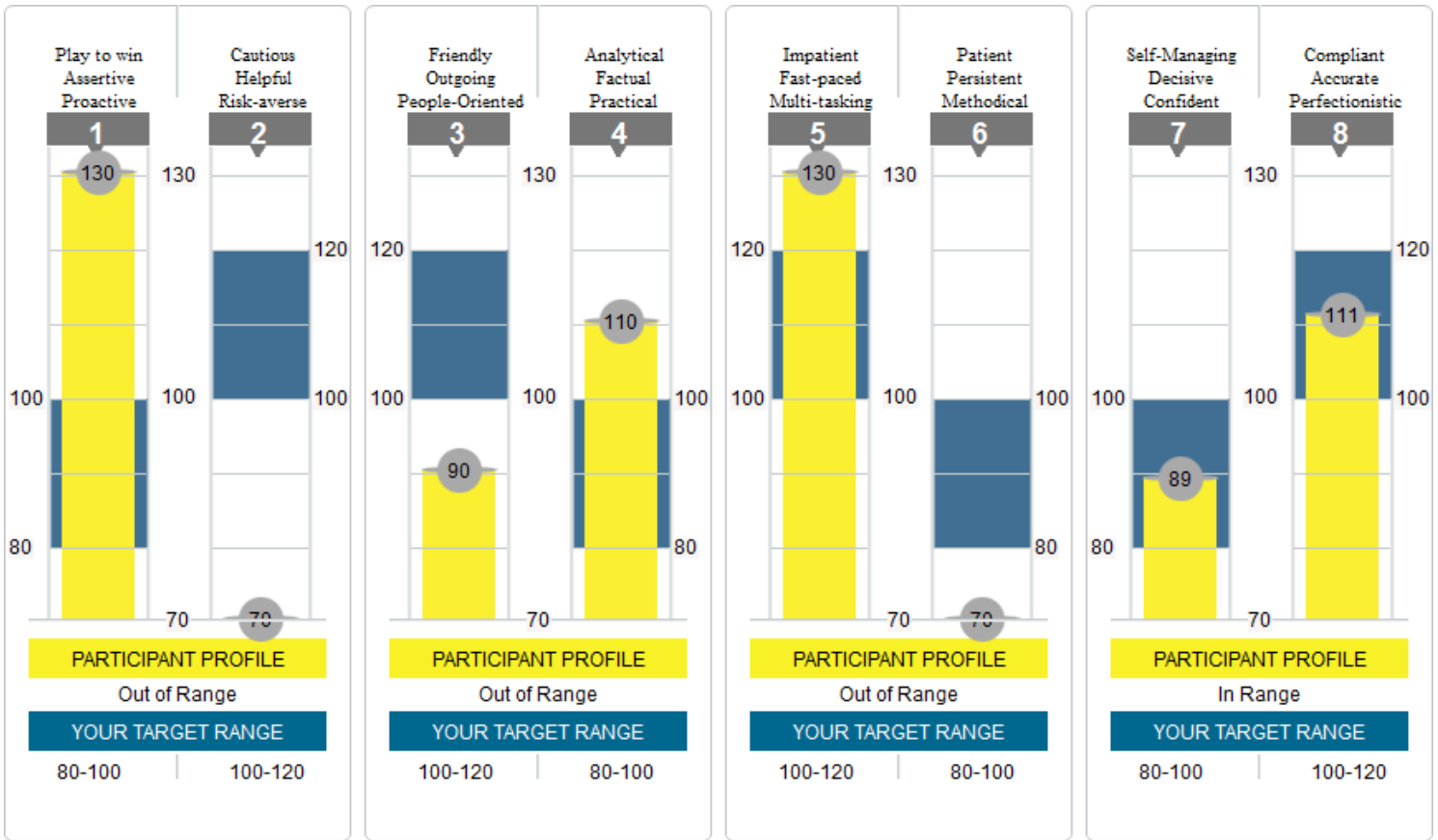


Client Name: **Omnia Industry Standards**  
 Client Number: **11-COMPOSITES**

Participant Name: **Direct Report Sample**  
 Job Target: Reports to The Collaborative Leader  
 Target Number: 200269  
 Profile Number: 819575WB

