

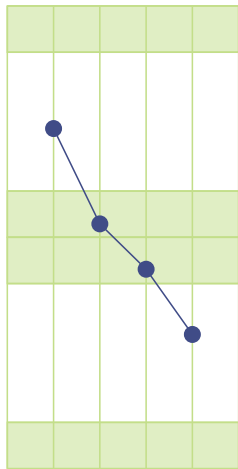


PPA PROFILE: Mrs. Thomas Sample

14/05/2021
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SELF IMAGE - GRAPH III

D I S C



Mrs. Thomas Sample is decisive, aggressive by nature and very direct in her approach. She is a natural self-starter who works best in a situation where she has an opportunity for advancement. Because she is so aggressive, it may be necessary at times to make her aware that sanctions exist. She tends to have a dominant personality and is likely to be very impatient for results.

Mrs. Thomas Sample may judge others by their ability to get a task done, as well as by their strength and power. While this person can be friendly, she is certainly not likely to let others get too close. She communicates in a very up-front way.

She is likely to be restless for results and eager to take the quickest way to success, even to the extent of overpowering other people. There is a tendency for this person to be very strong-willed and opinionated. She is likely to be both unconventional and defiant at times. Mrs. Thomas Sample can be very forceful and assertive.

SELF MOTIVATION

Mrs. Thomas Sample needs to be able to act independently of the rules and people. However, she wants to influence others. Mrs. Thomas Sample seeks power, authority and opportunity for advancement. She needs to be allowed freedom of speech and the freedom to move. Working relationships should be of a democratic nature and should encourage individuality.

JOB EMPHASIS

Directing and influencing people to act spontaneously

The main function of the job should be achieving an independent result through either influencing or directing others to act. There should be a need for quick decision making in an ever- changing environment. Ideally, the job should include travel on a regular basis. There should be little need for repetitive or routine administrative work.

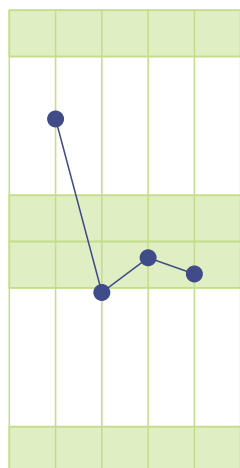
The working environment should be loosely structured. There should be accessibility to data, but little or no need to create it. Emphasis should be placed on initiation of action rather than on completion of tasks. The job should include involvement with others, but on an independent basis.

DESCRIPTIVE WORDS

Forceful, driving, competitive, egocentric, positive, influential, verbal, restless, impatient, firm, stubborn, rebellious, opinionated, asks "what" and "who".

WORK MASK – GRAPH I

D I S C



In the current work situation this friendly, people-orientated individual is feeling the need to stand back from others and suppress her natural warmth and persuasion. She is therefore likely to be seen as acting in a more reserved and serious manner.

This change in behavioural style may be the result of her needing to stand back from others in an effort to take decisions devoid of emotion/influence. Equally, she may simply have lost interest in the people with whom she is working or is working in isolation.

She may however be newly promoted and as such, not allowing relationships to get too close. If this is the case, then it is normal for the influence factor to rise back to its natural position over a period of time.

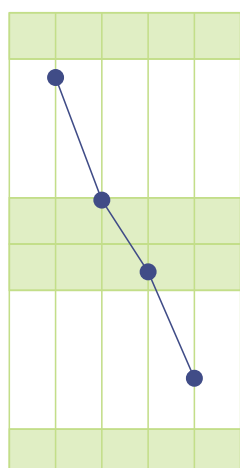
The importance of this change in behavioural style should be ascertained, along with the likely effect on job performance, particularly if persuading and motivating others is an important aspect of the job.

Additionally this strong-willed and firm individual is attempting to modify her behaviour slightly in the current job. She feels she should suppress her natural need to be independent and increase her compliance in order to work within the broad parameters of the organisation.

This change in behavioural style is fairly minor and is not likely to have a major effect on her natural characteristics.

