

Behavioral Profile Report of **Sample Hanekom**

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This Report is a product of PDA International.

PDA International is the leading provider of applied behavioral assessments for the selection, management and development of talent.

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INTRODUCTION

This assessment is a reliable, scientifically-validated tool. It has been specifically developed to identify and predict the behavior of individuals in organizations.

Assuming that you have completed the form and answered in accordance with the instructions, you should find this report to be an accurate description of the way you generally respond to different situations, challenges and commitments that you are faced with on a daily basis.

In short, this assessment can now describe how you will behave and why. You should also keep in mind that we may sometimes adapt and modify our behaviors by enhancing or inhibiting our natural tendencies.

You will find extremely valuable information in this report, such as your general behavioral preferences, motivating factors, strengths and areas for improvement, as well as the ways in which you may adapt your behavior to meet the demands of your environment.

We recommend that you read this report in detail, focusing on the following characteristics, which have impacted (or might impact) your development. Identify those that have had a positive impact and have benefitted you, as well as those that have sometimes affected you in a negative manner.

CONSISTENCY INDICATOR



The information in this report is coherent and consistent. Therefore, it is valid for interpretation and offers a solid basis for making decisions.

PDA CHART

Risk Axis



Cautious

Risk-Taker



Is an individual who is generally polite and kind. Prefers not to accept risks and will only be situationally competitive. Is motivated by environments and situations free of tension and confrontation as they will confront only when they feel it is essential.

Extroversion Axis



Introverted

Extroverted



Is a somewhat reserved and discreet individual. Interacts with others without a problem, but is usually perceived as someone who prefers to be alone. Can work individually or in small groups. Gives an impression of self-sufficiency and skepticism. Knows the difference between friends and acquaintances.

Patience Axis

P

Restless/Impatient

Calm/Patient



Is an individual who is generally alert. Can respond positively to changes and can also tolerate a certain level of routine. Although they do enjoy variety and change, these should be planned.

Conformity to Norms Axis

N

Independent

Adherence to rules



Is a dependent individual with a strong adherence to standards. Is open and accepting of the ideas of others. Generally relies on others to provide direction and set the standards. Is detail-oriented, perfectionistic and precise. Needs guidance from others and is easy to lead. Is obedient, courteous and cooperative. The individual may occasionally be perceived by others as submissive, defensive or extremely adaptable. Seeks others to provide direction and set standards.

Self-Control Axis

S

Emotional

Rational



Is an individual who tends to be emotional. At times will involve emotions and feelings when making decisions. Demonstrates, expresses and shares their feelings and emotions.

NOTE: It is important to understand that not all of the characteristics described in this report will manifest themselves simultaneously or with the same intensity. It is more likely that you will only observe some of these characteristics. The higher the points on the axis, the more marked the characteristic and the behavior will be in the individual's Job Profile.

BEHAVIORAL DESCRIPTORS

Based on the responses, this report has identified the words that describe the personal behavior. The following is a list of those words that could clearly be used to describe the individual's natural behavioral style.

Persistent
Accurate
Logical
Deliberate
Prudent
Thoughtful

Skeptical
Thorough
Reliable
Disciplined
Inquisitive
Loyal

Meticulous
Systematic
Polite
Non-aggressive
Wants to know how and why

BEHAVIORAL PROFILE DESCRIPTION

This section will provide ample insight into the individual's natural behavioral style. The description identifies the natural and spontaneous ways in which the individual will respond to the demands of his or her job. Use this description to gain in-depth insight into how the individual responds to the need to solve problems, face challenges and influence others, how the individual responds to the environment and to rules and procedures established by others, and how well the individual is able to control his or her impulses and emotions

Sample is a logical, systematic person, a precise thinker and hard-worker, who prefers to follow procedure in his work, as well as his personal life. Sample is a perfectionist, who does not want to make any mistakes in his work. He is therefore analytical, precise and organized.

He dislikes antagonistic situations and acts in a cautious way. He prefers to work based on policies and procedures and will often seek guidance and advice from others.

He is a team player, a precise and loyal communicator in everything he does. He establishes his relationships slowly and always based on trust. He therefore knows the difference between friends and acquaintances.

Sample is an analytical person. He generally compiles a lot of detailed data and information. Being a good analyst, he follows instructions, rules and procedures. He follows strict quality control and is generally confident in his knowledge and skills. He has the ability to identify and diagnose problems and variances in performance by a variety of symptoms. His analytical approach makes him a skeptical person, who wants to see supporting data or a logical plan before committing to a proposal.

