

PXT Select™

Manager-Employee Report

Louise Baxter & Oliver Chase

CONFIDENTIAL

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INTRODUCTION

This report is designed to provide you with information concerning your compatibility as a manager with your employee, Oliver Chase. Knowing more about your similarities and differences will help you forge a better understanding of how you can work together to realize the highest potential for both of you.

What's in this report?

RESULTS

Your assessment results are compared to the employee's on nine different scales

FEEDBACK

You will receive personalized feedback based on how your results compare to the employee's

REFLECTION

Along with a quick review, you will be given questions to answer and use as an action plan

What do I need to know about this process?

Everyone has preferences for how they want to be managed. And managers also have a preferred style of supervising and developing their staff. This report will help you better understand these preferences. With this information, you will have a greater understanding about your fit in a supervisory role with Oliver Chase, which will help you improve your working relationship. Here are some additional points for you to consider:

- Even if there isn't a perfect fit, this report will present you with numerous ways you can make improvements.
- Information is powerful—the more you understand the people you work with, the more effective you will be as a manager.
- Have each of your direct reports take this assessment so you can enhance your effectiveness with each individual.
- Use this report to identify potential conflicts or difficulties so you can act before they develop into real problems.

RESULTS SUMMARY

Louise Baxter and Oliver Chase

Your and Oliver Chase's results are shown on the nine behavioral scales below. Your score is on the top row labeled with "You," and Oliver Chase's score is on the bottom row labeled with initials. Further explanation of each score is provided on the subsequent pages of this report.

Pace

Overall rate of task completion



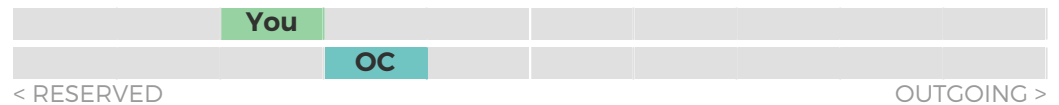
Assertiveness

Expression of opinions and need for control



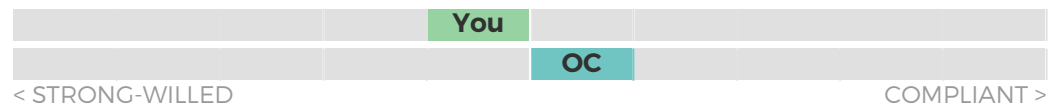
Sociability

Desire for interaction with others



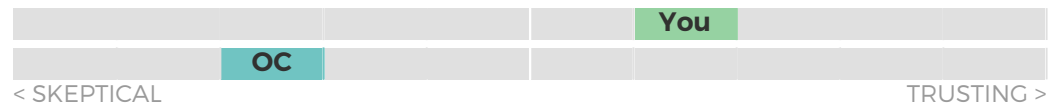
Conformity

Attitude on policies and supervision



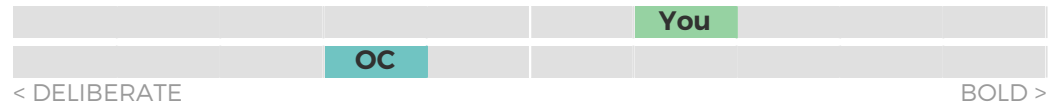
Outlook

Anticipation of outcomes and motives



Decisiveness

Use of speed and caution to make decisions



Accommodation

Inclination to tend to others' needs and ideas



Independence

Level of preference for instruction and guidance



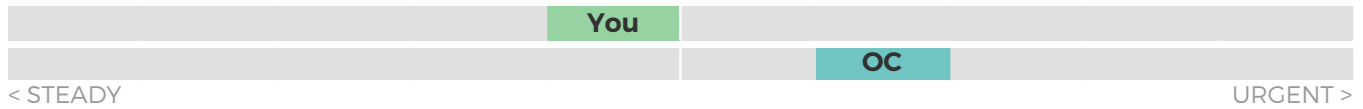
Judgment

Basis for forming opinions and making decisions



PACE

Pace Overall rate of task completion



Working Together

You tend to have a somewhat steady pace while Oliver Chase performs at a rather urgent pace, likely preferring to work briskly and have a continual workflow and fairly pressing deadlines. Oliver may even enjoy juggling multiple projects at a time. However, you may believe in maintaining a fairly relaxed environment free from unjustified urgency and chaos. If projects are too slow and not particularly challenging, Oliver may ultimately disengage.