BEHAVIOUR UNDER PRESSURE - GRAPH II

D I S C



There are indicators which suggest that when pressure is placed upon Mrs. Thomas Sample, she modifies her behaviour slightly. Mrs. Thomas Sample is naturally driving and forceful but emphasises these characteristics when the pressure is really on.

This suggests therefore that results and authority become even more important to her.

GENERAL COMMENTS

There are no current frustrations, problems or pressures showing in Mrs. Thomas Sample's profile.

This would suggest that she feels able to cope with the behavioural requirements of the job, organisation and boss.

Mrs. Thomas Sample's profile contains indications that she could be feeling somewhat frustrated at the moment and as a result of this, she may be suffering a loss of personal direction. Due to this aspect of her profile, the self-image has been taken from

Graph II.

Thomas recommends that Mrs. Thomas Sample's profile be re-taken within the next four to six weeks as the current profile may not reflect as reliable an assessment as would otherwise be the case.

Motivators

Mrs. Thomas Sample is motivated by power and authority, challenge, tangible rewards, and an opportunity for advancement. Popularity, freedom of speech and democratic relationships are also important to her.

Should Mrs. Thomas Sample have a boss, then ideally that person will be a direct but participative leader, who has good people skills, is prepared to communicate well with this individual and at the same time, set fair but very objective tasks, which ideally should be negotiated on a one-to-one basis. Mrs. Thomas Sample enjoys being challenged by difficult assignments and once a requirement has been agreed she should be given sufficient authority and freedom to achieve the result.

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.



GENERAL QUESTIONNAIRE: Mr. Thomas Sample

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CHARACTERISTICS

Persistent, dependable, hard-working, assertive, strong-willed, stubbornly independent, amiable, persuasive, self-starter, good listener, communicative, steady, sincere, deliberate, sometimes inflexible.

GENERAL REVIEW

This steady, thorough person likes to achieve his results in an organised manner. Mr. Thomas Sample is friendly and has the ability to communicate with others. He prefers to do business in a friendly way and likes to work as part of a specialist team. He has the persistence to see a job through to conclusion, can cope with administrative duties and will take decisions within his area of expertise. He may become uncomfortable however, if pressurised into taking action before he has the necessary information before him. He prefers the security of a structured working environment and the work parameters should be clearly defined. He has the ability to deal with confrontational issues but in the main prefers to work in a relaxed, friendly environment.

Mr. Thomas Sample is likely to be best suited to a role that is of a structured nature and allows him to be part of a specialist team. He should be given the opportunity to achieve results through his knowledge and expertise.

INTERVIEW HINTS

If the role in question is of a specialist nature and requires a steady person, then begin the interview slowly, allowing Mr. Thomas Sample to become confident and relaxed. This should give you the opportunity to see him as he really is and assess his qualities.

If however the environment is to be fast moving or confrontational then the interview should speed up and become pressurised. Start to challenge him hard and question his observations. Does he come back strongly with his answers or does he attempt to slow things down to the pace he can cope with?

INTERVIEW QUESTIONS

We recommend that you follow your usual interview technique with regard to CV, education, experience, knowledge and other special needs. The following questions have been selected to assess Mr. Thomas Sample's potential shortfalls in relation to the selected type of role. The full battery of questions should be used.

Discussion objective "D"

Can Mr. Thomas Sample come up with sufficient new and original ideas to be a winner?

- Tell me about some of the best ideas you have had in recent jobs.
- Were they implemented, - if not, why not.
- If you were failing to get your way with someone and felt strongly about the subject, what action would you take.
- Do you think it is ever necessary to be assertive with work colleagues.
- Can you explain why you feel like that.
- Do you think you could work in this organisation.
- What makes you say that.

Notes:

Discussion objective "I"

Can Mr. Thomas Sample modify his behaviour in order to accommodate others and could his dislike of rejection get in the way of results?

