Pario Leadership Course

Personal Development Report

Respondent Name: Chris Case-Study

Questionnaire Completed 24th April 2024

Report Compiled 30th April 2024

<mark>Note that this report may be updated in the future.</mark>

PARIO HR SOLUTIONS

Introduction

Profiling Work Preferences

Welcome to the Personal Development Report, which reflects the preferences you expressed when you completed the self-assessment questionnaire. The report can help you understand your current work preferences and how they are likely to affect your behaviour at work.

The report provides an opportunity to review factors affecting personal effectiveness at work.

Preference scores can contribute to a strength in one area but may be linked to personal development needs in another. This might, for example, apply to a very task-orientated approach which then has a negative impact on interpersonal effectiveness. The profile can help confirm areas of personal strength, but also draw attention to potential blind-spots or situations that might benefit from a different approach.

Section 1 of this report highlights important aspects of your behaviour and provides a brief summary of broad trends that will influence your approach to work. These underlying factors are explored in more detail in Section 2, which is structured under three broad headings relating to your approach to Analysis and Problem Solving; Influencing People, and Achieving Results. This can be considered in terms of the 3H Model i.e. *Head (analysis, planning and development of ideas), Heart (interpersonal skills and influence) and Hands (achievement and delivery)*. Section 3 of the report summarises themes relating to your motivation and work-style and highlights your preference scores on various dimensions.

Underlying scales, e.g. *Drive & Enthusiasm,* based on responses to significant questions, are shown at the end of the report.

The report is based on the responses made at the time the questionnaire was completed. The scores recorded on the profile indicate the strength of your response on each scale, highlighting the relative emphasis you have placed on each dimension. It is not expected (or appropriate) to score strongly on all scales. The profile should not be regarded as permanently fixed and 'preference scores' can change as a result of new work demands, changing attitudes towards work, possibly linked to training or coaching, and increased experience in a particular role.

This report is prepared in good faith and the interpretation is designed to provide an overview of the main points emerging from the questionnaire. It can be used to review important issues linked to Personal Development. It is important that the analysis presented in this report is seen in the context of your role. (The report cannot take account of your specific context).

Dimension Descriptions

Analysis and Problem Solving

Broad-Based Thinking: Considers the consequences of action and reflects on the wider issues relating to a problem.

Innovative Response: Adopts an independent and forward-looking approach and is strongly orientated towards change.

Accuracy of Working: Personally involved in precise, accurate working, with close attention to detail to avoid mistakes.

Personal Organisation: Maintains a more structured & systematic (methodical) approach to work.

Developing Opportunities and Managing Change

Creative Focus: Focuses on develop ideas, consulting with others, and finding new solutions to problems.

Developing Opportunities: Seeks to get initiatives off the ground committing personal energy and getting support.

Organisational Awareness: Anticipates how others will react and how best to handle work-based issues / tasks.

Pressure Index: Emphasises accuracy; follows established methods and maintains set "standards" (or ways of working).

Setting Direction and Relating to Others

Leadership Focus: Sets priorities and defines requirements, adopting a confident, positive leadership style.

Establishing Direction: Takes control of situations, asserts his/her own views, and adopts a *self-directed* approach to tasks.

Personal Reserve: Maintains high emotional control and deals with people in a calm, controlled manner

Personal Contact: Seeks close friendships, personal rapport, and social support - needs interaction with others at work.

Personal Impact and Influence

Gaining Attention: Makes a personal impact and obtains acknowledgement or recognition from others.

Gaining Approval: Is responsive to the standards, goals or expectations of his/her manager, colleagues / others

Team Involvement: Emphasises interaction with others, usually linked to discussion / consultation with colleagues.

Team Influence: Makes a direct contribution in meetings or actively influences the team's overall thinking and direction.

Using Resources and Decision-Making

Speed of Response: Demonstrates *time urgency* and concern for making a speedy response, moving quickly towards action.

