

Behavioral Profile Report of **Henry Martin**

10/16/2013

This Report is a product of PDA International.

PDA International is the leading provider of applied behavioral assessments for the selection, management and development of talent.

PDA International ®
Phone +1 (855) 9-PDA-USA
sales@pdainternational.net
www.pdainternational.net

INTRODUCTION

This assessment is a reliable and scientifically validated tool. It has been specifically developed to identify and predict the behaviour of individuals in organizations.

Assuming that you have completed the form and answered it in accordance with the relevant instructions, you should find this report to be an accurate description of the way you generally respond to different situations, challenges and commitments that you are faced with on a daily basis.

In short, this assessment can now describe how you will behave and why. You should also keep in mind that at times we may adapt and modify our behaviors, by enhancing or inhibiting our natural trends.

You will find extremely valuable information in this report, such as your general behavioural preferences, motivating factors, strengths and developmental areas, as well as the manner in which you may adapt your behavior to meet the demands of your environment.

We recommend that you read this report in detail, focussing on the following characteristics, which have impacted (... or might impact) your development. Identify those which have had a positive impact and have benefitted you, as well as those which, at different times, have impacted you in a negative manner.

CONSISTENCY INDICATOR



The information in this report is coherent and consistent, and is therefore valid for interpretation and offers a solid basis for decision-making.

PDA CHART

Risk Axis



Cautious

Risk Taker



Is a generally assertive individual. At times and depending on the situation, will take initiative and accept commitments that imply risks. Others may consider this individual as somewhat active to the demands of the environment and capable of exercising a certain degree of moderate domination. Usually accepts the need for certain risks in some situations.

Extroversion Axis



Introverted

Extroverted



Is a sociable and extroverted individual, pleasant and persuasive. Strives to make a good impression and to make others feel comfortable. Attractive, persuasive, convincing.

Patience Axis

P

Restless/Impatient

Calm/Patient



Is a dynamic and spontaneous individual. Is motivated by diversity, change and some diversity of tasks and responsibility. Is bothered by routine and could get bored if their day-to-day does not include a variety of activities.

Conformity to Norms Axis

N

Independent

Adherence to rules



Is an independent, positive and confident individual, who relies on their own ideas and way of doing things. Would rather follow their own intuition than to strictly obey standards and procedures.

Self-Control Axis

S

Emotional

Rational



Is a situational individual as far as the axis of Self-Control goes. Does not display a clearly emotional or clearly rational inclination. This implies that, depending on each situation, they could eventually be somewhat rational, cold and calculating as well as more sensitive and involved from the emotional aspect.

NOTE: It is important to understand that not all the characteristics described in this report will manifest simultaneously and with the same intensity. It is more likely that you will only observe some of these characteristics. The higher the 'points' on the axis, the more manifested the characteristic and the behavior will be in the individual's Job Profile.

BEHAVIORAL DESCRIPTORS

Based on the responses, this report has identified the words which describe the personal behavior. The following is a list of those words which could clearly be used to describe the individual's natural behavioral style.

Influential
Pragmatic
Friendly
Decisive
Confident

Enterprising
Persuasive
Dynamic
Versatile
Agile

Independent
Persistent
Stubborn

BEHAVIORAL PROFILE DESCRIPTION

This section will provide a broad view and understanding of the individual's natural behavioral style. The description identifies the natural and spontaneous ways in which he will respond to his job demands. Use this description to gain in-depth understanding regarding the way this individual will respond to problem-solving needs and face challenges, influence others, respond to the environment, as well as what their responses are to rules and procedures set by others, in addition to their ability to "self-control" their impulses and emotions

Henry is an inclusive leader who feels an extroverted interest in people and has the ability to gain the respect and trust of different types of people. He enjoys responsibility, authority and the social initiative required in a leadership position.

He applies pressure to attain an objective and to gain acceptance of his point of view, however, he does so in a charismatic way. He is spontaneous in his approach. He may use motivation, interpersonal skills, self-confidence and charisma to influence and persuade others to his point of view or belief. He may even be stubborn and try to get his own way in his motivation to achieve results; this may sometimes cause Henry to be perceived by others as being temperamental.

Henry is in general a good coordinator who is prepared to delegate and demonstrate confidence and assurance in most situations. He may tend to act impulsively at times and to be overly enthusiastic and to oversell. He is an excellent motivator and people-person, he is a good leader who knows how to communicate and can persuade just as others can persuade him.

Henry is a natural at setting goals, planning, organizing and implementing plans. He prefers practical and realistic work requirements. He is extremely independent and wants considerable freedom to set and achieve goals. Henry's independence gives him self-confidence; he is prepared to act without guidance, direction or influence from others. He prefers guiding others to obtain results.