- If you are dealing with a slow and unemotional person, how do you feel.
- How do you create a quick relationship with such people.
- Do you change your style with such people.
- If yes, what do you do.
- How do you feel when you have to cope with a very aggressive person.
- Do you ever feel rejected.
- If yes, how do you overcome it.
- Have you ever been demotivated by either your work colleagues or your superior.
- If yes, describe what happened.

Notes:

Discussion objective "S"

Has this person the ability to modify his behaviour in order to get the best out of the people around him?

- How important is it to give all the facts and information to people.
- Do you think people in general prefer to have all the facts.
- Do you relate to most people.
- How would you feel about an impatient and aggressive colleague who was intent on speeding up the process in order to make things happen now.
- Do you think this type of person is interested in detailed and specific instructions.
- What makes you think that.
- Explain what you would feel if a work colleague "bucked" the system.
- Have you worked with people who "bucked" the system.

Notes:

Discussion objective "C"

Does Mr. Thomas Sample feel he is always right or can he recognise that he may have some weaknesses?

- Tell me about an occasion when you were reprimanded for something at work which you felt was unjustified.

- What did you do about it.
- Do you make mistakes.
- Give me a couple of instances when you felt you had made mistakes in your current or past job.
- How did your boss react on those occasions.
- What do you look for in a boss.
- Do you think I would meet that requirement.
- Why do you think that.

Notes:

User Guidance

It should be noted that these questions are specifically designed for first interview stage only, i.e. initial screening. Further useful information for initial interviews can be obtained from a "Strengths and Limitations" report.

If this candidate is to be considered further, the PPA Profile report will provide additional detail. It includes information about likely behaviour under pressure, frustrations, how Mr. Thomas Sample is best motivated and the ideal style for his supervisor.



HOW TO MANAGE: Mr. Thomas Sample

01/01/0001

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MANAGING

Mr. Thomas Sample responds best to an informal leader who emphasises co-operation and co-ordination of effort. The working environment should be procedurally structured but not rule bound. He will seek to develop a personal as well as a working relationship with both his manager and colleagues.

His boss needs to be aware that despite his team-orientation, he needs a significant degree of independence. Consequently, he is normally better suited to roles that allow him to assist and influence the team, rather than become an integral part of it.

Whilst he will look to his boss for direction, he will expect to be given sufficient authority to see a task through from start to finish. However, the opportunity to confer and clarify his position before accepting responsibility, is important if he is to give his full commitment.

MOTIVATING

The key to effectively motivating Mr. Thomas Sample is the sense of security gained from sincere, frequent appreciation and the freedom to act as an independent member of the team. Basic motivators include security of position, a manager who shows a personal interest, challenging assignments relative to his expertise, clear goals and the opportunity to refer as and when necessary.

Incentives should emphasise co-ordinating the effort of others, co-operation and follow through. Incentive rewards should be practical and prestigious rather than glamorous and where possible, be made publicly. However, care should be taken not to over do the hype. Remuneration should include fringe benefits of a prestigious and practical nature e.g. company car, private health care etc.

COMMUNICATING

Participation is the key to effectively communicating with Mr. Thomas Sample. If he is involved, he will both listen and respond. Whilst he is normally a good listener, it is important that his manager recognises the need to invite him to put forward his ideas and opinions. Failure to do so will almost certainly result in a loss of attention and interest.

Verbal communication should be even paced, and can be expansive (not detailed) as well as explanatory. Where possible, personalise written communications and ask for a time constrained response. Detailed instructions and terms and conditions should be communicated in writing.

DIRECTING

The most effective way of controlling Mr. Thomas Sample is to emphasise his team and colleagues reliance on his co-operation, and the importance of co-ordinated effort.

Despite his friendly demeanour, he will usually continually seek the approval of his colleagues. This can lead to him taking on an excessive workload through a misplaced sense of obligation. His boss therefore needs to monitor this aspect of his behaviour and emphasise the need to stick to priorities. The most effective way of doing this is the provision of control feedback via clear time schedules.

