

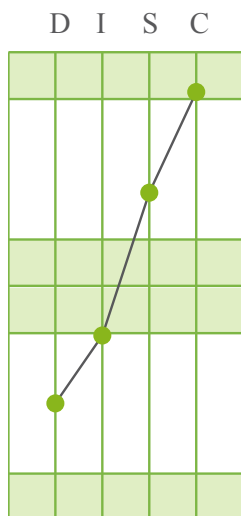


02/09/2016

## PPA PROFILE: Mr Test Sample

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### SELF IMAGE - GRAPH III



Test Sample being careful and conservative in manner, rarely offends others intentionally. He is perceived to be adaptable. He is often willing to compromise in order to meet the needs of others and achieve goals. However, this person can be a stickler for system and order, adhering to procedures, policies and rules. Test Sample may be quite traditional in his approach to situations.

There is a tendency for him to be both slow and cautious in decision making. This is due to his natural striving to get things correct. He is painstaking and accurate in work, paying great attention to detail. Test Sample prefers to do things by the book and has the ability to find mistakes made by others. Having an built-in dislike for antagonism and confrontation, this person may be hesitant to get involved with the unfamiliar. He is extremely dependable in doing a good job and relies heavily on the facts and proven precedents.

He develops relationships slowly and bases them on trust. Being sensitive, he may often read too much into things, keeping problems to himself. Not explosive or easily triggered, this person can bear a grudge - while forgiving he does not necessarily forget. The ideal work situation should include concentrating on detail to avoid risk and ensure accuracy.

Test Sample works best in a quiet, stable environment. There should be no need to discipline others. Authority should be based around this person's expertise and skills. The overall tendency is towards perfectionism. Test Sample is serious, logical and appreciative of sincerity and could have difficulty relating to more gregarious or unconventional individuals. The need to be needed, and to know what is expected, are factors considered to be important to him.

### SELF MOTIVATION

Test Sample prefers to work in a structured environment, possibly as a member of a team of experts, craftsmen or professionals. He will seek the opportunity to work alone and also to extend knowledge to gain expertise or specialisation. He prefers his parameters to be clearly defined. He also needs time to adjust to change wanting to feel needed and recognised for his hard work.

### JOB EMPHASIS

#### Applying logic, precision and determination to achieve exact results

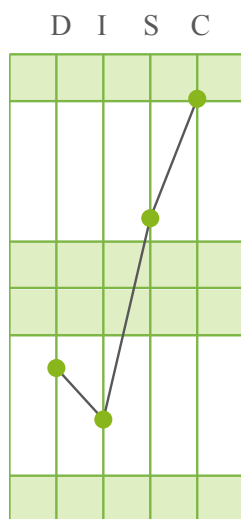
Test Sample would be likely to benefit from being able to get on with the job at hand and may find it difficult to work with continual interruption. Preferably, there should be opportunity for him to consult with others in similar disciplines. Test Sample is likely to do a good job but may require time to complete tasks to his own level of satisfaction. The job could be

of a detailed nature and require patience, precision and the ability to follow things through to their logical conclusion, this does not mean that the nature of the work should be low level. Authority should be vested in his expertise and knowledge. Ideally, the requirement to direct, motivate or discipline others on a daily basis should not be fundamental to the role. Emphasis of the role could be on established systems, standard operating procedures and rules.

## DESCRIPTIVE WORDS

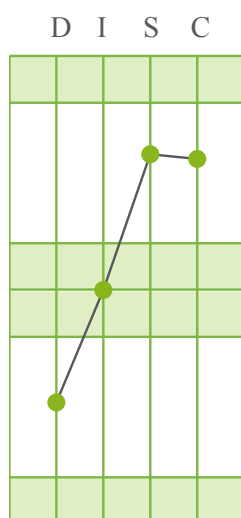
Non-aggressive, careful, loyal, accurate, serious, precise, adaptable, organised, perfectionist, steady, thorough, dependable, peaceful, asks "how" and "why".

## WORK MASK - GRAPH I



Test Sample who is normally reserved and serious appears to be standing back even more from people in the current work situation. He may be seen by others as particularly quiet and suspicious.

## BEHAVIOUR UNDER PRESSURE - GRAPH II



We note that in pressure situations Test Sample modifies his behaviour slightly when compared to the self-image.

He is attempting to be a little more independent and may be less systematic in his approach to a situation. Test Sample is however still likely to remain fairly logical and maintain the ability to follow the rules.

This minor modification in behavioural style is unlikely to lead to any major inaccuracy.

Additionally we note that there are some slight behavioural changes in terms of Test Sample's influencing ability when he finds himself in pressure situations.

Normally a quiet, probing individual, the likelihood is that he attempts to be more persuasive and verbal than the self-image would indicate. The suggestions are that this is a fairly minor change and unlikely to show through to any great extent.

