

PRO Development™

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JULY 29, 2016

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INTRODUCTION

Everyone is a leader – influencing, guiding and directing others on a daily basis. The best leaders endeavor to maximize their **self-awareness** which is the cornerstone of effective leadership. They capitalize on their innate drive, core talent, and unique personal behavioral style by seeking to continuously learn and grow both professionally and personally.

Since people are complex and life is challenging, this is an ongoing pursuit. Great leaders strive to know who they are, where they are going, how to get there, and how to engage supportive followers.

PRO-D deepens self-awareness by assessing your personally unique combination of:

YOUR Missions

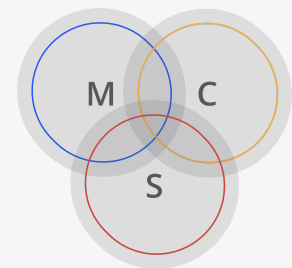
what interests you –
your motivations,
values, and goals

YOUR Competencies

what you're good at –
your abilities,
aptitudes, and talents

YOUR Styles

who you are – your
personality traits,
behaviors, and
expression



Leadership Development

It is essential to integrate the personal insights you gain from this report into an action strategy. The following recommendations will be helpful as you get started.

Learning activity:

1. Study this feedback report by reading it several times until you understand what it has to say
2. Give attention to the reflections posed throughout the report
3. Share the information with a trusted family member, friend or colleague to gain additional insights

Increasing your effectiveness:

1. Use the Action Plan at the end of this document to drive your leadership development
2. Focus on three behavior changes you think are the most important
3. Revisit your report periodically and assess your progress on your commitments
4. Use the language in this report to powerfully describe yourself as you connect with your unique value and strength



YOUR PROFILE - A SNAPSHOT OF MCS

Now that you understand the assessment constructs of Mission, Competency, and Style, let's begin to explore the results of the survey you completed. A good starting point is to first see your unique insights at a high level. The statements below provide insight into who you are - your Mission (what energizes and inspires you), your Competency (what you are most capable of doing) and your Style (how others see you, which may be very different from how you see yourself.)

Missions

You are motivated to study difficult puzzles, help people, and create something unique. Exciting missions at work will involve discovering unique answers, teaching and advising others, and designing new products. You might be conflicted at times between simultaneously wanting to spend the time necessary to analyze a problem, demonstrate that you care for people, and focus on making something truly extraordinary. Keeping motivated will involve finding resolution to these tensions so your energy is positively directed toward activities that matter to you. One key for you might be to think like a creative developmental consultant. You will need to connect with your clients in personal and friendly ways, but also search out subtle insights and creative solutions that really solve their problems.

Competencies

Your primary competencies are detailed analysis, practical thinking, and creative thinking. As such, you will be drawn to teams in your organization that concentrate on Intelligence, Logistics, and Development. You will likely pride yourself on your ability to solve complex problems, get things done, and create new products and services.

Styles

Your dominant traits will cause you to be a person who is caring, but at the same time, action-oriented and meticulous. You will really want to see tangible results from projects that you become involved with, not just kind words. Being analytical in nature will also cause you to be a perfectionist. You will be drawn to environments where you can be helpful, but you can occasionally be tough and insensitive to your co-workers. Moreover, you might be frustrated with yourself at times because you want time to think through the details, but also want to see continual accomplishment. Your care will have you hold back from criticizing, but internally you will also hold tensions. Find outlets and ways to balance your internal tensions or you'll end up hurting the very people you are trying to help. Overall, you will be a real good researcher and problem-solver, but communicate and be patient so people can realize your expertise.



Reflections...

Highlight the statements with which you strongly agree or that resonate the most. What is your overall reaction to the first glimpse at your results?

How close do these statements resemble your perceptions of yourself?

Consider reviewing these with someone who knows you well for their reaction.



CAREER VALUE AREAS OVERVIEW

These elements of Mission, Competency, and Style are measured across nine key Career Value Areas which are broad descriptions of people types. Each Career Value Area offers different types of challenges and opportunities, and reflects different kinds of personal and vocational values. The nine Career Value Areas are listed below. Beneath the name of each area is a brief phrase that identifies the key component, or “what matters,” in that area. Broader definitions of the Career Value Areas appear on the next page.