He is perfectly comfortable in situations where he needs to put plans in motion to achieve results. Henry prefers having control of the situations in which he is involved and is prepared to take risks to be in command. Henry prefers changing and improving the status quo by improving methods, systems, processes and results. He is also impatient to achieve results and execute change. Henry is persistent in his pursuit of goals.

Henry may effectively use his interpersonal skills in speeches and presentations to groups. He will respond to questions and objections from the audience quickly.

Henry has no difficulty taking risks and has a great sense of urgency, which is why he can make decisions quickly based on available information. He will feel certain he has made a good decision.

Henry is motivated by challenges, contact with people, freedom from routine and strict regulations. This is why he seeks freedom to act independently in a variety of changing situations. He will avoid detailed analysis of information, producing reports or being in charge of registries. Public recognition of his skills is an important motivation for Henry. He seeks power and being in command of situations. One of Henry's main strengths is achieving tangible results by motivating people to act of their own volition rather than exercising authority and orders.

Being possessive and competitive, he will actively seek control and power over every situation. In

general, he will feel very stressed when having to hand over control or power to others and may react in a confrontational and argumentative way.

Because of his strong people-orientation and his desire to win, he may lose motivation and feel hurt when facing rejection and disapproval from others or when excluded from a group or project. Should this happen at times of higher sensitivity or if expressed very intensely, Henry may set aside his polite style and become emotional and even explosive.

Given his strong sense of urgency he may feel stressed with work-related delays and the fact that he has too many long-term projects to handle. Because of his search for variety, lack of action, routine and indecision will also be stress factors. When faced with this stress he may react in a very impatient and ill-natured way, making impulsive decisions and giving up because of frustration.

With his independent style, he will usually feel uncomfortable working under close control and very strict rules and procedures. When faced with this situation, Henry may react by ignoring rules or else finding excuses to operate independently.

MANAGEMENT STYLE

This section will provide a broad view and understanding of the individual's management style. It describes the way in which he naturally performs when faced with the need or responsibility of managing others. This individual's managerial style is described in the following chapters: Leadership, Decision-Making and Communication.

Leadership

- Henry is a charismatic leader who applies pressure to get things done and can usually get others to follow him.
- He prefers leading and motivating others in unstructured work environments, rather than more limited environments.
- He has an optimistic and enthusiastic leadership style which makes it easy to motivate and direct.
- He can lead effectively even under pressure.
- He may have difficulty imparting discipline if his popularity is at risk.
- He is very competitive and will actively seek to control others with his charm.
- He has the ability to identify development needs in his team members but lacks the patience to involve himself in their development.

Decision-Making

- When making decisions, Henry will usually base them on available first line information.
- He adopts a proactive and creative style when making decisions.
- He will have a hard time with those decisions that require hard and unpopular actions.
- He will be more effective making decisions that require immediate action.

Communication

- Henry is a natural communicator with the ability to persuade and influence.
- His fast-paced and talkative style limit his listening ability.
- His natural enthusiasm and optimism may cause him to ignore the points of view of others and may, in fact, keep others from voicing their ideas.

SALES STYLE

This section will provide a broad view and understanding of the individual's sales style. This individual's style during the different stages of the sales process is described in the following chapters: Opening, Closing, and Customer Service; allowing us to identify their skills with presentations, facing objections, as well as customer follow up and maintenance.

Opening

- Henry is very positive to persuade when speaking and is enthusiastic in his presentations.
- He has strong skills to meet new people and easily develops many contacts.
- On occasion, he may talk too much and not listen, causing him to miss the signs of a purchase.
- He is normally persuasive and influential and will probably make good impressions given his ability to communicate with others.

Closing

- Henry is in general very focused on the closing and will certainly compete to get the order.
- He is motivated by pressing to achieve results and will go after an available opportunity.
- He is by nature direct, but flexible when attempting to close the sale.
- He is ingenious in overcoming objections and will probably close with very good results.

Customer Service

- Will develop very strong relationships with customers.
- Customer service will be a strength whenever required by the customer.
- If customer service requires too much routine may not always be able to perform well in the service role. May reflect a disorganized image.
- Will lack the patience required for customer service.

HOW TO LEAD HENRY EFFECTIVELY

This section describes important aspects to keep in mind for the individual's 'effective coaching.' The following descriptive points are based on natural behavioral style and are critical for any person who expects to lead him at the highest level of effectiveness and full capacity.

