



PDAInternational
DISCOVERING & EMPOWERING TALENT

Leadership Matching Report

Leader: Gustavo Diaz
Direct Report: Jose Villegas

This Report is a product of PDA International. PDA International is the leading provider of applied behavioral assessments for the selection, management and development of talent.

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Team Leader: Gustavo Diaz

Gustavo Management Style

This section will give you an overview and comprehension of this person's management style. It describes the way the person naturally interacts while managing other people. In the following chapters Leadership, and Decision Making and Communication, we describe the management style of this person.

Leadership

- Gustavo is a controlling, demanding and perfectionist manager.
- He seeks very high levels of performance and efficiency and is therefore generally very demanding and critical of his own work and that of others.
- He establishes rigid quality standards and tends to supervise others closely at all times.
- He may upset and irritate more independent team members who are not as strict in their adherence to guidelines and procedures.
- He does not have the skills to motivate his team members and his critical style may in fact cause more sensitive individuals or those in the learning process to lose motivation.
- He establishes clear-cut methods to measure results.
- He may overburden himself with work because he has a hard time delegating responsibility and tasks.
- He is open to new ideas and is very creative.
- He will work very hard with the team members whom he feels have potential.
- He does not usually seek input from others, except for specialized advice.

Decision Making

- When making decisions, Gustavo will be cautious, fact-based and rational, and will not allow emotional or personal factors affect him.
- He tends to be somewhat slow and may hesitate when making decisions because he always seeks the support of facts and data in order to analyze every possible alternative before making a final decision.
- He will struggle between the urgency of making decisions and the need to be certain and analyze all the options. This will be a stressful process for him.
- He is more task-oriented than people-oriented, which is why people-related decisions will appear logical and lacking in empathy.

Communication

- Gustavo has a precise, technical and detailed communicational style.
- He is more reserved than communicative. He goes straight to the point and keeps discussion to a minimum.

- He may be better at communicating technical data than at making motivational speeches.
- Due to his anxiety and orientation toward facts, he may fail to listen carefully and may underestimate the importance of empathy in communication.

Jose Villegas Natural Characteristics

How to lead Jose effectively

On this section we describe important aspects to be considered when coaching effectively. The following highlights are based on the Natural Style behaviour and it is essential for anyone who wants to lead a team to consider them, in order to achieve maximum efficiency and capacity.

- Jose needs a leader who clearly defines his functions, duties and responsibilities in order for him to develop his capabilities.
- Because he prefers to work alone or in small groups, he does not feel comfortable answering to or informing several people simultaneously.
- If any type of authority is delegated to him, it should be clearly connected to his technical skills and expertise.
- Being an introverted person, he has a hard time working in large groups and prefers to work on his own. He should not be exposed to presentations unless they are within his specific area of expertise.
- He is interested in analytical and logical work with clear-cut rules. He needs to be told what is expected of him.
- Care must be taken that Jose does not get bogged down with details, as he could waste a lot of time and lose sight of his priorities.
- He needs help to become integrated in a work group, since he does not have the ability to develop interpersonal relationships. He will seek to gain respect from the group through his specialized knowledge.
- He prefers detailed communication in writing, emphasizing relevant matters. He will ask questions when he is certain that this will have no negative repercussions.
- He does not feel comfortable making hurried decisions and would rather have a lot of information before making one.
- He would rather go unnoticed and not be the center of attention.

It is important to keep in mind that this individual's potential lies in his capacity to absorb information, his ability to perform analytical work and his attention to detail.

Keys to motivate Jose effectively

On this section we describe important aspects to be considered in order to achieve and maintain a high degree of motivation in this person. The following highlights are based on the behavioral style and must be considered by anyone assigning tasks and responsibilities, or by anyone who works along with this person as part of their team.

- Provide clear-cut and detailed work regulations and documentation.
- Provide him with the opportunity to work individually or in small groups, especially on tasks that require precision and accuracy in the analysis of facts and data.
- Allow him time to work privately on analytical tasks.
- Allow him sufficient time to collect the necessary facts before making a decision, especially in unfamiliar situations.
- Offer a structured and systematic environment.
- Recognize his need to avoid personal criticism.
- Provide consistent and meaningful feedback regarding progress on projects and goals.
- Clearly define expectations regarding the completion of the assigned tasks.
- Allow him to choose between working individually or in small groups.

Gustavo Diaz and Jose Villegas

Key aspects that help to consolidate the relationship

On this section we describe important aspects to be considered when improving and consolidating the relationship between Leader and Direct Report. The following highlights are based on the Natural Style behaviour of these two people. It is very important to have this information and to make use of it, in order to improve the relationship and contribute with the group's sense of team, so that both of them can develop all of their potential.

