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# Behavioral Profile Report

John Smith

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

PDA Assessment is a reliable, scientifically validated instrument that has been developed to understand and describe people's behavior.

On the basis that the form is completed by following and respecting the guidelines, this report will make it possible to find the description of how this person generally reacts to different situations, challenges, and commitments that can arise in a day-to-day life.

This evaluation provides a complete analysis of the behavioral profile and reasons for making decisions. On occasions, it must be taken into account that it is possible to adapt and modify behaviors, enhancing or inhibiting the natural tendencies.

In this report, information can be found about those behaviors that are most typical and characteristic of the behavioral style and main motivators.

From PDA International, please take time to read this report, making an effort on identifying those features of the behavioral style that has had a positive impact and has been positive, as well as the characteristics that, on different occasions, have complicated and negatively affected the path to success.



# Consistency Indicator



Consistent

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

### R Risk Axis

Cautious

Risk-Taker

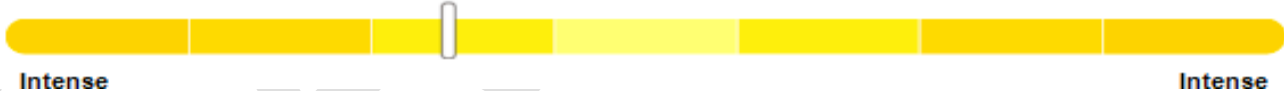


John is a generally assertive person and sometimes, depending on the situation, will take the initiative and make compromises that involve risks. This person might be seen as proactive and capable of moderate mastery. There is a tendency to take risks in certain situations.

### E Extroversion Axis

Introverted

Extroverted



John is a somewhat reserved person, discreet and of few words. There are no major difficulties relating and interacting with others. This person might prefer to work individually or in small groups.

### P Patience Axis



John is a dynamic and impatient person, motivated by diversity, change, and a wide range of projects. Uncomfortable with the routine and can get bored if the day-to-day does not include various projects, responsibilities, or challenges.

### N Conformity to Norms Axis



John is a methodical, exact person who enjoys order and well-defined contexts. This person is motivated by compliance with rules and policies and likes well-defined structures. John is a detail-oriented person with tendencies towards perfection and precision. Being open to the ideas of others, courteous and cooperative are characteristic.

### S Self-Control Axis



John is an emotional and sentimental person who will generally be guided by personal feelings and emotions when making decisions. When managing teams, this person shows, exposes, and shares feelings as well.

It is important to understand that not all the characteristics described in this report will be brought out simultaneously and in the same intensity. The person is more likely to see only some of these features. The more extreme each axis is scored, the more evident the behavior will be and the more characteristic it will be in the professional profile of the person.

## Behavioral Descriptors

Based on the responses, this report has identified those words that describe the behavioral trends which are most apparent in the behavioral profile. Below is a list of the words that could specifically be used to describe the person being analyzed. This natural style of behavior is described as:

- ▶ **Friendly**
- ▶ **Nice**
- ▶ **Tense**
- ▶ **Precise**
- ▶ **Accurate**
- ▶ **Perfectionist**
- ▶ **Demanding**
- ▶ **Critical**
- ▶ **Perfectionist**
- ▶ **Cautious**
- ▶ **Measured**
- ▶ **Active**
- ▶ **Anxious**
- ▶ **Agile**
- ▶ **Asks how and who**

## Natural Profile Description

This section allows for a broad vision and understanding about the natural behavior of this person. From this description, it will be possible to have a deeper understanding of how this person responds to the needs required to solve problems, face new challenges, exert influence, adapt to changes, respond to rules and procedures imposed by others, as well as the ability to regulate impulses and emotions.

John is, by nature, an exact, precise, and detailed person who can engage in a wide variety of projects that require data analysis and application of specialized knowledge; however, although there is the possibility to handle detailed work with relative ease, John could grow bored and frustrated if it becomes routine and repetitive.

John has an energetic style and is open to diversity, change, and variety but simultaneously seeks perfection. These two forces create a certain tension and anxiety in the behavioral style. Tends to be motivated by a sense of duty and responsibility. This person wants to do the right thing and do things in the best way. Will worry about improving and changing things.

Can take a position of authority as long as there is a feeling of confidence about the project and an explicit endorsement, both from the organization and the rules. In that case, John can be very demanding when it comes to adherence to standards and quality. This person is very effective and comfortable working with clear guidelines and in well-defined situations.

