



Leadership Development Workshop #1: Everything Predictive Index

March 5, 2025

About the Facilitator



Jon is an executive coach, leadership development facilitator, speaker, author, and management consultant with over 25 years of experience working across numerous industries including Financial Services, Hospitality, U.S. Federal Government, Nonprofit, Higher Education, Retail, Healthcare, Real Estate, Tech, and Consulting.

Jon's executive coaching work focuses on helping individuals and groups optimize their performance, enhance their mindset, and achieve their potential. He has helped his clients with a multitude of challenges including identifying and living their passions, optimizing their charisma and executive presence, overcoming their perfectionism, and leaning into their power & embracing productive conflict.

Jon has held senior leadership positions at multiple consulting firms including Accenture. Jon's consulting work focuses on various organizational challenges such as employee learning & development, change management, growth & organizational strategy, and employee & organizational behavior. He facilitates training sessions and workshops for his clients on various topics including emotional intelligence, conflict resolution, how to develop and empower others using coaching skills, and how to shift your leadership style to be more effective.

He received his Bachelor of Business Administration from The George Washington University with a double concentration in Human Resource Management and Information Systems and a Minor in Psychology. He received an Executive Certificate in Leadership Coaching from Georgetown University and is an International Coach Federation (ICF) Professional Certified Coach (PCC). Jon is also certified in the Emotional Intelligence Quotient Inventory (EQ-I 2.0 and EQ 360), Gallup Strengths, the Myers Briggs Type Indicator (MBTI), Leadership Circle Profile, and the DRiV assessment.

Jon's recently published book, *Seizing Today: Discovering Purpose & Authenticity in a Life-Changing Diagnosis*, tells the story of his transformative journey through the complexities of epilepsy.

Introductions: Tell us about yourself

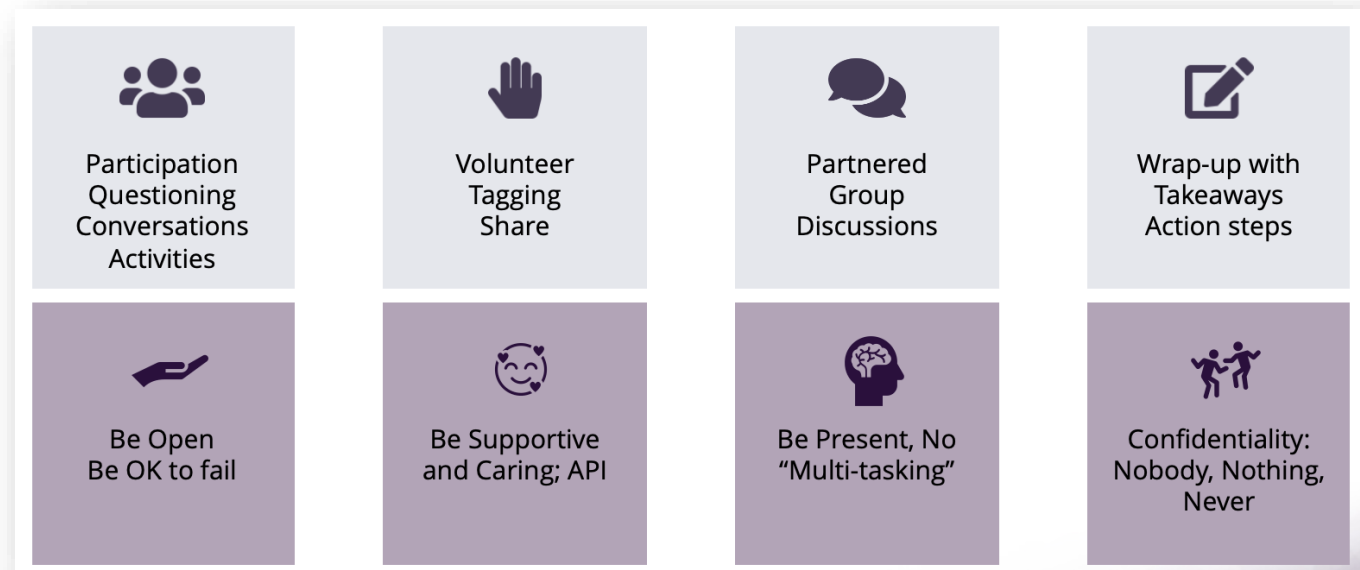
- Name & Role - How long with Rally House?
- What would be the outcome of a successful learning experience over the next year: what would change, what would you be doing differently?



Workshop Overview

Everything Predictive Index (PI)

- Pre-work discussion
- Characteristics of a Successful Manager
- What is the Predictive Index (PI)
- The Four Behavioral Drives
- Understanding the PI Graph
- Understanding Your Leadership Style
- The 17 Reference Profiles
- Improving How You Manage Others
- Motivating & Influencing Others
- Wrap-up



STRENGTH BASED LEADERSHIP: Video

Most effective leaders do three things:

1. Invest in the teams' strengths
2. Maximize their teams
3. Understand why people follow

Pre-work for our workshop:

○ WATCH:

- Strength-Based Leadership: 8 min video

○ READ:

- Characteristics of a Good Boss
- Importance of Communication Skills for Leadership and Management

HOW TO BE A TRUE LEADER- CHARACTERISTICS OF A GOOD BOSS:

- **Good bosses:** Influence, inspire, mentor, delegate authority (not just tasks), they are part of the team
- **How to be a good leader:** actively listen, be compassionate, understand your team's strengths, weaknesses and utilize team members talents effectively

IMPORTANCE OF COMMUNICATION SKILLS

- Know the consequences of poor communication
- How is the message interpreted and understood? Check for understanding
- What is your body saying that your words are not matching? Non-verbal communication
- How can you build trust, promote dialogue, and engage team members?
- What is lost when we don't speak up, when we're not authentic or transparent?
- Anxiety about revealing our true self, being vulnerable
- Creating a communication culture that is demonstrated by the leader starting with active listening

Activity: Various Characteristics of a Successful Manager

- Think about an admired manager:
 - Why were they successful?
 - How did they manage/lead?
 - What did you like the most?



Goals

Learn about the Predictive Index and how it works

Discover your leadership style & explore what drives your style

Learn how to successfully motivate and influence others

Why Understand Behavior?

- Improve communication and collaboration
- Building teams effectively
- Hire and onboard the best fitting people
- Improve the employee engagement experience

WORKPLACE BEHAVIOR



What is Predictive Index (PI)



How do you predict behavior?

