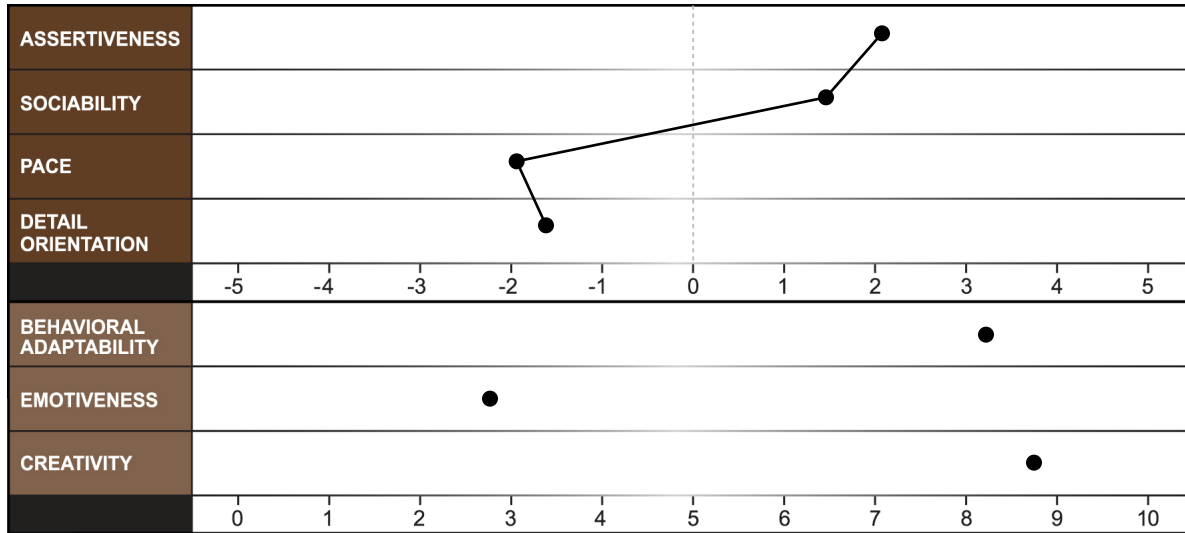




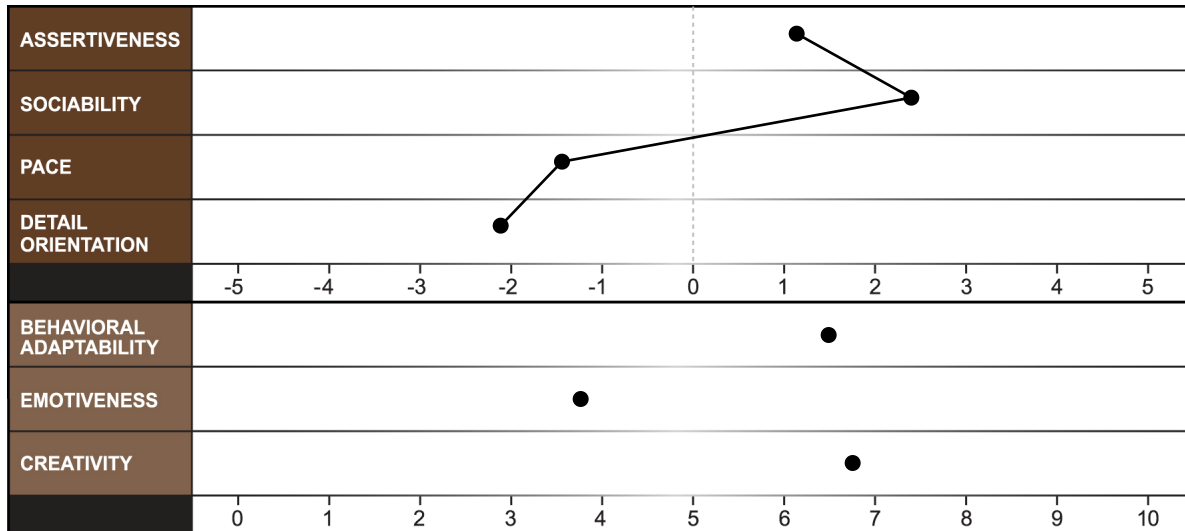
### OPP Graph and Report

Name:	<b>Jones, Bill</b>	Status:	<b>Employee</b>
Position:	<b>Manager</b>	Date:	<b>2006/12/11</b>
Organization:	<b>Concord Consulting</b>	Time to Complete:	<b>15 minutes</b>
Competition #:		Profile #:	<b>102056</b>

### Traits



### Adjusted Job Behaviors



## OPP Report

Name:	<b>Jones, Bill</b>	Status:	<b>Employee</b>
Position:	<b>Manager</b>	Date:	<b>2006/12/11</b>
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### OPP REPORT INTRODUCTION

The Organizational Performance Profile Report describes the behaviors and motivators of this individual. The following descriptions are workplace-related and illustrate how this person's innate characteristics and internal motivations will impact their performance. It includes general trait descriptions, performance motivators, and the person's perception of behaviors their current positions requires.

### Trait Descriptions

This section provides an in-depth description of this individual's innate characteristics and how they will conduct themselves on the job. It includes work styles, types of activities preferred, communication styles, need for structure, etc. When an individual's characteristics are well-aligned with the position in which they are placed, there is significantly higher potential for their performance to meet and exceed the organization's expectations.

- With an emphasis on getting things done, this person develops plans and establishes priorities for achieving specific objectives.
- Focused and self-assured, this individual displays determination and self-confidence in the pursuit of increased responsibility.
- An assertive and self-confident person who is comfortable with job activities that provide latitude for independent decision-making. When facing problems that involve risk outside of their personal experience, this individual may demonstrate caution and seek input from others before taking action.
- With a need for variety in their work environment, this individual actively engages in multiple activities and seeks to move them towards closure.
- Natural interest in embracing and initiating change causes this person to approach tasks, activities and interactions with urgency to proactively identify new, faster or better approaches for improving performance.
- This individual's impatience for results compels them to drive themselves and others to achieve objectives and meet deadlines.
- Independent minded and strong-willed, this person wants to establish priorities and have latitude in determining their own approaches and schedule; inclined to delegate in working with others.
