



## OMS Report

**Name:** Smith, John  
**OMS Date:** 10/12/2011  
**Position:**  
**Status:** Employee

### Introduction

*This computer-generated report describes facets of this person's personality for evaluation and general discussion purposes within a business environment only. The description outlines basic behavioral tendencies, dominant motivating needs, and the person's adaptation to the immediate work experience. This report is not specific to a particular job or the strengths and weaknesses that a job-related report might identify. This analysis is general and more positive in tone.*

### Basic Characteristics

*People have pre-disposed behaviors that are a dominant influence on how they perform their work activities. Most comfortable in roles that allow them to "be themselves", people will also be more satisfied and more productive. These natural behaviors need to be carefully considered when making placement decisions.*

Very analytical and technically minded, this person is most happy and performs best on individual assignments where the emphasis is upon solving problems or doing research rather than upon communication, where the work involves quantitative and factual data, where external interference can be minimized, and where decisions can be handled personally. Belligerent, and sometimes antagonistic when motives are challenged or personal control is threatened, for the most part this person tells and makes statements rather than asks questions. Speaking bluntly, directly, and factually, little interest is demonstrated in others or in their ideas. Confrontational when disagreements occur, this individual focuses on results and personal accomplishments. Distrusting of others when their motives are unknown or appear to conflict with personal objectives, and skeptical and critical of ideas and methods that don't conform to personal ways of doing things, this individual rarely compromises and rarely delegates authority.

This is a more active and impatient personality who prefers variety and the flexibility to control personal time and work activities. Being more self-motivated and responsive to deadlines, this person is comfortable in a role where urgency and shifts in attention are a normal part of the work, and where it may be necessary to organize the activities of others. A self-starter able to work within a framework of goals, some degree of ambition and dissatisfaction for the status quo will be evident as the person seeks to take advantage of opportunities to experiment with new ideas and new approaches.

A perfectionist who can be exacting and precise in carrying out tasks, this person prefers a job where there are no uncertainties regarding expectations, and will seek to conform to all rules, policies, and expectations. Enjoying work that involves considerable detail and emphasizes accuracy, this person will appear more confident and assertive in areas where personal experience is a factor, but will be cautious, and possibly indecisive, with decisions and problems that fall outside of personal expertise.

A conscientious and careful specialist by nature, this is a person who likes jobs with a narrower focus where implementation rather than starting new things is emphasized, and where specific tasks rather than broader or more conceptual assignments make up the job. Desirous of approval and sensitive to criticism, this person is not particularly comfortable with conflict or disagreement, so will prefer a job that does not require involvement in such situations on a regular basis.

This is a very guarded and private personality, careful to be correct and polite in relationships, but more reserved and reticent in manner. Most comfortable working in roles where facts and information need to be analyzed, investigated, or verified, this person reacts with skepticism to what others say if it conflicts with their personal experience. Only personal evaluation provides the necessary stamp of approval.



Communication is direct, detailed, and explanatory rather than persuasive.

Intensely driven to achieve deadlines and targets, this individual is somewhat of an "over-achiever" who can be very fussy in applying personal standards to every aspect of a project, and who communicates considerable tension and pressure in an effort to surpass expectations.

This person has sufficient awareness, adaptability, and capacity to cope with changes in the work environment to be able to meet the demands of most job situations. However, there are practical limits to the degree of adaptation this person can make in adjusting to job requirements. So long as the projected job behaviors are not too much at variance with natural behaviors, and the person does not attempt to step out of character for too prolonged a time period, the adaptation should be successful.

This person will generally display thoughtful, careful judgment with plans and decisions. Right within the mainstream of the population, the person has the ability to balance emotions and logic so that neither has undue influence upon actions, and even more emotional initial reactions will be held in check by a reasoned consideration of the consequences. In working with goals, the person will have the ability to stay tracked and will behave in a generally consistent manner.

In solving problems and in implementing plans, with a more creative and experimenting mind, this person is inclined to question the way things are done and the way they have been done in the past. Looking at problems in a less structured way, this person is not afraid to consider solutions that may be new, untried, and less conventional in nature

### **Motivational Considerations**

*Deeper personal needs, such as Love, Esteem, and Self-actualization, stimulate people to act and to do things. But people also have expectations regarding their work experience, and their attitudes and performance are affected by whether or not these expectations are met.*

*It is important to understand what each person is seeking and what they wish to avoid in their work. What they seek is satisfaction, and the more we respond to these needs, the more they will be motivated to perform. What they wish to avoid generally causes dissatisfaction, and contributes to workplace problems and turnover. As managers our role is to communicate with people about their needs and expectations and to build this understanding into their work experience. For this person the critical motivational and recognition considerations are:*

Seeks authority to make decisions, control over own activity, a competitive, challenging work environment emphasizing the achievement of goals, and the opportunity to experiment with new ideas.

Seeks to avoid being lost within a group, a steady diet of repetitive, non-challenging tasks, decisions that are too routine, and assignments and activities that allow no opportunity for personal leadership or control.

Recognition: acknowledge achievements; responds positively to more responsibility and more challenge, the opportunity to learn new things, financial rewards and incentives, advancement, and communication of personal achievements.

Seeks activities that emphasize individual effort to personal performance standards, work that regularly necessitates investigation, analysis, and problem solving, being able to develop and to work with own methods and systems, an atmosphere that emphasizes task accomplishment over social interaction, and assignments that allow the person to communicate in a more direct, factual, and explanatory manner.

