



Management Planning Report

by

PsyPro Corporation and PAR Staff

Client Name: Sample Client

Client ID: SC 0209

Gender: Male

Birthdate: 10/26/1977

Age: 31

Test Date: 11/19/2008

Norms: Combined Gender, Adult

This report will help you to understand Mr. Client better so you can help him to become more effective in his current situation and can assist him to prepare for future opportunities.

The statements in the report are based on Mr. Client's pattern of scores on the NEO PI-R. These scores have been interpreted by a team of management psychologists.

To receive the maximum benefit from this report, you will want to read it several times.

Summary of Most Distinctive Characteristics

As you are aware, human characteristics have the potential to be both assets and liabilities. The trick always with truly distinctive characteristics is to recognize ways in which we can capitalize on their advantages while minimizing the effect of their disadvantages. The potential advantages and disadvantages of Mr. Client's most distinctive personality facets are presented in the following table.

When His Distinctive Characteristics Work to his Advantage

He is forceful and assertive, typically speaking his mind without hesitation. He quickly becomes an influential force and naturally assumes the leadership role. He is likely to enjoy public speaking and may be effective if a persuasive presentation is needed.

His confidence and resourcefulness support him to willingly face whatever life or work brings his way. Others will view him as competent, self-assured, and often a source of direction. His can-do attitude will be a morale-building force on his team. He might be assigned to head up teams where many of the members have doubts the team will meet its objectives.

Comfortable in new and strange social environments, he is seldom bothered by awkward social situations. As a result, he stands a good chance of conveying confidence and competence.

When His Distinctive Characteristics Work to his Disadvantage

His strongly assertive manner might lead him to be unnecessarily aggressive and possibly even domineering. He may squelch or cut off the contribution of others without realizing it. He might think about adopting a soft-sell approach to a greater number of situations and be more alert to those times when he may be stepping on someone's toes. His impact on others and his success at listening to them should be monitored.

He runs the risk of overconfidence, perhaps overreaching his capabilities or placing excessive demands on others. He might require help to consider the benefits to be derived from taking the time to evaluate whether his feeling of competence is actually matched by his ability. Having his supervisor monitor his standards and objectives could help him to keep them realistic and practical.

Expecting to be accepted, he is sometimes unaware of how he is perceived by others. Consequently, he can appear insensitive to what people think of him. As a result, he may fail to utilize potentially valuable feedback from others. He may also be blind-sided by the actions of others.

When His Distinctive Characteristics Work to his Advantage

He is open-minded, intellectually curious, and open to new ideas from all sources. He has wide-ranging interests and is an inventive problem-solver. This will aid him in assimilating information from diverse sources. He might have a key role to play in planning meetings or brainstorming sessions.

He has faith in his coping skills and in his ability to deal effectively with difficult and stressful situations. This will help to set other people's minds at ease when the pressure is on. They may look to him for leadership. He should do well in assignments where confidence under fire is necessary.

He is aware of his feelings and those of others. Accepting these comfortably, he uses this information to help guide his thinking and actions. He could be a valuable resource to management in formulating decisions and action plans over a broad array of issues, especially those where the human factor is an important ingredient.

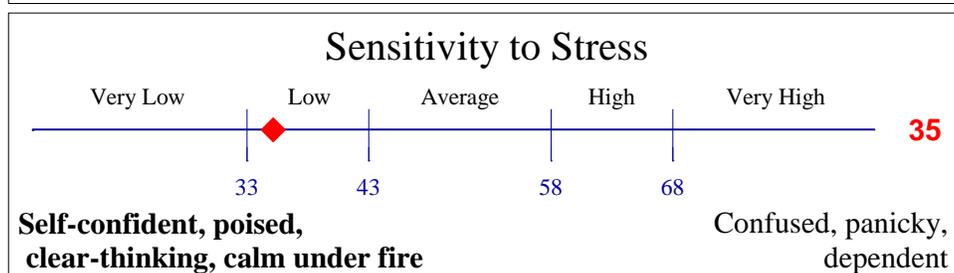
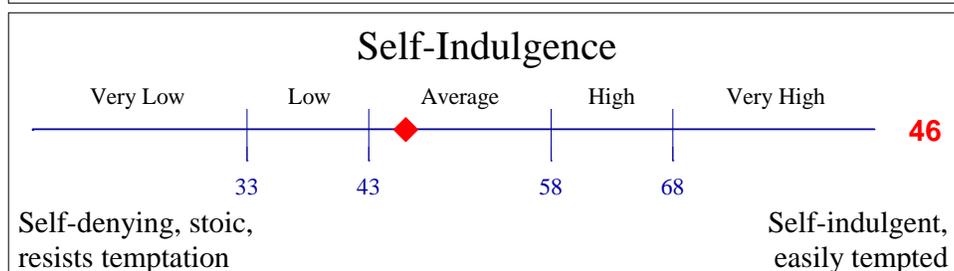
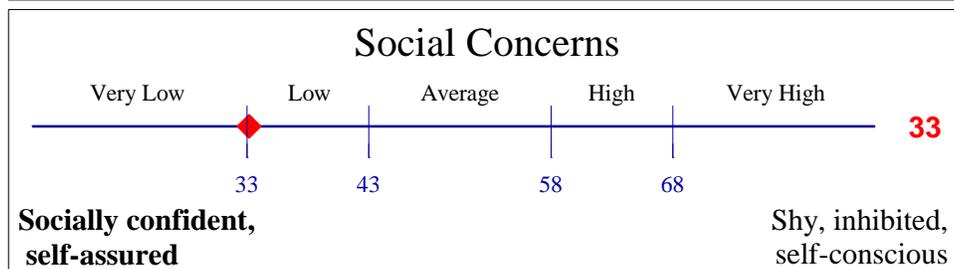
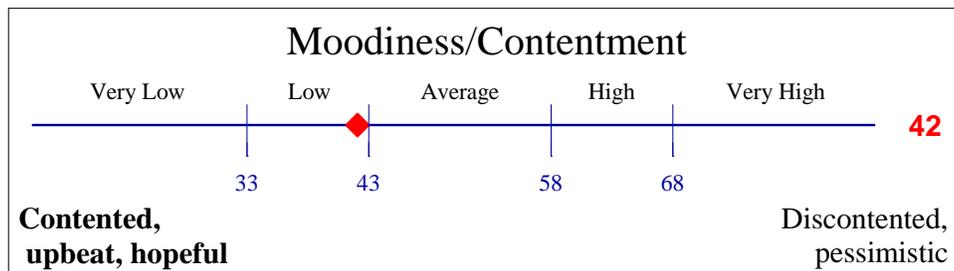
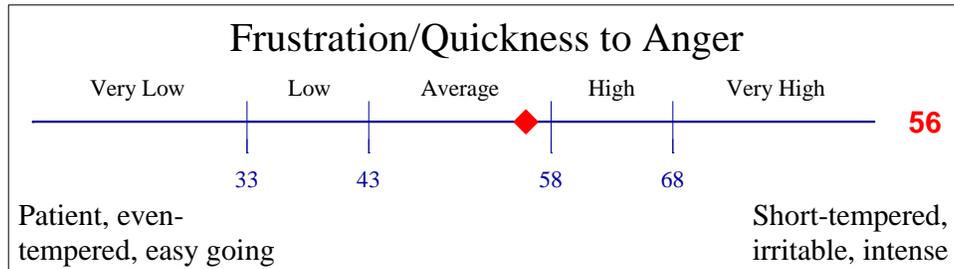
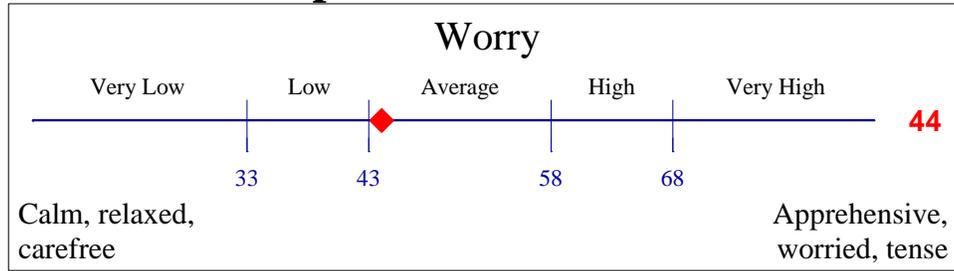
When His Distinctive Characteristics Work to his Disadvantage

He may become caught up too easily in new concepts or philosophical discussions that, while interesting to him, detract from his assigned tasks. His love of ideas may outstrip the ability of others to keep up and he may "lose" people in his "ideaphoria." It might be to his advantage to put more of his ideas on the shelf and explore them only after he has attended to current business. His supervisor might help him by rewarding him with an audience for his new ideas after he has satisfactorily completed current assignments.

