

## Leadership Matching Report

**Leader: Mark Newsome**

**Direct Report: Mary Smith**

This is a PDA International report.

PDA International is the leader in behavioral assesment oriented to the recruitment, motivation and development of professional talents.

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## Team Leader: Mark Newsome

### Mark Mangement Style

This section will give you an overview and comprehension of this person's management style. It describes the way the person naturally interacts while managing other people. In the following chapters Leadership, and Decision Making and Communication, we describe the management style of this person.

### Leadership

- Mark is a strict and very direct manager who sets high standards for objectives and deadlines and expects others to adhere to them.
- His leadership style is firm, confident and decisive, and some may lose motivation if they feel his style is too aggressive.
- He is very firm and direct when taking corrective or disciplinary actions, feeling no concern about the effect caused on others.
- He delegates responsibility and trusts the people he selects; he will expect a lot from them and be very demanding about results.
- He uses available resources effectively and will find the way to achieve profitable and positive results.
- He will be interested in developing only those people who are enterprising and in whom he sees potential.

### Decision Making

- Mark will make his decisions independently after a quick assessment of the available data, even if he is sure of the direction he needs to take.
- The possibility of making a mistake causes him no apparent concern.
- Because he makes quick decisions that may appear risky, he will, however, have carefully considered the implications of his actions.
- He will be very effective in decisions of strategic planning rather than the ones affecting daily planning.
- He may make unpopular decisions provided they are for improved results.

### Communication

- Mark has a direct, frank and very sincere communication style which makes him appear demanding and aggressive.
- He has his own opinions and communicates them clearly without seeking consensus, and therefore may not be perceived as a good communicator by some.
- He will communicate those points he feels are relevant and will attempt to be as brief as possible.
- He focuses communication on the whole picture rather than the details.
- He is not distracted by marginal and social, unimportant conversations, and he may consider them a waste of time.

- He may focus too much on results or the matter in question and underestimate the importance of relationships and empathy with others.

## Mary Smith Natural Characteristics

### How to lead Mary effectively

On this section we describe important aspects to be considered when coaching effectively. The following highlights are based on the Natural Style behaviour and it is essential for anyone who wants to lead a team to consider them, in order to achieve maximum efficiency and capacity.

- Mary will seek recognition and will feel reassured by the incentive of status.
- She will seek to be recognized for her good performance in her area of expertise and for her strict adherence to standards.
- Because Mary follows rules and procedures, in order to do her job well she will need established rules, standardized procedures, as well as direction from her supervisor.
- She will seek to be recognized and considered a point of reference by her colleagues because of her knowledge in her area of expertise.
- She will want to have authority and make decisions in those areas in which she considers herself a specialist.
- Mary will be more effective if her supervisor directs her with concise guidelines based on previously established rules and procedures.
- Being somewhat introverted, she will work better independently or in small groups. She tends to be a leader driven by logic and focused on achieving objectives.
- Mary is motivated by reaching objectives, complying with pre-established deadlines and standards, and gaining recognition for it.
- Her supervisor should be aware that he will need to mitigate her stress level; because she wants to attain different objectives simultaneously in a short period of time, strictly adhering to established rules, she may become stressed.
- For an effective communication with Mary, her supervisor should be direct, pragmatic and detailed.
- Mary will prefer written communication where all details are registered, providing her a greater sense of security.
- In order for Mary to work more effectively she will need to have different tasks that require time and at the same time are well defined.
- Mary will feel uncomfortable if she is excessively controlled at work, yet every now and then she will need her supervisor's approval on how she is doing.
- She will be effective in situations of leading a team towards achieving accurate results and where no type of mistakes can be made, she will act as a consultant and will provide support in order to achieve what has been strictly established.

It is important to always keep in mind that this individual's potential lies in her ability to attain results adhering to established procedures and rules and without mistakes.

## Keys to motivate Mary effectively

On this section we describe important aspects to be considered in order to achieve and maintain a high degree of motivation in this person. The following highlights are based on the behavioral style and must be considered by anyone assigning tasks and responsibilities, or by anyone who works along with this person as part of their team.

- Avoid placing the individual in a situation that requires a high degree of exposure; this individual operates better in one-on-one situations than in large groups.
- When providing negative feedback, do so in a friendly and constructive manner.
- Promote the use of analytical and problem-solving skills.
- Offer the opportunity to discuss proposed solutions with colleagues before moving forward.
- Provide the opportunity to apply abstract and creative thought and reflection.
- Offer recognition for efforts and achievements.
- Recognize the need to handle large amounts of data quickly and accurately.
- Provide policies, procedures and/or supervision to clarify the course of action, especially when dealing with unknown situations.

