



Academic Scholar

Guidance Counselor's Mentoring Report

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Motivating & Guiding Students to Greater Heights

Management Report

The primary purpose of this Management Report is to provide you with information concerning the significant behavioral tendencies of Mr. Sample and preferred style of performing his job. This information is intended to augment, and not replace, any other sources of work related data. This report will confirm or clarify your impressions, and alert you to new considerations, regarding his compatibility with the demands of his position. You will also get a good picture of his potential for growth and development within your organization.

This report will help you to understand your employees better in all aspects of your work with them. Combined with your knowledge of their work performance, this information can help you better understand any difficulties that an employee might be encountering. It also contains valuable information with respect to training needs.

SUMMARY OF PRIMARY BEHAVIORAL TENDENCIES

This section of the report summarizes the typical behavioral tendencies of Russ with regard to six critical job-related components. The purpose of this information is to help you to identify and make full use of his strengths, and to help him manage those areas that might be limiting his effectiveness.

I - Productivity

- He places strong emphasis on motivation and maintaining a great deal of emotional drive in the work situation.
- Excited about tasks involving group motivation, he will establish a network of contacts to enhance the group's productivity.
- He challenges others to do their very best.
- Self-motivated, he stays on the move.

Suggestions for improving his effectiveness:

- Accept the importance of completing work tasks according to priority commitments and deadlines.
- Remember that even the most exciting task has its share of details that must be dealt with if he is to succeed.
- Be accountable for seeing that goal setting and follow-through are maintained.
- Guard against becoming so wrapped up in the enthusiasm of others that he loses perspective of his own priorities.
- Keep an eye on long-term processes in his attempts to get immediate results.
- Recognize the need for solid thinking about implementation with the support necessary to reach challenging goals.

II - Quality of Work

- Russ would enjoy motivating others to attend to quality, but tends to avoid tasks that require that level of diligence from him.
- Russ can be concerned with quality; however, he tends to become bored quickly with detailed work.
- Although he may be committed to quality work, Russ prefers activities in which exactness and attention to detail are not his primary task.
- No doubt, he is decisive and quick to take action, but Russ may need to attend to quality more often in his pursuit of timely results.

Suggestions for improving his effectiveness:

- Focus attention on obstacles to achieving quality results and on ways to avoid or eliminate them.
- Remember that the details related to quality are important for succeeding.
- Become more consistent in attending to critical details.
- Take the time to work out the steps in a process in writing before beginning a project.

III - Initiative

- Being creative, he is willing to experiment with the possibilities.
- He can generate enthusiasm about a potential goal.
- With the loss or reduction of freedom to determine how tasks are accomplished, he might experience frustration.
- Forward-looking, Russ is comfortable with change and risk.

Suggestions for improving his effectiveness:

- Always be aware of the need to follow through with tasks. If needed, consider a time management class. Regardless, use a system to schedule and organize project time.
- Always keep focused on the end result that is required, as well as the process involved.
- Learn to pace himself better; know when and how to relax.
- Try not to force action when there is no need to do so.

IV - Teamwork

- Placing a very heavy emphasis on involvement with people, he takes a personal interest in them as individuals.
- He tends to be optimistic and positive in his expectations for the team.
- Direct and demanding, Russ tells people what to do in a forceful, confident manner.
- Concerned with the importance of each person's contribution to the attainment of overall objectives, he believes that if everyone does their job individually, the team's success is assured.

Suggestions for improving his effectiveness:

- Be sure that the primary purpose of the team is to satisfy task requirements, not merely satisfying the affiliation needs of the team members.
- Keep his focus on the group's objectives.
- Look for points of agreement and common interest, especially if disagreement and conflict are an issue.
- Try to develop more informal relationships at work so that he may cooperate with the participants more easily.
- Consider the thoughts, feelings, and experiences of others.

V - Problem Solving

- Because he enjoys the opportunity for creative brainstorming, he could become frustrated and impatient with a more methodical approach.
- Taking pride in comprehensive solutions, he will value the long term results and a "big picture" view of success.
- Inclined to show an emotional approach to problem solving, Russ bases decisions and possible solutions on intuition.
- He will prefer to motivate others about the problem solving process.
- He can become impatient with traditionalist views.
- Russ tends to be a quick and decisive problem solver; however, he might fail to consider long-term consequences, or to include all critical factors in more complex situations.

