

MARTIN HALL

This Manager Development Chart provides you with actionable insights based on your behavioral drives as measured by The Predictive Index. The Chart includes a description of your natural Strengths and respective Caution areas to consider as a Manager. The Self-Coaching Tips provided can help you balance your most naturally occurring behavioral style in a variety of situations.

DOMINANCE (A)- The need to control

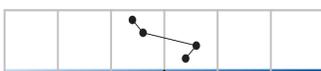
EXTREMELY	VERY	MODERATELY A	MODERATELY	VERY	EXTREMELY		
<p>STRENGTHS</p> <ul style="list-style-type: none"> · Collaborative approach when working with direct reports · Accepting of decisions that impact the team · Supportive management style · Interested in team welfare and development 		<p>CAUTIONS</p> <ul style="list-style-type: none"> · May shy away from tough conversations when needed · May have difficulty making unpopular decisions · May be seen as too cautious or not strategic enough 		<p>STRENGTHS</p> <ul style="list-style-type: none"> · Drives change and challenges status quo · Natural leader seeking to make an impact · Self-motivated, achievement-oriented style · Assertive and willing to take charge 		<p>CAUTIONS</p> <ul style="list-style-type: none"> · May be seen as overly aggressive by direct reports · May intimidate rather than motivate · May have difficulty delegating authority · May appear to be tough-minded and directive 	
<p>SELF-COACHING TIPS</p> <ul style="list-style-type: none"> · Shift your mindset from "I want harmony" to "I want the best results from my team" · Stand your ground with other managers and leaders when you know you're correct · Capitalize on opportunities to be assertive in meetings 				<p>SELF-COACHING TIPS</p> <ul style="list-style-type: none"> · Actively seek input from direct reports · Practice active listening and encourage your team to express their opinions or ideas · Think before you speak; think of how your message will be received 			

EXTRAVERSION (B)- The need for social interaction

EXTREMELY	VERY	MODERATELY B	MODERATELY	VERY	EXTREMELY		
<p>STRENGTHS</p> <ul style="list-style-type: none"> · Data driven, analytical decision-making style · Thoughtful approach to communicating information to team members · Reflective and introspective · Anticipates problems 		<p>CAUTIONS</p> <ul style="list-style-type: none"> · May be slow to demonstrate trust until comfortable with new team members · Communication may be too pointed for socially-driven team members · May appear overly task-focused or remote 		<p>STRENGTHS</p> <ul style="list-style-type: none"> · Motivating, stimulating leadership style · People-oriented, sociable · Builds team cohesion and collaboration · Thoughtful delegator 		<p>CAUTIONS</p> <ul style="list-style-type: none"> · May be too optimistic or trusting of low performers · May prioritize being liked or being the focus of attention over results · May appear overly talkative · May avoid conflict in order to keep interactions positive 	
<p>SELF-COACHING TIPS</p> <ul style="list-style-type: none"> · Give presentations in your area of expertise · Initiate conversations or schedule time to speak with team members · Create processes that encourage communication among team members 				<p>SELF-COACHING TIPS</p> <ul style="list-style-type: none"> · Give people the opportunity to contribute and influence outcomes · Consider how much detail or tangible information is really needed · Ask about potential problems or risks · Practice saying "no" 			



Operator



Use responsibly. People are complex. This PI Insight is a helpful starting point, but there's more to this person and pattern than what's presented here. Contact a PI expert for additional insight.



PI Insights are great, but they're no substitute for the knowledge and hands-on experience gained by attending a PI workshop. Contact your PI Consultant or visit www.predictiveindex.com to learn more.

MARTIN HALL

PATIENCE (C)- The need for stability

EXTREMELY	VERY	MODERATELY	MODERATELY C	VERY	EXTREMELY
<p>STRENGTHS</p> <ul style="list-style-type: none"> Proactive and results-oriented leadership style Able to deal with time pressure Able to deal with variety and change Multitasker, able to juggle priorities <p>CAUTIONS</p> <ul style="list-style-type: none"> May appear to be terse to more steady team members May tend to be intolerant of delays especially when impacting results May become frustrated at the team's pace and ability to be flexible <hr/> <p>SELF-COACHING TIPS</p> <ul style="list-style-type: none"> Reflect on situational urgency - does everything need to be done right now? Recognize that people have different paces and manage expectations Honor priorities and see initiatives through to completion 			<p>STRENGTHS</p> <ul style="list-style-type: none"> Calm and stable leadership style Thoughtful listener to direct reports Builds solid group processes Gives team time to process <p>CAUTIONS</p> <ul style="list-style-type: none"> May appear uncomfortable with change May appear to over-analyze situations or be too cautious May struggle under time pressure May be too comfortable with the familiar and slow to adopt new ideas <hr/> <p>SELF-COACHING TIPS</p> <ul style="list-style-type: none"> Clarify timelines and focus on creating a sense of urgency among team members Manage team's time wisely - start early and leave time for the unexpected Keep others informed when progress is made 		

FORMALITY (D)- The need to conform

EXTREMELY	VERY	MODERATELY	MODERATELY D	VERY	EXTREMELY
<p>STRENGTHS</p> <ul style="list-style-type: none"> Flexible approach to most management situations and direct reports Able to delegate details easily Adept at changing organizational needs Deals well with ambiguous management situations <p>CAUTIONS</p> <ul style="list-style-type: none"> May not provide as much attention to detail as direct reports need May not provide enough structure or direction for the team May appear too casual or not serious enough <hr/> <p>SELF-COACHING TIPS</p> <ul style="list-style-type: none"> Seek data to support your management decisions Evaluate decisions from the perspectives of multiple team members Respect questions others have about "how" things will be done Pay attention to when your serious side is needed 			<p>STRENGTHS</p> <ul style="list-style-type: none"> Strong discipline and execution; emphasis on quality Builds team structure and respect for the plan Focuses team on how to get things done right Organized and thorough follow-up with direct reports <p>CAUTIONS</p> <ul style="list-style-type: none"> May be uncomfortable in management ambiguous situations May struggle with situations that call for team and personal flexibility May be seen as a perfectionist rather than a producer <hr/> <p>SELF-COACHING TIPS</p> <ul style="list-style-type: none"> Learn how to move forward when "enough" information is available Ask yourself: Is it worth this much time and process? Recognize and respect flexibility shown by direct reports 		



Use responsibly. People are complex. This PI Insight is a helpful starting point, but there's more to this person and pattern than what's presented here. Contact a PI expert for additional insight.



PI Insights are great, but they're no substitute for the knowledge and hands-on experience gained by attending a PI workshop. Contact your PI Consultant or visit www.predictiveindex.com to learn more.



Operator