Drives



Behavioral drives



Dominance: The drive to exert one's influence on people or events

Extraversion: The drive for social interaction with other people

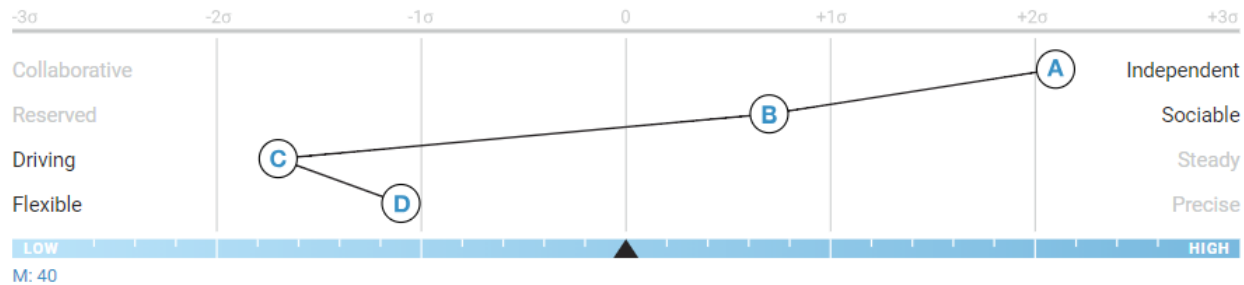
Patience: The drive for consistency and stability

Formality: The drive to conform to rules and structure

Understanding the PI graph

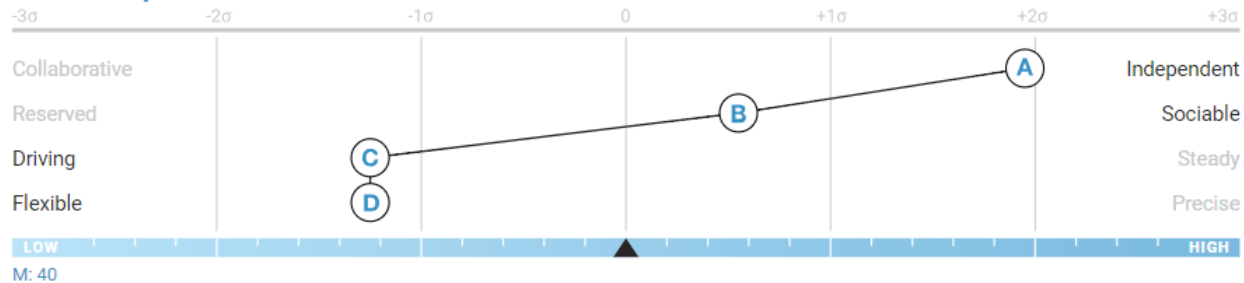
Behavioral

Self



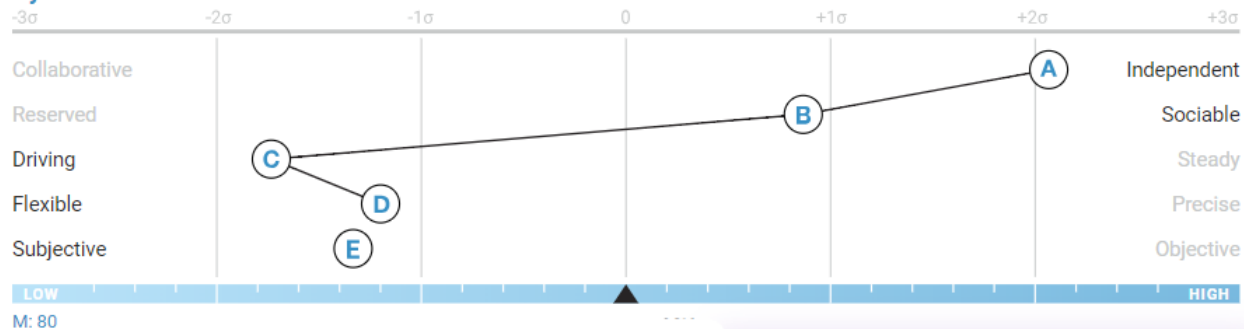
True Self: That you yourself believe really describe you; your natural behavioral responses under stress