- Informal and flexible, this person has lesser interest in detailed activity or follow-up unless it is personally interesting and focuses on the "big picture".
- Individualistic and self-reliant, this person is effective in a role where there is lesser structure and guidelines for dealing with problems and achieving objectives.
- With more of a people orientation than a task orientation, this individual seeks roles where there is a focus on relationship-building.
- Often lively and confident in social situations, this person is interested in others and can engage them in meaningful conversations.
- Comfortable meeting new people and using their outgoing, optimistic nature to initiate relationships and persuasively sell ideas.

- A self starter who likes to establish and work towards goals, this person is comfortable organizing both personal activities as well as those of other people to meet deadlines and goals.
- With more of an enterprising manner and style, this individual shows persistence in dealing with problems and issues. More concerned with achieving goals than with details, this person can delegate to others with a firm expectation for timely results.
- Affable and pleasant in dealing with others, interested in people and demonstrates a fast paced and responsive communication style.
- An outgoing and open individual that can often demonstrate a somewhat more persuasive communication style; this person is very attentive and talkative about the details they deem important - most others are delegated.
- An unusually high degree of Behavioral Adaptability provides this individual with the versatility to quickly and easily adjust and modify their inherent characteristics and gives them greater performance potential in roles that engage their innate behaviors. Job requirements that demand a high degree of behavioral flexibility and resiliency for differing situations and diverse individuals are strongly supported with this person's vigor, energy and vitality.
- Often influenced by their emotions, this individual's actions and responses are often shaped by their own perceptions and feelings. Intuitively this person is able to "connect" with others and make them feel at ease. Changeable moods can at times demonstrate more emotional reactions to issues, commitments and performance expectations.
- With a highly creative and resourceful approach to work activities, this individual demonstrates inventiveness which often results in productivity improvements. Using imaginativeness and ingenuity, this person develops new and often unconventional ideas or solutions for problems or opportunities.

