

Discovering & Empowering Talent

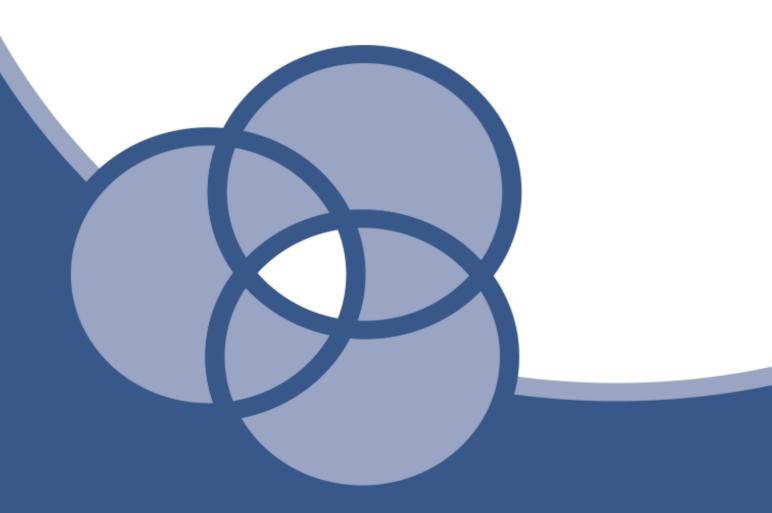
Behavioral Profile Report of

Henry Martin

10/16/2013

This Report is a product of PDA International. PDA International is the leading provider of applied behavioral assessments for the selection, management and development of talent.

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INTRODUCTION

The PDA Assessment is a reliable, scientifically-validated tool that was specifically developed to understand and describe the behavior of individuals.

Assuming that you have completed the form and answered in accordance with the instructions. you should find this report to be an accurate description of the way you generally respond to different situations, challenges and commitments that you are faced with on a daily basis.

In short, this assessment describes how you will behave and why. You should also keep in mind that we may sometimes adapt and modify our behaviors by enhancing or inhibiting our natural tendencies.

You will find extremely valuable information in this report, such as those behaviors that are characteristic in you and that you display spontaneously, and your main motivators.

We invite you to dedicate time and read this PDA Report in detail. Focus on the aspects of your behavioral style that have had a positive impact and helped you along your road to success. Also, try to identify those characteristics that, on different occasions, have had a negative impact and complicated your road to success.

