



## PERFORMANCE STYLE & AMBITIONS®

**JANE SAMPLE**

jane@target-teams.com

October 7, 2008

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WESTBOROUGH, MA 01581

P 508.983.1470

E PDENNIS@PMDSALESTRAINING.COM

2

Jane Sample

jane@target-teams.com

October 7, 2008

## Performance Style & Ambitions®

### Congratulations!

Whether it is your employer, you, or the both of you, someone has taken a sincere interest in your professional success.

This report has been commissioned specifically for Jane, with the sole purpose of identifying her preferences and strengths, so she may capitalize on them.

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## Performance Style & Ambitions®

### Part 1 - Performance Style (DISC)

**This type of questionnaire, called a DISC questionnaire, has been completed by over 50 million individuals worldwide.**

DISC is known to be one of the oldest, most validated and most reliable assessment tools available. This questionnaire is based on original research dating from the 1920's out of Harvard University. Subsequent rigorous statistical analysis of the response patterns of other people who have also completed the Performance Style (DISC) questionnaires, means we have a great deal of confidence in our questionnaire and in your specific results.

#### Non-Judgmental Report

There are no "right or wrong" styles or "good or bad" preferences. The results in this report should only be viewed within the context of how valuable or appropriate certain performance styles may be for a given role or task.

#### Increased Professional and Personal Success

The following Performance Style (DISC) report will help you identify areas where you will be most confident, most successful and where you will find your greatest fulfillment. Your report will also describe areas you may find to be more challenging. Our goal is to provide you with insight into why certain roles, tasks and job cultures are more invigorating and fulfilling for you than others.

With your customized Target Teams' Performance Style (DISC) report, you are now empowered to position yourself where you might enjoy greater success.

#### Business Applications

- ⊙ Understanding Job Candidate Preferences / Hiring
- ⊙ Understanding Interpersonal Relationships
- ⊙ Mentoring and Coaching Tips to Increase Work Productivity
- ⊙ Understanding Team Dynamics
- ⊙ Improving Employee / Manager Communications
- ⊙ Planning for Executive Succession
- ⊙ Resolving Conflict and Performance Issues
- ⊙ Creating Employee Performance Plans
- ⊙ Providing Detailed Information about High Potential Employees



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## Performance Style & Ambitions®

### Introduction to Performance Style (DISC)

**This Performance Style (DISC) Report has been customized for Jane. It is based exclusively on her answers about her preferred method of completing tasks on the job as well as her preferred communication style. This report describes Jane's preferences and details how her manager and teammates may wish to work with her to create an optimal job environment and maximize her job satisfaction.**

Two views of Jane's performance style are reviewed—her Actual performance style and her Modified Performance Style.

#### **Actual Performance Style**

One's Actual Performance Style reflects the preferred or instinctive style—the method of accomplishing tasks that she will default to.

#### **Modified Performance Style**

One's Modified Performance Style may be reflective of a current role, a current situation, a current work culture that requires some modification from the Actual style—in order to be more effective on the job.



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Jane Sample

jane@target-teams.com

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### Executive Overview

**What follows is a high level overview describing Jane's general performance style characteristics. These characteristics are likely to be Jane's actual approach when performing in her role as well as her instinctual approach when communicating with others.**

Jane may tend to be a "worrier" (in a positive way), giving thought and mind-share on projects even when away from the job. She may come in after a weekend of thinking, and offer teammates and management an ideal solution. Jane has a very high awareness of the need for quality. Jane prefers an orderly business environment vs. a chaotic one, and will work to create and preserve order. If Jane is repeatedly challenged in an area where she has a lot of knowledge and confidence, she may tend to temporarily react in a highly assertive manner as she supports her knowledge area.

Jane tends to be more modest and conservative than egocentric, does things "by-the-book" and expects others to do the same. Jane tends to be one of the rare members of the team who has read all of the "fine print" in policies or procedures. Jane will aspire to achieve a precise handle on time management and will enjoy meetings most when they begin and end on time. Jane supports the idea that assigning roles and responsibilities grows an effective and efficient organization.

Jane sees the need to move quickly, but also the importance of analyzing facts and data before deciding. She shows a lower trust level with newer people until they have established their credibility. Jane will tend to notice - and perhaps give undue focus to mistakes and lower quality standards. She may tend to align with others who show equally high levels of personal quality.

Jane tends not to like interruptions while working on detailed projects. She likes "doing things correctly the first time"; so additional time may be needed in the short run to prevent mistakes in the long run. Jane places importance on making decisions based on accurate data. Others on the team may seek her out to answer a complex procedural question, because she knows the answer, or knows where to find it.



