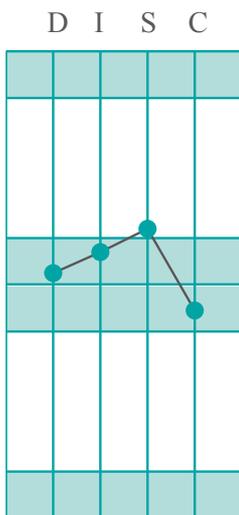




PPA PROFILE: Mr. Thomas Sample

01/01/0001
Private & Confidential

SELF IMAGE - GRAPH III



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

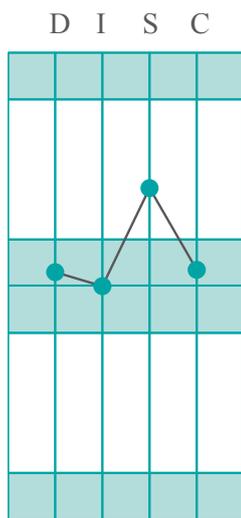
Organising and leading

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

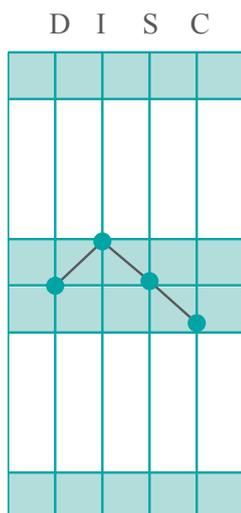


There are indicators which suggest that Mr. Thomas Sample may be stretching himself to his limits in the current work situation. The cause is likely to be one of the following:

- He may be over-stretched and over-promoted in the current job. (This would only apply if he had been in the position for more than twelve months.)
- He may be going through a new job crisis which normally occurs between three to nine months after commencement of a new job. In most instances this should not cause concern but careful monitoring should take place.
- He may be attempting to do a job which is not compatible with his natural behavioural characteristics. He appears to be forcing himself to be something he is not and trying to be all things to all people.

Careful consideration should be given to the situation and the likely effect this could have on both the person and his job performance.

BEHAVIOUR UNDER PRESSURE - GRAPH II



There are indicators which suggest that due to the frustration showing in the profile, one or more of the following may apply:

- He may be out of work or alternatively could be frustrated within his current job.
- He may be in a situation where either business is poor or the superior is dissatisfied with performance.

Although demotivation may not always be evident, Mr. Thomas Sample may be feeling internally insecure.

The situation should be carefully assessed, as his performance may fall if the pressures are allowed to continue. He may need help from his superior in order to overcome the current demotivation.

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 may be feeling pressurised within the current job/boss situation.

The reason behind this is likely to be one or more of the following:

- Mr. Thomas Sample may have objectives that have not been clearly defined by his boss.
- He may have responsibilities without authority.
- He may have too many bosses.
- He may have a very aggressive boss, with whom he cannot relate.
- Mr. Thomas Sample may not understand his objectives, regardless of how well the boss has communicated them.
- He is frustrated and feels he can contribute more than he is being allowed.

As a result, job performance is likely to be affected and frustration may result.

We recommend that the above be carefully considered and assessed against the circumstances likely to prevail in any job.

Thought should be given to the profile of the boss, to ensure that if there are any existing frictions they are tackled.

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.