Can be tireless in the efforts to do the job perfectly and follow professional responsibilities very carefully.

John is a diplomatic person by nature and will try to avoid antagonistic situations and interpersonal conflicts. This person will strive to develop cooperative working relationships with people. Often, this person operates courteously to avoid criticism and confrontation. However, the tense style can lead to appearing impatient and demanding in relationships. Can become annoyed with those who do not respond in the way and in the times expected. It takes John more effort to be tolerant of other people's mistakes and problems.

Can change course quickly once fully aware of what is being required. Can absorb a lot of technical information and convey it in a persuasive and positive way.

Will be motivated by using the ability to assess the consequences of whatever action is taken. Will also feel comfortable transmitting and sharing experience and knowledge. Will prefer to avoid having to take disciplinary action and make drastic or unpopular decisions.

At times, John can come off as overly detailed, which could lead to frustration for people of a less meticulous nature. Still, this person will effectively analyze large amounts of data, documents, contracts, and processes in detail and quickly.

Can become stressed when having many long-term projects to deal with or when work times are delayed due to a strong sense of urgency. There is a constant search for variety; therefore, inaction, routine at work, and indecision could also be stressful. Faced with this situation, John may respond impatiently and, at times, could make decisions impulsively

and give in to frustration.

May feel stressed when there is little time or information to organize things. May seek perfection for fear of making mistakes so much that can become too preoccupied with detail, requiring explicit rules and instructions to clarify assignments.



SAMPLE

# Leadership style

Regardless of the position or role that is performed, all people manifest an individual style of Leadership. This describes the way in which they cope with the need or responsibility of having to lead others. The chapters on Communication and Influence, Decision Making and Team Management Style describe and allow a broad vision and understanding of this person's leadership style.

John is self-confident. Leads dynamically. A perfectionist and tenacious when it comes to achieving the goals and objectives. Has the ability to face challenges decisively and independently, demanding high levels of performance and excellence.



## Influence and communication

- Has a structured, polite, precise, detailed, intense, and enthusiastic communication style. Will motivate by appealing to a sense of duty and responsibility, which will encourage others to do the right thing in the best way possible.
- Will impact the environment, especially thanks to the technical expertise.
- Will not have major problems communicating at different levels in the area of knowledge; however, this person may feel less comfortable in unfamiliar environments.
- In moments of disagreement, this person will defend convictions and argue them based on concrete information and data; however, John will try to avoid conflicts as far as possible.
- Will make use of written records.



## Decision-Making

This indicator allows to know the style with which decisions are made when certain information is available. All decisions follow a standard process that can be described as a closed circuit that begins with awareness of a problem, followed by recognizing it and defining it. Subsequently, possible alternatives and their consequences are analyzed. Once the alternatives have been identified, each one is evaluated, considering the advantages and disadvantages of each one. This analysis takes place within a specific context and is based, on the one hand, on the equation of expected gains and losses (example, time-cost relationship) and, on the other, on previous experiences and what we have learnt from them. Finally, the solution is selected from the alternatives that were evaluated and chosen, in order to implement them.



- When making decisions John will be a cautious and rational person. Will based them on logic, pursuing a process of choosing between several alternatives and eliminating possible ambiguities.
- John's decision-making process includes a broad definition of the problem, an exhaustive collection and analysis of data, as well as a careful evaluation of possible solutions and their subsequent impact.
- Will evaluate and analyze in detail the data and possible alternatives, applying rational schemes to the choice.
- Will require all the information to minimize possible errors and mitigate the conflict between similar options.
- Will be torn between the urgency of making a decision and the need for certainty and to analyze all the options, which can generate a certain tension.
- Can sometimes show tension and concern before and after making a decision given John's self-high demands.
- Will seek to simplify the complexity of the decision-making process and, therefore, reduce possible ambiguities between the alternatives
- Will rely more on previous experience and learning than on intuition.
- Tends to put proposals up for discussion to obtain consensus when making decisions. Feels comfortable discussing with others the possible alternatives and consequences of a proposed action before implementing it.





## Team management style

- John seeks excellence and results, for this reason, can sometimes pressure the team to achieve the objectives, creating a certain tension.
- Needs to stay in control and given the strong drive for perfection, this person may have a hard time delegating. Before doing so, will need to ensure that the team has the appropriate skills and experience to do the job and meet the goals and quality standards.
- Will have a firm and strict style in terms of the application and compliance with the established rules and procedures. Will feel comfortable transmitting and sharing experience and knowledge, so this person can easily assume the role of a coach.



