



## The omnia Profile

Assessment for

Monica Sayuri

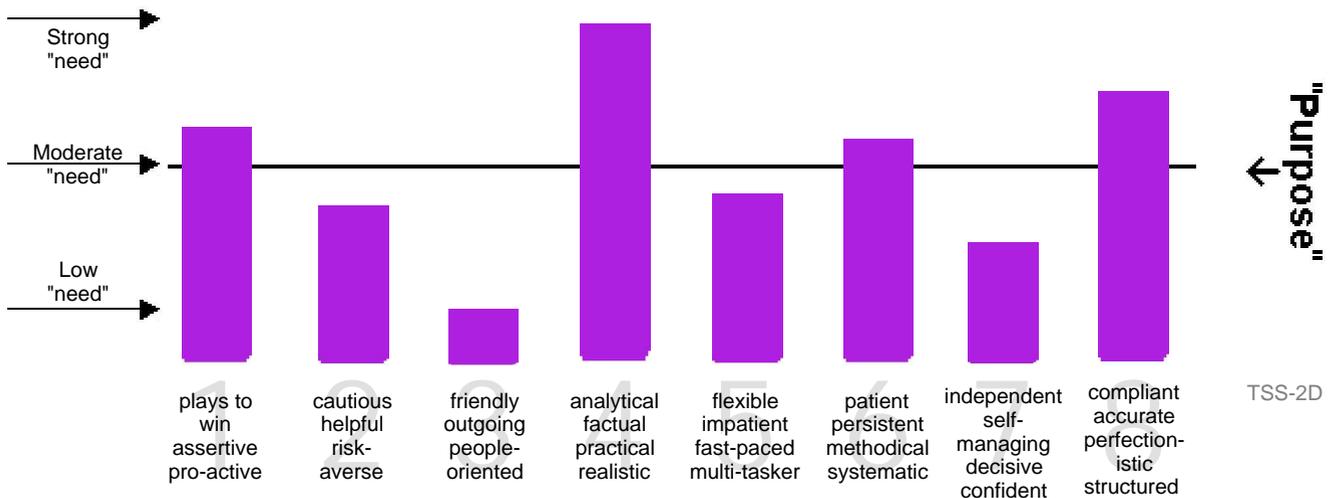
The Omnia Group Inc

Interpreted by: CLA  
QC by: PM  
Client #: 11-24  
Requested by: CArdell  
Position: Agency Manager  
Date: June 22, 2007

## The Omnia® Profile Compatibility Rating

Subject's Name <b>Monica Sayuri</b>	Profile Number <b>368549WB</b>	Date Submitted <b>06/22/2007</b>	Client Number <b>11-24</b>
Title <b>(E) Agency Manager</b> Req by: <b>CArdell</b>	Analyst <b>CLA</b>	QC by <b>PM</b>	<b>OCR®</b> <b>6.6</b>

<b>OECR®</b> <small>Omnia® Environmental Compatibility Rating</small> <span style="font-size: 24px; font-weight: bold;">6.8</span>	<b>OVCR®</b> <small>Omnia® Vocational Compatibility Rating</small> <span style="font-size: 24px; font-weight: bold;">6.3</span>	<b>Responsivity</b> <small>Vitality, stamina, alertness, endurance</small> <span style="font-size: 24px; font-weight: bold;">fine</span>	<b>Intensity</b> <small>Clarity of personality definition, balance</small> <span style="font-size: 24px; font-weight: bold;">1.42</span>
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### Analyst Comments

Monica's Omnia Profile results are somewhat dissimilar to your needs for an agency manager. She describes herself as proactive but not as independent or as competitive as your target. Monica may take charge in familiar situations and probably works most comfortably within well-defined structure. Manage her by making a systematic game plan with her and by giving her regular feedback. She seems most comfortable with long-term goals that are practical and measurable. Monica could tend to concentrate on details, so help keep her focused on the big picture. The risks she seems comfortable taking are probably realistic but a bit more conservative than you might prefer for a bold leader, so help her develop an ambitious marketing and development strategy for the growth of the business. She is apt to apply strong critical thinking to assess needs and solve problems, and she is likely a highly objective leader. She seems patient and deliberate, not inclined to be rash or reckless or get distracted. Though she is likely a professional with reliable, pragmatic insights, do give her specific input into major decisions, as she probably prefers to make judgment calls collaboratively.

Monica seems no-nonsense, so she could need time to get to know people on a more personal level and build relationships or rapport. She may come across as blunt at times, if only because she tends to focus on the facts and speak concisely. She probably mentors well but may need to spend more time motivating her team. Make sure she is giving positive feedback often, as she is likely serious and seems to set high standards. She should place an emphasis on accuracy and quality, given her relatively meticulous nature and potential for perfectionism. Monica appears to operate by the book but may need to grant autonomous types a greater degree of latitude if they are performing well.

