

AVA Behavioral Style Report

Activity Vector Analysis

John Sample

Performance Company

Sales Manager

February 5, 2018

Report Applications

Job Candidate Assessment
Compatibility with JAR Standard
Training and Goal Setting
Coaching and Mentoring
Team Building

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Report Summary

Activity Level, Capacity

very low below average average above average **HIGH**

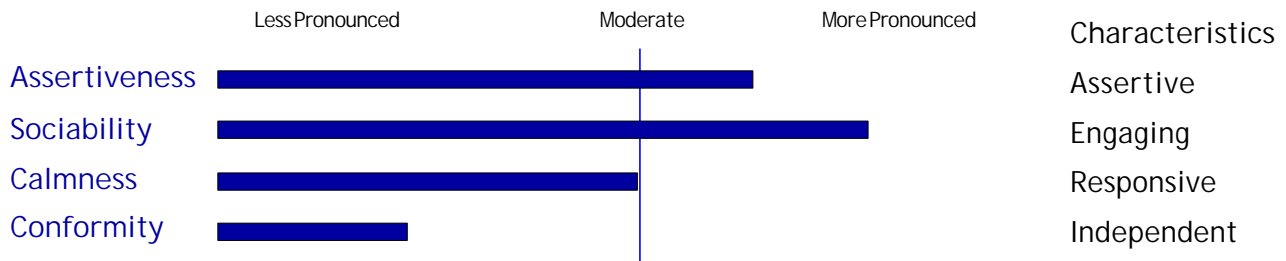
Current Morale

discouraged disheartened satisfied **STRIVING** inspired unrealistic

Self-discipline, Maturity Level

undisciplined maturing mature **CONTROLLED** ethically strict

Behavioral Style



Important Factors to Review

None Present

Overall Rating

poor questionable marginal average good **VERY GOOD** excellent

Interpretive Key

- BLUE** bar graphs reflect natural behavioral traits that are not inherently positive or negative.
- GREEN** text and bar graphs indicate positive factors in the profile.
- YELLOW** highlighted text and bar graphs indicate caution areas that could affect performance.
- RED** text/bar graphs indicate definite "red flag" areas that likely will adversely impact performance.

Activity Level, Capacity



Very Low Below Average Average Above Average High

Very high level of responsiveness and alertness. Dynamic work style.
John should be quick to understand and adapt to new job demands.
Very good capacity for meeting the job demands.

Current Morale



Discouraged Disheartened Satisfied Striving Inspired Unrealistic

Currently a striving attitude or morale towards goal achievement.
He seems to be putting forth extra effort to reach for higher goals.
John believes efforts are recognized and appreciated by others.

Self-discipline, Maturity Level



Undisciplined Maturing Mature Controlled Ethically Strict

With well thought out beliefs and standards, emphasis is on being controlled, mature, thoughtful and restrained. John tends to be rather conscientious, secure in beliefs, considerate and principled. His tendency is to be disciplined and objective and to act in a way that is socially responsible. High value is placed on accepting rules and self-sacrificing when necessary.

Assertiveness, Initiative



Hesitant Cautious Careful Self-Reliant Assertive Competitive Forceful

Usually assertive, decisive and initiating, John will assume some degree of risk and responsibility. He is generally determined and goal oriented but not pushy and forceful. John will assume the leadership role and seeks challenges but is not controlling with others.

Sociability, Extroversion



Very Quiet Reserved Serious Interactive Outgoing Engaging Gregarious

John tends to be consistently outgoing, extroverted, friendly and talkative. He places strong emphasis on being personable, persuasive, convincing and confident with others. He can be described as engaging, optimistic, dynamic and enthusiastic.

Patience, Calmness



Impatient Fast-Paced Restless Responsive Patient Methodical Tranquil

John's tempo or pace can be described as "responsive" . . . neither fast-paced nor easygoing. He tends to be reactive to the present situation and job demands. Generally a steady and consistent tempo, but he can work with some sense of urgency when required.

Compliance, Conformity



Stubborn (Very) Independent Cooperative Structured Exacting Conforming

John tends to be very independent, self-directed, firm and confident on the job. Focus is definitely on the "big picture" and overall plans. John can be outspoken at times as there is a strong need to express ideas and opinions.

Behavioral Style Overview

Firm, Self-directed	Diligent, Tenacious	Charming, Gregarious
Opinionated, Out-spoken	Sociable, Dynamic	Adventurous, Bold
Interactive, Charismatic	Persuasive, Convincing	Poised, Confident
Outgoing, Personable	Enthusiastic, Upbeat	Independent, Secure

Initiating and proactive in order to get things done.
Shows a verbally fluent communication style. Remembers names and faces well.
Generally confident, secure and accountable.
Generally nice and congenial with others. More firm when under pressure.
Uses good interpersonal skills to be persuasive and influential.
Seeks out interaction with others and is responsive, engaging and talkative.
Prefers a minimum amount of structure and close supervision on the job.
Focuses on the "big picture" and people, not necessarily on a lot of details.
Body language usually shows good eye contact and frequent smiles.
Adapts easily to new and diverse groups and individuals.
Usually conscientious of grooming, dress and appearance.
Prefers work with a high level of people interaction.
Has a self-directed decision making style. Uses own insights.

Job-related Stressors

Limited contact with others. Working with data rather than interacting.
Too much work involving details and administrative tasks.
A highly structured work environment that does not allow for independence.
Not being able to express own ideas, thoughts and opinions.
Being criticized, censured and embarrassed in front of others.
Inflexible rules, policies and guidelines that don't seem to "make sense".

