



# MANAGEMENT INTERVIEW

## QUESTIONNAIRE: Mr. Thomas Sample

01/01/0001  
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### CHARACTERISTICS

Persistent, dependable, hard-working, assertive, strong-willed, stubbornly independent, amiable, persuasive, self-starter, good listener, communicative, steady, sincere, deliberate, sometimes inflexible.

### MANAGEMENT COMPATIBILITY

Mr. Thomas Sample has the ability to direct an operation through his knowledge and expertise. He has an innate need to achieve results but likes to reach his goals in an organised and planned manner. He has the persistence to see a job through to conclusion, can cope with administrative duties and will take decisions within his area of expertise. He prefers the security of a structured environment. Work parameters should be defined and deadlines should be realistically set. Mr. Thomas Sample has the ability to communicate well with his people. He will also listen to their views and consider their observations.

Mr. Thomas Sample may have problems dealing with a general management role that is faced with ever changing situations and one where total flexibility is of paramount importance. If the environment becomes too fast and pressurised Mr. Thomas Sample may try to slow down the process. This could frustrate colleagues who wish to move quicker than himself, especially if they are waiting for decisions and action to be taken.

Mr. Thomas Sample is likely to be better suited to a management role that offers security within a structured working environment. Once the work pattern has been established Mr. Thomas Sample should be allowed to get on with the job and achieve results using his knowledge and expertise.

### INTERVIEW HINTS

Begin the interview slowly, allowing Mr. Thomas Sample to become confident and relaxed. This should indicate how he is likely to perform in a slow moving, specialist type role. If however the function in question is in general management, it is important to start to bring pressure into the interview. Quicken the pace, watch for his reaction, can he cope with pressure, does he come back strongly with his answers or does he attempt to slow things down again to a pace he can cope with?

### INTERVIEW QUESTIONS

We recommend that you follow your usual interview technique with regard to CV, education, experience, knowledge and other special needs. The following questions have been selected to assess Mr. Thomas Sample's potential shortfalls in relation to the selected type of role. The full battery of questions should be used.

Discussion objective "D"

Can Mr. Thomas Sample come up with sufficient new and original ideas to be a winner.

- Tell me about the five best ideas you have ever had as a manager.
- Did you implement them all - if not, why not.
- If you were failing to get your way with someone and felt strongly about the subject, what action would you take.
- Do you think it is ever necessary to be assertive when managing others.
- Can you explain why you feel like that.
- Do you think you could manage me.
- What makes you say that.

Notes:

Discussion objective "I"

Can Mr. Thomas Sample modify his behaviour in order to accommodate others and could his dislike of rejection get in the way of results?

- If you are managing a slow and unemotional person, how do you feel.
- How do you create a quick relationship with such people.
- Do you change your style with such people.
- If yes, what do you do.
- How do you feel when you have to manage a very aggressive person.
- Do you ever feel rejected.
- If yes, how do you overcome it.
- Have you ever felt demotivated by either your team or a superior.
- If yes, describe that person to me.

Notes:

Discussion objective "S"

Has this person the ability to modify his behaviour in order to get the best out of every team member?

- How important is it to give all the facts and information to your people.
- Do you think people in general prefer to have all the facts.
- Do you relate to most people.
- How would you manage an impatient and aggressive individual who wants to make things happen now.
- Do you think this type of person wants detailed and specific instructions..
- What makes you think that.
- Explain in detail what action you would take if a subordinate "bucked" the system.
- Give me some examples of when you have had to discipline others and tell me about the outcome.

Notes:

Discussion objective "C"

Does Mr. Thomas Sample feel he is always right or can he recognise that he may have some weaknesses?

- Tell me about an occasion when you were reprimanded for something at work which you felt was

unjustified.

- What did you do about it.
- Do you make mistakes.
- Give me a couple of instances when you felt you had made mistakes in your current or past job.
- How did your boss react on those occasions.
- What do you look for in a boss.
- Do you think I would meet that requirement.
- Why do you think that.

Notes:

### User Guidance

It should be noted that these questions are specifically designed for first interview stage only, i.e. initial screening. Further useful information for initial interviews can be obtained from a "Strengths and Limitations" report.

If this candidate is to be considered further, the PPA Profile report will provide additional detail. It includes information about likely behaviour under pressure, frustrations, how Mr. Thomas Sample is best motivated and the ideal style for his supervisor.



Mrs. Thomas Sample

# Management Strengths

24/08/2021

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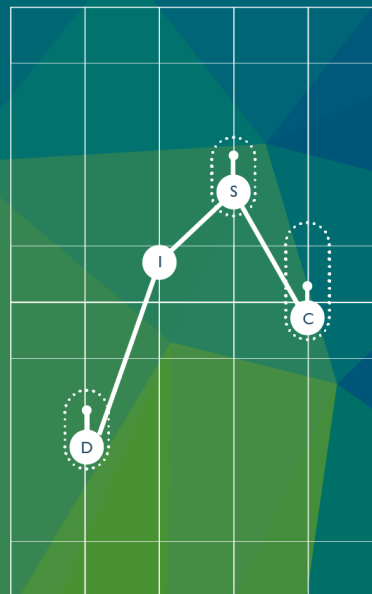
## PPA Guide

**D**

Dominance indicates an individual's response to Power. Dominance produces drive to accomplishment in the face of opposition or antagonism.

**I**

Influence shows an individual's response to People. Influence factor leads to influencing others to react positively or favourably.



**S**

Steadiness demonstrates an individual's response to Pace. Steadiness in completing tasks in defined areas to maintain the status quo.

