

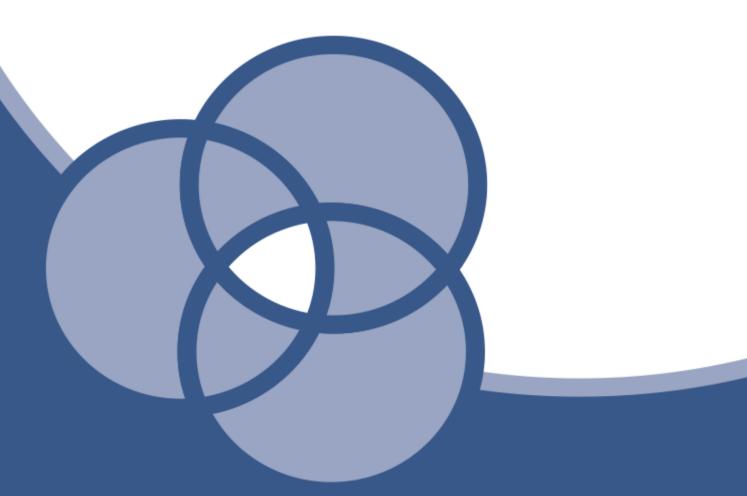
Behavioural Profile Report

Paul Martin

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This Report is a product of PDA International. PDA International is the leading provider of applied behavioural assessments for the selection, management and development of talent.

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INTRODUCTION

The PDA Assessment is a reliable and scientifically validated instrument, which has been specifically developed to help assess and describe the natural behaviour of individuals.

Assuming that self-assessment has been completed and answered in accordance with the instructions, this report should provide an accurate description of the way you are likely to prefer to behave in different situations and with different people. It is important to remember however, that PDA is NOT A TEST OF ABILITY. There are no correct, incorrect, good or bad results.

In short, this report provides you the opportunity to describe how you prefer to behave, (Natural Behaviour) and compares it to how you believe you should behave in your current role (Role Behaviour).

It should be kept in mind that your natural behaviour is not fixed and can be adapted or modified by either enhancing or inhibiting your natural tendencies. This can be highly valuable in the development of interpersonal skills, emotional intelligence, when working in a team and also in matching to the behavioural demands of others, a specific role or current situation.

No two profiles are therefore the same. Your capacity to manage and regulate your own responses will have an impact on how the behavioural patterns suggested by your profile, will be delivered and observed. PDA can therefore be used to develop self-awareness (personal competence) and is an ideal coaching / talent development tool.

It is available in different languages and is used in a variety of industries worldwide, to support the recruitment, selection, integration, management and career-progression of effective people.

With this in mind, we invite you to dedicate some time to read your PDA Report in detail. Focus on the aspects of behaviour, which you believe may have a positive impact and those, which have the potential to present challenges, may restrict your progress or have already done so.

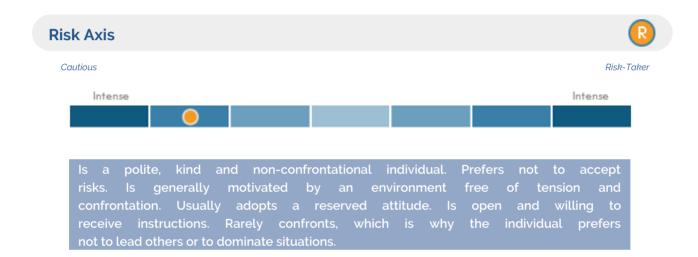


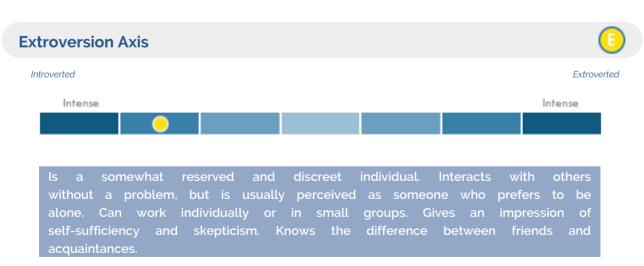
CONSISTENCY INDICATOR



The information in this report is coherent and consistent. Therefore, it is valid for interpretation and offers a solid basis for making decisions.

