

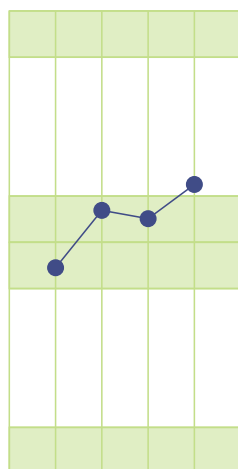


PPA PROFILE: Rajnish Sharma

10/12/2019
Private & Confidential

SELF IMAGE - GRAPH III

D I S C



Rajnish Sharma is an **unpretentious and conscientious individual** who places great emphasis on both **structure and rules**. He is **friendly and amiable**. He is **unlikely to antagonise others intentionally**. His **strengths lie in his ability to follow instructions, pay attention to detail and maintain standards/quality**. Rajnish Sharma will **probably not want the responsibility of making major decisions that affect others**.

He has **good communication skills, particularly in his area of interest**. He can **absorb, organise and communicate information to others without forcing it upon them**. He also has **patience with those individuals less able than himself**.

Rajnish Sharma **should not be expected to make quick decisions, but rather to investigate all available sources of information prior to the decision making process**. He is **probably better at providing supportive data and suggestions rather than making decisions**. He is a **good administrator who organises well on a daily basis**, but **who could be less adept at long-term planning**. He **dislikes antagonism and interpersonal conflict**. He could **yield his opinion to avoid confrontation**.

In both **a social and work sense Rajnish Sharma is likely to be a good team member**. He **needs clear guidelines and areas of responsibility**. He **dislikes having to deal with unexpected time pressures**. **There is a tendency for this person to become overly involved with the problems of others**. He is **likely to take criticism personally**. He may **frustrate others by being overly cautious and specific**.

SELF MOTIVATION

Rajnish Sharma prefers to work in a structured environment with clearly defined responsibilities. He enjoys involvement with others, preferably in a team situation. He needs security, acceptance and reassurance for a job well done.

JOB EMPHASIS

Sharing specialist information and providing support to others

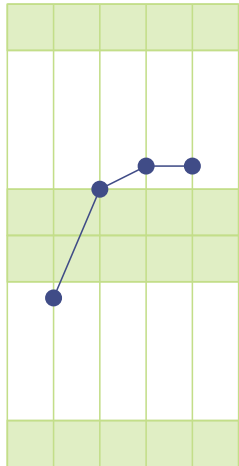
The main responsibility of Rajnish Sharma's job should involve the collection and sharing of information to support standards, quality and rules. There should be little need for crisis reaction or to work to tight time deadlines, as this person would be likely to benefit from being given time to complete tasks to his own high standards. He could be called upon to audit the work of others prior to its completion or submission. The job may involve teaching or training others in specialist areas, particularly where there is a requirement to share specific skills.

DESCRIPTIVE WORDS

Systematic, friendly, amiable, kind, sensitive, non-antagonistic, accurate, thorough, helpful, detailed, cautious, deliberate, peaceful, asks "how", "why" and "who".

WORK MASK – GRAPH I

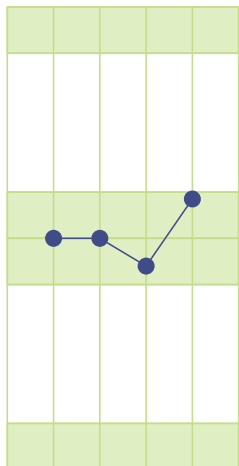
D I S C



In order to be successful in the current work situation Rajnish Sharma appears to be acting in a similar manner to that indicated in the self-image. This would suggest that he feels totally compatible with the job he is doing currently and feels no necessity to modify his behaviour at all.

BEHAVIOUR UNDER PRESSURE - GRAPH II

D I S C



There are indicators within this profile which suggest that one or more of the following may apply:

- He may be out of work or could be frustrated in the current work situation.
- He may be in a job where either business is poor or the superior is not satisfied with his performance.

Rajnish Sharma appears to be feeling demotivated and insecure which could ultimately affect job performance.

Alternatively if Rajnish Sharma was being considered for a new job, he may need support from his superior for a fair period of time. The situation should be given careful consideration.