YOUR TENDENCIES:

- You tend to prefer a steady pace that lets you be productive without feeling rushed.
- You may spend some time thinking through your tasks and projects before starting.
- You can mostly likely pick up the pace when necessary.

OLIVER'S TENDENCIES:

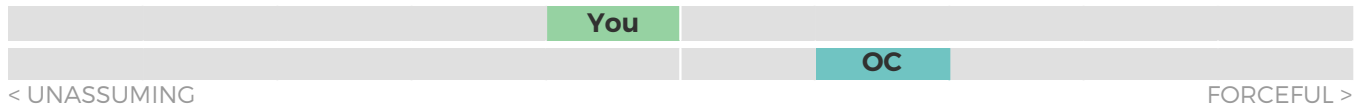
- Oliver prefers to work at a somewhat brisk pace, but will slow down when more care is required.
- Oliver is comfortable acting with a sense of urgency.
- Oliver may dislike work that is too repetitive.

Consider This

Provide a sufficient variety of tasks, and remind Oliver to slow down when more care is required.

ASSERTIVENESS

Assertiveness Expression of opinions and need for control



Working Together

You tend to be somewhat unassuming while Oliver Chase tends to be somewhat forceful. In most cases, Oliver will contribute well in team discussions and freely offer opinions and ideas. Yet, at times, Oliver may wind up dominating discussions or situations, and you will have to assert your authority, which may not be particularly comfortable for you. Lay out the ground rules up front and state clearly how each team member may contribute without undue challenge, giving direction, when necessary, to eliminate confrontational behavior.

YOUR TENDENCIES:

- You are likely comfortable letting others take charge.
- You may withhold your opinions unless you're certain they'll be well received.
- You may let others enforce unpopular decisions without objection.

OLIVER'S TENDENCIES:

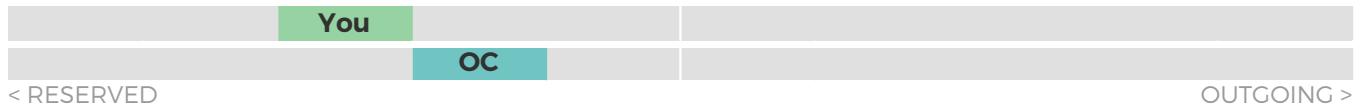
- Oliver may sometimes prefer to lead discussions and take charge of situations.
- Oliver may be motivated when held accountable for results.
- Oliver is generally comfortable and confident expressing opinions.

Consider This

Give Oliver opportunities to take the lead on some discussions and assignments, but encourage the solicitation of feedback from less assertive colleagues.

SOCIABILITY

Sociability Desire for interaction with others



Working Together

You and Oliver Chase both tend to be reserved. You probably appreciate that Oliver doesn't waste a lot of time making small talk, but rather focuses communications on the task at hand. However, others may view Oliver as unapproachable or distant, so be sure to encourage involvement and interaction with others. You may need to let your guard down to set an example of openness.

YOUR TENDENCIES:

- You may prefer work that doesn't involve much, if any, collaboration.
- You likely prefer to have one-on-one conversations rather than large group discussions.
- You may sometimes come across as unapproachable to people who don't know you well.

OLIVER'S TENDENCIES:

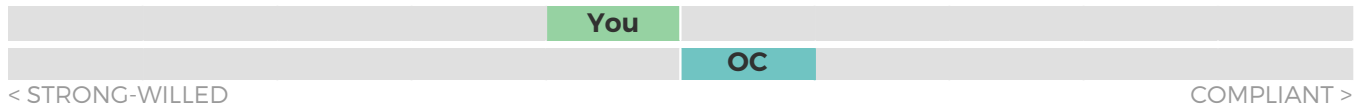
- Oliver tends to prefer working alone, but is also comfortable collaborating with others when necessary.
- Oliver likely needs time to recharge after a lot of interaction with others.
- Oliver may often try to figure things out independently before seeking input from others.

Consider This

Oliver prefers to work in isolation but can stretch beyond that comfort zone, so provide opportunities for some collaborative activities to encourage the building of relationships with colleagues.

CONFORMITY

Conformity Attitude on policies and supervision



Working Together

You tend to be somewhat strong-willed while Oliver Chase tends to be somewhat compliant. You may appreciate that Oliver tends to respect and cooperate with your authority, even when disagreeing with you. Most likely, Oliver is willing to accept your supervision and work well within the bounds of managerial constraints and restrictions. Oliver is less willing than you are to bend the rules, so to obtain full cooperation, you'll have better results by referencing established policies or processes.