**C**

Compliance reveals an individual's response to Policy. Compliance produces high work standard to avoid trouble or error.

### What is PPA used for?

In just 8 minutes, the Personal Profile Analysis provides an accurate psychometric insight into how people prefer to behave at work. This can help to give you a greater sense of certainty when recruiting as you can explore job and culture fit.

### What should I use this report for?

A manager must provide the glue to keep groups and teams together and focussed on delivering the performance that is needed to achieve business objectives. Whilst enthusing and motivating their team, managers must also focus on setting objectives, deciding what work needs to be done, organising the team activities and measuring their performance.

They form great teams, some of whose members know more about specialist areas than them. Managers drive the team

forward in the right direction, setting the ground rules whilst enabling members to achieve their full potential. They allow people to make mistakes – but not too many – and they praise as well as correct.

Managers act quickly to solve problems, they know sufficient information about their area of the business or particular organisational competencies to be respected but they don't get lost in the detail. They walk the talk, acting in a way which consistently reflects what they say and expect from their team; creating trust and a reputation for integrity.

This report reflects these two integral parts to managing effectively – exploring the individuals' approach to both task and people management. First however, the report will explore this manager's personal style and signature management strengths in order to support development planning and performance based conversations.

## MRS. THOMAS SAMPLE'S MANAGEMENT HIGHLIGHTS

### Personal style

Mrs. Thomas Sample appears to have the characteristics for a leadership role in specialist, technical and professional areas. She is likely to be people-oriented and will tend to work well in an organisation whose culture is democratic, structured and participative. Her profile suggests that she will succeed in leading a function which is involved in evaluation of facts and figures.

Her profile suggests that she may avoid conflict situations which may result in her yielding her position or hesitating to make unpopular decisions.

Her leadership potential will also depend on aspects of her emotional awareness and level of fluid intelligence.

### Descriptive words

cautious  
 non-demonstrative  
 friendly precise non-antagonistic  
 deliberate systematic  
 thorough logical persistent  
 humble confident

### Signature strengths

- A good communicator of facts both verbally and in writing
- Persistent and hardworking, ties up loose ends
- Loyal, patient, reliable
- Skilled at analysing and limiting risk
- Follows rules, procedures, systems and direction
- Uses facts, figures and persuasion to win people over

## TASK MANAGEMENT

### Focus

Mrs. Thomas Sample is motivated towards the achievement of complex and precise goals for which she can utilise her well-organised approach to the successful completion of specialist assignments. She is also motivated by opportunities to work with and through others in a stable and predictable environment. Personal recognition would be a major positive influencing factor.

### Decision making

Mrs. Thomas Sample is likely to rely on personal expertise or existing procedures when making a decision and tends to make decisions that she considers to be safe. Unless she has a degree of assertiveness, she is likely to yield her position if on strange ground or challenged by a more aggressive individual.

### Planning and problem solving

Mrs. Thomas Sample's approach to Planning and Problem Solving is careful and thorough and they are likely to account for possible difficulties and challenges. Her approach lends itself to excellent short-term and intermediate planning. On the other hand, this may at times be too detailed for long-term planning and may be too cautious for conceptual strategic planning. Her problem solving style is likely to use logic and facts to resolve issues. As she is people-oriented, she is likely to talk through issues and use a democratic approach to reach a solution. Due to a preference for accuracy, Mrs. Thomas Sample may take some time to go through all the information she feels is necessary to resolve an issue and this could frustrate others.

## PEOPLE MANAGEMENT

### Communication

Mrs. Thomas Sample's communication style is likely to be one of her leadership strengths as she is likely to be a positive communicator when she feels secure in her own knowledge or when imparting information in non-antagonistic situations. However, she may tend to hesitate to voice her opinions if she is challenged in an area outside her personal expertise. Therefore, in areas outside Mrs. Thomas Sample's remit, she may be more suited to being an advisor/consultant rather than a leader. If she has appropriate levels of self-esteem and assertiveness coupled with an ability to reason with information provided, she may be able to pick up knowledge of the area being discussed quickly and contribute.

### Managing and motivating

Whilst Mrs. Thomas Sample has the ability to motivate others there could be a tendency for her to frustrate some as a result of an innate desire for perfection and the avoidance of trouble and hassle. She approaches motivation in terms of personal adherence to standards and/or quality. Mrs. Thomas Sample is sincere to her trusted subordinates and is sensitive to their needs. Her managerial style is likely to be formal and procedural.

Being of a non-aggressive nature there is a likelihood that Mrs. Thomas Sample would dislike the pressure of disciplining. This could result in her backing down easily and failing to confront those of a stronger nature.

### Developing others

Mrs. Thomas Sample is likely to identify the precise requirements or shortfalls within others. She may not, however, show flair in deciding exactly what assistance is needed to develop them. This could lead to her emphasising specialisation for people rather than developing overall skills. This may frustrate subordinates, particularly those wanting to move into general management.

