

PREDICTIVESTRENGTHS

INDICATOR



GrowthPlay.

Advantage

PREDICTIVE STRENGTHS INDICATOR - LEADERSHIP

Personal & Confidential

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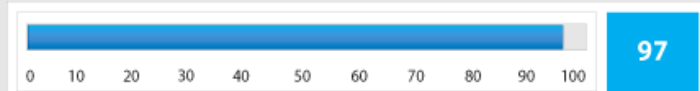
The validity scales within the assessment indicate that you were open and candid in answering the questionnaire.

Summary of Your Predictive Strengths

PREDICTIVE STRENGTHS	PERCENTILE
TAKE RESPONSIBILITY FOR THOROUGHNESS AND ACCURACY OF ASSIGNED WORK	97
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Interpretation of Your Predictive Strengths

TAKE RESPONSIBILITY FOR THOROUGHNESS AND ACCURACY OF ASSIGNED WORK



Feel a responsibility to ensure the accuracy and correctness of the output required to achieve desired results; careful to protect the end goal by checking the process for complete and accurate execution of each of the steps leading to that goal; remain alert to detect possible mistakes or omissions by co-workers that can impact the quality of the output; develop personal competence and effectiveness and increase personal skill levels

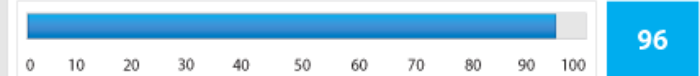
Less Than Effective Performer (below 50th percentile)

- Give low priority to making details accurate and complete
- Prefer to deal with the big picture and can ignore or gloss over the details involved in the implementation steps of a plan or process
- Address accuracy and completeness issues only when ignoring them will threaten success or satisfaction in other areas
- Easily satisfied with 'good enough' quality standards as quantity or timeliness may be preferred measures in accomplishing a task or directive

Highly Effective Performer (above 50th percentile)

- Concentrate on making details accurate and complete, whether enjoying the intricacies of your discipline or task, or trying to protect against jeopardized or failed results
- Willing to follow necessary bureaucratic procedures if doing so ensures quality outputs
- Stay organized so that details fall into place
- Strive to complete tasks correctly, either out of concern for being held accountable or a desire to be professional

AWARENESS OF IMPACT ON OTHERS



Sensitive to the motivations and concerns of others, and plan for the impact actions or decisions will have on them; concerned with offending others and will not express yourself without reflection and consideration of their interpretation; introspective and comfortable looking deeply within yourself and others

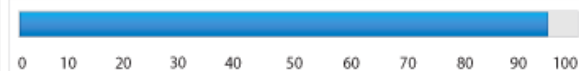
Less Than Effective Performer (below 50th percentile)

- Avoid extensive introspection and need a good reason to spend extended time alone
- Concerned with offending others but uncomfortable planning the delivery of sensitive information so most social contact is kept light and somewhat superficial
- Prefer dealing with sensitive issues in person, one-on-one so reactions can be read and delivery can be altered to minimize negative impact
- Tend to feel a need to break tension and minimize confrontation when interacting with others

Highly Effective Performer (above 50th percentile)

- Prefer to use your privacy for introspection and understanding others' potential concerns
- Concerned with offending others and privately plan how to present delicate issues
- Attempt to understand what is behind others' actions; sensitive to their feelings and motives
- Treat people with the same consideration you would expect from them
- Prefer dealing with sensitive issues in an impersonal and factual manner to control negative impact on others

PROFIT CONSCIOUS IN A MANAGEMENT ROLE



96

Manage the allocated resources to produce optimum bottom-line results; work to understand and control the key factors that influence profit production; balance your own and others' priorities and skills to generate profitable results; won't become distracted by issues that don't influence the bottom-line; protect the interests of investors, employees, customers and others who depend upon the success and survival of the company as a result of its ability to generate profits

Less Than Effective Performer (below 50th percentile)

- Do not see the production of profit as the organization's primary objective
- Focus on accomplishing process steps and administrative tasks to tie up loose ends and deal with immediate demands regardless of their overall impact on the bottom-line
- Cannot find the time or justify the effort to establish and review financial controls
- Base evaluations of an outcome on the effort extended or the elegance of the result rather than the profitability of the result
- Have a strong concern for personality issues and having people feel good about their results as the true measure of success
- Do not consistently implement steps to monitor key financial or customer data that can potentially impact bottom-line profitability
- Become distracted from the primary goal of corporate profitability by 'squeaky wheel' situations or single function demands that offer a short-term appearance of increased efficiency or reduced costs

Highly Effective Performer (above 50th percentile)

- See primary role as generating profit for the business
- Entrepreneurial with a bottom-line versus administrative orientation
- Have a realistic grasp of the financial aspects of the organization, show responsiveness to the need for economies and cost control, and are able to draw meaningful implications from financial data
- Place other business concerns as secondary to profit generation
- Focus on approaches and techniques designed to increase production or decrease costs, enhancing overall organizational profitability
- Have little time or patience for ideas or programs that do not impact the bottom line
- Do not become distracted by or waste time on trivial problems, unnecessary paperwork, or personality issues that don't affect profitable results
- See the big picture beyond departmental or single function concerns that on their own will not positively impact overall profitability