Seeking Direction: Obtains guidance or direction, with a preference for structure and feedback from others.

Decision Confidence: Shows personal conviction, making decisions quickly, with a belief that outcomes will be achieved.

Striving for Success: Establishes his/her own high performance and achievement standards, and sets an example to others

Creating Alignment and Achieving Results

Task Commitment: Achieves results through personal effort, commitment (and the perseverance to overcome problems).

Task Completion: Completes one task before moving on to the next, maintaining direct personal involvement

Confronting Issues: Deals directly with issues, surfaces problems, and takes a clear stand on questions of principle,

Personal Values: Expects others to share the same attitudes or principles (and approach things in the same way).

Additional Elements *(these only feature if the extended questionnaire was completed)*

Self-Critical Thinking: Tends to blame him/her-self for setbacks. More easily discouraged and less resilient under pressure.

Responsive to Others: Shows awareness of others concerns / problems and offers support.

Part 1: An Overview of the Profile

1.1 KEY ASPECTS OF BEHAVIOUR

Your approach will be characterised by the behaviour summarised in the following statements, reflecting the effect of motivational factors and your response to specific work demands.

A. Aspects of the profile receiving a very high level of emphasis are described below.

Adopting an independent and forward looking approach. Taking the lead in developing new projects or initiatives. Being in control of people and situations. Having a high level of interaction with other people.

B. Fairly significant emphasis is placed on:

Dealing with conceptual and theoretical issues. Exploring issues with others and generating new solutions. Giving a clear lead to other people. Expressing your views and interacting with other people. Being decisive and confident in determining a course of action. Persevering with tasks and overcoming obstacles.

C. Consideration should also be given to other behaviour which will feature in your approach reflecting the much lower emphasis given to some aspects of the profile.

Not getting involved in detail or worrying about making mistakes. Adopting a very flexible and less structured style of working. Being able to adapt to unstructured or less predictable situations Making a measured response and preferring to work at your own pace. Working with a minimal level of supervision and feedback. Having less direct, personal involvement in completing a task.

1.2 Summary of Broad Trends

In taking an overview of your profile, there is evidence that you will have a strong preference for expressing your ideas and taking the initiative when responding to situations at work. Compared to other professionals, you are likely to place a high emphasis on influencing events, demonstrating personal drive in deciding what is required (and taking action to move things forward). At the same time, you are likely to have a confident, out-going style of working, and this will be reflected in a willingness to respond positively to situations and influence the outcomes. An element of personal energy and enthusiasm will be evident.

You express a clear preference for adopting an active, positive approach and examining wider issues and/or possibilities. This suggests a forward-looking approach and a fairly high level of interaction with others to review activities and help set direction.

Part 2: Interpretation of the Profile

2.1 Dealing with Problems

Analysis and Problem Solving

You place fairly high emphasis on Reflective Thinking. This suggests that you will give consideration to the wider consequences and implications of actions. This is likely to be characterized by you being aware of the need to examine alternatives and options associated with problems or issues at work. However, you may tend to pursue your own ideas, possibly with less regard for exploring alternative views.

A willingness to question existing arrangements and respond positively to change is often important in a leadership role. This can be considered alongside your current level of Reflective Thinking, discussed previously.

Chris, the emphasis you place on making an Innovative Response suggests that you have a very positive attitude towards change and will be questioning of the status quo. You are therefore likely to prefer a stimulating work environment and the opportunity for direct involvement in new tasks and assignments.

Your profile indicates that you place little emphasis on personal involvement in close detail, or precise checking of individual points to ensure accuracy. This suggests that you do not regard attending to specific detail as a key aspect of your role. You may prefer to focus on the wider issues relating to your work

Your self-assessment suggests that you are less likely to be self-critical and blame yourself for setbacks or problems you experience at work. Whilst this is a positive characteristic, it needs to be accompanied by openness to constructive feedback. There is also less indication of you becoming closely involved in detailed checking of information, which is sometimes linked to self-critical thinking.