- Henry, is by nature, a very proactive person, and will therefore need active participation in issues that are being handled.
- It is important to him to always feel he is being included. However, it is important to clearly set boundaries, at times even in writing, to let him know how far he can participate, so as to avoid any confusion about his position.
- When assigning a new task or responsibility, it is very important to offer Henry enough freedom to execute it independently, otherwise he will feel controlled and this might irritate him.
- Popularity is important to Henry, as well as feeling recognized and considered a point of reference; it would therefore be motivating for him to actively lead projects and to be publicly recognized for his achievements.
- Henry will respond best to challenges when he is offered all the information openly and in a relaxed way, allowing him to voice his point of view freely and making him feel that what he says is considered.
- For effective communication, his supervisor will need to express himself in a direct, concise way, preferably verbally, going straight to the point and without beating around the bush. In written communication, it should also be terse, summarized and concrete.
- It is important to Henry to feel he is being heard, appreciated and that he has a space to participate with his opinion.
- He is motivated by public recognition and being a point of reference to his peers.
- Because he is independent and does not adhere strictly to rules and procedures, it would be important to explain possible negative consequences he might suffer among his peers in the event of non compliance. This would be a way to set a boundary and allow him to focus his actions within pre-established guidelines.
- Because of his low attention to detail and lack of patience for careful detail control, he may tend to make that type of mistake. One way to help this individual to avoid mistakes is to assign someone with those qualities to provide support in the more administrative tasks.
- Henry is motivated by decision-making, having control and taking risks. Given his high level of extroversion, he is also motivated by pleasing people and being popular. This is why, when faced with situations that require him to remain impartial and take a position contrary to the majority, although he is able to make a decision, he will feel uncomfortable and will need support and approval from his supervisor.
- He will give his best if assigned tasks or attainment of objectives where he can take full responsibility and act freely, while at the same time leading others to achieve completion.
- Henry will work best in an environment where he can develop his interpersonal skills and he has varied work, since he would otherwise be quickly bored.

- Given his strong sense of urgency, Henry will tend to work at a very fast pace, which is why it would be important to support him in terms of making him understand that his sense of timing is not the same as the others.

It is important to always keep in mind that this individual's potential lies in his interpersonal and leadership skills and in his ability to make risky decisions.

STRENGTHS THAT CAN BE OVERUSED

This section describes some of the unique trends of behavioral style which could eventually become weaknesses. They are clearly positive aspects of this individual's behavioral style but could act against him if not moderated or addressed in a timely manner.

- In his focus on the big picture, may miss the details
- Brisk and pointed approach may be too fast and blunt for some people
- Strong results orientation may result in announcing conclusions without patiently explaining the reasons
- May promise more than can be delivered, especially if delivery is by self rather than support staff
- May move so quickly and enthusiastically into presentations that he neglects sizing up the audience first
- In pursuit of work variety and change, may "spread himself too thin," ignore important details and neglect to follow-up
- In desire to get fast results, may "push" people too hard and too fast
- In his desire to move quickly, may not always listen closely to people
- In need to get fast results, may become irritable if he believes people have not delivered

KEYS TO MOTIVATE HENRY EFFECTIVELY

This section describes important aspects to keep in mind in order to achieve and maintain a high degree of motivation in this individual. The following descriptive points are based on natural behavioral style and are critical for any person who will assign them tasks or responsibilities or will work with this individual as part of the same team.

- Provide a high degree of freedom to act.
- Encourage interaction with people when discussions are of a practical and significant nature.
- Recognize the desire to have responsibility, authority and social initiative required in a leadership position.
- Allow the open expression of ideas and feelings.
- Recognize the need to be involved in a wide range of activities that require effective organizational and planning skills to attain goals.
- Offer clear and challenging tasks and assignments.
- Offer the opportunity to display natural leadership skills, especially among key people, to influence, persuade and convince others in a direct and firm manner.
- Recognize efforts and achievements.

CURRENT SITUATION

This section will provide a clear perspective regarding the changes occurring in this individual's behavioral style. It describes which aspects of their natural style are being modified in an effort to adapt to their current job requirements.

Henry feels he should be more direct, more competitive and slightly more confrontational. This means he may be presenting himself in a more assertive and at times more dominant style.

Decision-Making

This analysis indicates that, normally, when Henry makes decisions, he assumes a certain level of risk. Naturally, he will have no major problems making decisions even when he doesn't have all the information at hand; he will simply base his decisions on the facts "within his reach." At the present time, Henry senses that his current situation does not require that he make any major changes to his "decision-making" style. Henry feels his present situation allows him to make decisions with the available information, basing his decisions on the facts "within his reach".