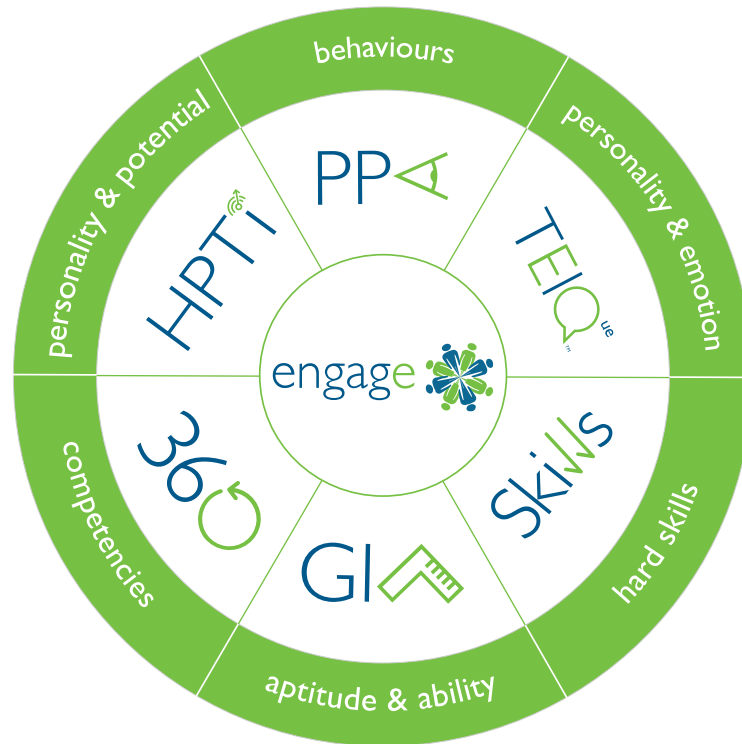


## CONCLUSION

Given all these factors, the ideal workplace for Mrs. Thomas Sample to consider would be one where the job has a certain amount of routine and responsibilities are clearly defined.

The PPA explores an individual's behaviour. Leadership potential can also depend on other factors such as emotional intelligence, personality and fluid intelligence as well as experience and learning. We recommend examining the elements that drive the behaviour you see in this report in order to understand all of Mrs. Thomas Sample's management strengths and how to support them in realising their potential.

PPA is part of a range of assessments that empower businesses to transform the performance of their teams and individuals – and deliver an immediate impact on their organisation.



Our assessments work together to give you a full insight into what makes people successful – their behaviours, personality, aptitude and ability, competency and hard skills.

Call us on [01628 475 366](tel:01628475366) or email [info@thomas.co.uk](mailto:info@thomas.co.uk) to discuss how Thomas' assessments can give you clarity for all your people decisions.



01/01/0001

## MANAGEMENT AUDIT: Mr. Thomas Sample Private & Confidential

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### MANAGING AND MOTIVATING

Whilst Mr. Thomas Sample's characteristics indicate that he has the ability to manage other people, it should be noted that there may be a tendency for Mr. Thomas Sample not to push people as hard, in management terms, as an organisation may require.

As a result of his desire to follow procedures, he may well appear a little inflexible in managing others and he may be unwilling to delegate to those he believes are likely to take shortcuts.

Mr. Thomas Sample is unlikely to be a particularly strong disciplinarian as he is kind and accommodating. In terms of disciplining, it is important that very clear objectives should be set when it is critical.

Mr. Thomas Sample tends to motivate others using his knowledge and experience as a major motivational factor, rather than his ability to persuade and influence others.

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### DECISION MAKING

Being strong willed and determined, Mr. Thomas Sample has the natural ability to take decisions, but it should be noted that he is not likely to take decisions quickly. Indeed, there are indicators which suggest that Mr. Thomas Sample will not take decisions until he is absolutely sure of the facts and this could create circumstances where he doggedly and determinedly retains the status quo, rather than pushing people to move on to gain ground.

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### PLANNING AND PROBLEM SOLVING

Being a thorough and organised planner, there may be a tendency for Mr. Thomas Sample to spend too much time on planning, particularly where change is involved. It should be noted, that he will not be pressurised in terms of time, to achieve results. Therefore, if he is involved in planning, it is critical to make sure that time scales for achieving an end result are not only agreed, but are also seen by Mr. Thomas Sample as feasible as well as acceptable.

Mr. Thomas Sample has fair problem solving ability, but there could be a tendency for him to get bogged down in procedures and this, in turn, may cause others to become frustrated.

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### COMMUNICATION

Mr. Thomas Sample is likely to be a good communicator, particularly within his own area of knowledge.

He is likely to appear deliberate in his approach to communication, will canvass the opinions of others and generally tends to communicate through facts, figures and data, maintaining a patient approach.

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## ADMINISTRATION

Administration is certainly the strong point of Mr. Thomas Sample's behavioural characteristics.

Being a specialist by nature, this person will enjoy researching for solutions and giving advice from areas of his gained knowledge.

In administrative terms, Mr. Thomas Sample is likely to be a good organiser, who sets high standards for both himself and others.

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## DEVELOPING OTHERS

Mr. Thomas Sample will certainly have an interest in developing others and as such, will work towards creating development plans. There may, however, be a tendency for him to adopt a hands-on approach to development and learning by experience.

This report relates only to behavioural characteristics within a work situation and should always be used with a structured interview. Success in the role will also depend on further assessment which ensures the person has the appropriate intelligence, education, experience, knowledge and competence.

The "Strengths & Limitations" report, which can be obtained regarding Mr. Thomas Sample, may provide additional information which will enhance the use of the above data.



01/01/0001

## LEADERSHIP SKILLS: Mr. Thomas Sample

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Leaders possess a 'vision': a long term view of the shape of an organisation, a brand, product, service or project. This vision shapes other people's actions and decisions. Leaders enthuse and motivate people by the way they communicate this vision. They form great teams, some of whose members know more about specific areas than them. Leaders point their team in the right direction, through their vision; they set the ground rules while enabling a team and its members to achieve their full potential. They allow people to make mistakes - but not too many. They praise as well as correct.

Leaders act quickly to solve problems. They know enough about their business or particular organisational competences to be respected, but they don't get lost in detail. They walk the talk: they act in a way which consistently reflects what they say, creating trust and a reputation for integrity.