GENERAL COMMENTS

There are indications of frustration, problems or pressure within Rajnish Sharma's profile, but in this instance it is not clear as to whether these are of a personal nature or work related. This would suggest that he may be feeling uncomfortable with his current situation.

It is important that both avenues are pursued to ascertain the cause as such problems may long-term affect job performance.

There are indicators which suggest that there are pressures being placed upon Rajnish Sharma with respect to the current job/ boss situation. The reason could be one or more of the following:

- Rajnish Sharma may not have been given clearly defined objectives by his superior.
- Regardless of how well the boss has communicated the objectives, he may not understand them.
- He may have been given responsibility but without the authority to act and make decisions.

- He may be in a situation where he has more than one boss.
- He may have a very aggressive boss or partner with whom he cannot relate.
- He may feel he can contribute more than he is currently being allowed.

As a result of the current frustrations, job performance could certainly be affected.

If Rajnish Sharma is being considered for a new position, the above should be assessed, as care should be taken to ensure that a similar situation is not repeated.

Motivators

Rajnish Sharma is motivated by logic and standard operating procedures. He also has a need for popularity and being part of an efficient team. Security of situation, a happy home life and a supportive boss are also extremely important to him. He enjoys sincere appreciation, personal attention and no sudden or abrupt changes.

Should Rajnish Sharma have a boss, then ideally that person will be a democratic and participative leader, who recognises that he appreciates personal contact and works best within the security of a structured working environment. The objectives of the job should be communicated clearly, timescales agreed and then Rajnish Sharma should be allowed to get on and complete the task at his own pace. There may be times when support and reassurance should be given to speed up the decision making process, as Rajnish Sharma may be reluctant to take critical decisions which are outside his area of expertise.

Please note

The above report is a guide. The Personal Profile Analysis is a work orientated inventory. This report is designed to assist in the selection, appraisal, development or coaching and mentoring process.

The report should never be used in isolation but always in conjunction with both an interview and a process whereby a person's experience, education, qualifications, competence and trainability can be assessed.

Other reports are available on the Thomas program which will provide additional useful information about this person. Thomas recommend that consideration be given to using these further reports when appropriate.



INTERVIEWER'S GUIDE: Rajnish Sharma

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INTERVIEWER'S GUIDE - PERSONAL PROFILE ANALYSIS

Rajnish Sharma

We recommend that the following questions be considered by the interviewer when meeting with Rajnish Sharma. These probing questions have been designed to assist the interviewer in gaining a more in-depth understanding of Rajnish Sharma, his strengths, limitations and behavioural style. This exploratory approach has been prompted by the contents of the PPA report.

Points To Review

If you have not seen any reference to 'Points to Review' in other Thomas reports, additional information will be contained in the PPA Profile and Executive Summary reports. These may be obtained through the 'Reports' screen.

Tight Graph II

- There are signs that you may be experiencing very challenging times at work. What is your reaction to this observation?
- Please summarise recent performance in your job. How successful, or otherwise, have the results been?
- What range of adverse trading or business conditions impact directly or indirectly on you and your team? What are the consequences of these?
- When last was your performance formally appraised? What was the outcome?
- If you ever feel your own performance levels are below expectation, how do you overcome the problem?
- Tell me about your current responsibilities and the management support that you get from your current boss.
- Give me some examples of things that frustrate you at work. How do you overcome these?

