

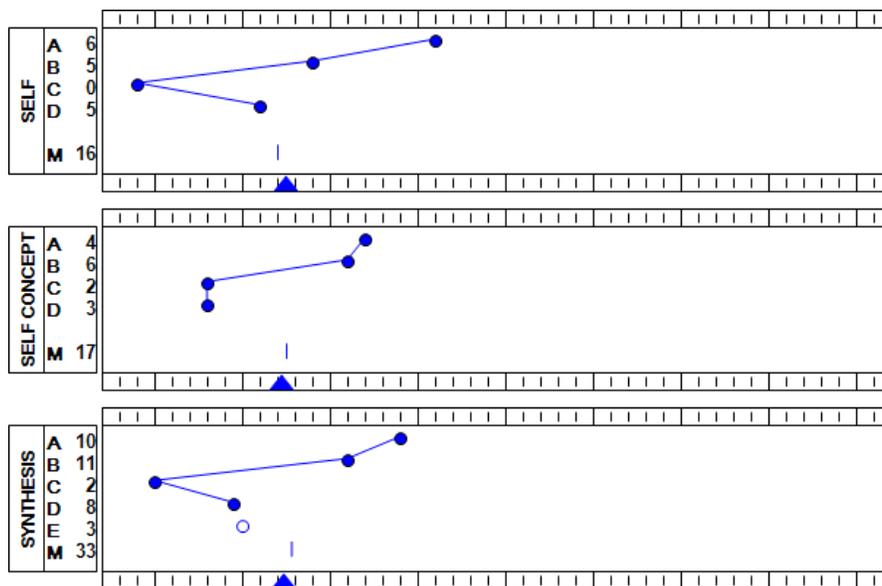


Summary of Predictive Index® Results

Esmail Khaksari

Survey Date : 5/13/2013

Report Date : 5/20/2013



PI for: Esmail Khaksari Date: 5/13/2013

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The results of the Predictive Index® survey should always be reviewed by a trained Predictive Index analyst. The PI® report provides you with a brief overview of the results of the Predictive Index® and prompts you to consider many aspects of the results not contained in the overview. If you have not yet attended the Predictive Index Management Workshop™, please consult someone who has attended in order to complete the report.

STRONGEST BEHAVIORS

Esmail will most strongly express the following behaviors:

- Proactivity, assertiveness, and sense of urgency in driving to reach his goals. Openly challenges the world around him.
- Independent in putting forth his own ideas, which are often innovative and, if implemented, cause change. Resourcefully works through or around anything blocking completion of what he wants to accomplish; aggressive when challenged.
- Impatient for results, he puts pressure on himself and others for rapid implementation, and is far less productive when doing routine work.
- Risk-taking and focus on future goals; he's more concerned with where he's going than where he's been. Adaptable, operates flexibly.
- Makes decisions and takes action with relatively little need for proof to confirm his decision. More interested in his own ideas than traditional ones.
- Flexible approach to 'the book;' willing to bend the rules to achieve his goals. An original thinker who isn't easily discouraged by setbacks.

SUMMARY

Esmail is a confident, independent self-starter with competitive drive, initiative, a sense of urgency, and the ability to make decisions and take responsibility for them. He can react and adjust quickly to changing conditions and come up with ideas for dealing with them.

His drive is purposeful, directed at getting things done quickly. He responds positively and actively to challenge and pressure, and he has confidence in his ability to handle novel problems and people. He is an outgoing, poised person, a lively and enthusiastic communicator, tending to be a little more authoritative than persuasive in his style. Esmail talks briskly, with assurance and conviction and is a stimulating influence on others, while being firm, direct, and self-assured in dealing with them.

His work pace is distinctly faster-than-average. He learns and takes action quickly. On the other hand, he will become impatient and restless working repetitively with routine details or structured work, will delegate such work if his position permits, and will follow up, focusing on completion and accomplishment, rather than how things were done. With an interest in other people and their development, Esmail will delegate authority, limiting such delegation to people in whom he has high levels of confidence, and following up with pressure for timely results.

He makes decisions about people and situations quickly. He assesses what's generally going on, and rather than exhaustively research, pulls together the information he has and takes action forcefully. He's confident in his assumptions about any missing information, and is comfortable acting even in the absence of complete information. For Esmail, continual progress towards the general goal is more important than always being exactly on track; he's flexible and will make course corrections as necessary, when the time arises.

Sure of himself, Esmail sets high standards of achievement for himself and others and looks for opportunities to compete and to win. Venturesome, he is stimulated by new challenges and situations, and is generally driving himself and others to new horizons. He is ambitious both for himself and for the business which employs him.

MANAGEMENT STYLE

As a manager of people or projects, Esmail will be:

- Broadly focused; his attention is on where he's bringing his team, and what goals he wants them to achieve, rather than on the specifics of how they will get there
- Comfortable delegating details and implementation plans
- Reluctant to delegate true authority; he will discuss ideas with others, and is open to their view points, but will only change his mind when the idea better helps his overall goal
- Quick to follow-up on delegated tasks, generally asking more whether it's finished than how it was accomplished
- Constantly looking to improve performance and ability to compete
- Inclusive and team-building
- Direct and quick to voice his opinion of how things are going.

INFLUENCING STYLE

As an influencer, Esmail will be:

- Authoritative in guiding the process towards his goal
- Driven to keep the process moving along as quickly as possible
- Willing to take risks such as experimenting with a new idea or concept
- Flexible in working with others to gain agreement in different, and possibly unique, ways
- Outwardly focused on his audience, intuitively reading them and adjusting his style to meet their needs if he feels it will help advance the process
- Comfortable and adept at influencing others about intangibles such as ideas or concepts.

MANAGEMENT STRATEGIES

To maximize his effectiveness, productivity, and job satisfaction, consider providing Esmail with the following:

- As much independence and flexibility in his activities as possible
- Opportunities to learn and advance
- Opportunities for expression of, and action on, his own ideas and initiatives
- Variety and challenge in his responsibilities
- Opportunities to prove himself, and recognition and reward for doing so
- Freedom from routines and repetitive details, balanced by accountability for results.

Prepared by Emma Roubtsov on 5/20/2013

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