

*Packfinder*

# Reference Guide



# Self Management

+75 +70 +65 +60 +55 +50 +45 +40 +35 +30 +25 +20 +15 +10 +5 0 -5 -10 -15

Very Proactive

Responsive

+75



+30

+30



+20

+20



-15

## Role Type

This role type is strongly goal-oriented with repeating, intense, short-term, goal-based activities. It is best suited for fluid or unstructured situations that require finding new ways to reach goals

## Execution Style

- Proactive and initiates action
- Assertive, competitive, and intense
- Self-planning and monitoring
- Strongly self-evaluative and self-critical
- Values internal and role-competitive standards

## Role Type

This role type is suited for some goal-oriented activities, but is mostly suited for traditional structures, channels, methods, and procedures in place to reach goals. It is also suited for positions where basic working structures and strategies are in place.

## Execution Style

- Prefers more responsive/reactive approaches to activities
  - Will occasionally take initiative on tasks and be proactive, assertive, and intense
  - Prefers some supervisor supported planning, monitoring, and coaching
  - Somewhat self-evaluative and somewhat competitive with role standards but not necessarily with internal standards
- Role Type

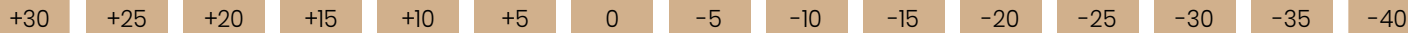
## Role Type

This role type prefers support or process-oriented activities and routines. It also uses well-structured and defined role objectives, methods, and processes to reach goals.

## Execution Style

- System/process-initiated activities and monitoring
- Very considerate, easy-going, mild mannered, and agreeable
- Prefers to avoid situations that create conflict
- Prefers to have supervisor-led, supported, and monitored work plans and structures that signal when and how to respond

# Motivational Profile



## Challenge Oriented

## Challenge / Service

## Relaxed / Dependable

+30

+10

+10

-10

-10

-20

-20

-40

### Role Type

This role type is mostly financially or challenge oriented.

### Goal Focus

- Strong focus on short-term goals and results.
- Continually seeks demanding and challenging activities.
- Extremely ambitious and hard driving towards achievement.
- Dislikes routine and long-range goals.
- Values internal and role-competitive standards

### Performance Management Style

- Task and goal-focused
- Bottom-line oriented.
- Tell-oriented commitment seeker.

### Role Type

This role type is mostly financially or challenge oriented and people/service.

### Goal Focus

- Mix of short and mid-range/term goals.
- Occasionally seeks/needs new challenging activities.
- Has a moderate sense of urgency around goals and tasks.
- Tolerates some routine and longer-range goals.

### Performance Management Style

- Balances task/goal and relationship/service.
- Combination of telling, consultation, and persuasion when seeking performance commitments.
- Tell-oriented commitment seeker.

### Role Type

This role type is a mix of people/service and safety/security.

### Goal Focus

- Mid to long-term goals achieved through steady effort opposed to shorter term intense efforts.
- Prefers established and 'proven' activities.
- Has a more relaxed approach to goals and tasks.
- Prefers routine and longer-range goals.

### Performance Management Style

- Prefers to employ persuasion and less direct approaches when seeking performance commitments.
- Biased towards relationships and service versus goal setting and tasks/results.
- Tell-oriented commitment seeker.

### Role Type

This role type is mostly safety/security oriented.

### Goal Focus

- Longer term goals achieved through a relaxed, relationship-centered process.
- Wants established and 'proven' activities and approaches.

### Performance Management Style

- Focused on longer term trends/patterns and not shorter, goal setting.
- Relationship and cause/service focused.
- Strong bias towards serving the needs of others.

