

**LAURENCE BOWEN
ASSESSMENT FOR:
XYZ EVENTS LTD**

Private & Confidential

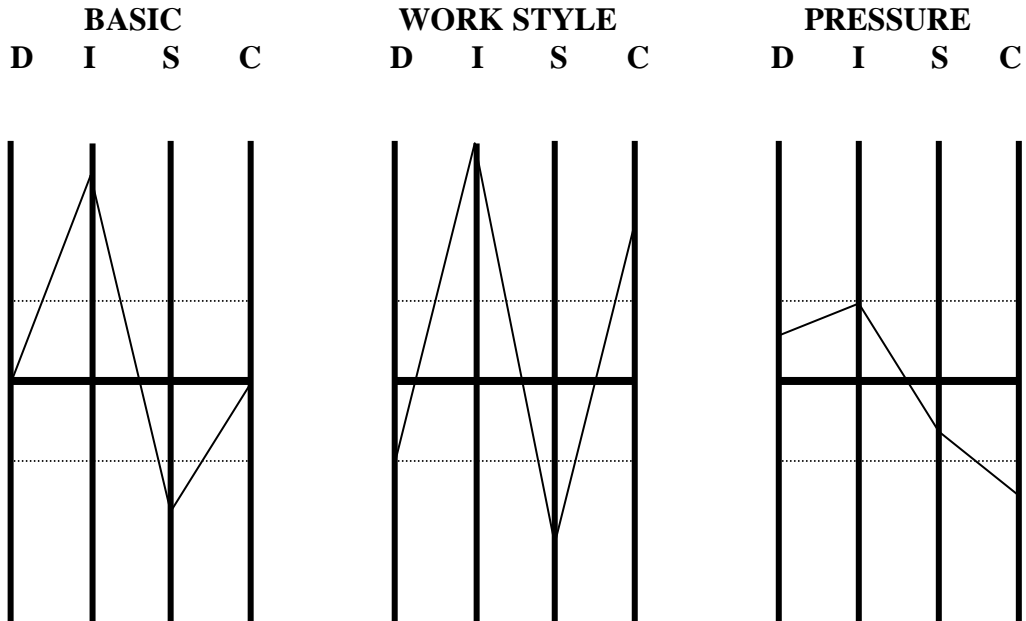
The following report is based on assessment processes carried out by John Gotting, and an in-depth discussion with the individual of the results of these instruments. It is important to note that whilst psychometric assessment is a powerful and reliable method of obtaining data about an individual, it should not be used in isolation or as a sole basis for decision making. The great value it has is to bring some objectivity to bear which can enable the individual to recognise possible needs and work on developing solutions. The contents include:

- MAIN REPORT
- APPENDIX – GENERIC MBTI ENFP REPORT

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PERSONALITY PROFILE SUMMARY – Laurence Bowen

DISC RESULTS



Basic Style

Laurence Bowen is a friendly, enthusiastic, persuasive and optimistic individual who likes working with people, seeing possibilities and developing new ways of achieving goals and helping others. A natural influencer of people, he has a friendly manner and an amiable approach that allows him to build relationships with others very quickly and, as a result, gain their confidence and respect. A talkative, quick-thinking, convincing and likeable individual, he has considerable insight into the way in which others can be influenced. His commitment and his enthusiastic attitude are likely to be infectious and have a very positive effect on the people with whom he interacts, be they within the organisation or within the supplier or customer base. He is instinctively customer focused and happiest when he can combine helping others with adding value and achieving his own and his organisation’s goals.

He likes to work in environments in which he can use his well-developed verbal skills to gain interest in and ‘sell’ his ideas to staff and customers alike. It is important for him to be able to create a positive, co-operative, friendly and harmonious environment in which long-term, win-win, selling relationships are established, in which people can be responsive to what he has to offer. He is genuinely interested in and likes people and likes to be liked by them, and is strong at promoting himself and the organisation.

He is an amiable and persistent individual who persuades and leads by consensus and example, rather than by force or sanction. He responds well to praise and encouragement and in turn uses the same method with his staff. His style is primarily non-confrontational and he will usually avoid conflict and antagonistic situations. However, he can be tenacious and persistently persuasive where important goals need to be met and where the team interests are at stake. His normal approach is one of persuasive influence, relying on fact, charm and humour to work through difficulties.

