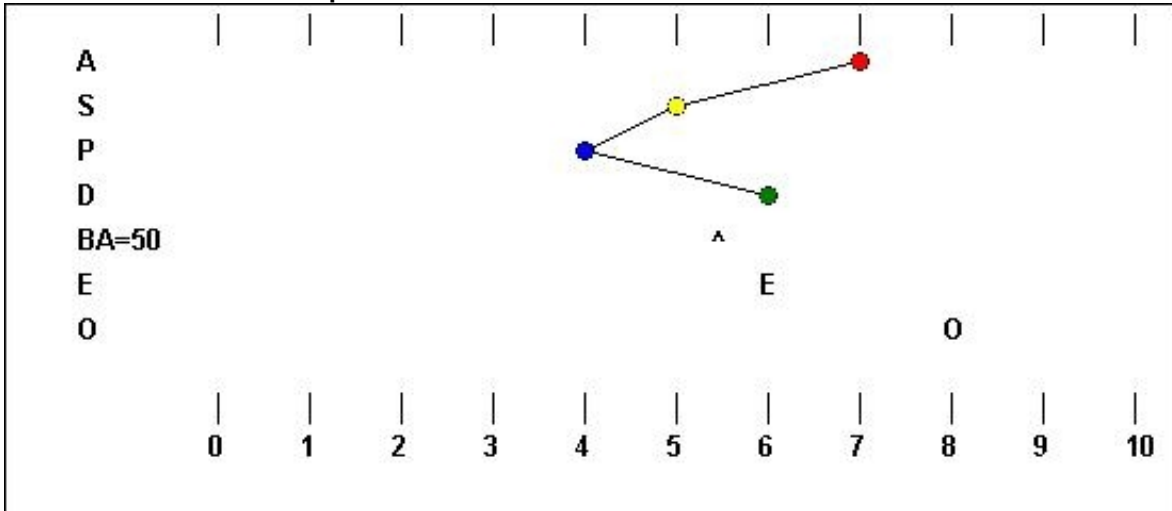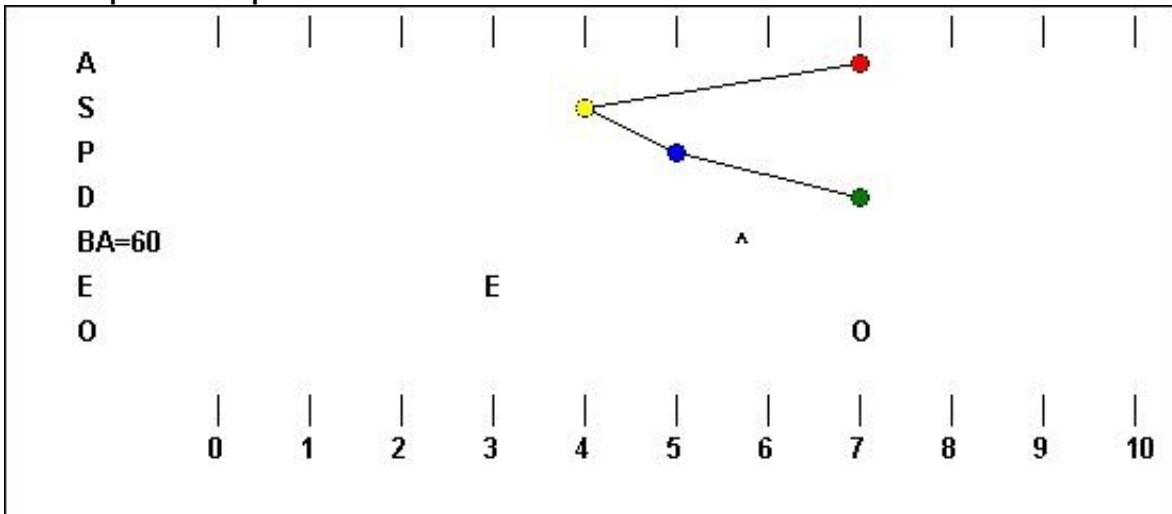**Name: Doe, Jane**