Tight Graph III

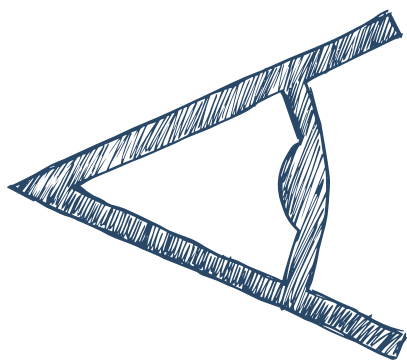
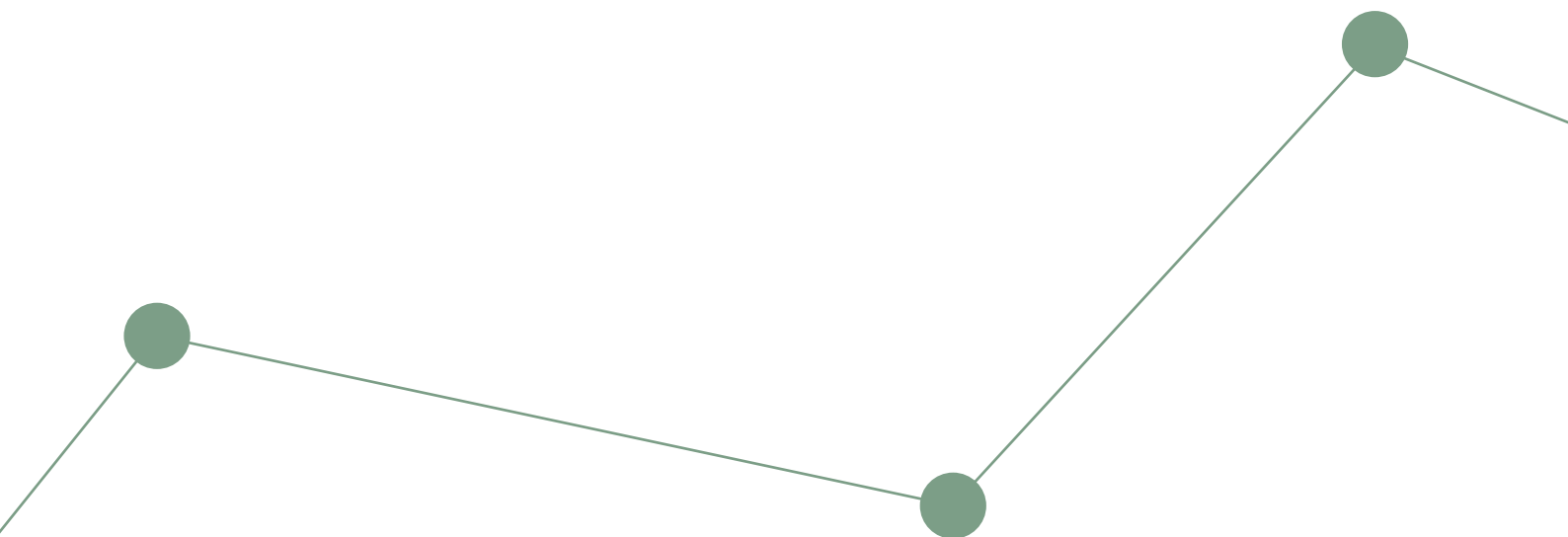
- Are the execution of your duties and responsibilities backed up by the necessary resources and level of authority?
- Tell me about your current boss. Describe his management style. What three things would you change in him if you could?
- Do you believe that you have the trust and support of your workplace colleagues? What evidence is there of this?
- Do you report to, or have you in the recent past reported to, more than one manager? If this is the case for how long and for what reasons? Is this situation likely to continue?
- Have you experienced any major disagreements at work in the recent past? What were the reasons for these?
- In general terms, how well is your organisation performing? Are you satisfied with your own level of performance? Why?

The following series of questions can be used to verify the profile and the extent to which Rajnish Sharma is aware of his impact on others within the working environment. They are also designed to identify whether he is adaptable in terms of modifying his behaviour to meet the needs of colleagues.

- Adhering closely to policy, procedure, regulations and precedent would, many believe, have both a positive and a negative influence on performance. Would you care to summarise these?

- There are indications that, in positions of responsibility, you would ensure that all operational procedures were defined in detail and implemented systematically. What approach do you use when doing this?
- Are you an active member of any formal or informal team or work-group? Typically, what role do you usually fulfil in these structures?
- Influencing others to your point of view is seen to be a particular strength of yours. What examples of this ability can you relate?
- How important is time management to you in your day to day responsibilities? When has poor time management impacted negatively on your performance? What were the consequences?
- What specific traits would you like to be remembered for? How do you rate yourself with regard to dependability, sincerity, self-control and persistence?
- Where, in your current role, have poise, relaxed friendliness and charm proved to be either a benefit or a hindrance?
- Tell me how you differentiate between your close friends and mere acquaintances?
- What, in your opinion, inhibits most critically your own overall level of performance?

And finally, is there anything else you would like to tell me that I have not asked about?



Rajnish Sharma

Personal Profile Analysis (PPA)

Candidate Feedback

10/12/2019
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Rajnish Sharma

Personal Profile Analysis (PPA)



What is a PPA?