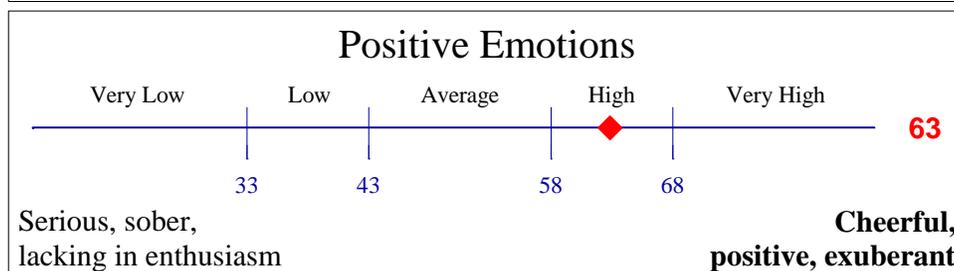
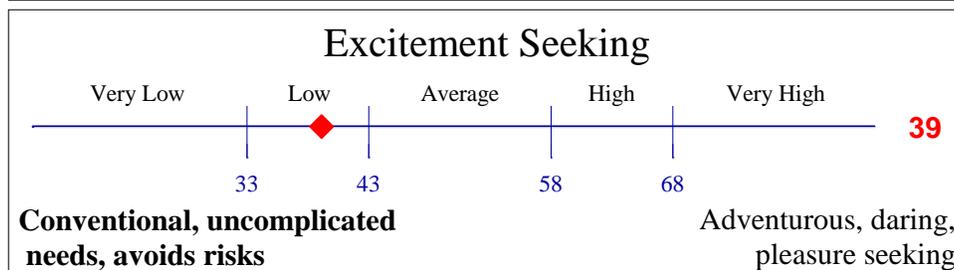
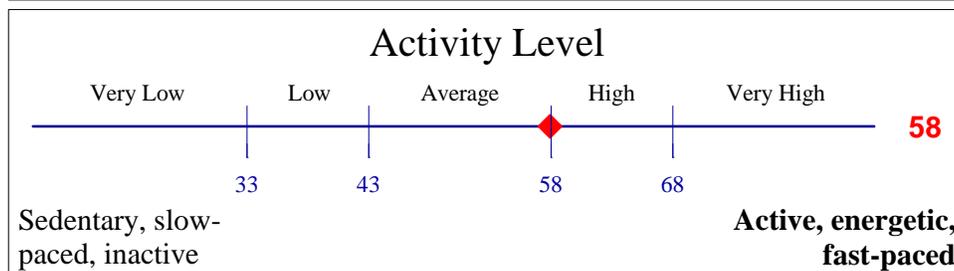
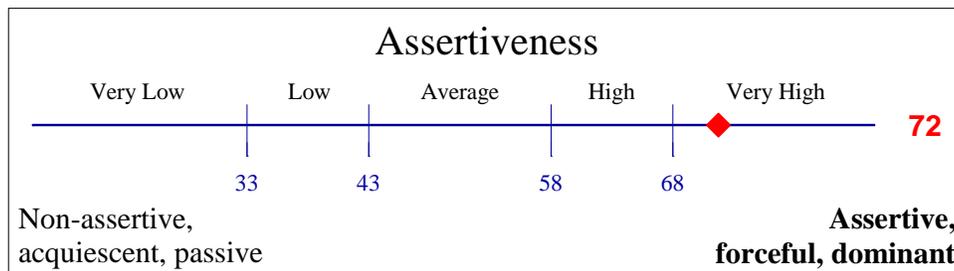
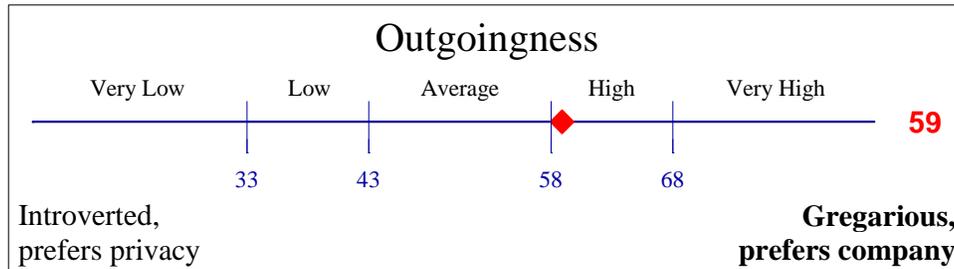
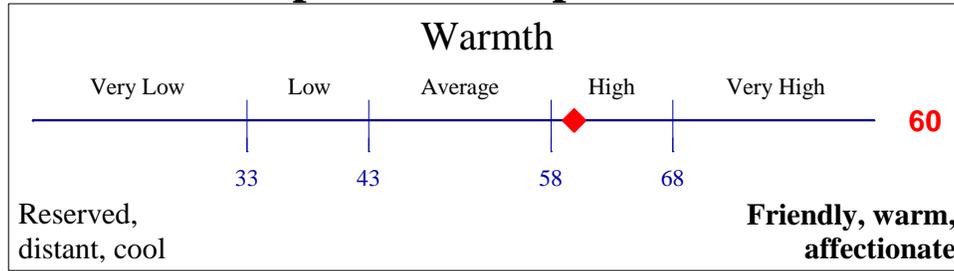
Characteristically unflappable under stress, he may be viewed as unrealistic and lacking an objective appraisal of things. He may also be impatient with worriers. He needs to question more frequently whether his confidence in particular situations is founded on fact. He could benefit from guidance in learning to give more consideration to the potential downside of consequences from his proposed actions.

His inclination to experience and show strong feelings will cause some to question his objectivity. Environments where the expression of emotion is the norm would probably suit him well. He might also benefit from developing a greater variety of ways to express his feelings. The counsel of his supervisor or mentor might help him to achieve a more appropriate balance between reason and intuition.