Self-Concept



Self-Concept: The way you are expected to act by others

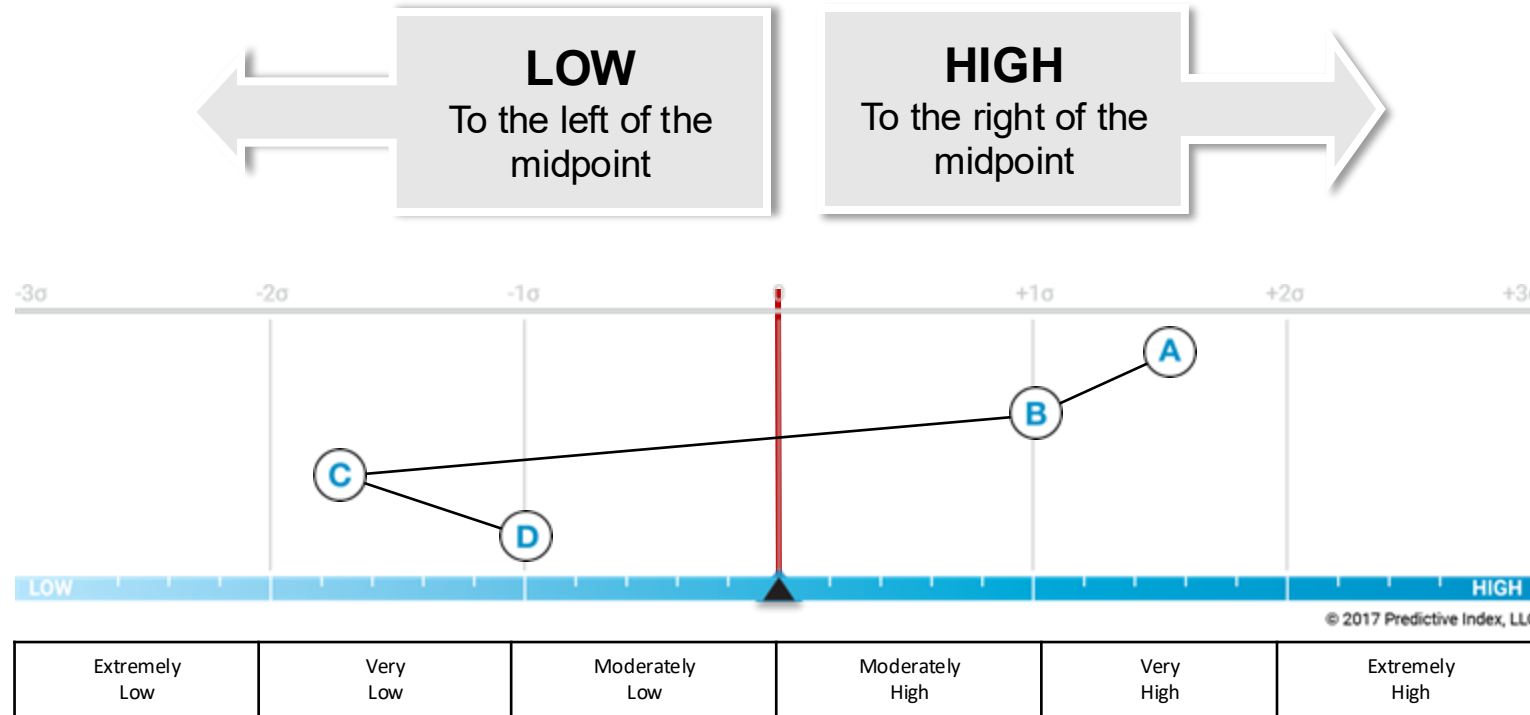
Synthesis



Synthesis Graph: Combination of True Self and Self-Concept

Varying Strengths in Behaviors and Needs

Most natural workplace behavior



No pattern is good or bad, right or wrong

The Midpoint: The average expression of the four drives

PI Behavioral Assessment
PI Cognitive Assessment

Stable over time



Resume and Interviews

Change over time

*The whole person
shows up at work!*

DOMINANCE | BEHAVIORS

- Agreeable
- Cooperative
- Supportive

- Inclusive
- Elicits opinions
- Accommodating

- Independent
- Assertive
- Self-confident

- Self-starter
- Confident
- Challenging

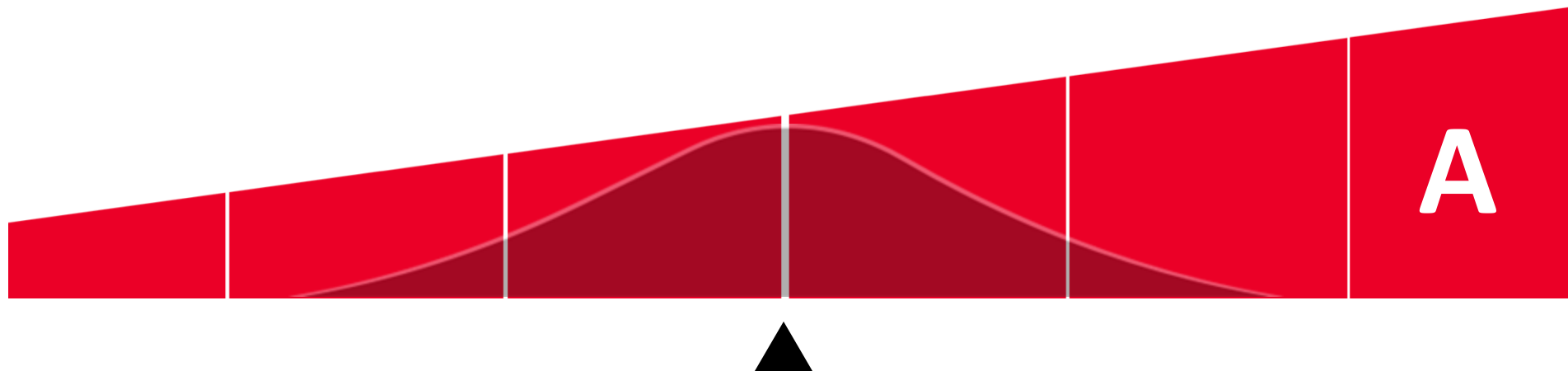
LOW ←————— AVERAGE —————→ HIGH

- Encouragement
- Team recognition

- Harmony amongst team/relationships
- Share the risk

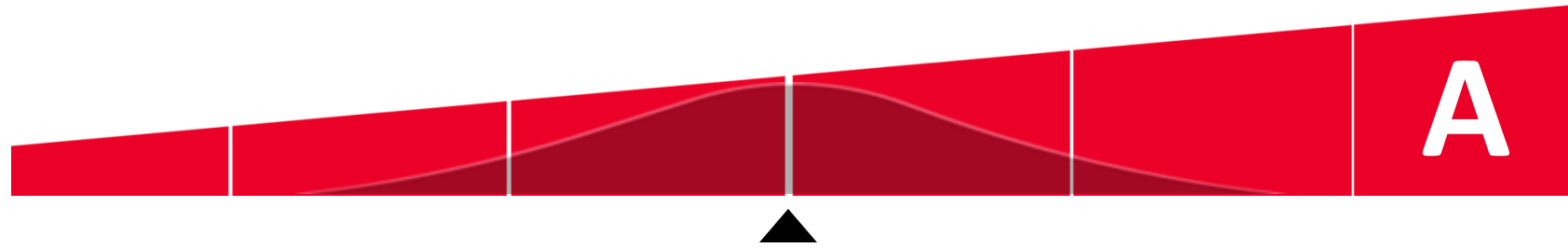
- Control
- Freedom – Wants success to depend on them

- Influence “their way”
- Individual Competition



Dominance

LOW



HIGH

Strengths

- Collaborative
- Supportive management style
- Interested in the team and team development
- Build relationships

Cautions

- Shy away from tough conversations
- Hard time saying “no” to people
- Appear too cautious
- Difficulty making unpopular decisions

Strengths

- Drive change
- Decisive
- Willing to take charge
- Comfortable with risk

Cautions

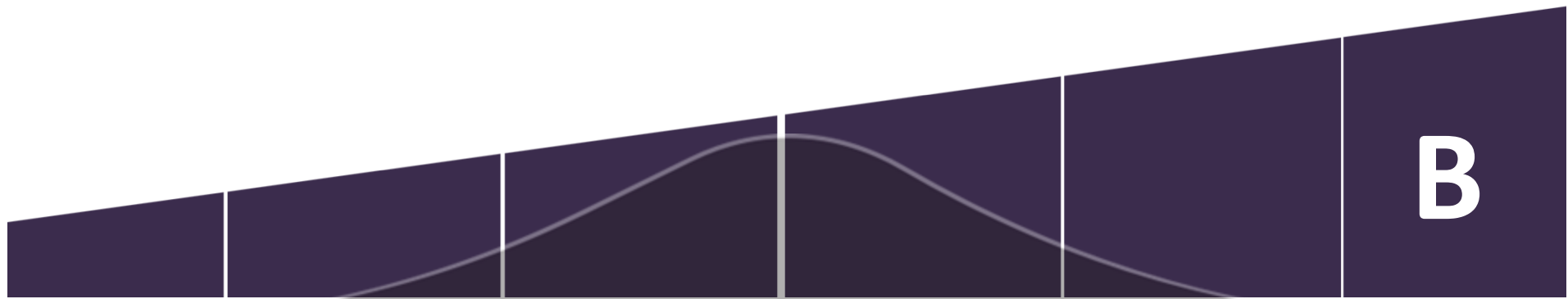
- Overly-aggressive
- May intimidate vs motivate
- Attack when challenged
- Directive and tough-minded

