PXT SELECT™
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Manager-Employee Report

One employee, one manager

RESULTS
FEEDBACK
REFLECTION

PROVIDED BY

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WILEY

INTRODUCTION

This report is designed to provide you with information concerning your compatibility as a manager with your employee, Oliver Chase. Knowing more about your similarities and differences will help you forge a better understanding of how you can work together to realize the highest potential for both of you.

What's in this report?

RESULTS	FEEDBACK	REFLECTION
Your assessment results are compared to the employee's on nine different scales	You will receive personalized feedback based on how your results compare to the employee's	Along with a quick review, you will be given questions to answer and use as an action plan

What do I need to know about this process?

Everyone has preferences for how they want to be managed. And managers also have a preferred style of supervising and developing their staff. This report will help you better understand these preferences. With this information, you will have a greater understanding about your fit in a supervisory role with Oliver Chase, which will help you improve your working relationship with him. Here are some additional points for you to consider:

- Even if there isn't a perfect fit, this report will present you with numerous ways you can make improvements.
- Information is powerful—the more you understand the people you work with, the more effective you will be as a manager.
- Have each of your direct reports take this assessment so you can enhance your effectiveness with each individual.
- Use this report to identify potential conflicts or difficulties so you can act before they develop into real problems.

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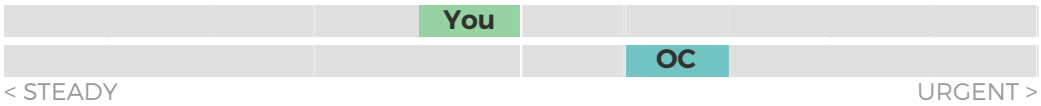
RESULTS SUMMARY

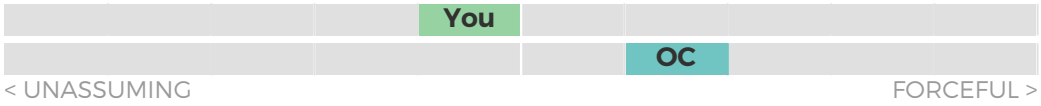
Louise Baxter and Oliver Chase

Your and Oliver Chase's results are shown on the nine behavioral scales below. Your score is on the top row labeled with "You," and Oliver Chase's score is on the bottom labeled with his initials. Further explanation of each score is provided on the subsequent pages of this report.

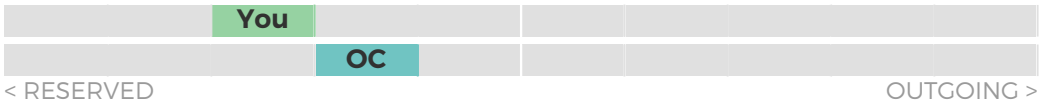
Pace
Overall rate of task completion



Assertiveness
Expression of opinions and need for control

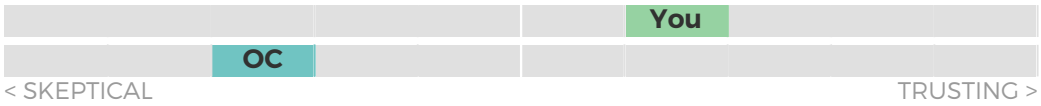


Sociability
Desire for interaction with others

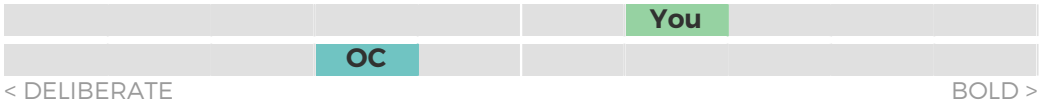


Conformity
Attitude on policies and supervision

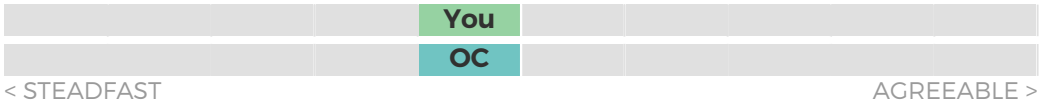
Outlook
Anticipation of outcomes and motives