# Sales Style

This section will allow to have a broad vision and understanding about of this person's style when identifying, creating, and developing business opportunities, divided into 3 chapters: Opening, Negotiation and Closing styles as well as this person's Relational style.



## Opening

- John's willingness to help others, the in-depth knowledge of the product, and the ability to investigate potential problems make it easy for this person to find mutual interests in the first few meetings. However, by showing too much anxiety to please, this person could have the opposite effect on the future client, who may be skeptical and doubt John's sincerity.
- John's presentations may be too detailed and could lead to customer confusion. However, this person has the ability to detect those signals.
- To determine the needs of interlocutors, John will make careful and specific inquiries.
- Usually prepares for presentations and follows established procedures. John's energetic and rapidly changing style can lead to not listen carefully to others. May show irritation if interrupted too much.



## Negotiation and Closing style

- John is not particularly motivated by the closing of a business and is unlikely to push aggressively to get it.
- Will perceive the moment for closing a sale as a conflictive situation and will try to avoid, since this person does not like confrontations.
- Will try to deal with closing techniques in the form of a process to induce the client.



## Relational style

- Keeps good customer records and is, therefore, able to help with both technical and physical problems, such as inventory control.
- Since this person does not like routine and gets bored easily, may be more inclined to service than to make regular visits.
- Clients often appreciate John's loyalty and non-threatening approach.
- This person tends to seek new business through referrals that may arise from customer service actions.



## How to allow John to reach the full potential

This section describes essential aspects to consider when helping develop this person's full potential. The points described below are based on this person's natural style of behavior. They are essential to be taken into account by everyone who hopes to lead John and help achieve this person's maximum potential, maintaining motivation and providing effective coaching, as well as for those who work together with this person as part of a team.

- To fully develop John's potential, should have the responsibilities and performance expectations clearly defined at all times since in the eagerness to find the exact result may feel frustrated if objectives are not clearly defined.
- Will feel more comfortable in a harmonious work environment and avoid generating risky and confrontational situations.
- It is important to provide John with a variety of activities, projects, and challenges, especially challenges that require dealing with large amounts of data with speed, detail, precision, and accuracy.
- Due to John's tendency to quality and perfection, it is important to allow this person to develop policies, procedures, or make changes to improve, always considering that John could have difficulty delegating and that therefore may be burdened with too many responsibilities.
- It will be motivating when John's job is good and that because of the knowledge and support for the team, this person can earn their recognition and respect. Therefore, John will appreciate having consistent and regular feedback, both positive and negative, and the space to express opinions freely.
- John's communication style is clear, precise, and detailed. Will need to understand the message accurately and will prefer written communication.
- Will prefer to have all the information when making a decision.
- Will appreciate having control over the factors that affect job performance.

It is important to always keep in mind that this person's potential lies in the ability to focus on detail and the ability to handle multiple projects at the same time.

## Strengths that can be Overused

This section describes some of the behavioral style tendencies that could eventually turn into weaknesses. They are clearly positive aspects of this person's style of behavior, but, at times, they could be counterproductive if not moderated or attended to.

- The desire to have the facts and the need to get everything right can interfere with the decision-making process, resulting in excessive caution.
- The fear of looking like an incompetent or the wrong person for the job can inhibit John from taking risks or proactive behaviors.
- John has a strong left brain (analytical) influence so it will require more effort to interact with people who use the right brain (emotional/intuitive) more.
- Can overemphasize the obvious logic of a plan or proposal, downplaying the building relationships with people.
- When confronted with a mistake or the wrong choice, John can look for more data to support the case instead of acknowledging the mistake.
- Can be overwhelmed with doubt or with apocalyptic scenarios.
- Can provide more information than is necessary for the desire to do so completely and accurately.
- In the intention to achieve results, this person may show impatience and irritation with those believed to have not performed as expected.
- In the desire to adhere to the system, John may apply rules and regulations excessively.



## Current Situation

This section helps to have a clear perspective of the changes that are taking place in this person's style of behavior. It describes what aspects of this person's natural style are being modified in an effort to adapt to John's perception of the requirements in the current situation.