Risk Axis



Cautious

Risk-Taker



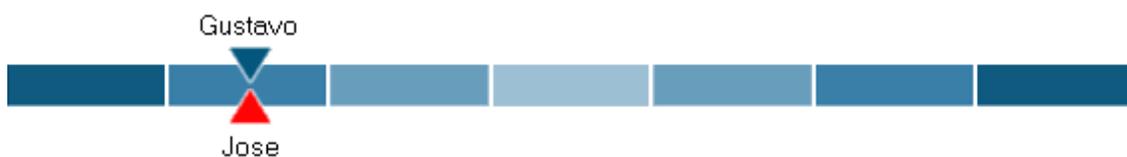
- Keep in mind that Gustavo is more straight forward and competitive than Jose, who is characterized by a more kind and non-confrontational style.
- Gustavo should avoid displaying too much confidence, since Jose could interpret it as "arrogance".

Extroversion Axis



Introverted

Extroverted



- Keep in mind that both are characterized by being serious and discreet.
- They should not take anything for granted. It is important that they define agendas and talk, to be on the same page in regards to common goals.
- Gustavo must make sure to start discussions and ask for Jose's perspective in regards to his ideas, points of view and opinions.
- Although both can feel comfortable without talking or saying very little, they should always address their differences or concerns.
- Gustavo should make clear from the start his goals and what he expects from meetings.

Patience Axis



Restless/Impatient

Calm/Patient



- Keep in mind that Gustavo is more inquiring and dynamic than Jose, who characterizes by a more patient and quiet style .
- Jose takes time and likes to do things right. Gustavo should avoid rushing and getting upset if things do not happen quickly enough.

Conformity to Norms Axis



Independent

Adherence to rules



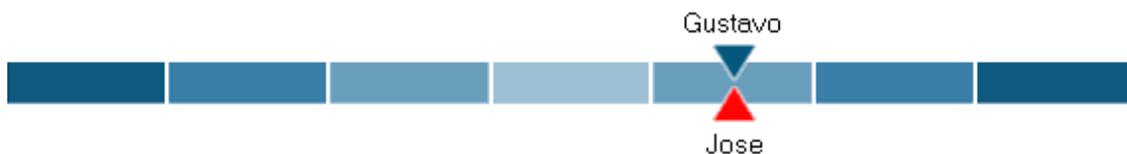
- Keep in mind that both are characterized by being well organized and structured.
- Gustavo must make sure not to get distracted by the details of a project and lose the bigger picture.
- It's important that the rules, systems and policies are clear and simple for the participants, instead of being an obstacle.
- Being perfectionists, both must be careful when making judgments or pointing out errors. They must always keep in mind that both hate making mistakes and are very sensitive to criticisms.