OMS Date: 11/4/2011
Position:
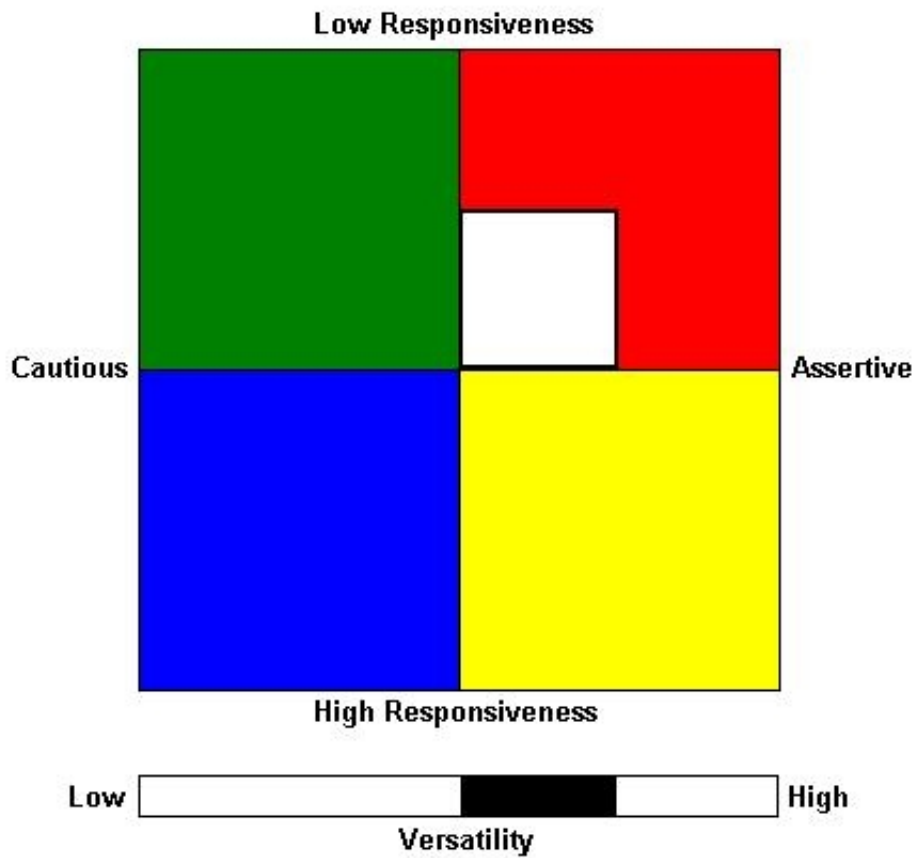**Status: Employee**