He likes roles which provide him with variety, pace and challenge and is interested in seeing possibilities beyond what is present or obvious, developing new angles or approaches to help others solve problems. Strongly intuitive, he enjoys roles which allow him to think ahead, find solutions and deliver results. He likes managers who give him scope to manage the way he likes and who take time to provide him with sincere recognition for achievements and successes – his and his team's. Although he likes variety and change, he has a high level of commitment to solutions he offers, and has the ability to work long and hard, in quite a hands-on, thorough way when required. He has a strong desire to get things right and will tend to place the emphasis more naturally on long-term, quality results than on short-term, or expedient outputs. An honest and sincere individual, he has a real and genuine people focus and an instinctive ability to generate goodwill.

Motivating factors

The following factors are motivational and are likely to stimulate interest in Laurence:

- Achieving and, if possible, exceeding expectations – delivering on promises, preferably under budget or sooner than planned
- Variety of task and a flexible working environment – he enjoys the intellectual stimulation that a variety of tasks provide and, whilst he can do 'repetition', he is likely to be more stimulated by environments where there is a range of challenges to overcome and people to interact with
- Being valued and trusted by superiors to deliver results as demonstrated by being given freedom to operate with considerable autonomy – in short, being managed hands off in a non-prescriptive way, but by people who are interested in him and responsive to his needs
- Learning and self-development – feeling that he and his team are learning, growing and developing. He instinctively enjoys new situations and new opportunities both for their interest and their scope to learn and grow
- Making people happy – helping people, encouraging them and bringing a sense of fun and stimulation to work
- Recognition for him and his team's achievements – not necessarily being praised himself, or in public, but being aware that his achievements have been recognised.

Strongly self-motivated, Laurence is mostly 'up'. However, he can be knocked and the situations that are likely to be most demotivational are failing, especially if he knew a task was achievable. Generally therefore he will work long and hard to avoid letting others down. Where things do go wrong, he is capable of 'sharing the pain' with clients. The other demotivator is likely to be people or environments that are unnecessarily negative, particularly where people are not willing to take responsibility for themselves.

Describing words

Persuasive, gregarious, participative, positive, assertive, active, mobile, impatient, independent, adaptable, sensitive, alert, eager, self-starter, warm, passionate, caring, energetic.

Work Style

The Work Style Graph gives a snapshot of behaviour at around the time of the assessment and can change considerably in response to internal feelings and motivations, or external people and situations. It should be thought of as how someone is working, or perceives they should be working 'at the moment'. If it differs significantly from the Basic or Pressure style questions should be asked as to whether it is a learned style or just temporary circumstances. Because it may be 'unnatural' it is worth finding out the motivations behind the change. If it varies widely from the Pressure style it may result in inconsistent behaviour.

Laurence's Work Style Graph, whilst broadly in line with his Basic Graph, shows a number of variations. The C – Compliance factor is significantly raised from just below the mid-line to well above the mid-line, whilst the D – Dominance factor is slightly lowered. The I – Influencing factor is slightly raised, whilst the S – Steadiness factor is slightly lowered. The raised C – Compliance factor reflects the fact that, although he is an easy-going and adaptable individual with responsibility for four accounts and around £17 million, he has to be careful and accurate. His role requires him to manage and control risk, especially in the long-term, whereas his instinctive style is relatively risk-comfortable. At the same time, the need to ensure accuracy and high standards means that there can be somewhat less of a drive to produce results, especially short-term results. The S – Steadiness factor reflects the fact that he has to multi-task on multiple geographic locations, working quickly and juggling priorities. Generally this is in fact stimulating and motivating for him. The I – Influencing factor is raised reflecting the need to be as persuasive and communicative as possible.

Pressure Graph

This reflects the likely behaviour of an individual under extreme pressure - probably no more than 5% of the time. What pressure is differs from person to person - it can be workload, tight deadlines, handling conflict, not 'being in control', working with aggressive people, having to get results through incompetent people, etc. Therefore it is worth questioning to understand what pressure is for an individual, how they react and what are the implications. It is particularly important if the Pressure style differs greatly from the Basic style as this can lead to inconsistent behaviour.