The emphasis you place on Personal Organisation indicates a preference for a more flexible, unstructured approach when dealing with work assignments or problems. This may, in part, reflect the nature of the job, and the need to adapt to a wide range of demands. However, this low concern for structure could be significant if, for example, you are working with colleagues who prefer a more systematic approach. It is also evident that the very low concern for detailed accuracy will result in you focusing on the more general considerations, rather than the specific details that might be needed to complete a task. In some situations there may be value in maintaining slightly more direct involvement in operational details. You may find it useful to identify what is most important, and focus attention on the key issues. Obtaining feedback from colleagues can also be useful in assessing whether they feel they have the appropriate level of support. In some situations you might need to give more attention to specific task requirements and the steps needed to achieve results.

Personal Development Notes:

Developing Opportunities & Managing Change

The emphasis you place on adopting a Creative Focus indicates that you have an interest in developing ideas and looking at new ways of resolving problems. This suggests that you will tend to be less anchored in simply following existing procedures, or continuing with one fixed approach. There is evidence of Broad Based Thinking, and this will be supported through discussion with others. You have a strong need to question the status quo, but this might need to be more focused on specific issues.

You express a high degree of enthusiasm and personal confidence in pursuing new ideas and identifying the benefits that can be achieved. You will probably also have direct experience of getting projects "up and running." Given the high score on Developing Opportunities, there may be an element of risk-taking associated with your approach and a tendency to push people towards action. Coupled with the high emphasis given to Innovative Response, there may be an element of impulsiveness. Alternatively, your drive and energy, coupled with the strong focus on change, could result in some resistance if others perceive you are pushing too hard. There might be value in more measured assessment of requirements, supported by planning and consideration of the practicalities associated with implementation. As a learning point, take time to consider the concerns of other people, or how they will be affected by your actions.

The lower score on Organisational Awareness indicates that you are less concerned than other professionals about assessing other people's views on issues, or finding out what is happening elsewhere in the organisation. This could also suggest a preference for a more direct approach, perhaps linked to taking personal responsibility for finding solutions when faced with difficult or challenging situations.

The final scale in this section is described as the Pressure Index. It highlights the extent to which someone wants their work to follow clearly defined standards and procedures. Your score suggests that you will generally maintain a flexible approach and are willing to adjust to different people and situations, and less tied to one way of doing things.

Personal Development Notes:

2.2 Working with People

Setting Direction & Relating to Others

You place a clear emphasis on Leadership Focus, and this indicates a willingness to give direction and clarify requirements. Chris, this suggests a degree of confidence when working with other people and awareness of the need to take responsibility for setting out objectives or a plan of action.

The high score on Establishing Direction indicates that you have a strong need to take charge of situations and be in control when deciding objectives. When this is accompanied by somewhat less emphasis on Leadership Focus, as is the case here, it suggests that you may not adopt a particularly high profile or directive style when working with others.

You display a moderate level of Personal Reserve in your approach towards other people at work. Chris, this suggests that you will give some consideration to remaining professionally objective when reacting to the decisions or behaviour of colleagues, (or those reporting to you). A degree of emotional response may be evident.

Your interaction with other people is characterized by some concern about Personal Contact. This implies that you will give some consideration to the issue of developing or maintaining close relationships. You will seek to have some involvement as part of a group. This is coupled with some expectation that people should work on the basis of trust and mutual understanding.

Personal Development Notes:

Personal Impact and Influence

It is likely that you seek a degree of recognition or acknowledgement from others for your contribution at work, and this is reflected in the level of emphasis given to Gaining Attention. On occasions, you might need to give more thought as to how best to gain people's interest and 'sell ideas'.