1

Societal Change

INFLUENCING OPINIONS

2

Theoretical Discovery

ANSWERING QUESTIONS

3

Strategic Decisions

MANAGING PLANS

4

Human Development

HELPING PEOPLE

5

Entrepreneurial Challenge

TAKING RISKS

6

Production Efficiency

MAINTAINING ORDER

7

Artistic Creativity

DESIGNING INNOVATIONS

8

Natural Appreciation

KEEPING BALANCE

9

Motivational Energy

ENERGIZING OTHERS



CAREER VALUE AREAS DEFINITIONS

1

Societal Change | INFLUENCING OPINIONS

You care about things that affect society. Because of your concerns, you want to involve yourself in issues, make statements, and communicate your ideas to effect changes and influence opinions toward the common good.

2

Theoretical Discovery | ANSWERING QUESTIONS

You want to seek out underlying reasons for why things happen. In order to answer tricky technical and perplexing questions, you need to investigate and find explanations for complex problems. You prove your theories and others benefit.

3

Strategic Decisions | MANAGING PLANS

You want to make important decisions. Your capacity to see the big picture and to develop logical and effective strategies positions you to manage and advise professional enterprises. Effective planning helps you solve problems.

4

Human Development | HELPING PEOPLE

You are a caring person who wants to help people to help themselves. Because of your compassion and service-orientation, you respond to the developmental needs of the people around you – be it to comfort, counsel, or teach.

5

Entrepreneurial Challenge | TAKING RISKS

You are motivated to go on adventures and explore new territories. Your desire for excitement and competition will involve you in entrepreneurial and challenging circumstances so you can overcome obstacles and enjoy the rewards of victory.

6

Production Efficiency | MAINTAINING ORDER

You are action-oriented and motivated to get things done. Your hands-on and practical approaches get you involved in productive activities where hard work and determination pay off. You are the classic "doer" and you can be counted on.

7

Artistic Creativity | DESIGNING INNOVATIONS

You have the desire to be creative. Your insight and artistic nature enable you to see new ways to do things and lead to innovative designs, products, and works of art.

8

Natural Appreciation | KEEPING BALANCE

You are a keen observer of life who wants to help ensure that the natural order is respected and maintained. This leads you to be involved in peace-keeping efforts, guarding our natural resources, and representing places that need to be protected.

9

Motivational Energy | ENERGIZING OTHERS

You have tremendous enthusiasm and a motivation to share your excitement with others. Whether it's on a stage, in a room, or in a conversation, you get people to enjoy the moment.



YOUR PROFILE - THE COMPLETE PICTURE

Remember that the assessment measures Mission/Competency/Style (MCS) across the nine Career Value Areas (CVAs). Your results are best viewed in the chart on the following page which is a graphic representation of your survey data.

Understanding your MCS Chart

The following information will help you to better understand how to read your chart.

- ➔ Inside each CVA box are three bars showing the strength of your MCS in that area – the higher the bar, the more it is like you (H=high, M=medium, L=low on the vertical axis).
- ➔ Observing your top three bars for Mission helps you to understand the things that inspire you; your top three Competencies shows you the things you are good at; and finally, your top three Styles provide insight into how people see you as a person.
- ➔ Take some time to study the chart in order to see a more in-depth portrait of who you are as a person. Keys concepts to keep in mind:
 - 🕒 High bars are not necessarily “good” and low bars are not necessarily “bad”, rather a high bar depicts strength in that CVA and a low bar shows less talent.
 - 🕒 There is no “perfect” chart, meaning there is nothing to “fix” about you.
 - 🕒 Everyone is gifted differently and your chart paints a portrait of your unique, overall talent set.
- ➔ Finally, notice the three sets of numbers below your chart. The top three numbers (high) represent the CVAs that, when the data is converged, are your top areas of overall strength and talent. These top three areas powerfully drive who you are as a person and what you are most naturally able to do in your life, both personally and professionally.

Spend time studying your chart shown on the next page.



Reflections...

What is your overall reaction to seeing your unique charted information?
Are you surprised by any of the information?
Make a note of any special insights you see from your chart.



MCS Chart



High

2

4

6

Mid

7

3

8

Low

5

1

9



YOUR PORTRAIT - EMBRACING WHO YOU ARE

Your converged top three CVAs are the drivers that describe who you are as a person. The key information in this section enables you to make choices in your life which lead to personal fulfillment and professional success. It is all about knowing and embracing who you are and how you uniquely contribute to the world.

Your Model Roles

Model Roles are not job descriptions, titles or functions. Rather they are kinds of roles that an individual is most likely to enjoy, perform well and find fulfillment within – roles that an individual is born or inherently wired to do.