EXTRAVERSION | BEHAVIORS

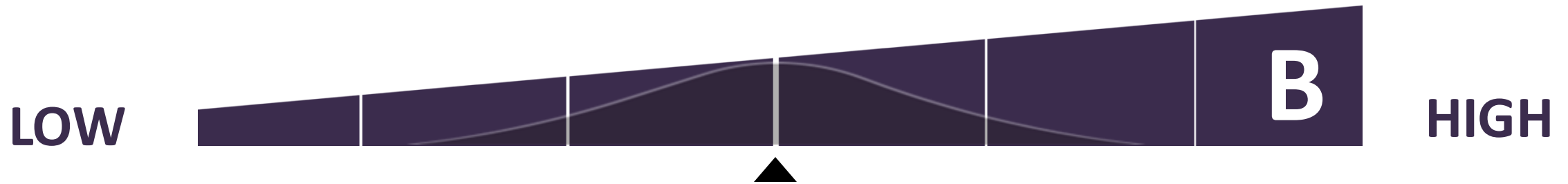
- Serious
- Analytical
- Outgoing
- Persuasive
- Introspective
- Self-reliant
- Engaging
- Inclusive
- Task-oriented
- Imaginative
- Optimistic
- Energetic

LOW ←————— AVERAGE —————→ HIGH

- Time to process/think through introspectively
- Freedom from office politics
- Social acceptance
- Status
- Private recognition
- Public recognition
- Interaction with others



Extraversion



Strengths

- Analytical/ problem-solver
- Thinks, organizes thoughts before speaking
- Anticipates problems
- Consulting, problem-solving

Cautions

- Very slow to trust
- Communication very task-focused
- Communicate the negative more than the positive
- Pointed communication

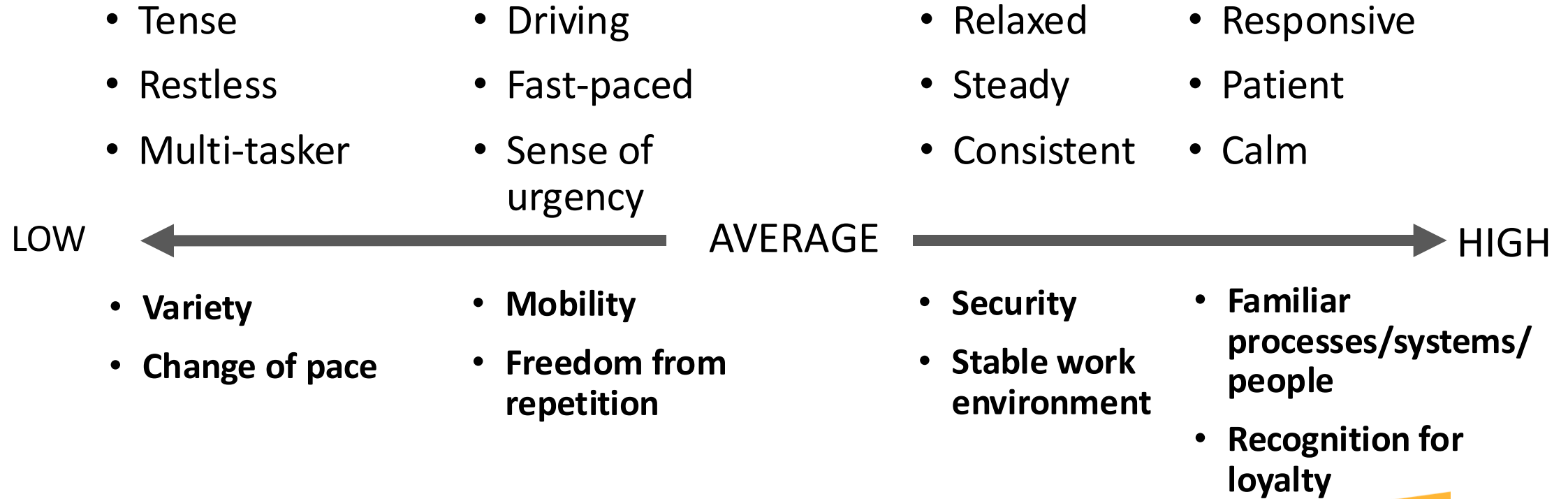
Strengths

- Motivating/ stimulating
- Builds collaboration
- Delegator
- Intangibles/ relationships

Cautions

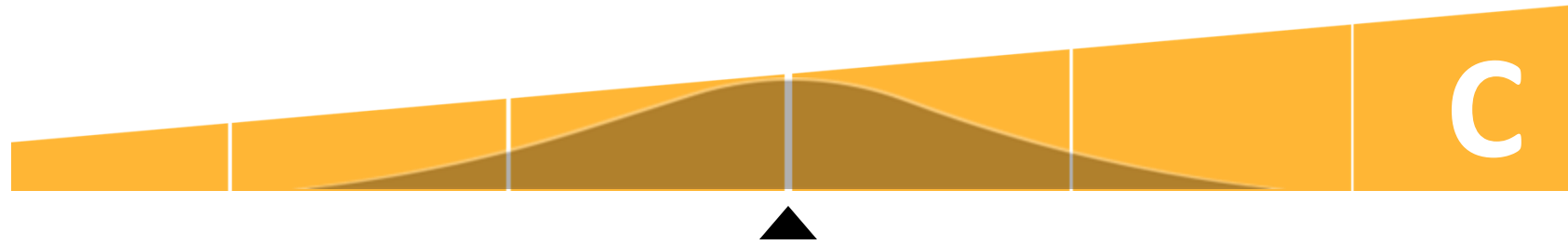
- Too trusting
- Overly talkative
- Prioritize being liked over results
- Overly optimistic

PATIENCE | BEHAVIORS



Patience

LOW



HIGH

Strengths

- Proactive/ results-oriented
- Deals well with variety and change
- Multitasks/handles time pressure

Cautions

- Terse with patient people
- Intolerant of delays
- Inattentive listener
- Tense under pressure

Strengths

- Thoughtful listener
- Ability to focus on complex issues
- Gives people time to process

Cautions

- Uncomfortable with change
- Struggle under time pressure
- May miss deadlines
- Sleep on it