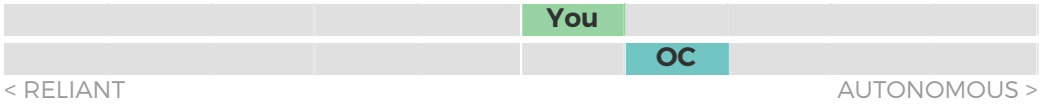
Decisiveness
Use of speed and caution to make decisions



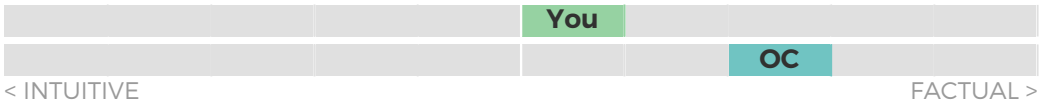
Accommodation
Inclination to tend to others' needs and ideas



Independence
Level of preference for instruction and guidance



Judgment
Basis for forming opinions and making decisions



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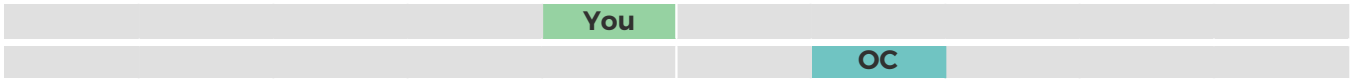
PACE

Pace Overall rate of task completion



Working Together

You tend to have a somewhat steady pace while Oliver Chase performs at a rather urgent pace. He likely prefers to work briskly and have a continual workflow and fairly pressing deadlines. He may even enjoy juggling multiple projects at a time. However, you may believe in maintaining a fairly relaxed environment free from unjustified urgency and chaos. If projects are too slow and he is not particularly challenged, he may ultimately disengage.

YOUR TENDENCIES:

- You tend to prefer a steady pace that lets you be productive without feeling rushed.
- You may spend some time thinking through your tasks and projects before starting.
- You can mostly likely pick up the pace when necessary.

OLIVER'S TENDENCIES:

- He prefers to work at a somewhat brisk pace, but will slow down when more care is required.
- He is comfortable acting with a sense of urgency.
- He may dislike work that is too repetitive.

Consider This

Provide Oliver Chase with sufficient variety in his tasks, and remind him to slow down when more care is required.

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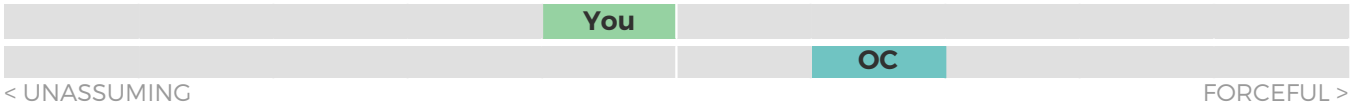
ASSERTIVENESS

Assertiveness Expression of opinions and need for control



Working Together

You tend to be somewhat unassuming while Oliver Chase tends to be somewhat forceful. In most cases, he will contribute well in team discussions and freely offer his opinions and ideas. Yet, at times, he may wind up dominating discussions or situations, and you will have to assert your authority, which may not be particularly comfortable for you. Lay out the ground rules up front and state clearly how each team member may contribute without undue challenge, giving him direction, when necessary, to eliminate confrontational behavior.

YOUR TENDENCIES:

- You are likely comfortable letting others take charge.
- You may withhold your opinions unless you're certain they'll be well received.
- You may let others enforce unpopular decisions without objection.

OLIVER'S TENDENCIES:

- He may sometimes prefer to lead discussions and take charge of situations.
- He may be motivated by situations in which he is held accountable for results.
- He is generally comfortable and confident expressing his opinions.

Consider This

Give Oliver Chase opportunities to take the lead on some discussions and assignments, but encourage him to actively seek out feedback from his less assertive colleagues.