## Monica Sayuri's Primary Personality Traits

### Tall Column 1:

The height of Monica's column 1 indicates she has some take-charge qualities for this leadership role and can be assertive, especially when she knows she is right. However, her taller column 8 indicates that avoiding criticism, following the rules and controlling outcomes might sometimes seem even more important to her than taking decisive, independent action. Remind her that she cannot always please everyone all the time and that making a mistake and getting negative feedback is a part of leadership every manager deals with at one time or another. She appears to have a significant desire to take initiative, which you might be able to draw out more by keeping any needed criticism discreet, supportive and instructive. If she seems to be looking for approval too often, be sure you have made your expectations clear and armed her with sufficient guidelines, then let her know you trust her to handle her work.

### Very Tall Column 4:

She appears very pragmatic, factually oriented and reserved in social situations, more than most people who take the Profile. She is likely a perceptive strategist and planner who evaluates staff and situations in a highly objective manner. Since she likely strives to be knowledgeable, she can be a strong resource for technical questions from staff.

However, she may be a very businesslike communicator and could thus be sparing with praise. Verify she encourages her team and praises both their efforts and their accomplishments. Though she probably listens very well, make sure she expresses empathy when staff voice concerns to her. Be very specific and to-the-point when offering feedback, and offer your comments in a discreet, one-on-one setting. She likely appreciates having a quiet office where she can concentrate on planning, paperwork and other solitary tasks.

### Moderately Tall Column 6:

Monica appears steadily paced, fairly patient and comfortable with routine. Though not extremely routine oriented, she likely ensures regular processes are in place and does not seem to rush into changes. The deadlines she sets for her team are apt to be realistic.

Monica probably appreciates some notice of upcoming deadlines and changes; she has a moderate need to plan ahead and might not like to be rushed at the last minute. Try not to overload her with too many things at once; she is probably most comfortable when she can focus on no more than two or three objectives at any given time.

### Tall Column 8:

She seems detail oriented and quality conscious. The taller her column 8, the more structured her leadership style is likely to be and the more she is apt to get personally involved in the details of her team's work. She likely provides explicit guidelines, carefully observes company procedures, and willingly offers hands-on guidance to staff.

Sometimes, Monica may get so involved in details that she tries to do too much on her own. If staff are unproven or have made errors in the past, she may feel hesitant to delegate to them. If she feels overloaded, help her review her workload to determine which tasks she can hand down to her team. Provide her with detailed guidelines and regular feedback, but be delicate when you need to critique her.

## Interesting Behavioral Dynamics

### **Combination of Tall Columns 4 and 8:**

She shows potential to be a strong planner and administrator, with sharp attention to detail. Staying up to date on job-relevant knowledge and making sure staff are thoroughly trained is likely important to her. She seems to make decisions thoughtfully and objectively.

However, she may have such a strong need to ponder and analyze decisions that it sometimes prevents her from acting decisively. Also, it could be hard for her to trust in staff's ability to handle important assignments. Make sure she is delegating and not trying to do too much on her own. Also, be available to discuss key decisions with her and provide consensus. Offer highly specific, factual feedback in a discreet, one-on-one setting.

## Performance Issues

In addition to the eight columns, there are other areas the Profile measures that can provide valuable insight into behavior. These areas are known as responsivity, intensity, and purpose.

### **Purpose**

Monica shows good quality and purposefulness to her behavior. This means that she should not surprise you by behaving out of character. It also suggests that she has a considered reason for what she says or does and should typically give mature forethought to the consequences of her words and actions.

### **Intensity**

Monica shows a fine intensity score that is within the recommended range. This means that she depicted herself in definitive terms, giving us a clear, distinct picture of who she is, along with her probable hot and cold buttons. Thus, we can make valid assessments about which behaviors you are likely to see. It also allows us to provide management tips and discern what motivators you can use most effectively with Monica.

### **Responsivity**

Individuals with "fine" responsivity normally have good mental alertness. Accordingly, we see good potential in Monica for productive behavior throughout your typical workweek for this position, without undue performance fades or burnout. Monica should be easily trainable.

## Managing Monica Sayuri For Maximum Potential

### Hot Buttons

- Challenge and opportunity; chances to win; being able to make a real difference; having authority to get things done; performance-based rewards/financial incentives; growth-oriented goals.
- Analytical problems to solve; a professional and practical workplace; praise that is objective and specific to the relevant accomplishment; factual communications; measurable goals; a strong sense of fairness in the workplace.
- A boss who gives detailed instructions; a job that is well defined; clear expectations from all parties upon starting a project; working with a quality-conscious team; being able to share responsibility for mistakes rather than being held solely accountable; receiving supportive feedback regularly.

### Cold Buttons

- Not having much room to advance, or having to wait a long time for a promotion; across-the-board raises, as opposed to raises based on individual accomplishments; no opportunity to earn bonuses or other financial incentives; being a manager in title only, without actually having much authority; having little opportunity to compete and win.
- Being the center of attention; working with people who gossip or do not respect confidentiality; perceiving subjective or preferential treatment in how people are evaluated and rewarded; having to be charming and impress people she does not know well; a lack of mental challenge.
- Having to make decisions in the absence of clear precedents; starting plans with very few guidelines to follow; being corrected or reprimanded in front of other people; having to take sole responsibility for unpredictable results.

## For Best Performance Monica Sayuri Needs:

