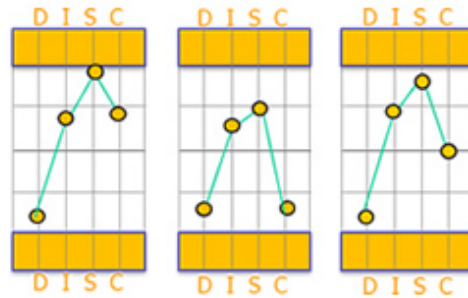


"S" EXAMPLE PROFILE

The INTERNAL profile is the "real you" and reflects a person's true motivations and desires

The EXTERNAL profile is the way others see you

The SUMMARY profile is a combination of internal and external profiles and describes a person's likely normal behavior



This is an example profile of a person who is a **"HIGH S"**
Emma is a warm friendly person, sympathetic to others and open to their ideas

Overview

Emma is a warm, friendly type of person, sympathetic to others and open to their ideas and feelings. She is interested in developing strong interpersonal ties with those around her, and can find it harder to work in environments where she feels unable to do this. She is reliable and loyal, especially to those she considers her close friends. A consequence of her amiable, receptive approach is that she will wish to avoid causing offence to others, and this can lead to her being reluctant to complain or stand up for her own rights. She is not a particularly motivated individual, and will tend to rely on other people to encourage her towards completion of specific tasks.

Advantages

Warmth and a positive approach to other people are the main advantages of this candidate's style. She interacts well with others, and is capable of striking up strong and lasting relationships. Unlike many communicative profiles, she possesses listening abilities as well, and others find her comforting and supportive in times of need.

Disadvantages

When faced with an urgent deadline, or the need to respond quickly to a demanding situation, Emma will find it difficult to respond appropriately. While she works reliably in less pressured situations, the demands of more critical circumstances of this kind are exceedingly difficult for her to cope with effectively. The fact that she is a relatively effective communicator tends to obscure a further weakness of her style, her lack of competitiveness and assertiveness. This feature can be a positive one in some environments, but it does mean that she will tend to be rather dependent on other people if she is to achieve results.

Communication Style

Undemanding and open to other people, Emma has a friendly style with a real interest in others' ideas and feelings. She will tend to base her responses on emotional considerations, but this is not to say that she is impulsive in style. On the contrary, she is patient with others and, in addition to her general social ability, she is a capable listener. Because she responds on an emotional level, as opposed to the more pragmatic and rational approach of some other profiles, she tends to judge others on first appearances. Where she develops close ties, whether in a work situation or in a more general sense, she can be expected to show considerable loyalty, and be prepared to expend effort to maintain the relationship. Emma's current attempt to present herself as less reliant on others' views may impact on her communication style. The main apparent change from her natural approach will be a slightly more assertive stance on issues that she sees as important.

Decision Making

Emma has a social and amiable style, considerate of the views and feelings of others, and her decision making process is no exception to this. It is a priority for her to ensure that any decisions she might make will have minimal negative effects on her colleagues or other individuals. Because she bases many of her judgements on her personal feelings, she will need to exercise care to check further when making particularly important decisions. Emma's present behavioural adaptation shows that she will be willing to take a greater amount of the decision making process herself, without reference to others. This factor is far less applicable to her natural decision

making style, however, and she will ultimately prefer to consult with others before reaching a final conclusion. The increases in Emma's self-confidence and general sociability in her work environment are probably due to factors unrelated to decision making. Nonetheless, her behavioural adaptation can be expected to have an effect on her decision making style. As a candidate emphasizes their more extrovert side (as in Emma's case), they naturally place less importance on questions of accuracy and precision, and this means that their decisions will be based more on an instinctive appraisal of a situation than on careful research.

Organization and Planning

Formality and rigid structure can be quite stifling for an individual of Emma's kind, and she tends to work better in a more open environment in which less control is placed on her actions. Hence, she is not a natural planner, although on an individual basis she does possess some ability to think before acting. Emma's planning skills will be affected by her current behavioural shifts, which are emphasizing a more independent, direct approach at the expense of caution and forethought. If organization and planning are an important part of her present work, this situation can be expected to change over time. The indications in Emma's behavioural adaptation suggest that organization and planning are not an important part of her current work. Indeed, she is accentuating confidence and social ability at the expense of her more accurate, cautious side, which suggests that, under ideal circumstances, she may be a more effective planner than the above comments suggest.

Motivation

Emma demonstrates a wide range of positive elements, but one weakness is her inability to deal well with pressure and conflict. She finds aggressiveness and confrontation extremely uncomfortable, and will thus prefer to work in a calm and positive environment, where her ideas will be accepted and considered by her colleagues, and the need for direct and assertive action is minimize. Emma's work seems to be demanding a more independent attitude from her at present, and this may suggest that she has little need for the support of others. In fact, her underlying style looks for at least a measure of help and attention from her colleagues. Under present circumstances, Emma appears to be adapting her behaviour to present a

more outgoing and confident style than is in fact the case. Because of this, she may appear to need little in the way of support or structure. It must be emphasized that her present sociable style is due to her behavioural adaptation, and not to her natural style. In fact, given the freedom to revert to her more naturally structured and careful nature, she will require greater clarification of her role if she is to perform effectively.

Managing Style

Emma will tend to see the manager's role mainly in terms of her relationships with members of her team. She takes time and trouble to engender an open, positive environment, and her staff will normally find her approachable and friendly. She will, whenever possible, avoid becoming involved in confrontation with others, and this can reduce her effectiveness as a manager if she is working in a high-pressure situation. Emma's strong and independent management style is likely to be at least partially due to her present behavioural adaptation. This suggests that she feels it necessary to show a greater willingness to accept personal responsibility, and to act unsupported by her own management. In Emma's case, her relaxed, open management style is a reaction to her understanding of the organization's needs, or may alternatively reflect her view of the most effective way to manage her staff. In either case, it should be noted that it is not her preferred approach to management - in fact, she is more attuned to a rather formal, structured management style.

Style of Management Required

A lack of assertiveness is the most important factor of Emma's style for a manager to consider. She possesses strong communication and planning skills, but when faced with high pressure or other problems, she often finds it difficult to adopt the confrontational and determined attitude necessary to resolve such situations. For this reason, she will look to her manager to aid her when dealing with such difficulties. If she seems to need little management support at present, this is because Emma is emphasizing her independent side. Possible reasons for this may even include the fact that she is not receiving sufficient support from her manager, or may simply be due to the specific requirements of her current working conditions. Nonetheless, her need for consultation and certainty are real, and her performance will improve if she feels that these are available. The indications of Emma's profile are

that, while it may appear unnecessary at present, she will in fact benefit considerably if her manager takes the time to discuss and clarify her role. More specifically, she will work more effectively if she feels that she can bring apparently minor problems to her manager for guidance. While she may presently appear quite confident, she will also value support from management in terms of presenting her ideas or results.