YOUR TENDENCIES:

- You prefer to set your own course, but you're generally willing to comply with directives from those in authority.
- You may resist those company guidelines or policies you disagree with.
- You may sometimes become defensive when receiving criticism from those in authority.

OLIVER'S TENDENCIES:

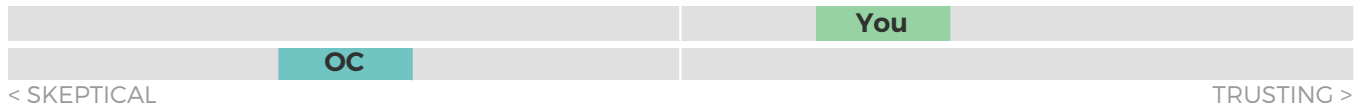
- Oliver tends to follow established policies and regulations, but may occasionally express disagreement if something seems wrong or impractical.
- Oliver is fairly open to feedback and constructive criticism.
- Oliver probably doesn't mind being closely supervised.

Consider This

Oliver only challenges the status quo when something seems truly amiss so, with encouragement, Oliver could be an asset in helping you identify problematic policies and procedures.

OUTLOOK

Outlook Anticipation of outcomes and motives



Working Together

You tend to be somewhat trusting while Oliver Chase tends to be very skeptical. You probably appreciate Oliver's tendency to weigh consequences and pinpoint inefficiencies. However, Oliver can be hesitant in supporting viable ideas, and at times, staunch skepticism could hinder progress. On the other hand, you tend to be relatively optimistic and accepting in nature. While Oliver may appreciate being given the benefit of the doubt, being overly optimistic could cost you some credibility.

YOUR TENDENCIES:

- You likely believe that people generally have good intentions.
- You tend to expect things to go reasonably well.
- You may, at times, be enthusiastic about change and unexpected challenges.

OLIVER'S TENDENCIES:

- Oliver resists new approaches until convinced that they're likely to work.
- Oliver tends to scrutinize new ideas to search for potential problems and risks.
- Oliver may sometimes come across as pessimistic and overly critical to others.

Consider This

Get Oliver's help thinking through the implications of new ideas, but don't permit the stifling of others' creativity or enthusiasm.

DECISIVENESS

Decisiveness Use of speed and caution to make decisions

		You
	OC	
< DELIBERATE		BOLD >

Working Together

You tend to be somewhat bold when it comes to decision making while Oliver Chase tends to be somewhat deliberate. You may appreciate that Oliver takes time to gather information before drawing conclusions. However, at times, Oliver may be hesitant to come to a firm solution, especially when under particular stress. Oliver will likely use whatever time appears to be allotted to contemplate, so when urgency is required, be sure to set firm deadlines for making a final decision.

YOUR TENDENCIES:

- You are likely comfortable responding to situations and solving problems in a timely manner.
- You are generally quick to make decisions, even when there is not a lot of information available.
- You tend to make decisions quickly but can slow down when careful deliberation is required.

OLIVER'S TENDENCIES:

- Oliver prefers to consider all available information and advice before making decisions.
- Oliver prefers to move cautiously but can make quick decisions when necessary.
- Oliver may find it difficult to make quick decisions under pressure.

Consider This

Give Oliver sufficient time to weigh the information when a decision is required, but explain the downside of overthinking decisions.

ACCOMMODATION

Accommodation Inclination to tend to others' needs and ideas

	You	
	OC	
< STEADFAST		AGREEABLE >

Working Together

You and Oliver Chase both tend to be somewhat steadfast in your viewpoints. You can probably identify with Oliver's sense of resolve and tendency to stand by principles. You probably appreciate that Oliver is usually willing to express an opposing view if necessary. However, at times, Oliver may focus on a personal agenda and appear uncooperative when you or others express disagreement. And because you share this trait, the two of you may be reluctant to reach compromises.

YOUR TENDENCIES:

- You will usually listen to others' perspectives but will stand by your position if you disagree.
- You are willing to yield when required by circumstances or when convinced by others.
- You won't go along with an idea you disagree with just to maintain harmony.