Under extreme pressure, there is a significant difference in his approach. Although he remains friendly, he becomes significantly more brief and to the point, with the D – Dominance factor raised and the I – Influencing factor significantly lowered. At the same time, the S – Steadiness factor is raised, reflecting a tendency to slip into an operational mode and become more hands-on and take on direct responsibility, especially if he can do it quickly and effectively and 'move something on' rather than have to call in someone else. The lowered C – Compliance factor reflects the fact that when the pressure is on he will be more pragmatic, placing somewhat more emphasis on making sure key tasks are achieved and priorities delivered to minimise client inconvenience or discomfort.

Generally, he is stimulated by problems and pressure, but can be frustrated when clients are let down unnecessarily by organisational processes that do not work. Because of his operational background, where these relate to Cable & Wireless products, he can, and will, become more hands-on, whereas with Energis products, he does not have the knowledge to slip into operational mode, and recognises that in the long-term learning to manage more hands-off will be preferable if he is to be an effective manager.

Other factors

The DISC profiling system sometimes identifies factors that have an occasional effect on an individual's behaviour. These should be probed as conjecture rather than fact, since the results are not always conclusive. If they are valid people usually acknowledge it.

The I – Influencing factor rises into the Extended Zone reflecting an occasional, very significant shift in his style, from extremely interactive and communicative to non-communicative. He feels this is an accurate reflection of the fact that occasionally and for short periods of time, he needs admin time in order to achieve on commitments. This can involve working very quietly and reflectively at weekends to catch up with emails and administration, or screening and not taking telephone calls where key priorities need to be addressed.

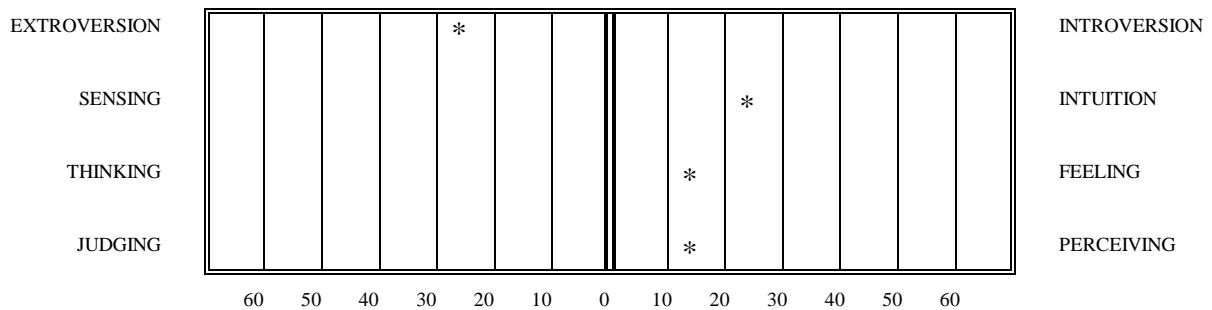
Although he is naturally talkative and very communicative, this reflects a strong underlying task orientation and need to achieve.

MBTI RESULTS

Laurence’s Myers-Briggs results come out as E23, N29, F11 and P17. He validates an ENFP profile which is appended to the hard copy version of this report.

His instinct is to ‘think aloud’ and he is naturally drawn towards roles which involve interaction, communication and teamwork. The N – Intuitive preference indicates an inclination to question things, seeing patterns and possibilities beyond the obvious and to be stimulated by change, whilst the F – Feeling preference implies a decision-making style which places more emphasis on values, beliefs and deeply held convictions, rather than ‘cold logic’. The impression I have from the conversation is that Laurence, like many men whose preference is towards F, appears to rely more on logic and analysis to reach a conclusion, whilst relying on affection and person-centred criteria in the communication of that decision. Finally his preference is more towards P – Perceiving than J – Judging, indicating a style that is more naturally aligned towards flexibility, adaptability and spontaneity than towards structuredness and planning. In reality, he acknowledges the need for planning and organisation and instinctively likes to think ahead and pre-empt problems, but is likely to be adaptable and flexible in dealing with them if they do arise.

