



Pario Professional Report

The Profile Report on Individual Style and Motivation

Respondent Name: Graeme Cxxxxxx

Report Compiled 19th November 2009

Introduction

The Profile Report on Individual Style and Motivation (PRISM) analyses work preferences and the likely implications in terms of behaviour at work. PRISM is designed to identify key factors affecting performance in an organisational setting. It should be noted that certain scores can contribute to a strength in one area but may be linked to personal development needs in another. This might for example apply to a very task-orientated approach which then has a negative impact on interpersonal effectiveness.

Part 1 of the report highlights important aspects of Graeme Cxxxxxx's behaviour and provides a brief summary of broad trends which will influence his approach to work. These underlying factors are explored in more detail in Part 2 which is structured under three broad headings relating to Graeme Cxxxxxx's Approach to Problems People and Tasks. The interpretation in Part 2 makes specific reference to each of the 24 scales appearing on the profile. Part 3 of the report summarises key issues influencing his motivation and work-style.

The report is based on the pattern of response made at the time the questionnaire was completed. The scores recorded on the profile indicate the number of items selected on each scale highlighting the relative emphasis Graeme Cxxxxxx has placed on each dimension. The profile should not be regarded as permanently fixed and scores can change as a result of new work demands, changing attitudes towards work, possibly linked to training or coaching, and increased experience in a particular role.

This report is prepared in good faith and the interpretation is designed to provide an overview of the main points emerging from the questionnaire. It can be used to explore Graeme Cxxxxxx's approach and identifies some important issues which might be related to his future development. This information can form part of a broader assessment or development process, but should not be used in isolation. It is important that any issues raised in this report are seen in the context of his role and reviewed by means of a feedback discussion.

Part 1: An Overview of the Profile

1.1 KEY ASPECTS OF BEHAVIOUR

Graeme's approach will be characterised by the behaviour summarised in the following statements, reflecting the effect of motivational factors and his response to specific work demands.

A. Aspects of the profile receiving a very high level of emphasis are described below.

Achieving high standards and setting an example to others. Persevering with tasks and overcoming obstacles.

B. Fairly significant emphasis is placed on:

Dealing with conceptual and theoretical issues. Being responsive to changing demands and new ways of working. Exploring issues with others and generating new solutions. Being in control of people and situations. Gaining a high level of recognition from other people. Reacting quickly to situations and feeling impatience with delay. Being decisive and confident in determining a course of action.

C. Consideration should also be given to other behaviour which will feature in Graeme's approach reflecting the much lower emphasis given to some aspects of the profile.

Not getting involved in detail or worrying about making mistakes. Not actively supporting or developing new projects and initiatives. Not actively expressing his views as a team member (or less likely to 'flex' his approach and use a range of influencing styles within the group?). Having very little personal involvement in completing a task. Avoiding problems and not taking a strong stand on matters of principle.

1.2 Summary of Broad Trends

In taking an overview of Graeme 's profile, there is evidence that he will have some interest in expressing his ideas and actively influencing events when responding to situations at work. Compared to other professionals, he is likely to demonstrate a moderate level of initiative in deciding what is required, and an element of personal drive may be evident. At the same time, Graeme is likely to have a moderately confident, out-going style of working, and this will be reflected in some willingness to respond positively to situations and seek to influence the outcomes.

There is some preference for adopting an active, positive role and examining wider issues and/or possibilities. There is evidence of a forward-looking approach. This will be linked to a moderate level of interaction with others to review activities and help set direction. It is also evident that Graeme places somewhat less emphasis than most on adopting a focused approach in working towards the achievement of assignments. This means that he will give somewhat less consideration to precisely defining what the task requires. Some preference for maintaining flexibility is indicated, with less attention to detailed scheduling of work as a means of reaching objectives. At the same time, he will have some concern for being personally organised in his approach to work. This point is examined in more detail in Part 2 of the report.