The moderate score on Gaining Approval means that you will have some regard for the standards or expectations of others. This will be balanced against with some preference for forming your own, independent perspective on issues. Considered alongside the fairly low emphasis placed on Organisational Awareness, this could mean you are less focused on the 'politics and positioning' of proposals, but may therefore overlook important issues.

You express a high need for Team Involvement, which indicates a strong preference for interaction with other people. You express a wish to work in a group, but it is also important that this energy is well-directed. It is likely that you will seek to give a lead and adopt a clear role within the group.

You appear to be very aware and responsive when other people have concerns or problems. This suggests that you will offer support when it is required.

Your self-assessment indicates a fairly high score on Team Influence. This suggests an element of confidence in your interaction with others and a willingness to express your views. It is important that this is balanced with awareness of context and the need to 'flex' your approach in response to changing requirements. In view of your moderately high score on Leadership Focus, you are likely to have a moderate impact in terms of clarifying objectives, reviewing key steps, and setting direction for others in the team. With the high score on Innovative Response, there will be a strong tendency to question and challenge issues and a positive outlook in responding to new demands. However, your high need to be in control, indicated by the high emphasis placed on Establishing Direction, could result in a lack of responsiveness when dealing with views that are different to your own.

Personal Development Notes:

2.3 Delivering Results

Using Resources & Decision-Making

Chris, you express some preference for a more measured, steady pace of working. This is indicated by the relatively low emphasis placed on Speed of Response. There is a clear focus on Developing Opportunities, which will also influence your approach. This is linked with a more reflective approach, suggesting that attention will be given to thinking through the broader issues relating to a task.

It is evident from the low score on Seeking Direction that you do not require close supervision or guidance when dealing with work assignments. This suggests a clear preference for a self-reliant approach. Coupled with the high emphasis on Establishing Direction, you will have a strong need to have control over situations.

A moderate level of conviction when deciding a course of action is highlighted by your score on Decision Confidence. This suggests that you will feel fairly competent when required to respond quickly to a situation, or take personal responsibility for finding a solution to a problem. Interaction with others, suggested by the very high score on Team Involvement, indicates a degree of consultation with others. It is worth noting that your self-assessment relating to Decision Confidence is accompanied by a very low emphasis on Personal Organisation, which suggests a preference for maintaining a flexible approach. However, planning and preparation may be an issue in some situations.

In the context of task accomplishment and achievement of high standards, there is moderate emphasis given to Striving for Success. As a result, you are likely to set reasonably demanding personal targets for yourself, and will tend to give some thought as to how your work might provide an example to others. This suggests that you are working to fairly well defined performance standards. You will require little direction from others. In some situations you may need to consider how best to present ideas and gain the interest and attention of others.

Personal Development Notes:

Creating Alignment and Achieving Results

The score recorded on Task Commitment suggests that you will have a moderate concern about making a personal commitment to achieving results and persevering to overcome difficulties or setbacks. You are more likely to be conscious of the need to contribute time and effort to gain high performance. Your approach will also be associated with a very high level of interaction with others. Reviewing you overall profile, there is a very high focus on demonstrating personal drive and enthusiasm in your approach to work.

Accompanying the emphasis placed on Task Commitment, you express a low need for on-going involvement in Task Completion. You will, therefore, prefer to move on to new assignments once a particular task or project is underway. Combined with your very low interest in detail, there will be less concern in following through on the specific aspects of implementation.

The moderate score on Confronting Issues indicates that you place some emphasis on surfacing problems and dealing with issues.

