



Date: 11/27/2007

AVA MFE Report for George Browne

M F E

MANAGING FOR EXCELLENCE

This AVA MFE Report is a product of Bizet Human Asset Management.

Bizet Human Asset Management provides employee selection, retention, development, and transition services to organizations throughout the world.

For more information contact us at (724) 941-0979 or visit our web site at www.bizet.com.



Date: 11/27/2007

AVA MFE Report for George Browne

This report provides you with a description of George's most likely behavior patterns, based upon his response to the AVA assessment. The AVA interpretation will help you to be aware of and to understand his style.

In this report you will find valuable information about George's 'natural behavioral style'. This refers to his well-learned, well-practiced behaviors. These are the behaviors that come most easily and naturally to George. They are not stressful to execute and use moderate amounts of energy.

His natural behavioral style will have a significant influence on whether or not George will achieve his goals. The way George manages emotions; the way George motivates himself; the way George responds to stress and frustration; and the way George deals with people are important influences.

Think about important life goals; whether job-related, personal or financial. What is really important to an individual? What would George really like to achieve? As you think about George's goals, take notes on the following page. Identify 3 to 5 important life goals.

As you better understand George's natural behavioral style, you may also begin to find that his natural behavioral style will make it difficult to attain some goals. In that case, you may want to modify or even drop some of George's goals.

HOW TO USE THIS REPORT

- Be sure to read all of the material. This is a long report and you may be tempted to skip some sections or just scan the report, **don't**. All of the material is important. Read all of it.
- If you believe that some of the descriptions are not really reflective of George's natural behavioral style, check with George's references / colleagues for their understanding of how he usually behaves.
- As you go through the report, think about how many of George's behaviors could help or hinder in the attainment of his goals. Jot down your ideas on the report pages.
- Do any of George's goals look unrealistic or impractical in light of his natural behavioral style? Jot down some ideas.
- Awareness of George's behavior patterns, his strengths and potential weaknesses are important.



Date: 11/27/2007

AVA MFE Report for George Browne

George's Behavioral Overview

George is a direct, forceful, decisive, hard-driving, and independent individual. He is willing to go ahead on his own without direction or guidance from others. He tends to complete tasks and assignments promptly. George is usually calm and controlled in his performance and behavior. He will demonstrate initiative in areas of importance to the organization. George is persistent and thorough in his work approach.

He prefers to have clearly defined responsibilities and also prefers to have control over the situations he encounters. George's decisions will be made without hesitation, based on the data or information that is readily available. He will be confident he has made the right decision.

George tends to be a direct and outspoken individual. He uses his assertiveness and self-confidence to influence and persuade people to adopt a belief or a course of action. George can be resolute and unyielding when dealing with people. He most likely works best in one-on-one meetings and small groups.

George has a strong goal orientation. In working toward his goals, George will initiate plans and actions, will work to remove barriers and obstacles to goal achievement, will be responsive to problems, and will follow through on plans and actions. In doing so, George will be self-assured and self-confident.

In working on problems, George will show curiosity about the causation of events and is able to effectively handle vague and undefined problems and assignments. He is a "big picture" thinker who uses insight as a basis for thinking and problem solving. He is likely to show a wide range of interests.

George may feel stressed by losing in a competition, losing control of a situation, and by giving up power to someone else. In response: George may fight back (perhaps too quickly), may become very blunt or argumentative, or may become very demanding and domineering.

George is likely to be stressed by not being able to present a point of view, working under tight controls and rules, and by having to take care of too many details. In response: George may overlook details, forget to follow up on small matters, and look for "loopholes" in the rules and operate independently.



Date: 11/27/2007

AVA MFE Report for George Browne

Descriptors of George's Natural Behavior:

- Dominant
- Direct
- Probing
- Objective
- Goal-oriented
- Independent
- Controlling
- Firm
- Definite
- Forceful
- Decisive
- Self-reliant

George's Natural Tendencies:

- Positive and self-confident in his approach.
- Deals with interpersonal conflict in a direct and outspoken way.
- Responds positively to individual incentives.
- Makes prompt, unambiguous decisions, and says "no" despite pressures.
- Results-oriented and tenacious.
- Shows initiative in his work.
- Enjoys exercising authority and responsibility.
- Can be persuasive and influential.
- Likes being in control of situations.
- Takes a "big picture" view of problems and issues.
- Holds his position in the face of opposition.
- Pushes to have his opinions heard and accepted.