Report Date: 2013-01-22 14:55:43  
 Dept./Div.:

Primary Behavioral Col. N/A



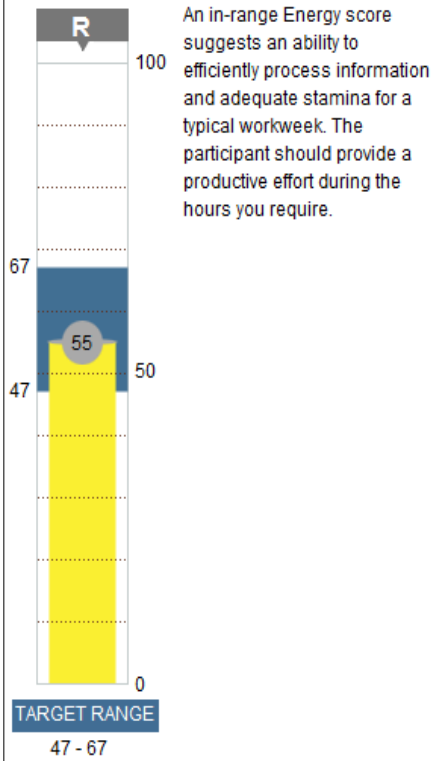


Client Name: Omnia Industry Standards  
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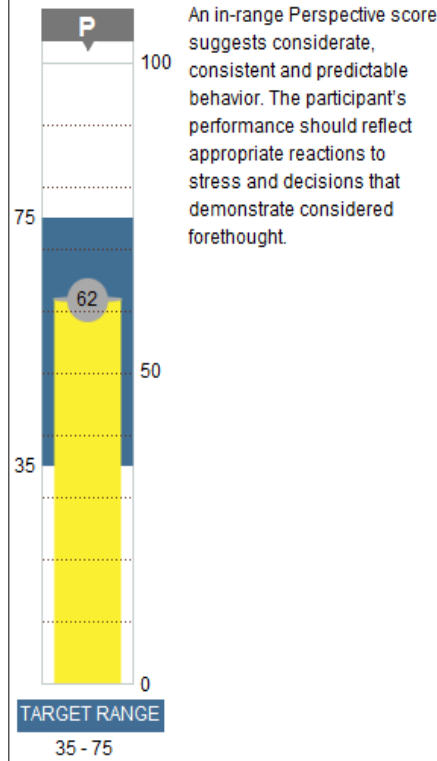
Client Number: 11-COMPOSITES  
Job Target: Reports to The Collaborative Leader  
Target Number: 200269

**COMPARISON TO TARGET**

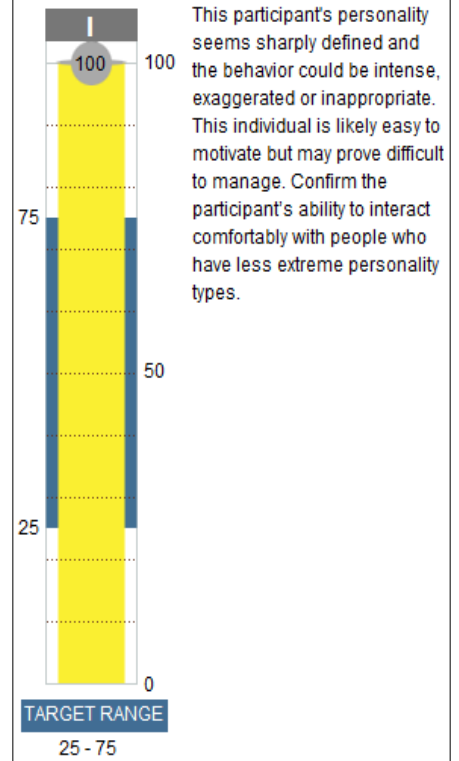
**ENERGY is In Range**



**PERSPECTIVE is In Range**



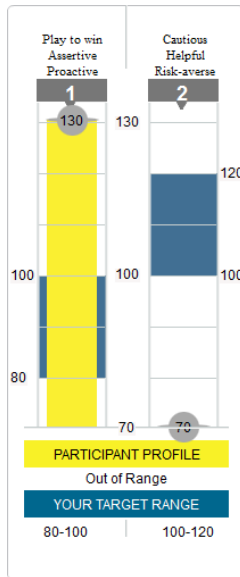
**INTENSITY is Out of Range**



Client Name: Omnia Industry Standards  
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### COMPARISON TO TARGET

