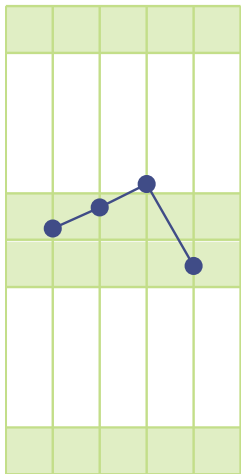




PPA PROFILE: Mr. Thomas Sample

SELF IMAGE - GRAPH III

D I S C



Mr. Thomas Sample is thorough, friendly and sincere by nature. A consistent worker who prefers to be a member of a team, he is capable of applying himself to most tasks once he knows what is required. He is able to do detailed work, but does not necessarily enjoy it. Mr. Thomas Sample has good communication skills and the drive to achieve. His overall approach is personable, friendly and patient.

He dislikes loose ends, preferring to see each task through to its logical conclusion before moving on to the next one. It is unlikely that this person will rush in, preferring to organise himself and obtain a thorough understanding of the job before starting. Mr. Thomas Sample is a self-starter, although not necessarily a quick one and it may be necessary to provide short-cut methods to enable him to get started. However, once he starts, he applies himself with great tenacity.

Loyalty and sincerity are natural attributes, valued by this person in others. He has strong opinions and is difficult to persuade when his mind is made up. He can often frustrate others who are of a more flexible nature by his reluctance to change course or adapt quickly. Mr. Thomas Sample wants to know what is expected of him.

Basically kind and appreciative, his feelings can be hurt despite his rather independent attitude. He is good at servicing and displays a lot of follow-through. He is team/group oriented and has a strong need to belong. There is a tendency for him to not reveal his true thoughts. Mr. Thomas Sample is a good listener and can build a sense of trust in others fairly easily. However, he resents being told or hurried and could take criticism to heart. Mr. Thomas Sample probably differentiates between friends and acquaintances. He may avoid making decisions until he has all the details.

SELF MOTIVATION

Mr. Thomas Sample is driven to organise. He likes to know where he is going and what he is doing. He needs to be able to identify with the organisation and has an inherent need to feel secure.

JOB EMPHASIS

Organising and leading

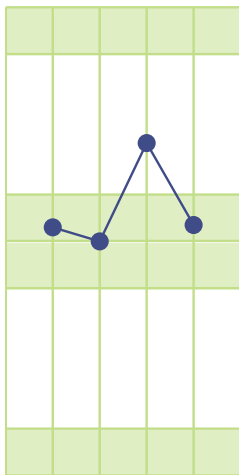
The job should provide some form of security, as well as a chance to lead and apply himself to a task. There should be responsibility to see a job through and to get on with it. The working environment should be structured. The tasks can be routine but not low level. Change should be discussed and not "come out of the blue".

DESCRIPTIVE WORDS

Kind, thorough, stubborn, friendly, amiable, tenacious, assertive, communicative, independent, opinionated, driving, dependable, asks "why", "who" and "what".

WORK MASK - GRAPH I

D I S C



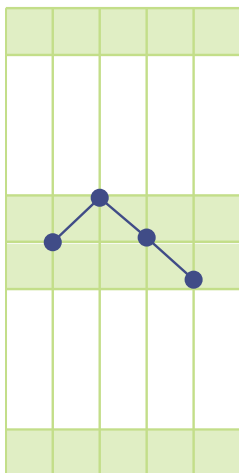
There are indicators within Mr. Thomas Sample's profile that he may be stretching himself to his limits currently. The cause is likely to be one of the following:

- Mr. Thomas Sample may be in a new position and currently going through a job crisis. This normally occurs between three to nine months after commencement of a new job. Whilst performance should be carefully monitored, after a period of time the graph should return to normal.
- He may be over-promoted and over-stretched within the current job. (This would normally only apply if he had been in the position for more than twelve months.)
- He may be forcing himself to be something he is not and attempting to do a job which is not compatible with his natural behavioural characteristics.

The above should be considered and the likely effect this could have on both the person and job performance.

BEHAVIOUR UNDER PRESSURE - GRAPH II

D I S C



There are indicators within this profile which suggest that one or more of the following may apply:

- He may be out of work or could be frustrated in the current job.
- He is in a job where either business is poor or the superior is not satisfied with his performance.

Mr. Thomas Sample may be feeling internally insecure, although this may not always be evident. Demotivation is likely to show itself at times of work pressure and in those circumstances performance may fall.

The situation should be assessed carefully and the effects considered. Mr. Thomas Sample may need time to remotivate and as a result could be slow to reach his full potential.

GENERAL COMMENTS

These are signs of frustration, problems or pressure in Mr. Thomas Sample's profile, but at this stage it is not clear as to whether they are of a personal nature or work related. As a result he may be feeling uncomfortable with the current situation and this should be investigated.

It is therefore important that both avenues are pursued to ascertain the cause, as such problems may long-term affect job performance.

There are indicators which suggest that Mr. Thomas Sample is feeling pressurised within the current job/boss situation. The reason could be one or more of the following:

- Mr. Thomas Sample may not have been given clearly defined job objectives by his superior.
- Alternatively, regardless of how well the objectives have been communicated, Mr. Thomas Sample may not understand them.
- He may be taking responsibility but not been given any authority.
- He may have too many bosses.
- He may have a very aggressive boss with whom he cannot relate.
- He may feel he can contribute more than he is currently being allowed.

As a result of the frustration showing in this profile, consideration should be given to the above. The problem should be addressed and rectified or long-term job performance could be affected.

Alternatively, if Mr. Thomas Sample is being considered for a new position you must ensure that thought is given to the profile of the boss to ensure that the above situations are not repeated.

Motivators

Mr. Thomas Sample is best motivated by security, sincerity, challenge and being made to feel popular. Equally a happy home life and time to adjust to change are important factors. He enjoys social recognition and achieving good results. There should also be the opportunity for advancement within the organisation.

Should Mr. Thomas Sample have a boss, then ideally that person will be diplomatic and direct by nature and will recognise the need for security and structure. The objectives and requirements of the job must be clearly communicated and then Mr. Thomas Sample should be given the authority and responsibility to go out and achieve the results. There may be times when the boss should be available for consultation if there are decisions which have to be made outside this person's area of expertise.

Please note

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

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

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