

This report enables Andrew's manager to better utilize his strengths, neutralize weaknesses, and develop a long term positive relationship with the employee that can lead to lower employee turnover. The factors are divided into Essential, Important, and Other Factors enabling the manager to focus on the most important factors first.

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood (99.2%) the answers were truthful, accurately self-aware, and completed with sufficient concentration.

## Essential Factors to Consider

- Andrew's outlook is extremely optimistic and positive. Support this attitude wherever possible as it will probably be helpful to morale.
- Andrew has a very strong desire to be helpful.
- Provide opportunities to help others in order to motivate or reward him.
- If Andrew is performing well, provide him with opportunities for greater autonomy.
- Andrew probably has a very strong tendency to be permissive. Andrew may have difficulty insisting his staff follow the rules or perform to their potential. Check into this possibility and, if necessary, support Andrew to be more enforcing.

## Important Factors to Consider

- Wherever possible, provide Andrew with opportunities to meet new people and have social interaction. However, if social interaction is not a central aspect of Andrew's work, it could become a distraction.
- Andrew has a strong desire to have decision-making authority. To motivate or reward Andrew, offer him opportunities for more responsibilities. If you wish to retain him, you will probably need to offer a career path toward greater responsibilities. On the other hand, make sure Andrew's skills and experience are sufficiently developed for each stage of increased authority.
- Set clear guidelines regarding the types of decisions in which collaboration would be required or beneficial.
- Andrew very much enjoys opportunities to take initiative. To motivate or reward him, provide plenty of opportunities to take initiative. It is important to provide such opportunities. Otherwise, Andrew may look for work elsewhere. Provide clear guidelines and examples of the type of initiative he is authorized to take. If Andrew has strong eligibility for this position, his initiatives are likely to be appropriate. However, if Andrew's experience and skills are in a developmental stage, you will need to monitor that he stays within the guidelines. Otherwise, the initiatives could be contrary to expectations.
- Andrew very much desires challenging work. If this desire for challenge is not met, Andrew will probably seek work elsewhere. Therefore, to manage him well, you will need to provide new challenges continuously. If Andrew has strong experience and skills, allow him to take on difficult challenges. If Andrew's experience and skills are still developing, allow him to take on challenges in stages and monitor progress.
- Andrew has a strong desire to have employment that he perceives to be of benefit to society. If possible, offer him projects the he would perceive to produce a result that is helpful to society.
- Andrew is very motivated by opportunities to lead others. You can offer such opportunities as a reward for good performance. Andrew's strong desire to lead is likely to be beneficial if you can provide clear guidelines of authority and he has the experience and skills that are required.
- Andrew may prefer not to have to analyze the potential difficulties of plans and strategies. Therefore, it would be best if he were to receive other input before making important strategic decisions

## Other Possible Factors to Consider

- Andrew is likely to be good at brainstorming. By engaging Andrew's ideas in formal or informal brainstorming, you will motivate him while at the same time generating some good ideas.
- Andrew enjoys analyzing facts and situations. Provide such opportunities wherever possible.
- Andrew may occasionally need a little encouragement to collaborate.
- Provide Andrew with opportunities to express his views and to influence others. Listen carefully, thank him for the

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ideas, and respond accordingly.

- Andrew has some desire for recognition.
- Andrew is enthusiastic about his goals. Ask Andrew about his goals. Try to gain a complete understanding of each of Andrew's major goals and acknowledge each major goal. Then discuss how Andrew's goals could be achieved in this position.