YOUR MODEL ROLES	MODEL ROLE DESCRIPTIONS
Researcher	One who systematically investigates for “root” causes and explanations
Counselor	One who helps or guides another to be more effective
Administrator	One who runs and maintains an operation or function

Model Roles Statement

The Model Roles Statement is the convergence of your unique Model Roles into a narrative description.

Determined Research Psychologist

You focus your energies on finding reasons for people’s tensions and then presenting them with tangible solutions.



Your Core Theme

Think of **Core Theme** as a personal or vocational mission statement



Taking Actions to Understand and Respond to People's Issues

You will enjoy work that allows you to concentrate your energies on finding tangible solutions to in-depth issues people are facing.

Your Leadership Anchors

Leadership Anchors are unique areas in which you will excel as a leader.

Manages Complex
Situations

Develops and Supports
Others

Makes Hands-on Decisions

Your Organizational Cultural Preferences

Organizational Cultural Preferences show the particular kinds of cultural environments in which you will most likely thrive.

Educational/Service-
Oriented

Creative/Experimental

Technical/Scientific



Your Ideal Job Functions

Ideal Job Functions are areas in which you are particularly skilled or especially gifted.

Researching

Producing

Creating

You'll be good at functions that incorporate Researching (Analyzing, Forecasting, Investigating), Producing (Organizing, Fixing, Processing), and Creating (Developing, Designing, Inventing). While there are many other functions that you are likely good at, these are ones you are especially gifted in.



Reflections...

How do you react to your Model Roles?

In what ways do you currently play these roles in your career or personal life?

Consider your Model Roles Statement and your Core Theme.

Think about ways in which these play out in your work or personal life.

What are ways that you might increase your fulfillment or satisfaction in life?

How do you use your Leadership Anchors as key strengths right now?

Compare your Cultural Preferences with organizations you may have experienced."

How do you use your Ideal Job Functions?

How does knowing who you are help you to be more fulfilled in work and life?

Notes





YOUR PORTRAIT - MANAGING YOUR STYLE

The cornerstone of leadership is self-awareness which has two important elements. You have now reflected on **knowing who you are as a person**, the first element. The other equally important element is about **managing your Style**.

Style is your personality or your natural behavioral interactions with others. Think of Style as how you behave and how others see you – two sides of a coin. People interact with one another primarily through Style traits because Mission and Competency are much less visible to others. In addition, Style components are strengths that left unguarded become deficits to building trust and relationship with others – thus Style needs to always be managed for effectiveness. The following sections will help you to understand your Style and learn ways to maximize this personal asset.

Education Keys: Suggestions

Education Keys are areas in which you need to place your focus in order to maximize your leadership effectiveness and achieve your full measure of success. Address these areas so that they do not become 'deal breakers' for you in terms of achieving your career goals or building great relationships with others. Much like Caution Areas, keeping these in mind will accelerate your growth and help you to convert your goals into reality.

Leadership Development

You may not be using your personal style as your best asset to lead others. There is no universal definition of what a leader is. But, think of the leaders you have known. The good ones had qualities of integrity, respect for others, vision, and the ability to take charge. The other key quality was that they were comfortable with themselves. What do you need to do to develop your leadership skills? Being true to yourself is your best shot. Understand who you are and play to your strengths. And, develop the other characteristics above.

Stress Management

What is stress? For you it will be trying to do too many things at once, having conflicting motivations, and your style of holding onto things you should let go of. Why does it matter? Because, it lowers your performance, decreases your enjoyment, and negatively affects your relationships. Stress can be good; it helps you get things done and accomplish goals. So, don't work against it - work with it. Recognize that stress is part of life and is part of your style. Find other outlets to take your mind off the pressures. Prioritize your projects and focus on the key ones. Cultivate an attitude of taking charge of your stress - don't be a victim. Also, involve others in stressful projects by delegating or just "venting" to them.

Team Dynamics

We are often trained to be independent and self-reliant. Many new ventures are founded on the principle of rugged individualism. Recognize that being a good team member does not mean that you should stop being yourself. On the contrary. You have a unique style and people will all be different. Maximize your strengths for the benefit of the team and cultivate cooperation to cover your weaknesses. Good teamwork means you will spend less time doing the things you are not as good at.



