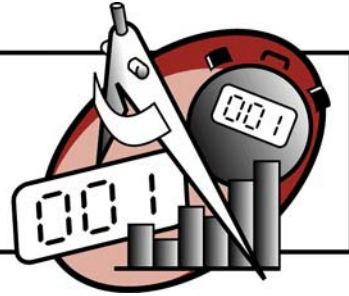


PROFILES

# Performance

INDICATOR



## *Individual Report*

**Cathy Crossbee**

Monday, February 4, 2002

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*A Message to Cathy Crossbee*

Behavioral science has proven that the most successful people are those who know themselves, both strengths and weaknesses. This knowledge is important to them as they develop the strategies necessary to meet the demands and challenges of achieving success.

The purpose of this report is to help you to identify and make full use of your strengths, and to help you develop an awareness of any areas that could be limiting your effectiveness. The goal of this report is to help you to achieve greater success for yourself.

While reading this report, you may feel that one or more items do not describe you accurately. You may find it hard to accept something because it seems unflattering or because it does not fit your self image. By doing this, you may miss a valuable opportunity for growth and constructive change. Before you disregard any of these results, it could prove beneficial to discuss them with someone whose opinions you respect. Sometimes we have blind spots and another person can help us see more clearly.

## SUMMARY OF PRIMARY BEHAVIORAL TENDENCIES

**This section of the report summarizes your typical behavioral tendencies with regard to five critical job-related requirements. The purpose of this information is to help you identify and make full use of your strengths, and to help you manage those areas that might be limiting your effectiveness.**

### I - Productivity

- You are most comfortable when you have a clear understanding of what others expect, including how to do specific tasks.
- Preferably, you work with a specific plan for how things are going to be done, including a "To Do" list.
- You tend to prefer a methodical and planned approach to performing the job.
- Preferably, you will operate with a predictable routine and an established schedule.
- You show a conscientious attitude regarding policies and responsibilities.
- You like to have hands-on involvement with work.

### II - Quality of Work

- You are seen as a systematic individual who prefers clearly defined procedures and standards.
- You are attentive to details.
- Typically, you perform in a consistent and predictable manner.
- Typically, you exhibit a conscientious attitude regarding quality results.
- Your general approach to work allows others to accept your help and corrections of their work.

### III - Initiative

- Usually, you are satisfied with the status quo.
- You could be slow to take the initiative or to be assertive with aggressive people.
- You prefer not to take any action without having the time and opportunity to process information pertaining to the situation.
- You often appear relaxed, calm and contented.
- You will make a consistent and dependable effort to get the job done.
- Generally, you are inclined to finish all tasks started.

**IV - Teamwork**

- Inclined to organize work on a team basis, you will put together a cooperative framework in which team members sacrifice personal interests for the common good.
- You prefer to work with team members who are cooperative and friendly.
- You are likely to emphasize group incentives designed to promote high morale.
- Ideally, you prefer other team members to be trusting and non-threatening.
- Likely to involve team members in discussions of how things will be done, you enjoy cooperative problem solving.
- You are a team player who is usually willing to share resources and information.
- You are generally flexible, open-minded and listen to others. This helps you take an objective view of situations and adjust your actions and approach as needed to accomplish objectives.
- Usually, you establish and maintain cooperative working relationships with peers and co-workers.
- Tending to use an informal, friendly approach, you will demonstrate a willingness to listen.

**V - Problem Solving**

- Rather than waste time and effort developing a unique solution, you prefer to test a situation against established principles or to talk with someone who has been through the problem.
- Even though you can be an effective problem solver when given enough time, you tend to be extremely cautious, preferring to wait for more information and advice instead of laying out a plan of action.
- Generally, you tend to prefer solutions that are low risk and that have proven effective in the past.
- A conventional problem solver, you tend to prefer that information is presented in a logical and methodical manner.
- Likely to confer with others, you use a deliberate and methodical approach.