Based on the commitment to results and the strong sense of urgency, John can adopt such a dynamic and changeable behavior that, at times, calmer people may perceive this person as someone with an accelerated or inconsistent style.



### Decision-Making

This analysis indicates that John's natural style is to make decisions more cautiously. This person strives to make the right decisions by analyzing the information available, consulting, and using more and better information. With the intention to make the right decisions, John prefers not to move forward unless all the information is available. This person perceives that the current situation does not require major changes to the Decision-Making style.



### Energy Balance

No changes are perceived in this person's energy, so this analysis suggests that John perceives that the energy level available is compatible with what John's current situation requires.



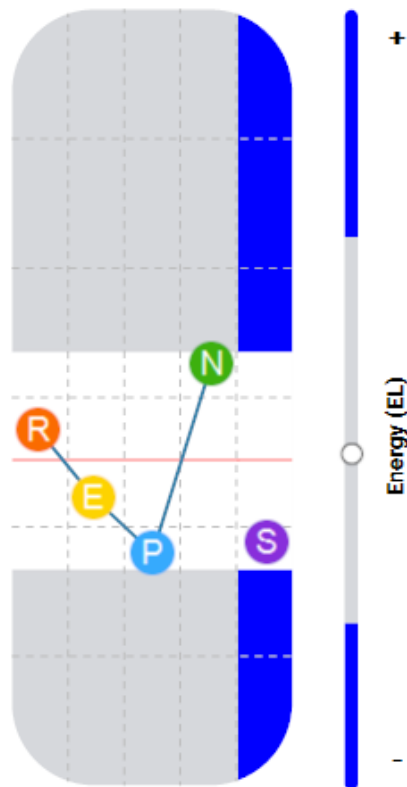
### Behavioral Changes

This analysis indicates that John is not currently making significant behavioral adjustments. This could be interpreted as either a lack of flexibility or difficulty in adapting to the behavioral requirements of the position or that there is not a perceived need for behavioral adjustment because John feels that the requirements of the situation or position can be met with John's natural behavioral style.

This report is related to behavioral characteristics only. Success in any specific role, position or situation will depend on multiple factors, such as skills, experience, and personal circumstances, in addition to being given the ideal development schemes such as integration, motivation, coaching, etc.

# Behavioral Profile Chart

## NATURAL

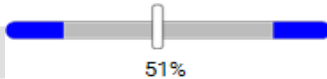


	R	E	P	N	S
Profile	66	31	3	100	9
#	9	5	6	8	6
AI	56%	43%	26%	76%	31%

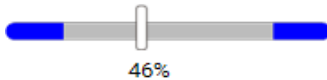
### Decision-Making



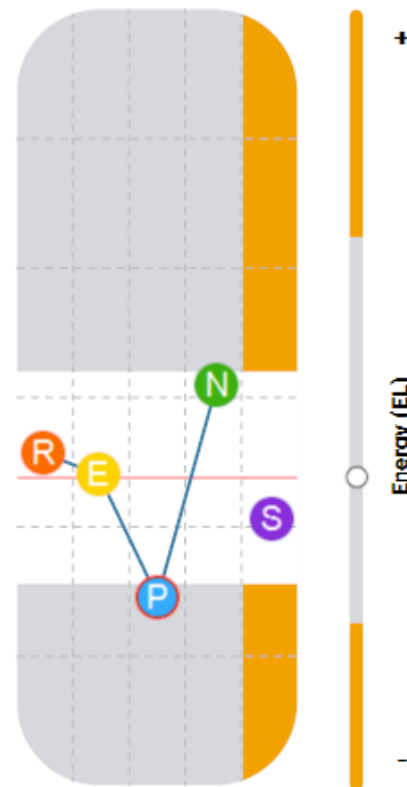
### Profile Intensity



### Energy



## ROLE

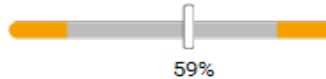


	R	E	P	N	S
Profile	61	51	0	88	33
#	8	6	4	7	7
AI	55%	51%	17%	75%	42%

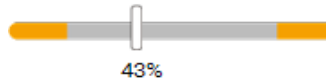
### Decision-Making



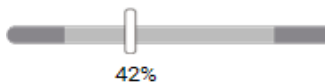
### Profile Intensity



### Energy



### Energy Balance



### Profile Modification



### Form Time



## Self-Description

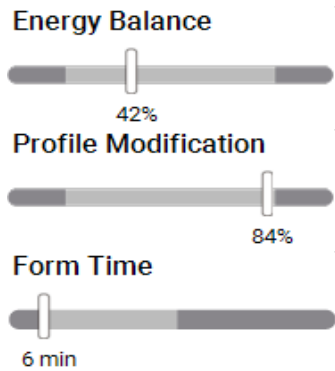
Loyal, diligent, diligent, disciplined, precise, loyal, moody, optimistic, reserved, humane, witty, communicative...