Your approach will also be associated with some emphasis on maintaining an impartial and professionally objective style of working, but you do have some concern that other people should share the same outlook or values as yourself. This is linked to the perspective that a sense of common purpose will contribute to achieving good results. At the same time, you will tend to adopt a positive approach towards other people and seek to give a clear lead (highlighted by your score on Leadership Focus). You will, given the emphasis placed on Team Influence, display confidence in putting forward your ideas. The low score on Organizational Awareness might also be relevant, perhaps indicating a need to consult others on proposed changes.
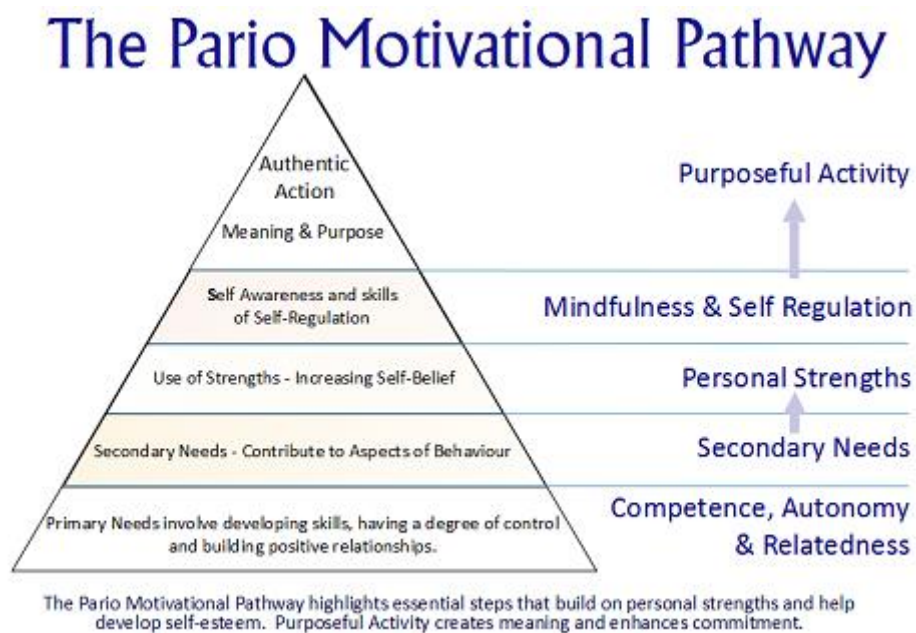
Personal Development Notes:

Part 3: Motivation and Work Style

A review of the key aspects of your profile suggests that your motivation and workstyle will be influenced by the following considerations: A willingness to adapt to changing requirements and less predictable work situations. A high need for interaction with others, reflected in team involvement. A need to assert your opinion and question assumptions. A willingness to express your views when working with others. A high need to be innovative, linked to maintaining an independent perspective. A high level of interest in resolving problems and developing new ideas.

Compared to most managers, there is a fairly significant emphasis on achieving Personal Impact by shaping events and initiating action. You will have a definite interest in working in a stimulating environment and moving things forward. This includes a fairly strong need to influence other people's behaviour, together with an element of personal risk-taking. There is also the somewhat lower emphasis, noted earlier, on adopting a focused approach in working towards the achievement of assignments.

The Motivational Pathway

You may find it useful to review your personal preferences in the context of the Motivational Pathway. This builds on the latest research relating to core needs (for competence, autonomy and relatedness), and the application of personal strengths in Purposeful Activity.

The Pario Motivational Pathway highlights essential steps that build on personal strengths and help develop self-esteem. Purposeful Activity creates meaning and enhances commitment.

Key elements of the leadership role include developing people's sense of competence or 'Mastery', encouraging autonomy (i.e. self-directed activity) and building commitment to a common purpose. This requires an 'enabling environment' where people feel that their personal development is supported and they can relate positively to others.
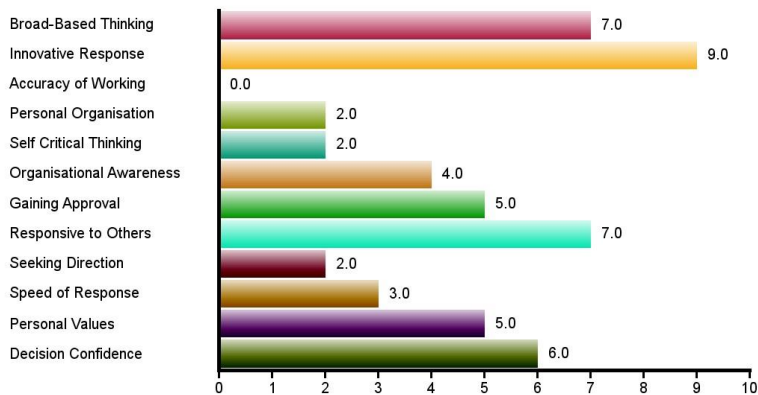
Summary of Scores for Chris Case-Study

