



Management Performance Planner

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Company:

Name:

Position:

Coach/Facilitator:

Date:

A practical aid for employee talks

- ▮ Assessing the behavior of employees
- ▮ Overview of behavioral tendencies
- ▮ Strategy for improving performance
- ▮ Plan of action

Step 1. Select Responses

Find out the employee's behavioral tendencies. Work through the left-hand column first, and then the right-hand column.

Name of Employee: _____

This person is most ...

- Study the eight sets of items.
- Choose one phrase in each group that is most descriptive of this person's tendencies.
- Scratch that area in the "Most" column.
- A letter will appear.

This person feels least ...

- Study the eight sets of items.
- Choose one phrase in each group that is least descriptive of this person's tendencies.
- Scratch that area in the "Least" column.
- A letter will appear.

PART I "Most" Tendencies

1. When this person talks ...	MOST
Leans backward, informal.....	<input type="checkbox"/>
Sits up straight, formal	<input type="checkbox"/>
Leans forward, uses others' space	<input type="checkbox"/>
Crosses legs, uses own physical space.....	<input type="checkbox"/>
2. When this person receives information ...	<input type="checkbox"/>
	<input type="checkbox"/>
3. When this person is supposed to explain things ...	<input type="checkbox"/>
	<input type="checkbox"/>
4. When this person asks questions ...	<input type="checkbox"/>
	<input type="checkbox"/>
5. When this person makes comments ...	<input type="checkbox"/>
	<input type="checkbox"/>
6. When this person wants to achieve a goal ...	<input type="checkbox"/>
	<input type="checkbox"/>
7. When this person is confronted with new things ...	<input type="checkbox"/>
	<input type="checkbox"/>
8. When this person works together with others ...	<input type="checkbox"/>
	<input type="checkbox"/>

PART II "Least" Tendencies

1.	LEAST
	<input type="checkbox"/>
2.	<input type="checkbox"/>
	<input type="checkbox"/>
3.	<input type="checkbox"/>
	<input type="checkbox"/>
4.	<input type="checkbox"/>
	<input type="checkbox"/>
5.	<input type="checkbox"/>
	<input type="checkbox"/>
6.	<input type="checkbox"/>
	<input type="checkbox"/>
7.	<input type="checkbox"/>
	<input type="checkbox"/>
8.	<input type="checkbox"/>
	<input type="checkbox"/>

Step 2. Tally the Responses

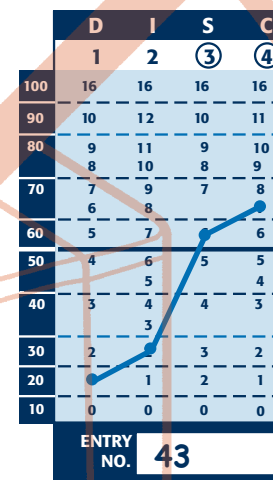
- Count up all the D's that appear in both the "Most" and "Least" columns.
- Enter the total in the tally box.
- Repeat the procedure for the remaining letters: I, S, and C.
- The grand total should equal 16.

TALLY BOX	
LETTER	TOTAL
D	
I	
S	
C	
SUM	
TOTAL =	16

Step 3. Plot the Graph

- Plot the D total (from the tally box) on the D scale on the graph.
- Use the same procedure to plot the I, S, and C.
- Connect the four plotting points.
- Circle the column heading number when the plotting point on that scale is above the midline. See example.

Example



Step 4. Identify the Employee's Entry Number

One circled column heading number:

- Enter that number in the entry no. field below the graph.

Two circled column heading numbers:

- Both points are at the same height above the graph midline.
 - Enter the column heading numbers from left to right in the entry no. field below the graph.

- One plotting point has a higher position above the graph midline.

- Enter the column heading numbers from highest to lowest in the entry no. below the graph.

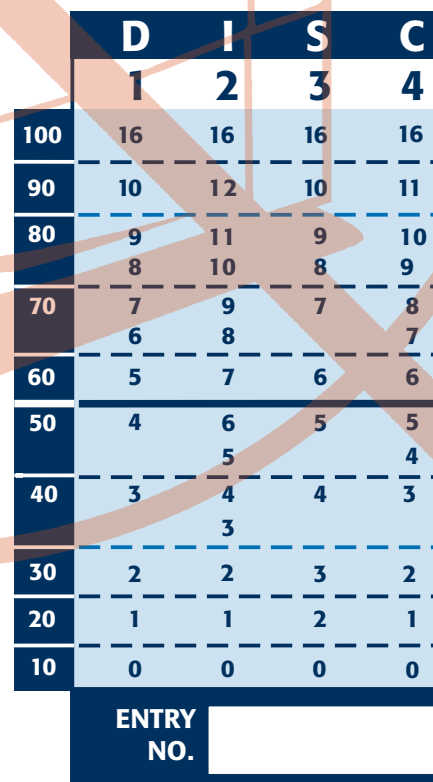
Three circled column heading numbers:

- Enter the numbers from left to right in the field below the graph. The only possibilities are 123, 124, 134, or 234.

