

PeopleKeys® Report

Joe Roberts

9/28/2007 11:37 AM

**Position:
Mechanical Engineering Project Manager**

3673-370

For use by ABC Engineering only



Unlocking human potential

Description

Joe : Temperament

Joe's style is identified by the keyword "Precisionist".

Joe, as a Precisionist style, is a systematic thinker who tends to follow procedures in both personal and business life. Proceeding in an orderly, predetermined manner, Precisionists are precise and attentive to detail. They act in a highly tactful, diplomatic fashion and rarely antagonize their associates consciously. Being extremely conscientious, Joe painstakingly requires accuracy in work and maintains high standards. Precisionists may tend to get bogged down in details, particularly when decisions must be made. Joe desires standard operating procedures and no sudden changes.

As a Precisionist, Joe likes a protected and secure environment governed by rules and regulations. A Precisionist enjoys people, but prefers a few close friends to having many acquaintances. Precisionists prefer small groups rather than large crowds. They will be correct most of the time due to how precise they are. Precisionists may be overly sensitive and perhaps do not handle critique well. They may need to develop confidence and be more independent. They tend to be somewhat concerned about what people think of them and they avoid conflict and change at all costs.

Being exact is imperative in everything Joe does. Precisionists can be counted on to carry out any tasks correctly. They want exact facts and figures before they will make a decision; they feel uneasy when forced to make a quick decision. Precisionists will often keep feelings to themselves. Others may not be aware of their strong beliefs. Joe will not blow up easily when pressured or stressed, but may withdraw. Joe wants a steady home and work environment which promotes security. The more stable, organized and non-confrontational the environment, the happier a Precisionist will be.

Joe prefers to work through problems by analyzing things that worked in the past. This is someone who is able to lead, if necessary; but usually prefers to wait and see if another person volunteers first. Joe is willing to follow another person's lead if they display adequate ability and if Joe has confidence in their ability.

Joe usually avoids being the center of attention. This is an individual who chooses friends carefully and is usually cautious and not overly "open" to strangers. Joe may sometimes come across as being skeptical of what others say they will do, but once a person has proven their reliability, Joe is willing to invest more time and trust in the relationship.

Joe values close, personal relationships and will often put the needs and desires of those who are loyal friends ahead of their own. This is an even-paced individual who thrives in a peaceful, harmonious environment. Joe will work to avoid conflict and sudden changes in lifestyle and finds joy in keeping tradition.

A perfectionist, Joe is very willing to expend the effort to achieve high quality results. Because this individual works so carefully, they tend to be sensitive to criticism. Joe tends to gather a great deal of information before making choices. This person believes that if everyone would process information in the same way as they do, a better level of quality would be maintained.

General Characteristics

- Careful; Thinking things through
- Possessive; Sensitive
- Slow to make changes; Predictable
- Uses defensive strategies when confronted

Value To The Team

- Reliable & Dependable; Analytical
- Loyal team worker; Steady
- Compliant towards authority
- Calculated risk taker; careful
- Will take task from beginning to end

Challenge Areas

- Resists change; too predictable
- Takes a long time to adjust to change
- Holds a grudge; sensitive to criticism
- Overly using traditional means for problem solving

Greatest Fear

- Being criticized, especially by a close friend or relationship

Motivated by

- Recognition for loyalty and dependability
- Approval of their high quality work
- Orderliness and neatness
- Activities I can start and finish

My Ideal Environment

- Practical procedures and systems
- Stability and predictability
- Tasks that can be completed at one time
- Neat and orderly
- A team atmosphere

Remember, a Precisionist may want:

- Security in situations, sincere appreciation, repeated work patterns, time to adjust to change, limited territory of responsibility, identification with group, areas of specialization, clear definitions of their roles.