This report is a Personal Profile Analysis (PPA), which provides rapid and deep insights into a person's behavioural preferences and communication style.



General Characteristics

Compliant, dependable, careful, deliberate, systematic, friendly, precise, persistent, accurate, good listener, perfectionist, kind, logical, influential, persuasive, verbal, communicative, non-demanding, hesitant, mild and accommodating.

- A perfectionist who is attentive to detail and specifics.
- Follows the rules, procedures and systems set by the organisation.
- Can communicate factual information both verbally and in writing.
- Persistently ties up the loose ends and sees-a-task-through to conclusion.
- Non-aggressive; prefers to do business in a friendly way.
- Can use persuasion to win people over.
- Needs the security of a structured working environment.
- Dislikes change; prefers the status quo.
- Absorbs and imparts specialist/technical information to others.
- Evaluates all likely consequences before taking action or making decisions.
- A logical thinker who strives for perfection.



Motivators

Rajnish Sharma is best motivated when operating in a situation where exposure is somewhat limited, structure and procedures are very clearly defined and where he feels confident that provisions have been made for him to double-check his decisions before action is taken. Rajnish Sharma is also well motivated when he feels secure, popular and part of the team.

Should Rajnish Sharma have a boss, then ideally that person will be democratic and participative by nature, providing information and giving support and confidence to this individual. The boss will also need to exercise patience when explaining things and be prepared to give exact requirements.



