

TEAM MASTER REPORT

The following report is produced confidentially to help management determine capabilities of employees' talents and tendencies.

PARTICIPANTS IN THIS REPORT

Team Leader
PERFECT, POLLY (PP)

Team Member Name Key
POORE, PETE (PP1)
tipton, vikki (vt)

ATTITUDE INDEX SCALE

- (A)Planning Needs
- (B)Use of Emotions
- (C)Communication Styles
- (D)Rules/Others' Emotions
- (E)Recognition Needs
- (F)Work Environment/Stress
- (H)Interaction with Others
- (J)Work Confrontations
- (K)Competitive Needs

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OVERVIEW OF KEY TENDANCIES INDICATED BY

PERFECT, POLLY (PP)

- >Dislikes emergencies and chaos in work place.
- >Likes to work in systematic, step-by-step fashion.
- >Unplanned changes in direction disliked.

- >Able to handle limited amounts of rejection from co-workers.
- >Empathetic when dealing with needs and desires of others.
- >Has realistic outlook on length of assigned task.
- >Enjoys solving new problems.
- >Sees most situations as either 'right or wrong'.
- >Highly developed sense of guilt.
- >Needs assurance of security in position.
- >Work output increases with words of encouragement.
- >Generally handles crisis situations well but may eventually crumble if they become constant.
- >Will question moderately when faced with new decisions and rules.
- >Healthy outlook concerning actions of others.
- >Has ability to 'blend' by either talking it out with others or working quietly alone.
- >Doesn't like to 'rock the boat' or disturb 'status quo'.
- >May go to great lengths to avoid confrontations.

DETAILS ON THESE TENDENCIES AND HOW THEY AFFECT THE WORKING ENVIRONMENT WITH SELECTED SUBORDINATES ARE OUTLINED ON THE FOLLOWING PAGES.

OVERVIEW OF KEY TENDANCIES INDICATED BY

POORE, PETE (PP1)

- >Considers organization as very important aspect of career.
- >Tries to control life by planning every step.
- >Seeks assurance from superiors that rules are being followed.
- >May hurt other's feelings inadvertently.
- >Rejection from other's considered part of business life.
- >Able to reprimand or fire subordinates when necessary.
- >Distrusts 'flashes of inspiration' from self or others.
- >Tries to resolve most new problems with solutions worked out in the past rather than create new ones.

- >Can adapt to changing situations as they occur.
- >Prefers allowing subordinates to complete tasks using their own methodology rather than setting restrictive rules.
- >Concentrates on working for financial rewards.
- >Needs assurance of job security to work at optimum level.
- >Cool in a crisis situation.
- >Likes to work inside, out of the weather, if possible.
- >Will question moderately when faced with new decisions and rules.
- >Healthy outlook concerning actions of others.
- >Likes interacting with others at work.
- >Habitually scans long documents instead of reading them.
- >May let others take advantage of good nature.
- >Can defend position in some conflicts but may allow others to dominate if situation continues.

DETAILS ON THESE TENDENCIES AND HOW THEY AFFECT THE WORKING ENVIRONMENT WITH SELECTED SUBORDINATES ARE OUTLINED ON THE FOLLOWING PAGES.

OVERVIEW OF KEY TENDENCIES INDICATED BY

tipton, vikki (vt)

- >Can change directions at a moments notice.
- >Personal detail work considered a low priority.
- >Likes excitement of 'beating deadlines' and may create situations which allow this challenge.
- >May hurt other's feelings inadvertently.
- >Rejection from other's considered part of business life.
- >Able to reprimand or fire subordinates when necessary.
- >Can communicate with a broad spectrum of individuals.
- >May become bored with constant repetitive tasks.
- >Can bend to other's opinions as long as certain areas aren't violated.

- >Relies on ability to judge 'fairness' in dealing with others.
- >Likes a steady paycheck, benefits and secure environment.
- >May have trouble praising others on the job.
- >Generally handles crisis situations well but may eventually crumble if they become constant.
- >Will question moderately when faced with new decisions and rules.
- >Healthy outlook concerning actions of others.
- Interacts on a 'need to know' basis.
- >Telephone calls considered an intrusion.
- >Doesn't like to 'rock the boat' or disturb 'status quo'.
- >May go to great lengths to avoid confrontations.