When communicating with Joe, a Precisionist, DO:

- Create a favorable environment: personal and agreeable.
- Express a genuine interest in them as a person.
- Provide them with clarification for tasks and answers to "how" questions.
- Be patient in drawing out their goals.
- Present ideas or departures from current practices in a non-threatening manner; give them time to adjust.
- Clearly define goals, procedures and their role in the overall plan.
- Assure them of personal follow-up support.
- Explain how their actions will minimize the risks involved and enhance current procedures.

When communicating with Joe, a Precisionist, DON'T:

- Be pushy, overly aggressive, or demanding
- Be too confrontational or critical of their actions

***While analyzing information, Joe, a Precisionist may:**

- Be openly agreeable but inwardly unyielding
- Internalize their concerns and doubts
- Hesitate to share feedback during presentations
- Slow down the action
- Require additional information and supporting materials

Precisionists possess these positive characteristics in teams:

- Adds a sense of continuity to the team
- Participative managers – accomplish goals through personal relationships
- Make others feel like they belong
- Show sincerity
- Can see a process for doing things
- Focused and intuitive about people and relationships
- Full of common sense
- Buy into team goals if the "why's" are explained
- Dependable and unvarying

- Identify strongly with the team
- Strive to build relationships
- Good at completing their tasks
- Consider elements of a total project
- Realistic and practical
- Even-tempered
- Provide specialized skills
- Show patience with others
- Loyal

Personal Growth Areas for Precisionists:

- Be more open to change
- Be more direct in your interactions
- Focus on overall goals of the team rather than specific procedures
- Deal with confrontation constructively
- Develop more flexibility
- Increase pace to accomplish goals
- Show more initiative
- Work at expressing your thoughts, opinions and feelings

Joe : VALUES Style - Internal Motivators

High Style: Loyalty

The characteristics of individuals with a high Loyalty values style are:

- Focusing on people working together for the greater good.
- Protecting from challenging situations by responsible living and pulling together.
- Avoiding the loss of social respect from others.
- Following the proper and correct way of doing things in accordance with established rules and authority.
- Conforming to traditional patterns through personal commitments and promises.

Focus: On traditions

Outlook: Recognizes established authority

Goal: Responsible living

Fear: Loss of social respect/disloyalty

Workstyle: Meaningful involvement

Possible Limitations: The more energy expended towards Loyalty, the greater the chance of becoming locked into a pattern of thinking.

Second Highest Style: Justice

The characteristics of individuals with a high Justice values style are:

- Finding fulfillment through meaningful relationships and seeking fair and workable solutions.
- Bettering conditions of the environment for the common good, even at their own personal expense, as long as everyone will benefit.
- Avoiding situations that are unjust or conflicting with a sense of inner honesty.
- Improving the present quality of life even though the number of personal benefits may be decreased.

Focus: Inner honesty

Outlook: Seeks personal acceptance with others for the common good

Goal: Acceptance into the group

Fear: Lack of personal harmony and injustice

Workstyle: Personal involvement

Possible Limitations: The more energy expended towards Justice, the greater the chance of overextending personal energies and personal resources.

Joe : TEAMS Style - Working within a team

High Style: Manager

The Manager is the member of the team who facilitates interaction between other team members and who oversees the implementation of various aspects of the plan. They tend to be sensitive and have high standards. Decisions are made after the gathering of facts and supportive data. Managers enjoy monitoring processes, interacting with team members, supervising production and otherwise ensuring that the project is moving to a successful close in a timely manner. Managers want to be accepted as members of the team and like to know exactly what is expected before they start new projects. As the ideas and tasks move back and forth between various team members, it is the Manager who will make sure that no one "drops the ball." Managers will have high levels of interaction with all members of the team. They are sensitive to the people around them and will do their best to make the environment pleasing for others. They do not like confrontation but will handle it. They are conscientious and persuade others through a combination of logic and emotion. Managers are equipped with the ability to act as a dominant leader if their parameters of authority require them to do so.