SUPPORTING

Mr. Thomas Sample is a self, but not necessarily quick starter. His manager can give effective support through the provision of short-cut start-up methods. He will also normally appreciate being provided with analysed rather than raw data.

His need to gain the approval of his colleagues can interfere with his ability to take harsh or unpopular decisions. His boss can provide support by giving private advice, and overtly backing the decision once it has been made.

DELEGATING

Thorough, informal explanation is the key to effectively delegating to Mr. Thomas Sample. It is important that responsibility to act is delegated along with the task. However, it is equally important that he is made aware of the limits to his authority and to whom, and when, he is required to refer.

He tends to enjoy tasks that require him to advise, persuade or organise others for the benefit of the team. Tasks that require rule book authoritarianism or the continual assessment and use of detail should be avoided.

DISCIPLINING

The need to discipline should normally be reduced if Mr. Thomas Sample knows he can discuss differences of opinion with his boss without fear of rebuff or arbitrary judgments.

If the need to discipline does arise, a firm but open minded approach should be adopted. This is important because Mr. Thomas Sample is justice rather than rule-orientated. An officious, authoritarian approach will often result in him taking a stubborn, defensive stance.

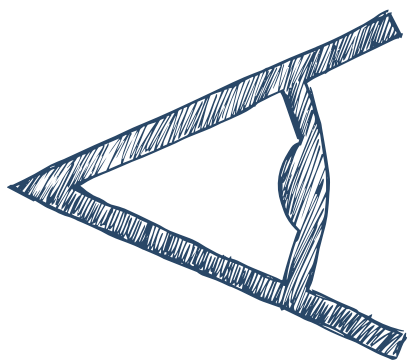
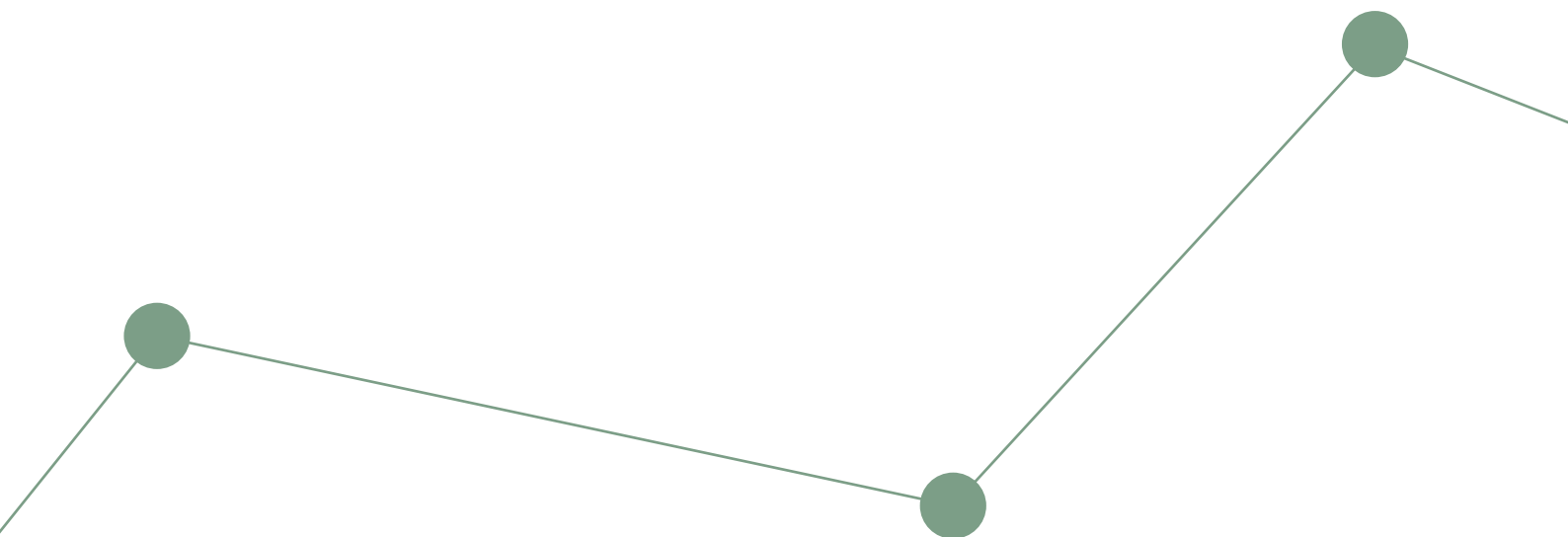
The emphasis of any disciplinary decision should be on sorting out the problem rather than reprimanding. He is unlikely to view leniency as a weakness.