# Comfort With Conflict



Comfortable with conflict

Average

Avoids Conflict



## Rules & Norms

- Tend to be comfortable in situations where there is potential for conflict
- Relatively relaxed in situations where conflict is common or where there is ongoing tension that requires intervention

## Rules & Norms

- Tend to be comfortable in most situations where there is some conflict but would prefer a position where conflict was neither too intense nor a regular part of the environment
- Well suited to roles dealing with some level of conflict where the organization is prepared to invest in training and strategies that will help resolve and minimize the conflict

## Rules & Norms

- Prefers to avoid careers where there is the potential for conflict and would tend to comply with others rather than be disagreeable
- Best suited for an environment which focuses on growth and development rather than one primarily dealing with conflict, performance issues and crisis management

# People Orientation

+35 +30 +25 +20 +15 +10 +5 0 -5 -10 -15 -20 -25 -30

Very Sociable

Builds relationships slowly

+35

+20

+20

0

0

-10

-10

-30

## Description

Very Social

## Observable behaviors

- Very sociable in all situations
- Needs to be the center of attention in most social settings
- Receives their energy from being around people

## Description

Sociable

## Observable behaviors

- Feels energized being around people
- Scores closer to 0 imply some reserved qualities
- Generally enjoys people interaction

## Description

Introverted

## Observable behaviors

- Quiet and reserved
- Builds relationships over a longer period of time
- Prefers alone time
- Will attend social settings but will be the observer rather than the fluid talker

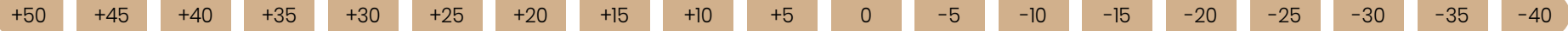
## Description

Very Introverted

## Observable behaviors

- Very reserved
- Largely prefers alone time
- Will not feel energized being around people/may get energy from other things
- Very much an observer in social situations
- Will build relationships over a longer amount of time

# Environmental Fit



Very Independent

Independence Oriented

Team Oriented

Very Team Oriented

+50 ↔ +25

+25 ↔ +10

+10 ↔ -10

-10 ↔ -25

-25 ↔ -40

## Rules & Norms

These types of workers are typically resistant to rules and following team/company norms. Those with scores over 40 are most likely to break rules and are not likely to be team players.

## Rules & Norms

These types of workers are typically independent but are open to adapting personal rules and norms to fit a limited number and loosely structured set of rules, protocols, and norms. They may 'bend' or test the limits of the rules and norms occasionally.

## Rules & Norms

These types of workers have the tendency to express independence but will integrate personal rules and norms to fit existing team or corporate rules, protocols, and norms.

## Rules & Norms

This type of worker prefers working within established workplace rules, protocols, and norms.

## Rules & Norms

This type of worker has a strong preference for preexisting rules, protocols, and norms.

## Supervision

- Strongly self-structured, highly independent
- Supervision and feedback resistant

## Supervision

- Prefers limited supervision and feedback

## Supervision

- Open to some supervision and feedback

## Supervision

- Prefers to have occasional supervisory input, communication, and feedback

## Supervision

- Will seek out supervisory input, communication, and feedback on a regular basis

## Affiliation

- Little or no desire for supervisor/team contact or affiliation

## Affiliation

- Prefers infrequent supervisory/team contact
- Open to be associated with a group on an occasional basis

## Affiliation

- Some desire for group affiliation and shared identity

## Affiliation

- Values being part of a team with a mix of independent and shared goals
- Accepts regular team feedback and interaction

## Affiliation

- Works best as part of a team with a strongly shared set of goals and identity
- Prefers frequent (daily) team feedback and interaction

# Analytical Orientation



Analytical / Systematic

Learns the Essentials

+35



+20

+20



0

0



-10

-10



-30

## Description

Very Analytical

## Observable behaviors

- Enjoys details and learning new things
- Very much enjoys engaging in analytical work and conversations
- Has a high preference to focusing on and enjoys being consumed by details

## Description

Analytical

## Observable behaviors

- Enjoys details and learning new things
- Has some preference for learning new things as long as the details are not overwhelming
- Prefers to pass off detailed information to others

## Description

Moderately Detail Oriented

## Observable behaviors

- Can but has some preference to not be immersed in detailed work
- Has some preference for learning new things as long as the details are not overwhelming
- Prefers to pass off detailed information to others

## Description

Learns what is necessary

## Observable behaviors

- Prefers not to be immersed in detailed work
- Enjoys learning new things as long as there is a short form from which to work
- Will delegate detailed work to others in almost all cases

**Packfinder predicts the success of your candidates in any job.**

