

PERSONAL PROFILE ANALYSIS

**Private &
Confidential**

02/09/2003

Mr. Arne Pierloz

	I	II	III
D	8	1	7
I	7	2	5
S	3	7	-4
C	0	11	-11

SELF IMAGE - GRAPH III

This confident and influential person works equally well with both strangers and acquaintances, using persuasive skills to gain the confidence and respect of others. A forceful individual who is continually pressing for results, Mr. Pierloz leads people rather than directs them. This eager, mobile self-starter is popular with most people and acts positively in most situations.

Mr. Pierloz is inattentive to the "little things" and may tend to overestimate his own ability to motivate people or change behaviors. Mr. Pierloz makes an excellent manager or salesperson. He needs a variety of activities with an opportunity to work with and through people. He wants assignments that present a challenge and also give an opportunity to show good results. Mr. Pierloz needs a great deal of independence and room.

Being a people orientated person there may be a tendency for Mr. Pierloz to verbalize rather than listen to others. He may not always follow policy and procedure, which in some instances could mar his success.

SELF MOTIVATION

Mr. Pierloz needs freedom from routine. He prefers work which involves travel and meeting new/interesting people. He requires challenging assignments, complete with the authority and prestige that go with them. Mr. Pierloz wants freedom of speech and a democratic supervisor.

JOB EMPHASIS

Selling things or ideas

The main responsibility of Mr. Pierloz's job should be to persuade and sell things or ideas to others. There should be involvement with people on either a management or negotiating basis. The job should require self-confidence and enthusiasm, coupled with a need to press continually for a result. There should be little requirement for strict attention to detail or to follow a project through to the end.

The basic requirement should be one of gaining approval of people for a product or idea and setting things in motion. The job should, if possible, include travel on a regular basis or at least offer a variety of projects. There should be a continual challenge and pressure, with a need to lead rather than direct others. Mr. Pierloz should, where possible, have authority to act and freedom to move independently.

DESCRIPTIVE WORDS

Influential, assertive, persuasive, confident, friendly, self-starter, decisive, mobile, active, alert, persistent, strong-willed, very independent, sometimes defiant.

WORK MASK - GRAPH I

While one would normally expect Mr. Pierloz to be very strong-willed and independent, there are indications that at times he may be seen to emphasize these characteristics to the extent that he may become rebellious and defiant.

If continued extreme pressure is placed upon him in the job he may have a mercurial change in behavioral style. If this reversal were to occur, it would only be a temporary situation, but as a result he is likely to pay more attention to accuracy and the adherence to rules and specifics.

If an independent nature is integral to the job the effect of Mr. Pierloz becoming extremely sensitive and cautious should be considered.

BEHAVIOUR UNDER PRESSURE - GRAPH II

When pressure is placed upon Mr. Pierloz he increases his dominance factor. This would suggest that he is likely to emphasize his direct and forceful manner.

Under pressure he may be seen as more determined to achieve a result and will probably take authority very seriously.

A little pressure therefore is likely to enhance job performance.

GENERAL COMMENTS

There is no indication of frustrations/problems/stresses within Mr. Pierloz's profile.

As a result he is likely to feel compatible and able to cope with the behavioral requirements of the job, organization and manager.

Motivators

Mr. Pierloz is motivated by popularity, monetary rewards to cover good living, and freedom from control and detail. Power, challenge and achieving a good result are also important to him. He enjoys democratic relationships, favourable working conditions, prestige and position.

Should Mr. Pierloz have a manager, then ideally that person will be a participative but direct leader, who has the ability to negotiate on a one-to-one basis, setting clear objectives and guidelines. It may be necessary for the manager to keep a control on timescales as there may be a tendency for Mr. Pierloz to be distracted by his interest in people.

Please note

The above report is a guide. The Personal Profile Analysis is a work orientated inventory. This report is designed to assist in the selection, appraisal, development or coaching and counseling process.

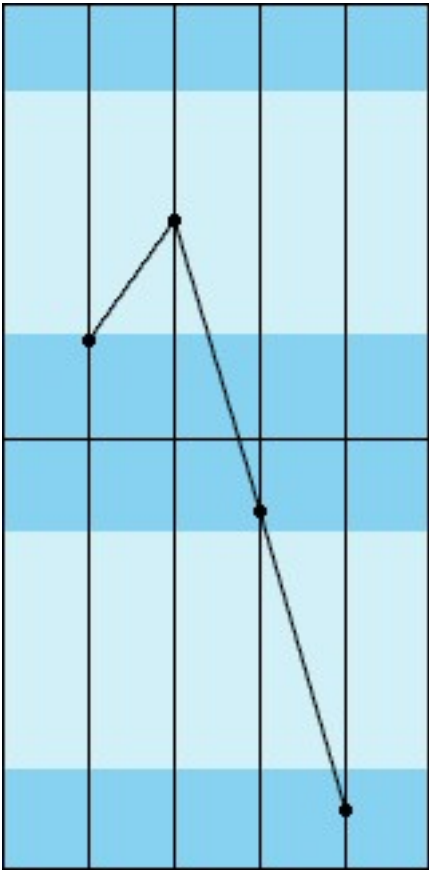
The report should never be used in isolation but always in conjunction with both an interview and a process whereby a person's experience, education, qualifications, competence and trainability can be assessed.

Other reports are available on the Thomas program which will provide additional useful information about Mr. Pierloz. Thomas recommend that consideration be given to using these further reports when appropriate.

GRAPHS & SCORES

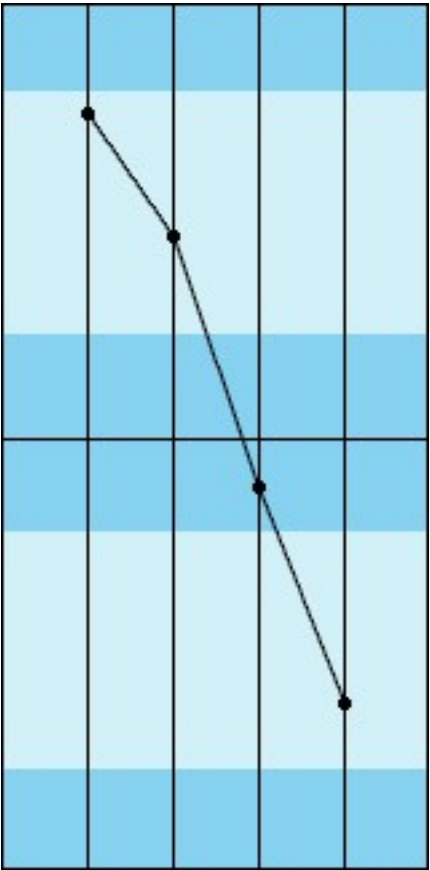
I
Work Mask

D I S C



II
Behaviour under pressure

D I S C



III
Self Image

D I S C