DEVELOPING

Mr. Thomas Sample's basic characteristics suggest he should have the ability to lead and organise others in a structured working environment. In addition, he is usually a competent administrator and planner.

Mr. Thomas Sample tends to respond well to training that emphasises the development or enhancement of interpersonal, presentation, communication and organisational skills. Assertiveness training should prove worthwhile and mutually beneficial.

While training aimed at improving his ability to deal with raw data and detailed analysis might appear desirable, it is unlikely to have the desired effect.



Mrs. Thomas Sample

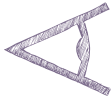
Personal Profile Analysis (PPA)

Candidate Feedback

24/08/2021
Private & Confidential

Mrs. Thomas Sample

Personal Profile Analysis (PPA)



What is a PPA?

This report is a Personal Profile Analysis (PPA), which provides rapid and deep insights into a person's behavioural preferences and communication style.



General Characteristics

Persistent, amiable, dependable, deliberate, good listener, kind, assertive, competitive, inquisitive, reserved, reflective, suspicious, self-conscious, probing, serious, accurate, logical, systematic and careful.

- Considers the likely consequences before taking action or making decisions.
- Ensures quality and standards are maintained.
- Can assume responsibility in a specialist area of competence and expertise.
- Questions change; prefers the status quo.
- Exhibits patience and builds relationships slowly on trust.
- A practical person who researches facts and information.
- Prefers the security of a structured working environment.
- A well organised person who works hard to achieve results.
- Will adhere to rules and procedures.



Motivators

Mrs. Thomas Sample is motivated by security of situation, challenge, authority, reassurance and standard operating procedures. Sincere appreciation, and the opportunity for advancement are also important.

Should Mrs. Thomas Sample have a boss, then ideally that person will be a diplomatic but direct leader who has the ability to provide a secure, structured working environment, where the work parameters are clearly defined. The requirements of the job should be negotiated, the timescales agreed and then Mrs. Thomas Sample should be allowed to complete the task and achieve a result.



Value to the Organisation

Mrs. Thomas Sample's greatest contribution to any organisation will be her ability to achieve results through her methodical and persistent nature. She is assertive, demanding and hardworking. Mrs. Thomas Sample will achieve bottom line results for an organisation. She adopts an analytical approach, researching all available information, before committing an organisation with her decision.



Gain an accurate insight into how your
people behave at work in just 8 minutes



Mr. Thomas Sample

Onboarding

24/08/2021

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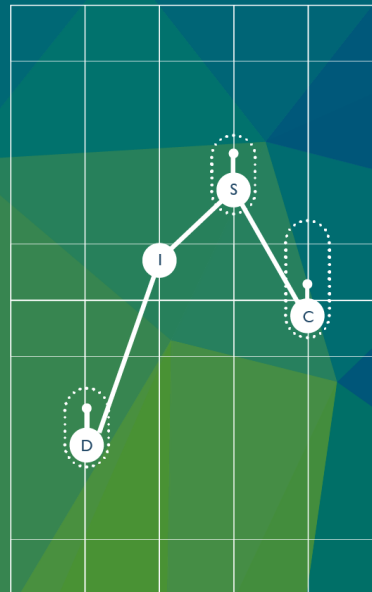
PPA Guide

D

Dominance indicates an individual's response to Power. Dominance produces drive to accomplishment in the face of opposition or antagonism.