Your Key Traits

You have strong, positive qualities that are readily seen by others. These attributes create a unique style and pattern in your behavior. Consciously using and capitalizing on these Key Traits will lead to overall increased effectiveness in life.

KEY TRAITS	KEY TRAIT DESCRIPTIONS
Kind-hearted	You are compassionate and kind-natured. You will see the good in people and seek to help them when they are in trouble. Your empathy helps you see others' side of issues and their needs.
Very inquisitive	You are very curious and like to solve complex and intricate questions. Always wanting to know why something happens will have you explore facts and question reasons for things.
Accomplishment-oriented	You are a practical-minded person who wants to see tangible accomplishment from your efforts. Hands-on and no-nonsense in your approach will have you be responsible and effective.

Your Caution Areas

Caution Areas are natural outgrowths of your strengths. When these outgrowths become too strong, they diminish leadership effectiveness and need to be 'reigned in'. Strive to keep Caution Areas in focus in order to control these behavioral tendencies.

CAUTION AREAS	CAUTION AREA DESCRIPTIONS
Tend to take things personally	Because you care about people and want to have them like you, you may be offended by criticism, especially when it relates to how you are treating others.
Might over-analyze everything	You want all the details before coming to conclusions. This may cause you to have difficulty with stopping your research and coming to a decision.
Likely frustrated when not seeing results	You work diligently to get things done on your own, but could be frustrated when working with others if things take too long. Be careful of showing your frustrations inappropriately.



Team Insights

Great leaders play to the strengths of their Style while also appreciating the strengths of others who form their peer partnerships and teams. Effective leaders know the value of “we” in serving the needs of the organization, accomplishing goals, and producing results. Team Leader and Team Member Style provide advice and counsel that helps you maximize your team participation by focusing on behavior that results in healthy, strong alliances with others

Team Leader Style

STYLE TRAITS	STYLE CHALLENGES	STYLE CONCLUSIONS
Approachable	Give the team member time to get oriented	Your desire to make people feel comfortable may interfere with giving constructive criticism or instruction. Your team member's long term success in the organization will benefit greatly from honest feedback and real advice on how to improve.
An expert	Explain where your knowledge came from	Your detailed understanding of your work may lose your team member. Keep in mind that your team member won't likely have your breadth, depth of knowledge or experience - teach to their level.
Results-oriented	Remember back to when you were new	Your desire to accomplish your work may interfere with the needs of your team member. Keep in mind that the progress of your team member, while not as tangible, is also critical to the organization.

Team Member Style

STYLE TRAITS	STYLE CHALLENGES	STYLE CONCLUSIONS
Very conversational	Moving slowly at first	Your desire to get along well with your team leader may interfere with asking for what you need. Keep in mind that your team leader ultimately wants the experience to be a success for you and can be more help if they know specifics.
Inquisitive	Better understanding your team leader's background	Your desire to really understand the intricacies of the job could cause your team leader to have difficulty getting their own work done. Be open to your team leader's ability to know key insights, but allow them time and flexibility for when they have the moments to spend with you and don't try and learn it all at once.
Direct	Taking some time to build a friendship	The relationship with your team leader may not be focused and productive in each session. However, remember to build a relationship and then have them help you solve problems. Once they're more involved with you they'll take more time.



Reflections...

Consider what you have learned about managing your Style. How will you maximize the key strengths of your Style? Identify areas of your Style that may be unguarded at times. Create a strategy to keep these areas reigned in to maximize your effectiveness.



ACTION PLAN

It is useful for you to go beyond simply reviewing the information in this report and learn more about who you are as a person. It is important for you to translate your initial learning and insights from into noticeable, sustainable behavior changes that increase your leadership effectiveness. In the following pages you will:

1. Complete a process that creates a powerful and personal summary of your learning and insights.
2. Prepare for a discussion with your boss/coach/mentor in which you share your learnings and insights and discuss how to translate those into increasing your effectiveness, both as a leader and as a team member.

Mission, Competency and Style

Look at the paragraphs that summarize your Mission, Competency and Style. If you haven't already done so, take a moment to highlight the statements with which you most strongly agree and summarize those in a short paragraph below. This should be a brief and powerful description of you as a person.

Notes

Key Traits & Caution Areas

Study your Key Traits and Caution Areas, please answer the following questions in the space provided below.

Which of my key traits offers the best opportunity for leverage in my current job? If I applied this trait more frequently or in a different manner, could I deliver more value to my team/business?