FORMALITY | BEHAVIORS

- Casual
- Informal
- Risk-tolerant

- Non-conforming
- Innovative
- Independent

- Detail-oriented
- Precise
- Thorough

- Formal
- Structured
- Conscientious

LOW



AVERAGE



HIGH

- **Flexibility**
- **Absence of tight control**

- **Freedom**
- **Experts to delegate to**

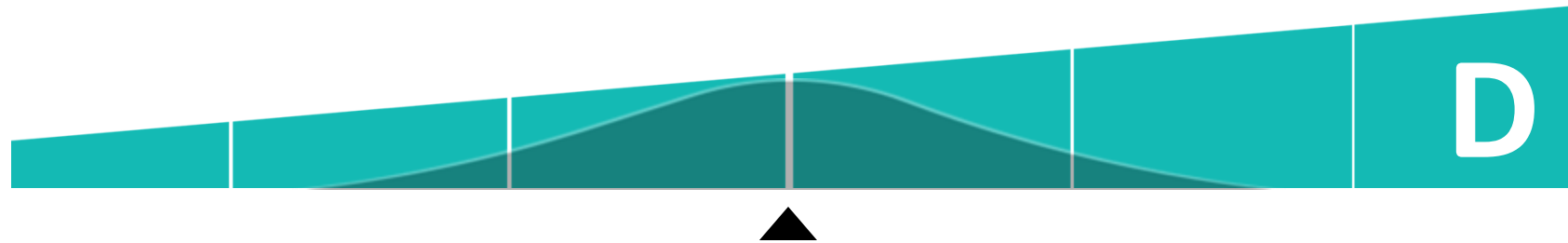
- **Rule book**
- **Need for information**

- **Training**
- **Clear expectations**



Formality

LOW



HIGH

Strengths

- Adept at handling change
- Deals well with ambiguity and risk
- Delegate easily

Cautions

- May not provide many details
- Provides little structure
- May appear very casual
- Needs few facts to decide
- May grab the small sale

Strengths

- Attention to quality
- Builds and respects structure
- Organized and thorough follow-up

Cautions

- Uncomfortable with ambiguity
- Seen as rigid/ perfectionist
- Finds It hard to delegate
- Avoid closing/ rejection

Activity: Understanding Your Leadership Style

Page 10 in your workbook

- Identify your highest drive and your lowest drive on your PI
- How do they impact the way you communicate, make decisions, and approach change?
- What are the strengths that your leadership style brings to the organization?
- Describe a situation where the style worked in your favor.
- Where do potential weaknesses exist?
- Describe a situation where this affected the team.
- How should you adapt your approach to someone with the opposite styles?
- What insight have you gained about yourself? How do these insights impact or affect your role as a leader?
- Who would I be willing to share this with and why? When will I share it?



The 17 Reference Profiles



Adapter



Altruist



Analyzer



Artisan



Captain



Collaborator



Controller



Guardian



Individualist



Maverick



Operator



Persuader



Promoter



Scholar



Specialist



Strategist



Venturer

Analytical Profiles

- The reference profiles in the Analytical group are more Dominant than Extraverted and work at a faster pace.
- They are generally more task oriented as opposed to people oriented.



Social Profiles

- People in this group are highly Extroverted compared to other behavioral drives.
- In the workplace people in this group tend to focus on relationships.



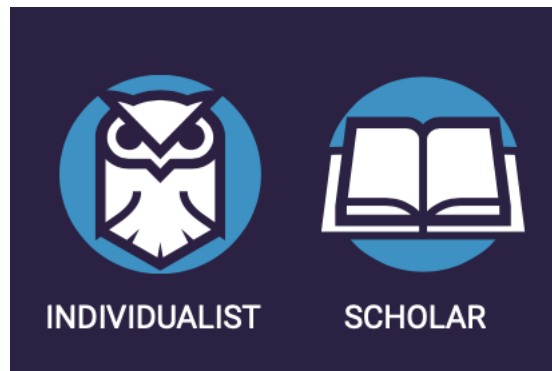
Stabilizing Profiles

- These profiles have a low amount of Dominance and Extroversion, with high Patience and Formality.
- People with profiles in this group are generally steady, detailed, and work well with structure and process.



Persistent Profiles

- These profiles are more Dominant than Extroverted, with a high amount of Patience.
- In the workplace, people with profiles in the Persistent group are generally task-oriented and deliberate and thrive when they have control over their own work.



Activity: Improving How You Manage Others

Page 12 in your workbook

Select an employee on your team who is either a high performer you want to manage more effectively or a struggling employee that needs your help. Write down your reflections below.

- What are three things you are already doing to manage this employee the way they want to be managed?
- What are three strategies you can apply to more intentionally manage this employee based on their motivating needs and styles?
- Based on your own behavioral drives and needs, what might prevent you from applying these strategies?
- In order to hold yourself accountable, set a date to reevaluate your progress.
- In groups of two, present your reflections and the listener provides feedback on the approach.

Motivating & Influencing

“When we just see behaviors, we are guessing at what’s driving them. When we measure drives, we understand motivations and can predict behavior.”