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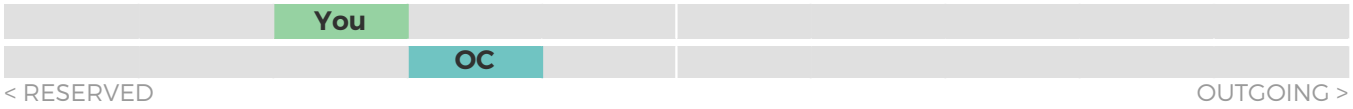
SOCIABILITY

Sociability Desire for interaction with others



Working Together

You and Oliver Chase both tend to be reserved. You probably appreciate that he doesn't waste a lot of time making small talk, but rather focuses his communications on the task at hand. However, others may view him as unapproachable or distant, so be sure to encourage his involvement and interaction with others. You may need to let your guard down to set an example of openness.

YOUR TENDENCIES:

- You may prefer work that doesn't involve much, if any, collaboration.
- You likely prefer to have one-on-one conversations rather than large group discussions.
- You may sometimes come across as unapproachable to people who don't know you well.

OLIVER'S TENDENCIES:

- He tends to prefer working alone, but he is comfortable collaborating with others when necessary.
- He likely needs time to recharge after a lot of interaction with others.
- He may often try to figure things out on his own before seeking input from others.

Consider This

Oliver Chase prefers to work in isolation but can stretch beyond his comfort zone, so involve him in some collaborative activities to encourage him to build relationships with colleagues.

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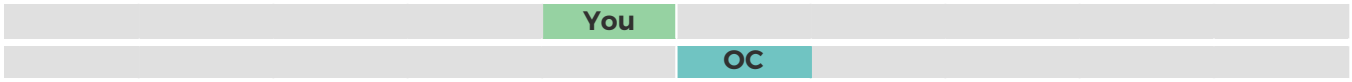
CONFORMITY

Conformity Attitude on policies and supervision



Working Together

You tend to be somewhat strong-willed while Oliver Chase tends to be somewhat compliant. You may appreciate that he tends to respect and cooperate with your authority, even if he disagrees with you. Most likely, he is willing to accept your supervision and works well within the bounds of managerial constraints and restrictions. He is less willing than you are to bend the rules, so to obtain his full cooperation, you'll have better results by referencing established policies or processes.

YOUR TENDENCIES:

- You prefer to set your own course, but you're generally willing to comply with directives from those in authority.
- You may resist those company guidelines or policies you disagree with.
- You may sometimes become defensive when receiving criticism from those in authority.

OLIVER'S TENDENCIES:

- He tends to follow established policies and regulations, but may occasionally express disagreement if something strikes him as wrong or impractical.
- He is fairly open to feedback and constructive criticism.
- He probably doesn't mind being closely supervised.

Consider This

Oliver Chase only challenges the status quo when something truly seems amiss to him, so with encouragement, he could be an asset in helping you identify problematic policies and procedures.

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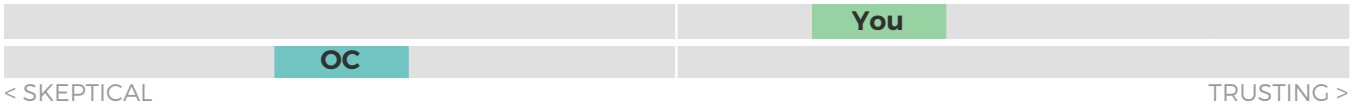
OUTLOOK

Outlook Anticipation of outcomes and motives



Working Together

You tend to be somewhat trusting while Oliver Chase tends to be very skeptical. You probably appreciate his tendency to weigh consequences and pinpoint inefficiencies. However, he can be hesitant in supporting viable ideas, and at times, his staunch skepticism could hinder progress. On the other hand, you tend to be relatively optimistic and accepting in nature. While he may appreciate you giving him the benefit of the doubt, being overly optimistic could cost you some credibility with him.