PDA CHART







Patience Axis Restless/Impatient Calm/Patient Intense Intense Intense Is a relaxed and patient individual, motivated by security, consistency and focus on priorities. Dislikes inconsistency and could lose motivation if rushed. Is usually family-oriented and a homebody. Is a polite person, who is easy-going, patient and warm, and who likes routine, repetitive activities.

Independent Adherence to rules Intense Intens

Is a dependent individual with a strong adherence to standards. Is open and accepting of the ideas of others. Generally relies on others to provide direction and set the standards. Is detail-oriented, perfectionistic and precise. Needs guidance from others and is easy to lead. Is obedient, courteous and cooperative. The individual may occasionally be perceived by others as submissive, defensive or extremely adaptable. Seeks others to provide direction and set standards.

Self-Control Axis Emotional Intense Intense Intense Is a situational individual as far as the axis of Self-Control goes. Does not

display a clearly emotional or clearly rational inclination. This implies that, depending on each situation, they could eventually be somewhat rational, cold and calculating as well as more sensitive and involved from the emotional aspect.

NOTE: It is important to understand that not all the characteristics described in this report will manifest themselves simultaneously or with the same intensity. It is more likely that you will only observe some of these characteristics. The higher the score on the axis, the more prominent the characteristic and the behaviour will be in the individual's Job Profile.



PDA INDICATED BEHAVIOURAL CHARACTERISTICS

The behavioural descriptors listed below are derived from the 'word selections' you made when describing yourself during the self-assessment. They are not predictors of ability or skill but presented as 'indicators' of your preferred behavioural style. They are potentially valuable in helping you to select an appropriate job role, work environment or to identify important development areas in your life or career.

| RISK | EXTROVERSION | PATIENCE | NORMS |
|-----------------|----------------|------------------|------------------|
| Low | Low | High | High |
| Mild-mannered | Reserved | Focus on service | Focus on quality |
| | Reflective | Deliberate | Compliant |
| Accommodating | | | • |
| Careful | Serious | Reliable | Cautious |
| Approachable | Self-conscious | Thorough | Precise |
| Amiable | Sceptical | Good listener | Detailed |
| Non-demanding | Analytical | Persistent | Accurate |
| Cautious | Seek realism | Kind | Perfectionist |
| Seeks direction | | Calm | Meticulous |
| | | | Logical |

Note: When a behaviour is indicated as 'situational', this suggests that the individual is likely to exhibit a combination of behaviours from both the high and low groups dependant on their situation. In other words 'variable'.

Definitions

| RISK | Focus on the achievement of tangible results in a challenging and antagonistic environment. Overcomes to avoid failure. |
|--------------|---|
| EXTROVERSION | Focus on working with and through people in a friendly and favourable environment. Influences to avoid rejection. |
| PATIENCE | Focus on service, support and specialisation in a friendly and |

favourable environment. Stabilises to avoid insecurity.

NORMS Focus on quality, standards and technical specialisation in an

antagonistic environment. Relies on structure to avoid conflict.



BEHAVIOURAL PROFILE DESCRIPTION

This section will provide ample insight into the individual's natural behavioural style. The description identifies the natural and spontaneous ways in which the individual will respond to the demands of his or her job. Use this description to gain in-depth insight into how the individual responds to the need to solve problems, face challenges and influence others, how the individual responds to the environment and to rules and procedures established by others, and if the individual is able to control his or her impulses and emotions.

Paul is likely to be a systematic, cooperative, collaborative and procedure-oriented individual. He works most comfortably and effectively in structured and well-defined environments and situations. Paul is precise and detail-oriented and usually acts in an organised and predetermined manner. He is cautious in his approach to problems and when making decisions. If uncertain or outside of his area of expertise, he will likely follow the rule or seek advice.

He will rarely confront colleagues, preferring to act in a prudent and tactful way. Paul is likely to be engaged by being given tasks that require precision, accuracy and the opportunity to develop specialist skills or knowledge. He is naturally patient and listens to others carefully, with a genuine interest in their thoughts, opinions and suggestions, but may resist new ideas or change if they are not supported by well-researched facts and/or historical references.

He is likely to feel more comfortable expressing his thoughts and ideas when working in a small group or one-on-one situations. He is a good team player and may seek a specialist role within it so as to feel of value. When working alongside like-minded people he is likely to adopt a sensitive, tactful and careful approach in building interpersonal relationships. Trusting others will be a key factor he will consider. In general, Paul will work to maintain team harmony and please others by avoiding conflict and antagonism.

