

EASI

PM Team Development

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EASI (13/12/2012)

+ Motivation - Manager Report

ABOUT THIS REPORT

TOOL & REPORT

EASI is a Typology describing typical behavioral and/or motivational styles in an occupational setting. This is further described in this report. The following report is generated only from answers given on the EASI questionnaire and doesn't include information given from any other sources. This report is for your own use and is private and confidential.

PURPOSE: INDIVIDUAL DEVELOPMENT

The purpose of this test is to get a firm point of departure for a constructive personal training. The dialogue with the use of EASI can help to focus on strengths and possible areas needing development. In addition it may provide a good opportunity to discuss the aspects that the test taker especially thrives on at work.

ETHICAL CONSIDERATIONS AND TEST TAKER'S RIGHTS

None of the results are to be considered somehow "right" or "definitive", but should always be assessed on the basis of the tasks to be solved in a specific job. The test taker is entitled to have questions about results answered by EASI certified person. The test taker should be informed of the process of which test results are a part and how the results will be used in the process. The test taker should also be told who will be made privy into whatever insights the test reveals.

ACCURACY OF THE REPORT

The behavior and motivation at work may change over time and are partially dependent on the work circumstances. If it has been a while since the test taker last took the test, you should consider whether the contents of this report still apply. The quality of EASI is particularly well documented and grounded in international standards for test quality.

The accuracy of this report very much depends on how honestly and spontaneously the test taker replied.

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Questionnaire Completed: **13/12/2012**

NORM GROUP

To get a better understanding of the results, the response is compared to those of a norm group. The norm group consists of a representative sample of a business cohort. This is a compilation that takes age, gender, management level, industry etc. into consideration.

Selected norm: **International Norm**

MOTIVATIONAL STYLE

All jobs involve duties that must be performed with a certain behaviour, even though we may not like doing them. In most jobs, for instance, there will be times when we have to complete routine tasks with a great deal of care, but which we do not necessarily find particularly stimulating. There may be many reasons to explain our behaviour. We may, for example, exhibit one kind of behaviour solely because others expect it, or because it has become a habit. But our behaviour may also be influenced by needs that are less obvious to those around us: our motivation. The next section describes the motivational style of Allen Albertson. The description is based directly on responses to questions about motivation.

PRIMARY MOTIVATIONAL STYLE: ANALYST

Most people have a particular motivational style which is most evident. This is known as the Primary Motivational Style. Identifying the primary motivational style allows people to work in a more goal-orientated way towards a career that meets their needs. This ensures greater job satisfaction and productivity.

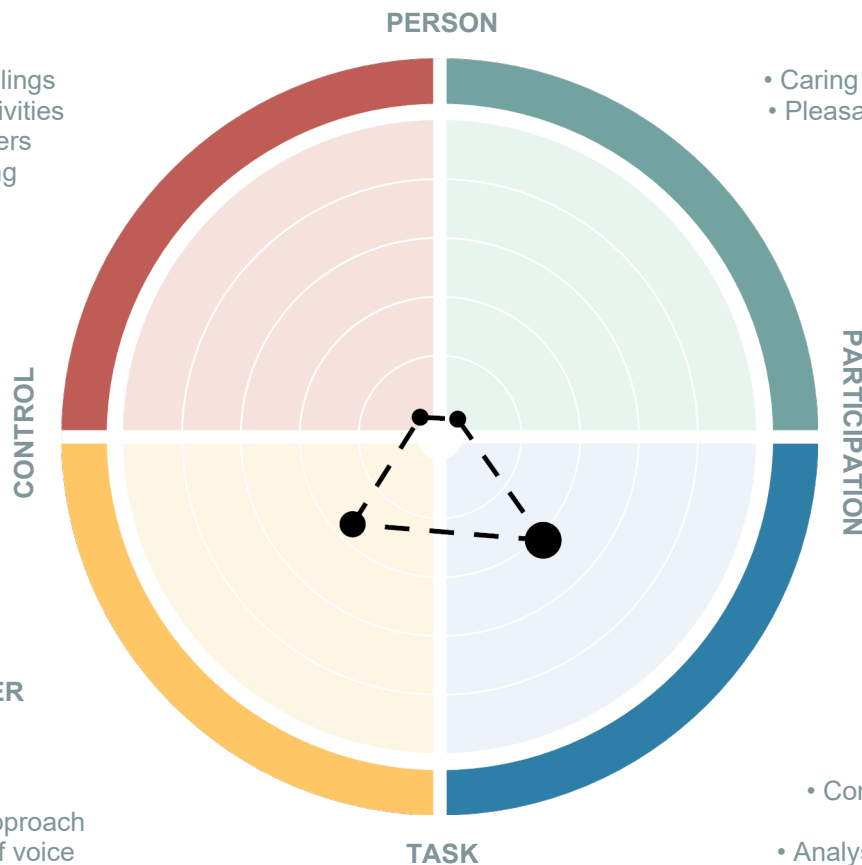
Answers given to the motivational part of the questionnaire, shows a motivational preference for the Analyst Motivational Style.