YOUR TENDENCIES:

- You likely believe that people generally have good intentions.
- You tend to expect things to go reasonably well.
- You may, at times, be enthusiastic about change and unexpected challenges.

OLIVER'S TENDENCIES:

- He resists new approaches until he can be convinced they're likely to work.
- He tends to scrutinize new ideas to search for potential problems and risks.
- He may sometimes come across as pessimistic and overly critical to others.

Consider This

Get Oliver Chase's help thinking through the implications of new ideas, but don't let him stifle the creativity or enthusiasm of those around him.

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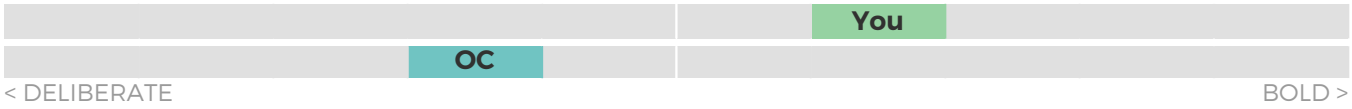
DECISIVENESS

Decisiveness Use of speed and caution to make decisions



Working Together

You tend to be somewhat bold when it comes to decision making while Oliver Chase tends to be somewhat deliberate. You may appreciate that he takes time to gather information before drawing conclusions. However, at times, he may be hesitant to come to a firm solution, especially when he is under particular stress. He will likely use whatever time appears to be allotted to contemplate, so when urgency is required, be sure to set firm deadlines for making a final decision.

YOUR TENDENCIES:

- You are likely comfortable responding to situations and solving problems in a timely manner.
- You are generally quick to make decisions, even when there is not a lot of information available.
- You tend to make decisions quickly but can slow down when careful deliberation is required.

OLIVER'S TENDENCIES:

- He prefers to consider all available information and advice before making decisions.
- He prefers to move cautiously but can make quick decisions when necessary.
- He may find it difficult to make quick decisions under pressure.

Consider This

Give Oliver Chase sufficient time to weigh the information when a decision is required, but help him understand the downside of overthinking decisions.

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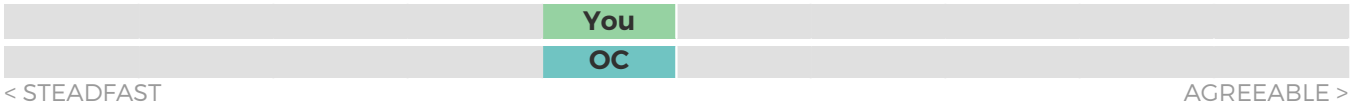
ACCOMMODATION

Accommodation Inclination to tend to others' needs and ideas



Working Together

You and Oliver Chase both tend to be somewhat steadfast in your viewpoints. You can probably identify with his sense of resolve and tendency to stand by his principles. You probably appreciate that he is usually willing to express an opposing view if necessary. However, at times, he may focus on his own agenda and appear uncooperative when you or others disagree with him. And because you share this trait, the two of you may be reluctant to reach compromises.

YOUR TENDENCIES:

- You will usually listen to others' perspectives but will stand by your position if you disagree.
- You are willing to yield when required by circumstances or when convinced by others.
- You won't go along with an idea you disagree with just to maintain harmony.

OLIVER'S TENDENCIES:

- He will usually listen to others' perspectives but will stand by his position if he disagrees.
- He is willing to yield when required by circumstances or when convinced by others.
- He won't go along with an idea he disagrees with just to maintain harmony.

Consider This

Oliver Chase's tendency to stand up for his principles can be an asset, but make sure this tendency doesn't cause him to overlook valuable opportunities to cooperate and compromise.