FOCUSED ON QUANTITATIVE RESULTS



91

Driven to accomplish an increased volume of useful outputs; motivated to produce measurable results

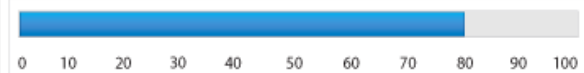
Less Than Effective Performer (below 50th percentile)

- Can too easily lose interest in results-oriented activities in favor of more satisfying opportunities offered in the arenas of personal relationships or influence and power
- May judge your effectiveness in task achievement using standards of quality, creativity, or efficiency rather than measure accomplishment by the sheer quantity or volume produced
- Tend to be rather casual or informal about tracking progress in results achievement and are comfortable with variable output levels

Highly Effective Performer (above 50th percentile)

- Focus on the quantitative measure of results produced, whether engaged in a repetitious, singular activity or frequently changing and diverse tasks
- Gain personal satisfaction from producing tangible results
- Judge your effectiveness by how much you accomplish in a given time frame
- Establish concrete dimensions and steps that can become quantifiable measures of your progress

NEED TO HAVE STATUS



80

Prefer to use position and prestige to influence prospects positively; enjoy public recognition as a professional; comfortable in a high-profile role

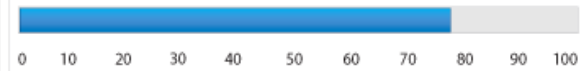
Less Than Effective Performer (below 50th percentile)

- Self-conscious about a public display of success and achievement and may diminish your ability to influence others by downplaying your achievements and capabilities
- Expecting your accomplishments to speak for themselves, you may find it difficult to establish credibility with or make an impression on individuals unfamiliar with your professional credentials
- May associate a widely acclaimed role with bragging and could miss opportunities to have an impact on others because you are uncomfortable being singled out and publicly acknowledged for your success

Highly Effective Performer (above 50th percentile)

- Seek the rewards and public recognition that define your success and elevate your status in the eyes of those individuals you want to influence or impress
- Use your credentials as a means to establish credibility
- Use public acknowledgement of your professional status and accomplishment as a tool to make a positive impact on others
- Get people to take notice and give you their attention by promoting your accomplishments and publicizing your success

MAINTAIN MARKET AWARENESS



78

Stay in touch with market trends, including environmental and competitive forces influencing the market, so that you can be seen as a valuable resource to important constituents internal or external to the organization; constantly seek information that will be useful but is not readily available to colleagues; enjoy being sought for advice and instruction; spend the time to build a base of knowledge that ultimately helps others to be more effective

Less Than Effective Performer (below 50th percentile)

- May believe you can get by on a cursory understanding of market trends and conditions because you don't appreciate its added value to others
- Comfortable with your present knowledge of the market and may believe the incremental gains you could achieve by developing your knowledge base would not justify the time spent
- Do not increase your understanding of market issues for the purpose of sharing that information with others
- Assume your customers will utilize their own resources to stay on top of changing market conditions

Highly Effective Performer (above 50th percentile)

- Take professional pride in maintaining an in-depth awareness of market issues
- Believe there is a benefit to continually building and adding to your knowledge base in market and competitive issues
- Want to be prepared to serve as a source of advice and information to your customers
- Update your own market information in order to be of assistance to customers who may not have the time or resources to research changing market trends themselves

DRIVEN TO BE A TOP PRODUCER IN SALES



77

Meet or exceed sales goals by intensely focusing on proven tactics and executing them consistently; are driven toward personal success to enjoy the recognition that accomplishment brings

Less Than Effective Performer (below 50th percentile)

- May adopt a casual or relaxed approach that fails to project personal dedication to achieving or surpassing sales targets
- Can be content with marginal success or lower goals to reach a level of success that is easier to accomplish; willing to look 'not bad' versus strive for the top
- Modest ambitions may stem from a concern about how others may feel about being overshadowed
- May not sustain the intensity needed to consistently meet or exceed sales objectives if you do not find the steps leading toward goal achievement personally enjoyable or satisfying
- May become restless with routine and turn the focus to introducing variety to your approach at the expense of concentrating on meeting targeted results
- Show greater interest in the social aspects of the job than in the results

Highly Effective Performer (above 50th percentile)

- Driven to achieve or exceed targeted results and use sales as a means to get there; hungry to be a top producer
- Hold results achievement to a high personal standard
- Possess a strong work ethic and believe in taking personal responsibility for the level of success achieved
- Focus on what is necessary to achieve objectives, regardless of how much the task at hand is enjoyed or disliked
- Follow a blueprint or plan for setting and reaching goals of personal ambition
- Choose time-tested tactics that have been successful in the past and can be counted on again
- Push to consistently execute the basics

TEACHING IN A STRUCTURED SETTING



66

Demonstrate a commitment to the continuous education and training of others as a means of increasing their overall competency and productivity; prepare more structured sessions to cover the most critical areas of learning for the audience; stay on top of information needed by colleagues and customers in an effort to serve as a resource; take responsibility for motivating others to learn and retain key information; reinforce what is being taught through periodic repetition; regularly assess individual and group competencies and routinely address them by adjusting your training

