



IT PRO

INFORMATION TECHNOLOGY PROFILE

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ITP# 000000 for Sample Person on May 7, 2002

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I. CHARACTER TRAITS

SELF MANAGEMENT POTENTIAL

Initiates, Very Proactive

Primarily Responds to Others

Sample is balanced between responding to the needs of others and initiating activity on his own. He has the potential to become a good self manager with some training to help with issues such as self evaluation, developing the ability to self motivate and directing himself more effectively. He would be well suited to most environments that require responsiveness to user, customer and/or organizational needs as well as the opportunity to plan and execute his other tasks and activities. He will likely work well with a manager who provides clear guidance and coaches without being overly directive.

INTERVIEW SUGGESTIONS

- What method do you use to assure that you are going to meet your daily goals?
- How do you review your accomplishments?
- How do you review your own progress on a project?

COACHING SUGGESTIONS

- Sample will respond well to a balance of coaching and being left alone to work towards project goals.
- He will be comfortable with guidelines and weekly reviews with his project leader or manager but should also be coached to be effective when working on his own by asking him to commit to weekly goals and to live up to his commitments.
- Build commitment by asking Sample to develop his own short term goals and review them only if they are met.

MOTIVATIONAL PROFILE

Seeks Challenge/Task Oriented

Relaxed/Contented

Sample has a balanced motivational structure that includes both challenge and providing a meaningful service to people. In this regard, Sample is similar to the majority of Information Technology people. He likes to work toward long term objectives while achieving short term goals on a regular basis. Sample would work most effectively in an environment that includes a mixture of established functions and new challenges.

INTERVIEW SUGGESTIONS

- Describe how you set short term goals in order to meet your long term goals.
- Describe some of your most recent achievements. Were they completed within the time allotted to them?
- What is the ideal length of a project? Why?
- Would you prefer an ongoing project dealing with users who have similar issues at different times or would you rather deal with a problem once and move on to new challenges?
- Would you be comfortable dealing with the same issues on a regular basis?

COACHING SUGGESTIONS

- Challenge Sample with goals that can be achieved on a regular basis.
- Ask Sample to commit to daily goals and consult with him regularly until certain that he is meeting them on a consistent basis.
- If he is not meeting his goals, meet with him to discuss whether they need to be revised.
- Match him with a goal oriented mentor who will help him monitor and evaluate his own progress.

ENVIRONMENTAL FIT

Prefers to Create Own Systems &
Structure

Comfortable in Structured
Environments

Sample would be described as cooperative, obliging, efficient and conscientious. He would function effectively in a group which is well organized but allows room for individual initiative. He will accept early supervision along with training but will expect less supervision after gaining the relevant experience. He would be expected to integrate with existing systems and work well with a group of peers who are similar in nature.

INTERVIEW SUGGESTIONS

- Describe the ideal work environment. What makes it ideal?
- Outline a situation where you worked in a very unstructured environment. What did you do to improve the situation?
- Describe a situation where you were asked to develop new procedures.
- How successful were you?
- Describe an ideal project team.

COACHING SUGGESTIONS

- Match him with a team leader who is flexible but strong enough to handle Sample's feedback on systems and structure.
- Consider using Sample to develop new systems and procedures where they are needed.
- Encourage him to use his initiative by suggesting improvements to existing procedures and developing methods to implement change.
- Consult with him when developing new systems touching his area of expertise.

COMFORT WITH CONFLICT

Comfortable with Conflict

Balanced

Avoids Conflict

Sample is relatively comfortable in situations where there is some conflict but would be most at ease in an environment where conflict was neither the normal state of affairs nor too intense. He will be suited to roles dealing with some conflict where the organization is prepared to invest in training and strategies that will help resolve conflict.

INTERVIEW SUGGESTIONS

- Describe a working environment of yours that included a lot of conflict.
- How did you feel about that environment?
- How did you deal with the conflict?

COACHING SUGGESTIONS

- Sample would be well suited to situations where there are minimal chances for conflict as he will be less effective when he is feeling uncomfortable.
- Communications and conflict resolution skills training will help him deal with conflict situations more effectively.
- Assertiveness training may help Sample feel more comfortable with conflict.

II. COMMUNICATION STYLE

SOCIAL ORIENTATION

Very Sociable Immediately



Builds Relationships Slowly

Sample is generally sociable, friendly and outgoing. He is at ease building relationships and is quite comfortable with other people. He will be able to work well in an environment where there is regular contact with people, either with a well established client base or new customers.

