

Role Behavior Analysis™

Personalized Description and Success Strategies from the Personal Profile System®

Role: Managing Others
Position: Dept. Manager
Department: Accounting
Organization: United Widget, Inc.
Source: consensus
Date: 01-16-2002



Dimensions of Behavior

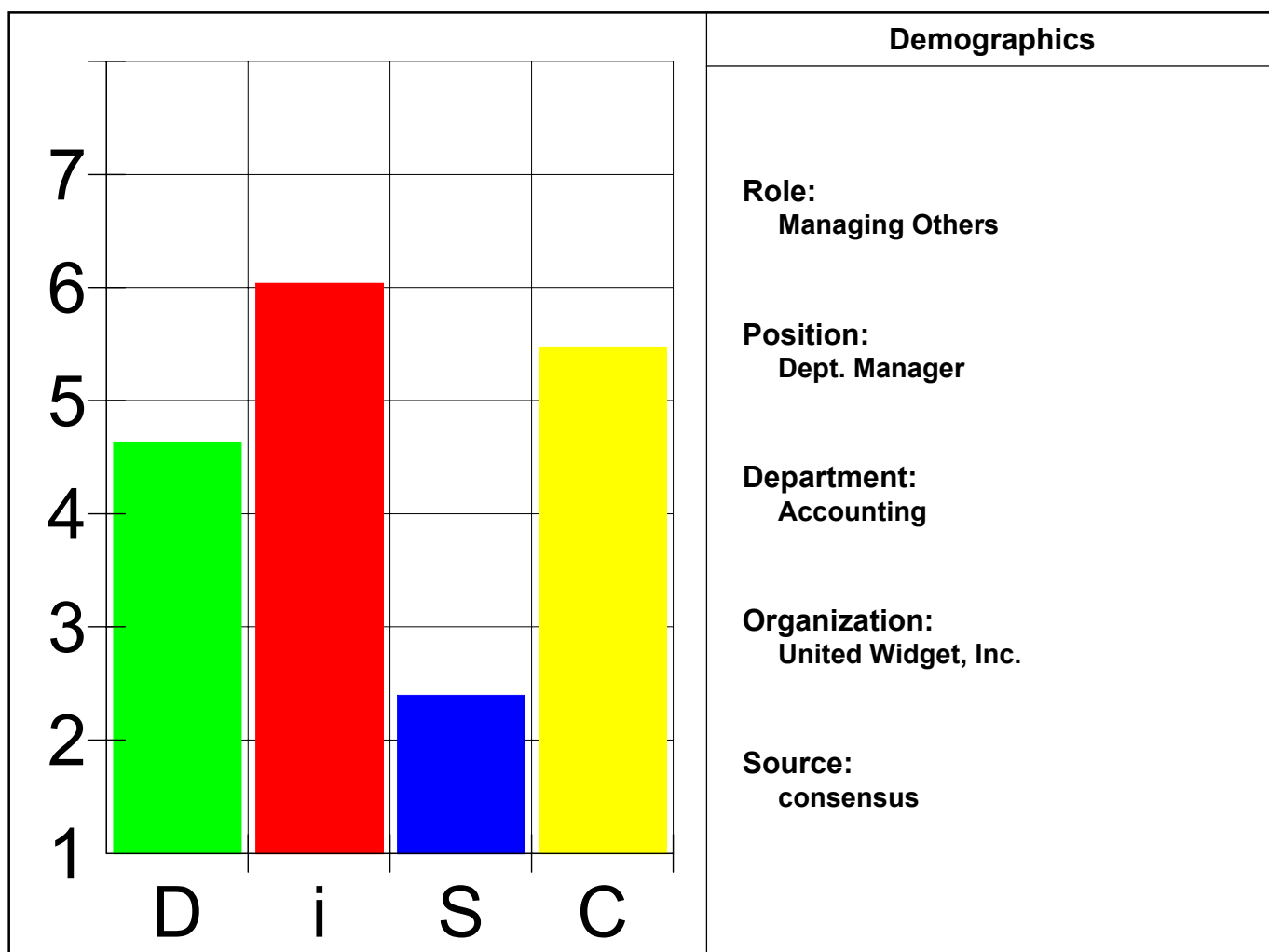
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Minneapolis, MN 55426
Telephone (763) 765-2222 FAX (763) 765-2277

01-16-2002



Personal Profile System®

Role Behavior Analysis™ Graph



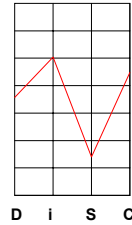
This graph displays the level of role behavior intensity required by the role of Managing Others for the position of Dept. Manager. The Role Behavior Requirements on the following page list specific role behaviors by four levels of intensity: High, Moderately High, Moderate, Moderately Low. The Role Behavior Analysis™ Grid on the following pages also provides specific behavioral statements that can be used for discussing role behaviors. The descriptive statements refer to how a role needs to be performed regardless of who is in the role. The levels of intensity refer to the importance or frequency of use of a specific role behavior. This information can be used to achieve greater clarity on role performance expectations by separating role behaviors from issues of personal preference or an individual's behavioral style.