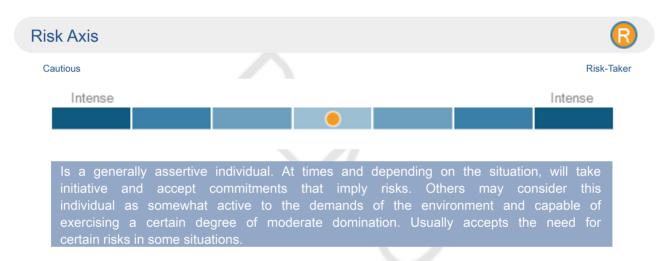


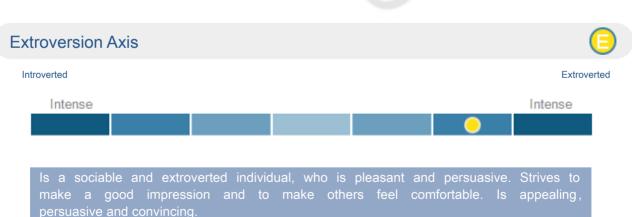
CONSISTENCY INDICATOR



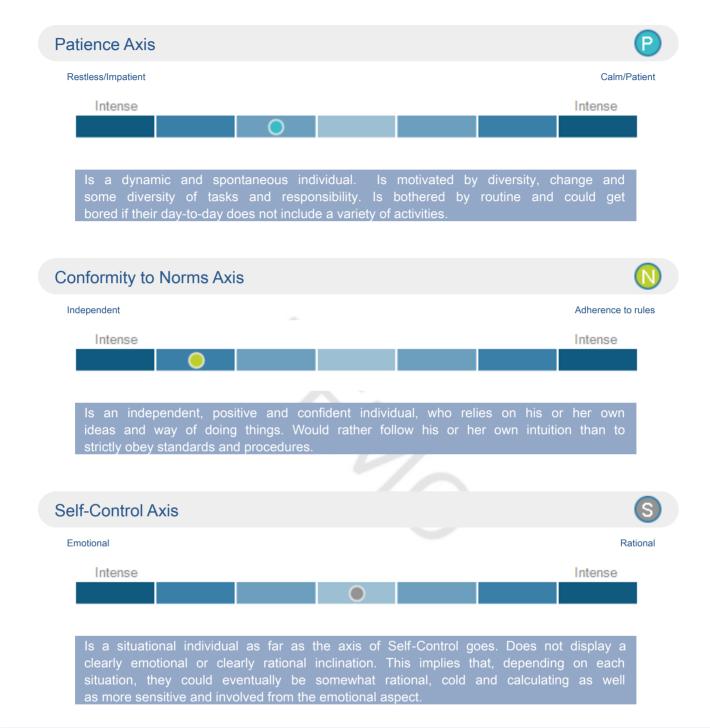
The information in this report is coherent and consistent. Therefore, it is valid for interpretation and offers a solid basis for making decisions.

PDA CHART









NOTE: It is important to understand that not all of the characteristics described in this report will manifest themselves simultaneously or with the same intensity. It is more likely that you will only observe some of these characteristics. The higher the points on the axis, the more marked the characteristic and the behavior will be in the individual's Job Profile.



BEHAVIORAL DESCRIPTORS

Based on the responses, this report has identified the words that describe the personal behavior. The following is a list of those words that could clearly be used to describe the individual's natural behavioral style.

Influential Enterprising
Pragmatic Persuasive
Friendly Dynamic
Decisive Versatile
Confident Agile

Independent Persistent Stubborn



BEHAVIORAL PROFILE DESCRIPTION

This section will provide ample insight into the individual's natural behavioral style. The description identifies the natural and spontaneous ways in which the individual will respond to the demands of his or her job. Use this description to gain in-depth insight into how the individual responds to the need to solve problems, face challenges and influence others, how the individual responds to the environment and to rules and procedures established by others, and how well the individual is able to control his or her impulses and emotions

Henry is an inclusive and extroverted leader with a genuine interest in people and an ability to gain the respect and trust of many different types of individuals. He enjoys responsibility, authority and the social initiative that a leadership position requires.

He applies pressure to attain objectives or to convince others of his point of view; however, he does so in a charismatic way. He is spontaneous in his approach. He may use motivation, interpersonal skills, self-confidence and charisma to influence and persuade others to adopt his point of view or beliefs. In his zeal to achieve results, he may become stubborn and insist on his own way, which can sometimes cause others to perceive him as temperamental.

Henry is generally a good coordinator who is prepared to delegate responsibilities and demonstrates confidence and assurance in most situations. At times, he tends to act impulsively, become overly enthusiastic and oversell. He is an excellent motivator and people-person, a good leader with strong communicational skills who can both persuade and be persuaded.

Henry has a natural ability to set goals, plan, organize and implement plans. He prefers practical and realistic work requirements. He is extremely independent and prefers considerable freedom to set and achieve goals. Henry's independence gives him self-confidence; he is prepared to act without others' guidance, direction or influence. He prefers guiding others to obtain results.

He is perfectly comfortable in situations in which he has to put plans in motion in order to achieve results. Henry prefers having control of the situations in which he is involved and is prepared to take risks to be in charge. Henry prefers changing and improving the status quo by improving methods, systems, processes and results. He is also impatient to achieve results and implement changes. Henry is persistent in his pursuit of goals.

Henry may effectively use his interpersonal skills when making speeches and presentations to groups. He will respond to questions and objections from the audience quickly.

Henry has no difficulty in taking risks, and has a great sense of urgency, which is why he can make decisions quickly based on the available information. He will feel certain that he has made a good decision.

Henry is motivated by challenges, contact with people and freedom from routine and strict regulations. This is why he seeks freedom to act independently in a changing variety of



situations. He will avoid performing detailed analysis of information, generating reports or keeping records. Public recognition of his skills is an important motivator for Henry. He seeks power and control of situations. One of Henry's main strengths is achieving tangible results by motivating people to act of their own volition rather than exercising authority and giving orders. Being guarded and competitive, he will actively seek control and power over every situation. In general, he will feel very stressed when having to hand over control or power to others and may react in a confrontational and argumentative way.

Because of his strong orientation to people and his desire to win, he may lose motivation and feel hurt when facing rejection and disapproval of others, or when excluded from a group or project. Should this happen at times of elevated sensitivity or if it is expressed very intensely, Henry may set aside his polite style and become emotional and even explosive.