### PERSONAL LEADERSHIP STYLE

Mr. Thomas Sample's characteristics suggest that he could succeed in a leadership role where operational, service orientated and organisational competencies are required. He is likely to be determined and persistent in completing projects which is likely to generate trust from others. However, he may struggle to make decisions quickly and may be somewhat resistant to change. He is likely to work best in organisations with a democratic and consultative culture.

His leadership potential will also depend on aspects of his emotional awareness and level of fluid intelligence.

### Likely Leadership Strengths

- Achieves results in an organised and thorough manner
- Builds relationships slowly and on trust
- Willing to assume responsibility and authority
- Seeks challenging assignments
- Has the ability to calm people and situations
- Listens to and acts upon the views others

### Potential Leadership Limitations

- May not always be effective in achieving results quickly
- May not be particularly creative and innovative
- May be too lenient with close associates and poor performers
- May not always respond to the need for change
- May become inflexible if pressurised into changing direction

## General Communication

Mr. Thomas Sample's profile suggests that he has a friendly approach and generally has a positive approach. He is likely to be a thorough communicator who prefers to stay focused on the purpose of the meeting and may tend to emphasise the process in which work is to be carried out. This can be valuable to the planning stage of a project, but it may at times frustrate his colleagues, especially in those areas where strategy is being communicated.

## Presentation Style

Mr. Thomas Sample's profile suggests that he is generally seen to be an effective presenter. His presentation style is thorough, amiable, conversational and informative and he tends to adopt a procedural approach and work his way steadily through all the positive aspects of the subject. He is equally likely to inform others of the constraints of the subject which may gain the trust of his audience. He may be somewhat resistant to demands to quicken his pace which may result in some members of his audience losing interest.

## Decision Making Style

Mr. Thomas Sample is likely to be comfortable making decisions in those areas where he feels he has specific knowledge and, particularly, where he has had previous experience. He will generally follow through on his decisions which may influence others to see him as reliable and dependable. However, others may feel that Mr. Thomas Sample takes too long in committing to a course of action in areas outside of his remit. He may also prefer to maintain tried and tested methods, which may demotivate others who wish to try a new direction and facilitate change.

## Meeting Deadlines and Time Management

Mr. Thomas Sample is likely to apply himself with great tenacity and will tend to follow through with his plans until work is completed. However, he may prefer not to be rushed if deadlines shift, and may require guidance on what aspects of his work to prioritise in order to meet a tight deadline. It may be beneficial to assess Mr. Thomas Sample's level of fluid intelligence to determine his ability to pick up and work with new information at a fast pace.

Due to his accommodating nature, he may take on more than he can manage and, as a result, may find himself working overtime in order to meet deadlines and achieve the desired end result. However, if Mr. Thomas Sample has a level of assertiveness, they may be comfortable saying 'no' to others.

## Goal Focus

Mr. Thomas Sample is likely to seek to establish order out of chaos to achieve a predetermined and measurable end result. In doing so he tends to make effective use of his communication and interpersonal skills coupled with inherent drive and persistence.

## Administration

Mr. Thomas Sample is likely to be an efficient organiser in administrative terms as he will tend to be persistent, thorough and procedural by nature. Provided he has input into timescales, he will have no problems in allowing time to complete administrative tasks and in tying up all the loose ends.

There may be a tendency for Mr. Thomas Sample to be too dependent on his administrative systems, to the point that he may resist some time pressures that are placed on him to shortcut such systems.

## Planning and Problem Solving

Mr. Thomas Sample's profile suggests that planning and solving problems is likely to be one of his strongest areas. He has characteristics which should allow him to research information in a structured and persistent manner and then to translate such information into both short and long-term planning situations.

With regard to problem solving, he is likely to be thorough and patient in his approach.

## Ensuring Quality and Accuracy

Mr. Thomas Sample is likely to work steadily to ensure accuracy and a high degree of quality. He tends to prefer to work to a precedent and be left alone to get on with the task without too much outside interference once the structures are in place.

Persistence and perseverance, together with a desire to achieve the end result should result in accuracy and quality of work. Mr. Thomas Sample will also tend to want to take control of quality and accuracy within others and will certainly set high standards.

## Handling Criticism and Aggression

This accommodating and supportive person has the tendency to defuse antagonistic situations in a calm and friendly manner but, in the first instance, will tend to avoid any form of confrontation. He may at times become opinionated or stubborn when dealing with an aggressive person, but being generally diplomatic and sensitive to others' feelings and values it is likely that he will not intentionally offend them.

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## TRAINING AND DEVELOPMENT NEEDS

If Mr. Thomas Sample is an existing leader within the organisation and the above-mentioned development areas are evident, it may be beneficial to provide him with the training recommended below.

### Achieving Effective Results and Innovating

Mr. Thomas Sample is hard working and well disciplined with a high need for security. This may sometimes get in the way of him achieving effective results.

Competent achievers are usually assertive self-starters who are confident by nature. They possess natural persuasive and influencing skills and are active, mobile, alert and independent. Although they may not be natural organisers, they know the importance of self-discipline and organisation for achieving results and objectives in a set timescale and within an agreed budget.

Good innovators create enthusiasm in others and question existing systems, equipment and skills. They regularly come up with new and productive ideas. They are rarely satisfied with things as they are and will invariably question the status quo in the search for improvement.

He may, therefore, benefit from the following training:

- Setting objectives;
- Taking corrective action when necessary;
- Challenging - Questioning the status quo;
- Innovating - Thinking of and implementing new ideas;

- Monitoring and Controlling - Ensuring progress is made;
- Communicating - Keeping in touch with those who have overall control or are part of the project;
- Motivating - Inspiring all those concerned. Giving momentum to the project.

## Delegation

Competent delegators will fully communicate their requirements to others; initially spending time assisting them, so that not only are standards established, but also effectiveness is assured for any such future delegation. Once objectives are understood and timescales agreed upon, the competent delegator will monitor progress regularly to ensure that the work is on schedule and performance objectives are being met.

There are clear indicators that Mr. Thomas Sample may prefer to do things himself rather than to delegate to others. He may, therefore, benefit from training in the following:

- The delegation process - setting and effectively achieving objectives;
- Monitoring and controlling - realising that if progress is not monitored his responsibility may be quashed;
- Avoiding failure - The necessity for explanation; checking for understanding;
- Training - Learning to train and trust others so that efficiency is not diminished.





# GENERAL QUESTIONNAIRE: Mr. Thomas Sample

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## CHARACTERISTICS

Persistent, dependable, hard-working, assertive, strong-willed, stubbornly independent, amiable, persuasive, self-starter, good listener, communicative, steady, sincere, deliberate, sometimes inflexible.

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## GENERAL REVIEW

This steady, thorough person likes to achieve his results in an organised manner. Mr. Thomas Sample is friendly and has the ability to communicate with others. He prefers to do business in a friendly way and likes to work as part of a specialist team. He has the persistence to see a job through to conclusion, can cope with administrative duties and will take decisions within his area of expertise. He may become uncomfortable however, if pressurised into taking action before he has the necessary information before him. He prefers the security of a structured working environment and the work parameters should be clearly defined. He has the ability to deal with confrontational issues but in the main prefers to work in a relaxed, friendly environment.

Mr. Thomas Sample is likely to be best suited to a role that is of a structured nature and allows him to be part of a specialist team. He should be given the opportunity to achieve results through his knowledge and expertise.

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## INTERVIEW HINTS

If the role in question is of a specialist nature and requires a steady person, then begin the interview slowly, allowing Mr. Thomas Sample to become confident and relaxed. This should give you the opportunity to see him as he really is and assess his qualities.

If however the environment is to be fast moving or confrontational then the interview should speed up and become pressurised. Start to challenge him hard and question his observations. Does he come back strongly with his answers or does he attempt to slow things down to the pace he can cope with?

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## INTERVIEW QUESTIONS

We recommend that you follow your usual interview technique with regard to CV, education, experience, knowledge and other special needs. The following questions have been selected to assess Mr. Thomas Sample's potential shortfalls in relation to the selected type of role. The full battery of questions should be used.

Discussion objective "D"

Can Mr. Thomas Sample come up with sufficient new and original ideas to be a winner?

- Tell me about some of the best ideas you have had in recent jobs.
- Were they implemented, - if not, why not.
- If you were failing to get your way with someone and felt strongly about the subject, what action would you take.
- Do you think it is ever necessary to be assertive with work colleagues.
- Can you explain why you feel like that.
- Do you think you could work in this organisation.
- What makes you say that.

Notes:

Discussion objective "I"

Can Mr. Thomas Sample modify his behaviour in order to accommodate others and could his dislike of rejection get in the way of results?

- If you are dealing with a slow and unemotional person, how do you feel.
- How do you create a quick relationship with such people.
- Do you change your style with such people.
- If yes, what do you do.
- How do you feel when you have to cope with a very aggressive person.
- Do you ever feel rejected.
- If yes, how do you overcome it.
- Have you ever been demotivated by either your work colleagues or your superior.
- If yes, describe what happened.

Notes:

Discussion objective "S"

Has this person the ability to modify his behaviour in order to get the best out of the people around him?

- How important is it to give all the facts and information to people.
- Do you think people in general prefer to have all the facts.
- Do you relate to most people.
- How would you feel about an impatient and aggressive colleague who was intent on speeding up the process in order to make things happen now.
- Do you think this type of person is interested in detailed and specific instructions.
- What makes you think that.
- Explain what you would feel if a work colleague "bucked" the system.
- Have you worked with people who "bucked" the system.

Notes:

Discussion objective "C"

Does Mr. Thomas Sample feel he is always right or can he recognise that he may have some weaknesses?

- Tell me about an occasion when you were reprimanded for something at work which you felt was unjustified.

- What did you do about it.
- Do you make mistakes.
- Give me a couple of instances when you felt you had made mistakes in your current or past job.
- How did your boss react on those occasions.
- What do you look for in a boss.
- Do you think I would meet that requirement.
- Why do you think that.

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### User Guidance

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If this candidate is to be considered further, the PPA Profile report will provide additional detail. It includes information about likely behaviour under pressure, frustrations, how Mr. Thomas Sample is best motivated and the ideal style for his supervisor.



## HOW TO MANAGE: Mr. Thomas Sample

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### MANAGING

Mr. Thomas Sample responds best to an informal leader who emphasises co-operation and co-ordination of effort. The working environment should be procedurally structured but not rule bound. He will seek to develop a personal as well as a working relationship with both his manager and colleagues.

His boss needs to be aware that despite his team-orientation, he needs a significant degree of independence. Consequently, he is normally better suited to roles that allow him to assist and influence the team, rather than become an integral part of it.

Whilst he will look to his boss for direction, he will expect to be given sufficient authority to see a task through from start to finish. However, the opportunity to confer and clarify his position before accepting responsibility, is important if he is to give his full commitment.

### MOTIVATING

The key to effectively motivating Mr. Thomas Sample is the sense of security gained from sincere, frequent appreciation and the freedom to act as an independent member of the team. Basic motivators include security of position, a manager who shows a personal interest, challenging assignments relative to his expertise, clear goals and the opportunity to refer as and when necessary.