SAMPLE



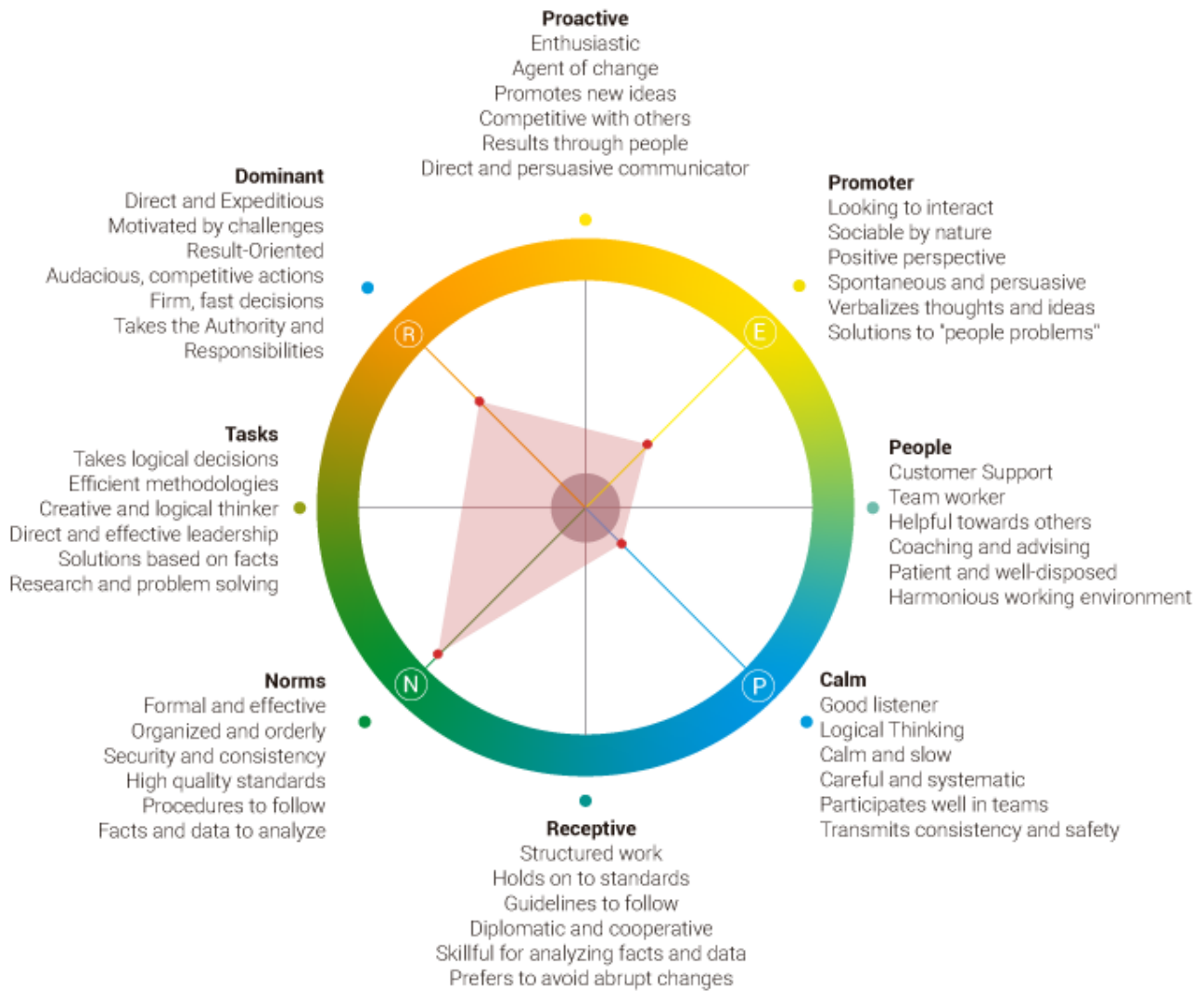


# PDA Radar Chart

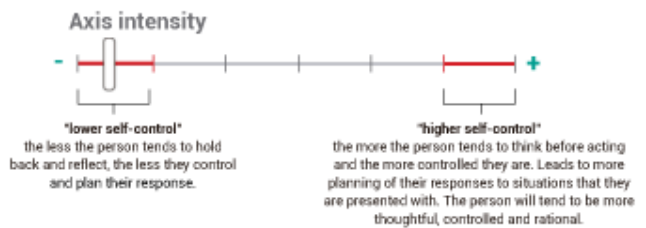


● John Smith

