

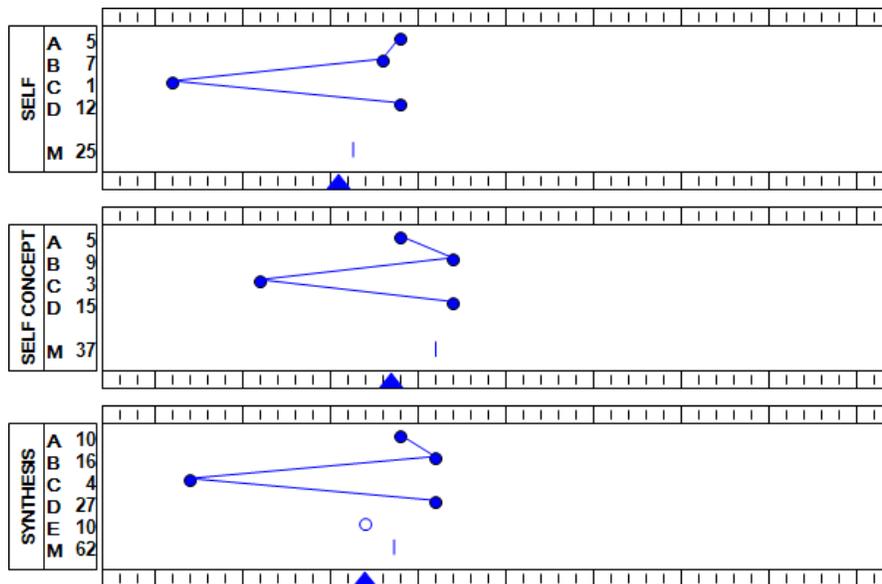


Summary of Predictive Index® Results

Melissa McGurgan

Survey Date : 6/17/2015

Report Date : 6/17/2015



PI for: Melissa McGurgan Date: 6/17/2015

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The results of the Predictive Index® survey should always be reviewed by a trained Predictive Index analyst. The PI® report provides you with a brief overview of the results of the Predictive Index® 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

Melissa 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.
- Careful with rules; she's precise, by the book, fast-paced, and literal in interpreting rules, schedules and results.
- Detail-oriented and thorough; she works to ensure things don't fall through the cracks, and follows up to ensure they're done properly and on time.
- Driven to achieve operational efficiencies: thinks about what needs to be done and how it can be done as fast as possible while maintaining a high-quality outcome. Impatient with routines.

SUMMARY

Melissa is an intense, driving person with a strong concern for getting work done right and on time. Strongly motivated by her sense of responsibility, she will work rapidly within the framework of established company policies and procedures, referring to these standards for assurance of exactly how things should be done. While her primary focus is on the tasks at hand, she will give some energy to the people and relationships needed to finish.

Functioning within the structure of her defined responsibilities and duties, she will be a purposeful, conscientious self-starter, responding positively and actively to both technical and 'people' problems with the need to get things done in a timely fashion. Within the range of her training and experience, Melissa is a firmly decisive person able to make decisions quickly, to express and act on them with authority, and to share information about them. Her decisions will be of a conservative nature, tending to avoid uncertainty and risk, and based on thorough knowledge of all pertinent information, including some input from experts and colleagues.

Working at a pace which is measurably faster-than-average, Melissa can learn quickly and thoroughly, adapting to new ideas and policies with caution and discretion. She has a strong critical sense, and because she respects recognized methods and policies, will need to see detailed evidence of the value of change or novelty before accepting it. While conservative, she's respectful of subject matter experts who express their ideas in a disciplined manner, and with proof to back them up.

As a communicator, Melissa is factual, direct, and authoritative, expressing herself with precision and, when she encounters delays or obstacles in work for which she is responsible, with impatience. Although conveying the purpose and information is her primary concern, she will have some focus on her audience, and can, at times, soften or adjust her style accordingly. She is uncomfortable with repetitive routines, and can handle such routines effectively only as long as they are an occasional aspect of her work.

MANAGEMENT STYLE

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

- Driven to ensure her team produces exceptionally high quality results in a timely fashion – no exceptions
- Authoritative, fast moving, and decisive when working within her field of expertise and realm of her defined responsibilities; she will ensure her team is driven to uphold these same standards for quality and timeliness
- Motivated to control and minimize risk by ensuring that her team understands the parameters for success, has a template for validation, and is always thoroughly trained and knowledgeable
- Cautious in delegation; when she does delegate, her follow-up will be quick and meticulous ensuring that all procedures have been followed and all standards met
- Formal and organized in her approach and communication; she presents information to her team and to others in a logical, organized, and well-thought-out manner

INFLUENCING STYLE

As an influencer, Melissa will be:

- Authoritative and assertive when representing ideas or concepts where she has expert knowledge
- Eager to thoroughly understand any idea or concept before bringing it before others; prefers book knowledge and facts to thinking on her feet or 'winging it'
- Focused on the technical aspects of other's business so she can understand how her idea or concept will solve problems
- Vigilant about implementation details and how they will affect the process; she will act only what she knows she can deliver
- Better at influencing others about tangibles with which she is intimately familiar and perceives herself as an expert than with more abstract concepts or ideas
- Eager to discuss proven successes with her ideas and solutions as solid proof of reliability and integrity.

MANAGEMENT STRATEGIES

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

- Opportunity to learn her job thoroughly, with a clear, specific definition of her responsibilities and clearly and consistently expressed company policies
- Work that affords variety and a fast pace within the range of her expertise
- Some interaction and collaboration with other people, particularly when they're subject-matter experts who speak with proof and authority
- Responsibility and opportunities to express her initiative and competence, with achievement rewarded by company recognition of her ability, and gradual broadening of her responsibility.

Prepared by Shelley Tingey on 6/17/2015

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