Basic Characteristics Graph

Job Adaptation Graph

Name: Doe, Jane
OMS Date: 11/4/2011
Position:
Status: Employee

Your Interaction Style (White) is Supportive Driver
Your Projected Style (Black) is Supportive Driver

OMS Report

Name: Doe, Jane
OMS Date: 11/4/2011
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.

This is an analytical person who prefers tasks that are more tangible and measurable, especially tasks that involve problem solving to some degree. Comfortable participating in projects requiring collaboration and group communication, where it is necessary to compromise, to share ideas, and to share responsibility, this person is also able to work on more individual assignments where problem investigation, analysis, and research may be required. With a communication style that is direct but diplomatic, this individual is able to talk more confidently and express opinions in areas of personal expertise, but also to initiate questions and seek input from others. Only when under a great amount of pressure to perform will this person tend to get more demanding of others and critical of their actions and decisions.

Self-motivated, responsive to deadlines, quick to react to changes and adjustments to priorities, this is a more active and impatient personality who likes variety and the flexibility to control personal time and work activities. A self-starter who likes to establish and work toward goals, this is a more ambitious person with a personal dissatisfaction for the status quo who seeks to take advantage of opportunities to experiment with new ideas and to try new approaches. Naturally thinking in terms of goals and priorities, this person is comfortable organizing both personal activities as well as those of other people.

Somewhat of a combination of strategist and tactician, this is a person who grasps bigger, more general concepts and notions, but is also able to understand the details, and manage them personally when necessary. Guided by personal methods and ideas on how to do things efficiently, this is a decisive individual who prefers organizational support to be available if needed, but who, for the most part, likes the freedom to make important decisions. If others tend to resist conforming to objectives and methods, this person may exercise greater control over their decisions and actions through closer supervision and restricting either the delegation of or the sharing of responsibility.

Reserved and somewhat on guard with new acquaintances, this is a more ordered thinker who tends to doubt ideas or arguments that conflict with personal beliefs. Only slowly will this person embrace new ideas and begin to extend trust to others.

Anxious to achieve deadlines and targets, this individual can be very fussy in applying personal standards to every aspect of a project, and can communicate considerable tension and pressure to others 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 responding to job activities and problems, this person will be more of a free thinker, more creative, and more original in developing ideas. Less constrained by tradition and pre-existing structures, this person finds a challenge in looking beyond the way things have been done in the past to experiment with new approaches.

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 to work on tasks such as investigation, analysis, and problem solving, being able to use personal ideas and methods, an atmosphere that allows for some privacy, and to be able to communicate in a more direct, factual, and explanatory manner.

Seeks to avoid situations with an emphasis upon persuading and influencing others, roles that require constant selling of either one's capabilities or beliefs, and assignments that submerge the individual fully into a team role with no opportunity for individual accomplishment.

Recognition: individual acknowledgement for analytical and problem solving abilities, for successful task achievement, for demonstrating technical expertise, and for personal learning pursuits, especially acquiring knowledge.

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 assignments offering a mix of activities which are more general in nature with tasks that are detailed and require exactness, policies to cover unexpected occurrences and decisions, and supervision which encourages independent activity and emphasizes progress reporting instead of monitoring and controlling.

Seeks to avoid work situations where unexpected problems, unfamiliar decisions, or ambiguous expectations are significant and regular occurrences, where there is no job structure or guidelines to provide some direction, and where goals are either too broad or too long term to be personally measurable.

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.

In adapting to the current work experience, this person feels that it is necessary to take a more factual, direct approach with communication, a more individualistic style in carrying out responsibilities, and a more probing, analytical approach with decisions and problems.

To adapt to the work expectations the person feels that a natural impatience should be dampened, perhaps to cope with more repetitive tasks or to activities involving little variety and change.

Somewhat of a worrier and more conscientious in handling responsibility, this person is trying to apply an even greater concern for correctness and thoroughness, an even stronger emphasis on detail, and a greater willingness to conform to the rules, policies, and expectations to the work.

OMS Report

Name: Doe, Jane
OMS Date: 11/4/2011
Position:
Status: Employee

Interviewing Questions - Motivation

The Following Report Will Help You Interview to Identify Candidate Motivation

When it comes to performance, very small differences in behavior can account for significant variances in results. In jobs where the outputs can be more easily measured, "A" players have been shown to outperform average producers by between 50 and 100%. As valuable as these reports on personality are, they should not be used without correlating information collected from interviews, other assessment procedures, and reference checks. It is this layering of information from multiple sources that enables you to identify candidate attributes and abilities with greater certainty and see the subtle differences in job-related behaviors that differentiate high potential candidates from those with less potential.

The limited and very focused interview questions contained in this report are designed to help you probe for and understand the motivation of this candidate. This is not a complete list of questions, and you should certainly include other questions in your interview(s) to address the full range of qualifications that you are seeking. The key to using these questions is to understand that different personalities use language differently, and the pattern of what they say and how they say it is a window that allows us to see some of their traits.