Incentives should emphasise co-ordinating the effort of others, co-operation and follow through. Incentive rewards should be practical and prestigious rather than glamorous and where possible, be made publicly. However, care should be taken not to over do the hype. Remuneration should include fringe benefits of a prestigious and practical nature e.g. company car, private health care etc.

### COMMUNICATING

Participation is the key to effectively communicating with Mr. Thomas Sample. If he is involved, he will both listen and respond. Whilst he is normally a good listener, it is important that his manager recognises the need to invite him to put forward his ideas and opinions. Failure to do so will almost certainly result in a loss of attention and interest.

Verbal communication should be even paced, and can be expansive (not detailed) as well as explanatory. Where possible, personalise written communications and ask for a time constrained response. Detailed instructions and terms and conditions should be communicated in writing.

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## DIRECTING

The most effective way of controlling Mr. Thomas Sample is to emphasise his team and colleagues reliance on his co-operation, and the importance of co-ordinated effort.

Despite his friendly demeanour, he will usually continually seek the approval of his colleagues. This can lead to him taking on an excessive workload through a misplaced sense of obligation. His boss therefore needs to monitor this aspect of his behaviour and emphasise the need to stick to priorities. The most effective way of doing this is the provision of control feedback via clear time schedules.

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## SUPPORTING

Mr. Thomas Sample is a self, but not necessarily quick starter. His manager can give effective support through the provision of short-cut start-up methods. He will also normally appreciate being provided with analysed rather than raw data.

His need to gain the approval of his colleagues can interfere with his ability to take harsh or unpopular decisions. His boss can provide support by giving private advice, and overtly backing the decision once it has been made.

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## DELEGATING

Thorough, informal explanation is the key to effectively delegating to Mr. Thomas Sample. It is important that responsibility to act is delegated along with the task. However, it is equally important that he is made aware of the limits to his authority and to whom, and when, he is required to refer.

He tends to enjoy tasks that require him to advise, persuade or organise others for the benefit of the team. Tasks that require rule book authoritarianism or the continual assessment and use of detail should be avoided.

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## DISCIPLINING

The need to discipline should normally be reduced if Mr. Thomas Sample knows he can discuss differences of opinion with his boss without fear of rebuff or arbitrary judgments.

If the need to discipline does arise, a firm but open minded approach should be adopted. This is important because Mr. Thomas Sample is justice rather than rule-orientated. An officious, authoritarian approach will often result in him taking a stubborn, defensive stance.

The emphasis of any disciplinary decision should be on sorting out the problem rather than reprimanding. He is unlikely to view leniency as a weakness.

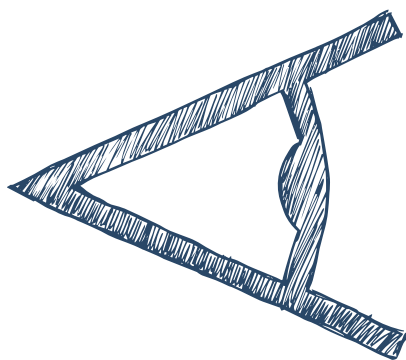
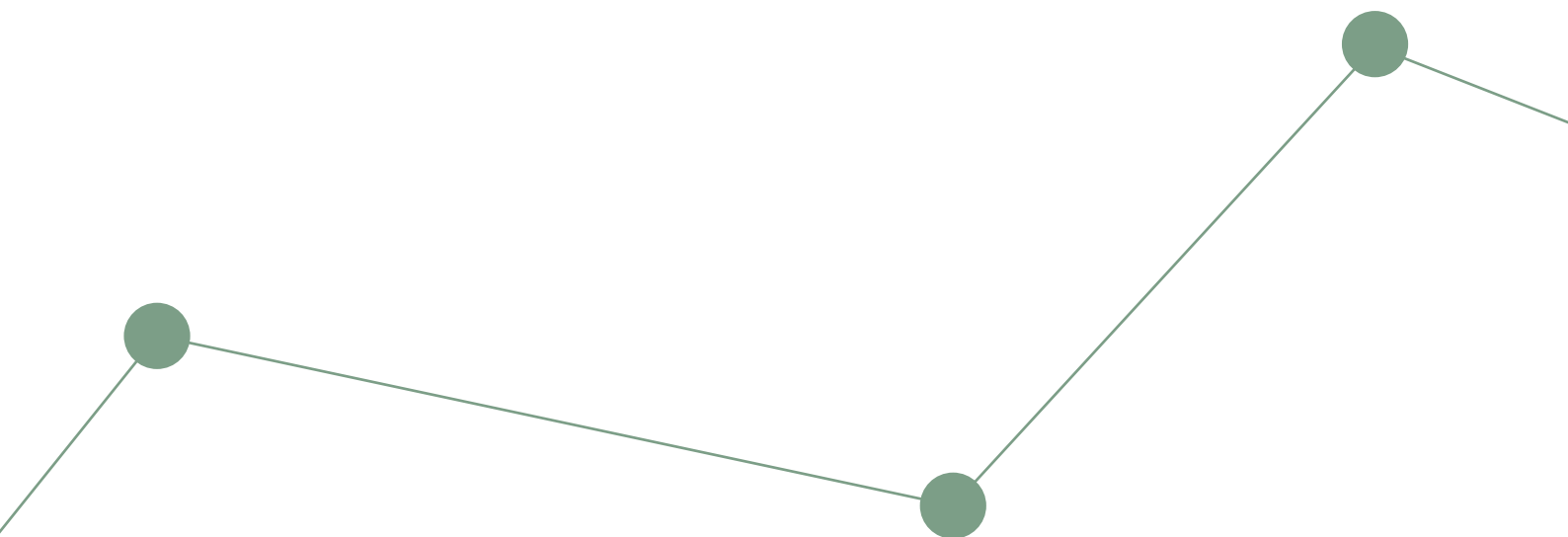
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## DEVELOPING

Mr. Thomas Sample's basic characteristics suggest he should have the ability to lead and organise others in a structured working environment. In addition, he is usually a competent administrator and planner.

