

PXT Select™

Manager-Employee Report

Jane Fit & John Fit

CONFIDENTIAL

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INTRODUCTION

This report is designed to provide you with information concerning your compatibility as a manager with your employee, John Fit. Knowing more about your similarities and differences will help you forge a better understanding of how you can work together to realize the highest potential for both of you.

What's in this report?

RESULTS	FEEDBACK	REFLECTION
Your assessment results are compared to the employee's on nine different scales	You will receive personalized feedback based on how your results compare to the employee's	Along with a quick review, you will be given questions to answer and use as an action plan

What do I need to know about this process?

Everyone has preferences for how they want to be managed. And managers also have a preferred style of supervising and developing their staff. This report will help you better understand these preferences. With this information, you will have a greater understanding about your fit in a supervisory role with John Fit, which will help you improve your working relationship with him. Here are some additional points for you to consider:

- Even if there isn't a perfect fit, this report will present you with numerous ways you can make improvements.
- Information is powerful—the more you understand the people you work with, the more effective you will be as a manager.
- Have each of your direct reports take this assessment so you can enhance your effectiveness with each individual.
- Use this report to identify potential conflicts or difficulties so you can act before they develop into real problems.

RESULTS SUMMARY

Jane Fit and John Fit

Your and John Fit's results are shown on the nine behavioral scales below. Your score is on the top row labeled with "You," and John Fit's score is on the bottom labeled with his initials. Further explanation of each score is provided on the subsequent pages of this report.

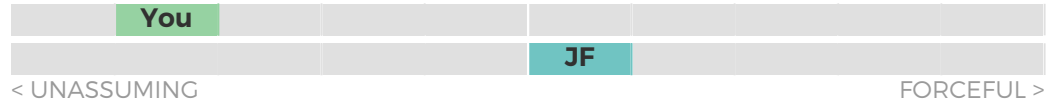
Pace

Overall rate of task completion



Assertiveness

Expression of opinions and need for control



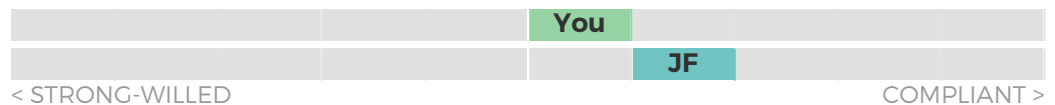
Sociability

Desire for interaction with others



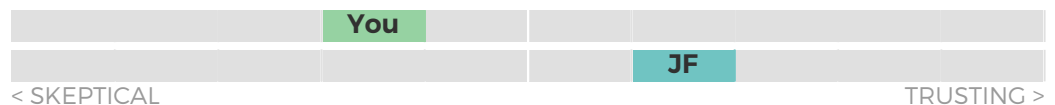
Conformity

Attitude on policies and supervision



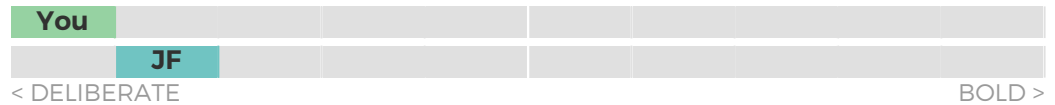
Outlook

Anticipation of outcomes and motives



Decisiveness

Use of speed and caution to make decisions



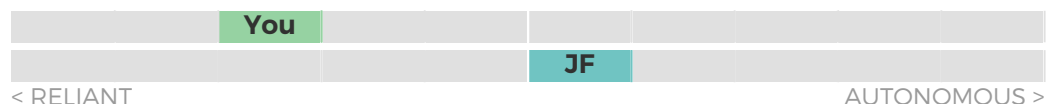
Accommodation

Inclination to tend to others' needs and ideas



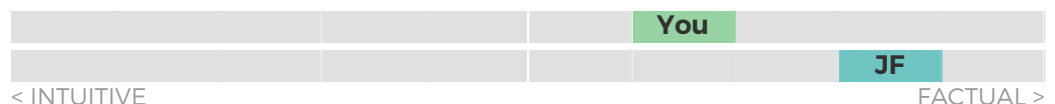
Independence

Level of preference for instruction and guidance



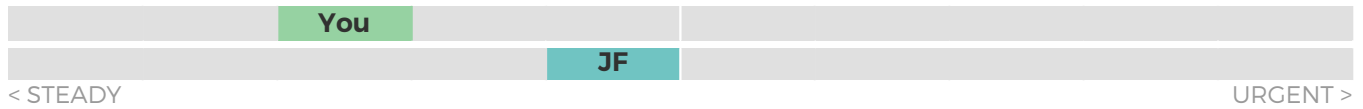
Judgment

Basis for forming opinions and making decisions



PACE

Pace Overall rate of task completion



Working Together

You and John Fit both prefer working at a steady pace. You may value his tendency to be fairly methodical. Likewise, he probably appreciates that, as a manager, you have likely established a relaxed environment free from unjustified urgency. If tight timelines arise, he tends to be capable of picking up the pace, but you may neglect to set an example of briskness or motivate the team to move faster.

