19)	
Elevated attention to external cues and expected outcomes with less involvement in every process. (#20)	
	*Strong need for well defined accountabilities and processes; low tolerance for ambiguity. (#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.	Rejects Risk											Comfortable with Risk
24.	Low Risk=Low Loss											High Risk=High Gain
25.	Conservative Approach											Risky Approach
26.	Relies on Skill											Depends on Luck
27.	Decisions are Firm											Choices are Uncertain
28.	Independent Decisions											Seeks Consensus
29.	Flexible to Input											Resistant to Input
30.	Fast Decisions Necessary											Slow Decisions are Safe
31.	Perseveres through Setbacks											Vacillates during Changes
32.	Controls Outcomes											Trial & Error Acceptable
33.	Conscious Choices											Relies on Intuition
34.	Disciplined Accountability											Anxious Actions
35.	Lucky Expectations											Unlucky Expectations

POTENTIAL STRENGTHS	POTENTIAL AREAS FOR DEVELOPMENT
Unafraid of uncertainty or failure; prone to see risks as necessary for gain. (#23) {moderated by Discipline #34}	
	Will not avoid all forms of risk, but cautious regardless of potential gain. (#24)
Likely to remain more objective about weighing risk and reward based on cost/gain probability. (#25)	
Consistent reliance on skill and knowledge to assure outcomes. (#26)	
More likely to stick to decisions and execute them in a positive, timely manner. (#27)	
More open to consensus building; sees value in the viewpoints of 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)	
	*Action-focus with limited caution that could expose un-wanted difficulties; others handle details/follow-up. (#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.	Low Self-Esteem							X				High Self-Esteem
37.	Impulsive Problem Solving						X					Analytical Problem Solving
38.	Socially Withdrawn							X				Actively Sociable
39.	Pessimistic Outlook						X					Optimistic Outlook
40.	Highly Independent			X								Socially Compliant
41.	Passive & Humble										X	High Drive & Aggressive
42.	Insensitive & Blunt			X								Touchy Under Pressure
43.	Suspicious of Others					X						Trusting of Others
44.	Apathetic Career Sentiment								X			Career Commitment
45.	Casual & Easy-Going								X			High Sense of Urgency
46.	Resistant to Change						X					Enterprising & Innovative
47.	Expedient Standards						X					Perfectionistic 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)	
	*Somewhat skeptical about future outcomes but not necessarily immobilized. (#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)	
	*Tremendous respect for conventional wisdom; prefers stable environments and tried/true methods. (#46)
Reasonably high standards; intent to produce good ideas and products without becoming paralyzed. (#47)	