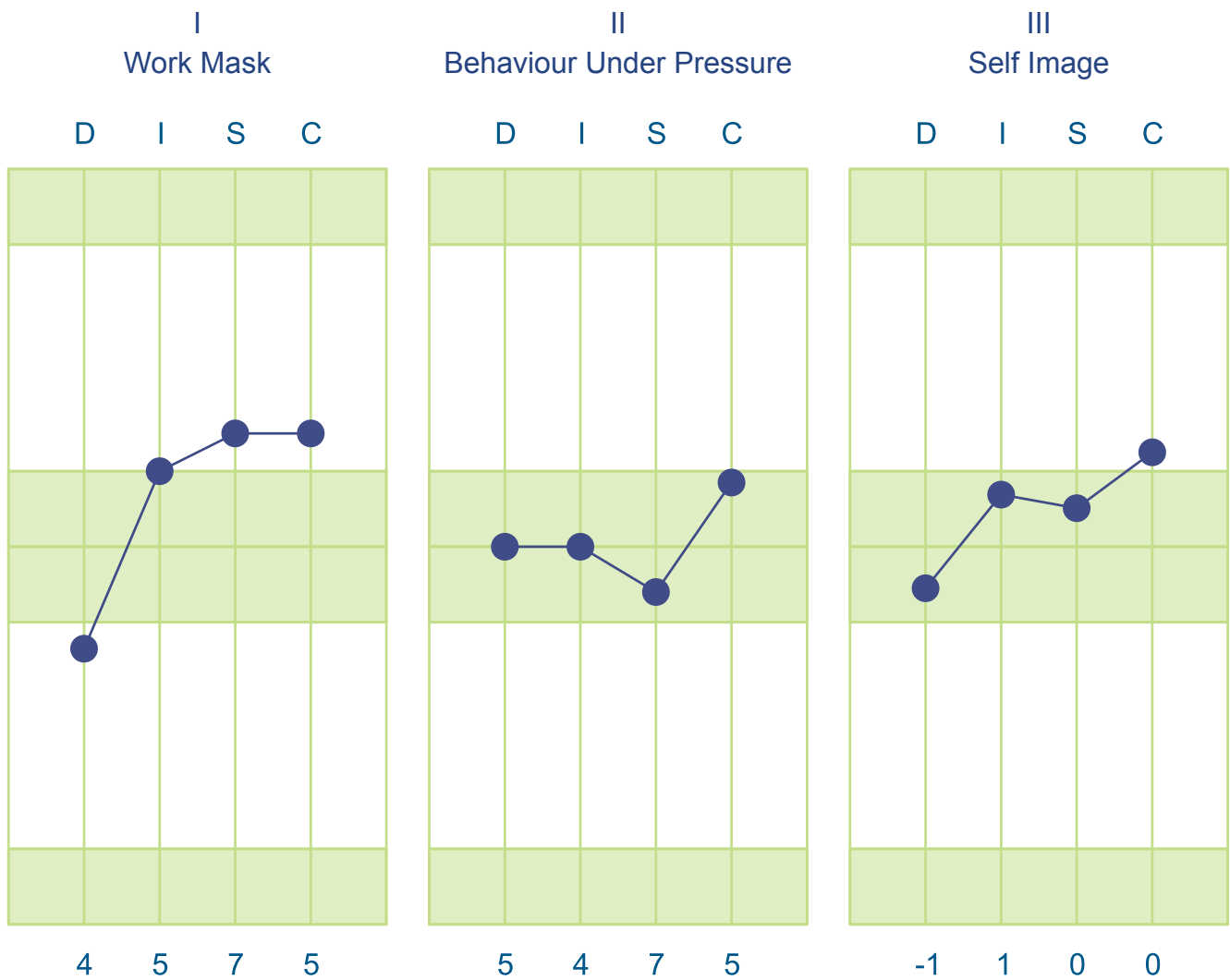
Value to the Organisation

As an individual with an analytical, accurate and logical approach, balanced with a sound ability to communicate effectively and convincingly with people, and to listen patiently and objectively, Rajnish Sharma is able to comprehend and deal with issues thoroughly and fairly. He will be able to solve problems and address difficult or controversial issues successfully, using a mix of logic, strong interpersonal skills and objectivity. Rajnish Sharma will therefore be a valuable asset in a team or any internal or external client interface role.



GRAPHS & SCORES: Rajnish Sharma

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LEADERSHIP SKILLS: Rajnish Sharma

10/12/2019

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Leaders possess a 'vision': a long term view of the shape of an organisation, a brand, product, service or project. This vision shapes other people's actions and decisions. Leaders enthuse and motivate people by the way they communicate this vision. They form great teams, some of whose members know more about specific areas than them. Leaders point their team in the right direction, through their vision; they set the ground rules while enabling a team and its members to achieve their full potential. They allow people to make mistakes - but not too many. They praise as well as correct.

Leaders act quickly to solve problems. They know enough about their business or particular organisational competences to be respected, but they don't get lost in detail. They walk the talk: they act in a way which consistently reflects what they say, creating trust and a reputation for integrity.

PERSONAL LEADERSHIP STYLE

Rajnish Sharma appears to have the characteristics for a leadership role in specialist, technical and professional areas. He is likely to be people-oriented and will tend to work well in an organisation whose culture is democratic, structured and participative. His profile suggests that he will succeed in leading a function which is involved in evaluation of facts and figures.

His profile suggests that he may avoid conflict situations which may result in him yielding his position or hesitating to make unpopular decisions.

His leadership potential will also depend on aspects of his emotional awareness and level of fluid intelligence.

Likely Leadership Strengths

- A good communicator of facts both verbally and in writing
- Persistent and hardworking, ties up loose ends
- Loyal, patient, reliable
- Skilled at analysing and limiting risk
- Follows rules, procedures, systems and direction
- Uses facts, figures and persuasion to win people over

Potential Leadership Limitations

- Prefers tried and tested measures rather than the risk-taking associated with innovation
- May get caught-up in detail
- May set objectives that others do not find challenging enough
- May be too willing to accept excuses from under performers
- May avoid situations which are likely to lead to conflict

General Communication

Rajnish Sharma's communication style is likely to be one of his leadership strengths as he is likely to be a positive communicator when he feels secure in his own knowledge or when imparting information in non-antagonistic situations. However, he may tend to hesitate to voice his opinions if he is challenged in an area outside his personal expertise. Therefore, in areas outside Rajnish Sharma's remit, he may be more suited to being an advisor/consultant rather than a leader. If he has appropriate levels of self-esteem and assertiveness coupled with an ability to reason with information provided, he may be able to pick up knowledge of the area being discussed quickly and contribute.

Presentation Style

Rajnish Sharma is likely to be good at presenting factual information and to be sincere and courteous in his approach. He is also likely to make technical data appear interesting to others. However, he may tend to include too much detail in his presentation for some people which may result in some members of the audience losing interest.

Decision Making Style

Rajnish Sharma is likely to rely on personal expertise or existing procedures when making a decision and tends to make decisions that he considers to be safe. Unless he has a degree of assertiveness, he is likely to yield his position if on strange ground or challenged by a more aggressive individual.