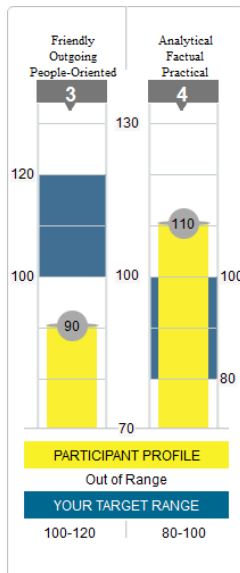


This participant comes across as more aggressive but less team-focused than you are.

**Participant's Strengths:** Confidently taking action to implement their ideas or achieve goals. Giving directions to others, being assertive, taking charge. Holding firm when dealing with conflicts or confrontations. Taking some risks in order to maximize results.

**Potential Challenges for this Participant:** Supporting the goals of the team, collaborating with co-workers, being accommodating when helping others. Could seem overly bossy, more intent on being in charge than collaborating. Might set overly ambitious goals or take unnecessary risks.

**How to Manage this Participant:** You want to encourage a cooperative, harmonious, team-centered environment, whereas this person focuses primarily on individual goals/success. This individual could be less willing to collaborate than you prefer. There is a need for individual goals and challenges to feel strongly motivated. You want to get along well with your team, but this person may sometimes appear to challenge your authority, based on their own need to take charge. Set clear limits. Make sure this individual understands how teamwork ties to performance.



This participant is more analytical but less socially oriented than you are.

**Participant's Strengths:** Completing solitary work, examining problems from different angles, obtaining and reviewing information prior to making plans or decisions. Developing job-relevant knowledge, communicating in a businesslike but informative way.

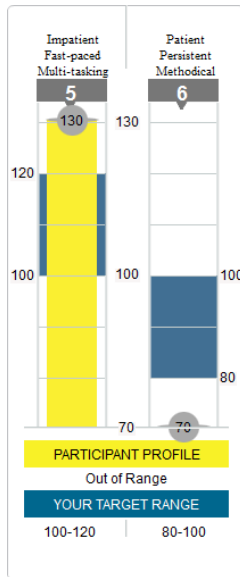
**Potential Challenges for this Participant:** Establishing rapport with new people, communicating with enthusiasm or empathy. Might unintentionally seem too direct or detached, might take a long time to develop rapport. Could find it hard to relate to your more open, outgoing communication style.

**How to Manage this Participant:** This person may not share your strong social comfort, and can be reserved around others. Responds best to discreet feedback and one-to-one interaction. Be specific when you comment on work results; tell this person exactly what they did well or what needs improvement. This individual might feel more energized working on solitary, information-based tasks than social or group tasks. Likes developing expertise and might enjoy tackling mentally challenging assignments.

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### COMPARISON TO TARGET

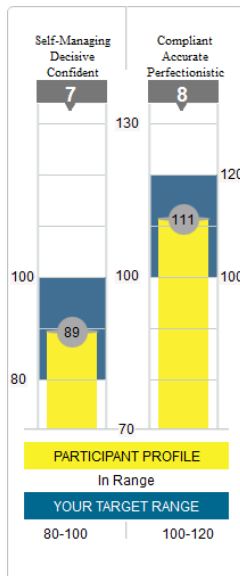


This participant is even quicker-paced and more inclined to switch gears than you are.

**Participant's Strengths:** Working under tight deadlines, looking for the fastest ways to get results, handling various assignments simultaneously. Flexibly contending with interruptions or unexpected changes. Trying out new approaches instead of just relying on the same routines.

**Potential Challenges for this Participant:** Focusing primarily on repetitive tasks, having little variation in their daily routine. Might get overextended, might have too many assignments ongoing. May switch gears too frequently, making it harder to follow through. Could rush through assignments, may not allow enough time for accomplishing goals.