I

Influence shows an individual's response to People. Influence factor leads to influencing others to react positively or favourably.



S

Steadiness demonstrates an individual's response to Pace. Steadiness in completing tasks in defined areas to maintain the status quo.

C

Compliance reveals an individual's response to Policy. Compliance produces high work standard to avoid trouble or error.

What is PPA used for?

In just 8 minutes, the Personal Profile Analysis provides an accurate psychometric insight into how people prefer to behave at work. This can help to give you a greater sense of certainty when recruiting as you can explore job and culture fit.

What should I use this report for?

This report is designed to assist in the Onboarding process by providing information on how to maximise the potential of the individual. By focussing on areas of strength and providing support in possible development areas and allocating work accordingly you will help the new-starter settle into the role quicker and maximise retention. .

WHAT TO EXPECT FROM YOUR NEW STARTER

Personal style and characteristics

- Sets both himself and others extremely high standards.
- A perfectionist with an innate need to get things right.
- Can tie up the loose ends and see an assignment through to conclusion.
- Likes to be part of a specialist/technical/administrative team.
- Prefers the security of a structured working environment where the work parameters are clearly defined.
- Non-aggressive, dislikes conflict, trouble, hassle or having to make harsh or unpopular decisions.
- Works in an organised and systematic manner in order to reach the 'perfect' solution to problems and assignments.
- Prepared to follow systems, rules and procedures.
- Needs time to adjust to change; prefers the status quo.
- Can appear reserved and serious; builds relationships slowly on trust.
- Can become defensive if threatened or criticised.
- May confuse and frustrate less technical people with too much detailed information.
- Could have difficulty with time management.
- May be reluctant to share information or delegate work.
- Can be seen as inflexible by people who want to change direction or try out new ideas.

Areas of responsibility Mr. Thomas Sample would suit

- Developing skills in a specialist/technical/administrative area of competence and expertise.
- Providing a service to others.
- Working persistently in order to complete assignments.
- Absorbing detail and gathering facts and information before taking action.
- Following direction and operating under controlled circumstances.
- Assessing situations logically.
- Analysing and researching specialist/technical information.

HOW TO APPROACH

Managing Mr. Thomas Sample

Mr. Thomas Sample responds well to a procedurally formal management style that is supported by clear ground rules. Managerial focus should emphasise clarity of responsibilities and encourage referral. Mr. Thomas Sample will normally seek to belong to a team or group. However, it is likely that he will prefer roles that allow him to work as an individual, providing some form of specialist service to the input to the group.

It is extremely important that Mr. Thomas Sample knows exactly who he has to report to. Unclear reporting arrangements can result in him trying to meet all demands made upon him, leading him to lose sight of priorities. Authority should relate to expertise and be supported by hierarchical rank and rules.

He will normally expect to be monitored and to receive frequent feedback about the acceptability of his work. Be aware that Mr. Thomas Sample often measures managerial interest by the frequency and standard of the feedback he receives. Logical explanation, clear ground rules and responsibility are central to the effective management of Mr. Thomas Sample.

Communicating with Mr. Thomas Sample

To communicate effectively with Mr. Thomas Sample his manager will need to adopt a logical and precise explanatory approach. The foregoing applies to both written and verbal mediums. Verbal communication should be detailed, of an even to slow pace, with emphasis being placed on the purpose of the message. Care should be taken to avoid platitudes, gimmicks and peripherals.

Written communications should proceed logically, be precise with salient points highlighted. Where possible, his manager should differentiate between informal and formal communication. Very often Mr. Thomas Sample uses frequency of communication as a measure of his manager's personal interest.

Motivating Mr. Thomas Sample

Mr. Thomas Sample's basic motivation stems from a need to avoid trouble and error in order to maintain a sense of security. To motivate him effectively, his manager will need to take this in to account. Motivation can be achieved providing a clear job specification, a contract of employment, responsibilities linked to and commensurate with expertise, the opportunity to develop special skills, the knowledge he can refer without fear of rebuff, standard operating procedures, no abrupt or sudden changes, rules for rebuttal argument, personal attention and the opportunity to gain the appreciation and respect of colleagues/contemporaries.