Possible Limitations: The Manager may appear distant at times, especially when focused on solving a problem. While sometimes seeming a bit aggressive, their fairness and people skills soon have others remembering that they really want the best for all involved.

Second Highest Style : Analyzer

The Analyzers are the members of the team who extract key elements of an idea and develop the process by which the idea can be implemented. One of the primary values that Analyzers bring to the team is their instinctive ability to detect procedural flaws, logical defects, and other potential problems. Their key strength within the team environment is the ability to examine the plans and programs which the team has developed with an eye towards the additions, deletions or changes that will be necessary to ensure successful implementation. They are unique in that they have a strong combination of people skills and orientation to detail, allowing them to articulate their concepts well in many different areas. They tend to use their communication skills to make sure that each area of a project will get done in the proper order and manner, focusing more on the tasks than the people doing the tasks. Analyzers may send ideas back to Theorists, Strategists or Managers several times, fine tuning them and developing an implementation plan that will ultimately work.

Possible Limitations: The Analyzer may tend to get bogged down in the details of the project. When this happens, they may even lose sight of the overall goal. They live in and love the world of ideas, and will sometimes challenge and debate simply for the pleasure of the argument. Another potential limitation of the Analyzer is their tendency to choose a low-risk approach instead of one that may have a higher element of risk with a greater potential return.

Motivational Characteristics

Joe : Temperament

A Precisionist is a systematic thinker who tends to follow procedures in both personal and business life. Proceeding in an orderly, predetermined manner, they are precise and attentive to detail. They act in a highly tactful, diplomatic fashion and rarely antagonize their associates consciously. Extremely conscientious, they painstakingly require accuracy in work and maintain high standards. They tend to get bogged down in details, particularly when decisions must be made.

Precisionists want standard operating procedures and no sudden changes. Precisionists like a protected and secure environment governed by rules and regulations. They like people, but prefer a few close friends to many who aren't as close. They like small groups rather than crowd. Precisionists are correct most of the time due to how precise they are. They are overly sensitive and don't handle critique well. They need to develop confidence and be more independent. They are very concerned about what people think of them and they avoid conflict. Exactness is imperative in everything Precisionists do. They can be counted on to carry out any tasks correctly. They want exact facts and figures before they will make a decision; they feel uneasy when forced to make a quick decision.

Precisionists often keep feelings to themselves. Others may not be aware of their strong beliefs. They do not blow up easily, but after a point their feelings will be known to everyone. They want a steady working environment which promotes security.

MOTIVATING GOALS: Quality results, correct procedures, security

EVALUATES OTHERS BY: Precise standards based on what they do

INFLUENCES OTHERS BY: Attention to detail

VALUE TO TEAM: Conscientious, maintains standards, concerned about quality

OVERUSES: Dependency; adherence to standard operating procedures

REACTION TO PRESSURE: Defensive, strict, slows down processes

GREATEST FEARS: Antagonism, criticism

AREAS FOR IMPROVEMENT: Increase self-confidence; don't be overly sensitive

Joe : Internal Motivational Characteristics

Loyalty

A person with a Loyalty values style is likely to say:

- I attempt to correct situations in which others have failed to follow through on their commitments.
- I expect others to share my work ethic and loyalty.
- I am concerned about what others think of me.
- I prefer to work within a cooperative group.
- I do not strive for or seek immediate rewards or gratification.
- I am very protective of my established "way of life."
- I am loyal to a mission or a belief system.

A person with a Loyalty values style is likely to have a personal goal of living in a responsible manner. This goal sometimes causes them to become more rigid and narrow-minded with others whose point of view differs from theirs. They like to align themselves with other loyal people who believe as they do. With a high Loyalty values style, one can become more effective by developing FLEXIBILITY and TEAMWORK. They can do this by asking themselves these questions:

- "What can I suggest that will help everyone, and develop a sense of teamwork and commitment?"

- "Is there common ground or a common denominator upon which we can all agree?"