Goals



Learn what motivates you and how you affect the motivation of others



Recognize what different people find motivating and demotivating

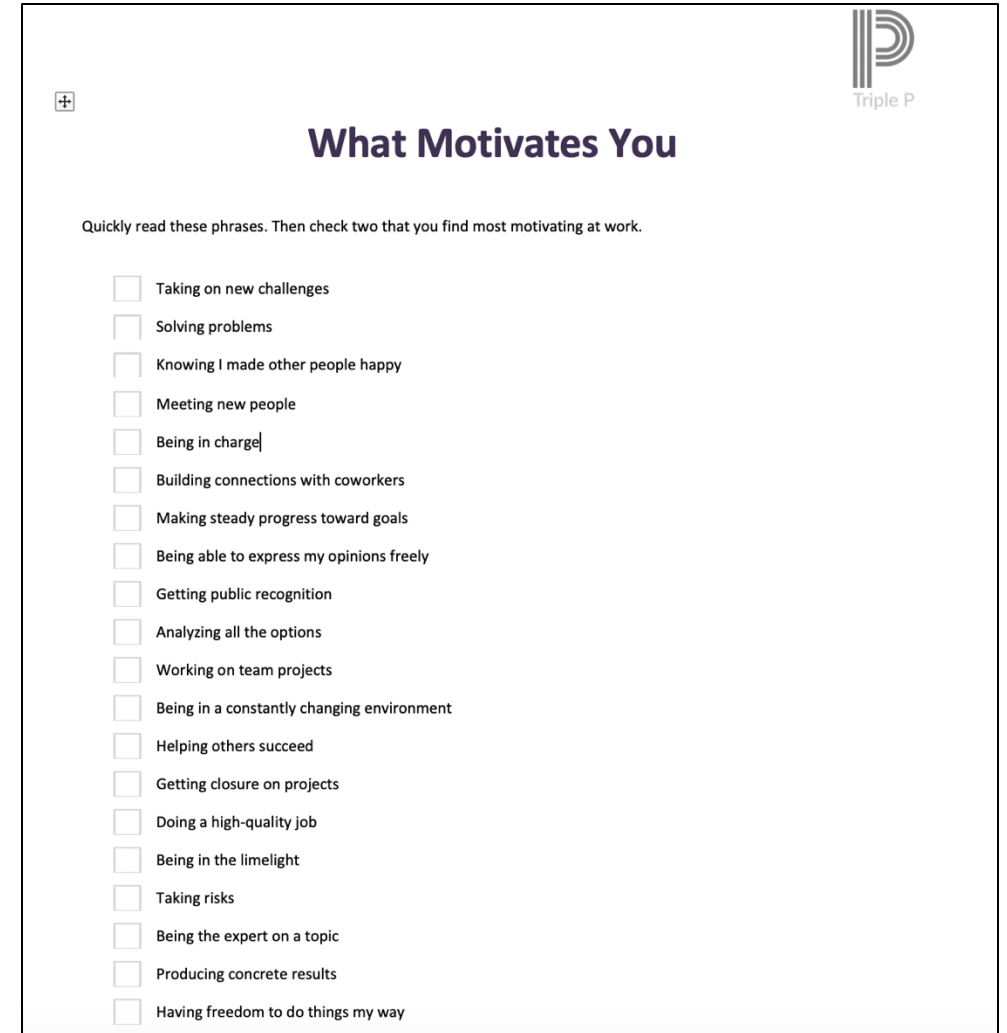



Write action plans for creating a more motivating environment & to influence your team members

What Motivates You?

Page 13 in your workbook

- Check two you find most motivating from the list
- Explore distribution in the group



 Triple P

What Motivates You

Quickly read these phrases. Then check two that you find most motivating at work.

- Taking on new challenges
- Solving problems
- Knowing I made other people happy
- Meeting new people
- Being in charge
- Building connections with coworkers
- Making steady progress toward goals
- Being able to express my opinions freely
- Getting public recognition
- Analyzing all the options
- Working on team projects
- Being in a constantly changing environment
- Helping others succeed
- Getting closure on projects
- Doing a high-quality job
- Being in the limelight
- Taking risks
- Being the expert on a topic
- Producing concrete results
- Having freedom to do things my way

Principles of Motivation

1. People are motivated by different things

2. You can't motivate people directly – only they can motivate themselves

- *priorities, values, preferences*
- *understand them as a person*
- *environmental de-motivators*



PI Motivation Playbook

Drive	Low	High
A Dominance	<ul style="list-style-type: none"> - Create opportunities for team competition, find ways that we all win together - Work with them to develop a solution to the problem, challenge, situation - Provide clear options, recommend solutions and walk through them together - Ask what they think they should do and then, in a supportive way, confirm their choice - Mitigate risk, share it, have their back, be there to take the heat - Don't compare them to others and make them feel less than or having to compete against - Don't challenge them 	<ul style="list-style-type: none"> - Create opportunities for individual competition, me versus you! - Challenge them to identify a solution to the problem, challenge, situation - Give them options, they prefer to make choices - do not tell them what to do - Ask "What do you think," "What have you thought of," "Would you like some help with that?" - Be willing to let them take a risk, drive toward a big goal, challenge them to it - Show them where they rank against others, they like to win, to compete, play them against others - Challenge them
B Extraversion	<ul style="list-style-type: none"> - Give recognition in private, 1-1, send the email to them, copy the important individual – not the whole company, be specific about what the praise is for - Don't ask for immediate response, give them time to think and process - Allow them to think things through, to be processed internally - Provide an agenda ahead of time, write it down, email it, or at least follow up with something written for later review - Stay on task when speaking, be specific - Realize that it will take time to build the relationship, you will need to develop trust over time - Provide data, examples, in advance when possible 	<ul style="list-style-type: none"> - Give them public praise, frequently, send the email to the team, the company, celebrate success openly, include others - Ask them for "What do you think," allow them to share lots of ideas openly - Let them talk it out, talk through the options, they speak to think, allow for external processing - Do the drive by! Call or meet with them daily to ask "How's it going", they want to know you are thinking about them - Make small talk, connect with them, ask about stuff - Communicate 2-3x what you think you need to, the higher the B - Don't provide too much data!
C Patience	<ul style="list-style-type: none"> - Set deadlines and create a sense of urgency, they respond positively to pressure, need pressure! - Meet frequently for short touchpoints - Provide planned interruptions! Shake it up! - Keep your meetings moving, cover multiple topics, use an agenda to make sure you get all topics covered - CHANGE? They need it, let them be a part of it, keep it coming... - Allow them to choose what to do and when to do it 	<ul style="list-style-type: none"> - Set the deadline but try not to change it, changing deadlines frustrates and takes them out of their routine - Meet on a regular schedule, be predictable - Limit your interruptions, try to batch your hand offs - Schedule sufficient time for meetings, you need to listen and be patient, allow for full discussion - CHANGE? Share the WHY behind changes, build a process for adoption of new stuff - Be consistent and create some predictability
D Formality	<ul style="list-style-type: none"> - Don't send them lengthy emails, they won't read it - Provide clear direction, be specific but without too much detail and info – discuss the key non-negotiables! - Let them choose how to do it, don't give too many specifics, details - Allow for freedom of choice – let them pick a direction - Don't overwhelm with too much information – keep it simple and focused - Have an agenda but keep it to a few specific items – you want to keep them focused and avoid distraction! - Give recognition for finding new alternatives or options - Tell them when it does not depend, be clear 	<ul style="list-style-type: none"> - Send it in writing, either before or as follow up! - Provide clear direction, be specific and provide an opportunity for questions, give lots of info! - Walk through the plan with them, develop it together and map it out - Spell it out – walk through the road map of how to do it - The more information you provide, the sooner, the better - Have an agenda – they want to know what is going to be discussed, they want to prepare and check stuff off - Give recognition for doing things "right," reinforce this - Limit ambiguity – don't give too many options or talk about... "it depends"

Activity: Motivating Someone on Your Team

Employee Name:

PI Profile:

Use what you've learned in this workshop and the information on the Motivation Playbook on page 15 of your workbook to write an action plan for creating a more motivating environment for him or her.

STEP 1: UNDERSTAND THE CURRENT ENVIRONMENT

Read the appropriate section of the Motivation Playbook to learn about this person's motivational needs.

Write down ideas, words, or phrases as you read that apply to your current interaction with this person.

STEP 2: PLAN TO CREATE A MORE MOTIVATING ENVIRONMENT

Discover strategies for creating a motivating environment for this person.

