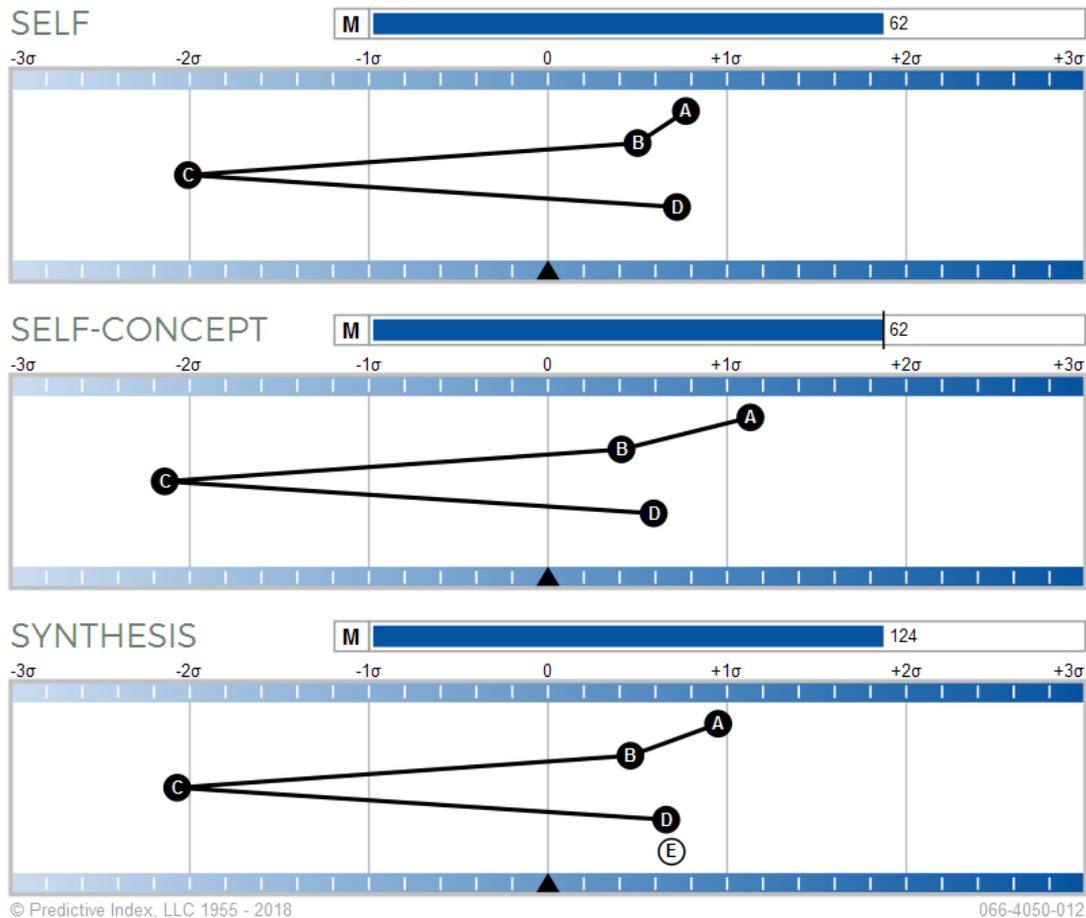


The results of The Predictive Index® Behavioral Assessment should always be reviewed by a trained PI analyst. The PI® Behavioral report provides you with a brief overview of the results of the behavioral assessment and prompts you to consider many aspects of the results not contained in the overview. If you have not yet attended The Predictive Index Management Workshop™, please consult someone who has attended in order to complete the report.



Strongest Behaviors

Shep will most strongly express the following behaviors:

- Proactivity, assertiveness, and sense of urgency in driving to reach his goals. Openly challenges the world around him.
- Independent in putting forth his own ideas, which are often innovative and, if implemented, cause change. Resourcefully works through or around anything blocking completion of what he wants to accomplish; aggressive when challenged.
- Impatient for results, he puts pressure on himself and others for rapid implementation, and is far less productive when doing routine work.

- Careful with rules; he's precise, by the book, fast-paced, and literal in interpreting rules, schedules and results.
- Detail-oriented and thorough; he works to ensure things don't fall through the cracks, and follows up to ensure they're done properly and on time.
- Driven to achieve operational efficiencies: thinks about what needs to be done and how it can be done as fast as possible while maintaining a high-quality outcome. Impatient with routines.

Summary

Shep is an intense, driving, results-oriented self-starter whose sense of urgency is tempered and disciplined by his concern for the accuracy and quality of his work. He holds himself and those he works with to exacting, ever-increasing, goals. He can react and adjust quickly to changing conditions and come up with practical ideas for dealing with them.

He's purposeful, driven to get things done quickly, accurately, and involving the necessary people. He responds positively and actively to challenge and pressure, and has confidence in his ability to handle problems and people. Shep is an outgoing, poised person, direct and a little more authoritative than persuasive in style, while being firm, direct, and self-assured when dealing with others. He speaks briskly, with confidence and conviction, particularly about matters in which he has experience.

His work pace is distinctly faster-than-average. He is able to learn quickly, thoroughly, and in detail, and will recognize and adjust to change once well-informed of the need for it. While he is impatient with repetitive handling of routine details, Shep is a self-disciplined person who can do a good deal of that kind of work as long as it is only an intermittent aspect of his job. He prefers to delegate routine detail work if possible, and if he does so, will follow up closely and critically to assure that the work is done in a correct and timely manner.

In making decisions, he puts pressure on himself to gather the necessary information quickly, and take action without delay. This expedience is tempered by his need to ensure he's thinking first about the decision's relevance to his goal, and then the implications of such a decision on the business and the people within it.

Competitive and sure of himself, Shep sets high standards of work quality for himself and others and is concerned with both the timely accomplishment of objectives, and, to a lesser degree, the specific details of how things get done. Stimulated by variety in his work and responsibilities, Shep is less interested in work which is routine, repetitive, or highly structured, but always alert to opportunities for the development of the business which employs him, as well as his own career.

Management Style

As a manager of people or projects, Shep will be:

- Focused more on where he's bringing his team than the specifics of how they'll get there, but both are important to him
- Able to delegate some authority to people who share his high-level goals for the company
- Willing to delegate some details; his follow up will be close and critical ensuring that all work has been done in a correct and timely manner
- Constantly looking to improve performance, quality, and ability to compete
- Inclusive and team-building - a confident, authoritative influence on others; likely to develop thoroughly trained successors
- Focused first and foremost on achieving results, and secondarily on team communication, morale, and dynamics
- Quick to voice his opinion of how things are going, and precise in his comments; will be more authoritative than persuasive in style.

Influencing Style

As an influencer, Shep will be:

- Forceful and convivial in guiding the process towards his goal
- Driven to keep the process moving along as quickly as possible while mindful of the complexities and consequences of implementation details
- Willing to take risks such as experimenting with a new idea or concept; will 'wing it' if necessary
- Works with others in gaining agreement; Shep uses firm persuasion and subtle pressure to finalize a decision quickly
- Outwardly focused on others, intuitively reading them and adjusting his style to meet their needs if he feels it will help advance the process
- Potentially adept at conveying the complexities of an idea or concept in easy-to-understand terms, communicating clearly and effectively with a variety of styles.

Management Strategies

To maximize his effectiveness, productivity, and job satisfaction, consider providing Shep with the following:

- Opportunities to develop his career on the basis of sound training, thorough knowledge, and experience
- Contact and communication with people
- Independence in expressing his own ideas, along with the freedom to deal with problems and challenges in the way he sees fit
- Opportunities to prove himself, and recognition and reward for doing so.