Seeks to avoid team involvement and situations with an emphasis upon persuading and influencing others, the need to sell personal capabilities and beliefs, assignments with no opportunity for individual accomplishment, and a work atmosphere with interruptions and that does not allow for privacy.



Recognition: individual acknowledgement, preferably written, for analytical and problem solving abilities, for successful task achievement, for demonstrating technical expertise, and the opportunity to pursue projects and ideas that have personal meaning.

Seeks variety in assignments, expectations, and with other aspects of the work environment, the opportunity to stay active and mobile in carrying out responsibilities, changes and unexpected events, and working to deadlines and more measurable work objectives.

Seeks to avoid routines, repetitive tasks, and an environment of low expectations and minimal change, assignments that do not allow for personal initiative and discretion over time, and work responsibilities that require no ongoing learning or measurable improvement.

Recognition: acknowledgement for managing variety and change in the workplace, and for meeting deadlines and targets; reacts positively to monetary and career incentives and to visible, personal feedback.

Seeks a clearly defined work structure and ordered work environment, explicit and consistent rules, policies and job expectations, tasks where details, exactness, and assembling information and facts are major components, and constant feedback and reassurance.

Seeks to avoid ambiguity and decisions which might entail risk and adverse consequences, supervision that is perceived as being too general and too distant, and work expectations that do not allow for regular performance feedback.

Recognition: wants personal approval from supervision coupled with job security, an opportunity to demonstrate knowledge, skills, and specific expertise, and recognition for accuracy and attention to detail; appreciates and reacts favorably to regular verbal and written feedback, especially if other people are aware.

### **Job Adaptation**

*For each person, perception is reality. This personal perception governs how a person attempts to behave in the work environment. The job adaptations people make most often reflect how they interpret job activities, supervision, the clarity of objectives and/or expectations, the strength and focus of the organization's purpose, etc.*

*But adaptation is difficult, and the greater the adaptation, the greater the difficulty and the amount of stress accompanying it. As managers, we have to guide the type and degree of change that people make. For this, careful observation and coaching are the best tools at our disposal. This part of the profile describes how the person perceives a need to behave. Compare it to their Basic Characteristics and to the potential or current job behavioral requirements. This will help you and others in management determine what your coaching should emphasize.*

Although this person tends to be more confident by nature, the present perception of the work requirements indicates an effort to demonstrate an even more self-confident attitude, even more decisiveness, and a more take charge approach in dealing with problems and challenging situations.

The person is trying to project in a more sociable, more outgoing, and more open manner with others, and to be more positive, more supportive, and more communicative in interpersonal relationships.

With a natural degree of impatience and initiative, this person seems to be comfortable with the expectations for managing variety and responding to deadlines within the job, and perceives little need to adapt.

Perceiving more autonomy to act and make decisions along with fewer restraints, this person seems to be trying to become more flexible with people, more open to different ways of doing things, and less perfectionistic in handling or monitoring tasks.



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Coaching Guidance

Your Guide to Coaching and Developing This Person

Build Upon Talents

Every person has natural behavioral abilities, which we can categorize as talents. To help people improve job performance and move closer to their performance potentials, we need to be aware of these talents and encourage their continual development. In your coaching activities with this person the talents you should be emphasizing include:

- Working on individual tasks,
- Initiating changes and making improvements to accepted methods,
- Adapting quickly to changes with deadlines and priorities,
- Staying focused on immediate problems and the present time frame,
- Abstracting and theorizing, and working with principles,
- Analyzing data, managing information, and solving problems of a technical nature,
- Working with many tasks simultaneously, and shifting from one to another as required,
- Checking details and ensuring accuracy or quality,
- Following rules and instructions exactly and complying with all workplace expectations,
- Developing detailed plans, and preparing written documents and reports.

Minimize or Neutralize Weaknesses

What we call weaknesses are better characterized as behavioral constraints. These are things that we are not motivated to do, don't enjoy, and don't do particularly well. The more people sense pressure to demonstrate new talents - to do things they are not naturally motivated to do - the more likely they are to disengage from their work psychologically and/or physically. It will be frustrating and demotivating for this person, and generally unproductive, if you attempt to coach this person to:

- Be a participative, cooperative team member or support consensus decisions that conflict with personal beliefs,
- Adapt to roles where recognition is group-based and not focused on the individual,
- Coach and facilitate the learning of other people,
- Compromise work standards or methods to accommodate group needs,
- Work in jobs offering little discretion over time and personal activity,
- Establish relationships with new acquaintances or "open new doors",
- Persuade and influence the actions of other people - inspire and enthuse others,
- Work in an atmosphere offering little privacy and "personal space",
- Make decisions where risk is a factor and outcomes are uncertain,
- Work in an unstructured or ambiguous environment requiring the interpretation of rules and guidelines.

Coaching Advice

Coaching should be most effective with this person if you understand these considerations:



This person's intense need to be perfect is a strong impetus for change and development,  
Challenge can also be used to incent change,  
The person responds to goals and specific commitment deadlines,  
Rewards and consequences work well as a strategy,  
Negative feedback is threatening and will be challenged unless the facts are clear and unambiguous,  
When dealing with negative information, this individual wants time to analyze facts and develop a response,  
More of an individualist, this person does not seek regular feedback, preferring to "go it alone",  
This person may react more constructively if written communication supports verbal discussion,  
This person has an unusual need for facts and proof before accepting criticism,  
A specific development plan with regularly scheduled follow up and ongoing reinforcement works best to  
remove anxiety from the change process.