Energy Balance

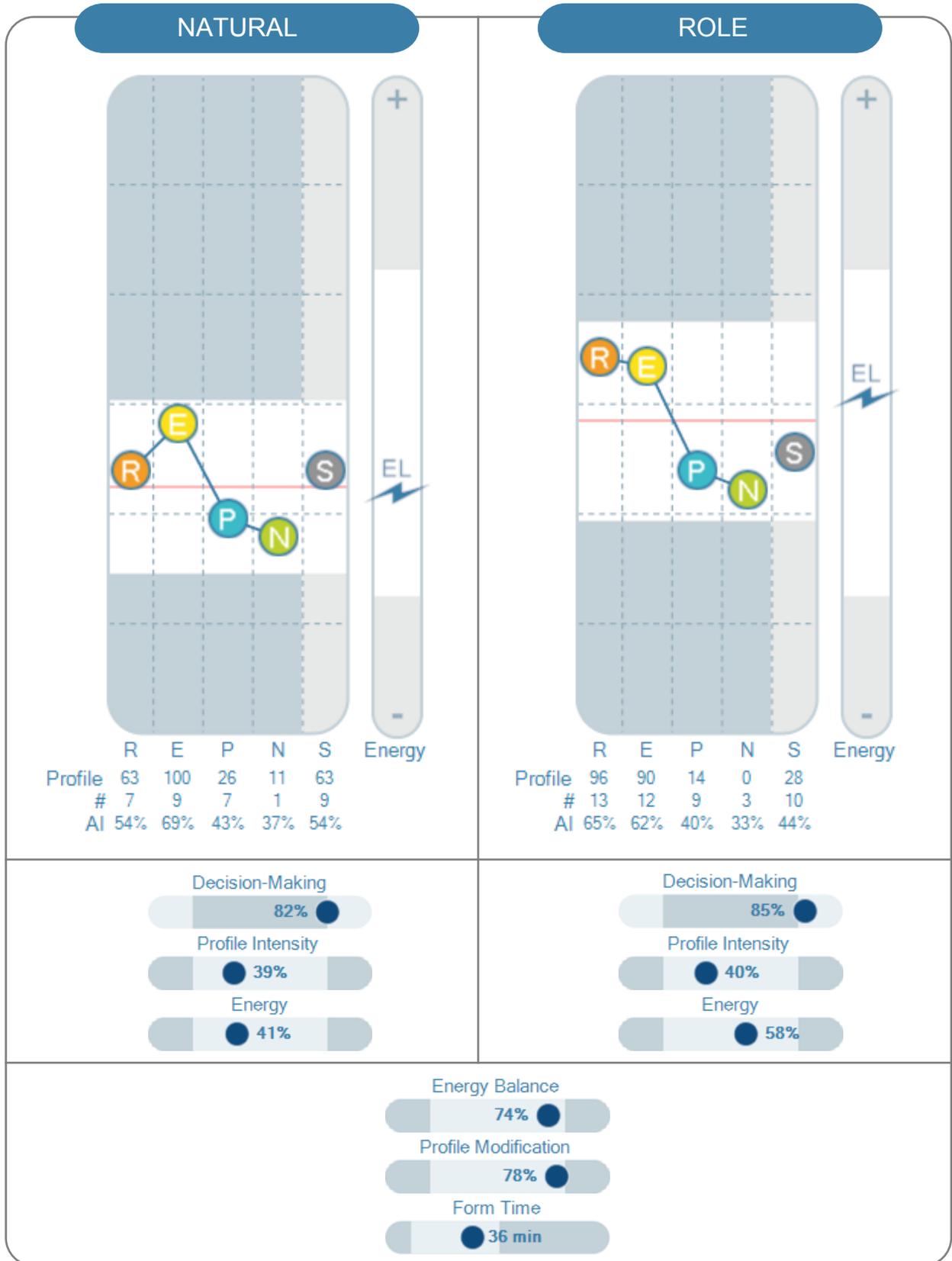
This assessment suggests that Henry perceives that his job requires a greater investment of energy than what he can offer. This is a sensitive change and we can infer that he may be feeling somewhat stressed and under excessive demand.

Behavioral Changes

This assessment suggests that Henry is capable of adapting and is somewhat flexible. He will have no problem adapting, although on occasion he may show some resistance to change his style and adapt to the job requirements.

This report is related only to behavioral characteristics. Success in any specific job will depend exclusively on the candidate's intelligence, skills and appropriate experience.

BEHAVIORAL PROFILE CHART



Selected Words

Words selected for Role Behavior:

1 3 4 5 6 8 9 10 11 13 14 15 16 18 19 20 24 25 26 27 28 30 31 33 35 36 37 39 41 43 45 46 49 51 55 57 58
61 69 71 72 73 76 80 84 85 86

Words selected for Natural Behavior:

1 2 4 5 8 10 11 13 15 16 19 20 21 25 26 28 30 35 37 39 43 45 49 51 58 61 69 71 72 73 76 85 86