Incentives should recognise loyalty and service/specialist input to the team. Incentive rewards should be of a practical and classical nature. Remuneration should relate to quality of work, reliability, and specialist/professional skills.

Supporting Mr. Thomas Sample

Mr. Thomas Sample is not by nature gregarious or outgoing and may encounter difficulty settling in. His manager can provide support by formally introducing him to new groups and associates. In such situations it is often useful to emphasise his particular expertise or skills.

Being non-aggressive, he can allow others to impose. His manager can assist by instituting rules that allow him to say "no" without fear of controversy.

Mr. Thomas Sample is not naturally decisive. His manager can provide support by restricting the need for decision making to nominated specifics, related to his area of expertise. Moreover, the need to make quick or crisis decisions should be excluded from his remit.

CONSIDERATIONS FOR MR. THOMAS SAMPLE'S FUTURE IN YOUR ORGANISATION

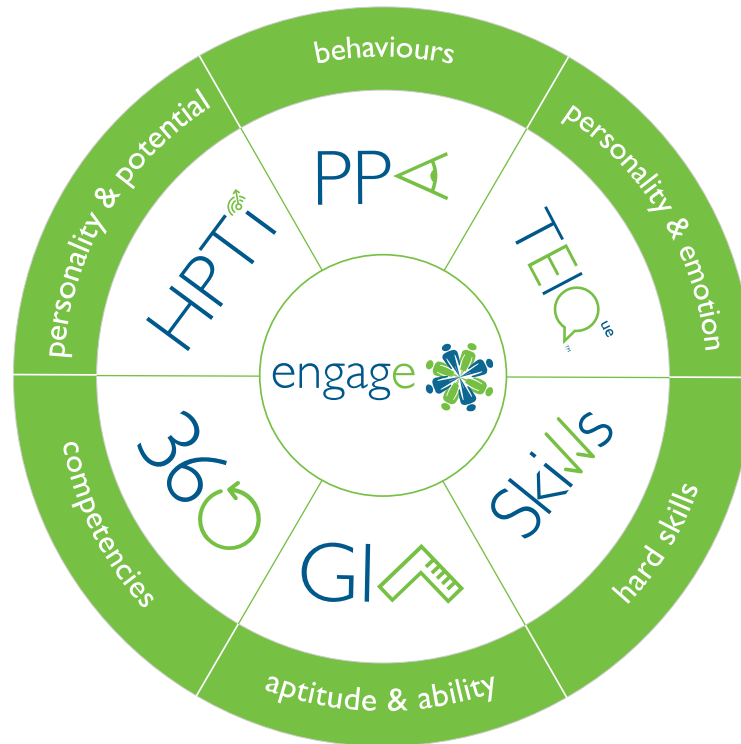
How to maximise Mr. Thomas Sample's potential

- Clearly define the work objectives.
- Always check for understanding and confirm things in writing.
- Agree realistic timescales and monitor his progress.
- At times of pressure, help him to prioritise his tasks.
- If unsure, help him with the decision-making-process.
- Give him support when starting new projects.
- Point out the benefits of change and help him through the process.

Initial development ideas

Use this report to support you in onboarding your new starter. You may like to share this with key members of the company that the new-starter is likely to spend significant time with in the first weeks of their new role with you. We advise that a new joiner receives full PPA feedback, following which you can use this report with them to explore how they would like to be managed, motivated, communicated with and supported by their manager or team.

PPA is part of a range of assessments that empower businesses to transform the performance of their teams and individuals – and deliver an immediate impact on their organisation.



Our assessments work together to give you a full insight into what makes people successful – their behaviours, personality, aptitude and ability, competency and hard skills.

Call us on 01628 475 366 or email info@thomas.co.uk to discuss how Thomas' assessments can give you clarity for all your people decisions.