He prefers clear-cut and consistent operating procedures, clearly explained and confirmed in writing. He may become stubborn and feel insecure if he is confronted with sudden change.

During times of change detailed explanations will be essential, as well as the opportunity to consult, ask questions and perhaps be involved with the change process. If these needs are respected and he is given the support and time to adjust that he requires, it is likely that he will become less resistant, and more open and receptive. When the change process has been implemented, Paul will seek new standard operating procedures to ensure that he can work systematically and maintain quality and standards.

Paul is motivated by security, consistency and clarity in instructions and guidelines, a structured environment and constant approval of his performance. Paul prefers knowing where he stands and likes sincere recognition of his competencies and



achievements.

He will probably feel stressed if he does not have enough time or information to organise his work. Out of his fear to make mistakes, Paul may become excessively perfectionistic, worrying too much over insignificant details and demanding rules and instructions to clarify his assignments.

His performance will improve in a quiet and stable environment. It is important to understand that Paul is naturally hard working and tends to be a perfectionist in almost everything he does, particularly where quality is the desired outcome. He is capable of exercising authority, provided that he has the support of the organisation and the rules. He is most comfortable in his work when he can refer to policies and standard operating procedures, and will strive to adhere to them.

He is methodical in his thinking. Paul will apply a logical and analytical thought process when solving problems. He does not like to make mistakes and will become cautious and perhaps internally frustrated if he is required to take risks in order to meet tight time scales

He may therefore feel stressed when placed under time-related pressure or when faced with a conflict situation. In these situations, Paul may back down even if he does not really agree, or use rules, his expert knowledge or procedures, to stand his ground and defend his position. Because of this, he may prefer to avoid face to face confrontation, preferring instead to express his views in writing.

When socialising, Paul is likely to be selective and may consider that unnecessary social conversations with people outside his close circle are a waste of time. Paul will seek privacy for his personal thoughts and matters, and may feel tense if this is not respected. He may therefore react to this tension by remaining quiet, without voicing his thoughts, and may even isolate himself. To prevent this and to encourage him to make a contribution, providing advance notice of meetings, agendas and discussions will enable him to think and plan in advance.

Paul is likely to focus on quality in preference to quantity. He is a natural perfectionist, always working diligently to deliver effective results of the highest standard. Timescales for the completion of projects/tasks in which he is involved, should ideally be negotiated to help him to deliver this potential value to the team and organisation. He is likely therefore to become uncomfortable when pressured with deadlines and last-minute changes and this might result in him becoming tense and anxious. However his quest for quality may cause him to invest too much time in the details of a project, so regular review meetings should be planned to ensure that his quest for perfectionism does not impact negatively on achieving the deadline.



MANAGEMENT STYLE

This section will provide ample insight into the individual's management style. It describes the managing others. This individual's managerial style is described in the following Leadership, Decision-Making and Communication.

Leadership

- Paul has the work-style to lead others within his field of specialization and/or knowledge.
- He leads his team through the enforcement of pre-established guidelines and procedures.
- He is likely to apply pressure when quality and rules are at stake.
- He will likely use rules when applying discipline.
- He tends to be concerned if others are not performing well or are working below the required standard.
- He has a strong need for procedure and quality and may be reluctant to delegate if he believes that he can do the work better himself.
- He will use proven examples and experiences to convince and motivate others.

Decision-Making

- Paul is naturally consultative and is likely to seek and listen to the advice from others before making a decision.
- He makes decisions only after a careful analysis of the available information.
- He will be careful, methodical and risk-averse in his approach to important decisions, especially when faced with new and unfamiliar situations.
- He is likely to be more comfortable making decisions within his knowledge and expertise.
- He dislikes being pressured for time when making a decision.
- He may frustrate more fast-paced individuals who may lose patience and become frustrated, if they fail to obtain quick decisions from him.



Communication

- Paul's communication style is to listen and analyze before expressing his views and opinions.
- He is patient and takes time to explain things in detail.
- He is generally calm, conservative and relaxed when communicating with his team.
- His presentations are likely to be detailed, accurate and factual.
- He may find it difficult to engage the interest and attention of others who are not like-minded.
- When communicating with others, he is likely to prefer to put things in writing and receive the same in return.