This chart shows the raw scores on each of the primary dimensions linked to the self-assessment questionnaire.
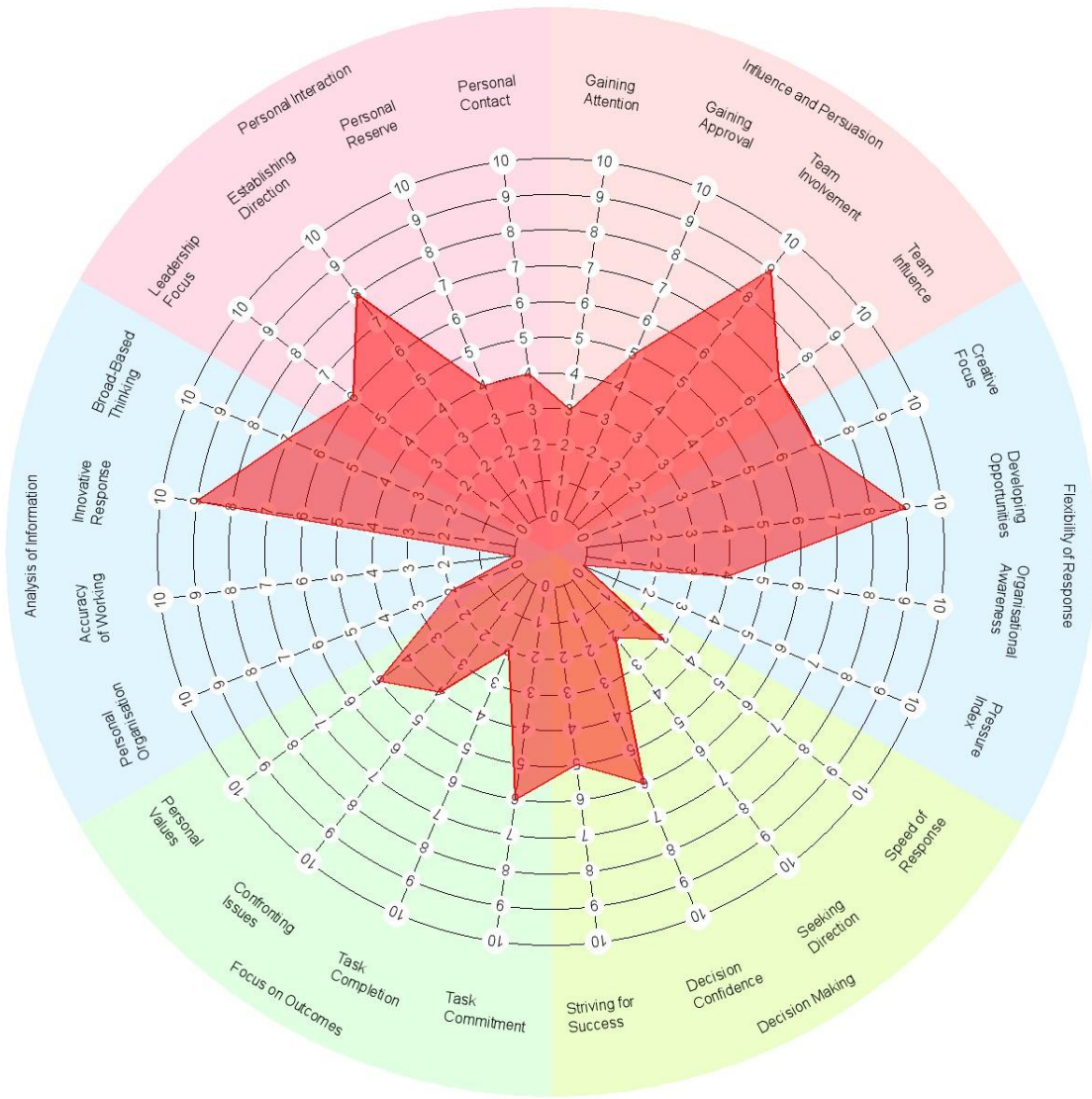
Additional Factors