YOUR TENDENCIES:

- You tend to work at an unhurried pace that allows you to be thorough.
- You like to take your time when starting a new project instead of rushing into it.
- You may find meeting tight deadlines to be stressful.

JOHN'S TENDENCIES:

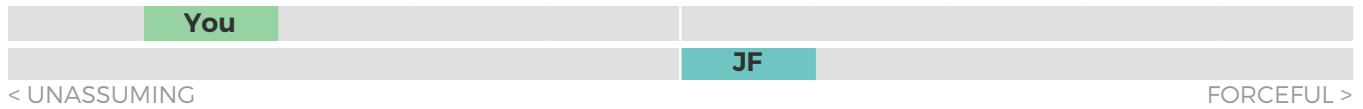
- He tends to prefer a steady pace that lets him be productive without feeling rushed.
- He may spend some time thinking through his tasks and projects before starting.
- He can mostly likely pick up the pace when necessary.

Consider This

Find ways to shorten timelines, and encourage John Fit to work briskly while still maintaining diligence and high standards.

ASSERTIVENESS

Assertiveness Expression of opinions and need for control



Working Together

You tend to be very unassuming while John Fit tends to be somewhat forceful. In most cases, he will contribute well in team discussions and freely offer his opinions and ideas. Yet, at times, he may wind up dominating discussions or situations, and since you are hesitant to assert yourself as a manager, this may be difficult for you. While you may feel undermined by him, he may be looking for more direct guidance and a firmer stance on your behalf.

YOUR TENDENCIES:

- You probably prefer to let others take charge.
- You tend to keep your opinions to yourself unless prompted by others to share.
- You may come across as timid to some of your more forceful colleagues.

JOHN'S TENDENCIES:

- He may sometimes prefer to lead discussions and take charge of situations.
- He may be motivated by situations in which he is held accountable for results.
- He is generally comfortable and confident expressing his opinions.

Consider This

Give John Fit opportunities to take the lead on some discussions and assignments, but encourage him to actively seek out feedback from his less assertive colleagues.

SOCIABILITY

Sociability Desire for interaction with others



Working Together

You tend to be somewhat outgoing while John Fit tends to be somewhat reserved. You probably appreciate that he is often professional and focused on his work. However, while he is comfortable working in isolation, you may value a collaborative environment where there is a fair amount of interaction on the team. Therefore, encourage his involvement, but remember to also give him some space and periods of reprieve from group dynamics.

YOUR TENDENCIES:

- You probably prefer work assignments that allow you to collaborate with others.
- You are likely skilled at building and maintaining good relationships with your colleagues.
- You often come across as approachable and friendly to others.

JOHN'S TENDENCIES:

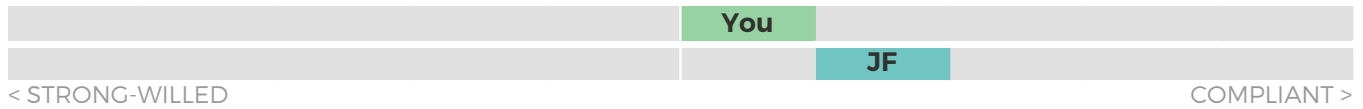
- He tends to prefer working alone, but he is comfortable collaborating with others when necessary.
- He likely needs time to recharge after a lot of interaction with others.
- He may often try to figure things out on his own before seeking input from others.

Consider This

John Fit prefers to work in isolation but can stretch beyond his comfort zone, so involve him in some collaborative activities to encourage him to build relationships with colleagues.

CONFORMITY

Conformity Attitude on policies and supervision



Working Together

You and John Fit both tend to be somewhat compliant. You probably appreciate that, like you, he tends to follow policies and procedures. It is unlikely that he will go against the grain. Instead, he will play by the rules and follow directives handed down by you. In some instances, he may question the merit or reasoning for ineffective protocols, which you may find valuable since you know he will only do so when the situation absolutely calls for it.

YOUR TENDENCIES:

- You tend to follow established policies and regulations, but may occasionally express disagreement if something strikes you as wrong or impractical.
- You're fairly open to feedback and constructive criticism.
- You probably don't mind being closely supervised.