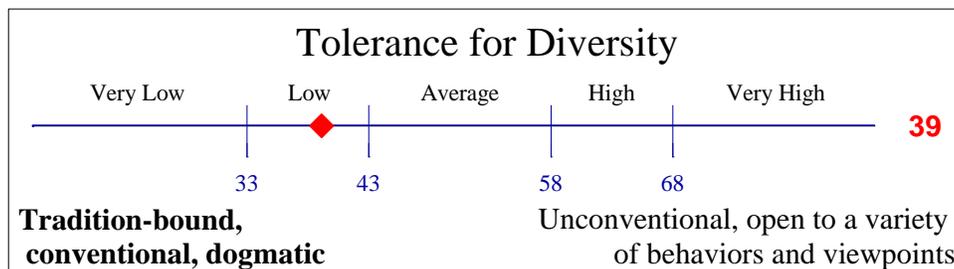
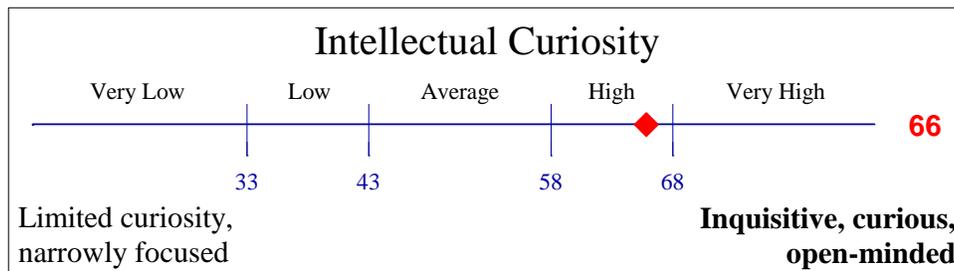
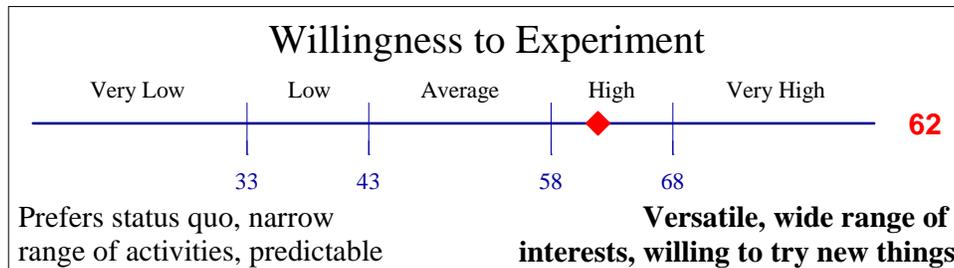
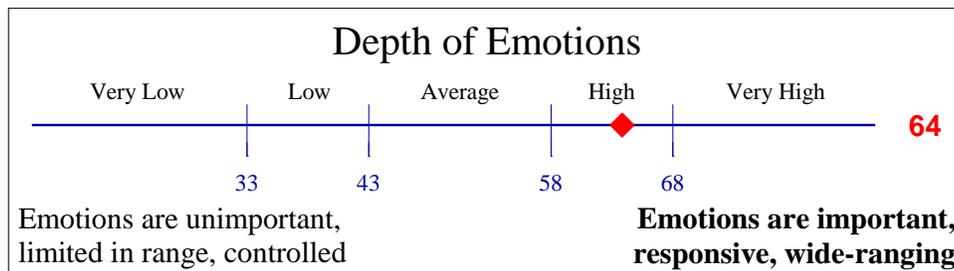
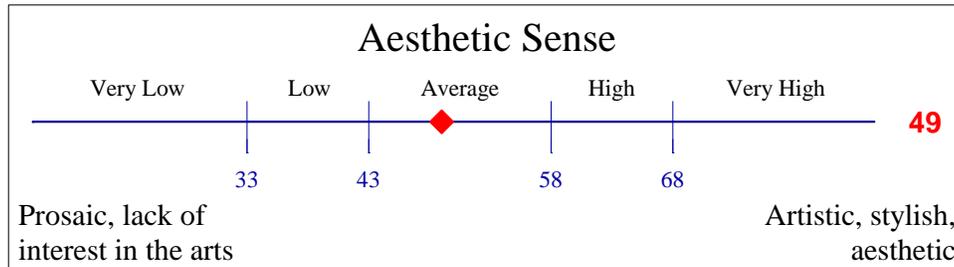
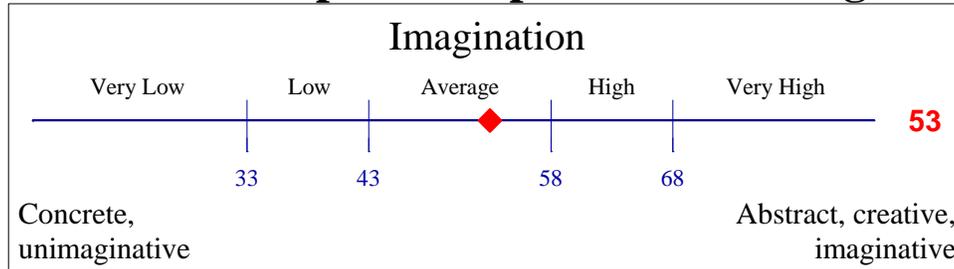
Profile Graphs for Emotional Reactions



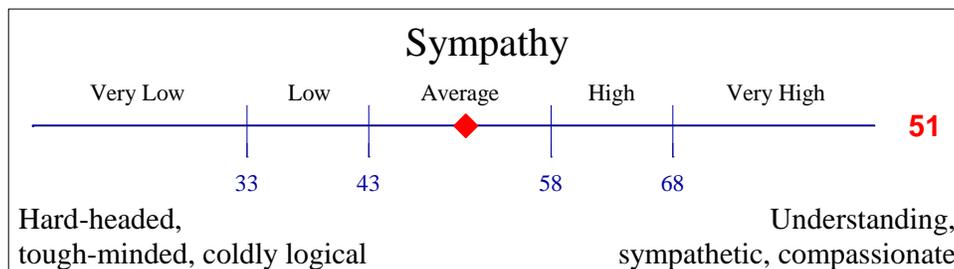
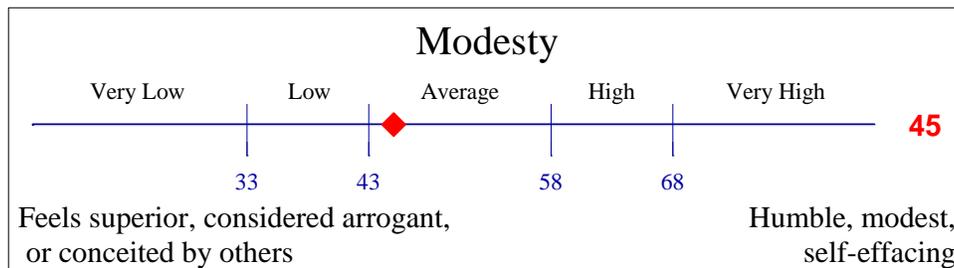
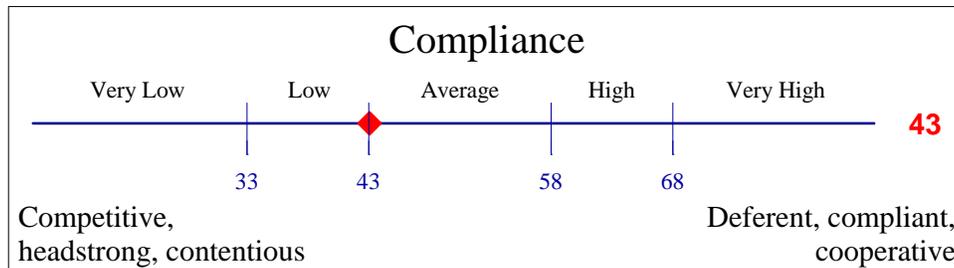
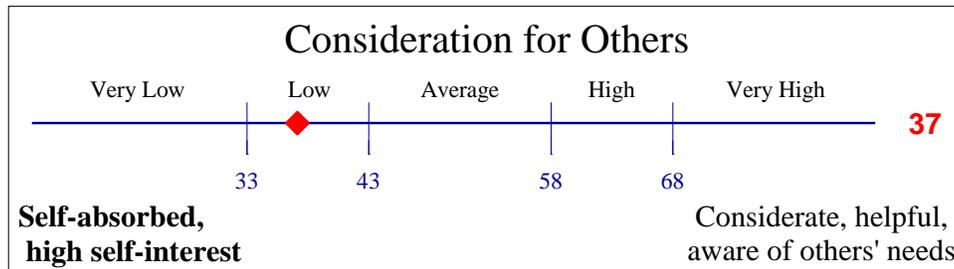
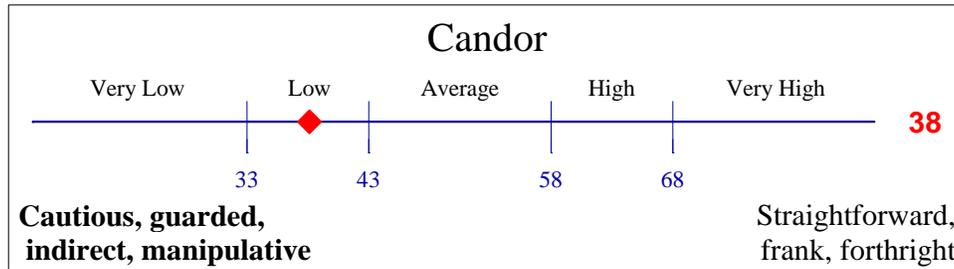
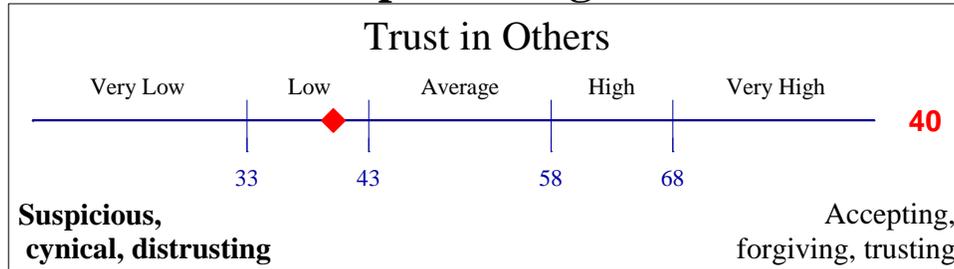
Profile Graphs for Interpersonal Patterns