ENTHUSIAST

- Exuberance
- Room for feelings
- Outgoing activities
- Affecting others
- Experimenting
- Spontaneity

SUPPORTER

- Sensitivity
- Caring for one another
- Pleasant tone of voice
 - Sympathy
- Acceptance
- Presence



IMPLEMENTER

- Control
- Results
- Efficiency
- Pragmatic approach
- Direct tone of voice
- Short path from idea to action

ANALYST

- Deliberation
- Systematism
- Conscientiousness
 - Objectivity
- Analysis & evaluation
- Accuracy

WHAT MOTIVATES ALLEN ALBERTSON

It is essential for Analysts' job satisfaction and productivity that they satisfy their great need:

- For safety and quality in decisions and performance.
- For a high level of professional expertise.
- To understand and discover factual and logical connections.
- To analyse and thoroughly consider potential ways to complete tasks.
- To make sure the details are in order.
- To refine and re-use successful methods and solutions.
- To make plans and carefully comply with them.
- To be recognised for their work – not their personality.

MOTIVATING OTHERS

The four types are motivated by different styles of behaviour and communication, and most often also try to motivate others in the way they prefer to be motivated.

If you want to motivate someone, or help someone to motivate others, you should be aware of the types of the involved parties. Also, keep your own type in mind, as your preferred behaviour may be inadequate if the other person doesn't have the same preference.

ENTHUSIAST

- Acknowledge whatever you can
- Provide outgoing activities
- Awake curiosity
- Encourage an exchange of ideas
- Address feelings and describe experiences
- Play down technical details

SUPPORTER

- Appreciate ability to collaborate
- Opportunity to work with other people
- Show trust and create safe settings
- Opportunity for constructive dialogues
- Give tasks that contribute to a good atmosphere
- Give opportunity to help and advice others

IMPLEMENTER

- Significant, challenging and varied work tasks
- Give responsibility
- Provide feedback on results
- Set up clear targets
- Create competition
- Communicate what is going on at the CEO level

ANALYST

- Be factual when giving praise
- Create peaceful working atmosphere
- Set generous deadlines
- Give roles in which others seek their advice
- Invite to submit analyses and critiques
- Invite to group work where professionalism is appreciated

MOTIVATION TO LEARN

Learning and in the end mastering anything new is a strong motivational factor. When we find that we are able to do things that we previously failed at or simply did not think we could do, we feel energized and ready to take on new challenges. Each of the four types are motivated to learn in different ways.

Below is an illustration of which factors motivate the four types to learn.

ENTHUSIAST

- Inspires
- Is eager to begin quickly
- Prefers to learn in the company of others
- Experiments with practical work
- Is interested in new (unfamiliar) material
- Fills others with enthusiasm

Prefers practical-orientated learning in the company of others, with room for discussions and opportunity to inspire the group.

SUPPORTER

- Observes
- Interested in everyone's perspectives
- Creates unity
- Is open to inspiration
- Puts process before results
- Trusts others

Prefers informal collaboration with open dialogue, where the focus is on inspiration and personal impressions.

IMPLEMENTER

- Converts theory to practical application
- Rapidly sets autonomous goals
- Competes
- Takes the lead
- Makes independent decisions
- Puts results above process

Prefers goal-orientated learning with rapid and specific results, where there is focus on achievement rather than on people.

ANALYST

- Systematic
- Conscientious
- Studies in depth
- Works independently
- Focuses on theory, rather than on people and practical applications
- Sets up logical structures

Prefers instruction/lectures, exploration of analytical models, and time to think things through.

DEVELOPMENT CATALOGUE

Below are a number of suggestions for development once you know the Primary Style of Allen Albertson. This is a copy of the Development Catalogue that may be generated for Allen Albertson based on the responses to the test. Based on your knowledge of your company's strategy, mark the suggestions you believe Allen Albertson should focus on.

When you discuss these issues with Allen Albertson, consider how individual goals, actions and the strategy may match, keeping the motivation of Allen Albertson in mind. Make sure to *explain* to Allen Albertson why you have selected the development suggestions, and make sure to write down what you agree as a first priority for development.

MOTIVATION

Suggestions on how to increase motivation of Allen Albertson:

- Uncertainty and ambiguity:** Use your curious questions and knowledge to establish what is needed and how you can plan to move forward. Bear in mind that new tasks and projects almost inevitably begin with a period when the tasks, and expectations of your efforts, are not clearly defined. It is confusing and frustrating for most people, and may easily discourage Analysts; but it is also a natural part of renewal.
- Feelings:** Feelings are more important than facts and analyses for some people in certain situations. Accept this as a fact! Notice and think about the feelings that other people express and factor it into your analyses of a problem or situation. Are many people positive towards a particular proposal? Negative? What is the explanation? How could this be utilised? Feelings may seem unpredictable and unmanageable, but they also contain a lot of energy that can be used constructively for work purposes.
- Lack of structure:** Do not insist that others always work in the structured way that you do. Some people do not enjoy working with everything in rigid structures. Try to create a common overall structure and plan, and leave more detailed planning and structures up to the person in question. Consider what they might achieve by working with another structure, or without any structure. Are there any tasks they are better at dealing with than you are?
- Risks:** Accept that there will always be risks associated with action. Use your analytical abilities to undertake calculated risks. Always evaluate the cost of preventing risks in relation to what the costs might be if a risk becomes a reality.