REPORTED TYPE:	E	N	F	P
PREFERENCE SCORES:	23	29	11	17
‘BEST FIT’, (if different):				



POTENTIAL STRENGTHS

Laurence's potential strengths include:

- He is essentially optimistic and self-motivated – whilst some aspects of his natural character are quite laid back, when engaged he demonstrates energy, enthusiasm, discipline and staying power. He has a considerable resource of 'impulsive energy', stimulated by the challenge and/or the people involved in a situation. He likes to help them and dislikes letting people down. His inclination is to work long and hard and his personal circumstances enable him to do so without letting down others
- Very good with people – his personality mean that he likes people and he is instinctively able to influence them. This allows him to work very comfortably with a wide range of people, adapting his style accordingly. He has a strong orientation towards friendly, harmonious relationships and win-win outcomes that contribute to a very collaborative, co-operative working style. Whilst he is intellectually quite independent, he has strong organisational and personal loyalties that enable him to function comfortably within structured corporate environments. The same qualities make him an effective team player, able to support his manager and consistently contribute ideas and output for the good of his clients and his colleagues. In essence, he sees himself as working 'for his clients'
- He is happy initiating change and can often come up with different angles to solve difficult problems. His versatility and adaptability mean that he can usually cope well with situations as they unfold and is therefore relatively comfortable with the risk and ambiguity. His personality contributes to a 'brainstorming' type of approach in which he can comfortably develop ideas for change, or work on simple, pragmatic solutions.
- His ability to build relationships with clients and colleagues and his open, amiable style enable him to present with enthusiasm and sell whatever interests him – ideas and concepts, or services and tangibles. He has considerable loyalty to the people he works with, up and down, and will go to considerable lengths to support them. He recognises that his 'different' approach needs to be adapted somewhat in order to meet the needs and expectations of certain clients and he is very happy to do so. Although naturally casual and relaxed, he takes considerable pride and attaches importance to looking professional and well-presented
- Networking – his personality preferences equip him better than almost all other types for networking – business or social. His friendly, interactive style enables him to establish rapport quickly, face to face, by phone or even through email. Once contact is made, his Intuitive and Perceiving preferences enable him to see links, connections and possibilities. These instinctive skills allow him to exert considerable influence often over others who have no direct or formal business relationship. As a consequence, he can often bypass formalities and get favourable treatment. If networking is about leveraging relationships, then he has a distinct commercial advantage over people with less people-sensitive preferences. Furthermore, the relationships built through networking are durable and less sensitive to 'rules' or 'price'
- Optimistic and positive – his outgoing optimistic and positive style are infectious, enabling him to have a positive influence on people who work with and around him, often lightening the environment even when business is serious (he recognises however that there are certain people for whom this quality can be a 'double-edged sword')
- Sincere – although he has the ability to interact quickly and easily with a wide range of people, he is a sincere and committed individual who wants to develop genuine relationships, be they with his manager, his staff or his colleagues. He appreciates that his confidence and his optimism can sometimes be viewed as arrogance, but believes that those who work with him quickly discover that "he is who he is".

POTENTIAL NEGATIVE FACTORS AND BLINDSPOTS

Laurence acknowledges the following areas for ongoing development:

- Over-communication – his strong preference for Extraversion, coupled with Intuition – looking at possibilities and Perceiving – staying open to options, contribute to a talkative style. At times he can expand on a subject when a more direct, upfront approach would be more beneficial and achieve quicker buy-in. This may also contribute to a desire to communicate, at times, when silence might work more to his advantage. Situations in which this might happen could include interviewing – both as an interviewee and as an interviewer, and negotiation. Also in presenting, there may be a danger of filling in the silences when people need time to reflect what has been said or discussed, absorb it and then react to it. He acknowledges that there are occasions when, having got buy-in, he continues to communicate and ultimately may over-sell his point. In short, in selling situations, he may be stronger at ‘opening’ than at ‘closing’ and would benefit from some training in a formal sales methodology to help address this
- Over-interaction with people – his interest in and enthusiasm for people may, at times, lead him to lose track of time. As a result, conversations may be extended or run over and this may have implications for time management. It may also eat into his private time. In his current situation, this is not an issue since he is happy to take on the additional ‘cost’ of this himself through working extended hours or taking work home. Longer term when he has more responsibilities outside of work, this might be something he would need to manage
- People with Laurence’s N – Intuitive preference tend to ‘see’ the finished article in their minds and may not think through all the ‘steps’ necessary to achieve their goal. One of the implications is that he may, at times, communicate assumptively and not understand why others are not able to ‘buy in’ to what seems so obvious. A linked point is that if, in his optimism, he commits himself or others to such a challenge, he may not have thought through all the steps in sufficient detail to evaluate with accuracy how long a job may take him or others. Again, although he is willing to absorb the ‘cost’ himself, this is something that can be addressed by thinking through and communicating all the steps in detail
- His desire to work with people in a harmonious environment leads him to adopt a style which relies heavily on consensus and which can be too tolerant, at times seeing everyone’s point of view. This may cause him to be less directive or enforcing than a particular situation may require. It may also lead him to deferring corrective or disciplinary situations. When applied to people problems, this preference, coupled with a sensitivity to their thoughts and feelings means he may give people the benefit of the doubt in some situations. He acknowledges that it is easier for him to praise than criticise, and has become more aware of the need to set limits to his ‘latitude’
- Delegation – enthusiastic, optimistic and strongly driven to help people, he acknowledges that under pressure he wants to ensure that the job is done to the required standard, and he may take personal responsibility for something that could at times be done by someone else. This may not be the best way of using his time and may also send out accidental signals that he does not trust others under pressure. He appreciates this and has found that this tends not to happen working on the Energis side of the business, and therefore appears more to do with habit/knowledge than with an actual inclination not to delegate.

