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DISCOVERING & EMPOWERING TALENT

Leadership Matching Report

Leader: Julio Ibarra
Direct Report: Andrea Garcia

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

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Team Leader: Julio Ibarra

Julio Mangement Style

This section provides an overview and understanding of the individual's management style. It describes the way the person naturally interacts while managing others. The following chapters, Leadership, Decision-making and Communication, describe the management style of this person.

Leadership

- Julio's leadership style is indicated as being fast-paced, energetic and spontaneous, with the potential to provide guidance and direction to others, especially in his area of expertise.
- He is generally friendly, but can be controlling when he feels results are not being achieved fast enough or when he is frustrated.
- His style further suggests that he can be very changeable, alternating between being enthusiastic and supportive to his team and other times very critical of them.
- He is likely to have no problem enforcing discipline, but may be tempted to back down when facing someone more aggressive in order to avoid confrontation and rejection.
- He will be likely to prefer to delegate responsibilities to others but only if he trusts them to deliver a quality result. He may, however, be reluctant to empower them, preferring instead to supervise everything closely to ensure that the work gets done on time and to the right standard.
- Julio is driven and focused on the achievement of results. He may become impatient and apply pressure to obtain these quickly, which has the potential to generate tension in others.
- His leadership style is also very change-oriented and, he therefore, may just make changes for change sake. This has the potential to confuse his team members and create instability with those who are more change-averse.
- He is more likely to become impatient with those who work at a more methodical pace or are not performing up to his expectations.

Decision-making

- Julio's decision-making style is also likely to be inconsistent, varying from between dynamic and of high quality where he is knowledgeable and confident, to hesitant and uncertain where he does not have the information or knowledge he requires.
- He is a perfectionist who will seek to research every possibility or aspect of a problem before taking action, to ensure that error or unnecessary risk are either avoided or managed appropriately. If this is not practical, Julio will stick to the rules and procedures.
- His superior should be aware that if Julio is required to make tough decisions in areas where he is unfamiliar he may hesitate or delay making a decision, which may potentially cause him to become stressed.

- He is naturally intense, but will always seek the best solution.
- It should be noted that there is a degree of 'optimism' suggested in Julio's profile and as such, he may occasionally make decisions spontaneously if he believes that they are not critical.

Communication

- Julio's communication style is also variable and will depend on the situation he is in and the result he wishes or needs to achieve.
- Where quality results are required, he will usually communicate in a clear and direct style, explaining what is needed, how and by when.
- When change is required, he is likely to work hard to sell the big picture and vision, in attempt to win the support of his people and then follow this up with individual meetings, to reinforce understanding and give personal direction where it is required.
- If this does not achieve what he needs, he may resort to taking personal control and 'telling' rather than influencing.
- Standard operating procedures will be put in place and communicated both verbally and in writing.
- Being a 'people person' first, Julio is likely to be highly visible on a daily basis and remain in constant communication with everyone in the team.
- Julio is very mobile and active, and will seek opportunities to attend meetings, perhaps travel and communicate with a wide variety of people.
- He is a fluid and confident speaker; very talkative in his enthusiasm to persuade and sell his ideas, Julio may talk more than he listens.
- Being naturally spontaneous and impatient, Julio may occasionally 'oversell' or speak without thinking things through.
- When giving presentations, he is likely to be entertaining, charismatic, dynamic, knowledgeable and factual.

Andrea Garcia Natural characteristics

How to lead Andrea effectively

This section describes important aspects to consider for effective coaching. The following highlights are based on the Natural Behavioural Style and it is essential that anyone who wants to lead a team considers them. This will result in maximum efficiency and capacity.