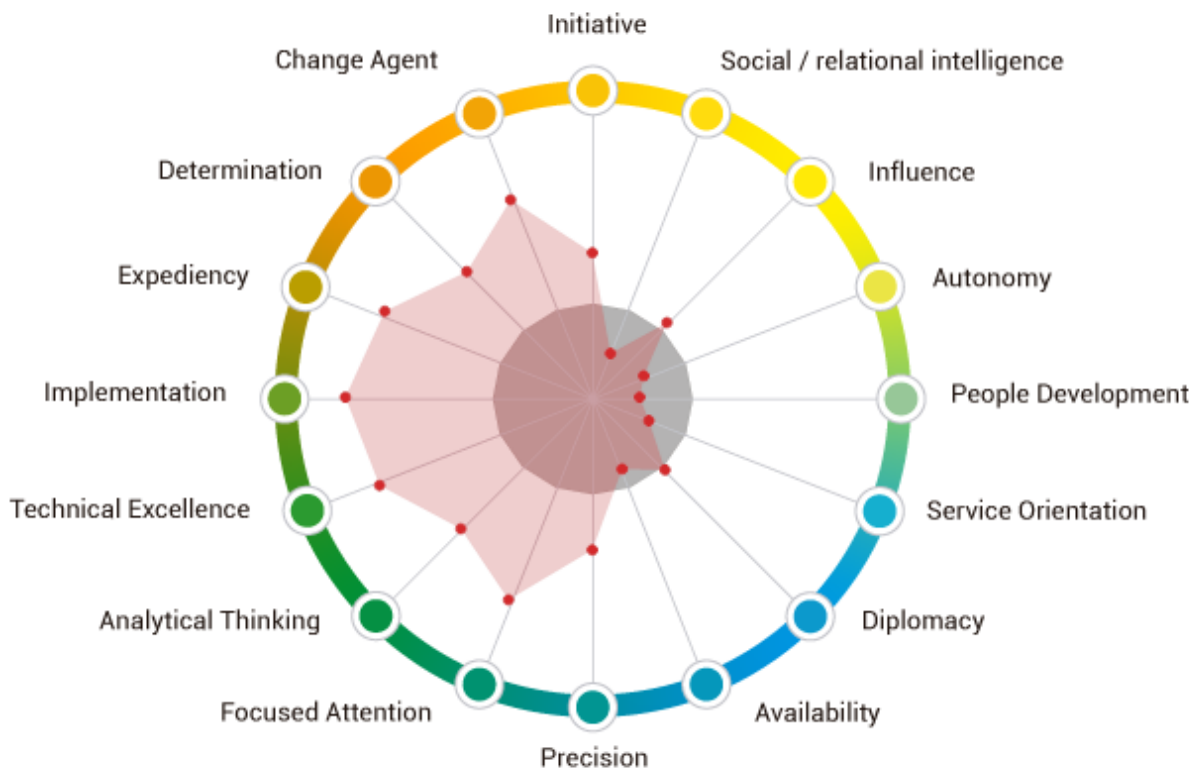
# PDA Wheel Chart



	<b>R</b>	<b>E</b>	<b>P</b>	<b>N</b>	<b>S</b>
<b>Profile</b>	66	31	3	100	9
<b>AI</b>	56%	43%	26%	76%	31%