He may have difficulty approaching others, especially people he does not know. He may be effective on teams, in small groups or one-on-one. It is unlikely that Sample will feel comfortable working in a large group, especially if he does not know the people in it. It is preferable if his bosses and colleagues support him and are available to give him guidance. He likes to establish positive and cooperative working relationships with people, but is not an individual who seeks popularity. It will normally be easy to work with Sample and get along with him. He does not like problems or arguments of any kind. He tends to be careful, cautious and conservative, and it takes him some time to trust others.

He is a peaceful, kind and non-threatening individual. Sample will generally be tolerant, courteous and somewhat precise in his interpersonal relationships. Although he does not have the skills to influence, persuade or motivate others, his colleagues will consider him to be loyal. Sample will usually be prepared to recognize the points of view, opinions and behaviors of others. He is generally a quiet, serious person, but could occasionally become irritated, especially if he is pressured or interrupted. He will try to avoid antagonistic situations, arguments and problems.

He works efficiently in a structured environment with clear-cut, specific objectives, where his tasks and assignments are well-defined and unequivocal. Ideally, Sample will work on one or more projects at the same time. He may be inquisitive and curious as to the causes of problems and events.

He may exhibit more insecurity than firmness and may drop some creative ideas if asked overly detailed questions. Sample's methodical, organized and structured style may sometimes cause him to

be perceived as rigid and inflexible.

Sample works best at his own pace, on planning and problem-solving activities, given his generally quiet, thoughtful nature. He dislikes confrontation, therefore making drastic or unpopular decisions or enforcing discipline on others should be kept to a minimum or avoided completely. His authority must be supported by the organization and based on adherence to the rules.

He prefers to have responsibilities related to his area of expertise and specialized knowledge.

He will probably view unnecessary social conversations with people outside his immediate circle as a waste of time. He needs privacy for his personal matters and thoughts and will feel tense when it is not respected. He will probably react to this tension by keeping very quiet, without voicing his thoughts, and by isolating himself from others.

He will probably become tense if he does not have sufficient time or information to organize his work. Out of his fear of making mistakes, Sample may become excessively perfectionistic and concerned with insignificant details, demanding explicit rules and instructions to clarify his assignments.

MANAGEMENT STYLE

This section will provide ample insight into the individual's management style. It describes the way in which he or she performs by nature when faced with the need or responsibility of managing others. This individual's managerial style is described in the following chapters: Leadership, Decision-Making and Communication.

Leadership

- Sample prefers leading his team on the based on procedure, rather than spontaneously.
- He may respond with authority in order to obtain results, provided that he feels supported by his organization.
- He will always seek to be in control of any situation.
- He will be more efficient working in small teams and with people he knows well, especially when it comes to tough challenges.
- His motivational style is to demand personal commitment to guidelines.
- He will seek alternatives and solutions based on previous experiences and past successes.
- At times, he may be overly focused on order and neatness, which may cause a loss of motivation in others.

Decision-Making

- Sample is uncomfortable when faced with the need to make rushed decisions or adjust to tight deadlines.
- In accordance with his desire to avoid mistakes, he will be very cautious when making decisions.
- He will want to have a lot of data available before moving forward.
- He may hesitate if he has to make decisions concerning others, especially when the decisions are bound to face opposition or objections.

Communication

- Although communication is not generally his greatest strength, he is efficient at communicating in his area of expertise.
- He has good listening skills. He would rather listen than speak.
- He will generally prefer communication in writing.
- He is very sensitive to verbal communication and may therefore sometimes avoid unnecessary conversations.

SALES STYLE

This section will provide ample insight into the individual's sales style. The individual's style during the various stages of the sales process is described in the chapters titled "Opening," "Closing" and "Customer Service," enabling us to determine the individual's ability to make presentations and face objections, as well as gauge the individual's skills in customer follow-up and maintenance.

Opening

- Sample's expertise will be his primary strength in his opening and introduction.
- He may prefer written presentations to verbal ones.
- Because of his introverted style, he may have some difficulty in opening.
- Given his serious and reserved approach, he may feel slightly uncomfortable during first meetings.

Closing

- In order to execute the closing, Sample will use all his knowledge and experience and carefully explain his product or service.
- He prefers not to pressure people to achieve a closing.
- He will have better chances when dealing with specialists who have similar skills to His.
- At times, he may give up very easily instead of insisting to overcome objections.
- He hates rejection, rarely be motivated to close sales or solicit orders.
- He will be more efficient at closing sales with existing customers than at generating new customers.

Customer Service

- Being very detail-oriented, he will try hard to respond meticulously to customer service needs.
- Although quiet and submissive, he likes to help others.
- He will be cooperative and proactively offer his help.
- He makes sure that tasks are followed through to completion.
- He will do everything he can to retain existing accounts.

HOW TO LEAD SAMPLE EFFECTIVELY

This section describes important aspects to keep in mind in order to effectively coach the individual. The following descriptive points are based on the individual's natural behavioral style and are critical for any person who wishes to lead the individual as effectively as possible, bringing out his or her full potential.