SALES STYLE

This section will provide insight into the individual's sales style. The individual's style during the different stages of the sales process is described in the chapters titled Opening, Closing and Customer Service, enabling us to determine the individual's ability to make presentations and handle objections, as well as gauge the individual's propensity for customer follow-up and maintenance

Opening

- Paul is likely to plan his presentations in detail to ensure that he delivers consistency and a high standard of quality.
- When faced with procrastination and/or objections, he is likely to respond in a thoughtful, cautious manner, doing whatever is necessary to avoid conflict and protect the relationship with the client.
- If the prospect or customer takes him out of his area of expertise, he may seek time to research the correct information before responding.
- He is likely to feel secure if he has in-depth knowledge of the product.
- He is likely to be very effective in presenting the product's features, technical specifications and applications but may not always convert these to benefits.
- He will be specific and probing when asking questions.

Closing

- Paul's potential lack of assertiveness may make it harder for him to ask for the sale.
- To avoid the potential for confrontation when closing, he will rely on his ability to provide sufficient information in order to convince the prospective customer of the quality and value of the product.
- He will overcome sales objections by using his in-depth knowledge of the product and winning the trust of his client.
- Paul is not a natural sales closer so development in this area is recommended.

Customer Service

- Paul is likely to inspire confidence in customers to win orders and referrals. This is likely therefore to be a major working strength.
- He will focus on delivering consistency, quality and reliability but may avoid a customer if he perceives that they may be aggressive or generate conflict.



HOW TO LEAD PAUL EFFECTIVELY

This section describes important aspects to keep in mind for providing effective coaching to the individual. The following descriptive points are based on the individual's natural behavioural style and are critical for any person who wishes to lead the individual as effectively as possible, bringing out his or her full potential.

- When assigning him a new responsibility or task, it should be done in a precise, accurate and detailed way, preferably in writing.
- Clear operational rules and procedures should be provided.
- He is a good listener, but may be somewhat hesitant to ask questions in public or in group situations. Advance notice of meeting would help him prepare.
- He can respond effectively to challenges, provided that he is given clear and concise explanations and support when required.
- He will be more motivated in his work if he feels valued and is given some authority within his area of specialization.
- For communication to be effective, it is essential to apply logic, provide detailed explanations/examples and give him the opportunity to reflect and ask questions.
- His duties and responsibilities should be clearly defined in his job description. Regular communication will be important to ensure that he does not lose sight of deadlines in his quest for perfection and quality.
- He is likely to appreciate being given specific feedback on his performance and sincere approval from others, and personal attention from his supervisor.
- He is motivated by being given a specialist role within the team.
- Paul may need support when dealing with conflict situations. He is naturally sensitive and any criticisms of his work may be taken personally if not supported with facts, evidence and delivered with respect.



STRENGTHS THAT CAN BE OVERUSED

clearly positive aspects behavioural style, but could act against him or her if not moderated or addressed in a timely

- Concentration on giving a complete and accurate presentation may result in him providing more information than people desire.
- In his desire to 'follow the system,' he may become excessive in his application of rules and standards.
- His fear of appearing incompetent or incorrect may inhibit him from taking risks or being proactive.
- When faced with a mistake or incorrect choice, he may search out for more data to support the case instead of acknowledging the error.
- His restrained and tolerant style may lead to problems in confronting others and in delivering negative feedback.
- His patient and accommodating style may result in him becoming too trusting and perhaps being taken advantage of.
- In effort to achieve perfectionism, Paul may get 'bogged' down in detail and lose sight of the big picture.



KEYS TO MOTIVATE PAUL EFFECTIVELY

This section describes important aspects to keep in mind in order to help the individual reach and maintain a high level of motivation. The following descriptive points are based on the to this individual or for anyone who will work with him or her in the same team.

- Paul is likely to work more effectively in a well-structured and predictable environment. He is able to work both, alone and/or with like-minded people either in a small group or specialist team.
- Delegate tasks that allow him to make full use of his analytical skills, knowledge, expertise and involve a high level of detail, concentration and precision.
- When quality results are required, negotiate and agree realistic time scales with him and include periodic progress reviews.
- Provide specific. sincere and positive feedback for both efforts and achievements.
- Provide clear directives as to why a project or task is important and how/by when it should be completed.
- him enough time to compile data if is required Allow he submit recommendations or make decisions, particularly in unfamiliar situations.
- Provide a well-organised environment with the least possible conflict.
- Allow him enough time to adapt to change. Give clear explanations of reasons why. Invite him to discuss how the change process can be implemented.