Write down two bulleted statements that you think will make the greatest positive impact on this person's motivation.

Write down specific actions you will take to use these strategies to make the work environment more motivating.

Activity: Influencing

- You plan to connect with team member 1 and team member 2 to pitch an idea to them.
- You are meeting with them at different times.
- Before meeting with either of them, review their PI's and develop a plan for the meetings

What is this person's motivating needs?		
How would you describe their natural communication style?		
Given what you discovered above, what's your general approach to the conversation?		
You need to be sure to provide this person with... <i>Why?</i>		
When influencing to this person, you should...		
One word to keep in mind when communicating with this person:	_____	_____

Group Activity: A Day in the Life

- Create an outline about your management style
 - Use your profile and self knowledge
 - Use examples/situations
 - Do's & Don'ts
 - Things people should know
- Name 3 or more behaviors that brand your style to others not like you.
- Name up to 3 people who exemplify your style
- Name things others commonly MIS-understand about your style

Wrap-up

- Takeaways
- Next Steps
 - Schedule workshop #2
 - Complete pre-work



Thank you!



Appendix: PI Reports



How Manage Other Profiles Guides



SOCIAL PROFILES

How to manage a Persuader

Motivate and recognize

- Provide opportunities for advancement.
- Allow them to show their ability to lead and motivate.
- Provide social and status recognition for leadership, skills and results.

Provide direction and feedback

- Provide feedback in terms of how it could improve their leadership or career advancement.
- Give direction at a high level using an informal approach.
- Make feedback about performance on a work task rather than how others perceived it; they may be sensitive to things that hurt their reputation in others' eyes.

Delegate

- Don't delegate work that is detailed, repetitive or isolated in nature.
- Do delegate work that allows them to be a team leader.

Coach

Coaching is not the same as managing, but we know that managers often play a coaching role. Keep in mind that coaching conversations are about asking questions and letting the coachee come up with ideas, actions and next steps.

- Help them learn to use their interpersonal skills to build support and enthusiasm for ideas and initiatives.
- Help them learn when to stop talking and start listening during coaching and in other situations.
- Give them examples of situations where they may have come across as too informal or casual so they can be more self-aware.

Workshop Companion



SOCIAL PROFILES

Persuader

A Persuader is a risk-taking, socially poised and motivating team builder.

Needs

- Independence
- Opportunities to interact with others
- Variety and change
- Freedom from rigid structure

Behaviors

- Self-confident
- Persuasive, stimulating
- Fast-paced
- Informal

Average Behavioral Pattern



Signature work styles

Communication

- Empathetic, persuasive selling style
- Gregarious and extroverted

Delegation

- Delegates authority and details

Decision making

- Confident decision-maker
- Works through people to solve problems

Action and risk

- Venturesome risk taker
- Strong initiative

Strengths

- Drives change and challenges status quo
- Motivating, stimulating communicator
- Proactive and results-oriented

Common traps

- May appear talkative or superficial
- May provide limited follow up or attention to detail
- May appear too casual or uninhibited

How to work well with them

- Interact with Persuaders; they like to work with and develop people.
- Give them variety; Persuaders want freedom from routine.
- Give them independence; they are ambitious and have strong initiative.



ANALYTICAL PROFILES

Analyzer

An Analyzer is intense, with high standards and a disciplined and reserved personality.

Needs

- Understanding of the big picture
- Room for introspection
- Opportunities to work at a fast pace
- Freedom from risk of errors

Behaviors

- Assertive
- Pensive
- Intense
- Thorough

Average Behavioral Pattern



Signature work styles

Communication

- Reserved, takes time to think
- Direct, generalist

Delegation

- Selective in delegating both details and authority
- Close follow-up to ensure quality

Decision making

- Imaginative problem-solver
- Drive to make decisions but can "second-guess" them

Action and risk

- Drive to initiate action
- Risk averse, wants all the answers before taking action

Strengths

- Disciplined and strong on execution
- Innovative and self-motivated
- Data-driven and analytical

Common traps

- Can be seen as a perfectionist with high standards
- May be skeptical if they don't have enough information
- Often hesitant to take action without having all the information up front

How to work well with them

- Give them room; don't micromanage them. Analyzers like to express and implement their own ideas.
- Don't pressure Analyzers to make quick decisions. They feel more comfortable when the decision is within their area of expertise or if they can manage the risk involved.
- Bring challenges to Analyzers. They like opportunities to showcase both their expertise and their creative problem solving abilities.

Personal/Manager Development Charts

Pre-Post Hire

- Manager Development Chart
 - Arm your managers with customized development awareness tips so they can leverage their behavioral strengths
- Personal Development Chart
 - Help your employees on their career development journey with custom behavioral strengths, cautions, traps.

PI INSIGHTS Manager Development Chart 2019 August 07 **PI THE PREDICTIVE INDEX**

BETH JACOBSON
This Manager Development Chart provides you with actionable insights based on your behavioral drives as measured by The Predictive Index. The Chart includes a description of your natural Strengths and respective Caution areas to consider. The Self-Coaching Tip provided can help you balance your most naturally occurring behavioral style in a variety of situations.

DOMINANCE (A) - The need to control

EXTREMELY	VERY	SITUATIONALLY
STRENGTHS		CAUTIONS
<ul style="list-style-type: none"> Collaborative approach when working with direct reports Accepting of decisions that impact the team Supportive management style Interested in team welfare and development 		<ul style="list-style-type: none"> May shy away from tough conversations when needed May have difficulty making unpopular decisions May be seen as too cautious or not strategic enough
SELF-COACHING TIPS		
<ul style="list-style-type: none"> Shift your mindset from "I want harmony" to "I want the best results from my team" Stand your ground with other managers and leaders when you know you're correct Capitalize on opportunities to be assertive in meetings 		

EXTRAVERSION (B) - The need for social interaction

EXTREMELY	VERY	MODERATELY
STRENGTHS		CAUTIONS
<ul style="list-style-type: none"> Data driven, analytical decision-making style Thoughtful approach to communicating information to team members Reflective and introspective Anticipates problems 		<ul style="list-style-type: none"> May be slow to demonstrate trust with team members Communication may be too pointed for socially-driven team members May appear overly task-focused or remote
SELF-COACHING TIPS		
<ul style="list-style-type: none"> Give presentations in your area of expertise Initiate conversations or schedule time to speak with team members Create processes that encourage communication among team members 		

PI INSIGHTS Personal Development Chart 2019 August 07 **PI THE PREDICTIVE INDEX**

BETH JACOBSON
This Personal Development Chart provides you with actionable insights based on your behavioral drives as measured by The Predictive Index. The Chart includes a description of your natural Strengths and respective Caution areas to consider. The Self-Coaching Tip provided can help you balance your most naturally occurring behavioral style in a variety of situations.