Self-Control Axis



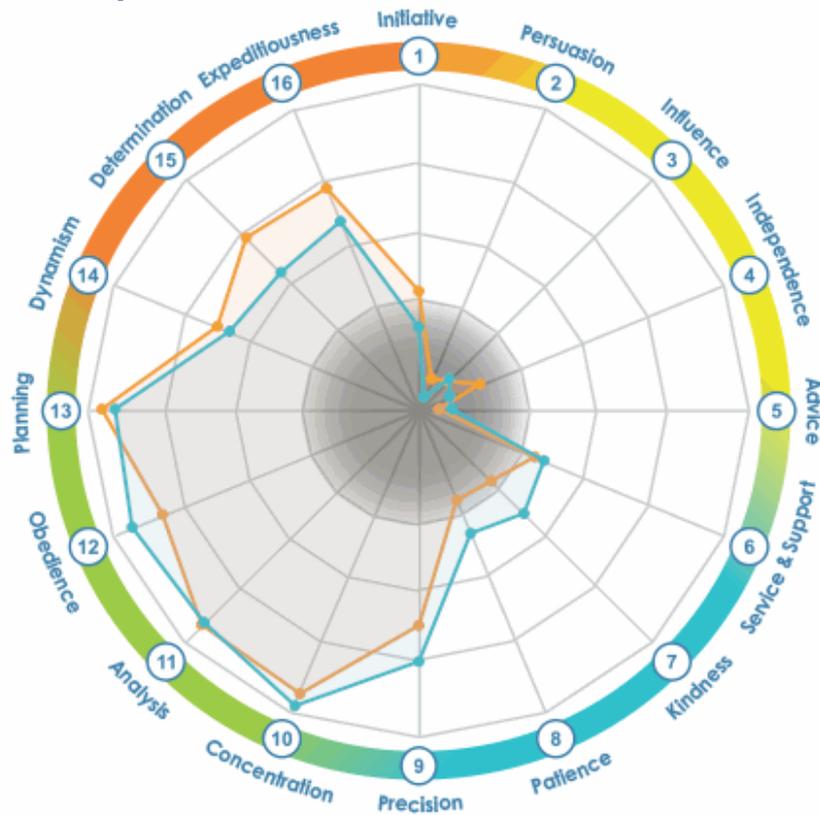
Emotional

Rational



- Keep in mind that both are characterized by their reflective, controlled and rational style.
- They should both show respect for each other's perspective, even when they disagree.
- It is important that they are flexible and opened to accept new and different ideas.

Behavioral Radar Graph



■ Gustavo Diaz
■ Jose Villegas

- 1 Initiative:** These individuals have a conciliatory, extroverted nature, taking a genuine interest in others. They are capable of earning the respect and trust of all different types of people. They work toward results in a proactive, creative and dynamic way.
- 2 Persuasion:** These individuals are sociable and make a good impression on most people due to their warmth, understanding and compassion. They work with and through others to get the job done. They work toward results in a creative way. They are persuasive and strive to please and convince others.
- 3 Influence:** These individuals are by nature very sociable and friendly in their approach toward people. They prefer to work with and through others to complete tasks and assignments. They have an optimistic outlook and work toward results in a spirit of teamwork, leveraging their influence and interpersonal skills.
- 4 Independence:** These individuals are self-assured, confident and independent. They prefer to think for themselves, form their own opinions, and ideally, do things "their way." They work toward results in an independent way, making decisions based on their own criteria without waiting for others' opinions.
- 5 Advice:** These individuals are good communicators who are willing to listen to others and accept their opinions. They adopt a friendly, persuasive and courteous style, relating to others in a helpful, accommodating manner. They work toward results in an amicable way, promoting teamwork and a harmonious environment. They are patient and creative. They make good workmates, teammates and coaches.
- 6 Service and Support:** These individuals tend to be patient, calm and balanced in most situations, even under pressure. They may be somewhat reluctant to voice their concerns or frustrations. They work toward results in an obliging way, by listening and then analyzing the information.
- 7 Kindness:** These individuals are very well-suited for administrative and specialized positions. They are diplomatic and tactful in their approach toward others. They work toward results in a patient, kind and amicable way, avoiding confrontation.
- 8 Patience:** These individuals devote time to others and are good listeners with a high degree of empathy. They are patient, considerate and kind. They are also generous, pleasant and compassionate. They work toward results in a patient, consistent manner, taking as much time as they need.
- 9 Precision:** These individuals are more comfortable and efficient when working in structured, well-defined environments and situations. They are cautious in their approach to problems and decision-making. They work toward results in a careful, methodical manner.
- 10 Concentration:** These individuals are precise thinkers and assiduous workers who prefer following procedures both at work and in their private lives. Being perfectionists, in their efforts to avoid making any mistakes in their work, they are analytical, precise and orderly. They work toward results by focusing on and following established procedures.
- 11 Analysis:** These individuals have a marked tendency to gravitate toward management and specialized positions. They are highly reliable, very disciplined and precise. They work toward results by evaluating the available facts and information and then progressing in a logical, systematic and orderly fashion.
- 12 Obedience:** These individuals detest making mistakes. They are very detail-oriented in their work and assignments. They make every effort to do their jobs perfectly. They work toward results in a consistent, safe manner by analyzing the available information and following the established procedures.
- 13 Planning:** These individuals are meticulous and precise with an innate ability to solve problems. They are very eager to get to the root of the problem. They may have a wide range of interests. They work toward results by studying and solving complex problems, making decisions based on logic.
- 14 Dynamism:** These individuals are cordial, intense and impatient. They are very eager to please. They strive to get things going, keep them moving and achieve results as quickly as possible. They work toward results in a dynamic way by fostering change and quickly adapting to new situations.
- 15 Determination:** These individuals look to the future and compete to achieve their goals. They would rather go out and make things happen than sit around waiting for them to happen. They are willing to take risks in order to achieve their goals. They work toward results in a steady, determined way, using confrontation when necessary, taking responsibility for things and accepting challenges.
- 16 Expediency:** These individuals are highly efficient with an urgent, impatient desire to produce rapid results. They enjoy variety in their work. They work toward results in a dynamic, competitive way, making quick decisions.