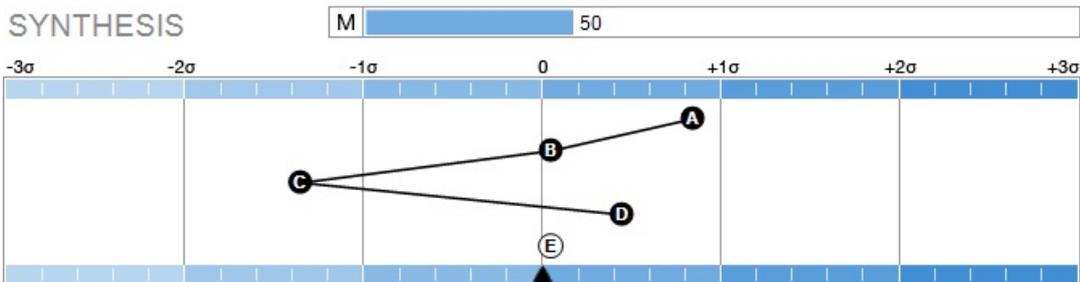
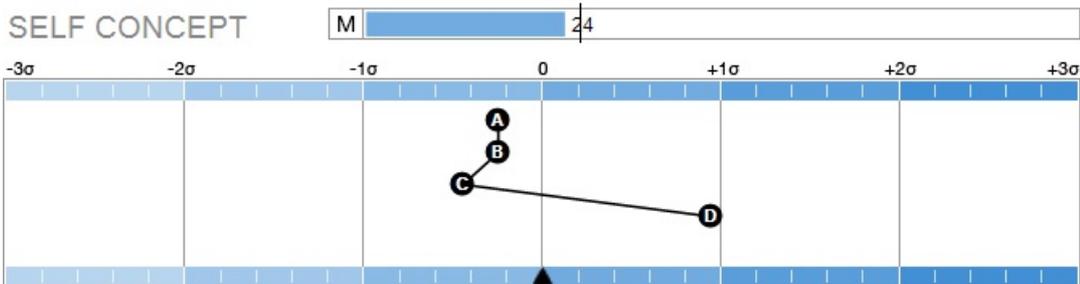
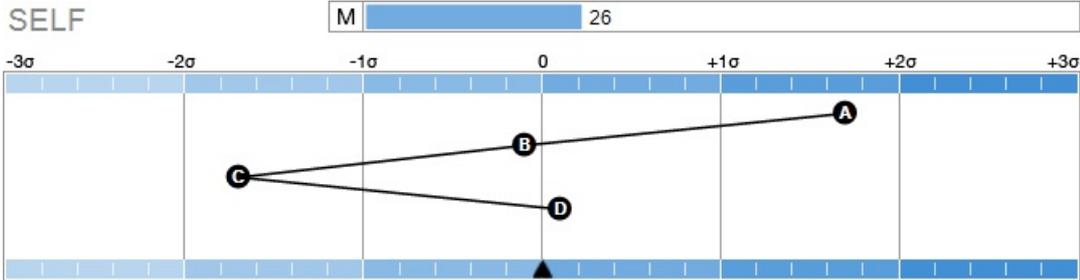


The results of The Predictive Index® Behavioral Assessment should always be reviewed by a trained PI analyst. The PI® Behavioral report provides you with a brief overview of the results of the behavioral assessment and prompts you to consider many aspects of the results not contained in the overview. If you have not yet attended The Predictive Index Management Workshop™, please consult someone who has attended in order to complete the report.



Strongest Behaviors

Janice will most strongly express the following behaviors:

- Proactivity, assertiveness, and sense of urgency in driving to reach her goals. Openly challenges the world around her.
- Independent in putting forth her own ideas, which are often innovative and, if implemented, cause change. Resourcefully works through or around anything blocking completion of what she wants to accomplish; aggressive when challenged.
- Impatient for results, she puts pressure on herself and others for rapid implementation, and is far less productive when doing routine work.
- Works at a faster-than-average pace, producing results in general accordance with schedules and 'the book.'
- Detail-oriented; she typically makes and follows a plan to keep track of things and usually follows up to ensure completion.
- Focused on operational efficiencies: thinks about what needs to be done and how it can be done quickly without losing quality. Impatient with routines.

Summary

Janice is an intense, results-oriented, self-starter whose drive and sense of urgency are tempered and disciplined by her concern for the accuracy and quality of her work. Her approach to anything she does or is responsible for will be carefully thought-out, based on thorough analysis and detailed knowledge of all pertinent facts.

Strongly technically-oriented, she has confidence in her professional knowledge and ability to get things done quickly and correctly. With experience, she will develop a high level of expertise in her work and will be very aware of mistakes made either by herself or anybody doing work under her supervision. Janice takes her work and responsibilities very seriously and expects others to do the same.

In social matters, Janice is reserved and private, with little interest in small talk. Her interest and her energy will be focused primarily on her work, and in general she is more comfortable and open in the work environment than she is in purely social situations. In expressing herself in her work environment she is factual, direct, and authoritative.

Imaginative and venturesome, Janice is a creative person, capable of developing new ideas, systems, plans or technology, or of analyzing and improving old ones. She relies primarily on her own knowledge and thinking, with little reference to others, to get things done. She sets a high, exacting standard for herself, and generally finds that others do not meet that standard. To earn her trust, someone must consistently meet that standard and get results; if they can do that, Janice will do whatever she can to work with them whenever she needs to collaborate.

While she may be perceived by other people as aloof, she will earn their respect for her knowledge of her work and the soundness of her decisions.

Management Style

As a manager of people or projects, Janice will be:

- Both broadly focused and tactically cognizant; strategic thinking is the first priority moderated by a drive for details, accuracy, and correctness
- Self-reliant and independent with a great deal of confidence in her ideas, opinions, and knowledge; she'll have definite opinions about how things should be done and prefers at least some hands-on knowledge of what she manages
- Hesitant to delegate authority or details; her follow-up is close and critical ensuring that her team has completed all work to her exacting standards
- Fast paced and eager for results, tempered by a drive to ensure accuracy and completeness; she interprets deadlines literally and drives her team hard to meet them
- Slow to trust others until they have produced accurate, timely results consistently
- Demanding, creative, and exacting; always striving to do things better, faster, and with greater precision; she focuses more on solving problems than celebrating or praising solutions

Influencing Style

As an influencer, Janice will be:

- Authoritative and assertive in influencing others towards her goal
- Driven to influence others as quickly as possible without sacrificing quality in any way
- Eager to completely understand any idea or concept before bringing it before others
- Competitive and individualistic in her approach; prefers to work alone and maintain control of the process
- Diagnostic in approach; she asks probing questions, ascertains the problem, and applies a solution proven to work
- More comfortable answering questions or objections if she's had time to think about her response and can provide proof to support it.

Management Strategies

To maximize her effectiveness, productivity, and job satisfaction, consider providing Janice with the following:

- Opportunities to broaden the technical knowledge of her work with learning experience in increasingly responsible positions.
- As much autonomy as possible in setting priorities, expressing her ideas, and putting them into action
- Recognition for tangible results obtained, rather than for political or selling skills
- Freedom from repetition
- Technical challenges to which she can apply innovative solutions.