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Role Behavior Description



The role of Managing Others for the position Dept. Manager in Accounting in United Widget, Inc. seems to require the following behaviors:

Requires MODERATELY HIGH levels of:

- ☐ Verbally encouraging others in their personal efforts
- ☐ Verbalizing the thoughts and feelings of others
- ☐ Facilitating interaction between people
- ☐ Releasing tension in the group by interacting verbally
- ☐ Using personal charm and enthusiasm
- ☐ Resolving conflict by initiating and facilitating discussion
- ☐ Influencing people through optimistic communication
- ☐ Influencing or inspiring others verbally
- ☐ Analyzing many factors when making decisions
- ☐ Listening with reservation to the opinions of others
- ☐ Checking accuracy of work, especially their own
- ☐ Remaining neutral when conflict first arises
- ☐ Demonstrating self-discipline by working alone
- ☐ Containing oneself when impatient or anxious
- ☐ Carefully following key procedures and processes
- ☐ Carefully weighing alternative methods, actions

Requires MODERATE levels of:

- ☐ Taking risks on untested ideas
- ☐ Directing the efforts of others
- ☐ Demanding immediate results
- ☐ Moving forcefully, even if some people are offended
- ☐ Responding quickly to problems
- ☐ Delegating responsibility to others for follow-up actions
- ☐ Using power and authority to accomplish results
- ☐ Taking higher risks based on potential results

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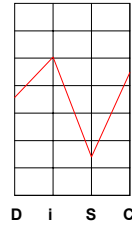
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Role Behavior Description

--Continued--



Requires MODERATELY LOW levels of:

- ☐ Considering the views of those who show disagreement
- ☐ Maintaining methods proven effective in the past
- ☐ Following a methodical way of doing things
- ☐ Assuming responsibility to follow-through on details
- ☐ Changing through careful and orderly planning process
- ☐ Responding to problems with study and cooperation
- ☐ Cooperating with others to complete tasks
- ☐ Developing a workable, repeatable routine

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Role Behavior Analysis™ Comparison Grid

Role: Managing Others

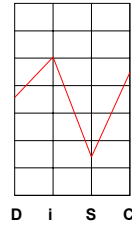
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		L	ML	M	MH	H
take risks on untested ideas	D			★		
verbalize the thoughts and feelings of others	i				★	
respond to problems with study and cooperation	S		★			
analyze many factors when making decisions	C				★	
delegate responsibility to others for follow-up actions	D			★		
release tension in the group by interacting verbally	i				★	
assume responsibility to follow-through on details	S		★			
contain oneself when impatient or anxious	C				★	
move forcefully, even if some people are offended	D			★		
resolve conflict by initiating and facilitating discussion	i				★	
consider the views of those who show disagreement	S		★			
remain neutral when conflict first arises	C				★	
demand immediate results	D			★		
verbally encourage others in their personal efforts	i				★	
develop a workable, repeatable routine	S		★			
carefully weigh alternative methods, actions	C				★	

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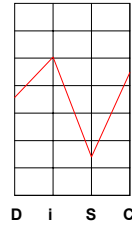
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		L	ML	M	MH	H
take higher risks based on potential results	D			★		
influence people through optimistic communication	i				★	
maintain methods proven effective in the past	S	★				
listen with reservation to the opinions of others	C			★		
respond quickly to problems	D			★		
influence or inspire others verbally	i				★	
change through careful and orderly planning process	S	★				
check accuracy of work, especially their own	C			★		
use power and authority to accomplish results	D			★		
use personal charm and enthusiasm	i				★	
follow a methodical way of doing things	S	★				
carefully follow key procedures and processes	C			★		
direct the efforts of others	D			★		
facilitate interaction between people	i				★	
cooperate with others to complete tasks	S	★				
demonstrate self-discipline by working alone	C			★		

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6465 Wayzata Blvd Suite 800
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