- Sample needs a leader who clearly defines his functions, duties and responsibilities in order for him to develop his capabilities.
- Because he prefers to work alone or in small groups, he does not feel comfortable answering to or informing several people simultaneously.
- If any type of authority is delegated to him it should be clearly connected to his technical skills and expertise.
- Being an introverted person, he has a hard time working in large groups and prefers to work on his own. He should not be exposed to presentations unless they are within his specific area of expertise.
- He is interested in analytical, logical work with clear-cut rules. He needs to be told what is expected of him.
- Care must be taken that Sample does not get bogged down with details, as he could waste a lot of time and lose sight of his priorities.
- He needs help to become integrated in a work group, since he does not have the ability to develop interpersonal relationships. He will seek to gain respect from the group through his specialized knowledge.
- He prefers detailed communication in writing, emphasizing relevant matters. He will ask questions when he is certain that this will have no negative repercussions.
- He does not feel comfortable making hurried decisions, would rather have a lot of information before making one.
- He would rather go unnoticed and not be the center of attention.

It is important to keep in mind that this individual's potential lies in his capacity to absorb information, his ability to perform analytical work and his attention to detail.

STRENGTHS THAT CAN BE OVERUSED

This section describes some of the unique tendencies in the behavioral style that could eventually become weaknesses. They are clearly positive aspects of this individual's behavioral style, but could act against him or her if not moderated or addressed in a timely manner.

- May focus so much on the "obvious logic" of an argument that he underestimates the importance of building personal relationships with different people
- Rational "left brain" (analytical) approach may need to be softened for "right brain" (emotional/intuitive) people
- May present the image of a cool, dispassionate expert with the correct answers but no "bedside" manner
- Concentration on giving complete and accurate presentation may result in providing more information than people desire
- Seriousness may lead to impatience in dealing with talkative, social people perceived as not being serious enough
- Need for logic, precision and data may lead him to be very skeptical of new plans, ideas or proposals
- In desire to "follow the system," may become excessive in his application of rules and standards
- The fear of appearing incompetent or incorrect may inhibit risk-taking on proactive behavior
- When faced with a mistake or incorrect choice, may search for more data to support case rather than acknowledge error

KEYS TO MOTIVATE SAMPLE EFFECTIVELY

This section describes important aspects to keep in mind in order to achieve and maintain a high degree of motivation in this individual. The following descriptive points are based on natural behavioral style and are critical for any person who will assign tasks or responsibilities to this individual or who will work with him or her on the same team.

- Provide clear-cut and detailed work regulations and documentation
- Provide the opportunity to work individually or in small groups, especially on tasks that require precision and accuracy in the analysis of facts and data
- Allow time to work privately on analytical tasks
- Allow sufficient time to collect the necessary facts before making a decision, especially in unfamiliar situations
- Offer a structured, systematic environment
- Recognize the need to avoid personal criticism
- Provide consistent and meaningful feedback regarding progress on projects and goals
- Define exactly what the expectations are in relation to assigned tasks
- Allow the person to work individually or in small groups

CURRENT SITUATION

This section will provide a clear perspective regarding the changes occurring in this individual's behavioral style. It describes which aspects of the individual's natural style are being modified in an effort to adapt to his or her current job requirements.

Sample feels that he needs to be somewhat calmer: to slow down the pace a bit, be more methodical and consistent, listen a little more and take more time to do things.

Decision-Making

This assessment suggests that, in his natural style, Sample is rather cautious when making decisions. He strives to make the right decision by compiling all the available information, discussing it with others and using an increasing amount of information so as to be specific. In his desire to do things well, he prefers not to move forward with a decision unless he has all the necessary information on hand. In spite of this, Sample perceives that in order to be successful in his current position, he must be more of a risk-taker and is therefore currently changing his decision-making style and becoming somewhat more direct and decisive. We interpret that Sample currently feels that he should make decisions more proactively without consulting the policies so much beforehand. This change causes him confusion and indecision, and he will seem somewhat insecure when making a decision. He has doubts as to whether he is up to the task or prepared to take the initiative and move forward with certain matters. On the one hand, he displays a need to be careful and informed before deciding, but on the other hand, he feels somewhat pressured by the need to decide.

