

The results of The Predictive Index® Behavioral Assessment should always be reviewed by a trained PI analyst. The PI® Behavioral report provides you with a brief overview of the results of the behavioral assessment 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

Brian 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.

- Relatively quick in connecting to others; he's reasonably open and sharing of himself. Builds and leverages relationships to get work done.
- Fluent, enthusiastic, and comparatively frequent in communication; a motivator who pays attention to others' points of view.
- Collaborative; works with and through others. Focused on team cohesion, dynamics, and interpersonal relations.

Summary

Brian 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. Brian 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, Brian 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 Brian, 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, Brian 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, Brian 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, Brian will be:

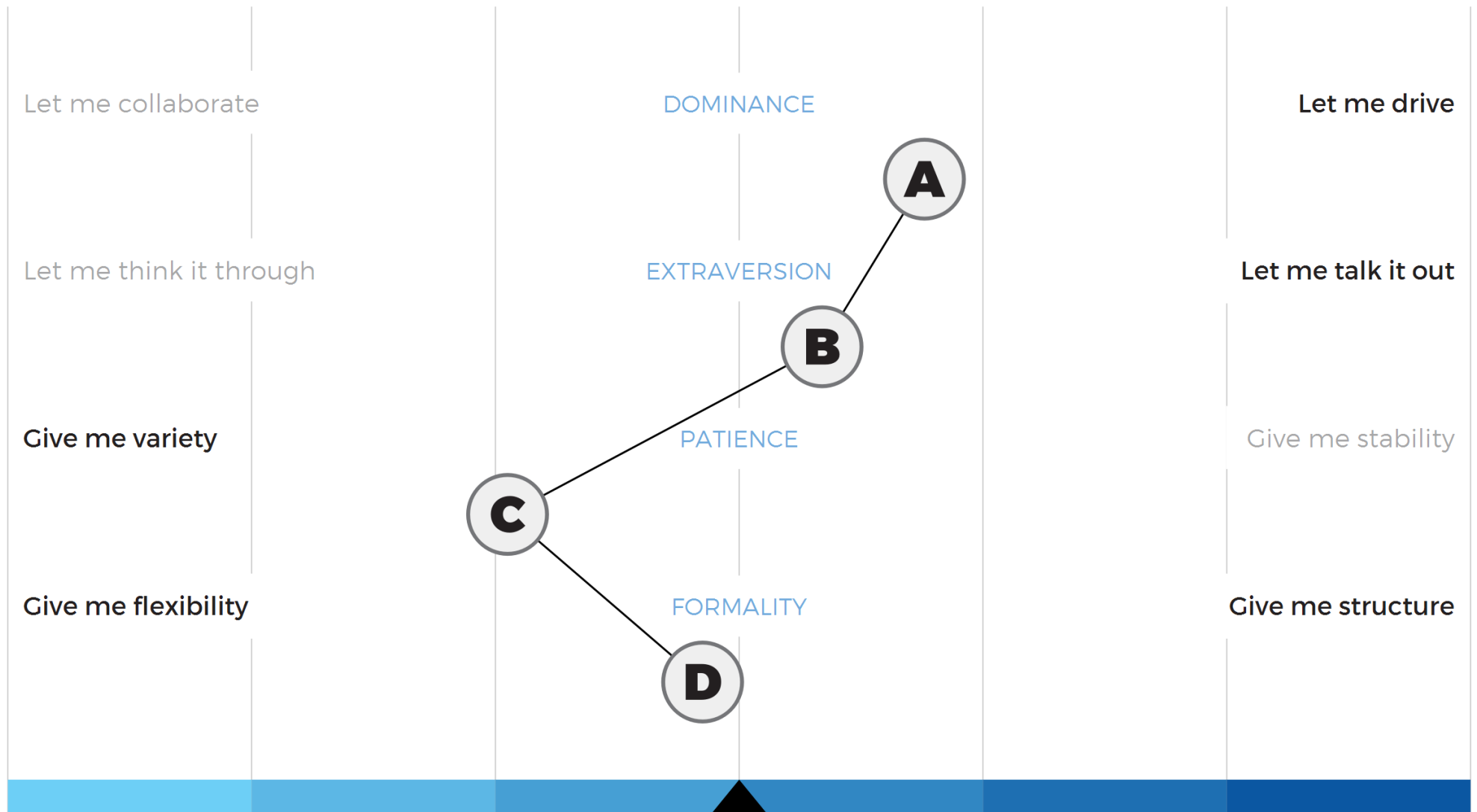
- Authoritative in guiding the process towards his goal
- Driven to keep the process moving along as quickly as possible
- Willing to take risks such as experimenting with a new idea or concept
- Flexible in working with others to gain agreement in different, and possibly unique, ways
- Outwardly focused 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 Brian 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.

