



# **JIM SAMPLE**

## **iPRADCO**

### **THE COMPETENCY INDEX DEVELOPMENT REPORT**

**August 20, 2009**

**Our commitment to you is simple: to deliver responsive service and products of the highest quality which are tailored to address your personal development needs throughout your entire career.**

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# UNDERSTANDING YOUR RESULTS

**THIS REPORT DESCRIBES BEHAVIORS** that you are likely to show on the job.

**A FORCED CHOICE FORMAT** is utilized so that every person will have some consistent behaviors, some frequent behaviors and some infrequent behaviors. All items are positive, and people are asked to choose between two equally desirable options.

**INDEX RESULTS** provide meaningful information by showing you how you compare to different people on a variety of measures. You are being compared to thousands of people who have taken the same indexes for PRADCO.

	Consistent Behaviors	Frequent Behaviors	Infrequent Behaviors
Dimension	P		

**CONSISTENT BEHAVIORS** are achieved by actively endorsing items that measure a given dimension. They represent behaviors that you consistently demonstrate on the job and are probable strengths.

**FREQUENT BEHAVIORS** result from people choosing the items some of the time. They are typically positive and suggest that you demonstrate the behavior much of the time.

**INFREQUENT BEHAVIORS** represent areas that you rarely endorsed in describing your behavior. They can indicate developmental needs, or may simply suggest that the behavior is demonstrated infrequently.

**IT IS IMPORTANT TO REMEMBER** that infrequent behaviors are not necessarily weaknesses and consistent behaviors are not necessarily strengths. Whether your scores are appropriate or not depends on the people around you and your present situation. These scores represent the behaviors that you are demonstrating currently, and they can be modified as your circumstances change or as you take steps to change your behavior.

**THE KEY TO USING THIS DATA** is to identify your key strengths to leverage as well as three or four dimensions where changes would help you perform better. Use your report to focus on those behaviors and create action plans to alter your behavior in ways that are good for you and your career. If you would like assistance with your action planning from one of our professional coaches, please call 440-337-4700.

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## THE COMPETENCY INDEX

Dimensions	Consistent Behaviors	Frequent Behaviors	Infrequent Behaviors
<b><u>Motivating Factors</u></b>			
Service	P		
Ambition		P	
Improvement	P		
Loyalty			P
<b><u>Work Approach</u></b>			
Results		P	
Initiative			P
Quality			P
Flexibility	P		
<b><u>Interpersonal</u></b>			
Attitude	P		
Assertiveness	P		
Composure	P		
Teamwork		P	
Communicative	P		
Versatile		P	
<b><u>Decision-Making</u></b>			
Integrity		P	
Resourceful			P
Judgment		P	

The Competency Index measures work habits, interpersonal skills and other related qualities that are essential to perform well in a variety of positions.

There are 85 pairs of items and most people take about 15 minutes to complete the Index. High areas represent probable strengths and low areas are potential concerns. This information should be evaluated in the context of your current situation, as these are behavioral dimensions that can change over time.

The following pages provide more detailed information about your scores.

## MOTIVATING FACTORS

People can be motivated by a variety of factors depending on where they are in their careers and what they want for themselves in the future. Interpreting scores on these motivating factors should be based on what a job requires and what you find most satisfying.

### SERVICE

Highly responsive, you go above and beyond the call of duty to keep people satisfied. You make certain to help others in a timely manner and follow through on promises in an effort to earn and keep people's trust.

### AMBITION

You have the drive to do your current job well and advance to the next level when you have earned it. You are patient for advancement, but are not satisfied to stay in your current job for the rest of your career.

### IMPROVEMENT

Developing new skills to be successful is important to you. You seek feedback and put advice to use if you see that it will benefit you. You take part in training opportunities when possible to improve.

### LOYALTY

Your commitment to your company is tempered by your drive to do what is best for you. You may devote the effort to do your job well, but you may not see yourself investing fully in this company or remaining with it long term.

## WORK APPROACH

Demonstrating a good work ethic is critical to being successful on the job, and dynamic environments require a good deal of effort and flexibility. Moderate scores on the work approach dimensions are desired to ensure that you can perform the basic requirements of the job.

### RESULTS

You focus on getting results and being productive. You push yourself to hit your goals and deadlines. You work at a good pace and do more than your share to succeed.

### INITIATIVE

You do what is required, but may not get involved in other areas unless people ask you to. It could be that your role calls for you to react to situations rather than get new things going.

### QUALITY

You tend to make some mistakes and may not push yourself to produce highly accurate work. You may focus on getting things done quickly rather than to a high standard of detail or quality.