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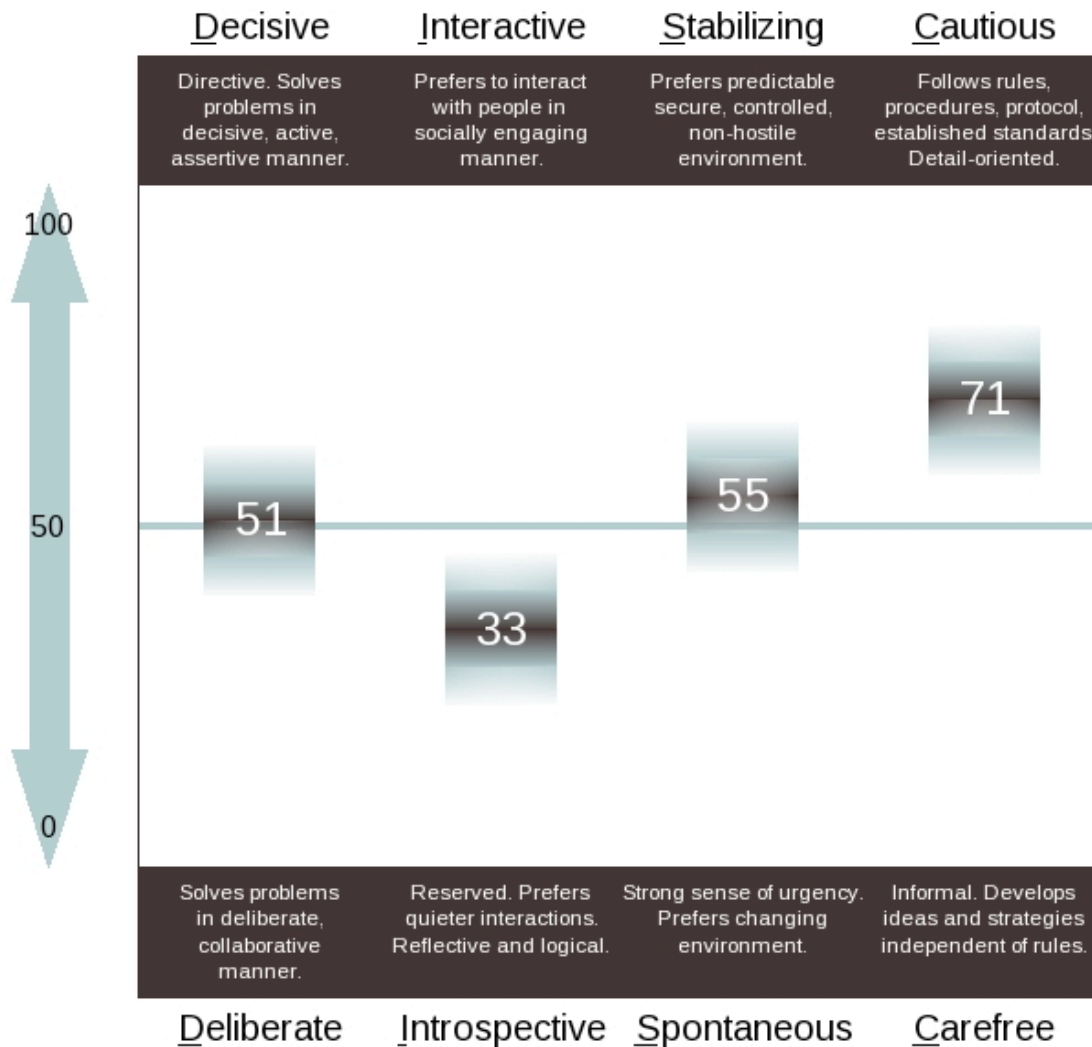
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### Actual Performance Style

Each column measures a different performance style as well as a communications preference. Please note that a score near the top of the column is not necessarily positive. Similarly, a score near the bottom of the column is not necessarily negative. The placement of Jane's scores in any of these areas are most useful in describing her strengths in relation to her current or prospective role.