JOHN'S TENDENCIES:

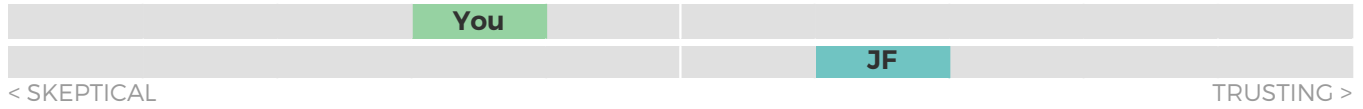
- He tends to follow established policies and regulations, but may occasionally express disagreement if something strikes him as wrong or impractical.
- He is fairly open to feedback and constructive criticism.
- He probably doesn't mind being closely supervised.

Consider This

John Fit only challenges the status quo when something truly seems amiss to him, so with encouragement, he could be an asset in helping you identify problematic policies and procedures.

OUTLOOK

Outlook Anticipation of outcomes and motives



Working Together

You tend to be somewhat skeptical while John Fit tends to be somewhat trusting. You may appreciate his tendency to have a positive attitude, especially if it lifts the spirits of his colleagues. However, you may wish he would spend a little more time scrutinizing ideas to uncover potential problems or inefficiencies. At the same time, he may be put off by your skepticism and find it difficult to create a trusting rapport with you.

YOUR TENDENCIES:

- You are sometimes doubtful about how well untested ideas will work out.
- You want to know the reasons and logic behind policy changes.
- You likely believe it's important to question people's motives.

JOHN'S TENDENCIES:

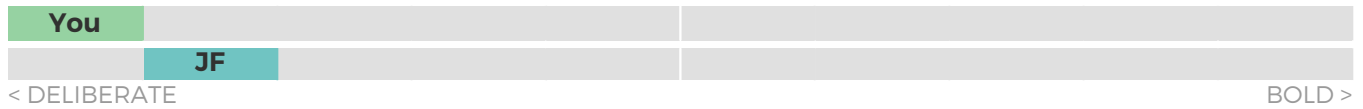
- He likely believes that people generally have good intentions.
- He tends to expect things to go reasonably well.
- He may, at times, be enthusiastic about change and unexpected challenges.

Consider This

Get John Fit's help in creating a sense of optimism for new initiatives, but also encourage him to sometimes cast a more critical eye on untested ideas.

DECISIVENESS

Decisiveness Use of speed and caution to make decisions



Working Together

You and John Fit both tend to be very deliberate when it comes to making decisions. Like you, he requires ample time to consider solutions for any situation, and you may appreciate his thoughtful contemplation and avoidance of risk. Even on trivial matters, he prefers to take his time to decide. However, your patience with such deliberation could impede progress, and you may need to set timelines for decisions that are reasonable and swift, an exercise that could be challenging for you both.

YOUR TENDENCIES:

- You tend to carefully weigh your options before making a decision.
- You may feel stressed when pushed for a quick decision.
- You may come across as unnecessarily cautious to some of your more decisive colleagues.

JOHN'S TENDENCIES:

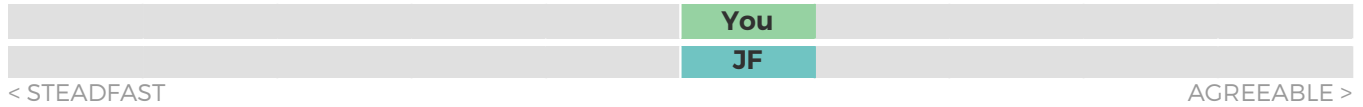
- He tends to carefully weigh his options before making a decision.
- He may feel stressed when pushed for a quick decision.
- He may come across as unnecessarily cautious to some of his more decisive colleagues.

Consider This

Recognize the value that John Fit's careful approach brings to critical decisions, but help him understand when it's acceptable and necessary to be less deliberative.

ACCOMMODATION

Accommodation Inclination to tend to others' needs and ideas



Working Together

You and John Fit both tend to be somewhat agreeable. You may identify with his cooperative nature and willingness to help others. Like you, he is probably unlikely to engage in arguments or to take extreme opinions. However, the two of you may be overly accepting of others' ideas. You will likely need to encourage him to share his honest thoughts. Furthermore, for the betterment of your team, you should avoid being overly accommodating just to avoid conflict or uncomfortable conversations.

YOUR TENDENCIES:

- You tend to be cooperative and willing to help others.
- You may express opposition if you strongly believe in something.
- You likely try to find solutions that will satisfy everyone.