CURRENT SITUATION

This section will provide a clear perspective regarding the changes occurring in this individual's behavioural style. It describes which aspects of the individual's natural style are being modified in an effort to adapt to his or her current job requirements.

Decision-Making

This analysis indicates that, normally, Paul is very careful when making decisions. He makes the best effort to make good decisions, by collecting the best information available, discussing it and gathering additional and better-quality data. In his intent to make the right decisions, he prefers not to be hasty, unless he has all the information at hand. At the present time, Paul senses that his current situation does not require that he make any major changes to his "decision-making" style. He feels that, given his current situation, it is important to make the best decisions, so it is essential that he consult and gather information. Paul understands that it is certainly preferrable not to be hasty in making a decision unless he has all the information at hand.

Energy Balance

No changes in his energy were perceived, this assessment therefore suggests that Paul feels his energy level is compatible with the situation he currently faces with.

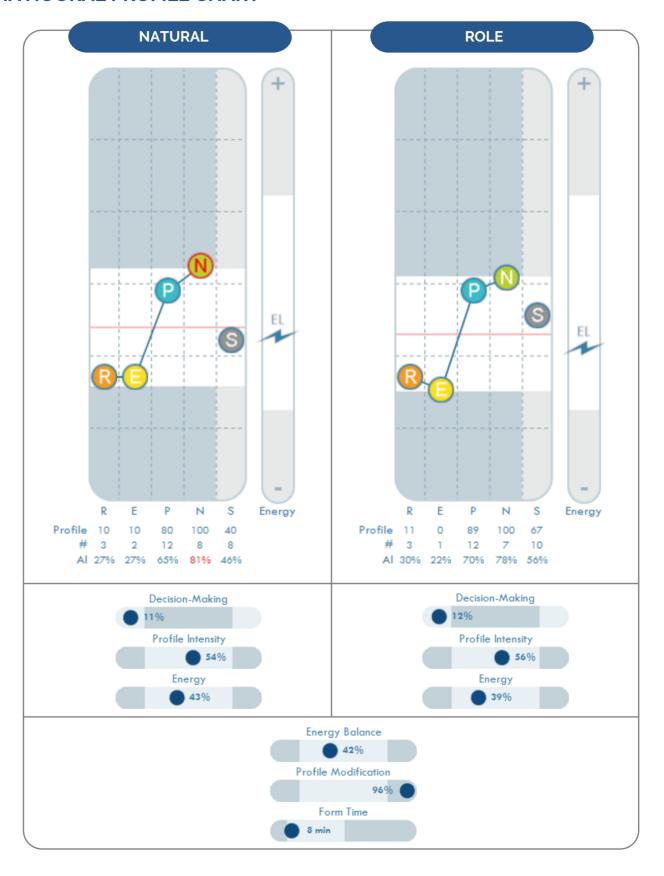
Behavioural Changes

This assessment suggests that Paul feels that he does not currently need to modify his natural style to adapt to the behavioral requirements of the position. This can be interpreted as a certain inability to adapt or lack of flexibility.

exclusively on the applicant's intelligence, skills and relevant experience.



BEHAVIOURAL PROFILE CHART





Selected Words

Words selected for Role Behaviour:

 $1\ 2\ 4\ 6\ 8\ 10\ 11\ 14\ 16\ 20\ 21\ 24\ 31\ 32\ 34\ 38\ 39\ 45\ 47\ 50\ 52\ 53\ 60\ 61\ 62\ 64\ 69\ 71\ 73\ 76\ 78\ 84\ 86$

Words selected for Natural Behaviour:

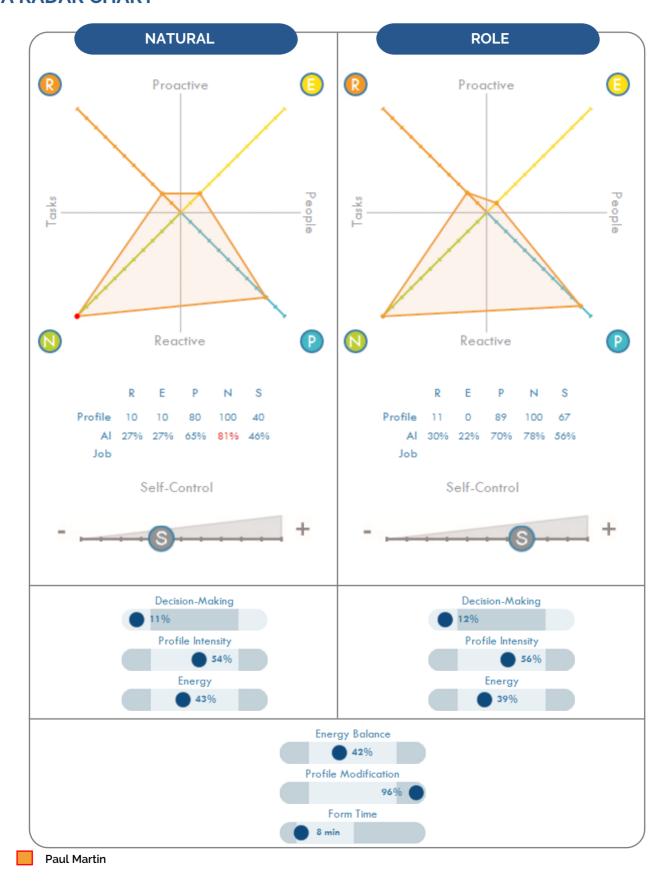
1 2 4 6 7 8 9 10 11 14 16 21 23 24 29 31 32 34 38 39 45 47 50 52 53 61 62 64 69 70 71 72 73

SELF DESCRIPTION

I am quietly confident have no problem exerting myself in public and enjoy life. I am a good listener and love my family very much. I like to help people achieve and enjoy developing new skills. I am positive and strong willed and take time to find out who people really are. Friendship is important to me and being rewarded for my efforts is also important.