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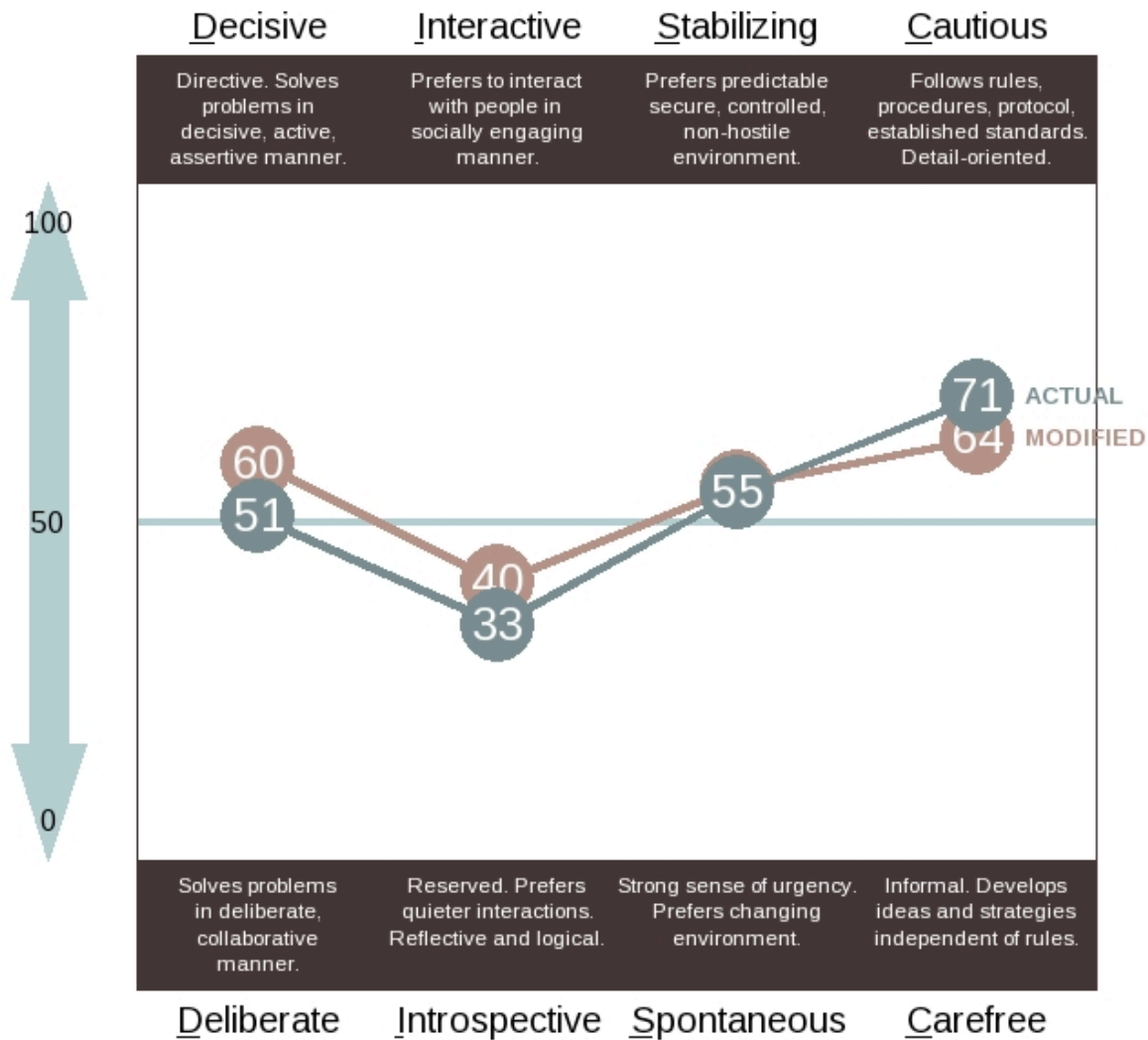
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### Modified Performance Style

This graphic restates Jane's Actual performance and communications style. Additionally, we show Jane's Modified performance style scores. Individuals modify their Performance Style scores often. Modified scores occur when an individual's current role requires a performance or communication style that is slightly or greatly different from the Actual style.



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### Primary Strengths

**What follows is a list of talents and behaviors that Jane brings to her organization and team. In an optimal working environment, these strengths should be built on by her manager and her team to create a mutual win.**

- ⊙ Jane will have a wonderful ability to remain objective - - even in highly emotive situations.
- ⊙ She will get her confidence from having data, and complete information. When asked to comment on a particular question, she will refer to her reports rather than trying to remember "most of the information". This tendency will make his answers solid and reliable.
- ⊙ She will be accurate and confident when working with details (e.g., exact standards, data, fine print, and close tolerances).
- ⊙ Jane will always be well prepared for meetings or in her contributions to the team.
- ⊙ Her decisions will always be based on factual data - - not on a "sense" or a "feeling".
- ⊙ Jane will accurately and comprehensively complete requested weekly, monthly or quarterly reports i.e. accounting documents, technical specifications, sales forecasts, employee data or any other reports that require detail and analysis.
- ⊙ She will bring detailed technical skills and be proficient in her area of specialty.
- ⊙ Others will find her to be very conscientious, as she will take seriously "doing things the correct way".
- ⊙ If she is given the responsibility to maintain high standards, those standards will be guarded and maintained.
- ⊙ She will alert others to the potential problems or issues on projects or tasks.
- ⊙ Jane will bring a high degree of quality focus and detail orientation to her role.
- ⊙ Others will frequently see Jane as an expert in her area of responsibility.