Given his strong sense of urgency, he may feel stressed due to delays in work or because he has too many long-term projects to manage. Because of his desire for variety, inactivity, routine or indecision may also be stress factors. As a result of this stress he may react in a very impatient and ill-natured way, making impulsive decisions and giving up due to frustration.

Given his independent style, he will usually feel uncomfortable working under close supervision and very strict rules and procedures. In this situation, Henry may react by ignoring the rules or finding excuses to operate independently.



MANAGEMENT STYLE

This section will provide ample insight into the individual's management style. It describes the way in which he or she performs by nature when faced with the need or responsibility of managing others. This individual's managerial style is described in the following chapters: Leadership, Decision-Making and Communication.

Leadership

- Henry is a charismatic leader who applies pressure to get things done and can usually get others to follow him.
- He prefers leading and motivating others in unstructured work environments, rather than more restrictive ones.
- He has an optimistic, enthusiastic leadership style, which makes it easy to motivate and direct people.
- He can lead effectively, even when under pressure.
- He may have difficulty in enforcing discipline if his popularity is at risk.
- He is very competitive and will actively seek to control others with his charm.
- He has the ability to identify the developmental needs in his team members but lacks the patience to involve himself in their development.

Decision-Making

- When making decisions, Henry will usually base them on the available first-line information.
- He adopts a proactive and creative style when making decisions.
- He has a hard time with those decisions that require harsh or unpopular actions.
- He will be more effective at making decisions that require immediate action.



Communication

- Henry is a natural communicator with the ability to persuade and influence others.
- His fast-paced, talkative style limits his listening ability.
- His natural enthusiasm and optimism may cause him to ignore others' points of view and may, in fact, keep others from sharing their ideas.





SALES STYLE

The individual's style during the well as gauge the individual's skills in customer follow-up and maintenance.

Opening

- Henry is very positive and persuasive when speaking, and is enthusiastic in his presentations.
- He is skilled at meeting new people and easily develops many contacts.
- On occasion, he may talk too much and not listen, causing him to miss the signals of a purchase.
- Given his ability to communicate with others, he is normally persuasive and influential and will probably make a good impression.

Closing

- Henry is generally very focused on the closing of the business and will certainly compete to obtain the order.
- He is motivated to use pressure to achieve results and will go after any available opportunity.
- He is direct by nature, but flexible when trying to close a sale.
- He is ingenious in overcoming objections and will probably close with very good results.

Customer Service

- He will develop very strong relationships with customers.
- Customer service will be a strength when required by the customer.
- If customer service becomes too routine, he will probably not always perform well in that area. He may reflect a disorganized image.
- He will lack the patience required for customer service.



HOW TO LEAD HENRY EFFECTIVELY

This section describes important aspects to keep in mind in order to effectively coach the individual. The following descriptive points are based on the individual's natural behavioral style and are critical for any person who wishes to lead the individual as effectively as possible, bringing out his or her full potential.

- Henry is a very proactive person by nature and will therefore need to participate actively in the tasks at hand.
- It is important to him to feel that he is being included. However, it is important to establish boundaries clearly, sometimes even in writing, to let him know how much he can participate, so as to avoid any confusion regarding his role.
- When assigning a new task or responsibility, it is very important to offer Henry enough freedom to execute it independently; otherwise, he will feel controlled, and this could irritate him.
- Popularity is important to Henry, as well as feeling recognized and considered a resource; it would therefore be motivating for him to actively lead projects and be publicly recognized for his achievements.
- Henry will respond best to challenges when offered all the necessary information in an open and relaxed manner, allowing him to voice his point of view freely and making him feel that what he says is taken into consideration.
- For communication to be effective, his supervisor needs to express him- or herself in a direct, concise way, preferably verbally, going straight to the point and without beating around the bush. Written communication should be terse, summarized and concrete.
- It is important to Henry to feel that he is being heard and appreciated, and that he has the opportunity to voice his opinions.
- He is motivated by public recognition and by being a resource to his peers.
- Because he is independent and does not adhere strictly to rules and procedures, it is important to explain possible negative consequences he might suffer in the event of non-compliance. This would be a way of setting a boundary and allowing him to focus his actions within the pre-established guidelines.
- Because of his poor attention to detail and lack of patience for careful detail control, he
 may tend to make these type of mistakes. One way to help him avoid mistakes is to
 assign someone with those qualities to provide support in tasks that are more
 administrative in nature.
- Henry is motivated by making decisions, having control and taking risks. Given his high
 extroversion level, he is also motivated by pleasing people and being popular. This is
 why, when faced with situations that require him to remain impartial and take a position
 against the majority, although he is able to make a decision, he feels uncomfortable and
 will need support and approval from his supervisor.
- He will give his best if assigned tasks or objectives for which he can take full responsibility and act freely while at the same time leading others toward their completion.