**How to Manage this Participant:** This person should be comfortable with your brisk pace and can adapt to changes with the flexibility you encourage. Like you, this individual is comfortable multi-tasking, but may need help staying organized and avoiding overextension. If this person has too much on their plate, help determine where to focus efforts. Set up frequent checkpoints on long-range goals so there is a way to gauge progress and earn a frequent sense of accomplishment. Might welcome opportunities to change gears, such as participating on special projects.



This direct report matches your leadership style for structure and attention to detail, with a column 8 taller than or equal to column 7. This suggests a conscientious and thorough individual.

**Participant's Strengths:** Making sure every aspect of an assignment is complete, paying strong attention to quality and follow-up. Carrying out instructions fully, following all the proper steps when completing tasks. Closely adhering to your organization's policies and standards.

**Potential Challenges for this Participant (especially with a very tall column 8):** Determining how to proceed when there are not any instructions or guidelines to follow. Dealing with conflicting or ambiguous guidelines. Might be sensitive to negative feedback, could focus too much on minor details, may look for frequent guidance.

**How to Manage this Participant:** You seem willing to provide the detailed instructions and ongoing feedback this person prefers. They will want to consult with you when they feel unsure of how to complete a task, especially if it is something they have not attempted before. They might take criticism to heart, so they should appreciate the diplomatic way in which you provide feedback. Still, let them know specifically how to correct their mistakes.



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### PARTICIPANT'S KEY TRAITS

This summary is based on the highest of the 8 columns. This page is **ideal for use with employee coaching.**

Goal-driven, aggressive competitor who plays only to be first or best. Very comfortable with confrontation and risk; at times could have significant difficulty backing down or assuming non-leadership roles. Strives to create or discover new opportunities and make things happen. Generally will be very driven by individual performance-based pay such as commission. Highly ambitious; may have to make an extra effort to ensure that business goals are realistic and attainable. More authoritative and demanding than supportive.

More reserved than outgoing, this person relates well to facts, figures, equipment, or tools. Focuses well on solitary-type tasks. When interacting with unfamiliar people, he/she feels most comfortable providing or receiving information, rather than mainly networking. Communicates in a straightforward, practical manner. Objective and analytical; may be skeptical about taking things at face value. Tends to exhibit a logical, pragmatic approach to problem-solving. Prefers fact-based feedback rather than generalized public praise.

Highly fast paced and impatient. Should be very comfortable with tight deadlines, though may tend to put significant pressure on him/herself to get things done extremely quickly. Potential for stress could be high. Might have to make a significant effort to ensure that his/her timetables are realistic, and that projects are completed thoroughly, without leaving anything out. Very adaptable to new situations, priorities, and work methods. A natural multi-tasker who needs frequent change and is easily frustrated by routine, repetitive functions.

Detail-oriented, compliant, and concerned about quality. Inclined to follow established procedures and abide by company policies when making decisions. Could be somewhat reluctant to make decisions in unfamiliar important situations unless aware of management's support. Generally values co-operation, precision, and organization. Fits well into a structured work environment. Inclined to check work for mistakes and ensure that he/she has met expectations. Potentially sensitive to criticism, but appreciates honest management feedback that helps him/her improve. Appreciates a fair amount of reassurance.



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## MANAGEMENT INSIGHT

According to the needs you have identified for the named position above, the following Target Profile Pattern Analysis provides an overview of the behavioral characteristics to look for in a candidate for this job.

### Communication Style:

As a Collaborative Leader, you are an upbeat, engaging communicator who develops relationships readily and puts people at ease. The tall column 3 members of your team will appreciate the encouragement and praise you offer, but tall column 4 employees might seek more specific, private feedback than you typically provide. Such individuals can feel embarrassed by public recognition. Push yourself to meet the unique communication needs of the various personalities on your team. Brainstorm strategies for effectively interacting with different communication styles.

### Strengths:

The Collaborative Leader's strengths: Creating a team-focused, collaborative, harmonious environment. High visibility to staff, developing strong personal ties to the individuals on your team, providing recognition and encouragement. Adjusting easily to the multiple demands of a leadership role. Fostering a sense of urgency in those you manager. Looking for ways to improve and promote quality, working within a structured framework and managing details. Mentoring/coaching staff. Maintaining stability and continuity within your department(s).