- Andrea seeks recognition and is reassured by achieving status and quality.
- She seeks to be recognised for her expertise, achieving results and creativity.
- Because Andrea likes to follow rules and procedures, in order to do her job well, she needs to be given clear directives, specific limits of authority and standard operating procedures in writing.
- She will work hard to be considered a valuable source of knowledge by her colleagues, particularly within a specific area of expertise.
- She will want to have the authority to make decisions in those areas in which she considers herself a specialist.
- Andrea will be more effective if her supervisor manages her in a direct manner, negotiates specific goals and targets for her to achieve and establishes a respectful but business-like relationship.
- Being somewhat reserved, Andrea is likely to work better independently or with small specialist groups. Her natural tendency will be to take control by using her drive and logic to focus others on achieving objectives.
- Andrea is motivated by achieving tangible results complying with pre-established deadlines and standards, and gaining recognition for this ability.
- Her supervisor should however, be aware of the need to help her to mitigate her stress level by ensuring that she does not take on too much at one time. Her need for perfection may cause her frustration and impair her performance.
- To effectively communicate with Andrea, her supervisor should be direct, pragmatic and detailed.
- Andrea prefers written communication in which all details are recorded, providing her with clarity, order and a greater sense of security.
- In order for Andrea to work more effectively, she needs to have a variety of different tasks, which challenge her problem-solving capacity and her intellect and are well-defined.
- Andrea will feel uncomfortable if she is micro-managed or excessively controlled at work. Despite this, she will seek and appreciate receiving periodic feedback from her supervisor with regards to her performance.
- She has the potential to be effective in leading a team toward achieving accurate results where there is little or no margin for error. Quality will be her prime focus and to ensure that this is both delivered and maintained, she will act as a consultant for her people and provide them with the support they need.

Keys to motivate Andrea effectively

This section describes important aspects to consider for helping this person reach and maintain a high level of motivation. The following highlights are based on the behavioural style and must be considered by anyone assigning tasks and responsibilities, or by anyone who works with this person as part of their team.

- Andrea is motivated by power, authority, standard operating procedures and a well-defined and structured work environment.
- She is likely to function best when working in one-on-one situations rather than in large groups.
- She will seek and appreciate being given positive and specific feedback when she has performed well. When providing negative feedback, this should be delivered in a direct, constructive manner and on a one-to-one basis. Facts/evidence to support the criticism should be prepared and made available.
- Provide a role which allows her to apply her analytical and problem-solving skills.
- Encourage her to be more inclusive by discussing proposed solutions with colleagues before acting.
- Allow her the opportunity to use her abstract and creative thinking to innovate new ideas and improvements and allow her time for reflection.
- Recognise her efforts and achievements with improvements in her status and by providing financial rewards.
- Recognise her need for variety and her willingness to handle large amounts of data quickly and accurately. Provide support at times of pressure.
- Provide training and career progression which focus on improving and widening her knowledge and expertise.

Julio Ibarra and Andrea Garcia

Key aspects that help consolidate the relationship

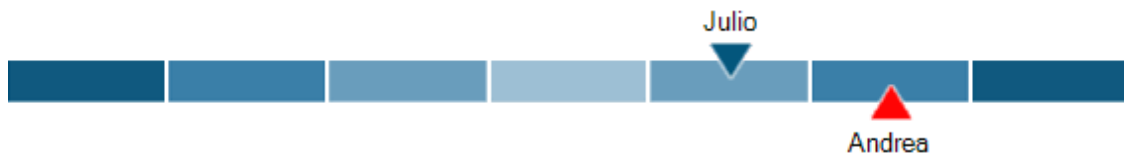
In this section, we describe important aspects to consider when improving and strengthening the relationship between the Leader and his or her Direct Report. The following highlights are based on the Natural behavioural style of these two individuals. It is very important to have this information and to make use of it, in order to improve the relationship and contribute to the group's sense of team, so that both of them can develop all of their potential.