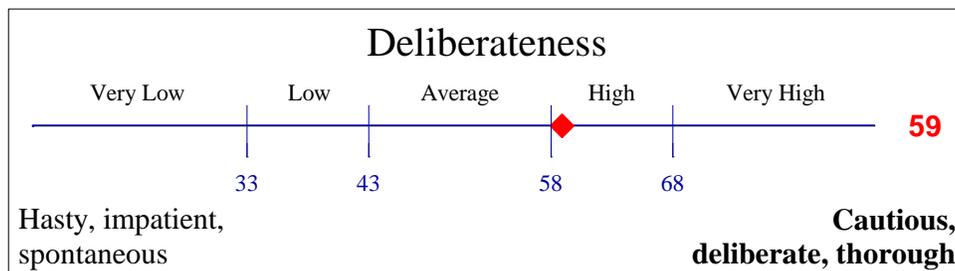
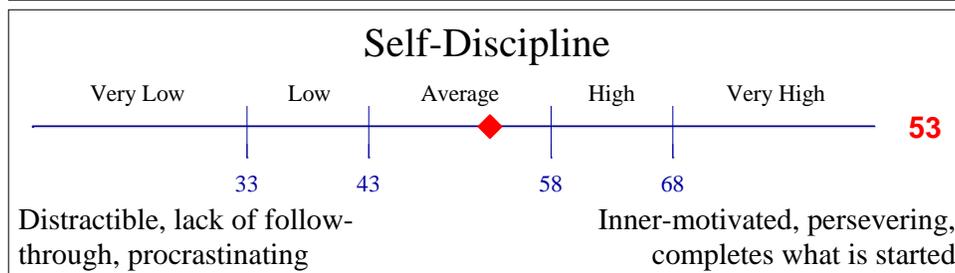
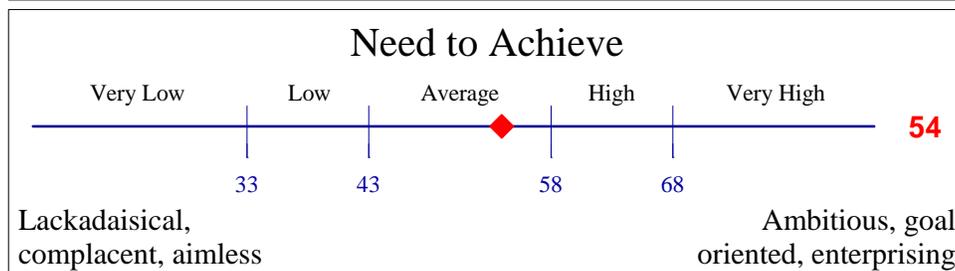
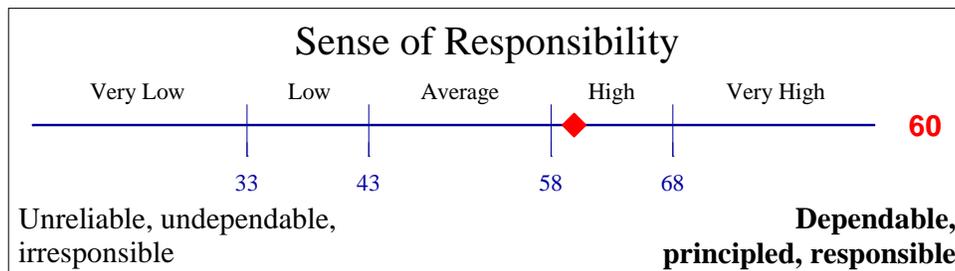
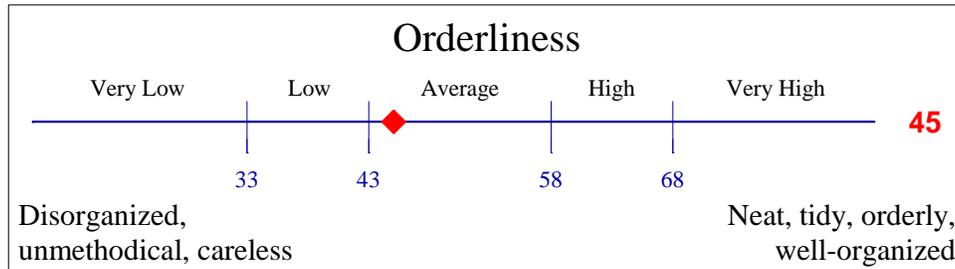
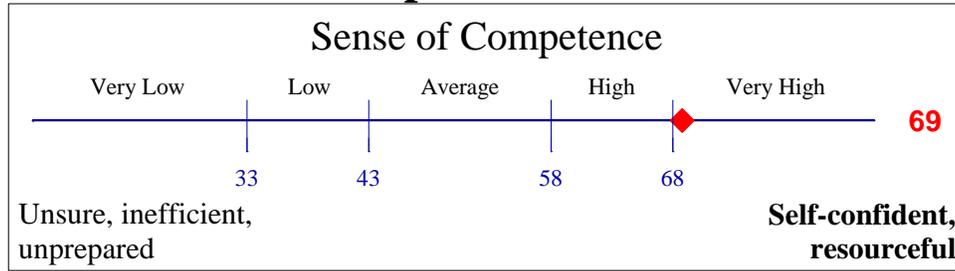
Profile Graphs for Openness to Change