Laurence acknowledges his weaknesses and deals with some of them by extending the working day to compensate. Over time, he recognises that he will need some formal training,

both in sales and in management. He is ambitious and extremely self-motivated towards learning and development which he absorbs like a sponge.

SUMMARY

Laurence's personality preferences and traits make him a natural 'salesman' – ideas, products, concepts, in fact anything and in reality 'selling' is ultimately what inspirational leadership is about. His profile makes it very easy for him to build and sustain relationships which in turn gives him considerable strengths as a networker. His interest in and concern for people makes him automatically supportive towards staff and customers. At the same time, aspects of his personal development and upbringing make him much more 'grounded' than is often the case in people who share these personality preferences. Above all, his positivity and his optimism are likely to be contagious and result in people warming to him and any organisation he represents. He is conscious of his weaknesses and willing to learn and the impression I have is that some input on selling, management techniques and particularly on presenting in a slightly more focused way would be very beneficial. The comment he made jokingly when asked what three words people would say about him if he left, "please don't go", is unlikely to be far from the truth.

DISC – POTENTIAL STRENGTHS

HIGH D

Leading, providing focus, achieving goals

LOW D

Respectful, peace maker, modest, careful, non-aggressive

HIGH I

Motivating, persuading, interacting, communicating, team influencer

LOW I

Reflective, focused, follow through, critical/indepth evaluation

HIGH S

Calm, good listener, attention to detail, dependable, supportive, follow through, reliable

LOW S

Challenging status quo, infectious energy, active, touch and move

HIGH C

Accurate, precise, quality work, factually careful, gives customers confidence in the company, integrity

LOW C

Independent minded, persistent, self belief

DISC – Potential Weaknesses

HIGH D

Dominant, overrides people, sometimes removes responsibility from them, demotivating, impatient, may not listen enough

LOW D

Too cautious, may be indecisive, risk averse

HIGH I

Like to be liked therefore may not be assertive enough with conflict or discipline or enforcing standards, may talk too much, may not listen, create time problems by not saying No

LOW I

Reserved, may be seen as not contributing, can be overlooked, fail to make appropriate first impression

HIGH S

May be very hands on, may not delegate enough, may be resistant to change if they have insufficient facts

LOW S

Impatience, impetuosity – reacting without the facts, lack of follow through

HIGH C

Perfectionism, frustrates self and others by being overly precise, may focus on what is wrong not what is right and seek a 100% or 90/10 solution when 'roughly right' 80/20 would do, self critical, perfectionism may delay decision making

LOW C

Stubborn, inflexibility, may not listen to others arguments or ignore key facts in desire to 'do it their way', post rationalise, expedient

MYERS-BRIGGS - POTENTIAL STRENGTHS

EXTRAVERTS

Initiate contact, ensure action, maintain networks, energetic

INTROVERTS

Think before acting, think deeply, self-sufficient 'low maintenance'

SENSORS

Know their facts, think things through sequentially, pay attention to details, realistic about time, strong operational/day to day focus, dutiful

INTUITORS

Pay attention to the bigger picture, initiate change, question the status quo, develop original solutions

THINKING

Logical evaluation, critical analysis, focus on outcomes

FEELERS

Understand what is important to people, acknowledge the human factors in decision making, empathetic and compassionate, loyal

JUDGERS

Create systems, planned and organised, look for decisiveness and results

PERCEIVERS

Flexible and adaptable, take advantage of opportunities, react with flexibility when systems break down