Energy Balance

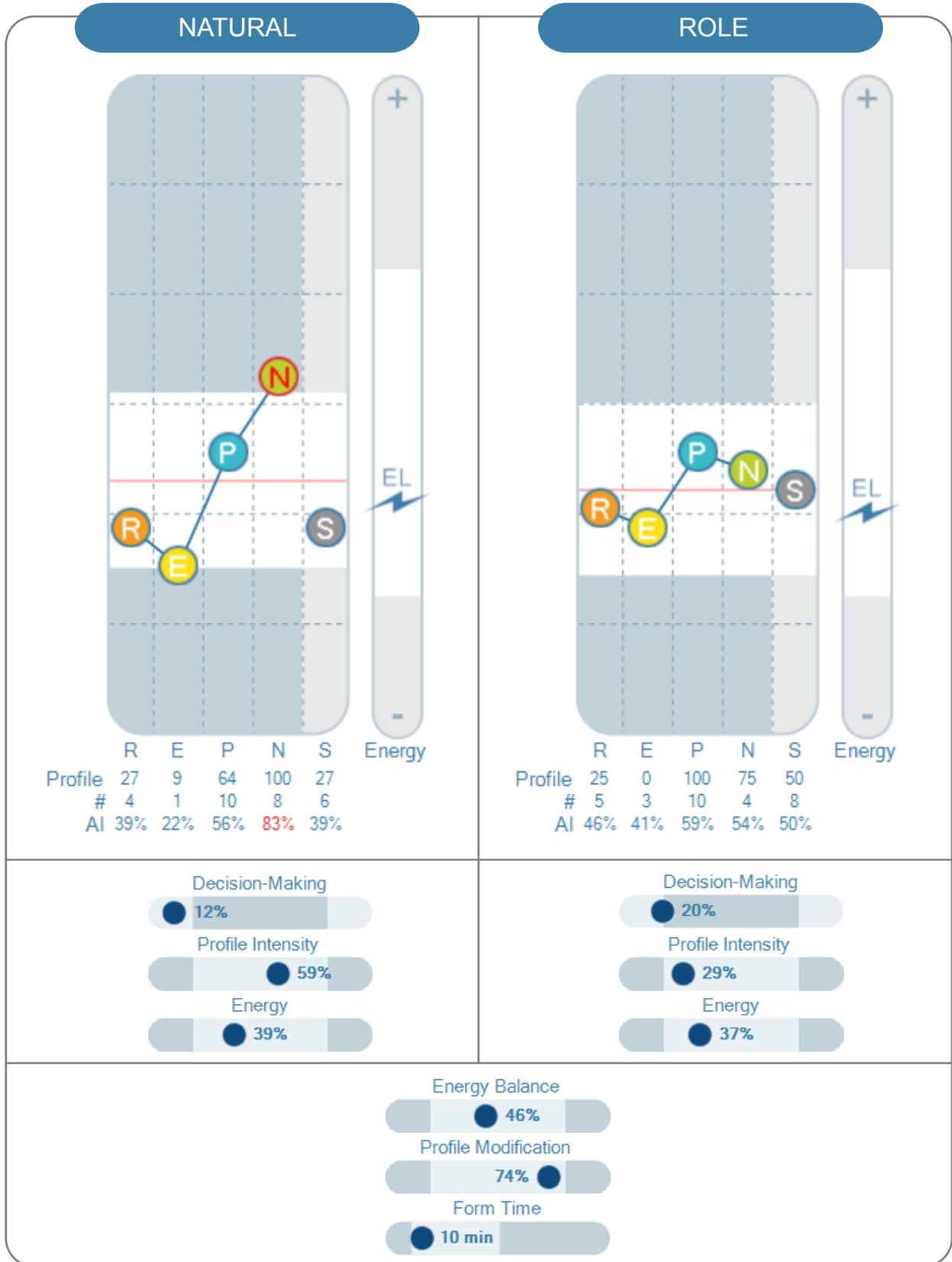
No changes in his energy were perceived, this assessment therefore suggests that Sample feels his energy level is compatible with the situation he currently faces with.

Behavioral Changes

This assessment suggests that Sample is somewhat flexible and capable of adapting. He will have no problem adapting, although he may occasionally exhibit some resistance to changing his style and adapting to the job requirements.

This report is related only to behavioral characteristics. Success in any specific job will depend exclusively on the applicant's intelligence, skills and relevant experience.

BEHAVIORAL PROFILE CHART



Selected Words

Words selected for Role Behavior:

1 2 4 7 8 11 14 15 16 20 21 23 24 31 34 35 45 47 50 51 53 61 64 71 76 78 79 81 84 86