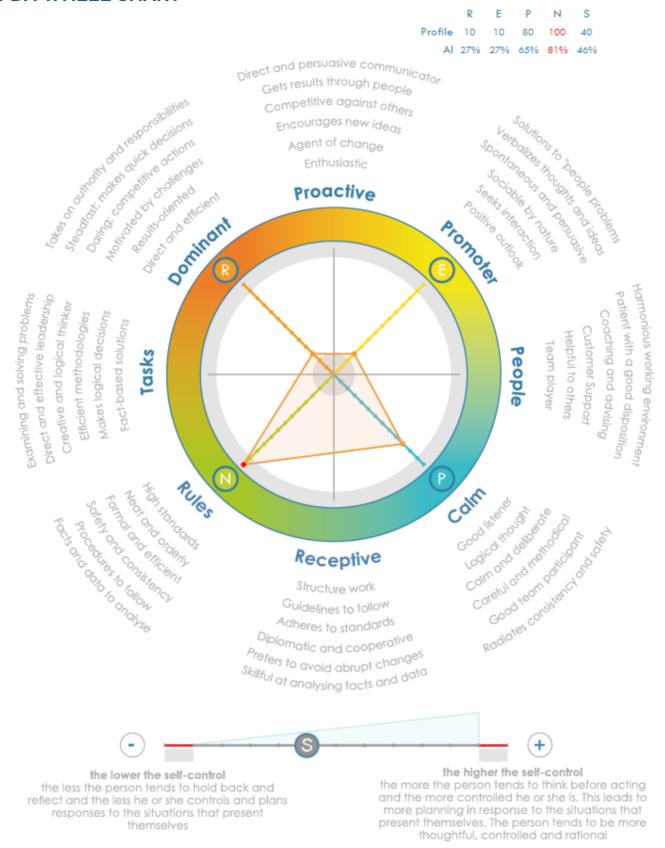


PDA RADAR CHART



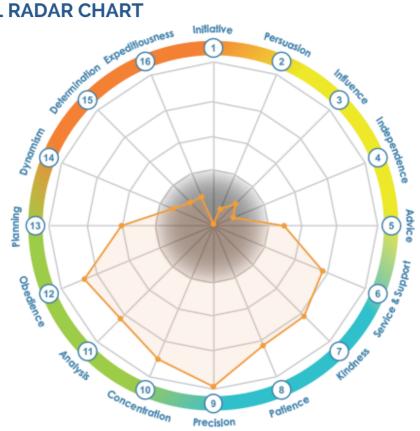


PDA WHEEL CHART





BEHAVIOURAL RADAR CHART



This report is for demonstration purposes only, not for sale or purchase

- Initiative: These individuals have a conciliatory, extroverted nature, taking a genuine interest in others. They are capable of earning the respect and trust of all different types of people. They work toward results in a proactive, creative and dynamic way
- Persuasion: These individuals are sociable and make a good impression on most people due to their warmth, understanding and compassion. They work with and through others to get the job done. They work toward results in a creative way. They are persuasive and strive to please and convince others.
- Influence: These individuals are by nature very sociable and friendly in their approach toward people. They prefer to work with and through others to complete tasks and assignments. They have an optimistic outlook and work toward results in a spirit of teamwork, leveraging their influence and interpersonal skills
- Independence: These individuals are self-assured, confident and independent. They prefer to think for themselves, form their own opinions, and ideally, do things "their way." They work toward results in an independent way, making decisions based on their own criteria without waiting for others' opinions.
- Advice: These individuals are good communicators who are willing to listen to others and accept their opinions. They adopt a friendly, persuasive and courteous style, relating to others in a helpful, accommodating manner. They work toward results in an amicable way, promoting teamwork and a harmonious environment. They are patient and creative. They make good workmates, teammates and coaches.
- Service and Support: These individuals tend to be patient, calm and balanced in most situations, even under pressure. They may be somewhat reluctant to voice their concerns or frustrations. They work toward results in an obliging way, by listening and then
- Kindness: These individuals are very well-suited for administrative and specialized positions. They are diplomatic and tactful in their approach toward others. They work toward results in a patient, kind and amicable way, avoiding confrontation.
- Patience: These individuals devote time to others and are good isteners with a high degree of empathy. They are patient, considerate and kind. They are also generous, pleasant and compassionate. They work toward results in a patient, consistent manner, taking as much time as they need.

- Precision: These individuals are more comfortable and efficient when working in structured, well-defined environments and situations. They are cautious in their approach to problems and decision-making. They work toward results in a careful, methodical
- Concentration: These individuals are precise thinkers and assiduous workers who prefer following procedures both at work and in their private lives. Being perfectionists, in their efforts to avoid making any mistakes in their work, they are analytical, precise and orderly. They work toward results by focusing on and following established procedures.
- Analysis: These individuals have a marked tendency to gravitate toward management and specialized positions. They are highly reliable, very disciplined and precise. They work toward results by evaluating the available facts and information and then progressing in a logical, systematic and orderly fashion.
- **Obedience:** These individuals detest making mistakes. They are very detail-oriented in their work and assignments. They make every effort to do their jobs perfectly. They work toward results in a consistent, safe manner by analyzing the available information and following the established procedures.
- Planning: These individuals are meticulous and precise with an innate ability to solve problems. They are very eager to get to the root of the problem. They may have a wide range of interests. They work toward results by studying and solving complex problems, making decisions based on logic
- **Dynamism:** These individuals are cordial, intense and impatient. They are very eager to please. They strive to get things going, keep them moving and achieve results as quickly as possible. They work toward results in a dynamic way by fostering change and quickly adapting to new situations.
- Defermination: These individuals look to the future and compete to achieve their goals. They would rather go out and make things happen than sit around waiting for them to happen. They are willing to take risks in order to achieve their goals. They work toward results in a steady, determined way, using confrontation when necessary, taking responsibility for things and accepting challenges.
- **Expeditiousness:** These individuals are highly efficient with an urgent, impatient desire to produce rapid results. They enjoy variety in their work. They work toward results in a dynamic, competitive way, making quick decisions.



BEHAVIOURAL TRENDS

IMPORTANT: Under optimal conditions, the vast majority of individuals may be capable of performing adequately in any of the following competencies. "Optimal conditions" is used to signify a work environment where several of the following conditions are present: good leadership, motivation, recognition, support and training, among many others. We understand that workplace conditions are not always optimal.