### FLEXIBILITY

You are very comfortable with change and shift your focus when needed. Juggling responsibilities and dealing with interruptions is easy for you. You react to situations quickly and modify your approach to be effective.

## INTERPERSONAL

Very often, one's level of success depends on how well a person gets along with others. If you have a number of low scores in this area, it is possible that relationship issues may interfere with your ability to be successful. Even individual contributor roles usually require some level of communication and teamwork with others.

### ATTITUDE

Your positive attitude toward people in authority is admirable. You see your superiors as helpful, fair and considerate of their people. You will support and defend your bosses when appropriate.

### ASSERTIVENESS

You state your opinions with a great deal of confidence. You come on so strong that some may see you as aggressive. Yet, you speak your mind directly and have a powerful impact on others.

### COMPOSURE

You rarely show your feelings in public. Your tendency to bottle up emotions may cause people to wonder about your feelings on emotional issues. It might be helpful to share your feelings more.

### TEAMWORK

You seem equally comfortable being part of a team or working on your own. You handle your share of team responsibilities and will not let your group down. However, you do not need the support of others to be effective.

### COMMUNICATIVE

You communicate significantly more than most people. You keep people informed, but may provide too much information. Some may feel you are more wordy than concise.

### VERSATILE

You adjust your style to relate to different people, but you tend to be consistent. You are comfortable with your style and feel it is unnecessary to make major modifications to be effective with a wide variety of people.

## DECISION-MAKING

The decision making skills necessary depend on the complexity of the job. For positions that require problem solving and troubleshooting, resourcefulness is a critical trait. People who score higher on Resourceful and Judgment typically demonstrate better ability to think critically and logically. Scores on the Integrity dimension should be interpreted with some caution. High scores suggest a person tells the truth in a straightforward manner, whereas lower scores could suggest a person needs to be more direct and forthright when dealing with people.

### INTEGRITY

While you are mostly candid and direct in dealing with people, you may not tell the whole truth because of business necessity or political reasons. You may put a spin on things to help your cause rather than being totally honest.

### RESOURCEFUL

You rely on others to help you solve the most difficult problems. You may have difficulty coming up with solutions or troubleshooting unusual problems on your own, so consulting with others may be beneficial.

## JUDGMENT

You usually evaluate issues carefully when dealing with a problem. Although you have your share of mistakes, overall your solutions will work. Your ability to analyze situations and draw conclusions is sound.

## KEY COMBINATIONS

In some cases, individual scores have additional meaning if they are looked at in relationship to other dimensions. For example, people who score low on Quality and high on Results typically behave one way, while people who score high on Quality and low on Results behave in another. This section provides information on some important combinations based on Index scores.

### LOW QUALITY / AVERAGE RESULTS

You take some responsibility for meeting goals and deadlines, but you can be somewhat broad-brushed in trying to get it all done. You are reasonably productive and attentive to objectives, but the quality and thoroughness of your work may be below par.

### HIGH ATTITUDE / HIGH ASSERTIVENESS

You share ideas, opinions and reactions in a forceful and impactful manner. At the same time, you demonstrate an obvious respect for management and the prevailing culture. You are likely to be a strong advocate for superiors and executives in the company.

### AVERAGE AMBITION / HIGH IMPROVEMENT

You show some interest in taking on additional responsibilities in the future and you will strive to improve your skills, knowledge and abilities. These goals may be applicable to improved performance in your current job or in preparation for a higher-level position.

### HIGH ASSERTIVENESS / HIGH COMPOSURE

You speak up and share your views assertively, yet factually. You keep your emotions in check, but you will argue competently for important beliefs. You deal with issues directly but effectively, without allowing situations to get emotionally charged or to escalate unnecessarily.

## DEVELOPMENTAL SUGGESTIONS

The following suggestions are offered for the behaviors that you demonstrate less frequently. You should use these suggestions as they are or as thought-starters for constructing personal action plans. Professional consultants are available at PRADCO should you have questions or the need for one-on-one coaching to maximize your development.

## Resourceful

Your scores indicate a lack of resourcefulness when it comes to problem solving. It could be that you do not yet have the confidence or the experience to evaluate root causes to solve difficult problems or it may be that because of time pressures, you deal with the symptoms and the problems may go unresolved. Consider these ideas to become more resourceful.

Get involved on a team that is focused on problem solving. Make some suggestions, but also listen carefully to what other people contribute. Participating in brainstorming sessions can expose you to different thought processes and ways of looking at situations.