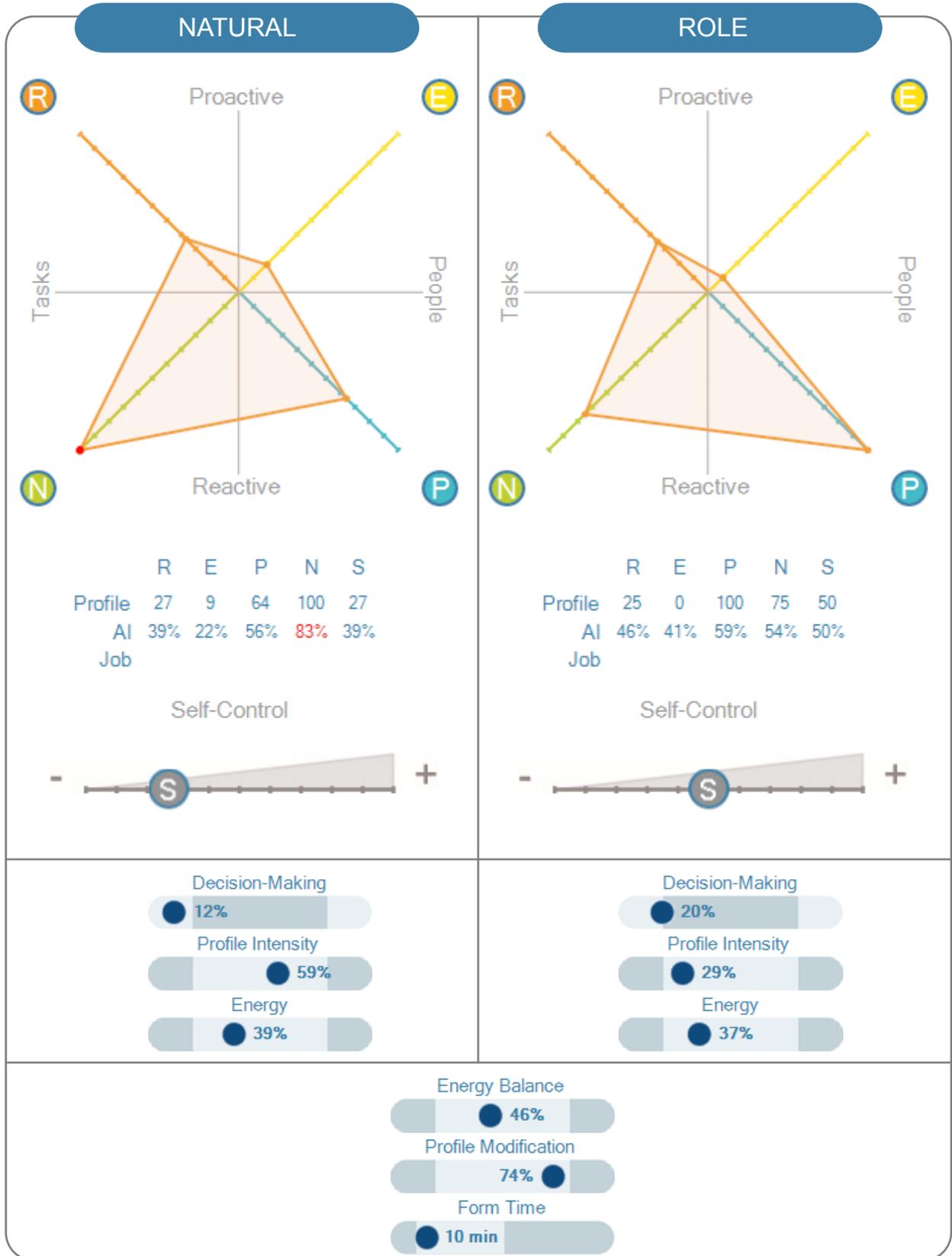
Words selected for Natural Behavior:

2 7 11 13 15 16 17 20 21 23 24 31 34 35 36 47 50 51 52 53 61 62 64 71 76 78 82 84 86

SELF DESCRIPTION

young motivated self driven hard working loyal honest have a keen interest in my career and a passion for it mature kind and caring would rather spend time with loved ones at a braai than going out to night clubs thinking of my baby and wife to be is what gives me more drive and energy than i ever knew .

