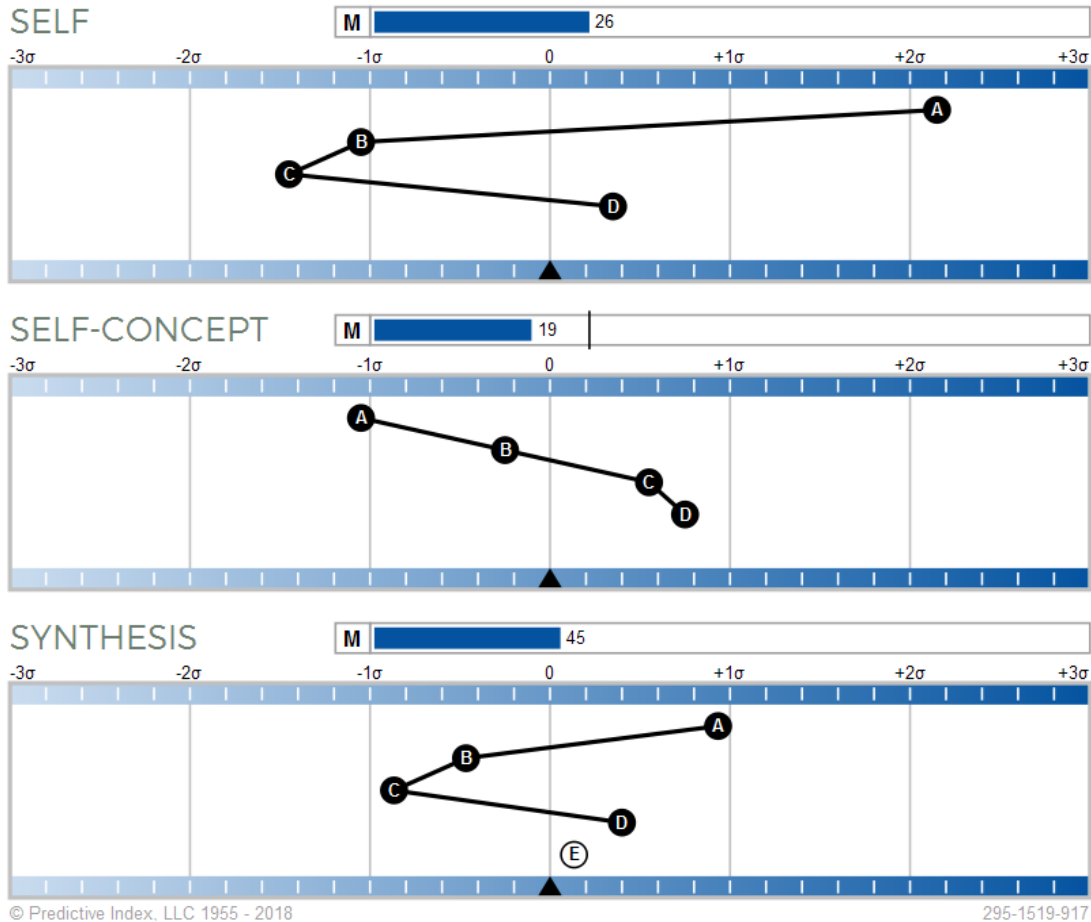


The results of The Predictive Index® Behavioral Assessment should always be reviewed by a trained PI analyst. The PI® Behavioral report provides you with a brief overview of the results of the behavioral assessment and prompts you to consider many aspects of the results not contained in the overview. If you have not yet attended The Predictive Index Management Workshop™, please consult someone who has attended in order to complete the report.



## Strongest Behaviors

Fraser's PI Pattern is extremely wide, which means that his behaviors are very strongly expressed and his needs are very strongly felt.

**Fraser will most strongly express the following behaviors:**

- Intense proactivity and aggressiveness in driving to reach his goals. Actively and boldly challenges the world, his business, and even others' areas within his business.
- Strongly independent in putting forth his own ideas, which are innovative and original, and if implemented, will change the organization. Resourceful and forceful in overcoming obstacles, he vigorously and directly attacks problems; fights back hard when challenged.
- Incredibly strong sense of urgency; he's in nearly constant motion, putting pressure on himself and others for immediate results. Unable to do routine work.
- Task-focused; he quickly notices and pushes to fix technical problems, assertively cutting through any personal/emotional issues. Has aptitude to spot trends in data or figure out how complex systems work.
- Independent, analytical, critical, and creative thinking and action; little need for external validation before action. Private.
- Authoritative and direct, he's driven to accomplish his personal goals; he pushes through roadblocks assertively. Communication is direct, to the point, and sometimes brusque.

## Summary

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Fraser is an intense, results-oriented, self-starter whose drive and sense of urgency are tempered and disciplined by his concern for the accuracy and quality of his work. His approach to anything he does or is responsible for will be carefully thought-out, based on thorough analysis and detailed knowledge of all pertinent facts.

Strongly technically-oriented, he has confidence in his professional knowledge and ability to get things done quickly and correctly. With experience, he will develop a high level of expertise in his work and will be very aware of mistakes made either by himself or anybody doing work under his supervision. Fraser takes his work and responsibilities very seriously and expects others to do the same.

In social matters, Fraser is reserved and private, with little interest in small talk. His interest and his energy will be focused primarily on his work, and in general he is more comfortable and open in the work environment than he is in purely social situations. In expressing himself in his work environment he is factual, direct, and authoritative.

Imaginative and venturesome, Fraser is a creative person, capable of developing new ideas, systems, plans or technology, or of analyzing and improving old ones. He relies primarily on his own knowledge and thinking, with little reference to others, to get things done. He sets a high, exacting standard for himself, and generally finds that others do not meet that standard. To earn his trust, someone must consistently meet that standard and get results; if they can do that, Fraser will do whatever he can to work with them whenever he needs to collaborate.

While he may be perceived by other people as aloof, he will earn their respect for his knowledge of his work and the soundness of his decisions.

## Management Style

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As a manager of people or projects, Fraser will be:

- Both broadly focused and tactically cognizant; strategic thinking is the first priority moderated by a drive for details, accuracy, and correctness
- Self-reliant and independent with a great deal of confidence in his ideas, opinions, and knowledge; he'll have definite opinions about how things should be done and prefers at least some hands-on knowledge of what he manages
- Hesitant to delegate authority or details; his follow-up is close and critical ensuring that his team has completed all work to his exacting standards
- Fast paced and eager for results, tempered by a drive to ensure accuracy and completeness; he interprets deadlines literally and drives his team hard to meet them
- Slow to trust others until they have produced accurate, timely results consistently
- Demanding, creative, and exacting; always striving to do things better, faster, and with greater precision; he focuses more on solving problems than celebrating or praising solutions

## Influencing Style

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As an influencer, Fraser will be:

- Authoritative and assertive in influencing others towards his goal
- Driven to influence others as quickly as possible without sacrificing quality in any way
- Eager to completely understand any idea or concept before bringing it before others
- Competitive and individualistic in his approach; prefers to work alone and maintain control of the process
- Diagnostic in approach; he asks probing questions, ascertains the problem, and applies a solution proven to work
- More comfortable answering questions or objections if he's had time to think about his response and can provide proof to support it.

## Management Strategies

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To maximize his effectiveness, productivity, and job satisfaction, consider providing Fraser with the following:

- Opportunities to broaden the technical knowledge of his work with learning experience in increasingly responsible positions.
- As much autonomy as possible in setting priorities, expressing his ideas, and putting them into action
- Recognition for tangible results obtained, rather than for political or selling skills
- Freedom from repetition
- Technical challenges to which he can apply innovative solutions.