As you reviewed your Caution Areas, what did you see any that might need to be "reigned in"? Describe below what you need to do to address to manage the Caution Area behavior in a more productive way.



ACTION PLAN

Model Roles and Job Functions

Please take a moment to review your Model Roles and Ideal Job Functions. This information describes the types of broad roles and areas of work (not to be confused with specific jobs or job titles) in which you are likely to excel and be highly motivated. They reflect who you are as a person, a convergence of your Mission, Competency and Style.

In the space provided below, describe how you are filling these roles and performing these job functions today. What could you do in your current job to spend more time performing these types of roles and job functions?

Team Leader and Team Member

Who you are as a person impacts how you behave as both a team leader and a team member. Being more aware of your natural tendencies allows you to intentionally emphasize your strengths and minimize the impact of any Caution Areas.

Review the information on Team Insights and list below at least one thing that you can do to improve your performance as a Team Leader and one thing to improve your performance as a Team Member.

Focusing Your Learning

Look at your Education Keys. These are issues you may need to further develop if you are to achieve your success potential. Identify at least one thing that you can do to address one of the Education Keys.



ACTION PLAN

Commitment to Behavior Change

The purpose of self-awareness is the improved ability to make noticeable, sustainable behavior changes that will impact positively on your effectiveness. Are you willing to make these behavior changes, knowing that they will feel uncomfortable at first? Use the three spaces below to write three behavior change commitments. To help you identify the three areas on which you intend to focus, use the above reflections in your Action Plan.

In each space remember to:

1. Be specific. Another person must be able to clearly recognize/describe the change to which you are committing.
2. Identify, specifically, what you need from your boss, mentor, or coach to help you make and sustain your change.
3. Think about how you are going to hold yourself accountable to verify and sustain the changes.

Behavior Change Commitment

Behavior Change Commitment

Behavior Change Commitment



ACTION PLAN

Effective people are able to easily articulate who they are, their passions, and strengths. **In the first box** below write an introductory paragraph for your resume that describes who you are, what you do well, what you are passionate about, and the value that you provide on a daily basis. **In the second box**, write a 15-second elevator speech, written in a conversational style, that you can easily say to anyone who says 'tell me about yourself' or asks you for an introduction. Use this 'pitch' to market yourself in your organization, to potential employers, or other people with whom you get a chance to network.

Sample

I am a catalyst for change in the lives of others around me. I thrive on opportunities to bring order and purpose out of chaos. I am motivated to make a difference in the lives of many and use creativity and out-of-the box thinking to develop real-life solutions for real-life problems encountered by individuals, organizations, and teams.

Introductory Paragraph

Remember to craft your statements with authenticity, honesty, and without arrogance.

15 Second Pitch



SHARING YOUR PRO-D

Sharing what you learned and what you plan to do is how the benefit of increasing self-awareness is realized. What follows below are a series of steps designed to help you prepare for and conduct a conversation to share the things you learned.

Step 1: Pick a colleague

Generally speaking it is a good thing to share this type of learning with your direct manager because the dialogue holds such great potential to improve your working relationship, your personal success, and your leadership effectiveness. Also, keep in mind that you can share your development ideas with others. If you have key coaching and/or mentoring relationships, you may want to have separate conversations with these people.

Step 2: Set the stage

Explain to the person that you recently completed a self-assessment process and would like to share with them what you learned about yourself, how you plan to improve your effectiveness as a leader. Ask for their reactions and input to these things.

Step 3: Plan for what you will share

Here are a few suggestions about what parts of your report you might share with your partner(s). We suggest you sequence these things in the order presented.

- Mission, Competency and Style paragraphs
- Key Traits and Caution Areas
- Model Roles and Ideal Job Functions
- Personal Summary and Elevator Speech
- Behavior Change Objectives

Step 4: Seek colleague input

Overall:

How have they observed these things in your life? What do they agree with in your assessment?

Regarding Model Roles:

Are there other kinds of work activities that bring more value to your team/business?

Regarding Summary Statement and Elevator Pitch:

Does the statement seem accurate based on what they know of you? What, if any, suggestions do they have for improving the clarity, accuracy, and/or the power?

Developmental Behavior Changes:

Do they support your choice of these areas for change? What, if any, suggestions do they have to make the change successful and lasting?

Step 5: Plan for follow-up

At the end of your conversation discuss what next steps make sense. When should you meet next to assess your progress on meeting your commitments? What other resources or support might you need to achieve your goals?