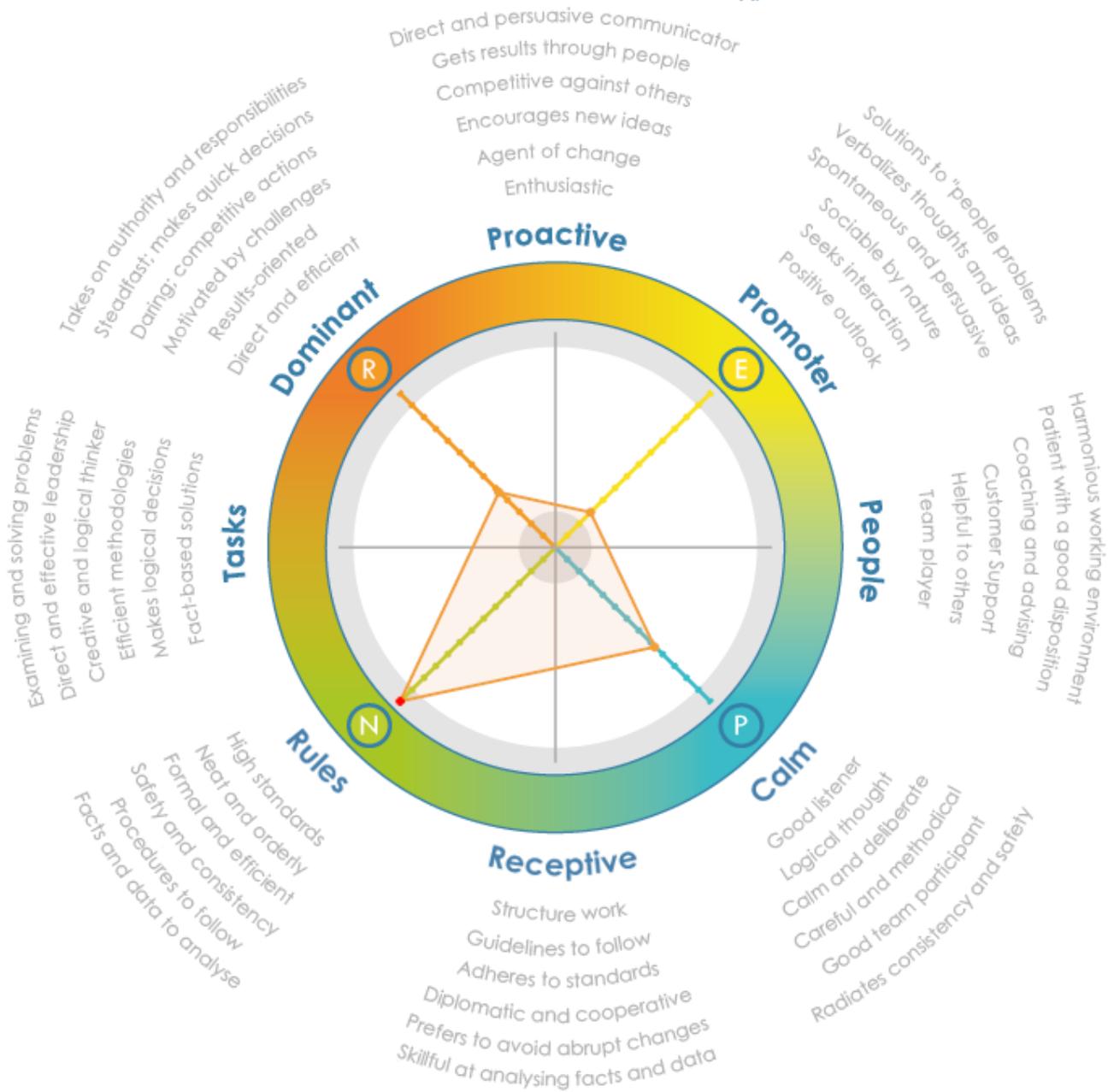
PDA RADAR CHART



■ Sample Hanekom

PDA WHEEL CHART

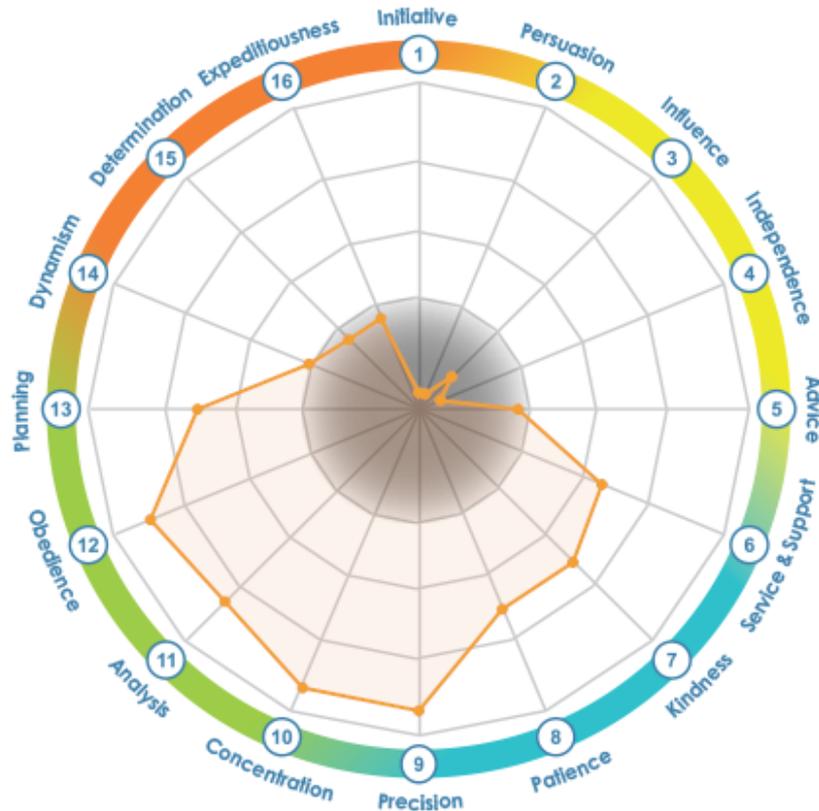
	R	E	P	N	S
Profile	27	9	64	100	27
AI	39%	22%	56%	83%	39%