Risk Axis



Cautious

Risk-Taker



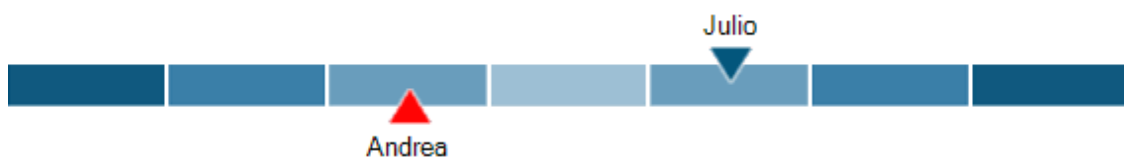
- We should consider that both of them are characterized for being straight forward and competitive. That's why they should avoid any kind of confrontation or competing against each other.
- It is important that Julio treats Andrea with respect and that he recognizes her achievements.
- Julio should avoid getting into "win & lose" arguments with Andrea.
- Julio must present and communicate his own perspective, allowing Andrea to express her own thoughts too.
- Julio must respect Andrea's honesty and straight forward style, accepting to disagree.
- Julio should not show superiority when speaking with Andrea, since this could start undesired discussions.
- Since both of them have very competitive roles, they should always be open to negotiate, listen to each other and come to agreements.

Extroversion Axis



Introverted

Extroverted



- Keep in mind that Julio is more outgoing and talkative than Andrea, characterized by a quiet and serious style.

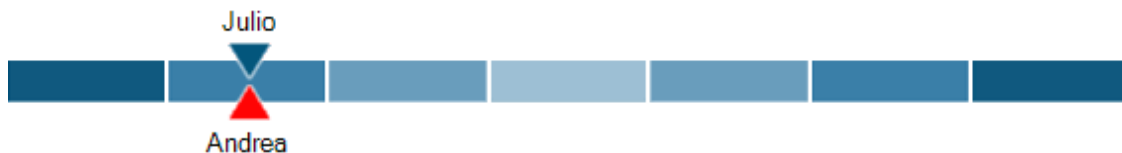
- Julio needs to dedicate more time to listening and supporting Andrea, showing genuine interest in what she says.
- Julio must be careful not to interrupt or talk over Andrea.
- Julio can help her by asking simple questions with open-ended responses.
- Julio must listen carefully to Andrea, before getting excited about the topic of the conversation.
- Julio should avoid being too friendly before the relationship is consolidated. He needs to remember that only after a while will Andrea gain his confidence.
- Julio must be aware at all times that Andrea needs her moments of peace and quiet.

Patience Axis

P

Restless/Impatient

Calm/Patient



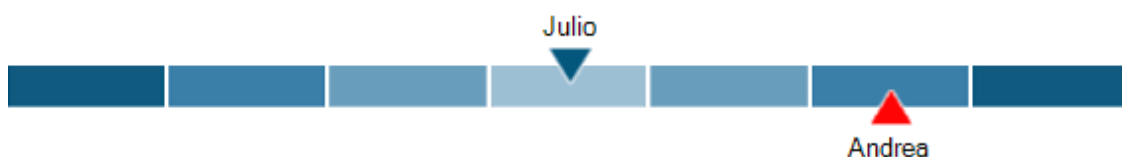
- Keep in mind that both of them are characterized by being inquiring and dynamic.
- Julio must make sure to keep Andrea motivated and active. For this, he should not assign her tasks that require patience and analysis.
- When discussing and debating, both of them need to be careful not to get excited with new projects so they can keep focused.
- During meetings they should focus and slow down in order to make better decisions.
- They must not forget to write down the conclusions and definitions at the end of meetings. If they don't do so immediately, they risk not remembering them.

Conformity to Norms Axis

N

Independent

Adherence to rules



- Keep in mind that Julio is more independent and less structured than Andrea, characterized by a well organized and structured style .
- It is important that Julio is always available and in touch with Andrea.
- Julio must be aware of the well organized and structured style of Andrea. When delegating tasks he must give her all the information and data available.