## SUGGESTIONS FOR INCREASED EFFECTIVENESS

**This section relates to some behavioral tendencies that you might want to modify or improve. The significance of these behavioral tendencies takes on meaning as they are related to your current position, career and/or personal goals.**

### I - Productivity

- Manage your priorities by recognizing the activities that yield the greatest result.
- Look for appropriate shortcuts to make your work routines more efficient.
- Consider better management of time. Develop a process for completing tasks in a more efficient and timely manner.
- Make the promise to spend at least an hour each day on your most important projects.
- Write down the three most important long-term objectives for your job. Use these objectives you've set to prioritize your work on a daily basis.
- Focus your attention on finding the obstacles to achieving results and how you can eliminate them.

### II - Quality of Work

- Set regular quality checkpoints so that each piece of a project is checked sequentially for quality.
- Try new approaches and be willing to adopt those that are effective.
- Be vigilant in monitoring quality levels and be ready to make improvements when appropriate.
- Schedule enough project time so that there is time available to monitor quality.
- Take appropriate steps immediately when you see a quality problem in your area. Do not wait.

**III - Initiative**

- Be careful about becoming somewhat timid and having too high an opinion of past precedents.
- Challenge the status quo by asking "why?" Take the initiative to be more independent.
- Try new opportunities while reducing and controlling your tendency to worry about possible mistakes.
- Open yourself to optional approaches other than your own more comfortable approach.
- Develop the ability to respond to unpredictable change.
- Learn to take moderate risk when appropriate.
- Learn how to more effectively handle the reality of unexpected and ongoing change.
- Increase your flexibility in your approach to work routines; but do not be too quick to shut out conflicting alternatives.
- Be on guard against becoming overly rigid or having a narrow, limited view.
- Take charge of getting things done yourself rather than waiting to follow or please others.

**IV - Teamwork**

- You could assume a more active role in team problem solving by expressing your viewpoints more directly and in a more assertive manner.
- Learn to be more assertive with people by taking appropriate charge of situations.
- You might improve team productivity by committing to a decision, then clearly communicating your reasoning to the team members.
- Experiment with taking individual actions based on your own ideas.
- When ideas are called for in a meeting, be the first to offer one.

**V - Problem Solving**

- Look for solutions that have a little flair to them. It is okay to draw some attention with an effective solution for a problem.
- Do not be afraid to take some risks in solving problems.
- Take the initiative to generate innovative ideas and solutions to problems.
- Remember that you have unique skills and experience and may well have the best solution to a problem; but, you must be willing to share your ideas with others.
- Consider approaching problem situations and/or opportunities in a more direct and aggressive manner.
- When there's a call for ideas in a meeting, be the first one to speak up. Don't worry about editing or refining your ideas, just get them out on the table.

## RESPONSE TO JOB-RELATED STRESS, FRUSTRATION AND/OR CONFLICT

**This section describes how you may typically respond to stress, frustration and/or conflict in your job setting.**

- You share a high commitment to reducing conflict and establishing cooperation.
- You will seek cooperation from others.
- Willing to accommodate others, you avoid interpersonal aggression.
- Assuming responsibility, you try harder to get positive results.
- By responding to the needs of others, you become supportive of a good cause.
- You use other people and resources to resolve problems.

**If, however, the level of stress, frustration and/or conflict becomes intense and/or continues over an extended period of time, there may be a tendency to:**

- You resist change just for change sake.
- Being too indirect, you might not be forceful enough.
- You wait for instructions before acting.
- You accept unreasonable demands and are slow to say no.
- Rather than be seen as uncooperative, you will give in to opposition.
- You will insist on doing things the way they were always done.
- You do not project a sense of urgency.

## MOTIVATIONAL ENERGY

**Motivational Energy (ME) reflects the intensity that you show as you approach most situations. Your ME indicates that you approach most situations with a moderate intensity and suggests that you might be inclined to show one or more of the following behavioral tendencies:**

- Because you usually do not get involved when conflict occurs, you may sometimes have a problem communicating with strong-willed, aggressive people.
- Although generally able to develop plans, you tend to discount the importance of short-term planning and to compromise short-term results.
- You might become bogged down in procedures and lose the flexibility to respond to changing conditions.
- You may sometimes become too involved in the problems of others.