DETAILS ON THESE TENDENCIES AND HOW THEY AFFECT THE WORKING ENVIRONMENT WITH SELECTED SUBORDINATES ARE OUTLINED ON THE FOLLOWING PAGES.

(A) Planning Needs

PP (Team Leader) (9-16)
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vt (1-4)
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PP1 (9-16)
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Level of PLANNING Concern by Team Leader

PERFECT, POLLY(PP)

PP feels life should be structured and planning is the key to a successful career. Being very careful to cover all the details of a project, PP requires an organized environment for complete satisfaction. Her superior needs to assure her on a regular basis that she is doing a good job of following the guidelines set by the company. PP will expect no less from members of her team, requiring them to complete their work in a highly structured manner. She will delegate responsibilities only to those whom she feels have the same respect for order as herself.

PP's Interaction Concerning PLANNING With

tipton, vikki(vt)

vt requires "mental room to roam" and dislikes highly structured environments. PP will immediately clamp down on vt and make him pay attention to details. Maximum stress on both sides will be the result as vt fights for independence and freedom from PP's imposed mental structuring.

PP's Interaction Concerning PLANNING With

POORE, PETE(PP1)

PP1 agrees with PP that planning "makes the world go 'round" and he will flourish in a highly organized atmosphere. PP1 may look upon PP as a mentor on the way things "should" be done, although the opposite situation could also occur. In some instances, having two highly structured individuals on one team can cause dissension as both think THEIR way of structuring the environment is the correct way. If this should occur, an undeclared war could erupt as PP and PP1 search each other's work for missed details. If, however, the two of them have similar philosophies a strong bond will be the result.

(B) Use of Emotions

PP (Team Leader) (5-8)

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PP1, vt (1-4)

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Attitude Towards USE OF EMOTIONS at Work by Team Leader

PERFECT, POLLY(PP)

PP lives in a state of internal emotional balance. When something occurs to threaten this balance, she makes a few adjustments and goes about her

business in harmony with the outside world. When and if PP does lose emotional control you may be certain that a serious situation exists. She can empathize with highly sensitive people but considers their actions as immature and childish. At the same time, she considers those who are oblivious to others' feelings to be callous, uncaring and prone to miss many of life's most precious moments.

PP's Interaction with EMOTIONAL BEHAVIOR From

POORE, PETE(PP1), tipton, vikki(vt)

PP1 AND vt will not hesitate to let PP know when they perceive a problem. In fact, they may even view PP's more sensitive behavior as a weakness to exploit for personal gain. After working on the same team for awhile, PP will have to let PP1 AND vt know this cannot be done. As an "inner circle", PP1 AND vt may actually enjoy creating disruptive confrontations. PP needs to be on the lookout for these situations which could cause an upheaval in harmonious relationships.

(C) Communication Styles

PP (Team Leader) (5-8)
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PP1 (1-4)
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vt (5-8)
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COMMUNICATION Style of Team Leader

PERFECT, POLLY(PP)

PP has an open mind to new ideas and theories but also sees the necessity to be practical and realistic in the pursuit of her goals. This ability to equalize opposing ways of thinking is a real blessing; it gives PP the capacity to "get the job done" while considering new ideas as possible alternatives.

PP's Interaction With COMMUNICATION Style(s) of

POORE, PETE(PP1)

PP1 has an inner need to "keep his feet on the ground". He is a "doer" instead of a "watcher". PP understands this need and can communicate in functional terms understood by PP1. By using the technique of physically "showing" instead of verbally "telling", PP can be even more effective in expressing what needs to be accomplished by PP1. Unfortunately, PP1 has little use for new and unproven alternatives when considering the solution to a problem. This will irritate PP who can understand PP1's need to be realistic but also likes to consider new, seldom used or unproven methods.

PP's Interaction With COMMUNICATION Style(s) of

tipton, vikki(vt)

PP and vt both have the latitude to be realistic but at the same time enjoy talking about and considering new or unusual ways to tackle assignments. Coming up with new ideas is a gift put to very good use when appropriately mixed with the day-to-day task of "getting the job done".