Justice

A person with a Justice values style is likely to say:

- It doesn't matter if things are equal, as long as a "win-win" situation exists.
- To me, "how to live" and "how to play" are often more important than winning.
- It is crucial to me that I have a positive impact on the world around me.
- I take my responsibilities very seriously.
- I am motivated to act primarily by my conscience.
- I enjoy serving others and hold to a strong belief system revolving around everyone winning in some way.

A person with a Justice values style is likely to have a personal goal of acceptance with others. They may become overly demanding of themselves and what they can actually expect to accomplish within the limits of human energy and available resources. With a high Justice values style, one can become more effective by developing SELF-TOLERANCE and GREATER SELECTIVITY OF PROJECTS. They can do this by asking themselves these questions:

- "What can I suggest that will benefit and encourage everyone to do their part?"
- "How can we accomplish this goal without compromising our commitment to each other?"

Interview Questions

This candidate answered the following questions :

Highest degree earned

Master's Degree

Years of experience in this (or related) field

6

Why are you uniquely qualified for this position? / Any additional info you would like an employer to know

I have worked in Mechanical engineering for over ten years and have six in project management

Do you have the proper license or professional certification for this specific job?

Yes

Licenses/Certifications

Professional Project Manager Registered PE - State of Ohio

Standard Questions

What would you call a situation that requires long work hours?

How would you handle a stressful situation at work?

Briefly describe to me your last manager or employer?

Public: Dominance In Range

Questions you may want to ask...

- According to your survey, you desire change, but can also thrive when tasks become routine. How do you adapt to situations when you no longer feel challenged by repetitive tasks?
- Bottom-line results are important in your occupation, but so are the methods you use to produce your results. How do you feel about your results vs. your methods? Is one more important than the other? Please explain.

Public: Influence In Range

Questions you may want to ask...

- Some people are easier to please than others. According to your survey, you can cope well with rejection and difficult people. What is your personal strategy for managing conflict and motivating negative people?
- According to your survey, you like sociable environments, but will follow-through on tasks that are important. How do you prioritize and keep on track toward your objectives? How do you manage procrastination and talkative co-workers?

Public: Security In Range

Questions you may want to ask...

- According to your survey, you prefer predictable environments, but can cope in spontaneous, irregular surroundings as well. Name a work experience where your stable environment went through intense changes.
- The survey suggests that you are effective at reconciling conflicts. Can you give an example of a situation where you were diplomatic in creating a win-win situation between two adversarial parties?

Public: Compliance In Range

Questions you may want to ask...

- There will be times where you must take constructive criticism from someone to whom you report. Can you describe a past work experience where you learned, grew, or used a piece of constructive criticism to your advantage?
 - Generally you'll be asked to satisfy objectives that someone has set for you. But at times, you may be asked to take a leadership role. Can you describe a situation where you had to take on a more authoritative role within a team or an organization?
-

Private: High Dominance

Concerns:

- May desire to challenge or change the status quo; very visionary
- May attempt to ignore or overstep authority; very driven
- May put individualistic concerns over team concerns; very competitive

Questions you may want to ask...

- It is very important to follow set guidelines, how do you respond to following set procedures? Give an example of working in this environment?
- Teamwork is very important here. Tell me about situations where you were supporting a team effort or leading a team effort?
- How would you respond to someone that was aggressive and making strong demands?

Private: Influence In Range

Questions you may want to ask...

See Above Questions

Private: Security In Range

Questions you may want to ask...

See Above Questions

Private: Compliance In Range

Questions you may want to ask...

See Above Questions

Mirror: Dominance In Range

Questions you may want to ask...

See Above Questions

Mirror: Influence In Range

Questions you may want to ask...

See Above Questions

Mirror: Security In Range

Questions you may want to ask...

See Above Questions

Mirror: High Compliance

Concerns:

- May get bogged down in details in their attempt to do things with perfection
- May become overly critical of self and others; perfectionistic
- Tendency to become non-verbal; introverted





Questions you may want to ask...