INTERVIEW SUGGESTIONS

- Describe your approach to integrating with a new work environment.
- How did you build effective relationships?
- What are your goals with regard to growth in interpersonal areas?

COACHING SUGGESTIONS

- Capitalize on Sample's strengths with other people by using him in situations where he will interact with users and other peers.
- Ask him to deliver small presentations at meetings with users, clients and peers.
- Consult with him on how he would like to develop his communications skills.
- Build conscious competence by helping him understand that the ability to work well with others is a strength in any career path.

ANALYTICAL ORIENTATION

Systematic/Analytical

Learns the Necessities

Sample would be described as quite analytical and attentive to detail. He would be comfortable with a balanced mix of technical and non-technical issues as well as some problem solving as part of his work. He would be willing to attend training sessions and learn the skills that are essential to perform the job effectively but he would not necessarily regard extra training or research as an incentive.

INTERVIEW SUGGESTIONS

- Describe a situation where you were able to solve a problem that others had not been able to handle.
- What are some of the current developments in technology that could have impact on this business?
- What sources do you use to keep abreast of technical change?

COACHING SUGGESTIONS

- Assign Sample to projects where there is a balance between using his analytical skills and dealing with users and other people.
- Ask him for suggestions when planning projects and other issues in which he will be involved.
- Train him in the specific skills that he needs.

III. ATTITUDE SURVEY

SELF CONFIDENCE



Feels in Control/Internally Directed

Feels Controlled by External Factors

Sample demonstrates confidence consistent with the majority of the population, believing that he is capable of handling most situations that he is likely to encounter. Like most people, he may feel that he needs help occasionally with difficult problems or situations.

INTERVIEW SUGGESTIONS

- What are the things that you have done well in your previous position(s)?
- What are the strengths that would help you in a technology position?
- What are some of the things that you are planning to improve?

COACHING SUGGESTIONS

- Assign him to projects that will take advantage of his strengths.
- Help build and maintain confidence by focusing on his strengths and reinforcing his good work.
- Acknowledge other positive aspects of his performance on a semi-regular basis.
- Help him be a more effective planner.

STRESS MANAGEMENT

Handling Stress Well

Stress Management Training would Help

Sample handles pressure, deadlines, criticism and most stressful situations quite adequately. His approach to this issue will be neither a strength or a weakness but like most people he may show occasional signs of stress.

INTERVIEW SUGGESTIONS

- How have you dealt with a stressful job-related situation?
- What are you doing to help yourself be more effective when stressed?
- Describe a project that required more time than you felt was available. Were the deadlines met? How did you manage your time? Did you feel that you were as effective as you normally are?

COACHING SUGGESTIONS

- Help Sample deal with stress by lightening his workload or not giving him additional assignments until he is managing his energy well.
- Help him identify the sources of stress in his life and encourage him to see them as challenges or benefits rather than threatening or harmful.
- Consider enrolling him in a Stress Management seminar to help him keep his balance and improve upon it.

COMMITMENT TO CAREER



Very Good

Satisfactory

Some Questions

Sample has a generally positive attitude toward the issues related to building an information technology career, working with users and earning their respect. You may wish to examine the attitudes discussed below to determine if there are any areas for concern.

CAREER FIT



His responses to questions about an Information Technology career indicate that he has a reasonably good attitude about this choice of careers.

APPRECIATION BY OTHERS



His answers indicate that he feels that IT specialists are generally appreciated and reasonably well respected by others.

RESPECT FOR OTHERS



Sample shows some appreciation for others within an organization. He shows some understanding of the need for a strong partnership between the users and technology people.

INTERVIEW SUGGESTIONS

- What do you enjoy most about information technology?
- What are your plans for the next 5 years?
- Describe a situation where a user or client expressed their appreciation for you.
- Has anyone ever showed their disapproval? How?
- Describe the relationship between your IT department and the rest of the business.
- What would you do to improve it?

IV. CAREER ORIENTATION

Possible Information Technology Career Paths

Although there are literally hundreds of different job titles within the Information Technology career opportunity, we have grouped the careers into 4 general categories as described below. We have matched the individual's personal strengths and characteristics to each category to provide some general guidelines as to best possible career paths.

INNOVATOR/DEVELOPER

The innovator/developer category includes the type of positions which require creativity, innovation and the development of new solutions to both old and new problems. It requires strong analytical skills, goal orientation and independent thinking. Roles such as those of many consultants, analysts, systems programmers and hardware/software developers would be typical of this category.



