

Name: Bob Smith
 Position: VP of Operations
 Date: 08-11-2022

RESULTS SUMMARY

Personality

Bob will tend to demonstrate perspectives and decision-making based on...

- logic
- future-oriented ideas
- improving systems and processes
- being inspired to innovate
- finding new solutions to intellectually challenging problems

E	N	T	P
Extraverted	Intuitive	Thinking	Perceiving
Outgoing, Energetic, Communicative, Warm	Idealistic, Imaginative, Forward-Thinking, Visionary	Logical, Objective, Unbiased, Pragmatic	Responsive, Spontaneous, Flexible, Active

Motivators

Bob's motivators mean the most engaging roles will center around a need for

- Strategizing what deals to make
- Working new initiatives
- Sharp analytical mind
- Finding improvement opportunities
- Designing, developing and marketing

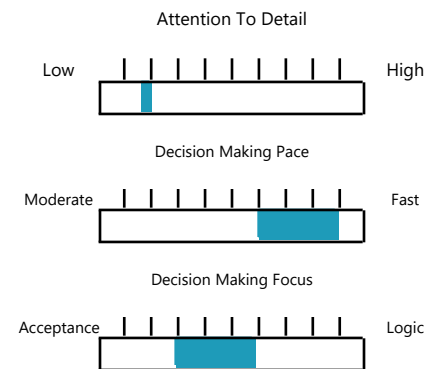
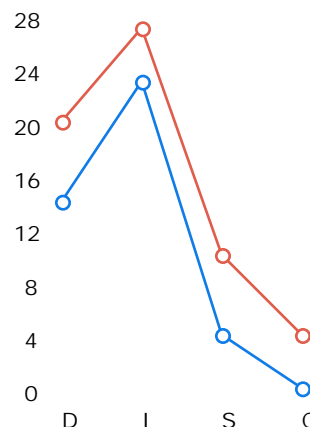
- Enterprising
- Investigative
- Artistic
- Social
- Realistic
- Conventional



Behavior

Bob tends to follow a pattern of Assertive behavior characterized as...

- forceful
- enthusiastic
- competitive
- charming
- confident





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ROLE CONSIDERATIONS

This natural drive for applying innovative solutions to challenging problems to improve the efficiency and effectiveness of systems means Bob will be more likely to thrive in positions that:

- Allow creativity to be put to work developing innovative ideas
- Allow for delegation of responsibility for the tedious details of implementation to others
- Require the ability to identify, strategize, and plan deals, projects, and initiatives that will improve--or even change the game--for the organization or industry

Potential Benefits

- Prototypes, introduces change, creates new opportunities
- Acts as a 'people mover'; is persistent; sells and closes; is poised and confident
- Natural ability to analyze situations, spot opportunities for improvement, then research, plan, and implement solutions
- Likely skilled in verbal ability--motivating and directing others; as well as mathematical, research, analysis, or writing ability

Potential Challenges

- May initiate too many projects, and not be able to deliver on all of them
- May introduce too much change, not taking sufficient account of current realities, or leaving well-established, workable routines alone
- May resist verbalizing their reasoning or considering other views and ideas about goals and problem solutions
- May lack genuine concern for others, willingness to help others succeed, patience and humility
- May struggle to pay attention to task-directed service and key details, needing to be reminded of objective data analysis in decision making
- May mishandle strong intellect and effective communication skills, inadvertently offending others
- May be very restless in roles where not in control, challenged, or clearly appreciated
- May be frustrated by missed opportunities if unable to see ideas through
- May struggle to organize, stock, and track physical items
- May be unskilled in attention to detail, data analysis, finances, or other ability to work with numbers; as well as physical coordination--especially in the use of tools which require fine motor coordination or manual dexterity

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TEAMING WITH OTHERS

Potential Contributions Bob Could Make to the Team

- Trying things that are new
- Prototyping
- Introducing change
- Looking for unexpected outcomes
- Creating new opportunities
- Experimenting
- Operating as the brains of the deal making
- Strategizing, conceptualizing, and leading the charge
- Knowing how to put the pieces together so they work in sync

Potential Challenges Bob Could Bring to the Team

- May appear to be overly competitive and unappreciative of the contribution of others, leaving someone else to do the routine work, and occasionally making assumptions that aren't necessarily backed up by the facts
- May need to be reminded people are involved in the tasks to be completed
- May take the lead (formally or informally) due to natural leadership ability, intellect, and communication skills
- May be mistrusting and resistant to teaming with unknown, unproven, or unskilled colleagues
- May need an assistant to serve as a social cushion
- May be too intense, intimidating, demanding, or overpowering with team members when driving toward a goal

Most Helpful When...