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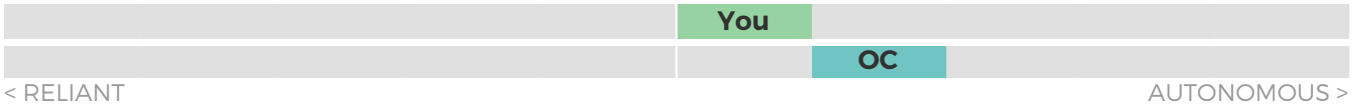
INDEPENDENCE

Independence Level of preference for instruction and guidance



Working Together

You and Oliver Chase both tend to be somewhat autonomous. You may identify with his tendency to be fairly self-sufficient and desire to decide his own course of action. Since you tend to be independent, you may naturally leave others to their own devices a lot of the time, and this will likely be appreciated by Oliver Chase. However, he may occasionally need more guidance and instruction. Allow him a degree of freedom in his work, but conduct regular check-ins to be sure that you're aligned.

YOUR TENDENCIES:

- You are likely fairly self-sufficient.
- You appreciate having the freedom to determine how best to accomplish tasks and objectives.
- You may occasionally prefer to consult with others on the most critical assignments.

OLIVER'S TENDENCIES:

- He is likely fairly self-sufficient.
- He appreciates having the freedom to determine how best to accomplish tasks and objectives.
- He may occasionally prefer to consult with others on the most critical assignments.

Consider This

Give Oliver Chase the freedom to carry out his work, but check in periodically to provide some direction.

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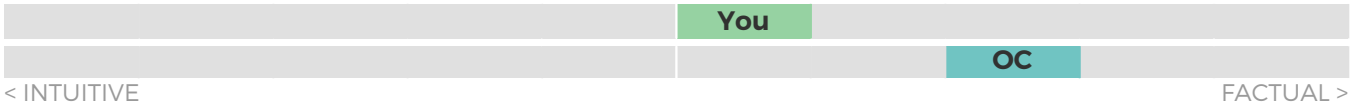
JUDGMENT

Judgment Basis for forming opinions and making decisions



Working Together

You and Oliver Chase both tend to be factual. You may identify with his tendency to make logical decisions using evidence and facts to back up his choices. Like you, he will go out of his way to gather relevant information, especially if the decision is an important one. However, the two of you exceedingly rely on objective data when determining appropriate solutions, and you may get bogged down in the hard facts without considering the importance of gut feelings and personal experience.

YOUR TENDENCIES:

- You tend to take a logical, fact-based approach to decision making.
- You sometimes let your own subjective experiences guide your choices.
- You are not often swayed by emotional pleas.

OLIVER'S TENDENCIES:

- He tends to bring a very analytical approach to decision making.
- He rarely lets emotional arguments influence his decisions.
- He may find it stressful when forced to make decisions without the benefit of objective data.

Consider This

Look to Oliver Chase when you need objective, fact-based decision making, but help him see the benefit of sometimes letting personal feelings and extenuating circumstances influence decisions.

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SUMMARY AND REFLECTION

SCALE	REFLECTION
PACE You're somewhat steady. He is somewhat urgent.	How do your differences in pace affect your ability to work together effectively?
ASSERTIVENESS You're somewhat unassuming. He is somewhat forceful.	What impact does his somewhat forceful nature have on your relationship?
SOCIABILITY You're very reserved. He is somewhat reserved.	What are the benefits of your shared introversion? What are the drawbacks?
CONFORMITY You're somewhat strong-willed. He is somewhat compliant.	When has his unwillingness to bend the rules caused difficulties? When has it been an asset?
OUTLOOK You're somewhat trusting. He is very skeptical.	How could you better prepare for his skepticism surrounding new initiatives?
DECISIVENESS You're somewhat bold. He is somewhat deliberate.	When it comes to taking risks, how do your differences affect the decisions you make together?
ACCOMMODATION You're somewhat steadfast. He is somewhat steadfast.	Do the two of you ever butt heads over differing views? How does this impact your relationship?
INDEPENDENCE You're somewhat autonomous. He is somewhat autonomous.	Does the fact that you both like to do things your own way ever cause misunderstandings? If so, how can you improve?
JUDGMENT You're somewhat factual. He is very factual.	What problems have the two of you encountered by relying too heavily on facts to make decisions together?

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