Customer Service, Attention and Support





Attention and Listening

This competency measures the "listening and receptivity" skills in an individual. Patience, tolerance and time for others.



Dynamism and Sense of Urgency

This competency measures an individual's skill in responding to challenges that require diversity, change and variety when time is of the essence.



Implementation

This competency measures orientation toward tasks. An individual's ability to manage and coordinate tasks in adherence to the appropriate standards and procedures.



Competitive Orientation to Results

This competency measures an individual's skill in being results-oriented by means of a direct and competitive style, accepting some challenges and using confrontation, when necessary.





Strategic Orientation to Results

This competency measures an individual's skill in being results-oriented by means of a determined and consistent style, creating strategies, minimizing risks and avoiding confrontation.

Challenging Requires some
Effort

Persuasion and Extroversion

This competency measures an individual's skill in terms of interpersonal relationships and the capacity to relate by means of an extroverted, sociable and persuasive style.

Challenging Requires some
Effort

Easy Effortless

Precision - Quality

This competency measures an individual's skill regarding tasks that require precision, quality and detail. Continued follow-up through completion.

Challenging Requires some

Effort

Proactive and Independent

This competency measures "proactivity" toward tasks as well as people. It involves the skills of persuasion and motivating others, while pursuing challenges that require creativity and independence.

Challenging Requires some Effortless

Adherence to Rules and Guidelines

This competency measures an individual's ability in terms of adherence to policies and control, responding in accordance with appropriate rules and guidelines.

Challenging Requires some

Effort

It is extremely important and useful to identify an individual's Natural Behavioural Profile in order to allow to predict how much effort these competencies will require. Whether the individual will be able to display them naturally, spontaneously and effortlessly or whether they will require a greater effort because they are not natural to the individual. For example, a "naturally impatient and restless" individual will have to make a greater effort in the "Analytical Skills" competency, while the "Sense of Urgency" competency will be a natural skill and will, therefore, require the least effort.



SELF-DEVELOPMENT WITH MYPDACOACH

This section is an invitation for you to start your self-development programme with MyPDACoach. MyPDACoach is an online application that assists you in the development of behavioural skills that will allow you to improve aspects of your behavioural style, strengthen relationships with others and increase your work effectiveness. The self-awareness you reached with the PDA Report will be the basis for MyPDACoach to assist you in reaching positive changes in your behaviour, thus facilitating your road to success.

Self-awareness, Self-development and Personal Leadership

As individuals, we play the leading role of our life, and the course it takes depends directly of our actions. MyPDACoach invites you to initiate a self-development programme so that you can make the adjustments in your behavioural style that are necessary for you to fully succeed. Self-development consists in promoting, by ourselves or with the assistance of a Coach, the development of our skills. This allows personal and professional growth.

Self-awareness, looking at oneself in the mirror, is essential for progressing in a self-development programme. The information provided by the PDA Report that you just read has enriched your self-awareness. As we need to know ourselves in order to develop, this is the starting point for personal improvement and it is directly related to self-development, learning and personal leadership.

Self-awareness requires a thinking process through which individuals acquire notion of their own strengths and opportunity areas. This allows making the most of opportunities and being prepared for everyday challenges.

Individuals who dare to self-development must know themselves, they must have a clear vision of their goals. They need to design a plan, put it into practice and monitor it. assists you in designing said plan, putting practice it into MyPDACoach accompanying you during the process. helps you exercise new behaviours that will allow you to acquire skills, improve certain habits and develop personal competencies.

It is important to have in mind that self-development is achieved through work, effort, self-criticism and update of knowledge. It implies a significant sense of responsibility, as well as a flexible and proactive attitude. The process must be continuous and organized in order to consolidate a set of new aspects and behaviours that strengthen and facilitate the road to success.

MyPDACoach consists of five simple and intuitive steps. You've already taken two and now have the possibility to continue...

- 1. Complete the PDA Form. Done!
- 2. Read the PDA Report and enhance your self-awareness. **Done!**
- 3. Define the competence you want to develop. Start today!
- 4. Receive coaching tips and exercise new behaviours. Six weeks!

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5. Receive feedback from others. Find out if you succeeded!

Managing oneself is challenging. You have already completed the PDA Form and read your PDA Report. Now you only need to commit to yourself and manage your self-development programme. Visit www.mypdacoach.com to learn more and start your process today!