Self-Critical Thinking and Responsiveness

The following factors are particularly relevant when reviewing how you analyse issues, your speed of response, and confidence in decision making.

Factor	Score
Broad-Based Thinking	7.0
Innovative Response	9.0
Accuracy of Working	0.0
Personal Organisation	2.0
Self Critical Thinking	2.0
Organisational Awareness	4.0
Gaining Approval	5.0
Responsive to Others	7.0
Seeking Direction	2.0
Speed of Response	3.0
Personal Values	5.0
Decision Confidence	6.0

Underlying Factors Expressed as Sten Scores (Mean = 5.5)

The following dimensions also provide insight into your current style of working. Most people will have mid-range preference scores, but effective team leaders are more likely to display drive, energy and positive outgoing behaviour. There is usually relatively less emphasis on a structured, systematic approach.
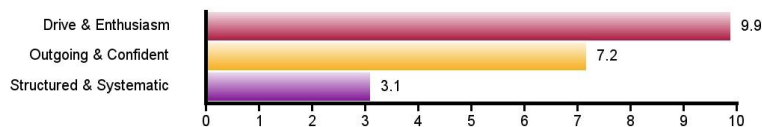
Dimension	Score
Drive & Enthusiasm	9.9
Outgoing & Confident	7.2
Structured & Systematic	3.1

The following table shows the 'typical response range' on each dimension (UK managers).

Low Emphasis	Leader Preferences	High Emphasis
←	*typical response range*	→
Broad-Based Thinking Practical, operational, 'concrete' focus	0 1 2 3 4 <u>5 6 7</u> 8 9 10	Conceptual, reflective, theoretical focus
Innovative Response Traditional, cautious, wary of change	0 1 2 3 4 <u>5 6 7</u> 8 9 10	Open, questioning and change-orientated
Accuracy of Working Accepts a degree of risk and uncertainty	0 1 <u>2 3 4</u> 5 6 7 8 9 10	Checks details and avoids the risk of error
Self-Critical Thinking Self-Belief - links setbacks to external factors	<u>0 1 2 3</u> 4 5 6 7 8 9 10	Worries about setbacks, doubts own ability
Personal Organisation Maintains flexibility, adapt to context	0 1 2 <u>3 4 5</u> 6 7 8 9 10	Adopts a structured, methodical approach
Creative Focus Follows existing methods and procedures	0 1 2 3 4 <u>5 6 7</u> 8 9 10	Consults and seeks to develop new solutions
Developing Opportunities Looks to others to promote new ideas	0 1 2 3 4 5 <u>6 7 8</u> 9 10	Displays drive/energy to create change
Organisational Awareness Focus on the immediate task/activities	0 1 2 3 <u>4 5 6 7</u> 8 9 10	Checks/anticipates how others will react
Pressure Index More tolerant of uncertainty (flexible)	<u>0 1 2 3</u> 4 5 6 7 8 9 10	Seeks to have activities clearly defined (structured)
Leadership Focus Focuses on their immediate role and tasks	0 1 2 3 4 <u>5 6 7 8</u> 9 10	Sets direction and advises others
Establishing Direction Prefers to have others take responsibility	0 1 2 3 4 <u>5 6 7</u> 8 9 10	Self-directed, and takes control
Personal Reserve Shows emotion - more open reaction	0 1 <u>2 3 4</u> 5 6 7 8 9 10	Calm 'professional' (measured) response
Personal Contact Less need for friends and social context	0 1 2 <u>3 4 5</u> 6 7 8 9 10	Seeks friendship and social contact at work

Preferences at Work – 2

The following table shows the 'typical response range' on each dimension (UK managers).