Sample's profile shows that, if he demonstrates the appropriate technical knowledge and role specific skills, he would be reasonably well suited to an innovator role. He will need to manage himself effectively, demonstrate creative problem solving ability and the ability to learn in order to be most effective in this type of position.

PROJECT LEADER/MANAGEMENT

This category includes IT management roles from project leader to manager to executive.



Sample would be a reasonably good fit for project leader/manager roles that combine technical issues with the need to interact with users. Self management, communications skills, the ability to create structure and goal setting are all important factors for him to develop to the fullest.

MAINTENANCE /SERVICE

This category includes such diverse roles as call center and help desk personnel; on-site service specialists; database and network analysts and administrators; business and technical analysts; systems and maintenance programmers etc. These people are essential in most IT environments.



A maintenance or service role would appear quite suitable for him. A balance of dealing with people and technical issues combined with some freedom of action would be the best situation for him.

TECHNOLOGY SALES

Technology Sales careers are very diverse ranging from selling components and system add-ons to selling very large complex systems to manufacturing, financial services, government, communications and other industries.



Sample has some of the traits that are found in successful salespeople. If this is a career that would interest him, he should investigate sales opportunities and consult with a technology sales professional to learn more about this career. Develop his communications skills to be a salesperson.

V. PERFORMANCE FACTORS

PERFORMANCE ENVIRONMENT



High Performance Culture

Service Oriented

Sample is comfortable with a balance between relatively goal oriented, performance based culture and one which has a service component. He has the potential to perform well in a balance between short and longer term projects. He would prefer to work with minimal supervision and can be an asset when focused on organizational goals.

COACHING SUGGESTIONS

- Sample can be an effective performer if he is helped to develop and define his own short term goals and given strategies to achieve them consistently.
- Match him with a mentor or project leader who will monitor his progress in weekly development meetings and provide feedback as necessary.
- Provide him with a system that facilitates and encourages regular (weekly) progress reporting to help him measure his own effectiveness.
- Weekly developmental meetings will help him develop as a self manager and achieve his goals more regularly.
- Reinforce his self management successes by providing more freedom as he develops and monitoring more closely when results are less consistent.

RETENTION



Retention a probable Issue; Needs Challenge

Relaxed, Dependable

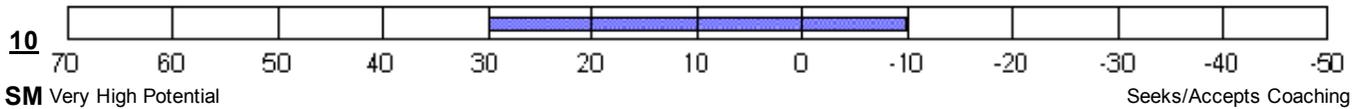
Sample should not provide a retention problem if it offers variety and growth. He would be best suited to a loosely structured environment where he can create some of his own structure and systems as needed.

COACHING SUGGESTIONS

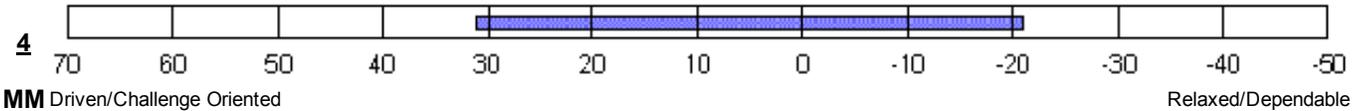
- Sample will fit most situations where the overall direction is clear and where he will be able to define some of his role within the organization.
- Medium to long term projects that have clear goals that will suit him well.
- Develop his technical skills so that they match organizational needs and his own interests.
- Structure reviews so that they explore growth potential rather than focus on weaknesses.