- Henry works best in an environment where he can develop his interpersonal skills and has varied work; otherwise, he would quickly become bored.
- Given his strong sense of urgency, Henry will tend to work at a very fast pace, which is why it is important to make sure that he understands that his sense of timing is not as everyone else's.

It is important to keep in mind that this individual's potential lies in his interpersonal and leadership skills and in his ability to make risky decisions.





STRENGTHS THAT CAN BE OVERUSED

- In his focus on the big picture, he may miss the details.
- His brisk and pointed approach may be too fast and blunt for some people.
- His strong result-orientation may result in announcing conclusions without patiently explaining the reasons.
- He may promise more than can be delivered, especially if delivery depends on him and not on the support of others.
- He may move so quickly and enthusiastically into presentations that he may not size up the audience first.
- In his pursuit of work variety and change, may "spread himself too thin," ignore important details and neglect to follow-up.
- In his desire to get fast results, he may "push" people too hard and too fast.
- In his desire to move guickly, he may not always listen closely to people.
- Given his need to obtain fast results, he may become irritable if he believes people have not performed well enough.



KEYS TO MOTIVATE HENRY EFFECTIVELY

This section describes important aspects to keep in mind in order to achieve and maintain a high degree of motivation in this individual. The following descriptive points are based on natural behavioral style and are critical for any person who will assign tasks or responsibilities to this individual or who will work with him or her on the same team.

- · Provide a high degree of freedom to act.
- Encourage interaction with people when discussions are of a practical and significant nature.
- Recognize his desire for the responsibility, authority and social initiative that is required in a leadership position.
- Allow ideas and feelings to be expressed openly.
- Recognize his need to be involved in a wide range of activities that require effective organizational and planning skills to attain goals.
- Offer clear-cut and challenging tasks and assignments.
- Offer him the opportunity to display his natural abilities to lead, influence, persuade and convince key people in a direct and firm manner.
- Recognize his efforts and achievements.



CURRENT SITUATION

This section will provide a clear perspective regarding the changes occurring in this individual's behaviora style. It describes which aspects of the individual's natural style are being modified in an effort to adapt to his or her current job requirements.

Henry feels that he should be more direct, competitive and slightly more confrontational. This means he may be presenting a more assertive and sometimes more dominant style.

Decision-Making

Ths analysis indicates that, normally, when Henry makes decisions, he assumes a certain level of risk. Naturally, he will have no major problems making decisions even when he doesn't have all the information at hand; he will simply base his decisions on the facts "within his reach." At the present time, Henry senses that his current situation does not require that he make any major changes to his "decision-making" style. Henry feels his present situation allows him to make decisions with the available information, basing his decisions on the facts "within his reach".

Energy Balance

This PDA Assessment Report suggests that Henry perceives his actual situation requires an investment of energy bigger than what he is comfortable with at this time. This is a sensitive change and we can infer that he may be feeling somewhat pressured and under excessive demand.