- The group is "stuck in a rut"
- The status quo needs to be challenged
- Jobs require a methodical approach to risk-taking
- The organization needs to be shaped through strategic initiatives
- Situations require the ability to see both the big picture and every last detail

Least Helpful When...

- There are already too many initiatives underway and some stability is needed
- Teamwork needs to be a slow-going process
- Reasonable risks need to be taken, even in the face of others' disapproval
- Environment is rigid and relationships are complex
- Role requires being freely available to someone at any time
- There is not a willingness to stay the course to achieve the results
- Responsibilities are mindless and do not stimulate the intellect

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MANAGEMENT STRATEGY

When Managing Bob

- Provide an intellectually challenging environment without being rigid, and with creative and intelligent coworkers
- Maintain positive atmosphere, and try to help avoid physical exhaustion
- Reinforce the value of people and teamwork
- Provide big picture goal(s), clear boundaries and expectations, tangible measures and plenty of freedom to plan and implement projects, initiatives, and assignments
- Surround with and give access to as many other intelligent, competent team members as possible for optimum satisfaction in being part of the organization
- If disengagement is suspected, encourage the investment and explorations of hobbies or complex activities that require a depth of knowledge to accomplish goals like: significant participation in clubs and/or organizations, participating in or attending sporting events, entertaining and socializing, getting involved in political activities, attending conventions, etc. These types of outlets can recharge and re-energize, making satisfaction at work more attainable.
- Allow for creativity to be used to develop innovative ideas, while allowing the delegation of the tedious details of implementation to others
- Help identify other methods of achievement besides force of character
- Don't require highly detailed work; if possible, provide admin support
- Tie money, power, recognition, or winning to new initiatives; or when correction, training, and development are necessary
- Assign responsibilities to persuade and influence others and/or use analysis and intellect to increase engagement in the role
- Avoid assigning tasks that require organizing and utilizing physical skills; delegate these to others on the team who are energized by this type of work, or keep it to a rare, short-term assignment

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STRUCTURED INTERVIEW

Questions

Note: The bulleted information in blue italics gives the reason for the question being asked. It is intended to aid you in how you listen to the candidate's response.

1. We all have times when our co-workers find us difficult to work with. Give me an example of when this happened to you. What was the situation? Why did they believe you were difficult? What was the outcome? What was done to resolve this problem?
 - **IMPACT ON OTHERS**
 - High Scoring Answer: Listen for answers that reveal...
 - (Awareness) an awareness of the anxiety produced in other types by the participant's lack of priority for formal procedures and practical concerns
 - (Consistency with Wiring) an acknowledgement that the participant tends to have difficulty concealing impatience with people who don't know what they are doing,
 - (Teachability) an understanding that the participant can have a negative impact on others when they feel they didn't live up to the high expectations.
2. Tell me about a time when you were given an assignment that required you to follow procedures to the letter. How did you approach the project? Were you able to offer suggestions for change?
 - **ADHERENCE TO PROCEDURE \ ROUTINE \ HIERARCHY**
 - High Scoring Answer: Listen for answers that reveal...
 - (Awareness) an awareness that the participant typically responds best when given options or suggestions rather than someone demanding the rules be followed
 - (Consistency with Wiring) an acknowledgement that the participant's work environment or system works well, although it appears disorganized or may not fit in with the organization's norm,
 - (Teachability) an understanding that the participant may run into difficulty in the workplace by excessively ignoring the organizational hierarchy or protocols.
3. Tell me about the toughest deadline that you've faced where the impact of not meeting it would affect others. What was it? Who did it affect? Did you meet your deadline? What caused it to be so difficult? If you had to do it again, how would you do it differently?
 - **DECISION MAKING \ DEADLINES**
 - High Scoring Answer: Listen for answers that reveal...
 - (Awareness) an awareness that the participant can delay the decision making process for so long that options run out
 - (Consistency with Wiring) an acknowledgement that the participant tends to have difficulty creating deadlines and sticking to them,
 - (Teachability) an understanding that the participant's procrastination or unexpected change of objectives can negatively impact others.

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STRUCTURED INTERVIEW

4. Describe a situation in which you were misunderstood because you had failed to give enough information. What was the situation? Who was involved? How did you handle it?

- **COMMUNICATING DETAILS**

- High Scoring Answer: Listen for answers that reveal...
- (Awareness) an awareness that, when delegating a task, the participant needs to give more detailed explanations
- (Consistency with Wiring) an acknowledgement that the participant will tend to communicate the outline of the vision and then let everyone work out the details or doing their own thing within that context,
- (Teachability) an understanding that other types need a more detailed plan or structure to work from.

Notes