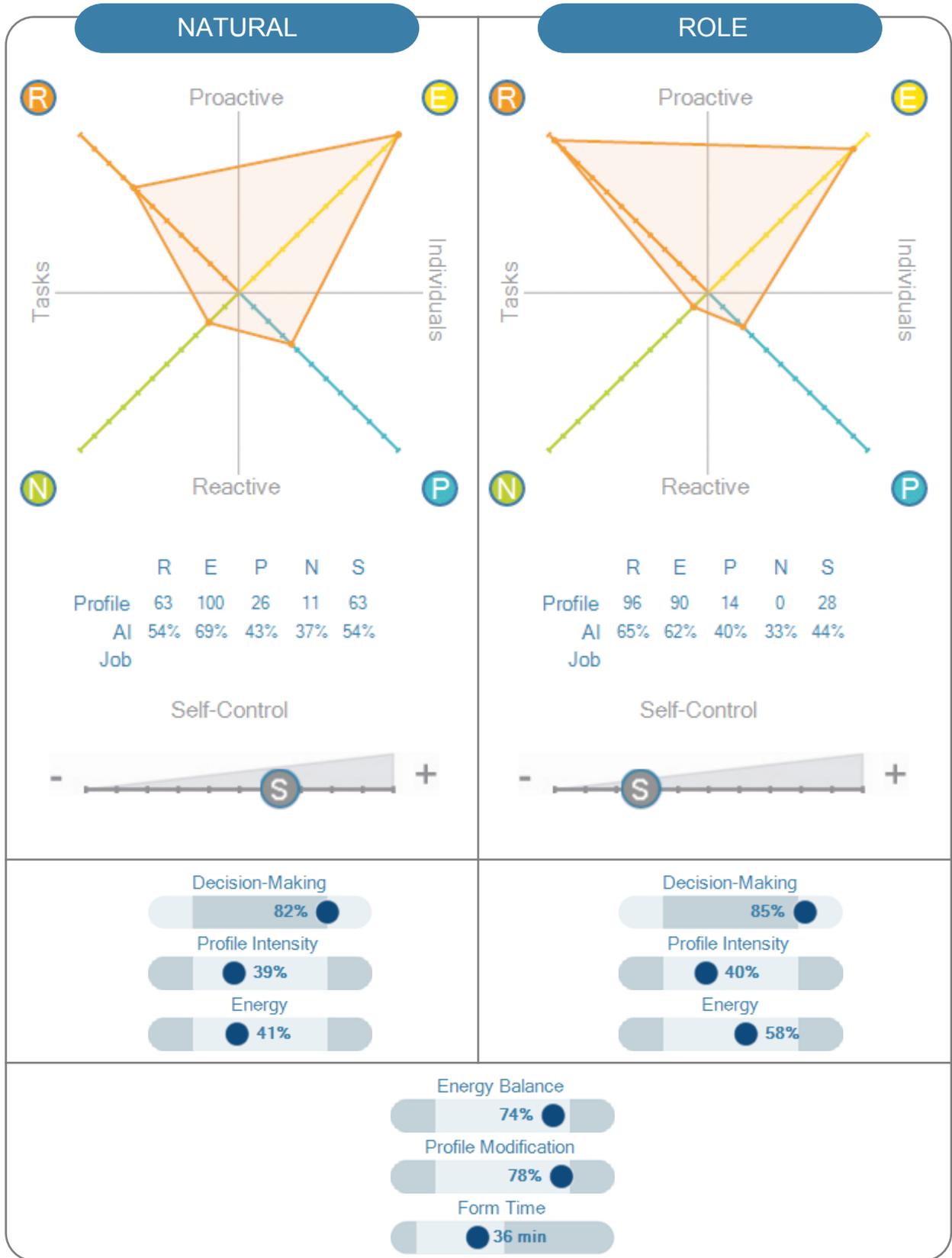
SELF DESCRIPTION

I like to see people develop and do great things

I like changing things for improvement, i like seeing the results of improvement regularly

I liek challenging myself and learning more and applying my experience and new knowledge to new challenges to see improvements and results