VI. IT PRO SNAPSHOT

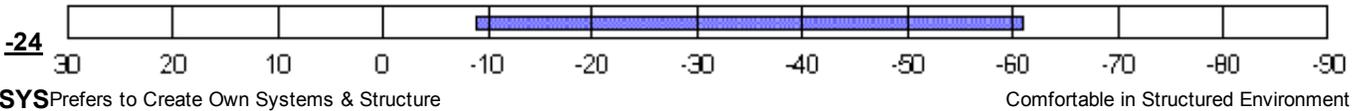
SELF MANAGEMENT



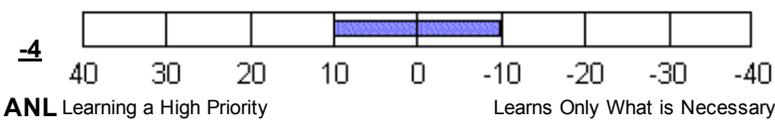
MOTIVATIONAL PROFILE



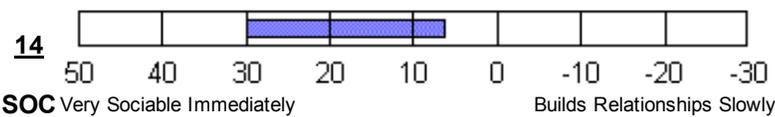
ENVIRONMENTAL FIT



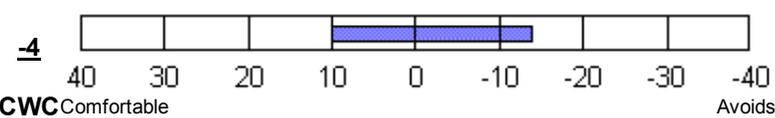
ANALYTICAL ORIENTATION



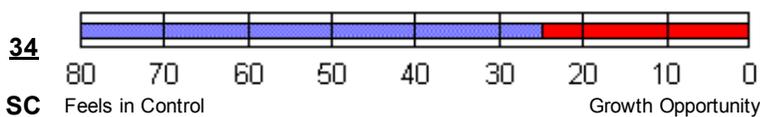
SOCIAL ORIENTATION



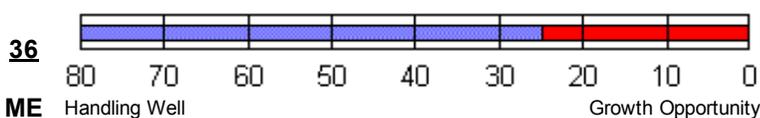
COMFORT WITH CONFLICT



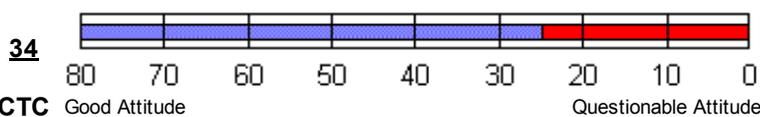
SELF CONFIDENCE



STRESS MANAGEMENT



COMMITMENT TO CAREER



SD	MOT	SOC	NCON
14	-4	14	-20
4	-8	-4	4
C MPL	REL	ANL	CON

SM	MM	SYS
10	4	-24

N	QI	3COUNT
140	5	14

GOAL
3



Information Technology Profile

Career Development Profile

Personal Feedback

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ITP# 000000 for Sample Person on May 7, 2002

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I. Character Traits

SELF MANAGEMENT

You would be described as balanced between being considerate of others and self directed. You have the potential to become a good self manager. Build your strengths in such issues as self evaluation, developing the ability to self motivate and directing your own activities more effectively. You would be well suited to most environments that balance responsiveness to user and organizational needs combined with the need to plan and execute other tasks and activities. You will likely work well with a project leader who provides clear guidance and coaches without being overly directive.

Developmental Suggestions

- Make a habit of planning your daily activity and reviewing it on a daily basis.
- Demonstrate your ability to work effectively on your own so that you can make effective use of time spent with management. (Managers like to coach effort rather than monitor activity)
- Review your weekly goals before committing to them but remember that you must live up to your commitments.
- If you find your workload is too heavy, discuss it with management and provide alternative targets which you can meet.
- You would be most comfortable in an environment that is similar to your previous experience.
- Look for a project leader or manager who will provide you with enough information to do your work effectively and then leave you alone to do it.
- Reward yourself for effort not just results.

MOTIVATIONAL PROFILE

Your motivation is a balance between meeting long and short term goals and are most effective in situations that offer both. You would enjoy working in an environment where you would have the opportunity to meet short term targets which lead to longer term objectives.

Developmental Suggestions

- Make certain that your project goals are clearly defined and if they are not, define your own.
- Challenge yourself to meet similar goals each day. If you are not meeting them on a consistent basis, evaluate whether your goals should be revised or whether you have been doing all that you can to achieve them.
- If you are meeting your daily goals consistently, you will achieve greater satisfaction by increasing your goals slightly and meeting them as well.
- Record your accomplishments each day so that you will be able to report your progress more effectively to management.

ENVIRONMENTAL FIT

You would be described as cooperative, obliging, efficient and conscientious. You can function effectively in a group which is well organized but allows room for your individual initiative. You will accept early supervision along with training but will expect less supervision after gaining the relevant experience. You will integrate well with organizations and systems that are relatively structured. You will evaluate the processes and systems and may offer your offer suggestions for improvement when it is appropriate.