Less Than Effective Performer (below 50th percentile)

- Prefer one-on-one training or a more loosely organized curriculum to the structured requirements of a scheduled class session
- Expect the people you are training to be self-motivated to learn and become impatient when required to repeat or reinforce information you have already covered
- Do not implement a tracking process for assessing the effectiveness of your teaching efforts or the progress of your trainees
- Enjoy working on content delivery and may be more concerned with the audience's assessment of your public speaking skills than with the subject matter
- Try to make the training entertaining at the expense of providing only relevant information

Highly Effective Performer (above 50th percentile)

- Prepare scheduled and consistent programs to train or educate others
- Establish measurable criteria for assessing progress in the learning process
- Demonstrate patience and a willingness to repeat or reinforce ideas and information until the audience understands
- Focus training sessions on those competencies that will make a difference in the group's ultimate effectiveness
- Concentrate more on the results produced or change accomplished through your training than with how attractive or entertaining the training can be

PROBLEM-SOLVING



61

Objectively analyze a problem situation and take steps to provide a solution; identify the root of the problem before pressing for a resolution; remain engaged until a solution is reached; try to see all sides of the problem and thus understand others' assessment of the issue or response; take personal responsibility for identifying a resolution

Less Than Effective Performer (below 50th percentile)

- Can be biased and make judgmental or inappropriate assumptions without analyzing the situation objectively
- May press toward resolution without identifying the root of the problem
- Become wrapped up in your own views and lose sight of how others may see the problem or response
- Become frustrated with solving the same or similar problems over and over again
- Tend to take complaints and problems personally and feel oppressed by them
- See problem resolution as an inconvenience and a distraction
- May oversimplify a problem and its solution and disengage your efforts before identifying a satisfactory solution
- Resist taking ownership of the solution

Highly Effective Performer (above 50th percentile)

- Objectively isolate and define problem areas clearly
- Determine the true nature of the problem rather than deal with its symptoms
- Willing to 'think outside the box' to find a solution
- Display sensitivity and genuine interest in understanding others' perspectives and will not ignore their concerns
- Regard any problem as a challenge to be met with eagerness and enthusiasm
- Remain engaged until a problem has been resolved
- Take personal accountability for the result

ABILITY TO NEGOTIATE



58

Negotiate satisfactory solutions by probing the underlying source of others' resistance; seek to provide a solution from the available options; believe compromises to reach a win-win resolution can be made within your defined sphere of influence

Less Than Effective Performer (below 50th percentile)

- Can be too intent on proving that every resistance can be resolved, even if not in the best mutual interest of both parties
- Overly restrictive approach to addressing negotiations can result in being stuck on an objection and unable to move forward
- May seem too confrontational about getting resistance out on the table
- May lack empathy for others' concerns

Highly Effective Performer (above 50th percentile)

- Emphasize a win-win outcome for both parties
- Recognize that some resistance may not be resolved, but focus on tilting the scale with the benefits that will be gained
- Promote listening, agreeing and empathizing with the individual
- Recognize that some objections can be outlived if the individual is sold on the remaining benefits

Orientation and Approach

LINE ORIENTATION

Accept accountability for bottom-line results; seek control and the final authority to make decisions impacting bottom-line results; focus on incremental but significant improvements in the efficiency, quality, and profitability of short-term results; take an authoritative approach to enlisting the necessary support to implement decisions, using logic to address any opposition; seek a course that softens the negative impact on others without being diverted from your objective

STAFF ORIENTATION

Maintain a high level of competence in an important business function as a source of information, expertise, advice, and follow-up support to influence and assist in the decisions made by line managers; sense how your area of expertise can advance the business goals of revenue and profit generation and/or cost reduction; contribute a constructive influence in the corporate organization using indirect influence skills to build consensus and persuade others to make cooperative decisions, even in the face of conflict and confrontation; seek a course that softens the negative impact on others without being diverted from your objective

PRODUCTION APPROACH

Focus on measurable and near-term results and outputs; emphasize efficiency, cost control, and refinement of the processes and procedures that produce incremental gains; control risk by modifying existing systems to increase productivity versus launching an unproven idea; consistently apply a methodology that is working and will not change or abandon that approach for the sake of trying something different; promote the desired approach and enlist participation by authoritatively demonstrating its benefits and logically responding to questions and concerns, so those involved can understand and will not feel threatened

PROJECT APPROACH

Focus on innovative or creative solutions to continuing business needs; see improvement goals as a project or series of projects, each with distinctive beginning and ending points; demonstrate interest in growth or a turnaround situation over ongoing maintenance or process refinement; concentrate on the planning and design of an idea or project, leaving the execution, refinement, and details to others while moving on to new challenges; work to secure agreement and buy-in from colleagues impacted by an immediate or impending project so that the near-term implementation is accepted and effective; committed to minimizing others' discomfort or allaying concerns created by an evolving design plan

We hope this report has given you a satisfactory explanation of your profile results and we wish you luck in your future endeavors.



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