DOMINANCE (A) - The need to control

EXTREMELY	VERY	SITUATIONALLY	VERY	EXTREMELY
STRENGTHS		CAUTIONS	STRENGTHS	
<ul style="list-style-type: none"> Understanding and collaborative Accepting of others' decisions Supportive management style Interested in team welfare and development 		<ul style="list-style-type: none"> May shy away from tough conversations May have difficulty making unpopular decisions May be seen as too cautious or not strategic enough 	<ul style="list-style-type: none"> Drives change and challenges status quo Seeks to lead and have an impact Innovative, self-motivated Able to think "big picture" 	
SELF-COACHING TIPS			SELF-COACHING TIPS	
<ul style="list-style-type: none"> Shift your mindset from "I want to go along" to "I want to be fair" Stand your ground when you know you're correct Come to situations and meetings prepared to contribute 			<ul style="list-style-type: none"> Actively seek input from multiple sources Practice active listening and allow people to express their opinions or ideas Think before you speak, think of how your message will be received 	

EXTRAVERSION (B) - The need for social interaction

EXTREMELY	VERY	MODERATELY	MODERATELY	VERY	EXTREMELY
STRENGTHS		CAUTIONS	STRENGTHS		CAUTIONS
<ul style="list-style-type: none"> Creative, problem solver Data driven, analytical Thoughtful approach to communicating information Reflective and introspective Anticipates problems 		<ul style="list-style-type: none"> May be slow to trust and reluctant to share until comfortable Communication may be pointed or minimal May appear overly task-focused or remote 	<ul style="list-style-type: none"> Motivating, stimulating communicator People-oriented, sociable Builds team cohesion and collaboration Thoughtful delegator 		<ul style="list-style-type: none"> May be too optimistic or overly trusting May prioritize being heard or being the focus of attention May appear overly talkative and superficial
SELF-COACHING TIPS			SELF-COACHING TIPS		
<ul style="list-style-type: none"> Give presentations in your area of expertise Initiate conversations or schedule time to speak with others Create processes that encourage communication 			<ul style="list-style-type: none"> Allow others the opportunity to contribute and influence outcomes Consider how much detail or lengthy information is needed when communicating Ask about potential problems or risks 		

Persuader **Use responsibly** People are complex. This PI insight is a helpful starting point, but there's more to the person and pattern than what's presented here. Contact a PI expert for additional insight.
PI Insights are great, but they're no substitute for the knowledge and hands-on experience gained by attending a PI workshop. Contact your PI Consultant or visit www.predictiveindex.com to learn more.

Relationship Guides

Post Hire

- Help two individuals manage, and even avoid conflict through a shared reflection and understanding of their behaviors
- Usage Ideas
 - Manager/Employee 1:1
 - New team member intros/coffee
 - Introduction to someone in another department
 - Project management/Team selection
 - Conflict resolution

Relationship Guide
Compare two people to discover how they work together.

Alyson McKinster
Persuader

Steven Boyce
Persuader

Relationship Strengths

- Alyson and Steven are efficient, purposeful, and somewhat assertive when communicating with each other.
- Alyson and Steven are friendly, expressive, and engaging in communication, readily establishing rapport.
- Alyson and Steven take a transactive approach to communication, quickly getting to the point, and moving on to the next topic.
- Alyson and Steven communicate informally and on an ad-hoc basis, and will actively seek information when they feel it's needed.

Relationship Cautions

- Alyson and Steven may work hard to persuade each other, but may not listen closely to each other when there is disagreement.
- Alyson and Steven may interrupt each other, or they may initiate communication when it suits their own individual schedules.
- Alyson and Steven may have difficulty moving a conversation forward constructively when they do not agree with each other or when they are both indecisive.
- Alyson and Steven can have constructive conversations, but they may avoid formal communication modes, which might mean that they do not have good notes or records to which they can refer back.

Relationship Tips

- Alyson and Steven should consciously acknowledge that each person has perspectives and information that could be beneficial to the other.
- Alyson and Steven should remember to practice active listening and leave each conversation with a clear list of next steps.
- Alyson and Steven should be sure not to talk past each other, and they should try to self-regulate to make sure the other person understands what they are trying to say.
- Alyson and Steven may not keep track of their discussions, so using electronic modes of communication might help them keep a record so they can refer back to it later.

2019 October 29

Management Strategy Guide

Post Hire

- Allow your managers to truly customize the way they manage each employee based on their individual behavioral needs.
- **Usage Ideas**
 - Manager and direct report to complete
 - Onboarding a new employee
 - Quarterly check-ins
 - Action Plans/PIPs

The image shows two overlapping screenshots of a 'Management Strategy Guide' document for an employee named Alyson Mckinster. The document is dated 2019 October 29 and is from 'PI INSIGHTS' and 'THE PREDICTIVE INDEX'. The first screenshot shows the top of the document, including the title 'ALYSON MCKINSTER' and a brief introduction. It lists behavioral insights, such as 'Alyson is a Persuader', and provides strategies based on these traits, such as 'Encourage both independent and collaborative opportunities for goal achievement'. The second screenshot shows the 'Step 1: Reflect' section, which asks 'What have you done well?' and 'What can you do better?'. It also includes 'Step 2: Develop action plan' with a specific example: 'I will take Emily (high Extraversion) to lunch once a month to establish a more personal connection.' The document also includes 'Step 3: Determine blockers' and 'Step 4: Hold yourself accountable'.

Coaching Guides

Post Hire

- Provide employees with custom reflection questions based on behaviors and needs of current or a future desired job
- System will generate questions to assess misalignment
- Usage Ideas
 - Career pathing, job coaching, employee development.

Coaching Guide

A guide consisting of a set of behavioral coaching questions generated by comparing an Individual's PI Behavioral Pattern and a Position's Job Pattern.

PI

Alyson Mckinster Friends

Behavioral Comparison - Person and Job

Coaching Questions

- A Dominance**
In what ways could you increase your independence and autonomy in your current role?
How could you demonstrate a greater ability to take charge and be responsible for the results?
What is the best way for you to transition your natural team-orientation to leading a team?
- B Extraversion**
What could you do to better recognize and understand the viewpoints of others?
What needs to happen for you to be more vocal with your point of view?
How could you demonstrate a greater ability to communicate persuasively with others?
- C Patience**
How could you bring out more of your drive to work at a rapid pace and make things happen?
What would it look like to increase your sense of urgency in order to impact your overall results?
How could you leverage your ability to work on multiple priorities effectively?
- D Formality**
How could you become more open to new ideas rather than the established ways of doing things?
What needs to occur for you to delegate details to others more readily?
What is the best way for you to be more comfortable in uncertain situations?