the lower the self-control
the less the person tends to hold back and reflect and the less he or she controls and plans responses to the situations that present themselves

the higher the self-control
the more the person tends to think before acting and the more controlled he or she is. This leads to more planning in response to the situations that present themselves. The person tends to be more thoughtful, controlled and rational

BEHAVIORAL RADAR CHART



- 1 **Initiative:** These individuals have a conciliatory, extroverted nature, taking a genuine interest in others. They are capable of earning the respect and trust of all different types of people. They work toward results in a proactive, creative and dynamic way.
- 2 **Persuasion:** These individuals are sociable and make a good impression on most people due to their warmth, understanding and compassion. They work with and through others to get the job done. They work toward results in a creative way. They are persuasive and strive to please and convince others.
- 3 **Influence:** These individuals are by nature very sociable and friendly in their approach toward people. They prefer to work with and through others to complete tasks and assignments. They have an optimistic outlook and work toward results in a spirit of teamwork, leveraging their influence and interpersonal skills.
- 4 **Independence:** These individuals are self-assured, confident and independent. They prefer to think for themselves, form their own opinions, and ideally, do things "their way." They work toward results in an independent way, making decisions based on their own criteria without waiting for others' opinions.
- 5 **Advice:** These individuals are good communicators who are willing to listen to others and accept their opinions. They adopt a friendly, persuasive and courteous style, relating to others in a helpful, accommodating manner. They work toward results in an amicable way, promoting teamwork and a harmonious environment. They are patient and creative. They make good workmates, teammates and coaches.
- 6 **Service and Support:** These individuals tend to be patient, calm and balanced in most situations, even under pressure. They may be somewhat reluctant to voice their concerns or frustrations. They work toward results in an obliging way, by listening and then analyzing the information.
- 7 **Kindness:** These individuals are very well-suited for administrative and specialized positions. They are diplomatic and tactful in their approach toward others. They work toward results in a patient, kind and amicable way, avoiding confrontation.
- 8 **Patience:** These individuals devote time to others and are good listeners with a high degree of empathy. They are patient, considerate and kind. They are also generous, pleasant and compassionate. They work toward results in a patient, consistent manner, taking as much time as they need.
- 9 **Precision:** These individuals are more comfortable and efficient when working in structured, well-defined environments and situations. They are cautious in their approach to problems and decision-making. They work toward results in a careful, methodical manner.
- 10 **Concentration:** These individuals are precise thinkers and assiduous workers who prefer following procedures both at work and in their private lives. Being perfectionists, in their efforts to avoid making any mistakes in their work, they are analytical, precise and orderly. They work toward results by focusing on and following established procedures.
- 11 **Analysis:** These individuals have a marked tendency to gravitate toward management and specialized positions. They are highly reliable, very disciplined and precise. They work toward results by evaluating the available facts and information and then progressing in a logical, systematic and orderly fashion.
- 12 **Obedience:** These individuals detest making mistakes. They are very detail-oriented in their work and assignments. They make every effort to do their jobs perfectly. They work toward results in a consistent, safe manner by analyzing the available information and following the established procedures.
- 13 **Planning:** These individuals are meticulous and precise with an innate ability to solve problems. They are very eager to get to the root of the problem. They may have a wide range of interests. They work toward results by studying and solving complex problems, making decisions based on logic.
- 14 **Dynamism:** These individuals are cordial, intense and impatient. They are very eager to please. They strive to get things going, keep them moving and achieve results as quickly as possible. They work toward results in a dynamic way by fostering change and quickly adapting to new situations.
- 15 **Determination:** These individuals look to the future and compete to achieve their goals. They would rather go out and make things happen than sit around waiting for them to happen. They are willing to take risks in order to achieve their goals. They work toward results in a steady, determined way, using confrontation when necessary, taking responsibility for things and accepting challenges.
- 16 **Expeditiousness:** These individuals are highly efficient with an urgent, impatient desire to produce rapid results. They enjoy variety in their work. They work toward results in a dynamic, competitive way, making quick decisions.