Date: 11/27/2007

AVA MFE Report for George Browne

George's Operating Style:

- Firm, forceful, probing, enterprising, objective, composed, and goal-oriented.
- Has realistic expectations, recognizing that factors such as inexperience or limited expertise could have an adverse impact on attaining desired results.
- Is determined and tenacious when pursuing goals.
- Has strong ideas and opinions and will freely express them.
- Makes decisions quickly and confidently.
- Seeks out responsibility and authority.
- Effective at disciplining subordinates who do not attain their goals.
- Leads others in a direct and firm way.
- Assigns tasks, sets attainable deadlines, develops "stretch" (but realistic) goals and sets up control systems to review progress.
- Uses his resources effectively.
- Seeks to improve upon the status quo.
- May not always pay attention to others' ideas; will want to do things "his way".

George's Ideal Environment:

- Provides the power and the authority to respond to problems and to get things done.
- Allows operating with a minimum of supervision and direction from others.
- Provides the freedom to act on assignments involving a wide range of activities.
- Encourages interaction with people in key positions to best utilize his persuasive and convincing communications style.
- Establishes clearly defined responsibilities.
- Provides activities requiring good planning and organizing skills.
- Encourages the spontaneous initiation of plans and following up on the implementation of plans in a thorough manner.
- Provides difficult challenges, problems to solve, and obstacles to overcome.



Date: 1/22/2011

AVA MFE Report for George Browne

George's Persuasive Style:

- Uses an assertive, direct, firm and definite approach.
- Is positive, self-confident, composed and enterprising.
- Works in terms of the "big picture" rather than the details.
- Uses his assertiveness, tenacity, self-confidence and persuasive skills to "sell" people on his ideas and plans.
- Probes aggressively in order to identify audience goals, needs and wants.
- Prefers simple, practical and quick solutions and approaches.
- Situationally sensitive to both the "people" and the "task" elements of a persuasive situation.
- Responds decisively, directly and positively to questions, comments and objections.
- Determined and persistent in his efforts to get his ideas across.
- May use unusual and innovative communications rather than routine communications.
- Responds confidently and positively to competition; such as being one of several people making similar presentations to the same group.

George's Gaining Commitment Style:

- Will aggressively pursue his argument in order to gain commitment.
- Usually considers "no" a temporary obstacle; tenacious in approach.
- May listen selectively and miss some audience concerns and issues.
- In desire to convince and persuade, may oversimplify some complex situations.
- Can lack diplomacy when responding to objections and concerns.



Date: 11/27/2007

AVA MFE Report for George Browne

George's Strengths that can be Overused:

- May be too "big picture" and doesn't provide enough detail in a plan or proposal.
- May overlook the relationship needs of the people in pursuit of results.
- May announce conclusions without patiently explaining the reasons.
- In trying to make a point, may move too fast for the methodical individual.
- Due to bottom-line concentration, may slip into selective perception, recalling only points of agreement rather than disagreement in a negotiation or a persuasion situation.
- In desire to be his own person, may be "over-independent" and not accept advice and counsel from others.
- May become too competitive when a cooperative approach will work better.
- May go "out on his own" and not consult with superiors and peers when he should.
- In his desire to attain results, may not always listen closely to people.
- Independence may lead him to "dig his heels in" and become opinionated or stubborn when pushed.

How to Coach George:

- Understand that this person may resist accepting advice and counsel due to his independence.
- Clearly define goals and boundaries, but allow autonomy in the execution of the job.
- Evaluate on the results accomplished and not on the process to get there.
- Focus on plans and key facts for quickly achieving results, and avoid getting bogged down in details.
- Provide flexible options and alternatives, allowing space to work independently and time to express unique ideas.
- Challenge with tough but attainable goals.
- Acknowledge this person's desire for power and authority by recognizing the unique, innovative nature of ideas, contributions, and results.
- Help to modify independent style by suggesting alternative ideas and plans and by encouraging flexibility.
- Recognize his efforts and achievements.