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## GENERAL COMMENTS

There are some minor frustrations/problems showing currently within Test Sample's profile. These appear to be work related but at this stage should not have a major effect on job performance.

It is important however to monitor the situation and find the cause behind these frustrations. If they were allowed to grow then the work situation could adversely be affected.

### Motivators

Test Sample is motivated by limited exposure, reassurance from his boss and standard operating procedures. Equally security within a sheltered environment, a happy home life, sincere praise and maintaining the status quo are important motivators.

Should Test Sample have a boss, then ideally that person will be a democratic leader, who has the ability to provide a secure working environment and clearly define the exact requirements of the job. The boss must be prepared to communicate the details exactly, preferably in writing and should also be at hand to give reassurance if necessary, or to help in the decision making process.

### Please note

The above report is a guide. The Personal Profile Analysis is a work orientated inventory. This report is designed to assist in the selection, appraisal, development or coaching and mentoring process.

The report should never be used in isolation but always in conjunction with both an interview and a process whereby a person's experience, education, qualifications, competence and trainability can be assessed.

Other reports are available on the Thomas program which will provide additional useful information about this person. Thomas recommend that consideration be given to using these further reports when appropriate.

## INTERVIEWER'S GUIDE: Mr Test Sample

### INTERVIEWER'S GUIDE - PERSONAL PROFILE ANALYSIS

#### Test Sample

We recommend that the following questions be considered by the interviewer when meeting with Test Sample. These probing questions have been designed to assist the interviewer in gaining a more in-depth understanding of Test Sample, his strengths, limitations and behavioural style. This exploratory approach has been prompted by the contents of the PPA report.

The following series of questions can be used to verify the profile and the extent to which Test Sample is aware of his impact on others within the working environment. They are also designed to identify whether he is adaptable in terms of modifying his behaviour to meet the needs of colleagues.

- Adhering closely to policy, procedure, regulations and precedent would, many believe, have both a positive and a negative influence on performance. Would you care to summarise these?
- Once you have arrived at a particular point of view how flexible or intransigent can you be? Give me some examples to illustrate both options?
- How do you approach tasks which call for a very careful assessment of both quality and risk?
- What are your own specific organisational and planning strengths? Operational or strategic? Describe some recent and meaningful planning sessions in which you have personally participated?
- Where do you see your greatest ability to contribute to the team or organisation? How important is team work and team participation in the achievement of your own goals and objectives. How can you illustrate this?
- You appear to place much emphasis on working strictly within the organisation's rules and regulations? Why are you so committed to this? Can you recall any down-side effects of this apparent inflexibility?
- In your position indications are that you will ensure that all operational procedures will be defined in detail and implemented systematically. What are the immediate and longer terms disadvantages of not doing so?
- In the work environment, how do you react when sudden, significant and unexpected changes are introduced? Why do you believe this to be the case?

And finally, is there anything else you would like to tell me that I have not asked about?

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## CANDIDATE FEEDBACK: Mr Test Sample

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### DESCRIPTIVE WORD

Compliant, dependable, careful, deliberate, systematic, amiable, precise, persistent, accurate, good listener, perfectionist, kind, logical, non-demanding, hesitant, mild, accommodating, reserved, reflective, suspicious, self-conscious, probing and serious.

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### GENERAL CHARACTERISTICS

- Sets both himself and others extremely high standards.
- A perfectionist with an innate need to get things right.
- Can tie up the loose ends and see an assignment through to conclusion.
- Likes to be part of a specialist/technical/administrative team.
- Prefers the security of a structured working environment where the work parameters are clearly defined.
- Non-aggressive, dislikes conflict, trouble, hassle or having to make harsh or unpopular decisions.
- Works in an organised and systematic manner in order to reach the 'perfect' solution to problems and assignments.
- Prepared to follow systems, rules and procedures.

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### Motivators

Test Sample is motivated by standard operating procedures, precise work details and no sudden or abrupt changes within the work situation. Reassurance, sincerity and a happy home life are equally important to him. He enjoys sincere praise for his accomplishments and recognition for long service.

Should Test Sample have a boss, then ideally that person will be a supportive leader who recognises a need for security and structure. Time should always be given to explaining the exact job requirement before expecting a task to be started.

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### Values Test Sample brings to the Organisation

Contributions that Test Sample is capable of contributing to any organisation include the very specialised skills of implementing quality standards, systems and operational procedures. The focus on analytical objectivity and precision, devoid of any emotional bias will be well within his natural abilities. Support for the traditional values of life and business will be important to Test Sample and he will strive to ensure that they are not discarded without in-depth research and justification.

## GRAPHS & SCORES: Mr Test Sample

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