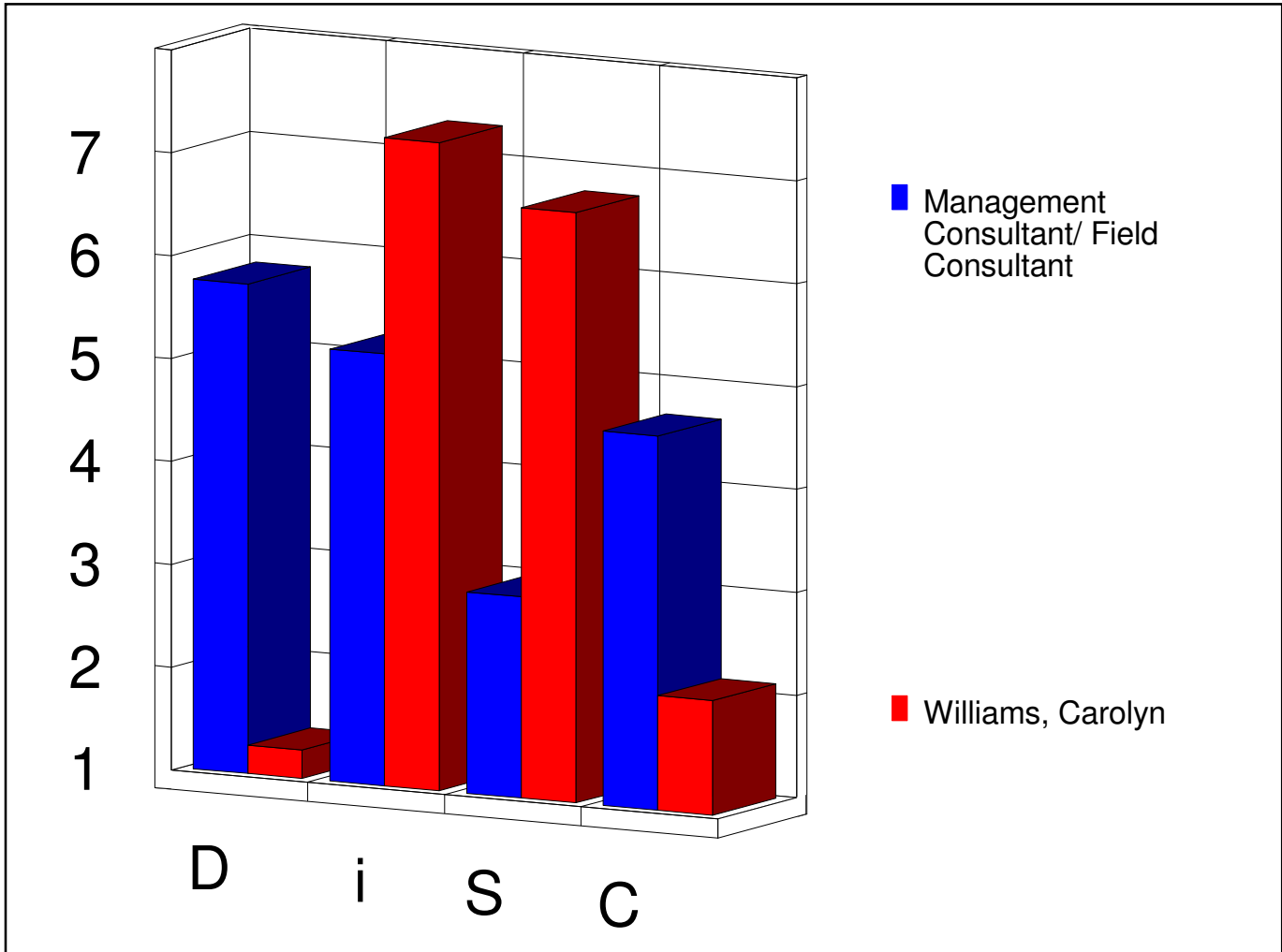




Personal Profile System® Graph Single PPS/RBA Comparison



These graphs display the intensity levels for the role of Management Consultant as compared to Carolyn's Personal Profile. The Comparison Analysis on the following pages lists the behaviors that show a "good fit," "stretch" or "redirect" potential. Behaviors that are listed as a "good fit" are those behaviors in which the role requires a similar level of behavior as seems to be natural for Carolyn. Behaviors listed as "stretch" are those behaviors that the role requires more of than seems to be natural for her. The behaviors listed as "redirect" are those behaviors that the role requires less of than seems to be natural for her. The listed behaviors describe potential fit rather than actual observed behavior. The Performance Coaching Questions may be helpful in discovering Carolyn's actual experience in matching her behavior to the role requirements.



Comparison Analysis

Name: Carolyn Williams

Completed by: Self

Date: 03-20-2006

Environmental Focus: School

Classical Pattern: Counselor

Role: Management Consultant

Position: Field Consultant

Department: Consulting Depart

Organization: NegroniWilliams

Source: Team

Date: 03-20-2006

STRETCH Behaviors:

- Responding quickly to problems
- Taking higher risks based on potential results
- Moving forcefully, even if some people are offended
- Delegating responsibility to others for follow-up actions
- Using power and authority to accomplish results
- Directing the efforts of others
- Demanding immediate results
- Taking risks on untested ideas
- Carefully weighing alternative methods, actions
- Carefully following key procedures and processes
- Containing oneself when impatient or anxious
- Demonstrating self-discipline by working alone
- Remaining neutral when conflict first arises
- Checking accuracy of work, especially their own
- Listening with reservation to the opinions of others
- Analyzing many factors when making decisions

REDIRECT Behaviors:

- Releasing tension in the group by interacting verbally
- Using personal charm and enthusiasm
- Influencing or inspiring others verbally
- Facilitating interaction between people
- Resolving conflict by initiating and facilitating discussion
- Verbally encouraging others in their personal efforts
- Influencing people through optimistic communication
- Verbalizing the thoughts and feelings of others



Comparison Analysis

--Continued--

Comparison Analysis (Continued)

- Developing a workable, repeatable routine
- Cooperating with others to complete tasks
- Maintaining methods proven effective in the past