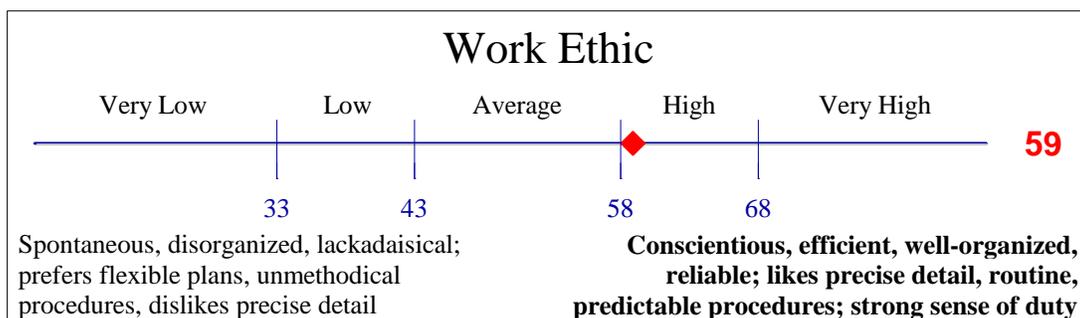
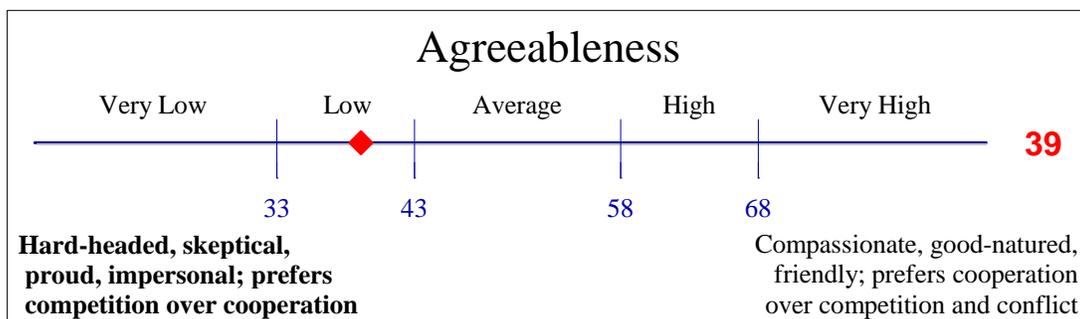
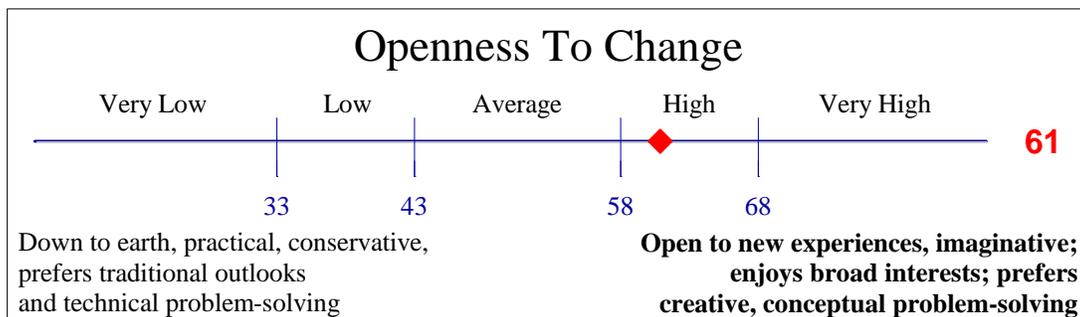
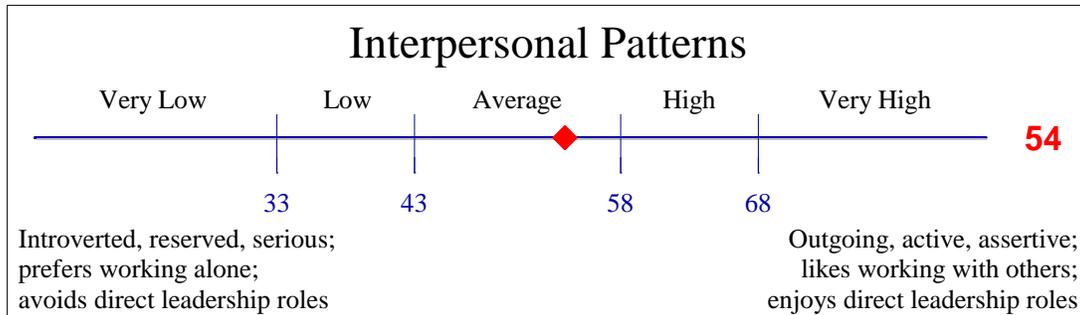
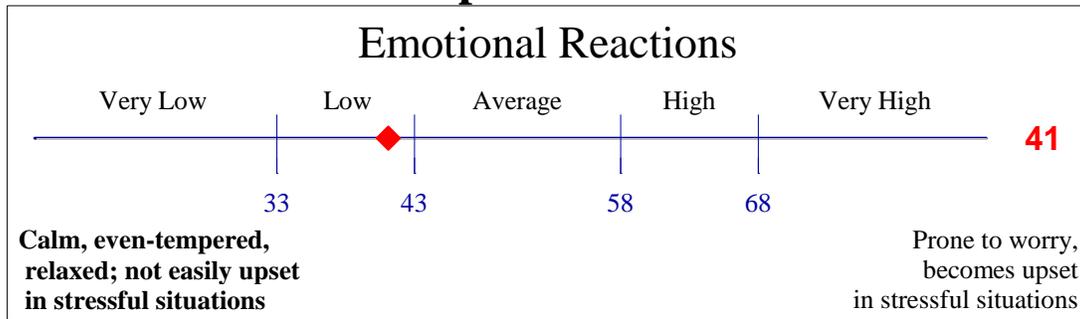
Profile Graphs for Agreeableness