Meeting Deadlines and Time Management

Rajnish Sharma's profile suggests that he is people-orientated, and this could occasionally result in work having a lower priority than meeting the needs of others. Also, his friendly, helpful attitude may result in him taking on more work than he can manage. He/she may benefit from some guidance on how to say 'no' if taking on extra work impacts negatively on meeting deadlines.

He may feel uncomfortable being held to tight or hasty deadlines where his usual routine is compromised and he is pressured to work at a faster pace than his attention to detail allows. This individual may tend to become demotivated if there are frequent last minute changes to deadlines. However, if a deadline is set and agreed by him, he is likely to organise his time and manage expectations to deliver on time.

Goal Focus

Rajnish Sharma is motivated towards the achievement of complex and precise goals for which he can utilise his well-organised approach to the successful completion of specialist assignments. He is also motivated by opportunities to work with and through others in a stable and predictable environment. Personal recognition would be a major positive influencing factor.

Administration

He is likely to be organised, pay attention to detail and concentrate on specifics. Rules and guidelines are likely to be important to him. He is likely to keep records or correspondence and agreed action points and he, therefore, may be seen as trustworthy.

Planning and Problem Solving

Rajnish Sharma's approach to Planning and Problem Solving is careful and thorough and they are likely to account for possible difficulties and challenges. His approach lends itself to excellent short-term and intermediate planning. On the other hand, this may at times be too detailed for long-term planning and may be too cautious for conceptual strategic planning.

His problem solving style is likely to use logic and facts to resolve issues. As he is people-oriented, he is likely to talk through issues and use a democratic approach to reach a solution. Due to a preference for accuracy, Rajnish Sharma may take

some time to go through all the information he feels is necessary to resolve an issue and this could frustrate others.

Ensuring Quality and Accuracy

Rajnish Sharma is likely to be disciplined in adherence to quality standards and overall accuracy. He may become depended on to consistently deliver work of a high quality and he may even resist releasing work which does not meet his high standards.

He may at times dislike being hurried and may become frustrated if expected to change his systematic style and compromise the quality of his work.

In areas he is proficient in, he is likely to use his persuasion to motivate others to work to high standards. He may lack the confidence to do this in unfamiliar areas or situations.

Handling Criticism and Aggression

This diplomatic and non-aggressive person may avoid confrontation. He may yield his position when dealing with very critical and aggressive people. As Rajnish Sharma's profile suggests he is confident and social, he will tend to accept criticism in a mature and accommodating manner. However, if he perceives the criticism is unfounded he may become defensive and resort to using facts and figures to defend his standpoint. He will attempt to dissipate confrontational situations through the use of his patience, self-control and personality.

TRAINING AND DEVELOPMENT NEEDS

If Rajnish Sharma is an existing leader within the organisation and the above-mentioned limitations are evident, then we recommend that you consider providing him with the training recommended below, but only if such training has not previously been undertaken.

Facilitating Change

Rajnish Sharma's characteristics suggest that he may change and may hesitate venturing into the unknown. This may impact on his creativity as a leader.

Training/coaching could focus on:

- Questioning whether things are satisfactory as they are and looking outside the normal parameters;
- Changing things in order to improve performance;
- Modifying behaviour.

Taking Control of Situations

People who are good at taking control are likely to be assertive and direct. They will not be afraid of antagonistic situations and will be prepared to discipline poor performers. They will stand up for their rights as well as those of the team and will not be satisfied unless results are achieved.

The following may be beneficial for Rajnish Sharma:

- Assertiveness Training - Aimed to improve self-confidence if Rajnish Sharma is uncomfortable asserting his opinions;
- Self-awareness Training - Understanding personal strengths, identifying limitations, modifying behaviour to suit the needs of others;
- Overcoming Basic Fears - Conflict, interpersonal aggression, dealing with uncertainty;

- Setting objectives, key tasks and goals - For those who have different characteristics to himself; understanding that providing written instructions or decisions may not be enough for people who prefer to talk through things;
- Timescales - Their importance in relation to objectives, key tasks or goals; discussing and agreeing timescales; dealing with conflict, particularly in those who do not wish to be controlled;
- Gap analysis - Identifying projects which are not being conducted successfully, restoring them to success, innovative creation of ideas;
- Decision taking - Understanding when it is timely or shrewd to make a decision.