Part 2: Interpretation of the Profile

2.1 Approach to Problems

Analysis of Information

The moderately high emphasis placed on Broad Based Thinking suggests that Graeme will give consideration to the wider consequences and implications of actions. This is likely to be characterised by him being aware of the need to examine alternatives and options associated with problems or issues at work. A fairly reflective attitude is evident, and this will be accompanied by a willingness to question existing procedures.

At the same time, the score shown on Innovative Response indicates that Graeme is moderately responsive towards change. However, he may not actively challenge the status quo or take a clear stand on key issues. There may be some concern about other people's perspective when dealing with problems or situations at work. He could be reluctant to pursue issues when facing opposition from others. Overall, there is likely to be some questioning of established procedures and a preference for a reasonably forward-looking work environment.

There is a low concern for personal involvement in close detail, or precise checking of individual points to ensure accuracy. This suggests that Graeme does not regard attending to specific detail as a key aspect of his role. He may prefer to focus on the wider issues relating to his work

The moderate emphasis on Personal Organisation shows a preference for maintaining a reasonably flexible approach, with some attention to planning and structure. Where possible, he is likely to be responsive to alternative ways of completing a task, and willing to adapt to changing requirements. It is also evident that the low concern for detailed accuracy will result in him focusing on the more general considerations, rather than the specific details that might be needed to complete a task. There could be some value in him focusing somewhat more attention on evaluating specific task requirements and the steps needed to achieve results.

Flexibility of Response

The moderately high score on Creative Focus indicates that Graeme has an interest in developing ideas and looking at new ways of resolving problems. This suggests that he will tend to be less committed to following existing procedures, or continue with one fixed approach. There is evidence of Broad Based Thinking, and this will be supported through discussion with others. There is some willingness to question the status quo, and this could be developed through structured discussion of issues.

Graeme expresses a fairly low level of personal involvement in pushing forward new ideas and initiatives. This may, in part, be the result of him being in a job with very clearly defined responsibilities. However, lower scores on Developing Opportunities may indicate the need for more initiative, or greater awareness of how best to turn ideas into actions. There could be some benefit in him becoming more directly involved in looking at how new approaches might be introduced, and actively pursuing the possibilities.

The moderate score on Organisational Awareness indicates that Graeme likes to find out what other people are thinking and will probably find time to discuss issues with them. This will help him understand what is happening elsewhere in the organisation and how people are likely to react to new developments.

The final scale in this section is described as the "Pressure Index". It highlights the extent to which someone wants their work to follow clearly defined standards and procedures. Graeme's score suggests that he will generally maintain a fairly flexible and adaptable approach, although there may be some concern for doing things in a particular way, reflecting his personal preferences.

2.2 Approach to People

Personal Interaction

There is a moderate emphasis on Leadership Focus, and this suggests that Graeme will take some responsibility for clarifying technical or professional objectives and setting direction. An element of confidence is likely, but he may not actively seek opportunities that enable him to give a clear lead to others.

The moderately high score on Establishing Direction indicates that Graeme likes to take charge of situations and have the opportunity to decide objectives.

Graeme displays a moderately high level of Personal Reserve in his approach towards other people at work. This suggests that he will give some consideration to remaining professionally objective when reacting to the decisions or behaviour of colleagues, (or those reporting to him). Relatively little emotional response will be evident. However, this will be moderated, to some extent, by the wish to maintain positive relationships with other people.

His interaction with other people is characterised by a moderate concern about Personal Contact. This implies that he will give some consideration to the issue of developing or maintaining close relationships. He will seek to have some involvement as part of a group. This is coupled with some expectation that people should work on the basis of trust and mutual understanding.

Influence and Persuasion

There is evidence that Graeme has a fairly strong need for recognition and acknowledgement at work, and this is highlighted by the moderately high emphasis given to Gaining Attention. He is likely to welcome the opportunity to make a personal impact and gain favourable feedback and encouragement from other people. However, there could sometimes be value in him being more active in putting forward suggestions or proposals when working with a group of people. There might also be some tendency to avoid or minimise conflict or disagreement, possibly in order to get acceptance for his ideas and proposals.