# Behavioral Radar Chart



- Initiative**  
Natural tendency to anticipate and propose novel actions. It is the permanent attitude of acting when the occasion arises, without waiting for orders or instructions, seeking and creating opportunities, solving situations and problems. It is the tendency to anticipate and act by activating ties and relationships, earning the respect and trust of various types of people whom are impacted and influenced to achieve results.
- Social / relational intelligence**  
Natural tendency to communicate and interact efficiently with others managing social diversity, making these relationships a channel for the achievement and strategic alignment of the organization's objectives. A natural inclination is shown to generate, establish, maintain and enhance value relationships through an adequate flow of communication between the members of the group or the organization, using the different codes and channels that are required in each case.
- Influence**  
Natural tendency to influence and impact others by creating commitment and building consensus. Describes an optimistic outlook that is results-oriented working with and through people, appearing sociable, friendly and influential.
- Autonomy**  
Natural tendency to focus on results safely, independently and with self-confidence, identifying opportunities in different situations. A disposition is shown to take advantage of available resources (time, people, financial resources), provide solutions and undertake challenges assuming at all times the responsibility and consequences of one's actions.
- People Development**  
Natural tendency to help others, support people and work teams in their development and improvement on a daily basis. It is the proneness to put the focus on people, driving collaboration, motivating and challenging for continuous learning and development. An ability is shown to promote a harmonious environment, of mutual understanding, cordial and complementary, promoting inclusive solutions and cultivating shared responsibility.
- Service Orientation**  
Natural tendency to identify, understand and manage the needs of all stakeholders: teams, clients, suppliers, etc. with the desire to offer solutions with excellence in treatment and generating positive experiences. It describes a tendency to solve different situations, guaranteeing the solution with a helpful, patient, calm and balanced style, even in situations of pressure.
- Diplomacy**  
Natural tendency to be kind and gentle, as well as perceive, share or infer in the feelings, thoughts and emotions of others, understanding the different points of view. It is the tendency to have a diplomatic approach to others, orienting to results in a patient, friendly and cordial way, avoiding confrontation.
- Availability**  
Natural tendency to spend time with others, to show openness and disposition to the other, with a high capacity for listening and achieving a satisfactory degree of empathy with other people. It describes someone with a patient and considerate style, demonstrating to be a generous and compassionate person, consistently focusing on results and taking time.
- Precision**  
Natural tendency to an analytical, cautious, systematic and detailed approach to problems and decisions, with a precise and careful method. This person shows comfort and efficiency in well-defined and structured situations and environments.
- Focused Attention**  
Natural tendency towards focused attention, regardless of the context, in order to obtain and manage relevant information efficiently. It is the preference to follow procedures in a precise and orderly manner, concentrating on details and making an effort to avoid mistakes in one's approach to the result.
- Analytical Thinking**  
Natural tendency to advance in problem solving by applying a differential diagnosis, evaluating its possible causes and looking for different behaviors among the causes, decomposing the complex problem into simpler parts, testing and discarding hypotheses. It measures if someone is trustworthy in their approach, disciplined, precise and if they are oriented to the results analyzing, collecting information and the facts to advance in a logical, systematic and orderly way.
- Technical Excellence**  
Natural tendency to focus on results consistently and safely, analyzing available information, following procedures and seeking harmony and excellence, in order to achieve solutions aligned with the organizational development. It is the tendency to manifest a critical and demanding approach to different situations, being interested in compliance with methods and procedures that ensure quality and avoid error.
- Implementation**  
Natural tendency to bring preliminary thinking to fruition and to execute or implement a plan, method, idea, model, or policy to do something or solve a problem. It implies a prior strategy, a method and its execution, displaying dynamism and under a context of rules and procedures. It involves an approach to problems in a meticulous and curious way, studying, analyzing and making decisions based on logic.
- Expediency**  
Natural tendency to respond with a sense of urgency and to make things happen. It is the tendency to be fast and flexible, responding positively to diversity and change, even when times are pressing.
- Determination**  
Natural tendency to look forward, with a proactive and decisive style to achieve one's goals. It implies confidence and courage when making decisions. It manifests a tendency to take risks to achieve goals and an orientation towards results in a determined and firm way, confronting if necessary, taking responsibility and taking on challenges.
- Change Agent**  
Natural tendency to be the engine of change, propose transformations, generate a context where new ideas and alternatives are debated and valued and the status quo is questioned. Ability to react flexibly to barriers and difficulties. It is the tendency to pay attention to the environment, the social and organizational context in order to propose changes and improvements that have a positive impact.

# 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...

## 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.



## Attention and Listening

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



## 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.



## 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.



## 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.



## Implementation

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



## 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.



## 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.



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.



SAMPLE