OLIVER'S TENDENCIES:

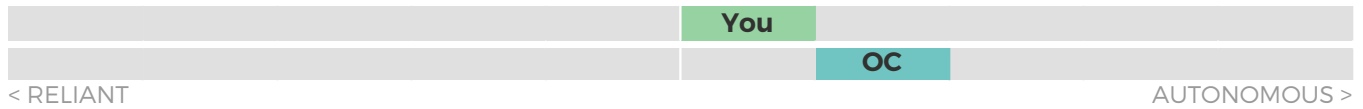
- Oliver will usually listen to others' perspectives but will stand by a personal position when there is disagreement.
- Oliver is willing to yield when required by circumstances or when convinced by others.
- Oliver won't go along with a disagreeable idea just to maintain harmony.

Consider This

Oliver's tendency to stand up for principles can be an asset, but make sure this tendency doesn't cause valuable opportunities to cooperate and compromise to be overlooked.

INDEPENDENCE

Independence Level of preference for instruction and guidance



Working Together

You and Oliver Chase both tend to be somewhat autonomous. You may identify with Oliver's tendency to be fairly self-sufficient and desire to decide the course of action. Since you tend to be independent, you may naturally leave others to their own devices a lot of the time, and this will likely be appreciated. However, Oliver may occasionally need more guidance and instruction. Allow a degree of freedom in the work, but conduct regular check-ins to be sure that you're aligned.

YOUR TENDENCIES:

- You are likely fairly self-sufficient.
- You appreciate having the freedom to determine how best to accomplish tasks and objectives.
- You may occasionally prefer to consult with others on the most critical assignments.

OLIVER'S TENDENCIES:

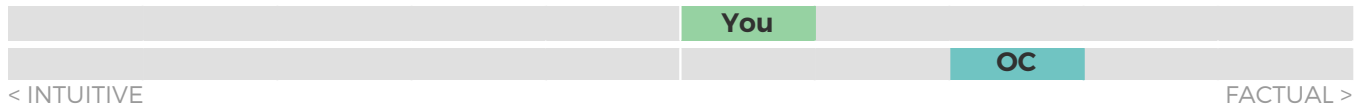
- Oliver is likely fairly self-sufficient.
- Oliver appreciates having the freedom to determine how best to accomplish tasks and objectives.
- Oliver may occasionally prefer to consult with others on the most critical assignments.

Consider This

Give Oliver freedom in carrying out work, but check in periodically to provide some direction.

JUDGMENT

Judgment Basis for forming opinions and making decisions



Working Together

You and Oliver Chase both tend to be factual. You may identify with Oliver's tendency to make logical decisions using evidence and facts to back up choices. Like you, Oliver will go to some lengths to gather relevant information, especially if the decision is an important one. However, the two of you exceedingly rely on objective data when determining appropriate solutions, and you may get bogged down in the hard facts without considering the importance of gut feelings and personal experience.

YOUR TENDENCIES:

- You tend to take a logical, fact-based approach to decision making.
- You sometimes let your own subjective experiences guide your choices.
- You are not often swayed by emotional pleas.

OLIVER'S TENDENCIES:

- Oliver tends to bring a very analytical approach to decision making.
- Oliver rarely lets emotional arguments influence decisions.
- Oliver may find it stressful when forced to make decisions without the benefit of objective data.

Consider This

Look to Oliver when you need objective, fact-based decision making, but explain the benefit of sometimes letting personal feelings and extenuating circumstances influence decisions.

SUMMARY AND REFLECTION

SCALE	REFLECTION
PACE You're somewhat steady. Oliver is somewhat urgent.	How do your differences in pace affect your ability to work together effectively?
ASSERTIVENESS You're somewhat unassuming. Oliver is somewhat forceful.	What impact does Oliver's somewhat forceful nature have on your relationship?
SOCIABILITY You're very reserved. Oliver is somewhat reserved.	What are the benefits of your shared introversion? What are the drawbacks?
CONFORMITY You're somewhat strong-willed. Oliver is somewhat compliant.	When has Oliver's unwillingness to bend the rules caused difficulties? When has it been an asset?
OUTLOOK You're somewhat trusting. Oliver is very skeptical.	How could you better prepare for Oliver's skepticism surrounding new initiatives?
DECISIVENESS You're somewhat bold. Oliver is somewhat deliberate.	When it comes to taking risks, how do your differences affect the decisions you make together?
ACCOMMODATION You're somewhat steadfast. Oliver is somewhat steadfast.	Do the two of you ever butt heads over differing views? How does this impact your relationship?
INDEPENDENCE You're somewhat autonomous. Oliver is somewhat autonomous.	Does the fact that you both like to do things your own way ever cause misunderstandings? If so, how can you improve?
JUDGMENT You're somewhat factual. Oliver is very factual.	What problems have the two of you encountered by relying too heavily on facts to make decisions together?