- Responding to problems with study and cooperation
- Assuming responsibility to follow-through on details
- Following a methodical way of doing things
- Changing through careful and orderly planning process
- Considering the views of those who show disagreement



Role Behavior Analysis™ Comparison Grid Single PPS/RBA

★ Management Consultant / Field Consultant / Team

○ Williams, Carolyn

		L	ML	M	MH	H
take risks on untested ideas	D	○			★	
verbalize the thoughts and feelings of others	i				★	○
respond to problems with study and cooperation	S		★			○
analyze many factors when making decisions	C	○		★		
delegate responsibility to others for follow-up actions	D	○			★	
release tension in the group by interacting verbally	i				★	○
assume responsibility to follow-through on details	S		★			○
contain oneself when impatient or anxious	C	○		★		
move forcefully, even if some people are offended	D	○			★	
resolve conflict by initiating and facilitating discussion	i				★	○
consider the views of those who show disagreement	S		★			○
remain neutral when conflict first arises	C	○		★		
demand immediate results	D	○			★	
verbally encourage others in their personal efforts	i				★	○
develop a workable, repeatable routine	S		★			○
carefully weigh alternative methods, actions	C	○		★		



Role Behavior Analysis™ Comparison Grid Single PPS/RBA

★ Management Consultant / Field Consultant / Team

○ Williams, Carolyn

		L	ML	M	MH	H
take higher risks based on potential results	D	○			★	
influence people through optimistic communication	i				★	○
maintain methods proven effective in the past	S		★			○
listen with reservation to the opinions of others	C	○		★		
respond quickly to problems	D	○			★	
influence or inspire others verbally	i				★	○
change through careful and orderly planning process	S		★			○
check accuracy of work, especially their own	C	○		★		
use power and authority to accomplish results	D	○			★	
use personal charm and enthusiasm	i				★	○
follow a methodical way of doing things	S		★			○
carefully follow key procedures and processes	C	○		★		
direct the efforts of others	D	○			★	
facilitate interaction between people	i				★	○
cooperate with others to complete tasks	S		★			○
demonstrate self-discipline by working alone	C	○		★		



Performance Coaching Questions

The performance coaching questions listed in this section may be helpful in determining Carolyn's actual experience in stretching and redirecting her behavior to meet the requirements of the role. These questions are based on the potential fit defined by Carolyn's responses to the Personal Profile System® and the results of the Role Behavior Analysis™ for the role of Management Consultant.