Note:

If all plotting points are above the midline use Entry No. 123.

If all plotting points are below the midline use Entry No. 4.



Management Performance Planner

Instructions:

1. Take a look at the graph on page 3.
2. Read the interpretation for the highest plotting point circled. In the example on page 3, the highest point is located in the C column; the comments on C as the highest point are located on page 4.

NB: If the highest plotting point is not established clearly because there are two equally high plotting points, treat the first, left-most highest plotting point as the highest. Read the interpretation for that plotting point, then the information on the second equally high plotting point and for all of the other plotting points above the midline. On the basis of this information, prepare yourself for the employee development talk.

D Dominant Management Performance Planner Highlights

Use of energy:	Focuses on what is useful and what can benefit self; takes risks; uses personal reserves of energy to improvise solutions in crises – often very successfully.
Ideal work situation:	Desires to replicate previous successes; wants to modify or take a creative idea and make it serve a practical purpose.
Task approach:	Plans well ahead; integrates activities to get results; leaves details and clarification to others; builds in variety and change; wants the independence and challenge of a wide scope of operations.
People approach:	Seeks earned respect from associates; acts positively; harnesses people to assist in personal goal satisfaction; rewards others often beyond the value of the assignment.
Response to negative people:	Makes a concerted effort to understand those who are uncooperative; identifies their roadblocks; does not permit interference – gets them to believe in themselves and in others.
Work situation overview:	Demonstrates initiative with an eye to the future; desires to bring about “what could be”; tends to break promises made to others; makes do with what is at hand; counts on ingenuity to resolve disappointments.
Possible limitations:	Believes that to avoid chaos and panic, it may be necessary to withhold the truth; runs the risk of appointing self as the sole judge to receive personal benefit.

I Influencing Management Performance Planner Highlights

Use of energy:	Desires attention from others; uses energy for self-gratification; gets new energy by generating enthusiasm – a mutual response – the more excitement the more energy.
Ideal work situation:	Gravitates toward jobs in which interpersonal skills are needed; desires freedom to respond to the demands of the moment; seeks projects that can become a cause.
Task approach:	Uses whatever resources are available; believes that new situations demand new methods; delegates detailed responsibilities to others, if possible; challenges procedures and policies; sides with those who have little or no voice.
People approach:	Seeks out people with enthusiasm and spark; uses personal warmth; tries to uncover hidden talents in others.
Response to negative people:	Tries to win over uncooperative people through persuasiveness and emotional appeal; displays a contagious optimism; shares willingly in advice, material possessions, and possible successes.
Work situation overview:	Adapts easily to new situations; shows impatience with goal statements and theories; finds reasons for whatever is desired; moves from one new interest to another.
Possible limitations:	Leaps before looking; subjects self to more temptation than others do who have less charm; rejects the notion that personal actions are governed by established policies, rules, or natural laws.

S Steady

Management Performance Planner Highlights

Use of energy:	Appears to have an unusual store of energy; demonstrates bursts of enthusiasm generated by feelings for nature and surrounding beauty.
Ideal work situation:	Prefers work activities that result in meaningful contributions; desires to be of assistance to people in search of improved health, security and understanding; directs skills into areas requiring depth and specialization.
Task approach:	Tends to be persistent and persevering – not easily swayed once a decision has been made; becomes rigidly independent when force is applied to change direction.
People approach:	Develops the potential of each person; places organizational goals second – after people; shows sympathy and a willingness to listen, often taking the side of people against the organization.
Response to negative people:	Excels in redirecting uncooperative people; creates a positive attitude by attending to their needs; develops own sense of importance.
Work situation overview:	Respects facts and the related responsibilities; tends to underestimate and understate himself; continually wards off obligation and confinement; strives to be uncomplicated in motivation.
Possible limitations:	Reacts unfavorably to those opposing his personal principles; becomes overly sensitive to criticism; interprets questions as personal attacks; projects a self-righteous nature; does not regard others' investigations.

C Cautious

Management Performance Planner Highlights

Use of energy:	Appears to have spurts of intense energy, generated from a need to defend himself; rises to the occasion when convictions are tested by others.
Ideal work situation:	Seeks responsibility requiring solitude and concentration; hopes to excel in competing with “things” rather than with human beings; wants to avoid risk or trouble.
Task approach:	Determines what might be done and works steadily toward it; develops standards; improves skills, becoming an expert in at least one area of responsibility.
People approach:	Tends to win cooperation rather than demand it; appears willing to modify or compromise with others in order to achieve personal goals.
Response to negative people:	Looks for “hidden meanings” in the statements of uncooperative people-attempts to separate their actions from their threats; overcomes tension through absolute confirmation of the correctness of his actions.
Work situation overview:	Gains success by concentration and persistence; uses excellent organizational skills; tends not to take chances with money – his own or someone else's.
Possible limitations:	Lacks a deep understanding of self and others; sets priorities to satisfy immediate physical needs; refuses to let difficult issues penetrate within, i.e. prefers to accept predetermined solutions.