(D) Rules/Others' Emotions

PP (Team Leader) (1-4)

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vt (5-8)

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PP1 (9-16)

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Outlook on RULES/OTHERS' OPINIONS by Team Leader

PERFECT, POLLY(PP)

PP's personal outlook on life is based on her pre- conceived opinions and lessons learned sometime in the past. When encountering new concepts, PP considers carefully, compares them to previous experiences and judgements, then makes a decision as to their value. If later faced with information

contradicting this new found knowledge it is extremely difficult, if not impossible, to change the original decision. This dislike of change or anything that upsets the status quo increases stress factors in PP. When faced with life's inevitable "ups and downs" she is most likely to carry on with familiar, routine habits as a way of dealing with them. When pressured to take a new path she will respond by digging in her heels even further and/or denying that a problem actually exists. This behavior causes others to look on PP as "rigid" and "hardheaded". PP doesn't see herself that way at all. In fact, she considers this attitude toward change as a virtue to be guarded and defended. Her "word is her bond" making her extremely loyal to those who agree with her on what is "right" and what is "wrong".

PP's Interaction with THE OPINIONS of

tipton, vikki(vt)

Not nearly as rigid as PP, vt, never-the-less, has formed a backlog of pre-conceived views as to what is "right" and "wrong". The difference between them is vt's ability to "bend" to PP's opinion when necessary to maintain harmony. This gives vt the ability to temporarily "mix" concepts in getting a task completed, even though he may not agree totally with PP's methodology.

PP's Interaction with THE OPINIONS of

POORE, PETE(PP1)

PP1 has an uncanny adeptness at "molding" his behavior to what others want and need, based on the circumstances of the moment. This is confusing to PP who has a hard time comprehending such "fluid" thinking. Building a workable relationship between these two will be very difficult. PP1 won't allow anyone, including PP, to corner him. He feels that rigid rules restrain him from doing what he wants to do. This means that PP1 will continue pursuing his personal goals while at the same time convincing PP that he is following the established guidelines. PP is cautioned to be on the lookout for vague or incomplete information from PP1 who may have a tendency to leave out critical data in his replies. PP needs to ask

direct, specific questions and then listen for any hidden meaning in the answers. A good way to conduct this type of session would be for PP to summarize communications with PP1 and then ask if the summary is accurate. Working effectively with PP1 will take all of PP's patience and self-control.

(E) Recognition Needs

PP (Team Leader) (5-8)
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PP1, vt (1-4)
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REWARDS Considered Important by Team Leader

PERFECT, POLLY(PP)

A well-balanced diet of good pay, good benefits, and recognition for doing a good job makes PP happy in her work. Her output will increase when she is offered an occasional word of encouragement and praise. However, a steady paycheck with benefits gives her the sense of well-being she needs to be productive. An additional motivator would be the opportunity for a commission or bonus for improving performance or beating deadlines.

PP's Interaction With REWARD Needs of

POORE, PETE(PP1), tipton, vikki(vt)

PP1 AND vt set their own standards of excellence and consider "back patting" and "good ol' boy" type statements of little value. PP somewhat agrees with them that "too much recognition and not enough pay" is unproductive. PP can best manage them by setting goals and making them accountable for those goals without a lot of "hoopla".

(F) Work Environment/Stress

PP (Team Leader) (5-8)
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PP1 (1-4)

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vt (5-8)
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WORK ENVIRONMENT/STRESS Needs of Team Leader

PERFECT, POLLY(PP)

PP likes "variety" in her work assignments. She doesn't mind sitting at a desk and completing a project as long as she has the latitude to get up and move around periodically. At the same time, activities requiring constant movement are also accepted. The key to PP is " a little bit of both" instead of a "constant diet of either".

PP's Interaction to WORK ENVIRONMENT/STRESS Needs of

POORE, PETE(PP1)

PP1's calm and collected attitude will be accepted by PP even though PP requires somewhat more movement throughout the day. PP1 will be the "steady hand at the wheel" in a crisis since he prefers to walk through life a little slower than PP. This "even keel" disposition allows PP1 to concentrate on a problem and work through it one step at a time. Sitting at a desk and completing projects needing little movement suits PP1 just fine. PP1 enjoys coming to one location and working there all day, going out only to go home. He may even have lunch in the same area he spends the rest of his work day and feel quite comfortable. PP needs to be aware of this tendency and assign projects which complement it.

PP's Interaction to WORK ENVIRONMENT/STRESS Needs of

tipton, vikki(vt)

What is good for PP is good for vt since their dispositions are about the same. Both like "flexible" assignments requiring stationary duties as well as limited movement to complete. PP need only "look within" to understand the types of projects vt most enjoys.