Requiring Stretch

- How would you handle a job situation where your position required you to take risks on untested ideas more often than may have been comfortable for you?
- How would you handle a job situation where your position required you to delegate responsibility to others to follow-up more often than may have been comfortable for you?
- How would you handle a job situation where your position required you to move forcefully even though some people might be offended more than was comfortable for you?
- How would you handle a job situation that required you to demand immediate results from others more often than may have been comfortable for you?
- How would you handle a job situation that required you to take higher risks based on potential results more often than may have been comfortable for you?
- How would you handle a job where your position required you to respond more quickly to problems than was comfortable for you?
- How would you handle a job that required you to use power and authority to get results more often than may have been comfortable for you?
- How would you handle a job situation where your position required you to direct the efforts of others more often than was comfortable for you?
- How would you handle a job situation where your position required you to analyze many factors when making decisions more often than you would have liked?
- How would you handle a job situation where your position required you to contain yourself when you were anxious or impatient more often than you would have liked?
- How would you handle a job situation where your position required you to remain neutral when conflict first arose more of the time than you found comfortable?
- How would you handle a job situation where the position required you to carefully weigh alternate methods or actions more often than you would have liked?
- How would you handle a job situation where your position required you to listen with reservation to the opinions of others more of the time than you may have liked?
- How would you handle a job situation where the position required you to check the accuracy of the work, especially your own, more often than you would have liked?
- How would you handle a job situation where the position required you to carefully follow key procedures and processes more of the time than you would have preferred?
- How would you handle a job situation where the position required you to demonstrate self-discipline in working alone more often than you found comfortable?



Performance Coaching Questions

The performance coaching questions listed in this section may be helpful in determining Carolyn's actual experience in stretching and redirecting her behavior to meet the requirements of the role. These questions are based on the potential fit defined by Carolyn's responses to the Personal Profile System® and the results of the Role Behavior Analysis™ for the role of Management Consultant.

Requiring REDIRECT

- How would you handle a job situation where you were not able to verbalize the thoughts and feelings of others as much as you would have liked?
- How would you handle a job situation where you did not have the opportunity to release tension in the group by interacting verbally as much as you would have liked?
- How would you handle a job situation where you were not able to resolve conflict by initiating and facilitating discussion as often as you would have liked?
- How would you handle a job situation where you were not able to verbally encourage others in their personal growth as often as you would have liked?
- How would you handle a job situation where you were not able to influence others through optimistic communication as often as you would have liked?
- How would you handle a job situation where you were not able to influence or inspire others verbally as much as you would have liked?
- How would you handle a job situation where you would have liked to use more personal charm and enthusiasm than was expected in your position?
- How would you handle a job situation where your position did not allow you to facilitate interaction between people as much as you would have liked?
- How would you handle a job situation where your position did not allow you to respond to problems with study and cooperation as much of the time as you would have liked?
- How would you handle a job situation where your position did not allow you to assume responsibility to follow up on details as much of the time as you would have liked?
- How would you handle a job situation where your position did not allow you to consider the views of those who show disagreement as often as you would have liked?
- How would you handle a job situation where you would have liked to develop a workable, repeatable routine more often than the position allowed?
- How would you handle a job situation where in your position you were not able to maintain methods proven effective in the past as much as you would have liked?
- How would you handle a job situation where in your position you were not able to change through careful and orderly planning as much of the time as you would have liked?
- How would you handle a job situation where your position did not allow you the opportunity to follow a methodical way of doing things as much as you would have liked?
- How would you handle a job situation where your position did not allow you to cooperate with others to complete tasks as much as you would have liked?



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