Mr. Thomas Sample tends to respond well to training that emphasises the development or enhancement of interpersonal, presentation, communication and organisational skills. Assertiveness training should prove worthwhile and mutually beneficial.

While training aimed at improving his ability to deal with raw data and detailed analysis might appear desirable, it is unlikely to have the desired effect.



# Mrs. Thomas Sample

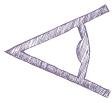
## Personal Profile Analysis (PPA)

Candidate Feedback

24/08/2021  
Private & Confidential

# Mrs. Thomas Sample

## Personal Profile Analysis (PPA)



### What is a PPA?

This report is a Personal Profile Analysis (PPA), which provides rapid and deep insights into a person's behavioural preferences and communication style.



### General Characteristics

Persistent, amiable, dependable, deliberate, good listener, kind, assertive, competitive, inquisitive, reserved, reflective, suspicious, self-conscious, probing, serious, accurate, logical, systematic and careful.

- Considers the likely consequences before taking action or making decisions.
- Ensures quality and standards are maintained.
- Can assume responsibility in a specialist area of competence and expertise.
- Questions change; prefers the status quo.
- Exhibits patience and builds relationships slowly on trust.
- A practical person who researches facts and information.
- Prefers the security of a structured working environment.
- A well organised person who works hard to achieve results.
- Will adhere to rules and procedures.





## Motivators

Mrs. Thomas Sample is motivated by security of situation, challenge, authority, reassurance and standard operating procedures. Sincere appreciation, and the opportunity for advancement are also important.

Should Mrs. Thomas Sample have a boss, then ideally that person will be a diplomatic but direct leader who has the ability to provide a secure, structured working environment, where the work parameters are clearly defined. The requirements of the job should be negotiated, the timescales agreed and then Mrs. Thomas Sample should be allowed to complete the task and achieve a result.



## Value to the Organisation

Mrs. Thomas Sample's greatest contribution to any organisation will be her ability to achieve results through her methodical and persistent nature. She is assertive, demanding and hardworking. Mrs. Thomas Sample will achieve bottom line results for an organisation. She adopts an analytical approach, researching all available information, before committing an organisation with her decision.



Gain an accurate insight into how your people behave at work in just 8 minutes



Mr. Thomas Sample

## Onboarding

24/08/2021

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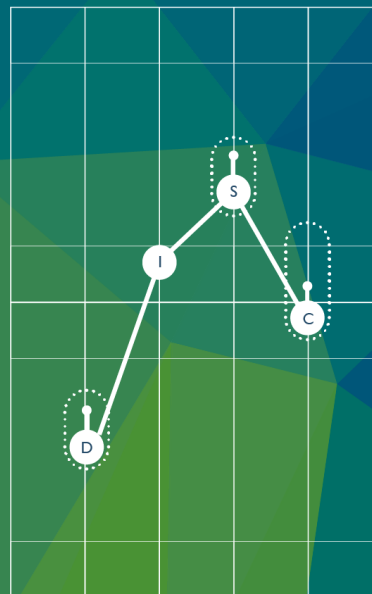
## PPA Guide

**D**

Dominance indicates an individual's response to Power. Dominance produces drive to accomplishment in the face of opposition or antagonism.

**I**

Influence shows an individual's response to People. Influence factor leads to influencing others to react positively or favourably.



**S**

Steadiness demonstrates an individual's response to Pace. Steadiness in completing tasks in defined areas to maintain the status quo.

**C**

Compliance reveals an individual's response to Policy. Compliance produces high work standard to avoid trouble or error.

### What is PPA used for?

In just 8 minutes, the Personal Profile Analysis provides an accurate psychometric insight into how people prefer to behave at work. This can help to give you a greater sense of certainty when recruiting as you can explore job and culture fit.

### What should I use this report for?

This report is designed to assist in the Onboarding process by providing information on how to maximise the potential of the individual. By focussing on areas of strength and providing support in possible development areas and allocating work accordingly you will help the new-starter settle into the role quicker and maximise retention. .

## WHAT TO EXPECT FROM YOUR NEW STARTER

### Personal style and 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.
- Needs time to adjust to change; prefers the status quo.
- Can appear reserved and serious; builds relationships slowly on trust.
- Can become defensive if threatened or criticised.
- May confuse and frustrate less technical people with too much detailed information.
- Could have difficulty with time management.
- May be reluctant to share information or delegate work.
- Can be seen as inflexible by people who want to change direction or try out new ideas.

### Areas of responsibility Mr. Thomas Sample would suit

- Developing skills in a specialist/technical/administrative area of competence and expertise.
- Providing a service to others.
- Working persistently in order to complete assignments.
- Absorbing detail and gathering facts and information before taking action.
- Following direction and operating under controlled circumstances.
- Assessing situations logically.
- Analysing and researching specialist/technical information.

## HOW TO APPROACH

### Managing Mr. Thomas Sample

Mr. Thomas Sample responds well to a procedurally formal management style that is supported by clear ground rules. Managerial focus should emphasise clarity of responsibilities and encourage referral. Mr. Thomas Sample will normally seek to belong to a team or group. However, it is likely that he will prefer roles that allow him to work as an individual, providing some form of specialist service to the input to the group.