### Possible Weaknesses:

The Collaborative Leader's challenge areas: Proactively resolving conflicts and addressing performance problems; taking strong initiative to implement performance/quality improvement measures, especially if they are unpopular with the team. Relying on intuition to make personnel decisions. Working patiently on lengthy or repetitive projects. Acting independently or decisively in ambiguous or unfamiliar situations.

### Preferred Pace:

As a Collaborative Leader, you operate at a quick, adaptable pace and prefer working on a variety of projects at one time. You easily adjust to sudden changes, meet tight deadlines and take interruptions in stride. As a leader, you instill a sense of urgency in those you lead and expect efficiency in others. If your column 5 is very tall, you may seem less approachable since you keep yourself quite busy. You probably set brisk deadlines for yourself and others. You might need to focus on short-range goals and use time management tools to help keep your many priorities in order.

### Attention to Detail:

The higher your column 8, the more naturally attentive to detail you are. You have a sharp eye and a strong need for exactness. You aim for impeccability and excellence, and maintain high quality documentation. As a leader, you tend to give your direct reports specific instruction and clear cut expectations.



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## MANAGEMENT INSIGHT

According to the needs you have identified for the named position above, the following Target Profile Pattern Analysis provides an overview of the behavioral characteristics to look for in a candidate for this job.

### Motivators:

If your direct report has a tall: Column 1) Performance-based incentives; opportunities to advance, taking charge or tackling new challenges. Column 2) Low-risk goals, support when they have to resolve conflicts, and feeling welcomed into the team. Column 3) Sharing ideas and building relationships. Public praise and recognition of achievements through compliments and special awards. Column 4) Acknowledging their expertise, task-specific feedback. Column 5) A dynamic work environment. A frequent sense of accomplishment through short-term goals. Column 6) A predictable work schedule with clear routines. Opportunity to focus on one thing at a time. Column 7) Freedom to define their goals and achieve them in their own way. Column 8) Structure and clearly defined expectations.

### De-Motivators:

If your direct report has a tall: Column 1) No opportunities for advancement or to increase their earnings through individual effort. Not feeling challenged by their work. Being anonymously behind the scenes. Column 2) Competing with co-workers, taking risks, being pushy, or dealing with confrontation. Column 3) Not having any way to stand out, or feeling accomplishments go unnoticed; a lack of recognition. Column 4) Subjective performance evaluations. Feeling their expertise or specific achievements are not valued. Column 5) A highly predictable environment, tasks that are repetitive. Column 6) Frequent changes or interruptions, last-minute deadlines. Not having enough time to prepare. Column 7) Bureaucracy and red tape; being closely monitored or having to get approval for every decision. Column 8) Unclear expectations, conflicting/ambiguous guidelines. Sharp criticism.

### Best Way to Manage:

If your direct report has a tall: Column 1) Provide opportunities to earn rewards based on individual accomplishments. Column 2) Needs security and to feel supported, especially when there is conflict. Column 3) Appreciates positive feedback/compliments. Celebrate achievements publicly. Make sure they are sufficiently objective in their approach to planning and decision making. Are they taking all the facts into consideration before moving forward? Column 4) Be specific when defining their goals and offer job relevant feedback. Responds best to one-on-one dialogue; can be reserved in group scenarios. Column 5) Coach on planning realistically, prioritizing work and maintaining focus. Column 6) Values predictability, provide notice of timetables, avoid interrupting them; most effective when they can finish one item before starting something new. Column 7) Do not over-manage; ensure checks and balances are in place to help them with details and follow-through. Confirm awareness of essential guidelines. Make plans with them, not for them. Column 8) Value structure, go into detail when you assign tasks. Be available to answer questions, especially when they are new. Give ongoing feedback, but be sensitive when critiquing work.



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**SUGGESTED INTERVIEW QUESTIONS**

The following behaviorally-based questions are a possible supplemental interview tool we provide to help you better interview this candidate. They are not a substitute for a standard set of interview questions you ask all candidates but can provide additional, helpful information.

Describe a time you had to handle a task on your own because none of your subordinates were able to do the job.

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Discuss the ways you make yourself accessible to staff and demonstrate good listening skills. Provide examples.

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Do you often take work home? Why?

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In what ways was your last team a disappointment to you?

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What 5 adjectives would your last boss use to describe you? Why?

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What do you do to make employees feel important, appreciated and respected?

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