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### Optimal Work Environment

The sentences below detail the kind of role and the kind of business environment where Jane can be most effective. In the kind of role and environment described, she will feel valued for the performance and communications style that she prefers - her Actual Style. In the kind of business environment described below, she will experience less stress and will feel less of a need to modify or stretch her style to fit into a role.

- ⊙ She is likely to look for complete explanations of her areas of responsibility and control.
- ⊙ A work environment with a predictable pattern of activity so as to monitor quality processes is likely to be more comfortable for Jane.
- ⊙ Highly specialized assignments and technical areas of responsibility are likely to be ideal for Jane.
- ⊙ She is likely to seek out an environment that supports her critical thinking skills.
- ⊙ She will appreciate time to reflect and think about the pros and cons to solutions.
- ⊙ She is likely to prefer a work group that provides close relationships with a small group of associates, rather than superficial relationships with a large group of people.
- ⊙ Jane prefers an environment that includes quality standards to support and maintain.
- ⊙ She would work well with standard, accepted operating procedures that support sometimes-complex processes.
- ⊙ She is likely to encourage projects to be completed the "right way" the first time, to avoid problems later on.
- ⊙ She is likely to enjoy freedom from intense, pressured decisions.
- ⊙ Activities that can be monitored from the beginning to the end would be critical to Jane.



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### Tips for Communicating with Jane

The descriptions below highlight a communications style that will work most effectively when communicating with Jane. Understand that she will “hear your message” more clearly, feel as if you are listening more effectively and generally be much more receptive if you “speak her language”.

- ⊙ She prefers that you provide a specific, step-by-step timetable with names and responsibilities.
- ⊙ She prefers that you are accurate and realistic, don't over-inflate ideas or outcomes.
- ⊙ If you agree with the outcome, follow through and do what you say you will do.
- ⊙ List pros and cons to suggestions you make when communicating with Jane.
- ⊙ Assure her that there won't be any surprises.
- ⊙ Give her time to verify the issues and potential outcomes.
- ⊙ She will respond well when you use a thoughtful and logical approach to discussing ideas and options.
- ⊙ If you disagree with the direction, give her an organized presentation of your position.
- ⊙ She prefers when you approach issues in a straightforward, direct and factual way.
- ⊙ Prepare your case in advance of working with Jane; don't "wing-it" using charm alone.
- ⊙ Keep on task with the business agenda when working with Jane.
- ⊙ Make an organized appeal for her support and contributions.

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### Traps When Communicating with Jane

**The list below provides specific details about communications styles that will be highly ineffective when communicating with Jane. Avoiding these styles will greatly increase your ability to connect, to effectively communicate, and to make progress with her. Inadvertently using these communication styles will increase the possibility of misunderstandings and miscommunications.**

- ⊙ She has less respect for others that are careless or haphazard.
- ⊙ It does not work well for Jane for others to leave things up in the air, or to let things "work out by chance".
- ⊙ It does not work well for Jane if others whine about all of the work they have to do.
- ⊙ It does not work well for Jane when another will fail to follow through -- "if you say you're going to do something, do it".
- ⊙ Jane will lose respect if someone is unrealistic with deadlines.
- ⊙ Jane will not respond well if others push too hard.
- ⊙ Jane will not enjoy when someone rushes the issues or the decision-making process.
- ⊙ Jane will not respond well if others provide special "personal" incentives.
- ⊙ She will respond negatively if another is vague about what's expected of either of you.
- ⊙ Jane will lose respect for someone who tries to use someone else's "opinions" as evidence.
- ⊙ You will encounter pushback and lack of buy in from Jane, if you use unreliable (unsubstantiated) evidence or testimonials.
- ⊙ She will dislike working with people or teams that are casual, informal, or loud.



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### Jane's Ideal Learning Environment

**Individuals will often want to learn, but because of the environment, the pace, the style of the instructor or the method of training they are unable to take full advantage of the training and professional development provided. The following characteristics provide details around the kind of training and professional development environment that will be most effective for Jane.**

- ⊙ She will likely be able to answer most or all of the detailed questions asked by the professor or trainer.
- ⊙ When Jane attends a training / facilitation event, she will be very well prepared, and ready to acquire new information.
- ⊙ Jane will be confident even in the midst of complex material, because she has done her homework long before the session began.
- ⊙ Jane may express some frustration if the instructor is unable to answer some of the details surrounding her questions.
- ⊙ As a student or attendee, she will take detailed notes and documentation.
- ⊙ She will want to be provided with the comprehensive data she needs, in order to understand the principles and concepts being discussed or taught.
- ⊙ Jane will want information to be presented in a detailed and accurate manner.
- ⊙ As a student, Jane will want to be led through "factual persuasion".
- ⊙ Jane will want to know what the "rules or procedures" are for the class, before the class begins - i.e. when is lunch, when will it end, what's the best way to ask questions etc. - as she will want to be respectful and follow the rules.
- ⊙ She will be comfortable learning new concepts and models of ideas.
- ⊙ Jane will want to learn detailed information in a logical and sequential manner.
- ⊙ She will be looking for the class to cover the topics as advertised.