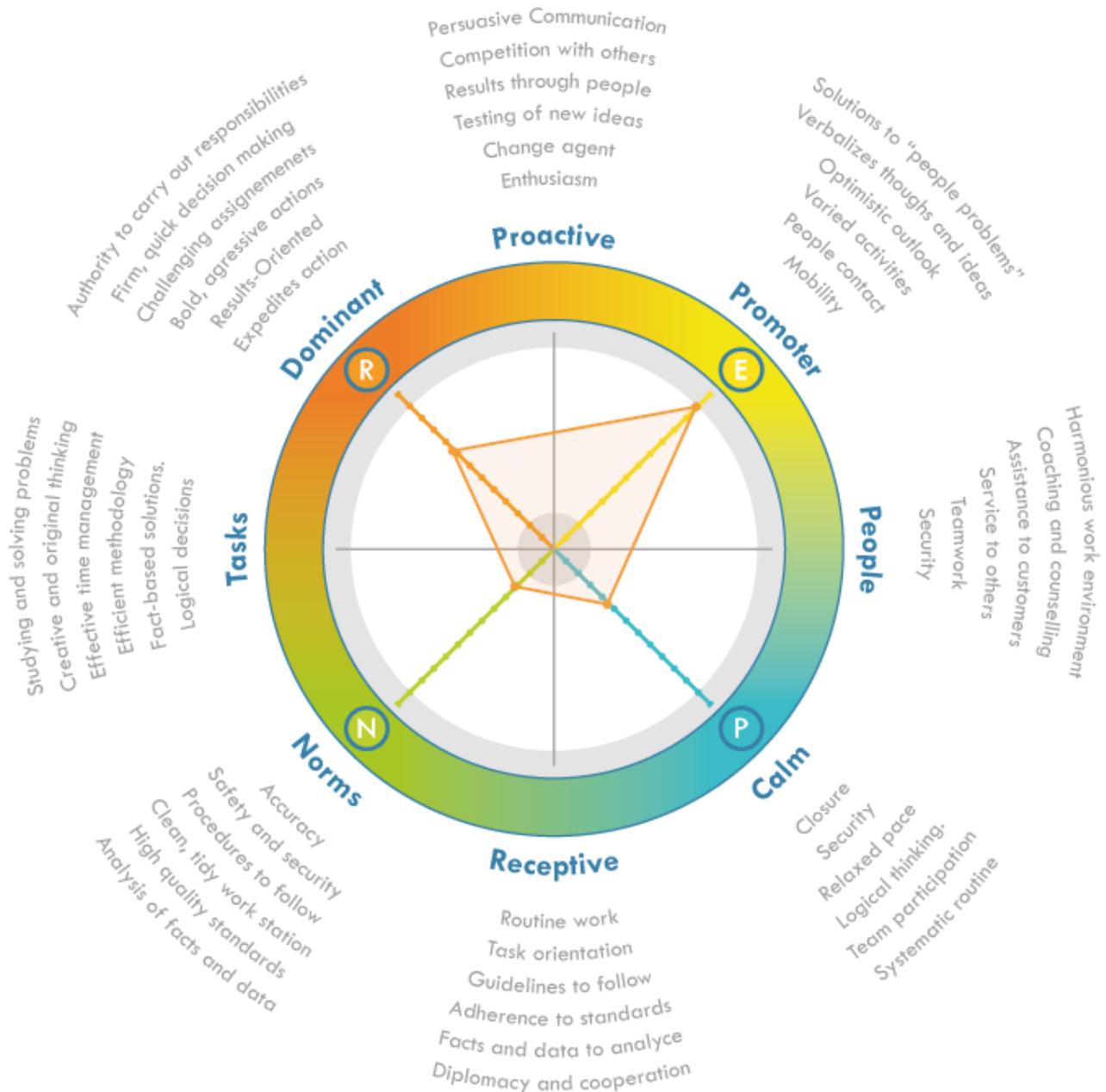
PDA RADAR CHART



■ Henry Martin

PDA WHEEL CHART

	R	E	P	N	S
Profile	63	100	26	11	63
AI	54%	69%	43%	37%	54%



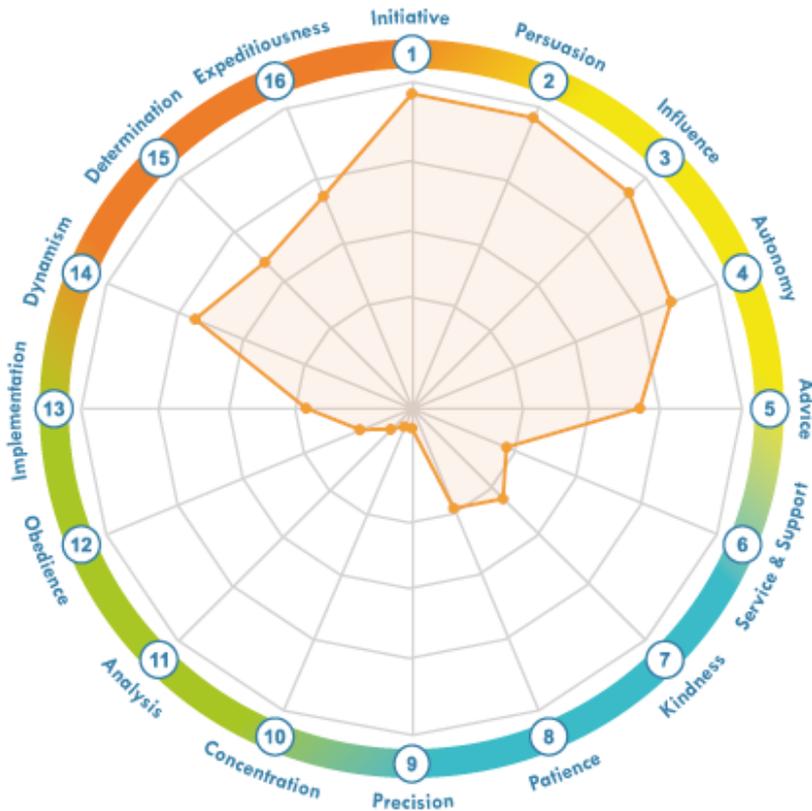
Lower self-control:

The less the person tends to hold back and reflect, the less they control and plan their responses to situations they are presented with. The person will tend to be more spontaneous, fluid, without much "planning" of their responses and actions.