BEHAVIORAL TRENDS

IMPORTANT: Under optimal conditions, the vast majority of individuals may be capable of performing adequately in any of the following competencies. "Optimal conditions" is used to signify a work environment in which several of the following conditions are present: good leadership, motivation, recognition, support and training, among many others. We understand that workplace conditions are not always optimal...

Customer Service, Attention and Support

This competency measures an individual's skill in terms of customer service and the ability to provide service in a polite, attentive and consistent style.



Attention and Listening

This competency measures the "listening and receptivity" skills in an individual. Patience, tolerance and time for others.



Dynamism and Sense of Urgency

This competency measures an individual's skill in responding to challenges that require diversity, change and variety when time is of the essence.



Implementation

This competency measures orientation toward tasks. An individual's ability to manage and coordinate tasks in adherence to the appropriate standards and procedures.



Competitive Orientation to Results

This competency measures an individual's skill in being results-oriented by means of a direct and competitive style, accepting some challenges and using confrontation, when necessary.



Strategic Orientation to Results

This competency measures an individual's skill in being results-oriented by means of a determined and consistent style, creating strategies, minimizing risks and avoiding confrontation.



Persuasion and Extroversion

This competency measures an individual's skill in terms of interpersonal relationships and the capacity to relate by means of an extroverted, sociable and persuasive style.



Precision - Quality

This competency measures an individual's skill regarding tasks that require precision, quality and detail. Continued follow-up through completion.



Proactive and Independent

This competency measures "proactivity" toward tasks as well as people. It involves the skills of persuasion and motivating others, while pursuing challenges that require creativity and independence.



Adherence to Rules and Guidelines

This competency measures an individual's ability in terms of adherence to policies and control, responding in accordance with appropriate rules and guidelines.



It is extremely important and useful to identify an individual's Natural Behavioral Profiles in order to predict how much effort these competencies will require, that is, whether the individual will be able to display them naturally, spontaneously and effortlessly or whether they will require a greater effort because they are not natural to the individual. For example, a "naturally impatient and restless" individual will have to make a greater effort in the "Analytical Skills" competency, while the "Sense of Urgency" competency will be a natural skill and will therefore require the least effort.

ACTION PLAN

This form is for one goal. Make copies if you wish to formulate other goals.

GOAL (What do I want to achieve?)

- 1.
- 2.

BENEFITS (What do I want to gain by achieving this goal?)

- 1.
- 2.
- 3.

STEPS TO ACHIEVE THIS GOAL (What do I need to do to achieve this goal?)

- 1.
- 2.
- 3.

DEADLINES (When will I complete these actions?)

- 1.
- 2.
- 3.

POSSIBLE HURDLES (What could interfere with the achievement of this goal?)

- 1.
- 2.
- 3.

POSSIBLE SOLUTIONS (How will I eliminate the obstacles in my path?)

- 1.
- 2.
- 3.

HOW TO MONITOR YOUR PROGRESS (How will I know I am making progress?)

- 1.
- 2.
- 3.

IS IT WORTH SPENDING TIME, EFFORT AND MONEY ON THIS GOAL?

Yes _____ No _____ Yes, but only _____ TODAY'S DATE _____

Seven action aids

1. Remember the benefits you will gain when you achieve your goals.

Identify the benefits you will receive: greater job effectiveness, enhanced job satisfaction, improved interpersonal skills, etc. What will be the benefits?

2. Remember your available time.

There are 525,600 minutes in a year. If you devote 15 minutes a day to your development, you will be dedicating a total of 5,475 minutes per year. This is only 0.0104 of your total available minutes per year. Can you afford to devote 0.0104 of your available minutes to your development?

3. Do one thing at a time.

The great task of self-development is made up of many lesser tasks. Divide and conquer: divide the big task into several smaller sub-tasks. Then, concentrate on one sub-task at a time until you finish it.

4. Practice, practice, practice.

Practice makes perfect. The more you practice, the more you learn. A short practice session every day is better than one long practice session each week.

5. Perseverance conquers all.

Stick to your Action Plan. Perseverance is an essential behavior in order for you to achieve your goals. Individuals often stop when they are close to success. Keep going... do not stop. If you stop, you will never achieve your goals.

6. React effectively to your mistakes.

We all make mistakes. You will make them when carrying out your Action Plan and when working to achieve your goals. Respond effectively. Be accountable for your mistakes. Have confidence in spite of your mistakes and learn from them. Do not think that you should never make mistakes, do not be concerned or become obsessed with your mistakes and do not become discouraged because you have made them.

7. Call upon your "success memories."

When you feel pressured or frustrated or when you feel that you are not making progress on your Action Plan, call upon a "success memory." Remember one of your past successes or achievements. Fill your mind with this memory and allow it to create positive thoughts, emotions and images. You will feel better, your confidence will increase and you will be able to continue working on your Action Plan and the achievement of your goals.