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### Current Style Modifications

The sentences below describe situations where Jane is being asked to modify her actual performance or communications style. As a reminder, individuals will modify their performance style to be more effective in a role. A Modified Performance Style will cause us to stretch beyond our Actual Style. Some are able to dramatically modify their style without experiencing distress. Others “feel” the performance modification more quickly. The areas below provide insight to Jane (as well as her manager) about areas that could be causing her some stress or distress in her role.

- ⊙ Jane focuses on the appropriate amount of detail and follows (or doesn't follow) rules or regulations in a way that appears to fit well with her current role requirements.
- ⊙ Jane's preferred business pace and approach to process and structure seem to fit well with her current job requirements.
- ⊙ Jane's current approach to solving problems or challenges appears to fit well with her current role requirements.
- ⊙ Jane's way of interacting with people appears to fit well with her current job requirements.



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### Possible Performance Flags

**Over a lifetime, we are likely to receive comments from others about the way we perform, the way we communicate, the way we conduct ourselves in our role. This feedback can be in the form of praise or in the form of areas we may wish to review and potentially improve. We call these “flags”. Flags often occur because a strength in one area necessarily leaves a blind spot in another.**

- ⊙ She will not like to make waves. As a result, true feelings and opinions might be withheld, especially if she does not align with the rest of the group.
- ⊙ Jane may be somewhat locked in to existing rules, regulations, and procedures, especially when flexibility is needed.
- ⊙ She may withdraw an idea or position in order not to make waves or create controversy.
- ⊙ She may require a complete explanation of details before changes are made.
- ⊙ She may have more of a tendency to do things because "we've always done it that way", instead of trying to think of new and more creative ways and approaches.
- ⊙ In forming teams, Jane may select many people like herself.



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### Tips for Managing Jane

**Individuals can respond differently to the same management style. The following descriptions highlight a management style that is likely to be most effective when managing Jane. It would be ideal for Jane and her manager to discuss the suggestions from this list to gain an understanding about which would be the most effective.**

- ⊙ An effective leadership team will encourage her to increase her sense of urgency in making decisions.
- ⊙ Jane's leadership team can help her to be most productive, by providing her with reliable and competent support staff, especially when the work culture is under pressure.
- ⊙ Jane will appreciate when her leadership team provides good organization and long range planning to minimize sudden changes and surprises.
- ⊙ Jane will be most productive when her leadership team provides her with sufficient time for effective planning.
- ⊙ She will be most capable in her role, if her leadership team can help her to increase her sense of confidence in her own decision-making ability.
- ⊙ An effective leadership team will encourage Jane to delegate routine tasks and procedures.
- ⊙ Jane will want her leadership team to include assignments of high precision and accuracy, which capitalize on her high detail orientation.
- ⊙ She will be most effective in her role, if her leadership team encourages her to spend less time on details, and more attention to the big picture.
- ⊙ She will be more effective in her role, if her leadership team can provide encouragement for her to have greater participation in team efforts and activities.
- ⊙ A leadership team that can encourage her to have a wider scope of perspective and operations will help her to be more productive.



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### Tips for Motivating Jane

**Individuals respond uniquely to activities, rewards and situations they find invigorating and exciting. Yet, deciphering what will be inspiring to a particular employee can be difficult and time consuming. What follows is a blueprint for motivating Jane and increasing her commitment and energy around her role or tasks.**

- ⊙ She will desire complete explanations of company systems and processes that impact her work environment.
- ⊙ She will gain confidence in her organization and team, when products and services reflect the highest quality.
- ⊙ When Jane suggests quality standards that are adhered to by all or most members of her team, she will feel satisfied and motivated.
- ⊙ She will feel satisfaction when her company has standard operating procedures that support quality standards.
- ⊙ "Controlled changes", made only when proven to be necessary, will create a sense of courage and trust with her.
- ⊙ She will experience more fulfillment on the job when tasks are completed the "right" way the first time, so that errors don't have to be corrected later.
- ⊙ She will feel bolder and more self-assured when she is included as a part of her close work group -- in social functions.
- ⊙ Jane will gain self- assurance and confidence working in an environment with minimal hostility and pressure.
- ⊙ Jane's decisions will feel complete and more certain when she can gather detailed examples and specific information about suggested changes, which may have an impact on quality.
- ⊙ She will feel courage when there is sufficient time to consider all options before making a final decision.
- ⊙ Jane will experience a positive self-image when she can work on highly specialized tasks, which support her natural curiosity and attention to detail.