Motivation: Proactive or Reactive

Is this candidate an action-oriented self-starter who initiates or a more passive personality who waits for other people to initiate and who prefers analyzing to action?

This personality should demonstrate a high degree of initiative in different ways. When you listen to the person talk, you should hear complete sentences with a personal subject ("I"), an action verb, and a tangible object. For example, "I sell cars, " or "I make investment decisions for 200 clients." The person talks about action, doing things, and making things happen - about being in control. You should see quick responses, quick decisions, and a "charge ahead at full steam" attitude.

Motivation: Hot Buttons:

Another component of motivation is something we label "hot buttons" - what makes the person feel good, what gets the person enthused, and what is the person seeking from his or her work?

Choose between these two questions to probe for Hot Buttons:

1. What do you want in a job? Or
2. What is important about working?

This person, who is more of a striver, should identify such factors as power, freedom, decision-making, responsibility, financial rewards, and career advancement.

Motivation: Focus, Direction, and Organization

All of us fit somewhere along a continuum that goes from high achievement to high avoidance.

But in a more general sense, we can categorize people as either achievement motivated or threat motivated. We are either energized by goals and motivated to achieve, or we are energized by threats, in which case we have difficulty focusing on goals and we are motivated where there are problems and negative situations.

To determine direction and focus, you first need to establish the motivating Hot Buttons as explained above. Then you follow up with this question:

What will having (Candidate's Hot Buttons as explained in their answer) do for you?

This personality should be an achiever who strives for goals and manages priorities, and should respond to your question by talking about what he or she will gain, achieve, or get if working in a job that offers the Hot Buttons they identified. Most of all, you should sense the person's need to include or to have something rather than to avoid something. This style will be best suited to goal-based activities and to staying focused on priorities, but will not be very aware of problems, threats, or what might go wrong.

Motivation: Internal or External

Some people possess the self-sufficiency and self-reliance to decide for themselves what's right or what's wrong, what's good or what's bad, what's satisfactory or unsatisfactory, and what's an appropriate response compared to an inappropriate response to a situation. Their motivation comes from within, and regardless of the inputs they collect from others, they want to decide for themselves.

Other people seek external direction and guidance about rightness or wrongness, work quality, appropriate actions, or whatever matter they are handling. They cannot decide for themselves, and they seek continual direction and feedback.

To make this determination, you should ask:

How do you know that you have done a good job?

This candidate should communicate internal motivation by responding to that question with something like, "I decide," or "I get my monthly numbers, but I make my own judgement." This self-motivated person may collect information from other people and sources, but wants to make the decision personally. When working for you, they prefer minimal supervision and can be more difficult to manage.

Motivation: Options versus Procedures

Some people like to try new ideas and procedures, experiment with change, and seek better ways of doing things. These are "Options" people who are motivated when they are trying new things and experimenting.

Other people want established procedures and enjoy performing their tasks in the right way. They are uncomfortable outside of proven methods and routines, and are motivated when they can carry out their tasks exactly as planned within the procedures.

To find out where your candidate's preferences are, ask this question:

Why did you choose your current job?

Options people, like your candidate appears to be, talk about choosing or making decisions in order to expand their horizons and opportunities, and to try to obtain the Hot Buttons they are seeking. For example, you could expect a response like, "I wanted a job that would be challenging and give me a lot of freedom," or "I expected the job would give me the opportunity to build a whole new territory on my own.

" For Options people, rules and procedures are a means to an end - they follow them if they can help, but bend them or work around them if they don't. For them everything is negotiable.

Motivation: Managing Change

Change is a fact of life for all people, but not everyone enjoys change or comfortably handles change, let alone having the ability to initiate change.

To seek additional insight into how your candidate responds to change, ask this question:

What is the relationship between this job and your last job?

With this question you are seeking to understand how the person interprets the ambiguous word "relationship." How they express the relationship tells how they perceive change.