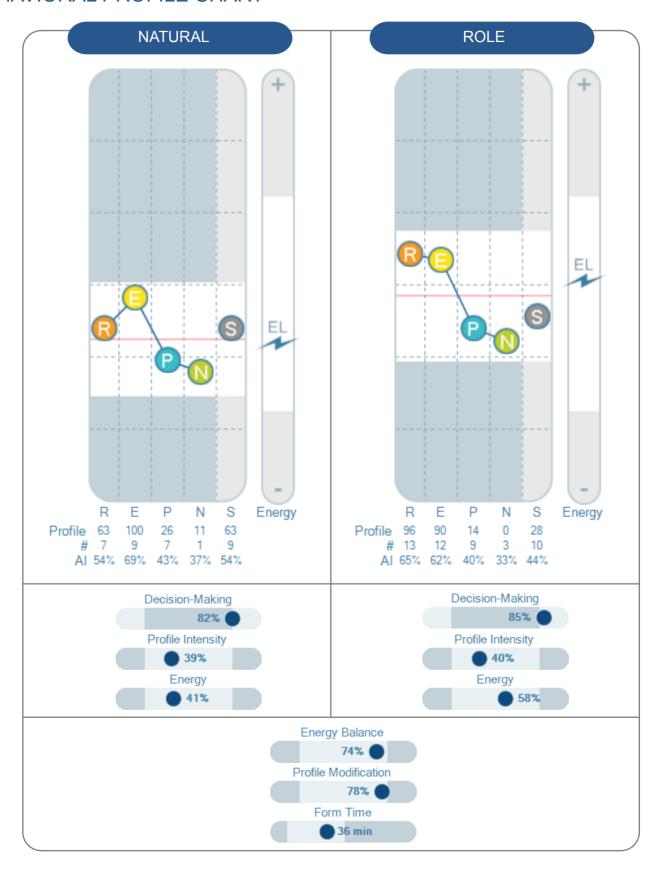
Behavioral Changes

This assessment suggests that Henry is somewhat flexible and capable of adapting. He will have no problem adapting, although he may occasionally exhibit some resistance to changing his style and adapting to the job requirements.

This report is related only to behavioral characteristics. Success in any specific job will depend exclusively on the applicant's intelligence, skills and relevant experience.



BEHAVIORAL PROFILE CHART





Selected Words

Words selected for Role Behavior:

1 3 4 5 6 8 9 10 11 13 14 15 16 18 19 20 24 25 26 27 28 30 31 33 35 36 37 39 41 43 45 46 49 51 55 57 58 61 69 71 72 73 76 80 84 85 86

Words selected for Natural Behavior:

1 2 4 5 8 10 11 13 15 16 19 20 21 25 26 28 30 35 37 39 43 45 49 51 58 61 69 71 72 73 76 85 86

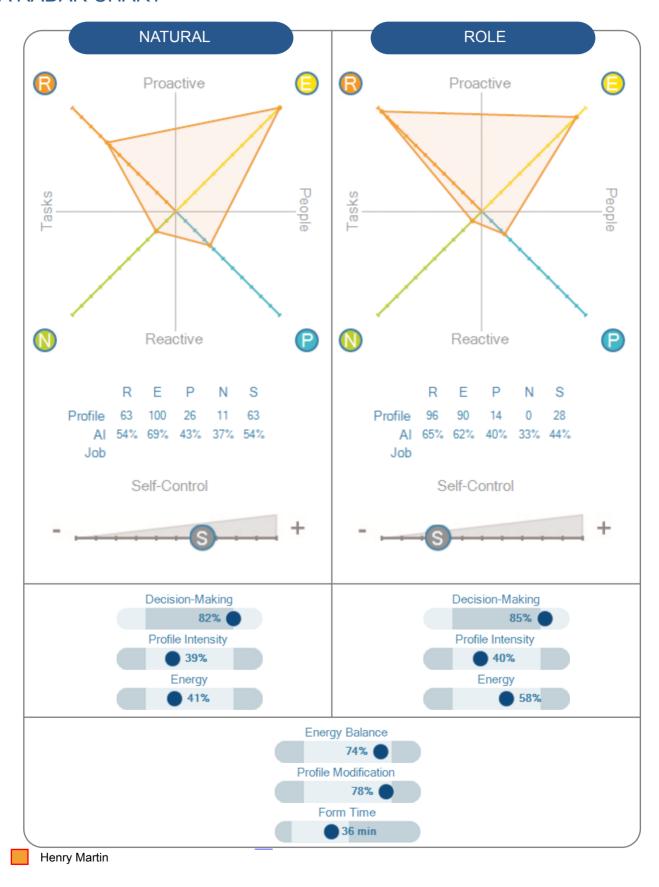
SELF DESCRIPTION

I like to see people develop and do great things

I like changing things for improvement, i like seeing the results of improvement regularly I liek challenging myself and learning more and applying my experience and new knowledge to new challenges to see improvements and results

