MarkTwo Consulting

Creating Conscious Leadership

Pario Executive Report

The Profile Report on Individual Style and Motivation

Respondent Name: Graeme Cxxxxxxx

Report Compiled 19th November 2009

PARIO HR SOLUTIONS

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'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 her 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 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'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 full feedback discussion.

1. Approach to Problems

Analysis of Information

* reflects on the wider consequences and implications of actions * willing to question existing procedures * is moderately responsive towards change * will trust his own judgement on what is required * has a reasonably flexible approach, with some attention to planning * does not regard checking detail as a key aspect of his role * adopts a very questioning, probing style of working * may need to focus on the steps needed to achieve results

Flexibility of Response

* will examine new ways of resolving problems * analysis will be supported through discussion with others * may need to show more initiative, to turn ideas into actions * could do more to support the introduction of new approaches * likes to find out what other people are thinking * has a relatively low concern about working in an environment with clearly defined rules or principles

2. Approach to People

Personal Interaction

* is likely to clarify issues or professional objectives * (but may not seek opportunities to give a clear lead to others?) * likes to be in charge of situations and decide objectives * moderately controlled response to the actions of others * relatively little emotional response is likely to be evident * gives some thought to maintaining close relationships * will seek to have some involvement as part of a group * has some concern for working on the basis of mutual understanding

Influence and Persuasion

* has a fairly strong need for recognition and acknowledgement * (wants to make a personal impact and gain favourable feedback?) * appears less active (or focused?) when contributing in a group * may seek to minimise conflict or disagreement * has some regard for the standards or expectations of others * displays some Team Involvement (linked to completing a task?) * seeks to give a fairly clear lead * is likely to actively seek recognition and attention * may appear less confident or positive in dealing with people in a team * (may not actively input ideas or shape the agenda in meetings?)

3. Approach to Tasks

Decision Making

* emphasises completing things quickly * (a sense of urgency may be apparent on occasions) * this appears linked to a reflective approach (considers the broader issues relating to a task?) * requires little supervision or guidance * (more focus on key steps could be relevant in some situations) * shows confidence when required to take action * consults with others * sets demanding personal targets * (note the need for personal recognition)

Focus on Outcomes

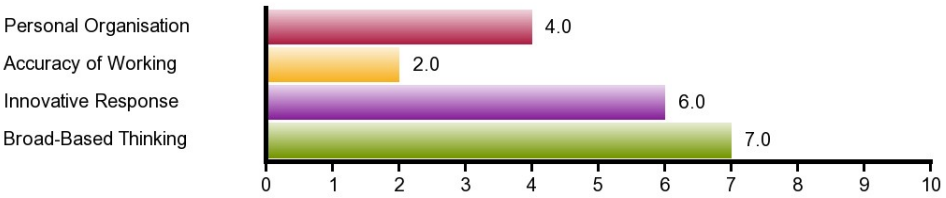
* gives significant time and effort to overcoming problems * (places value on the work ethic?) * has little need for on-going involvement in Task Completion * (but gives less attention to the specific details of implementation?) * gives less emphasis to surfacing problems or confronting issues * displays a high level of emotional control * wants to maintain positive working relationships * maintains a fairly impartial and professionally objective style * (but has some concern for shared outlook and values) * appears less confident or positive in asserting his ideas in a group

4. Motivation and Work Style

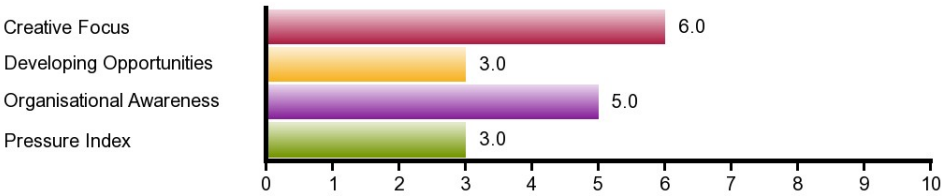
A review of the key aspects of Graeme's profile suggests that his motivation and workstyle will be influenced by the following considerations: A willingness to adapt to changing requirements and less predictable work situations. A preference for avoiding confrontation. A strong focus on personal achievement. 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.

Pario Executive: Summary of Scores - 1

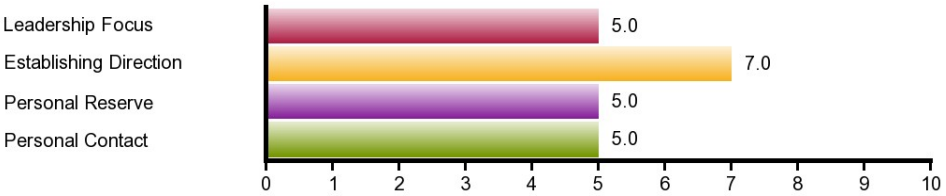
Analysis of Information



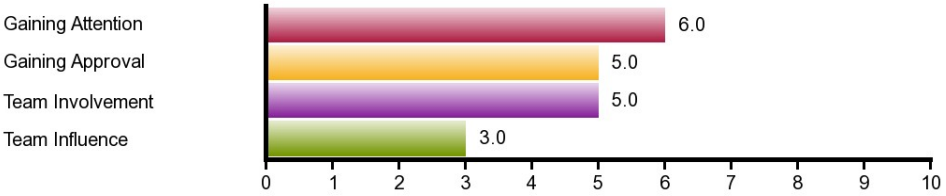
Flexibility of Response



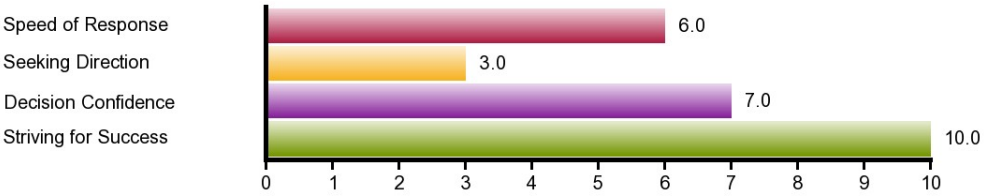
Personal Interaction



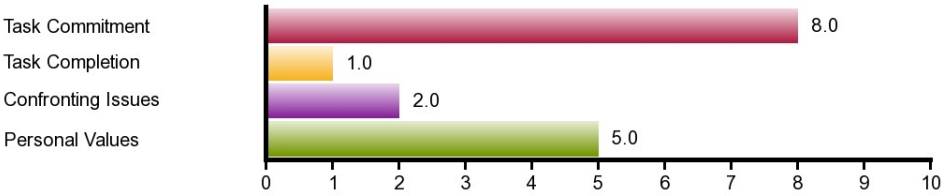
Influence and Persuasion

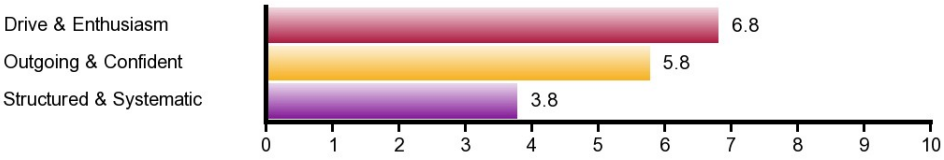


Decision Making



Focus on Outcomes



Pario Executive: Summary of Scores - 2

Sten Scores