Higher self-control:

The more the person tends to think before acting and the more controlled they are. Leads to more planning of their responses to situations that they are presented with. The person will tend to be more thoughtful, controlled, and rational.

BEHAVIORAL RADAR CHART



- 1 Initiative:** The person is integrative and has an extroverted interest in people. He/she has the ability to earn the respect and trust of various types of people. He/she is proactive, creative and dynamic in its focus on results.
- 2 Persuasion:** This person is sociable and makes a good impression with most people for his/her warmth, understanding and compassion. He/she works with and through people to get the job done. This individual is oriented towards results in a creative way. He/she persuades and strives to please and convince others.
- 3 Influence:** This person is by nature very sociable and friendly in his/her approach towards others. He/she prefers to work with and through people to complete tasks and assignments. This individual has an optimistic view and focuses on teamwork results, applying his/her influence and interpersonal skills.
- 4 Autonomy:** This person is self-assured, confident and independent. He/she prefers to develop his/her own thoughts and opinions and ideally do things "his/her way". This individual is oriented towards results in an independent way and deciding according to his/her own criteria and without waiting for the opinions of others.
- 5 Advice:** This person is a good communicator who accepts the opinions of others and is willing to listen. He/she adopts a friendly, persuasive, courteous style and develops in a friendly and accommodating way. This individual is oriented to results in a friendly way, working in team, promoting a harmonious environment. He is patient and creative. It's good teammate and coach.
- 6 Service & Support:** This person tends to be patient, calm and balanced in almost every situation, even in situations of "pressure." He/she may be somewhat reluctant to show his/her concerns and frustrations. He/she is oriented to results in a helpful way, listening and analyzing information.
- 7 Kindness:** This person possesses great skills to perform in administrative and specialized positions. This individual is diplomatic in his/her approach and is tactful in his/her approach to others. He/she is oriented to the results in a patient, kind and friendly way, avoiding confrontation.
- 8 Patience:** This person devotes time to others, is a good listener and has a high degree of empathy towards people. He/she is patient, considerate and kind. He/she is generous, pleasant and compassionate. This individual is oriented to the results in a patient and consistent way, and takes the time that is necessary.
- 9 Precision:** This person more comfortable and efficient when working in structured and well defined environments and situations. This individual is cautious in his/her approach to problems and decisions. He/she is precise and careful in his/her focus on results.
- 10 Concentration:** This person is a precise thinker and an assiduous worker who prefers to follow procedures in both his/her work and private life. He/she is a perfectionist and does not want to make any mistakes in his/her work, so he/she is analytical, precise and orderly. This individual focuses on, and follows procedures in his/her orientation to results.
- 11 Analysis:** This person has a marked tendency toward management and toward specialization. He/she is highly reliable, very disciplined and precise. He/she is oriented toward results evaluating the information and facts and progressing in a logical, systematic and orderly way.
- 12 Obedience:** This person hates to commit mistakes or errors in his/her work. He/she is interested in the details of the job or assignment. This individual tries hard to do his/her job perfectly. He/she is oriented to results in a consistent manner and safely analyzing the information available and following procedures.
- 13 Implementation:** This person is meticulous and precise with an innate dynamism for problem solving. He/she has considerable curiosity for the causes of problems. This individual can have a wide range of interests. He/she is oriented toward results, studying and solving difficult problems as well as taking decisions based on logic.
- 14 Dynamism:** This person is cordial, intense and impatient. He/she is eager to please. He/she strives to start things, goes ahead and obtain results as quickly as possible. This individual is oriented to results in a dynamic way and promotes change, adapting himself/herself quickly to new situations.
- 15 Determination:** This person is someone that looks ahead and competes to achieve their goals. Heshes goes in search of things rather than waiting for them to happen. This person takes risks to achieve his/her goals. He/she is oriented toward results in a certain and firm way, confronting if necessary, taking responsibility and assuming challenges.
- 16 Expeditiousness:** The person is expeditious with an urgent and impatient desire to produce quick results. He/she enjoys the variety in his/her work. He/she is oriented to the results in a dynamic and competitive way and takes decisions fast.

BEHAVIORAL TRENDS

IMPORTANT: Under optimal environment conditions the vast majority of individuals might be capable of performing adequately in any of the following competencies. We refer to "optimal conditions" when several of the following conditions exist in the work environment: good leadership, motivation, recognition, support and training, among many others. We understand that work environment conditions are not always optimal...

Customer Service, Attention and Support

This competency measures an individual's skill regarding "Customer Service" and the ability to provide service in a polite, attentive and consistent style.