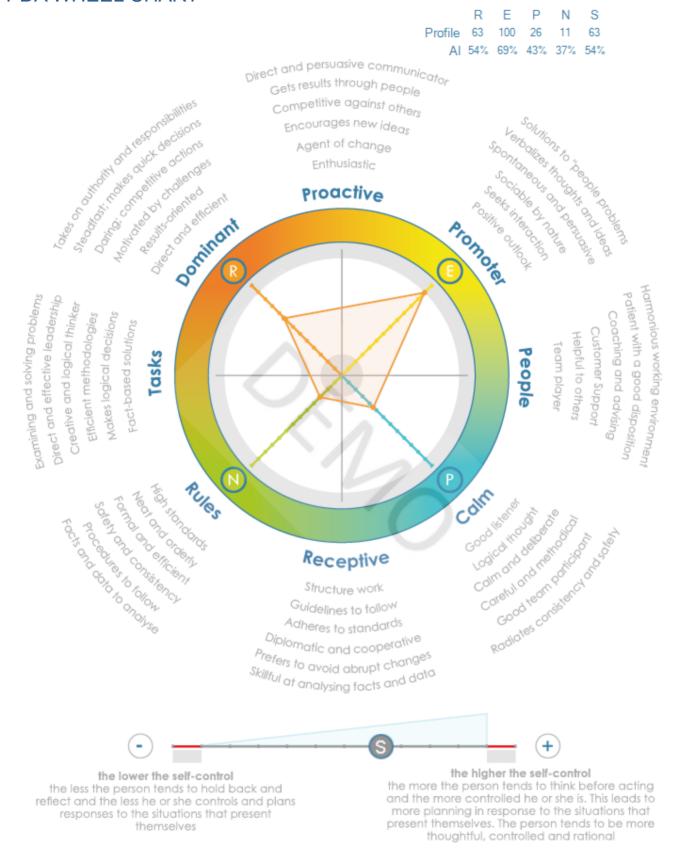


PDA RADAR CHART



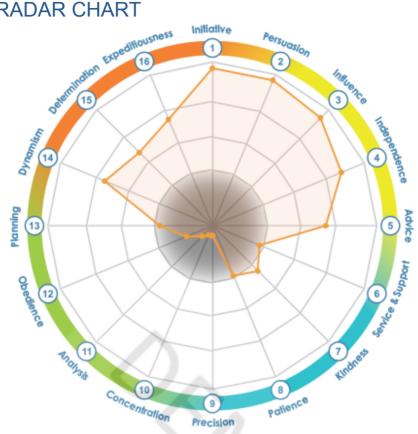


PDA WHEEL CHART





BEHAVIORAL RADAR CHART



- Initiative: These individuals have a conciliatory, extroverted nature (1) taking a genuine interest in others. They are capable of earning the respect and trust of all different types of people. They work toward results in a proactive, creative and dynamic way
- Persuasion: These individuals are sociable and make a good impression on most people due to their warmth, understanding and compassion. They work with and through others to get the job done. They work toward results in a creative way. They are persuasive and strive to please and convince others.
- Influence: These individuals are by nature very sociable and friendly in their approach toward people. They prefer to work with and through others to complete tasks and assignments. They have an optimistic outlook and work toward results in a spirit of teamwork, leveraging their influence and interpersonal skills
- Independence: These individuals are self-assured, confident and independent. They prefer to think for themselves, form their own opinions, and ideally, do things "their way." They work toward results in an independent way, making decisions based on their own criteria without waiting for others' opinions.
- Advice: These individuals are good communicators who are willing to listen to others and accept their opinions. They adopt a friendly, persuasive and courteous style, relating to others in a helpful, accommodating manner. They work toward results in an amicable way, promoting teamwork and a harmonious environment. They are patient and creative. They make good workmates, teammates and coaches.
- Service and Support: These individuals tend to be patient, calm and balanced in most situations, even under pressure. They may be somewhat reluctant to voice their concerns or frustrations. They work toward results in an obliging way, by listening and then
- **Kindness:** These individuals are very well-suited for administrative and specialized positions. They are diplomatic and tactful in their approach toward others. They work toward results in a patient, kind and amicable way, avoiding confrontation.
- Patience: These individuals devote time to others and are good isteners with a high degree of empathy. They are patient, considerate and kind. They are also generous, pleasant and compassionate. They work toward results in a patient, consistent manner, taking as much time as they need.