Profile Graphs for Work Ethic



Profile Graphs for All Domains



Mr. Client's Problem Solving Skills

This section describes Mr. Client's problem-solving and decision making styles. No attempt has been made to determine his intellectual power or IQ. The inventory he took is not equipped to make such determinations. It does, however, provide insight as to how he thinks, solves problems, and makes decisions.

Mr. Client's Ability to Organize Thoughts

He is typical of the average person in the degree of preciseness and organization he uses to resolve problems. When facing a difficult problem, he has about as much staying power as his peers. Usually cautious and deliberate in his approach to problems, he will seldom opt for risky solutions without weighing them carefully.

Mr. Client's Level of Open-Mindedness and Originality

Curious and inquisitive, he is usually comfortable exploring new ideas and inventive solutions. He is about as imaginative as most people. He can entertain new ways of doing things while seeing the value of proven ideas and methods. He is usually aware of his strong emotions, and when they appear, his feelings may sometimes influence his decision making.

Mr. Client's Confidence in Problem Solving

Once he has analyzed a situation, he is forceful, outspoken, and often very willing to take the lead in presenting or implementing solutions. He firmly believes he is a highly capable individual. He feels well-prepared to take on any problem or challenge. He is a very resourceful and confident problem solver.

Mr. Client's Planning, Organizing, and Implementation Skills

This section of the report discusses how Mr. Client goes about analyzing situations, determining an action plan, and implementing that plan.

Mr. Client's Action Orientation

He deals with frustrating delays about as well as the average person. He is active and energetic. His pace, however, will be misinterpreted by some as being pushy. He may not take enough time to celebrate or reward accomplishments. He is willing to engage in new approaches and activities. He has a desire for novelty and variety. He tends to be bored by familiarity and routine. At the same time, he weighs risks carefully in choosing his options to resolve the situations facing him.

Moderately ambitious and achievement-oriented, he is as career-oriented as most people. He wants to be successful, but will only push himself so far to achieve success. He tends to be shrewd and calculating in his approach to people. Having his own agendas, he may manipulate others to serve his own ends and be reluctant to discuss some issues openly and frankly. Sometimes compliant in the face of confrontation, he can also become demanding and competitive in some circumstances. He is generally balanced in his concern for others and his concern for the task at hand. Usually enthusiastic and optimistic, he often sees more opportunities for action than causes for delay in the situations facing him.

Mr. Client's Level of Conscientiousness

He sees himself as very capable, sensible, and prudent. He feels well-prepared to deal with life, has high self-esteem, and takes responsibility for his own situation. Others see him as confident and resourceful. As a person who pays attention to his conscience under most circumstances, he follows his moral code closely. In most instances, he can be counted on to carry out his assignments dependably. He is typical of the average person in his ability to carry out his assignments in a well-organized and methodical manner. He thinks carefully before acting. He is patient, cautious, and deliberate, as opposed to hasty and spontaneous. However, he may be viewed by more reactive types as taking too much time to decide on a matter. He is typical of most people in his ability to start difficult projects and to persevere in his efforts to complete the task at hand. He procrastinates and becomes distracted about as much as the average person.

Mr. Client's Openness to Possibilities and Alternatives

He is intellectually curious about a wide variety of topics, is ordinarily open-minded and willing to consider new or unconventional ideas and methods. He will be viewed by some as imaginative, curious, insightful, and inventive. He may also be seen as somewhat idealistic. His aesthetic sense is in the average range and is not likely to be a significant influence on his approach to his work. He tends to be conservative, most often preferring to accept authority and honor tradition rather than question the status quo.