## Performance Motivators

Every person is influenced by their environment, values recognition for their abilities, and has reasons for what they do. The following statements describe the internal motivators which drive the behaviors of this individual and how they will impact their performance in the workplace.

- Wants to be in a role where they have opportunity to provide specific direction to others, and where the focus is on taking initiative to accomplish clearly defined objectives.
- Is motivated by: growth opportunities, measurable results, and recognition of both their role and accomplishments. Seeks increased responsibility and the rewards / compensation to match their contributions.
- Wants recognition for surmounting difficulties in the process of reaching their goals, and for sound decision-making when dealing with risk and uncertainty.
- Seeks a work environment with an energetic pace, where there is a sense of urgency to accomplish required tasks and pressure to meet deadlines.
- Is motivated by multi-tasking, change initiatives, and the latitude to establish their own priorities.
- Seeks recognition for: multi-tasking; being proactive; meeting deadlines when under pressure; and managing unexpected events throughout the day.
- Seeks a role where there is latitude to work independently with nominal supervision.
- Is motivated by "big picture" thinking and the opportunity to delegate most details.
- Values recognition for their resourcefulness in managing difficult problems and generating effective solutions.
- Tends to seek a role with comparatively more personal interaction and communication rather than "technical" tasks and activities, along with the opportunity to contribute to group accomplishments and work with ideas or opinions more than data/technical facts.
- Is motivated by the opportunity to meet people, have influence, and gain social approval; enjoys "perks" and rewards.
- Seeks recognition for their ability to build relationships and work effectively with others, along with their persuasiveness or selling ability; contributions to the team; and an ability to gather input from others.

### Adjusted Job Behaviors

In this section an individual's traits are directly compared with behaviors they perceive to be required in their current role. When there is direct alignment between their innate characteristics and required behaviors, an individual will be highly "connected" in their role; where their characteristics are misaligned with job requirements, they will experience frustration. Use this report to highlight performance strengths and clarify potential issues in this person's current work perspective.

- A very assertive individual, this person perceives the work situation as having a degree of decision making responsibilities. It appears the person feels comfortable adjusting to the reduced level of responsibility and/or lesser requirement for decisions necessary in the job.
- A sociable person who prefers an environment where there is a greater emphasis on relationship oriented activities than task focused responsibilities. This person perceives the work activities having minimal focus on analytical tasks and frequently requires using a more persuasive, less factual, communication style with others. It appears the person feels comfortable adjusting to more of a relationship focus in the job.
- This is a driven individual who approaches most assignments with a high sense of urgency. This person views the work activities as somewhat fast-paced and changing. It appears the person feels comfortable adjusting to the reduced level of variety and urgent deadlines within the job.
- An independent thinker, this person often prefers to focus on the "big picture" and seldom be personally involved in most detail-oriented activities. This individual views the work activities as goal-focused and often requiring the delegation of details to others. It appears the person feels very comfortable with the perceived significant level of independence expected in this role.
- This person prefers a role that has a very high level of activity and the frequent requirement to adjust and step outside of their natural behaviors; they perceive their current role has a somewhat lesser level of activity and a less frequent requirement to adjust to varying job behaviors.
- Naturally empathetic and emotive, it's important for this person to be in a job environment where warmth and intuitiveness with others is a job requirement; this person feels that their current role often provides this opportunity.
- Highly imaginative and original thinking enables this person to work in an environment that requires very different and new approaches to work activities, issues and problems; they perceive their current role requires more of an innovative approach with occasional creativity.