- It is good to take pride in your work and do things correctly, but it is also good to work quickly to resolve a problem. Describe a situation where you had to sacrifice some detail to get the job done quickly.
- It is important to be able to start a conversation and gain rapport with others. What strategies do you use for gaining workplace rapport?

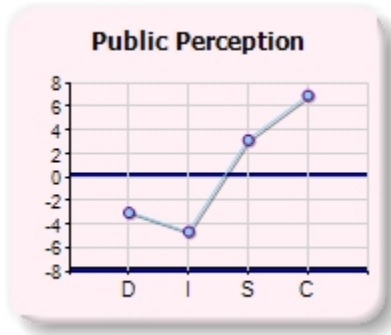
Scoring Data

Joe Roberts 9/28/2007 11:37 AM

(3673-370 Mechanical Engineering Project Manager) ABC Engineering

Assessments	Temperament	Team Focus	Work Values
 22/24	 10		

Temperament Style Graphs 10/12

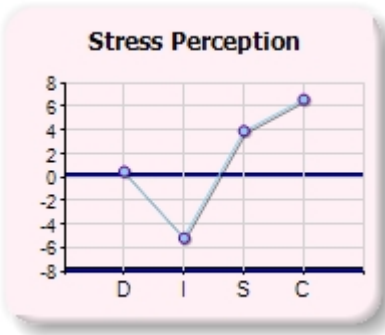


Raw Scores:
D = 3, I = 1, S = 8, C = 9

Benchmark High
D = 0, I = 0, S = 6, C = 7

Calculated Scores
D -3, I -4.6, S 3.1, C 6.9

Benchmark Low
D = -6, I = -6, S = 0, C = 1

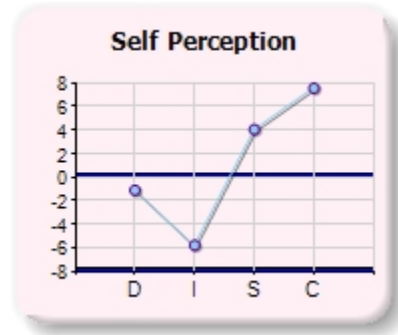


Raw Scores:
D = 5, I = 9, S = 3, C = 1

Benchmark High
D = 0, I = 0, S = 6, C = 7

Calculated Scores
D 0.5 ↑, I -5.2, S 3.9, C 6.6

Benchmark Low
D = -6, I = -6, S = 0, C = 1



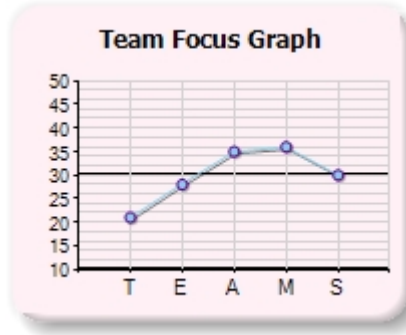
Raw Scores:
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Benchmark High
D = 0, I = 0, S = 6, C = 7

Calculated Scores
D -1.1, I -5.8, S 4, C 7.6 ↑

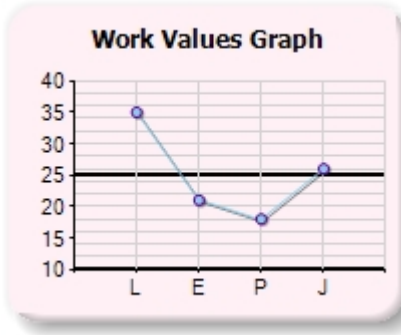
Benchmark Low
D = -6, I = -6, S = 0, C = 1

Team Focus Style : EAM 6/6



T: 21 E: 28 A: 35 M: 36 S: 30

Work Values Style : LJ 6/6



L: 35 E: 21 P: 18 J: 26