People who thrive on change, and this should describe your candidate, talk about changes, what's new and what's different, and they see change as total or absolute. For example, a response to your question might be, "It's very different. My responsibilities are much greater and a lot more fun." These people prefer rapid change, have a low threshold for boredom, and like to move on to new things.

OMS Report

Name: Doe, Jane
OMS Date: 11/4/2011
Position:
Status: Employee

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 independently and working alone,
Initiating change, starting things, and generating ideas,
Making decisions that require considerable analysis of data and associating data from different sources,
Analyzing and comparing facts and data, and problem-solving
Theorizing and abstracting ideas,
Working with technical information, systems, and procedures,
Managing variety and responding to deadlines,
Checking details and ensuring accuracy,
Developing detailed plans.

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:

Participate cooperatively and supportively as a team member,
Compromise views and hold back opinions to maintain group harmony,
Establish relationships with new acquaintances or "open doors" in a sales context,
Work collaboratively with an open sharing of ideas,
Concentrate on repetitious tasks or activities,
Make decisions where there is considerable uncertainty, risk, or ambiguity,
Work in an environment that is totally unstructured,
Delegate important details and responsibilities to other people.

Coaching Advice

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

Challenge motivates this person to improve and change,
Rewards and consequences work well as a strategy,
This person is generally resistant to advice and counsel from other people,
Give this person time to reflect on problems and performance issues before developing a response,

This person is more comfortable expressing ideas in writing than verbalizing them,

Being impatient and responsive to immediate pressures, this person can get sidetracked from following a development plan,

This person strives to be perfect and gets defensive with negative feedback,

Regular and constant reinforcement helps this person maintain new approaches and methods.

OMS ORGANIZATIONAL MANAGEMENT SYSTEM

OMS Report

Name: Doe, Jane
OMS Date: 11/4/2011
Position:
Status: Employee

Personal and Career Development

Your Work Orientation, Talents, and Motivational Considerations

All people have to assume personal responsibility for their job and career development. But people are not all alike and their performance potential is not equal in all situations. In fact, people vary greatly in their behaviors, their abilities, and their preferences. The OMS Questionnaire is a tool for clarifying and differentiating the abilities that people individually bring to the workplace. This summary report is intended to help you facilitate your own development and learn how you can achieve greater personal satisfaction from your work experience.

1. Your Work Orientation

Your work orientation is toward personal achievement and task accomplishment. As a more intense personality, you pursue your goals in a planned manner, and set high expectations for your performance as well as that of other people. More analytical by nature and preferring more tangible problems with visible, measurable solutions, you are most comfortable working with activities where the feedback is immediate and quantitative.

2. Build Upon Your Natural Talents

Every person brings an individual set of natural behavioral abilities or talents to the workplace. For each of us, our talents are the most secure and rewarding platform on which to build our careers. To enhance the satisfaction that you gain from your work experience and to maximize your performance potential, we believe that you should be aware of your particular talents and seek to develop them further at every opportunity. Your talents appear to be:

Working independently and working alone when necessary,
Initiating and generating ideas,
Making decisions that require analysis of data and associating data from different sources,
Comparing facts and data, investigating and problem-solving
Working with abstract and theoretical ideas,
Working with technical information, systems, and procedures,
Managing variety and responding more urgently to deadlines,
Working in an environment with some structure that requires adhering to rules and procedures,
Checking details and ensuring accuracy,
Developing plans where details and exactness are important.

3. Match Your Talents and Motivation to Your Work

People perform best in jobs where the activities and expectations are personally motivating, where they are doing what they like to do, and where they feel that they are using their abilities. In evaluating your job situation, the more the work environment matches up with your personal needs and preferences in the following areas, the more likely you will be satisfied and motivated:

You tend to be more productive as an individual performer than as a team player,
You are motivated with personal and individual incentives linked to your personal performance,
You prefer your own ideas in making changes and implementing improvements,
You like to measure performance and progress and to see tangible results frequently,
You are stimulated by pressure, change, deadlines, and shifting priorities,
As an analytical problem-solver, you are more comfortable working with facts, data, mechanical or technical information.