Challenge yourself to probe into a problem or situation more deeply. Rather than accepting facts at face value, ask a series of “why” questions to really determine the core elements of the problem. If questions remain unanswered, keep probing until there is nothing else to ask.

Consider not only how a situation affects you, but how it will impact others who may be peripherally involved. Think two or three steps ahead to ensure that you are considering more than just immediate gains. Make sure the steps you take will prevent the problem from recurring.

## Quality

You do not seem to put a great deal of emphasis on achieving quality in your work. Quality requires good technical skills and attention to technical requirements and important details. You should also go back and double-check to eliminate mistakes. Consider some of these suggestions to improve the overall quality of your efforts.

Objectively evaluate your own ability to do your job as well as it can be done. It may be necessary for you to identify your own weaknesses so you can figure out how to prevent potential negative outcomes.

Commit yourself to turning out high-quality work every time. Be persistent. If you have accomplished a task with half-hearted effort, go back and check it for mistakes, inaccuracies and areas where a little more time and effort might make a significant improvement.

If you notice procedures or issues in your work environment that lead to poor quality in general, make an effort to identify some ways in which changes could lead to improvements. Make some suggestions based on what you have discovered and present your ideas by convincing people that waste and errors lead to lower profitability.

## Loyalty

You do not necessarily view your commitment to your organization as a long-term one. Nor do you seem inclined to go out of your way to defend or serve your company if it means making personal sacrifices. Consider the following suggestions to be perceived as a more loyal employee.

Invest more of yourself and your future in your company. Behave as if you will be with the company for several years or for your whole career. Show that you care about its long-term success and profitability. This will help you to be viewed as a more loyal, long-term employee.

Defend your company and its leadership if you hear others being critical. Focus on the positive aspects of your organization and serve as one of its champions to be seen as a more credible and professional representative of your organization.

Be more willing to make personal sacrifices to benefit the company. Volunteer to stay late or come in early to contribute to important projects. Devote some of your personal time, effort and resources for the good of your organization. Your commitment will be appreciated.

## Initiative

Your scores reveal a tendency to wait for directions before moving ahead with your work. While it is important to understand the procedures you need to follow and get a good feel for what you are trying to accomplish, you risk being seen as passive and slow to rise to a challenge. Here are some suggestions to help you take more initiative in your work.

If you see that something needs to be done, volunteer to carry out or oversee the project. If necessary, you can always seek some guidance after demonstrating your willingness to take charge. You will earn more respect if you take action rather than waiting for someone else to handle a problem.

You want to be viewed as more task-focused and action-oriented. When people are socializing or standing around, be the one to motivate everyone to get back to work. Or if people are unsure about what to do in a given situation, take a risk and make your suggestion.

Do some thinking about what could be done to improve a situation. Come up with alternatives and discuss them with people who are involved. You do not have to come up with the complete answer yourself. Bringing an issue to light with some possible solutions will be viewed positively by others.

## Results

You do not appear to set very challenging goals for yourself or push to be highly productive. You may find your progress is slowed by your own work style. If you fail to appreciate the importance of getting results, you may have difficulty being seen as successful in your job. Consider some of the following suggestions to increase your productivity.

The next time a challenging project is assigned to you, break the task down into smaller, achievable parts and assign a deadline for each part. Track your progress and hold yourself accountable for hitting your deadlines. Push yourself to increase the quality and quantity of your performance.

If you are in danger of missing your quota or falling short of your goal, be willing to rearrange your priorities or work extra time to accomplish it. Demonstrate that you are willing to do everything that you can to meet the objectives and that you are committed to improving, and you will.

Sometimes understanding how the results you achieve relate to the company's success can help you to put more emphasis on results. Gain a better understanding of how your ability to achieve your goals in a timely way relates to the success of your department and the profitability of your company.

## Judgment

You appear to lack confidence in your ability to make the right decision when there are business or interpersonal issues to resolve. You need to consider issues in more depth and anticipate how your decisions will impact the people and events around you. Consider the following ways to be viewed as exercising good judgment.

Gain a good understanding of the issues. Within the limits of the time available to you, gather as much information as possible by observing related behaviors, asking for input, checking with experts and digging into the historical roots of the problem.

Often, people make impulsive decisions and later wish they had taken more time to think. If you feel rushed or pressured into a decision, try to understand why and buy yourself some time. Avoid making decisions when you feel angry or upset so you can maintain your objectivity.

Sometimes solutions do not work because there are too many negative consequences associated with the decision. Consider each alternative you can think of in light of how readily it will be accepted by others. Anticipate how people will either support or resist your solutions.