Developmental Suggestions

- Look for well defined opportunities that will provide you with clear guidelines and growth.
- Take advantage of your co-operative nature by making a regular contribution to meeting team goals.
- Build versatility by adding to your skill set and learning other roles in your organization.
- Look for areas where you can demonstrate team leadership.

COMFORT WITH CONFLICT

You are like the majority of the population who are comfortable with some conflict but would prefer to avoid it whenever possible.

Developmental Suggestions

- Remain calm and focused on the important issues when in a conflict situation.
- Investigate conflict resolution strategies.

II. Communication Style

ANALYTICAL ORIENTATION

You are comfortable in situations that combine both technical and non-technical issues. You would enjoy a certain amount of analysis and problem solving in your work but not exclusively. You might be willing to attend training sessions and would enjoy getting to know all of the basics that are needed to perform the job effectively but would not necessarily regard extra training as an incentive.

Developmental Suggestions

- Look for projects where there is a balance between using your analytical skills and dealing with users and other people.
- You will enjoy projects that can make use of your balance between technical and people oriented issues.
- Make use of your existing technical strengths while you develop a strategy to enhance yourself in the areas you will need to be more effective.
- Review your technical development strategy with an experienced mentor.

SOCIAL ORIENTATION

You are generally sociable, friendly and outgoing. You have little difficulty in building relationships and are generally comfortable with other people. You should be able to work well in an environment where there is regular contact with new customers or with a well established client base.

Developmental Suggestions

- Evaluate your strengths as a listener. Make certain that, as a rule, you let people explain themselves thoroughly before offering your views.
- Evaluate your performance as both a listener and a contributor at meetings with users, clients and peers. Do you respond to others or follow your own agenda?
- Some career opportunities require strength as a public speaker. You can develop this skill in yourself by taking part in community service groups, coaching and other similar opportunities.
- When making a presentation, work on such skills as timing, breaking the ice with humorous remarks and speaking directly to members of the audience.

III. Attitude Survey

SELF CONFIDENCE

You demonstrate confidence levels consistent with the majority of the population, believing that you are capable of handling most situations that you are likely to encounter. Like most people, you may feel that you need help with difficult problems or in tight situations.

Developmental Suggestions

- Help build confidence by focusing on what you do well and reinforcing yourself.
- Focus on the positive things that you have accomplished.
- When you feel less confident, remember your achievements and feel good about them.
- When you do something well, feel good about it and accept the praise of others.
- Rather than dwelling on failures or shortcomings, focus on your strengths and do something that you do well.

STRESS MANAGEMENT (MANAGING ENERGY)

You handle pressure, deadlines, criticism and most stressful situations adequately. Your approach to this issue will be neither a strength or a weakness but like most people you will have occasional difficulty managing your energy.

Developmental Suggestions

- Identify negative habits/thought patterns and replace them with more positive ones.
- Try to handle stressful situations as challenges.
- Seek stress coping strategies from the library, public health units, the internet and the popular media.
- If you are facing greater than normal levels of stress, change your goals to make them more practical.

IV. Career Orientation

CAREER DEVELOPMENT

Look for a career that provides a clear path to the type of role that you are seeking. If you wish to be an individual contributor in a team environment (tech specialist, programmer, analyst etc), look for a relatively structured opportunity that will allow for some individual initiative. If you are planning to grow into a project leadership or management role, develop your self management potential to its fullest and focus on meeting your commitments on a consistent basis. Improve your leadership skills as you continue to improve your communication skills and technical aptitude.

Developmental Suggestions

- Evaluate how the technical and other skills that you are developing will lead you to your long term goals.
- Be prepared for frequent change by anticipating and planning for it.
- Determine whether your current style of dealing with others is conducive to a leadership role. (see Communication Style)
- Develop your self management potential to its fullest. (see Self Management)

RETENTION

When considering any career move, you should also consider how long you are willing to stay in the new position and whether it offers the variety and growth that you will need. Some mobility is accepted in the Information Technology field but too many moves will hurt your career growth. Your profile shows that you would be best suited to a loosely structured environment where you can create some of your own structure and systems as needed.

Developmental Suggestions

- Look for situations where the overall direction is clear and where your suggestions will be appreciated.
- Be very careful about committing to a position which that provides the right structure for you. If you being to feel that you are developing properly you will feel more satisfaction.
- Look for projects and organizations that have clear goals that will bring you a sense of achievement.