JOHN'S TENDENCIES:

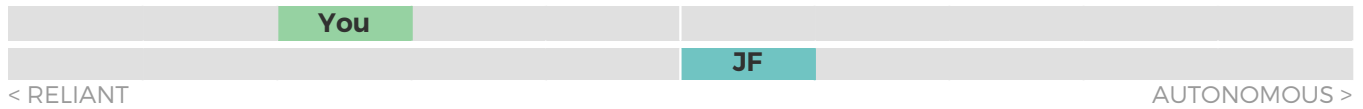
- He tends to be cooperative and willing to help others.
- He may express opposition if he strongly believes in something.
- He likely tries to find solutions that will satisfy everyone.

Consider This

John Fit's willingness to compromise makes him a valuable team player, but he may benefit from occasional reminders to stand firm when he disagrees with the group.

INDEPENDENCE

Independence Level of preference for instruction and guidance



Working Together

You tend to be very reliant on instruction or established procedures while John Fit tends to be somewhat autonomous. You may appreciate that he doesn't need much guidance to carry out important tasks. He is generally comfortable solving problems and handling situations independently. However, since you tend to prefer specific direction and guidance in your work, you may naturally provide such things to your employees, which could leave John Fit feeling stifled.

YOUR TENDENCIES:

- You are most comfortable working under clearly defined guidelines and instructions.
- You may find it stressful when you're asked to make decisions or choose an approach without a lot of guidance.
- You probably prefer to check in regularly with others to make sure you're on the right track.

JOHN'S TENDENCIES:

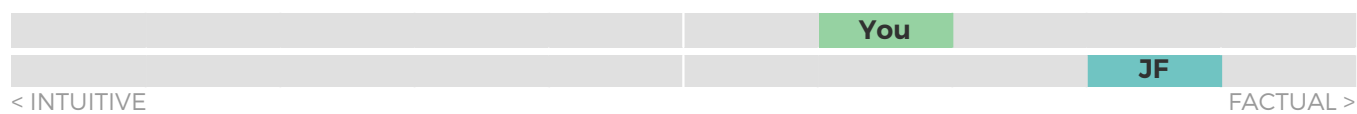
- He is likely fairly self-sufficient.
- He appreciates having the freedom to determine how best to accomplish tasks and objectives.
- He may occasionally prefer to consult with others on the most critical assignments.

Consider This

Give John Fit the freedom to carry out his work, but check in periodically to provide some direction.

JUDGMENT

Judgment Basis for forming opinions and making decisions



Working Together

You and John Fit both tend to be factual. You may identify with his tendency to make logical decisions using evidence and facts to back up his choices. Like you, he will go out of his way to gather relevant information, especially if the decision is an important one. However, the two of you exceedingly rely on objective data when determining appropriate solutions, and you may get bogged down in the hard facts without considering the importance of gut feelings and personal experience.

YOUR TENDENCIES:

- You tend to take a logical, fact-based approach to decision making.
- You sometimes let your own subjective experiences guide your choices.
- You are not often swayed by emotional pleas.

JOHN'S TENDENCIES:

- He tends to bring a very analytical approach to decision making.
- He rarely lets emotional arguments influence his decisions.
- He may find it stressful when forced to make decisions without the benefit of objective data.

Consider This

Look to John Fit when you need objective, fact-based decision making, but help him see the benefit of sometimes letting personal feelings and extenuating circumstances influence decisions.

SUMMARY AND REFLECTION

SCALE	REFLECTION
<p>PACE You're very steady. He is somewhat steady.</p>	<p>How do your similarities in pace affect your ability to work together effectively?</p>
<p>ASSERTIVENESS You're very unassuming. He is somewhat forceful.</p>	<p>What impact does his somewhat forceful nature have on your relationship?</p>
<p>SOCIABILITY You're somewhat outgoing. He is somewhat reserved.</p>	<p>What are some difficulties the two of you experience as a result of your differing levels of sociability?</p>
<p>CONFORMITY You're somewhat compliant. He is somewhat compliant.</p>	<p>When has his unwillingness to bend the rules caused difficulties? When has it been an asset?</p>
<p>OUTLOOK You're somewhat skeptical. He is somewhat trusting.</p>	<p>How can you help him look more critically at things to find potential weaknesses and errors?</p>
<p>DECISIVENESS You're very deliberate. He is very deliberate.</p>	<p>How does your shared caution and structured approach typically impact the outcome of decisions you make together?</p>
<p>ACCOMMODATION You're somewhat agreeable. He is somewhat agreeable.</p>	<p>Do you ever feel that others take advantage of you or John Fit due to your agreeable nature? If so, what can you do to counteract it?</p>
<p>INDEPENDENCE You're very reliant. He is somewhat autonomous.</p>	<p>Does that fact that he likes to do things his own way ever cause difficulties? When is it beneficial?</p>
<p>JUDGMENT You're somewhat factual. He is very factual.</p>	<p>What problems have the two of you encountered by relying too heavily on facts to make decisions together?</p>