How to Interact with **BRIAN LANGFORD**



BRIAN LANGFORD

This Personal 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. 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

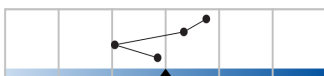
EXTREMELY	VERY	MODERATELY	MODERATELY A	VERY	EXTREMELY
<p>STRENGTHS</p> <ul style="list-style-type: none"> · Understanding and collaborative · Accepting of others' decisions · Supportive management style · Interested in team welfare and development 			<p>CAUTIONS</p> <ul style="list-style-type: none"> · May shy away from tough conversations · May have difficulty making unpopular decisions · May be seen as too cautious or not strategic enough 		
<p>SELF-COACHING TIPS</p> <ul style="list-style-type: none"> · Shift your mindset from "I want to go along" to "I want to be fair" · Stand your ground when you know you're correct · Come to situations and meetings prepared to contribute 					

EXTREMELY	VERY	MODERATELY	MODERATELY A	VERY	EXTREMELY
			<p>STRENGTHS</p> <ul style="list-style-type: none"> · Drives change and challenges status quo · Seeks to lead and have an impact · Innovative, self-motivated · Able to think "big picture" 		
			<p>CAUTIONS</p> <ul style="list-style-type: none"> · May be seen as overly aggressive · 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"> · Actively seek input from multiple sources · Practice active listening and allow people 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	MODERATELY B	VERY	EXTREMELY
<p>STRENGTHS</p> <ul style="list-style-type: none"> · Creative, problem solver · Data driven, analytical · Thoughtful approach to communicating information · Reflective and introspective · Anticipates problems 			<p>CAUTIONS</p> <ul style="list-style-type: none"> · May be slow to trust and reluctant to share until comfortable · Communication may be pointed or minimalist · May appear overly task-focused or remote 		
<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 others · Create processes that encourage communication 					

EXTREMELY	VERY	MODERATELY	MODERATELY B	VERY	EXTREMELY
			<p>STRENGTHS</p> <ul style="list-style-type: none"> · Motivating, stimulating communicator · People-oriented, sociable · Builds team cohesion and collaboration · Thoughtful delegator 		
			<p>CAUTIONS</p> <ul style="list-style-type: none"> · May be too optimistic or overly trusting · May prioritize being liked or being the focus of attention · May appear overly talkative and superficial 		
<p>SELF-COACHING TIPS</p> <ul style="list-style-type: none"> · Allow others the opportunity to contribute and influence outcomes · Consider how much detail or tangible information is needed when communicating · Ask about potential problems or risks 					



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.

BRIAN LANGFORD

PATIENCE (C) - The need for stability

EXTREMELY	VERY	MODERATELY	MODERATELY	VERY	EXTREMELY
<p>STRENGTHS</p> <ul style="list-style-type: none"> · Proactive and results-oriented · 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; "cut to the chase" · May tend to be intolerant of delays especially when impacting results · May become frustrated in stagnant environments 		
<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>SELF-COACHING TIPS</p> <ul style="list-style-type: none"> · Clarify timelines and focus on "when" · Manage 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	SITUATIONALLY	VERY	EXTREMELY
<p>STRENGTHS</p> <ul style="list-style-type: none"> · Flexible approach to most situations and people · Able to delegate details easily · Adept at changing organizational needs · Deals well with ambiguity 		<p>CAUTIONS</p> <ul style="list-style-type: none"> · May provide limited follow up or attention to detail · May not adhere to structure or direction · May appear to others as too casual or uninhibited 		<p>SELF-COACHING TIPS</p> <ul style="list-style-type: none"> · Seek data to support your decisions · Evaluate decisions from multiple perspectives or partner with someone who can provide a balanced view · Respect questions others have about "how" things will be done
<p>STRENGTHS</p> <ul style="list-style-type: none"> · Strong discipline and execution · Builds structure and respect for the plan · Focuses team on how to get things done right · Organized and thorough follow-up 		<p>CAUTIONS</p> <ul style="list-style-type: none"> · May be uncomfortable in ambiguous situations · May struggle with situations that call for flexibility · May be seen as a perfectionist 		
<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? · Recognize and respect flexibility shown by others 				



Captain



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