It is extremely important that Mr. Thomas Sample knows exactly who he has to report to. Unclear reporting arrangements can result in him trying to meet all demands made upon him, leading him to lose sight of priorities. Authority should relate to expertise and be supported by hierarchical rank and rules.

He will normally expect to be monitored and to receive frequent feedback about the acceptability of his work. Be aware that Mr. Thomas Sample often measures managerial interest by the frequency and standard of the feedback he receives. Logical explanation, clear ground rules and responsibility are central to the effective management of Mr. Thomas Sample.

### Communicating with Mr. Thomas Sample

To communicate effectively with Mr. Thomas Sample his manager will need to adopt a logical and precise explanatory approach. The foregoing applies to both written and verbal mediums. Verbal communication should be detailed, of an even to slow pace, with emphasis being placed on the purpose of the message. Care should be taken to avoid platitudes, gimmicks and peripherals.

Written communications should proceed logically, be precise with salient points highlighted. Where possible, his manager should differentiate between informal and formal communication. Very often Mr. Thomas Sample uses frequency of communication as a measure of his manager's personal interest.

### Motivating Mr. Thomas Sample

Mr. Thomas Sample's basic motivation stems from a need to avoid trouble and error in order to maintain a sense of security. To motivate him effectively, his manager will need to take this in to account. Motivation can be achieved providing a clear job specification, a contract of employment, responsibilities linked to and commensurate with expertise, the opportunity to develop special skills, the knowledge he can refer without fear of rebuff, standard operating procedures, no abrupt or sudden changes, rules for rebuttal argument, personal attention and the opportunity to gain the appreciation and respect of colleagues/contemporaries.

Incentives should recognise loyalty and service/specialist input to the team. Incentive rewards should be of a practical and classical nature. Remuneration should relate to quality of work, reliability, and specialist/professional skills.

### Supporting Mr. Thomas Sample

Mr. Thomas Sample is not by nature gregarious or outgoing and may encounter difficulty settling in. His manager can provide support by formally introducing him to new groups and associates. In such situations it is often useful to emphasise his particular expertise or skills.

Being non-aggressive, he can allow others to impose. His manager can assist by instituting rules that allow him to say "no" without fear of controversy.

Mr. Thomas Sample is not naturally decisive. His manager can provide support by restricting the need for decision making to nominated specifics, related to his area of expertise. Moreover, the need to make quick or crisis decisions should be excluded from his remit.

## CONSIDERATIONS FOR MR. THOMAS SAMPLE'S FUTURE IN YOUR ORGANISATION

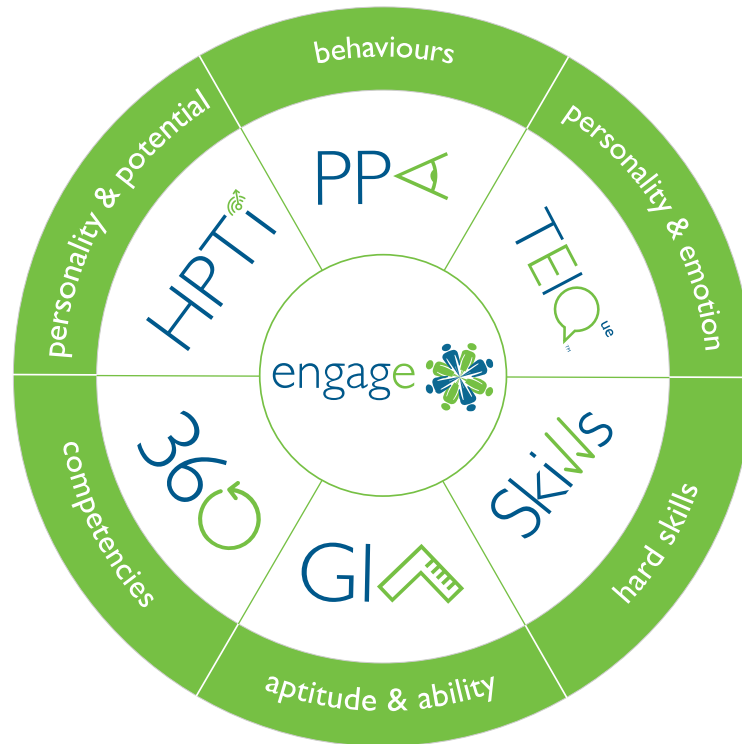
### How to maximise Mr. Thomas Sample's potential

- Clearly define the work objectives.
- Always check for understanding and confirm things in writing.
- Agree realistic timescales and monitor his progress.
- At times of pressure, help him to prioritise his tasks.
- If unsure, help him with the decision-making-process.
- Give him support when starting new projects.
- Point out the benefits of change and help him through the process.

### Initial development ideas

Use this report to support you in onboarding your new starter. You may like to share this with key members of the company that the new-starter is likely to spend significant time with in the first weeks of their new role with you. We advise that a new joiner receives full PPA feedback, following which you can use this report with them to explore how they would like to be managed, motivated, communicated with and supported by their manager or team.

PPA is part of a range of assessments that empower businesses to transform the performance of their teams and individuals – and deliver an immediate impact on their organisation.



Our assessments work together to give you a full insight into what makes people successful – their behaviours, personality, aptitude and ability, competency and hard skills.

Call us on [01628 475 366](tel:01628475366) or email [info@thomas.co.uk](mailto:info@thomas.co.uk) to discuss how Thomas' assessments can give you clarity for all your people decisions.