Attention and Listening

This competency measures the "listening and receptivity" skills in an individual. Patience, tolerance, and time for others.



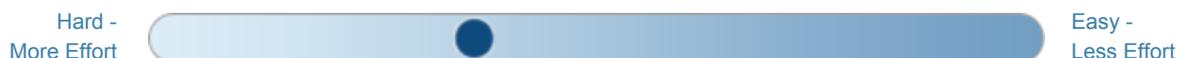
Dynamism and Sense of Urgency

This competency measures an individual's skill to respond to challenges that require diversity, change, and variety, when time is of the essence and urgency is important.



Implementation

This competency measures orientation to tasks. An individual's ability to manage and coordinate tasks in adherence to the appropriate standards and procedures.



Competitive and Results-Oriented

This competency measures an individual's skill to be Results-Oriented by means of a direct and competitive style, accepting some challenges and confronting if necessary.



Strategy and Results-Oriented

This competency measures an individual's skill to be Results-Oriented by means of a determined and consistent style, creating strategies, minimizing risks and avoiding confrontation.



Persuasion and Extroversion

This competency measures an individual's skill in terms of "interpersonal relationships" and the capacity to relate by means of an extroverted, sociable and persuasive style.



Precision - Quality

This competency measures an individual's skill regarding tasks that require precision, quality, and detail. Continued follow up through completion.



Proactive and Independent

This competency measures "proactivity" towards tasks as well as people. It involves the skills of persuasion and motivating others, while pursuing challenges that require creativity and independence.



Adherence to Rules and Guidelines

This competency measures an individual's ability in terms of adherence to policies and control, responding in accordance to appropriate rules and guidelines.



It is important and extremely useful to identify and know individuals' Natural Behavioral Profile in order to predict how much "effort" these competencies will require and demand; that is, whether the individual will be able to display them naturally, spontaneously and "without effort" or whether they will require a "greater effort" to display these competencies which may not be "natural" to this individual. For example: a "naturally impatient and restless" individual will require a greater effort for the "Analytical Skills" competency, while the "Sense of Urgency" competency will be a natural skill and will therefore require "least effort."

ACTION PLAN

This form is for one goal - make copies if you wish to develop other goals.

GOAL (What do I want to achieve?)

- 1.
- 2.

BENEFITS (What do I want to gain from the achievement of this goal?)

- 1.
- 2.
- 3.

STEPS TO ACHIEVE THIS GOAL (What do I need to do to achieve this goal?)

- 1.
- 2.
- 3.

DEADLINES (When will I complete these actions?)

- 1.
- 2.
- 3.

POSSIBLE HURDLES (Things that might interfere with the achievement of this goal?)

- 1.
- 2.
- 3.

POSSIBLE SOLUTIONS (How will I eliminate the hurdles in my way?)

- 1.
- 2.
- 3.

HOW TO MONITOR YOUR PROGRESS (How will I know I am making progress?)

- 1.
- 2.
- 3.

IS IT WORTH SPENDING TIME, EFFORT AND MONEY ON THIS GOAL?

Yes _____ No _____ Yes, but after _____ TODAY'S DATE _____

Seven action aids

1. Remember the benefits you will gain when you achieve your goals.

Identify the benefits you will receive: greater job effectiveness, enhanced job satisfaction, improved interpersonal skills, etc. Which will be the benefits?

2. Remember your time availability.

There are 525,600 minutes in a year. If you use 15 minutes a day for your development, you will be applying a total of 5,475 minutes per year. This is a total of 0.0104 of your annual available minutes. Can you afford to use 0.0104 of your available minutes for your development?

3. Do one thing at a time.

The large task of self-development is made up of small tasks. Divide and conquer: divide the large task into several small sub-tasks. Then, concentrate on one sub-task at a time until you finish it.

4. Practice, practice, practice

Practice leads to perfection. The more you practice, the more you learn. A little practice every day is better than one large practice session each week.

5. Perseverance conquers

Stick to your Action Plan. Perseverance is the necessary critical behavior for you to achieve your goals. Individuals often stop when they are close to success. Keep going... do not stop. If you stop, you will never achieve your goals.

6. React effectively to your mistakes.

We all make mistakes. You will make them when carrying out your Action Plan and when working to achieve your goals. Respond effectively. Be accountable for your mistakes, feel confident in spite of your mistakes, and learn from them. Do not think you should never make mistakes, do not be concerned or become obsessed with your mistakes, and do not be discouraged because you have made them.

7. Call upon your "success memories."

When you feel pressured or frustrated or when you feel you are not making progress with your Action Plan, call upon a "success memory." Remember one of your past successes or achievements. Fill your mind with this memory and allow it to create positive thoughts, emotions and images. You will feel better, your confidence will increase and you will be able to continue working on your Action Plan and the achievement of your goals.