Mr. Client's Style of Relating to Others

Living in an interdependent culture, Mr. Client can achieve his career goals only with the help and support of others. Effective human relation skills are essential for success in his work and life. His patterns of relating to other people are discussed in this section.

Mr. Client's Degree of Outgoingness

He likes people and rather easily forms close bonds with most people he knows. He is customarily friendly and relates warmly to most people. He is usually seen by others as affectionate. He enjoys the company of others and will come across as outgoing and gregarious most of the time. He thrives in most group settings and may experience some frustration if required to work alone. He is dominant in his relationships. He will forcefully attempt to achieve control over others but is likely to use cooperative methods to gain influence. He likes to have his say and be the leader, though may not necessarily come across as aggressive to others. He feels confident and effective in most social situations; more than most, he feels reasonably comfortable in an awkward social situation.

Mr. Client's Level of Accommodation

He is not one to brag about his accomplishments, but he is willing to talk about them when appropriate. He is rather typical of most people in his degree of modesty. He will usually balance his drive to compete with a desire to be cooperative and accommodating. In conflict-free situations, he may enjoy some role of authority or leadership. He is someone who, in most instances, will focus on results, along with a sensitive compassion for people.

Mr. Client's Level of Trust

He tends to be skeptical of others and may be suspicious of their intentions. He is cautious in extending his trust. He tends to be more self-centered than altruistic in his willingness to help others. In most instances, he looks out for his own interests first and measures the cost to himself before offering his assistance to others.

Quality of Mr. Client's Relationships

He is more rigid than he is flexible. More than the average person, he is sure that he can tell right from wrong when facing issues with shades of gray. He will seldom question authority. Tending to be guarded and restrained, he will seldom be very candid, forthright, and open in his communications.

Mr. Client's Personal Style

Each of us has a unique "emotional signature" to our personality. In this section of the report, Mr. Client's special combination of emotional qualities is discussed. Emotions can prove to be assets or liabilities, depending as much on the situation as on the particular emotions being experienced.

Mr. Client's Level of Emotionality

His feelings are important to him. More than most people, he feels the highs and the lows. He listens to his feelings and uses them to guide his decision making. His level of self-control is typical of the average person. He will usually be able to resist temptation, only occasionally will he act on impulse. He likes to keep busy. He is seen by most as an active, energetic, and fast-paced individual. He desires tranquility and feels little need for adventure or high excitement. Some would describe him as on the boring or bland side.

Mr. Client's Patterns of Emotions

He shows neither great concern nor optimism about the future. He is as apprehensive about what might go wrong as the average person. He is fairly typical of the average person in experiencing anger and frustration. When he is upset with people or events in his life, he generally recognizes his anger. A fairly content individual, he is not easily discouraged and seldom feels dejected. He seldom projects an image of vulnerability, and many people will turn to him for help during times of crisis. Composed and seldom apprehensive, he retains a clarity of thought and action under stress and difficulty.

Mr. Client's Control of Emotions

Feeling self-confident and effective, he is resourceful and well-prepared. He feels very competent in most situations. Moderately self-disciplined, he pursues his objectives with a measured level of motivation and follow-through. He usually thinks things through in a deliberate manner before taking action. He is more prudent than hasty.

Mr. Client's Outlook on Life

He tends to be conventional in his stands on most matters. He generally believes he knows right from wrong and seldom questions either his assumptions or the established authority. He is rather typical of the average person in his aesthetic sensitivities and his appreciation for different forms of artistic expression. He is unlikely to be artistically sophisticated. Usually positive in outlook, he is generally happy and cheerful in his attitude toward most things. He tends to view the glass as half full.

Concluding Suggestions

This report represents a consensus interpretation of the meaning and possible implication of this person's scores on the NEO PI-R. This report was developed by a team of management psychologists. Its sole purpose is to provide you with information about the person so you may perceive him more accurately. This added insight could strengthen your efforts to enhance his effectiveness.

This report focuses on behaviors. We can change behavior if we choose to and if we are willing to work at the change. The report describes this person's performance on a single assessment instrument. To gain maximum benefit from it, this measure should be interpreted within the context of other factors and with the assistance of a trained professional.

There will probably be many things in the report that make you feel good about this person. There may be a few things that concern you. This is to be expected. Everyone has some areas in which they are most effective and other areas that need improvement. Furthermore, a strength in one situation may be a weakness in another. For example, aggressively pursuing a sale may be effective in one situation but may fail in another. As a consequence, we recommend the report be interpreted and applied within the context or environment in which this person currently functions, or desires to function.

This report does not pretend to be 100% accurate, nor should it be taken as an absolute; all measurements contain some error. Furthermore, people can and do change. Use what is helpful to you in improving your ability to work with this person. Reflect on ways in which you can be of help to this person in leveraging qualities the report identifies that will support his success on the job. Think of ways you can help this person compensate for qualities that can undermine his job success.

Occasionally, you may see statements in this report that do not appear to be totally consistent with each other. This is likely to occur when the person has unusual or unexpected combinations of scores. Consider sharing this report – especially those findings that surprise you – with appropriate and trusted coworkers; and look for evidence from other quarters that will confirm or clarify the sections of the report you question.

This report is designed as a tool to use in helping this person be successful in his work. Reflect on it and use it only for his benefit. This report should not be used as the sole determinant of employee-related decisions. It can, however, be a useful tool in this area as a guide for checking additional sources of information about this person and in helping you to shape your discussions and planning sessions with him. Most of all, it is intended to assist you in your work with this person to develop his career optimally.

End of Report