At the same time, the moderate score on Gaining Approval means that he will have some regard for the standards or expectations of others. This will be balanced against a moderately expressed preference for forming his own, independent perspective on issues. This should be considered alongside the emphasis placed on Organisational Awareness. The profile suggests that he will usually pay some attention to other people's views when defining the issues relating to a task.

Graeme expresses a moderate need to participate in team-based work, and this will affect the extent to which he seeks the contribution and support of other people. He will tend to view Team Involvement in the context of completing a task. The moderately high need for Personal Contact does reflect some concern for friendly social interaction, possibly at a one-to-one level. It is likely that he will seek to give a lead and adopt a moderate profile within the group. His approach should also be considered in the context of the moderately high score on Gaining Attention. This suggests a fairly high profile style and a wish for recognition. It may support his ability to generate enthusiasm and commitment.

Further insight into his Approach to People can be gained by referring to his relatively low score on Team Influence. This suggests that he will tend to be less confident in dealing with other people, and only make a limited contribution in meetings. It is less likely that he will 'flex' his approach and use a range of influencing styles within the group). However, the moderate score on Team Involvement does indicate a wish to work within a group setting. There is also the moderate emphasis on Leadership Focus, suggesting that when necessary he will decide objectives and set direction.

2.3 Approach to Tasks

Decision Making

A clear preference for completing things quickly and responding to deadlines is indicated by the moderately high emphasis placed on Speed of Response. A sense of urgency may be apparent on occasions. This is linked with a more reflective approach, suggesting that attention will be given to thinking through the broader issues relating to a task.

It is also apparent from the fairly low score on Seeking Direction that Graeme does not require close supervision or guidance when dealing with work assignments. This suggests a fairly strong preference for a self-reliant approach. Somewhat closer attention to preparation and planning could be relevant to the successful implementation of assignments.

A moderately high level of conviction when deciding a course of action is highlighted by Graeme's score on Decision Confidence. This suggests that he will feel fairly competent when required to respond quickly to a situation, or take personal responsibility for finding a solution to a problem. Interaction with others, suggested by the moderate score on Team Involvement, indicates a degree of consultation with others.

In the context of task accomplishment and achievement of high standards, there is very high emphasis given to Striving for Success. As a result, Graeme is very likely to set demanding personal targets for himself and will tend to view his work as setting an example to others. This suggests that he is working to extremely well defined performance standards. He will require little direction from others. The fairly high need for personal recognition could be important in gaining a full understanding of his style.

Focus on Outcomes

The score recorded on Task Commitment suggests that Graeme will have a high need to make a strong personal commitment to his work, contributing significant time and effort to overcoming problems. Graeme will place value on the work ethic and this will tend to characterise his approach.

Accompanying the high level of drive directed towards personally resolving problems, there is a low need for on-going involvement in Task Completion. Graeme will, therefore, prefer to move on to new assignments once a particular task or project is underway. Combined with his comparatively low interest in detail, there will be less concern in following through on the specific aspects of implementation.

The comparatively low score on Confronting Issues indicates that Graeme places relatively little emphasis on surfacing problems or dealing directly with issues. This may indicate a preference for a co-operative style of working. A moderate level of emotional control will tend to be apparent in the way he responds to situations. The wish to maintain positive working relationships could also be relevant in this context.