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### Part 2 - Introduction to Ambitions

**Each employee brings strengths, talents, knowledge to their immediate team, their manager and their organization. This section of the report describes areas Jane is likely to find uniquely motivating—her ambitions. Jane’s ambitions will tend to be so important to her, that she may go ‘out of her way’ to find and engage in activities that support what she values.**

Understanding Jane’s ambitions will help to define how she measures her own success. When Jane’s job aligns with her own personal goals, when her executive team, manager and organization cares about the same things she cares about, maximum effectiveness and maximum performance occur.

Understanding Jane’s ambitions will describe “why she does what she does”. Defining her ambitions will help to uncover activities she will find deeply motivating and deeply interesting. Gaining a better understanding of her ambitions will help to align Jane in a role and with a company culture where she can be most successful.



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### Executive Overview of Jane's Ambitions or Interests

**The following paragraph provides an overview of Jane's interest areas and drivers—her Ambitions. Ambitions give insight into why she makes certain professional choices and the importance behind her requests. Her Ambitions will tell you how she measures success, as well as the types of professional assignments that she will find to be most fulfilling.**

Jane may leave the specific details of a project to others on the team, and place trust in their coaching and judgment when decisions are made. She will have a strong interest in upholding the concepts her organization holds to be important. Beauty, form and harmony will not be nearly as important to her as the usefulness or purpose of something. Jane will not feel a need to influence creative decisions - in fact she may feel some irritation if asked to contribute liberally to a project that does not feel practical or efficient.

Jane will tend to complete her tasks and make suggestions that fit within current or more traditional ways of doing things. Jane will tend to show more of a practical approach to learning -- focusing on learning only what is required for the job at hand. She will tend to be very knowledgeable in only a limited number of areas that are of particular interest to her. Jane is likely to "take a chance on someone" when hiring someone for her department or team.

Jane will have deep personal ambitions to contribute to the improved welfare of others. She will tend to have a sympathetic spirit towards others on the team, to her direct reports, or to prospects or clients and may tend to "cut them some slack" if they are having a tough time. She will show an ability to take a leadership role when asked, and also to be a supportive team member when asked. She will seek and find enjoyment from competition and competitive situations.

Financial security is likely to be important to Jane, yet this is likely not to be the primary life ambition when making a decision. Jane will be comfortable in a role that requires her to speak up on behalf of what she believes, even in the face of controversy. Jane will tend to "cajole" others to her point of view rather than "convince" them. Jane is likely not to measure her success solely based on achievements of efficiency, practicality, and usefulness.



