

Role Behavior Analysis™

Role: Managing Others
Position: Supervisor
Department: Order Processing
Organization: United Widget, Inc.
Source: Consensus

Tuesday, August 29, 2006

This report is provided by:

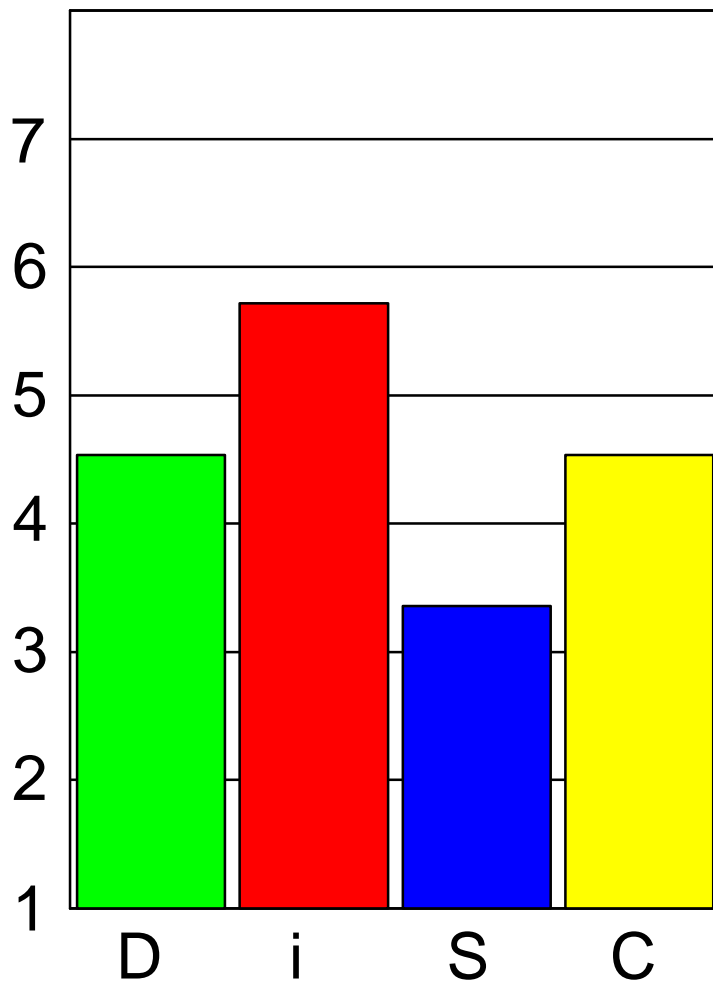
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West Des Moines, IA 50266
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515-987-7882
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Personal Profile System[®]

Role Behavior Analysis[™] Graph



Demographics

Role: Managing Others

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Organization: United Widget, Inc.

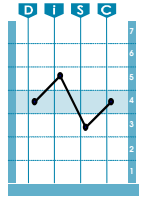
Source: Consensus

This graph displays the level of role behavior intensity required by the role of Managing Others for the position of Supervisor. The Role Behavior Requirements on the following page list specific role behaviors by four levels of intensity: High, Moderately High, Moderate, Moderately Low. The Role Behavior Analysis[™] Grid on the following page also provides specific behavioral statements that can be used for discussing role behaviors. The descriptive statements refer to how a role needs to be performed regardless of who is in the role. The levels of intensity refer to the importance or frequency of use of a specific role behavior. This information can be used to achieve greater clarity on role performance expectations by separating role behaviors from issues of personal preference or an individual's behavioral style.



Role Behavior Description

The role of Managing Others for the position Supervisor in Order Processing in United Widget, Inc. seems to require the following behaviors:



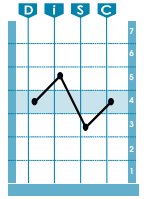
Requires MODERATELY HIGH levels of:

- Verbalizing the thoughts and feelings of others
- Releasing tension in the group by interacting verbally
- Resolving conflict by initiating and facilitating discussion
- Verbally encouraging others in their personal efforts
- Influencing people through optimistic communication
- Influencing or inspiring others verbally
- Using personal charm and enthusiasm
- Facilitating interaction between people
- Analyzing many factors when making decisions
- Containing oneself when impatient or anxious
- Remaining neutral when conflict first arises
- Carefully weighing alternative methods, actions
- Listening with reservation to the opinions of others
- Checking accuracy of work, especially their own
- Carefully following key procedures and processes
- Demonstrating self-discipline by working alone



Role Behavior Description

Continued



- Taking risks on untested ideas
- Delegating responsibility to others for follow-up actions
- Moving forcefully, even if some people are offended
- Demanding immediate results
- Taking higher risks based on potential results
- Responding quickly to problems
- Using power and authority to accomplish results
- Directing the efforts of others

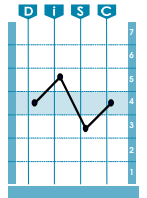
Requires MODERATE levels of:

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



Role Behavior Analysis™ Comparison Grid

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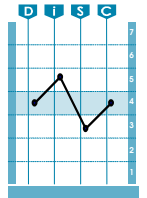


| | | L | ML | M | MH | H |
|--|----------|---|----|---|----|---|
| Take risks on untested ideas | D | | | ◆ | | |
| Verbalize the thoughts and feelings of others | i | | | | ◆ | |
| Respond to problems with study and cooperation | S | | ◆ | | | |
| Analyze many factors when making decisions | C | | | ◆ | | |
| 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 | | | ◆ | | |



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| | | 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 | | | ◆ | | |