Low Emphasis	Leader Preferences *typical response range*	High Emphasis
Gaining Attention Low profile style, does not 'sell' or 'promote' ideas	0 1 2 <u>3 4 5</u> 6 7 8 9 10	Seeks recognition and gains attention
Gaining Approval Self-directed, pursues own objectives	0 1 2 <u>3 4 5</u> 6 7 8 9 10	Committed to what others' require
Team Involvement Works more independently of others	0 1 2 3 4 <u>5 6 7</u> 8 9 10	Team interaction and group focused
Responsiveness to Others Focuses on task and personal priorities	0 1 2 3 <u>4 5 6 7</u> 8 9 10	Responsive to the needs/concerns of others
Team Influence Low profile, less active in groups/meetings	0 1 2 3 4 <u>5 6 7</u> 8 9 10	Confident, presents ideas, and adapts style
Speed of Response Works at own pace, less 'sense of urgency'	0 1 2 <u>3 4 5</u> 6 7 8 9 10	Takes action, impatient with delay
Seeking Direction Self-directed, independent approach	<u>0 1 2 3</u> 4 5 6 7 8 9 10	Seeks guidance, feedback and direction
Decision Confidence Cautious, more hesitant, takes time to decide	0 1 2 3 4 <u>5 6 7</u> 8 9 10	Confident: self-belief in decision outcomes
Striving for Success Prefers others to set standards/goals	0 1 2 3 4 <u>5 6 7</u> 8 9 10	Sets high standards, drive and ambition
Task Commitment Less emphasis on perseverance/effort	0 1 2 3 4 <u>5 6 7</u> 8 9 10	Works hard to overcome problems
Task Completion Delegates and involves others in tasks	0 1 <u>2 3 4</u> 5 6 7 8 9 10	Maintains personal involvement in tasks
Confronting Issues Less focus on addressing problems	0 1 2 3 <u>4 5 6</u> 7 8 9 10	Deals directly with issues, problems and concerns
Personal Values Professionally objective, pragmatic outlook	0 1 2 <u>3 4 5</u> 6 7 8 9 10	Expects others to share similar views/values

Final Review

Development Notes

To add focus to your development plans, you may find it useful to review key points and identify *Strengths* and how these are applied in different situations. Also consider *Areas for Improvement,* and how you respond to Work Demands. For example, are there opportunities to use "Purposeful Conversations" and *Leading with AIMS* ? This can build on short 'coffee conversations'.

The process might be introduced by saying:

Let's take a few minutes to catch up on X...

The Elements

* Awareness (active listening to understand and explore the other person's viewpoint),

* Insight (to clarify the wider context and explain issues / developments the other person needs to aware of),

* Meaning (to review the rationale for decisions and opportunities to take meaningful action

* Support (ensuring appropriate resources, support and encouragement - to enable people to make progress in their work)

Purposeful Conversations also support *Balanced Processing of Information.* This requires us to question the 'facts as they appear', explore possibilities, take time to understand people's views, concerns and assumptions, then move towards objective analysis of all the data. This builds on the sequence Sensing - Intuition - Feeling - Thinking.

Explore individual and team 'type preferences' with the Pario Type Indicator.

Build on this report. You may want to arrange a follow-up meeting with your manager or coach to discuss the report. Reflect on your workstyle, any possible performance management issues, and the steps required to enhance team effectiveness.

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