OMS Report

Name: Doe, Jane
OMS Date: 11/4/2011
Position:
Status: Employee

Supportive Driver

General Behavior

You like challenging situations, particularly those involving more technical and tangible tasks and, whenever possible, you like to carry out your responsibilities in your own way. A competitor by nature, you're concerned with achieving results and accomplishing objectives, but your need to be liked by others tones down your task orientation. More of an independent thinker, you like to develop your own work methods and implement your own ideas. When you research the facts yourself, you're not afraid to commit yourself to a course of action.

In working with other people, you tend to be sceptical of ideas or methods which conflict with your own, and you're careful in sharing your personal feelings or in divulging your motives. For the most part, placing more trust in yourself than in others, you keep your relationships with them more business-like than informal.

Your problem-solving skills, your attention to detail, your concern with achieving goals and results, your initiative, and your ability to organize your own time and work are all strengths which can contribute to your performance. Generally, you are at your best when working with problems of a more quantitative or technical nature, where you have to generate solutions through analysis and experimentation.

Essentially, you prefer more personal types of assignments to team type of activities, tending to go it alone or proceed along your own path. You're more inclined to act than to take the time to position others or to seek out their support. Focusing your energies on the immediate task, you can be somewhat intolerant with resistance to your ideas, and may place too much emphasis on logic in attempting to bring others around to your way of thinking. In fact, when faced with conflict or resistance, your natural instinct is to become more directive and less communicative.

Your Interaction Style

Relating To Others

In order to influence others, you rely upon logic and a careful, step-by-step presentation of your ideas. However, basing your actions more upon your own interpretation and analysis of situations, you can give others the impression that you are not particularly concerned about their suggestions or needs. As well, since you are more inclined to state and defend your own views than you are to solicit those of others, particularly in areas of personal expertise, you may fail to perceive how others see things, and dampen their willingness to express ideas.

Focus Of Interest

Professionalism and high standards are very important to you. You like to be correct and exact in what you do - that's how you judge your own performance and that's the basis on which you measure others. Your self-esteem is closely linked to what you accomplish - output measured in quantitative terms. You seek to develop technical competence and a strong, factual knowledge base in your work, and with your task orientation and curiosity, you like to understand why and how things are done.

Decision-Making

Personally, and from others, you expect logical, sound decisions.

You place strong weight on facts, figures, and quantifiable information, especially when facing issues which are ambiguous and accompanied by risk. With matters where you have experience or technical knowledge, you're most comfortable exercising more control, preferring to make your own decisions. In exchanges with others, you expect them to present you with clear, well substantiated opinions. You prefer conciseness, and have difficulty accepting decisions where emotion seems to outweigh logic, particularly if you perceive an absence of supporting facts.

Time Orientation and Reaction To Change

Your actions are driven both by immediacy and a need for thoroughness. Where the facts are more easily obtainable and the results more predictable, you like to expedite assignments and you communicate urgency to others. You are comfortable with planned deadlines, and you expect others to demonstrate the same degree of diligence in meeting the deadlines that you set. In making decisions or in solving problems, your real concern is with the present, but you do allow yourself to be guided by accepted precedents and ways of doing things. In contrast, where your decisions or actions could have significant future consequences, you are far less comfortable working with ill-defined and less dependable information.

You can comfortably adapt to changes, but you do not readily support imposed changes where you have not had an opportunity to influence the outcome. You try to find better ways of doing things and, so long as you can calculate the risks, you will experiment with new approaches. Where the facts are less clear, though, you will be more cautious in your willingness to experiment. In a general sense, change is a function of information for you - the more information you have, the more manageable the change.