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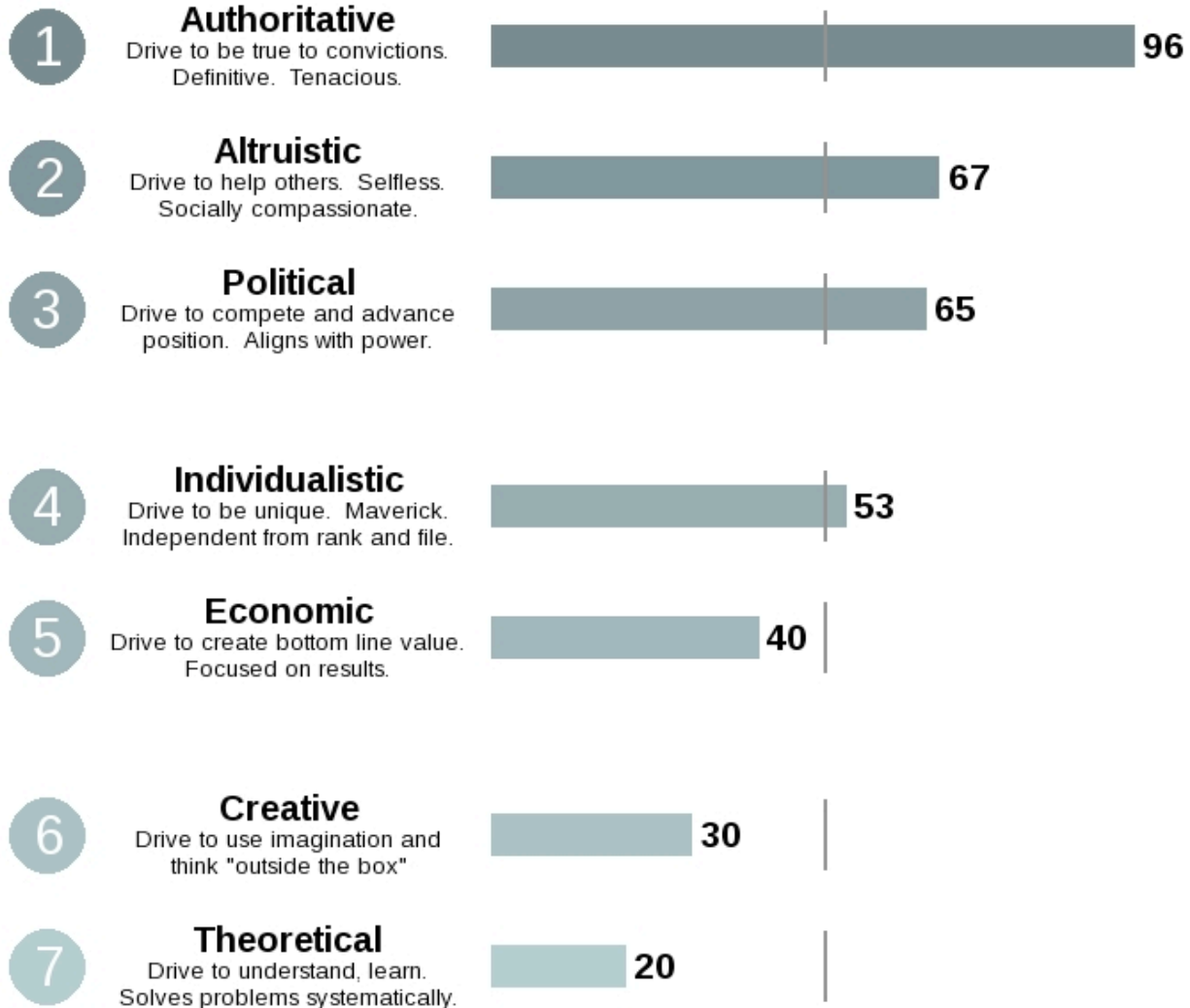
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### Ambitions Graph

This graph is a visual depiction of the seven ambitions ranked in order of importance to Jane. Since our Ambitions are what drive us and make us feel fulfilled, it is important to understand which ones have the most meaning to us. Our Top Ambitions are primary to our sense of fulfillment and satisfaction. Situational Ambitions play a more dominant role if our Top 3 Ambitions are fulfilled. Lower Ambitions are likely not to play a strong role in driving our success or performance.



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### Jane's Primary Strengths

**The sentences below detail the strengths that Jane brings to her role and team—based on her top Ambitions. If her work environment provides her with the opportunity to leverage these strengths for maximum performance, she will be more productive and feel more fulfilled and committed to her work.**

- ⊙ Jane will have a strong desire to keep projects authentic to the original intent, the original plan.
- ⊙ Jane will be more interested in "getting the job done" than in how the job looks or feels.
- ⊙ Jane will be skilled at planning and controlling her own work tasks as she will tend to work independently and will not require micro-management.
- ⊙ Jane will be proactive in helping the team progress. She will see things that need to be accomplished and will tend to complete them without being asked.
- ⊙ She can make a commitment to a role, a task or an organization for reasons other than financial -- as an example, perhaps she will be able to learn interesting things, help a cause she is interested in, participate in a creative or imaginative venture, run an organization where she receives a lot of visibility etc.
- ⊙ She will typically have a sincere interest in the well being of everyone in her life.
- ⊙ She will tend to learn "just enough about a topic" to complete what is required -- not going further than is required.
- ⊙ Jane will be quite capable of "following" an initiative or "leading" an initiative, as required.
- ⊙ She will put up a strong fight to defend and protect ideas, approaches or beliefs she holds to be true. This characteristic can be extraordinarily useful to the team or organization through "tough times". Many others will abandon the idea, abandon the team, abandon the role but Jane will continue the fight and will perhaps be energized by the struggle.
- ⊙ She will see a wider spectrum of the picture, not just an efficient and a practical or economic view.