Sales Achievement Characteristics

Sales Initiative

Ability to independently take proactive action in a sales situation.
To act with self-reliance and assertiveness in prospecting for business and closing sales.



Drive, Ambition

Tendency to be a self-starter and obtain sales results with a sense of urgency.
A restless drive to achieve higher goals. Being dissatisfied with current performance level.



Persuasiveness

Ability to use good interpersonal and communication skills to be influential with customers.
Tendency to be self-confident and respond convincingly to objections from customers.



Communicative Effectiveness

Ability to relate important information to customers in an articulate manner.
The skill to present thoughts in a friendly and convincing style.



Analyst Comments

- This AVA profile shows many positive qualities for sales management including a high energy level and capacity along with a high maturity factor. A positive and striving morale towards goal achievement is indicated and no red flag areas are present.
- This is a confident and engaging profile with an extroverted nature. A very good ability to establish rapport with others and gain trust and confidence. This profile is persuasive and convincing with an influential nature. He is naturally proactive and determined. An independent and self-directed nature that tends to be enterprising and achievement focused.
- In a leadership position he will be interactive and supportive with a diplomatic management style. Yet, he will maintain a firm and take-charge approach when dealing with difficult and high-stress situations. His very independent and self-directed nature is a positive quality for management and leadership responsibilities. However, there is potential for him to be stubborn and rigid at times. He will tend to be outspoken and perhaps inflexible at times. A level of rigidity on the job will be shown.

Overall Rating



Poor Questionable Marginal Average Good Very Good Excellent

For Questions and Consultation

Call your Certified AVA Analyst:

Art M. Niemann
800-621-1153 Between 7:30 AM and 5:00 PM Mountain Time

Important Note

This confidential assessment report must be used for ethical business purposes only. It is designed to describe the individual's tendencies and work style. AVA is not a pass/fail "test" and there is no right or wrong profile. This report should aid managers in the selection, coaching and development of employees. AVA should not be the sole basis for a hiring decision or promotion of a current employee.

Self-Description

Following is the self-description John typed when completing the AVA online. This information has not been edited for grammar, spelling or punctuation.

I feel as though I am very passionate about my job, and bring motivation to those with whom I work. I am very driven to succeed and make sure to bring everyone up to their full potential. I convey a clear and concise plan of action leaving no gray areas for the results I expect or the consequences for not having those same results in mind or that of the teams. I am willing to out work anyone to show that these results can and must be done. I am very driven not only financially but by recognition. I want everyone to succeed, it makes it a lot easier for me to be successful when everyone around me is enjoying the same successes.

Personalized Coaching Strategies

Because people are unique, we need to customize our motivation strategies. Based on job demands, some of the following tips will be more relevant than others.

How to Effectively Manage John:

Provide opportunities to utilize excellent social skills to achieve goals.

- Avoid environments and tasks that are void of social interaction.
- John will become bored with work not perceived as "fun" and social.

Offer goals and tasks that involve regular people interactions.

- Try to minimize detail-oriented and administrative tasks.
- Anticipate some lack of follow through with details and small tasks.

Focus on overall plans, strategies and key factors for achieving results.

- Stay away from long, methodical explanations.
- Watch for John to focus on the "big picture" and not always specifics.

Be friendly, upbeat and enthusiastic with John as much as possible.

- Avoid being too direct and blunt and seeming "distant".
- Expect John to be rather talkative and perhaps get "off track" at times.

Provide flexible options and allow alternative methods when possible.

- Don't impose too much structure or require too much conformity.
- Watch for John to have uncommon and innovative ideas.

Define goals and boundaries specifically but allow for freedom in executing the job.

- Avoid dictating exactly what should be done and how to achieve objectives.
- Prepare for John to work in a very self-directed manner.

Realize that status, social recognition and positive interactions are very important.

- Be sure not to hurt John's "ego", especially in front of others.
- Prepare for John to seem "superficial" and glib with others at times.

Personalized Coaching Strategies

Continued

Motivational Factors and Ideal Environment

- Meeting new and different types of people on the job.
- Visibility and popularity. Being in the "spotlight".
- Independence and accountability. Ability to structure own work.
- Having responsibility and decision-making opportunities.
- Working mainly with people, not necessarily "things".
- Freedom to initiate action and set plans in motion.
- Open expression of own opinions, ideas and strategies for achieving goals.
- Opportunities to be persuasive and convincing with others.
- Variety and diversity of tasks. Minimal amount of detail work.

Providing Positive and Corrective Feedback

With positive feedback, compliment in public -- *John likes the "spotlight"*.

- Avoid "going overboard" as John is confident in own self-worth and abilities.
- Be sincere and mainly recognize significant achievements.

With corrective feedback, be direct and to-the-point regarding expected changes.

- Establish clear follow-up action so changes *will* be made.
- Be sure he truly understands the issue(s) and believes in the course of action.

Encouraging Improvement and Development

Help John to...

- Strive to "tone down" enthusiastic style when dealing with reserved people.
- Endeavor to embrace a cooperative, teamwork approach.
- Avoid being too opinionated and perhaps outspoken with others.
- Focus on good follow through with commitments.
- Monitor and control tendencies to be stubborn and potentially rigid.
- Be flexible and open-minded. Be receptive to others' ideas and opinions.
- Focus on being organized and attentive to details and administrative work.