Pace

You like to work quickly and efficiently, and this will be most apparent when you are working in areas where you have sufficient knowledge and information. Where either of those factors are missing, your need to be correct and accurate will cause you to slow down and take more care. In working with others, you have the greatest respect for those who operate with equal efficiency and attentiveness. Valuing self-organization and the ability to establish and work to priorities, you expect others to meet their deadlines and commitments.

Tolerance For Ambiguity

For you, the unknown is an expected part of life and work, but wherever possible, you try to create some structure to help you better predict and manage the uncertainties. You will generally accept the challenge of more ambiguous situations, but you will attempt to collect as much information as you can, work through the alternatives and consequences, then make your decisions based upon a careful analysis of the risks.

Versatility

You possess a higher degree of behavioral versatility, compared to most people. This means that it is somewhat easier for you than for most others to "step out of character" and to adapt your behaviors to accommodate the styles of others and to respond to changing social situations. You will likely perceive less stress and less tension in attempting to modify your natural style.

Relating

Improving Your Effectiveness In Interacting With Others

How other people perceive you affects their willingness to identify with your goals and to cooperate. Generally, they see you as impatient, individualistic, and demanding. If they are competitive like you, they may relate to your drive for accomplishment and your willingness to take on risks, but they may have difficulty accepting your impatience, your task focus, and your apparent lack of feeling for others.

If they are more cautious by nature, they respect your efficiency and task focus, and your command of information and technical data, but may resent your impatience and pressure, and your more authoritative manner.

Conversely, your perceptions of others affect your behavior with them. The style furthest from your own, and the one you have the greatest difficulty adapting to is the Supportive, who appears to lack initiative and to be too married to the status quo to accept change. With Analyticals, although you like their more factual and dependable nature, you can get frustrated with their cautiousness and their need to have all the facts before acting. You can relate to the self assurance and positive nature of Expressives, but their more impulsive, emotional responses and general way of communicating make it difficult for you to reach clear understandings with them. With other Drivers, you find their stubbornness, self confidence, and their impatience in listening to be obstacles to your successfully presenting your ideas and areas of potential conflict.

To improve the effectiveness of your interactions with Supportives, you have to be prepared to slow down your pace and take more time to establish some kind of bond. In effect, you have to demonstrate concern for them as individuals, communicate an understanding of how they perceive things, and show interest in what they do. Since they lack your goal orientation, you have to spell out the specifics of how your ideas work and the actions you expect from them. Finally, you have to respond to their need for support by recognizing their efforts and accomplishments, and by providing guidance and direction when they encounter roadblocks.

With Analyticals, you can comfortably maintain your task focus, but again you have to be prepared to show greater patience for their need to look at all the facts and study all the alternatives before acting. You have to accept their need to be right and accurate in whatever they do, and allow them the time to work through their concerns and questions. Since Analyticals respond to logic, provide all the details and supporting facts in an organized manner. To keep plans on track, attempt to secure agreed upon deadlines for specific decisions or actions, and carry through on every commitment or promise you make.

Relating more effectively with Expressives requires a loosening up and some acceptance on your part. As with the Supportive, you have to invest time in establishing a relationship, but to do this you may have to step outside of the task at hand to explore the interests of the Expressive. As well, being more open and self divulging helps the Expressive person better understand you and more easily develop rapport with your intentions. To move toward action, since the Expressive is motivated by incentives and recognition, you have to demonstrate how your ideas will enable the person to meet personal needs and goals.

With other Drivers, your most effective strategy is to show efficiency and concern for the other person's time, but to do this within a framework of mutually agreed upon deadlines and objectives. You have to accept that the Driver has firm opinions on most things, so rather than challenge those opinions and dominate the interaction, you have to draw out the Driver through questions and listen attentively to what is said. Communicating in a direct, logical manner, state your case and be prepared to respond with all the facts or technical information that Drivers need to process before they reach their decisions.