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WESTBOROUGH, MA 01581

P 508.983.1470

E PDENNIS@PMDSALESTRAINING.COM

## Performance Style & Ambitions®

### Tips for Managing and Motivating Jane

**Used effectively i.e. as part of a professional development and reward plan, these tips provide practical information on how to keep Jane engaged and satisfied in her role.**

- ⊙ Overly emphasizing tasks or assignments that require an appreciation for beauty, form or harmony may serve as a demotivator for her.
- ⊙ She could be encouraged to be more open to understanding the value more highly creative employees bring to their roles and to the organization. She could tend to be somewhat dismissive of their contribution or relevance in a business environment.
- ⊙ Jane will thrive in a role that provides her with access or visibility to senior management.
- ⊙ Jane will feel passionate about a role where she is encouraged to schedule time for helping others as she chooses.
- ⊙ Jane's leadership team will need to understand her deep need to have work / life balance. Needing to be away from her family for too long, or working too many nights, extended hours and weekends may provide some stress for her.
- ⊙ When considering rewards and incentives for Jane, her management team may wish to reflect on her as a "total person" vs. someone that is singularly focused on accomplishment and attainment of financial rewards (bonuses, commissions etc.)
- ⊙ Jane will enjoy a role where her continued loyalty to the cause as well as to those in authority are valued.
- ⊙ Jane will have strong ambitions towards working for an organization and having a role, where she will be encouraged to maintain existing ways of doing things to ensure the authenticity and integrity of projects.
- ⊙ She will be skilled at balancing the needs of the team with the needs of unique individuals.
- ⊙ Jane will receive a high degree of satisfaction from helping others achieve, grow, and solve problems, both as internal team members and as external customers and clients. A management team may wish to provide an outlet for this strength of her.



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### Learning Insights

**Each individual will have a varied set of desires on what and how they learn. The following information provides insight into Jane's learning preferences. This information can be utilized to better understand what type of learning activities will best suit her and will maximize the investment in her learning opportunities.**

- ⊙ Jane will seek out training and professional development opportunities based more on their efficiency and practicality vs. the "experience" she might have or the comfort or elegance of the classroom or environment.
- ⊙ Jane will tend to be well disciplined in learning situations, particularly if the material feels consistent with the goals she has been asked to accomplish for her team or her company.
- ⊙ She will find training and development areas enjoyable if they include some focus on skills to help teach, coach or assist others.
- ⊙ She is likely to show an interest in leading some of the training or professional development activities or exercises.
- ⊙ She will enjoy training and development areas that focus on learning about other people, "what makes people tick", how to work with different kinds of people, learning how to manage people etc.
- ⊙ She will attend training or professional development functions without concern about the session being immediately useful.
- ⊙ She will be a willing and flexible participant in training and development programs.
- ⊙ Efficiency, practicality, and usefulness of the training content will not be a paramount consideration for Jane.
- ⊙ She will learn more effectively if the focus of the training is at a slightly "higher level" and does not get too complex or complicated.



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### Ambitions Flags

**Over time, praise we receive, as well as suggested areas for improvement are likely to be consistent. The characteristics below are areas where Jane may have heard feedback from others before. Flags often occur because of a great strength in another area. Flags are to be used for reflection and as potential areas for coaching or training.**

- ⊙ Jane could benefit from some coaching on how to say "no" more often - as her helping others may leave her with less energy to do the things she needs to do for her own team or her manager.
- ⊙ Jane may want to allow a little more space for those with a higher need to express themselves in more unique ways.
- ⊙ She may believe that rules she believes in "must be followed", and need to be enforced for all.
- ⊙ At times, other may feel that Jane only connects with the "power players" in an organization -- overlooking team members or others who may not have the highest title but who are still important in the process.
- ⊙ Jane may tend to rush through some aspect of solving a problem or creating a solution.
- ⊙ Because of a desire to help others, Jane may want to learn to say "no" more often.

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### Assessment Wrap Up / Applying this Information

It is our hope that a deeper understanding of your own Performance Style and Ambitions™ will provide you with practical and actionable information, to a) Lead you to job roles and work cultures that “fit” more closely for you, and b) Help you understand some areas where others may misinterpret your intentions.

Both will help increase job performance and job satisfaction. Going forward we recommend that you consider the following questions to focus future action plans on desired outcomes and results.

Now that you have read about your own results we'd like you to consider...

1. Would you like to go through a one-on-one debriefing on your own results? This would help you understand how this information plays out in your role—and profoundly affects the decisions you make?
2. Would it be useful to learn 3 new things about your coworkers or those reporting to you directly, that would maximize your working relationship?
3. Would it be helpful to have an expert answer outstanding questions you might have about these results?
4. Would it be helpful to graphically see the results of your entire team's performance and communications style – so you know how to communicate, work more effectively (and maybe provide insight to solve some conflicts) with them?
5. Would it be helpful to have this kind of information about job candidates you are considering—as one more data point to understand the best environment where this candidate will be most satisfied and motivated?
6. Would it be helpful to understand what drives your employees—and how their Ambitions™ (their personal reward system) is the same or different from yours?

**If so - please contact the email address or phone number (bottom, right of this report) to discuss these services.**



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