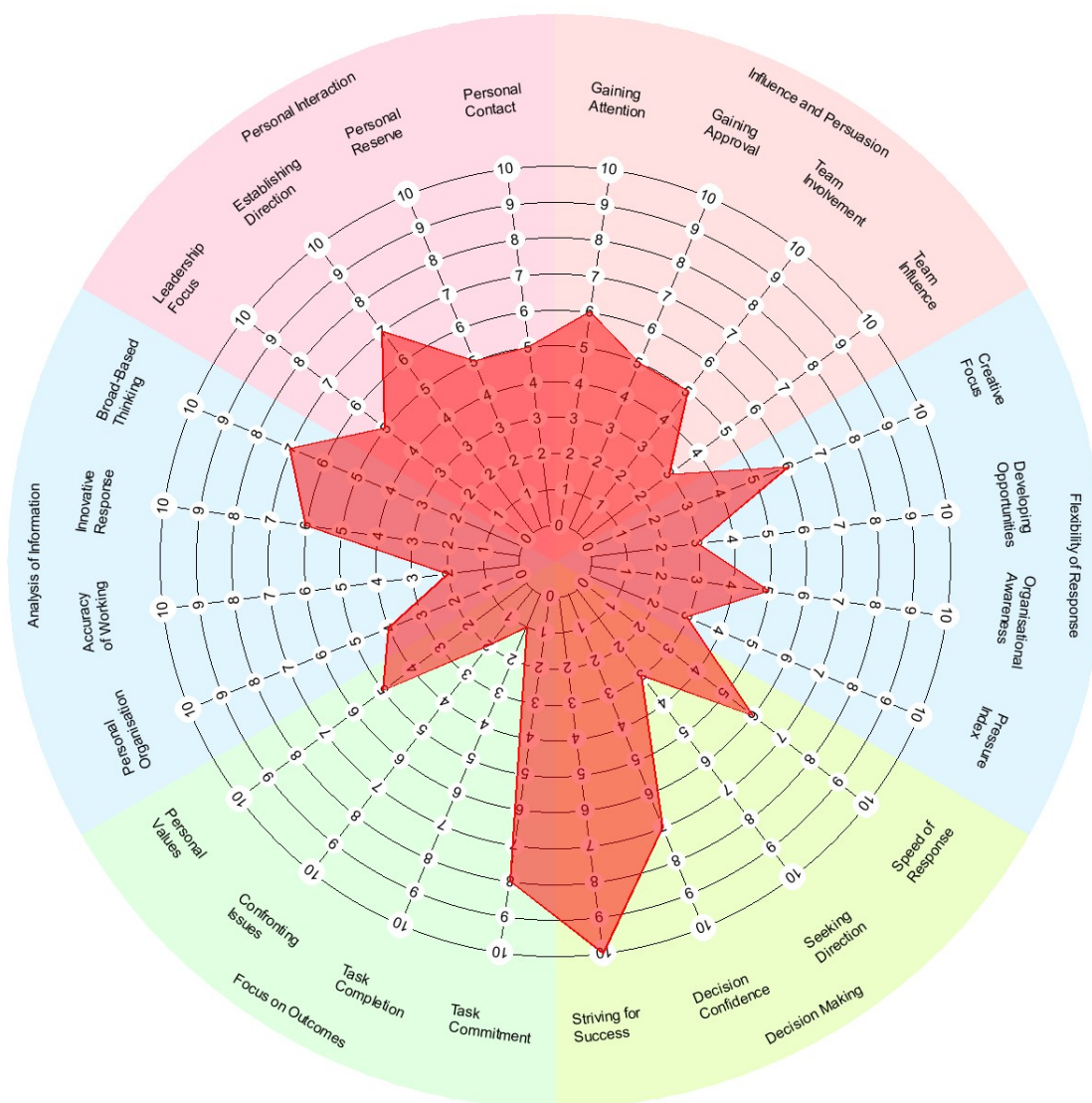
Graeme's Approach to Tasks will also be associated with a emphasis on maintaining an impartial and professionally objective style of working. He has some concern that other people should share the same outlook or values as himself. This is linked to the perspective that a sense of common purpose will contribute to achieving good results.

Part 3: Motivation and Work Style

A review of the key aspects of Graeme's profile suggests that his motivation and workstyle will be influenced by the following considerations: A willingness to adapt to changing requirements and less predictable work situations. A preference for avoiding confrontation. A strong focus on personal achievement. Compared to other professionals, there is a moderate emphasis on achieving Personal Impact by shaping events and initiating action. He will have some interest in working in a stimulating environment and moving things forward. There is also the somewhat lower emphasis, noted earlier, on adopting a focused approach in working towards the achievement of assignments.

Part 4: Summary of Scores – 1

This chart shows the raw scores on each of the primary dimensions.



Part 5: Additional Prism Scales

Sten Scores