(H) Interaction with Others

PP (Team Leader) (5-8)

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PP1 (1-4)

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vt (5-8)

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Need To INTERACT WITH OTHERS By Team Leader

PERFECT, POLLY(PP)

PP is flexible and can be happy engaged in a lively conversation or spending time alone. She may start a discussion and lead it to its conclusion on one occasion and simply participate in another. This ability to "interact at will" makes her easy to work with. Those who require isolated work stations will be left alone while those who need contact with others will be given the opportunity.

PP's INTERACTION WITH

POORE, PETE(PP1)

PP1 feels that information should be shared only on a "need to know" basis. Excessive interaction with others is disliked and considered a waste of company time. PP also enjoys working alone but does like to interact with others throughout the day. PP1's preference for quiet is understood and if PP can accommodate this need in the work place it will be very productive. However, if part of PP1's job is to interact with others, performance may suffer.

PP's INTERACTION WITH

tipton, vikki(vt)

vt can be casual and quiet or talkative and friendly depending on the situation at hand. He likes to work alone but at the same time looks for

support from others, especially PP. This gives him the latitude of being able to "blend" into any sort of group including large social functions or one-to-one conversations. PP has this same talent creating an atmosphere of clear communications between the two of them.

(J) Work Confrontations

PP (Team Leader) (8-10)
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vt (1-4)
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PP1 (11-12)
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Reaction to WORK CONFRONTATIONS By Team Leader

PERFECT, POLLY(PP)

PP uses her assertiveness in the appropriate manner. She has the freedom to reveal herself in words and actions. This allows her to let others know who she is, what she feels, and what she wants. She will go after what she wants in contrast to the passive person who will wait for something to happen. PP communicates in an open, direct, and honest fashion with her peers, and prefers them to treat her in the same manner. She won't force her will on others but, at the same time, she will not allow others to take advantage of her good nature.

PP's HANDLING OF CONFRONTATIONS with

tipton, vikki(vt)

vt doesn't like controversy and will go out of his way to avoid it. This frustrates PP who would prefer him to stand up for his rights. PP's counseling to "be an adult" will fall on deaf ears. vt will agree that he shouldn't let others take advantage of him and then go back to business as usual, hoping he didn't upset PP. This tendency by vt to be docile when confronted with any situation that may "rock the boat" makes communicating with him difficult. Instead of straight, forthright answers, he will couch his messages in vague terms that can be interpreted in several ways.

PP's HANDLING OF CONFRONTATIONS with

POORE, PETE(PP1)

PP1 believes that aggressive behavior is a necessary ingredient in being successful. He will "test" the resolve of PP to be the leader of the team by trying to dominate situations. When this happens, PP1 will be in for a surprise, since PP refuses to be dominated by anyone. Each day will involve a new struggle as PP1 searches for a way to break PP's will. Once PP fully convinces PP1 that control of the team will not be subjugated, these two individuals should work in an atmosphere of mutual toleration.

(K) Competitive Needs

PP (Team Leader) (1-4)

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vt (1-4)

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PP1 (5-8)

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COMPETITIVE NEED of Team Leader

PERFECT, POLLY(PP)

PP likes to be a member of a "business family". The idea of having to compete as a regular part of daily duties is disliked. Group compatibility is a primary motivator which shouldn't be violated. Those who upset the work environment by trying to include contests or other comparative type activities are quickly brought back in line by PP. Harmony and fairness become the overall goal.

PP's Interaction With COMPETITIVE NEEDS of

tipton, vikki(vt)

vt also considers compatibility as one of the most important ingredients of his work environment. He will agree with PP that those who want to

destroy the team effort by being individualistic should be chastised and "brought back in line" with the needs of the group.

PP's Interaction With COMPETITIVE NEEDS of

POORE, PETE(PP1)

PP1 understands PP's attitude towards team effort but he also likes a little rivalry to spice things up on occasion. He doesn't necessarily go for all out individualism to the detriment of the group, but rather small "side bets" on who will finish first or who does the best work. This trait will be tolerated by PP as long as it doesn't get out of hand. If PP does feel things have gone too far and speaks to him about it, that's okay with PP1. Compatibility is also high on his list and he will want to comply with PP's wishes.