Suggestions for improving his effectiveness:

- Take more time to think through possible consequences before taking action.
- Develop a more realistic assessment of outcomes that combine potential strengths and weaknesses of the plan.
- Before jumping into a solution to the first problem he sees, look for the details concerning the underlying problem. Otherwise, he might have to solve the same problem repeatedly.
- Involve others more in the decision making process.
- Take time to identify the underlying issues of a problem.

VI – Adapting to Change

- He will focus more on successfully achieving the goal of change than on the detailed process of actually reaching it.
- Mr. Sample will demonstrate an emphasis on action and enthusiasm concerning a change process.

- He would enjoy being responsible for rallying a team to do what is required to implement a change process.
- His appreciation for the value of a team and what they can accomplish for him in handling the details of the change process is often great.

Suggestions for improving his effectiveness:

- Ensure that he has the backup needed from more detail-minded teammates and that he utilizes their strengths.
- Demonstrate a facilitative leadership style that exemplifies teamwork, so that Russ understands its value to the change process.
- Caution Russ about any frustrations he may feel about those who accept change less openly than he.
- Reward his efforts to encourage collaborative efforts that keep the team working efficiently and confidently.

RESPONSE TO JOB-RELATED STRESS, FRUSTRATION AND/OR CONFLICT

When experiencing stress, frustration and/or conflict in a job setting, Russ may:

- Avoid open and direct conflict.
- Use a light touch to take the tension out of serious situations.
- Be trusting and accepting.
- Rise to the occasion and take charge of uncertain situations.
- Act with, and express, a sense of urgency for others to act now.

If, however, the level of stress, frustration and/or conflict becomes intense and/or continues over an extended period of time, there may be a tendency to:

- Become careless and disorganized.
- Make overly optimistic assessments of others and outcomes.
- Over-estimate his own ability to change others.
- Overstep policies, respond without checking with proper authority.
- Become autocratic, extremely demanding, and push people rather than lead them.

WORK MOTIVATION

This section of the report describes the different types of incentives, rewards and conditions that are most compatible with his behavioral tendencies and motivational style. When motivating Russ, consider providing:

- Assignments with a high degree of people contacts, the opportunity to be with people.
- Approval and acceptance.
- Public and social recognition.
- Group activities outside of the job, participating in the community, identifying with various social groups.
- New challenges in areas of interest that are a real test of abilities.
- The opportunity to be first, number one; to be the best.

MOTIVATIONAL ENERGY

Motivational Energy (ME) reflects the intensity that an individual shows and how he approaches most situations. His ME indicates that he will approach most situations with a moderate intensity and suggests that he might be inclined to show one or more of the following behavioral tendencies:

- Occasionally, he attempts to solve a problem before carefully considering options and consequences. As a result, he could end up spending time later correcting errors and misunderstandings that could have been avoided.
- Usually, he uses an emotional approach to decisions.
- Because he tends to over-estimate someone's ability, he might fail to provide sufficient, specific directions.
- He may show signs of inefficiency, such as wasting time.
- He has a tendency to have too many irons in the fire at one time.

The graph shows the relative relationship of his scores on all five scales, while the bulleted statements summarize his results. For a more complete understanding of these results, please refer to the earlier pages of this Management Report.

Scale I:



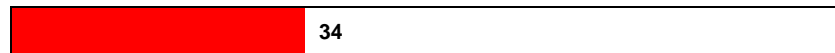
Scale I measures control, ambition and results orientation

Scale II:



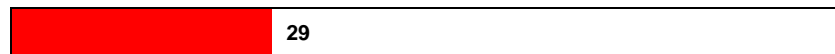
Scale II measures social influence, positive expectancy and expressiveness

Scale III:



Scale III measures patience, composure and being a team player

Scale IV:



Scale IV measures precision and analytical / quality orientation

Scale V:



Scale V measures motivational intensity and focus on change

The graph above demonstrates the scores attained by Mr. Sample on the PPI. When we observe his scores, we may predict what is most likely to be noticed in his daily activities. These scores suggest the following:

- He can generate excitement, enthusiasm, and hopefulness.
- Preferring to communicate in person, he may mix personal talk with business.
- Gregarious, open, talkative, and approachable, he makes new friends easily.
- He generally focuses on achieving results, the details of reaching them often left for others to debate about.
- He can be counted on to respond quickly when immediate action is required.
- Capable of balancing his personal drive with external, second-party limits.
- Often motivated to balance his expectations for good performance from others while maintaining a cooperative relationship with them.
- Can work effectively on a team, but he enjoys being the one in charge.