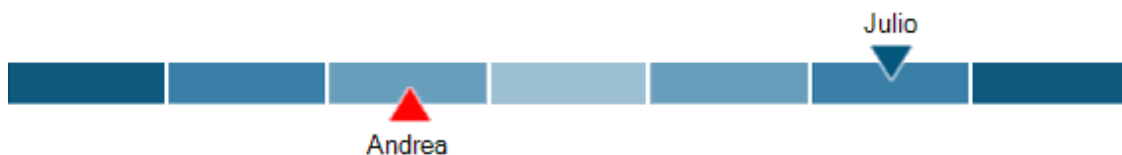
- Julio shouldn't be discouraged if his innovative ideas are questioned or criticized by Andrea. He must always keep in mind that Andrea needs structure and consistency to be confident and do things correctly .
- It is very important that Julio is very careful not to question or criticize the contributions and work of Andrea.
- Julio should appreciate the perfectionism that Andrea applies to work, and always remember that his way is not always the best.
- Julio must understand that not only criteria and independence are important to Andrea, but also the rules and structure.
- When Julio has to correct or make a suggestion to Andrea, he should do it in a kind manner, recognizing and mentioning first the positive aspects and then making a recommendations or suggestions as to what could be improved.

Self-Control Axis



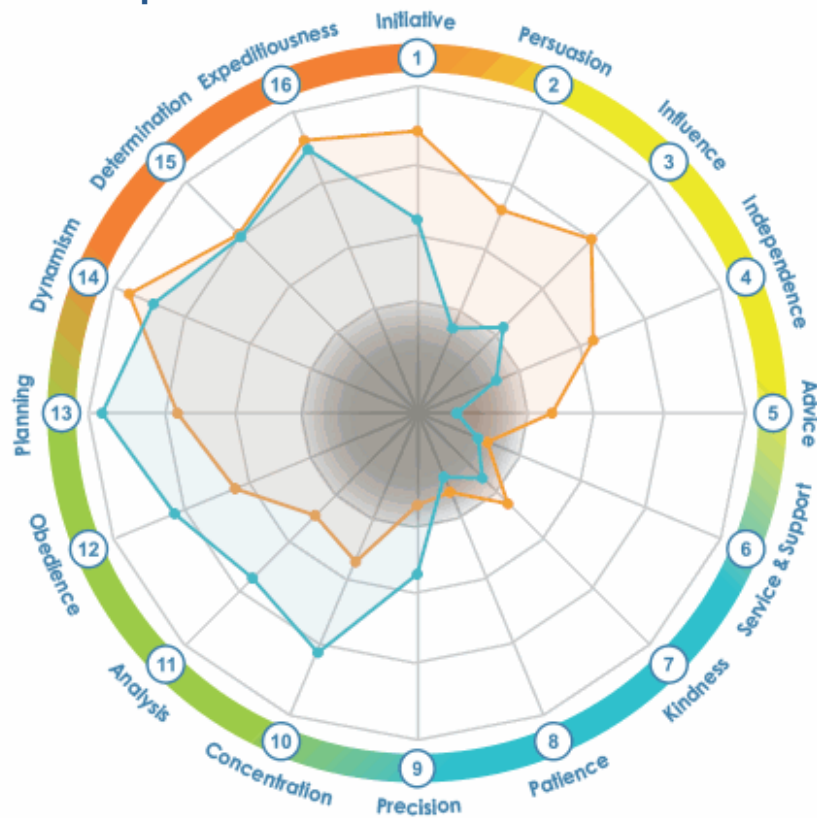
Emotional

Rational



- Keep in mind that Julio is more thoughtful, controlled and rational than Andrea, characterized by a more spontaneous and emotional style.
- Julio needs to be careful not to impose his own principles to Andrea.
- It is important that Julio understands that he can question the ideas and proposals of Andrea, but never make fun of or humiliate her.
- It will help Julio to have a more simple approach, by not being so rational.

Behavioural Radar Graph



- Julio Ibarra
- Andrea Garcia

- 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 Expeditiousness:** 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.