MYERS-BRIGGS - POTENTIAL WEAKNESSES

EXTRAVERSION

Speak too much, speak or act without reflecting, impatient for action, enthusiastic starters, may not follow through with conviction

INTROVERSION

Need to talk out more, share ideas and do more self and organisation promotion, sometimes think too much without acting or speaking

SENSORS

Need to see the bigger picture, sometimes need to be willing to try new things and take risks, may need steps spelled out before they can start, over-reliance on 'what works'

INTUITORS

May be unrealistic about time, 'clever' ideas may be impractical, prone to change things for the sake of it, low threshold of boredom, assumptive communicators, fail to spell out the steps

THINKING

Too critical, notices mostly what is wrong not what is right, expects things to be right, may not praise good performance - only exceptional performance, hard to please, can be demotivational

FEELERS

May avoid conflict, may be too subjective in decision making, may be oversensitive to criticism, may want harmony at the expense of managing conflict

JUDGERS

Need to be flexible, need to be opportunistic, may be intolerant of more flexible types

PERCEIVERS

May procrastinate with decision making, may fail to organise, may get bored and not follow through.

D.I.S.C. PROFILING SYSTEM - BEHAVIOURAL TENDENCIES

Use this table below to 'read' the DISC graphs. The descriptions which relate to the highest points on your graphs are considered to contribute most to your behavioural tendencies. Descriptions opposite the shaded boxes correspond to points **above** the horizontal line and those opposite the unshaded box to points which lie **below** it. Thus a graph with D as the highest point and I as the next, with the S and C below the line would indicate a very goal-focused approach which relied on force and drive, with some persuasion and a fast pace. This person would probably need support from others for follow through and quality.

	D Dominance Pressure	I Influence Persuasion	S Steadiness Patience	C Compliance Perfection
ABOVE MID-LINE TYPICAL OVERALL FOCUS OR EMPHASIS	Emphasis is on shaping the environment by overcoming opposition to achieve results	Emphasis is on shaping the environment by bringing others into alliance to achieve results	Emphasis is on follow through and working co-operatively with others to achieve results	Emphasis is on enhancing or perfecting products or services to maximise quality
TYPICAL DESCRIPTIONS	Confident Bold Domineering Forceful Driving Competitive	Talkative Gregarious Articulate Optimistic Impulsive Charming	Patient Thorough Sincere Loyal Steady Deliberate	Accurate Precise Tactful Diplomatic Systematic * Methodical *
POTENTIAL STRENGTHS	Achieving goals Driving change New initiatives Problem solving Decision making Taking risk	Motivating Communicating Entertaining Co-operating Interacting Persuading	Concentrating Follow through Calm Good listener Dependable Supportive	Integrity High standards Seeing flaws Depth of analysis Quality Accuracy
POTENTIAL WEAKNESSES	Lacks caution Overruns people Impatient Decides too fast Threats:- Failing/losing or others taking advantage	May talk too much Won't speak bluntly Time problems Open to flattery Threats:- Loss of social approval	Too hospitable Need time to adjust to change May be quite 'hands on' or detailed Threats:- Loss of security	Overly precise Procrastination May find delegation hard due to standards Perfectionism Threats:- Conflict/ Criticism of their work
TYPICAL NEEDS OR MOTIVATORS	Authority Challenge Status Power Directness Money - to have	Recognition People contact Acceptance Freedom to speak Popularity Money - to spend	Security Status quo Appreciation Reasons why Family/team Money - for security	Finish the job Quality Attention Reassurance Systems */ Rules * Money - for security
TYPICAL INSTINCTIVE MANAGEMENT STYLE	Tells ideas and chases up Finds discipline easy	Sell ideas but may not like imposing May procrastinate on discipline	May prefer doing to delegating May tolerate rather than discipline	Harnesses systems, * monitors carefully Dislikes conflict but will do it by the book
TYPICAL INSTINCTIVE SALES STYLE	Very 'bottom line' Good closers Sell through drive	Communicative Good openers Sell through enthusiasm	Thorough/prepared Service sellers Sell through belief	Systematic */in-depth Specialist sellers Sell through knowledge
BELOW MID-LINE TYPICAL DESCRIPTIONS	Deliberate Non aggressive Modest Careful Risk averse	Reflective Serious Probing Reserved Suspicious	Mobile Active Restless Demonstrative 'Touch and move'	Independent Strong-willed Firm Persistent Non-conformist