- Precision: These individuals are more comfortable and efficient when working in structured, well-defined environments and situations. They are cautious in their approach to problems and decision-making. They work toward results in a careful, methodical
- Concentration: These individuals are precise thinkers and assiduous workers who prefer following procedures both at work and in their private lives. Being perfectionists, in their efforts to avoid making any mistakes in their work, they are analytical, precise and orderly. They work toward results by focusing on and following established
- Analysis: These individuals have a marked tendency to gravitate toward management and specialized positions. They are highly reliable, very disciplined and precise. They work toward results by evaluating the available facts and information and then progressing in a logical, systematic and orderly fashion.
- **Obedience:** These individuals detest making mistakes. They are very detail-oriented in their work and assignments. They make every effort to do their jobs perfectly. They work toward results in a consistent, safe manner by analyzing the available information and following the established procedures.
- Planning: These individuals are meticulous and precise with an innate ability to solve problems. They are very eager to get to the root of the problem. They may have a wide range of interests. They work toward results by studying and solving complex problems, making decisions based on logic
- **Dynamism:** These individuals are cordial, intense and impatient. They are very eager to please. They strive to get things going, keep them moving and achieve results as quickly as possible. They work toward results in a dynamic way by fostering change and quickly adapting to new situations.
 - **Determination:** These individuals look to the future and compete to achieve their goals. They would rather go out and make things happen than sit around waiting for them to happen. They are willing to take risks in order to achieve their goals. They work toward results in a steady, determined way, using confrontation when necessary, taking responsibility for things and accepting challenges.
- **Expeditiousness:** These individuals are highly efficient with an urgent, impatient desire to produce rapid results. They enjoy variety in their work. They work toward results in a dynamic, competitive way, making quick decisions.



BEHAVIORAL TRENDS

IMPORTANT: Under optimal conditions, the vast majority of individuals may be capable of performing adequately in any of the following competencies. "Optimal conditions" is used to signify a work environment in which several of the following conditions are present: good leadership, motivation, recognition, support and training, among many others. We understand that workplace conditions are not always optimal...

Customer Service, Attention and Support

This competency measures an individual's skill in terms of customer service and the ability to provide service in a polite, attentive and consistent style.

Difficult More Effort

Easy Less Effort

Attention and Listening

This competency measures the "listening and receptivity" skills in an individual. Patience, tolerance and time for others.

Difficult More Effort

Easy Less Effort

Dynamism and Sense of Urgency

This competency measures an individual's skill in responding to challenges that require diversity, change and variety when time is of the essence.

Difficult More Effort

Easy Less Effort

Implementation

This competency measures orientation toward tasks. An individual's ability to manage and coordinate tasks in adherence to the appropriate standards and procedures.

Difficult More Effort

Easy Less Effort

Competitive Orientation to Results

This competency measures an individual's skill in being results-oriented by means of a direct and competitive style, accepting some challenges and using confrontation, when necessary.

Difficult More Effort

Easy Less Effort



Strategic Orientation to Results

This competency measures an individual's skill in being results-oriented by means of a determined and consistent style, creating strategies, minimizing risks and avoiding confrontation.



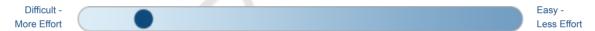
Persuasion and Extroversion

This competency measures an individual's skill in terms of interpersonal relationships and the capacity to relate by means of an extroverted, sociable and persuasive style.



Precision - Quality

This competency measures an individual's skill regarding tasks that require precision, quality and detail. Continued follow-up through completion.



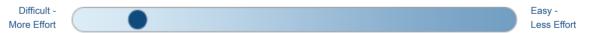
Proactive and Independent

This competency measures "proactivity" toward tasks as well as people. It involves the skills of persuasion and motivating others, while pursuing challenges that require creativity and independence.



Adherence to Rules and Guidelines

This competency measures an individual's ability in terms of adherence to policies and control, responding in accordance with appropriate rules and guidelines.



It is extremely important and useful to identify an individual's Natural Behavioral Profiles in order to predict how much effort these competencies will require, that is, whether the individual will be able to display them naturally, spontaneously and effortlessly or whether they will require a greater effort because they are not natural to the individual. For example, a "naturally impatient and restless" individual will have to make a greater effort in the "Analytical Skills" competency, while the "Sense of Urgency" competency will be a natural skill and will therefore require the least effort.



SELF-DEVELOPMENT WITH MYPDACOACH

This section is an invitation for you to start your self-development programme with MyPDACoach. MyPDACoach to assist you in reaching positive changes in your behaviour, thus facilitating your road to

Self-awareness, Self-development and Personal Leadership

As individuals, we play the leading role of our life, and the course it takes depends directly of our actions. MyPDACoach invites you to initiate a self-development programme so that you can make the adjustments in your behavioural style that are necessary for you to fully succeed. Self-development consists in promoting, by ourselves or with the assistance of a Coach, the development of our skills. This allows personal and professional growth.

Self-awareness, looking at oneself in the mirror, is essential for progressing in a self-development programme. The information provided by the PDA Report that you just read has enriched your self-awareness. As we need to know ourselves in order to develop, this is the starting point for personal improvement and it is directly related to self-development, learning and personal leadership.

Self-awareness requires a thinking process through which individuals acquire notion of their own strengths and opportunity areas. This allows making most of opportunities and being prepared for everyday challenges.

Individuals who dare to self-development must know themselves, they must have a clear vision of their goals. They need to design a plan, put it into practice and monitor it. MyPDACoach assists you in designing said plan, putting it into practice and accompanying you during the process. MyPDACoach helps you exercise new behaviours that will allow you to acquire skills, improve certain habits and develop personal competencies.

It is important to have in mind that self-development is achieved through work, effort, self-criticism and update of knowledge. It implies a significant sense of responsibility, as well as a flexible and proactive attitude. The process must be continuous and organized in order to consolidate a set of new aspects and behaviours that strengthen and facilitate the road to success.

MyPDACoach consists of five simple and intuitive steps. You've already taken two and now have the possibility to continue...

- 1. Complete the PDA Form.

 Done!
- 2. Read the PDA Report and enhance your self-awareness. © **Done!**
- 3. Define the competence you want to develop. **Start today!**
- 4. Receive coaching tips and exercise new behaviours. Six weeks!
- 5. Receive feedback from others. Find out if you succeeded!



Managing oneself is challenging. You have already completed the PDA Form and read your PDA Report. Now you only need to commit to yourself and manage your self-development programme. Visit www.mypdacoach.com to learn more and start your process today!





ACTION PLAN

This form is for one goal. Make copies if you wish to formulate other goals.

GOAL (What do I want to achieve?) 1. 2.
BENEFITS (What do I want to gain by achieving this goal?) 1. 2. 3.
STEPS TO ACHIEVE THIS GOAL (What do I need to do to achieve this goal?) 1. 2. 3.
DEADLINES (When will I complete these actions?) 1. 2. 3.
POSSIBLE HURDLES (What could interfere with the achievement of this goal?) 1. 2. 3.
POSSIBLE SOLUTIONS (How will I eliminate the obstacles in my path?) 1. 2. 3.
HOW TO MONITOR YOUR PROGRESS (How will I know I am making progress?) 1. 2. 3.
IS IT WORTH SPENDING TIME, EFFORT AND MONEY ON THIS GOAL? Yes No Yes, but only TODAY'S DATE



Seven action aids

1. Remember the benefits you will gain when you achieve your goals.

Identify the benefits you will receive: greater job effectiveness, enhanced job satisfaction, improved interpersonal skills, etc. What will be the benefits?

2. Remember your available time.

There are 525,600 minutes in a year. If you devote 15 minutes a day to your development, you will be dedicating a total of 5,475 minutes per year. This is only 0.0104 of your total available minutes per year. Can you afford to devote 0.0104 of your available minutes to your development?

3. Do one thing at a time.

The great task of self-development is made up of many lesser tasks. Divide and conquer: divide the big task into several smaller sub-tasks. Then, concentrate on one sub-task at a time until you finish it.

4. Practice, practice, practice.

Practice makes perfect. The more you practice, the more you learn. A short practice session every day is better than one long practice session each week.

5. Perseverance conquers all.

Stick to your Action Plan. Perseverance is an essential behavior in order for you to achieve your goals. Individuals often stop when they are close to success. Keep going... do not stop. If you stop, you will never achieve your goals.

6. React effectively to your mistakes.

We all make mistakes. You will make them when carrying out your Action Plan and when working to achieve your goals. Respond effectively. Be accountable for your mistakes. Have confidence in spite of your mistakes and learn from them. Do not think that you should never make mistakes, do not be concerned or become obsessed with your mistakes and do not become discouraged because you have made them.

7. Call upon your "success memories."

When you feel pressured or frustrated or when you feel that you are not making progress on your Action Plan, call upon a "success memory." Remember one of your past successes or achievements. Fill your mind with this memory and allow it to create positive thoughts, emotions and images. You will feel better, your confidence will increase and you will be able to continue working on your Action Plan and the achievement of your goals.