## Mark Newsome and Mary Smith

### Key aspects that help to consolidate the relationship

On this section we describe important aspects to be considered when improving and consolidating the relationship between Leader and Direct Report. The following highlights are based on the Natural Style behaviour of these two people. It is very important to have this information and to make use of it, in order to improve the relationship and contribute with the group's sense of team, so that both of them can develop all of their potential.

#### Risk Axis



Cautious

Risk Taker



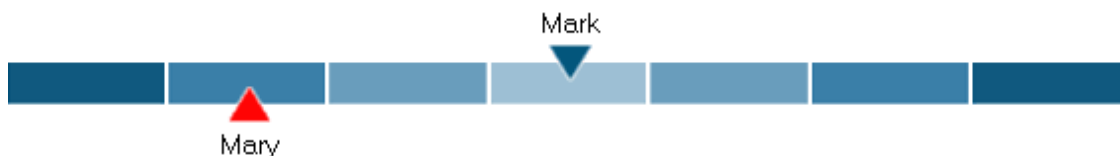
- We should consider that both of them are characterized for being straight forward and competitive. That's why they should avoid any kind of confrontation or competing against each other.
- It is important that Mark treats Mary with respect and that he recognizes her achievements.
- Mark should avoid getting into "win & lose" arguments with Mary.
- Mark must present and communicate his own perspective, allowing Mary to express her own thoughts too.
- Mark must respect Mary's honesty and straight forward style, accepting to disagree.
- Mark should not show superiority when speaking with Mary, since this could start undesired discussions.
- Since both of them have very competitive roles, they should always be opened to negotiate, listen to each other and come to agreements.

#### Extroversion Axis



Introverted

Extroverted



- Keep in mind that Mark is more outgoing and talkative than Mary, characterized by a quiet and serious style.
- Mark needs to dedicate more time to listening and supporting Mary, showing genuine interest in what she says.
- Mark must be careful not to interrupt or talk over Mary.
- Mark can help her by asking simple questions with open-ended responses.

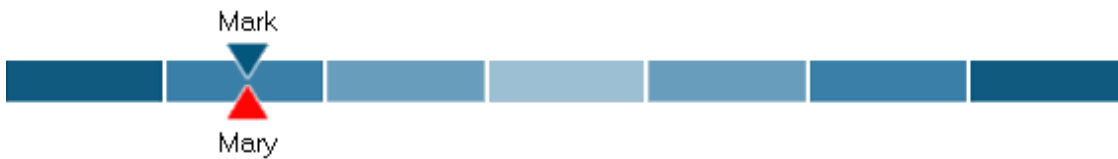
- Mark must listen carefully to Mary, before getting excited about the topic of the conversation.
- Mark should avoid being too friendly before the relationship is consolidated. He needs to remember that only after a while will Mary gain his confidence.
- Mark must be aware at all times that Mary needs her moments of peace and quiet.

## Patience Axis



Restless/Impatient

Calm/Patient



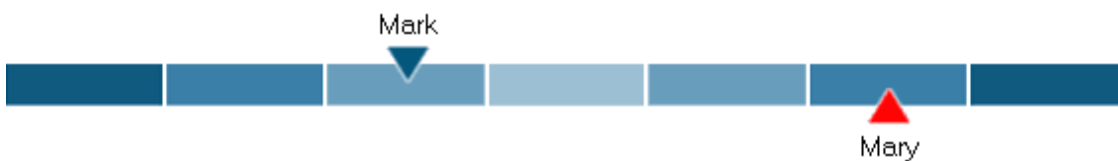
- Keep in mind that both of them are characterized by being inquiring and dynamic.
- Mark must make sure to keep Mary motivated and active. For this, he should not assign her tasks that require patience and analysis.
- When discussing and debating, both of them need to be careful not to get excited with new projects so they can keep focused.
- During meetings they should focus and slow down in order to make better decisions.
- They must not forget to write down the conclusions and definitions at the end of meetings. If they don't do so immediately, they risk not remembering them.

## Conformity to Norms Axis



Independent

Adherence to rules



- Keep in mind that Mark is more independent and less structured than Mary, characterized by a well organized and structured style .
- It is important that Mark is always available and in touch with Mary.
- Mark must be aware of the well organized and structured style of Mary. When delegating tasks he must give her all the information and data available.
- Mark shouldn't be discouraged if his innovative ideas are questioned or criticized by Mary. He must always keep in mind that Mary needs structure and consistency to be confident and do things correctly .
- It is very important that Mark is very careful not to question or criticize the contributions and work of Mary.
- Mark should appreciate the perfectionism that Mary applies to work, and always remember that his way is not always the best.
- Mark must understand that not only criteria and independence are important to Mary, but also the rules and structure.

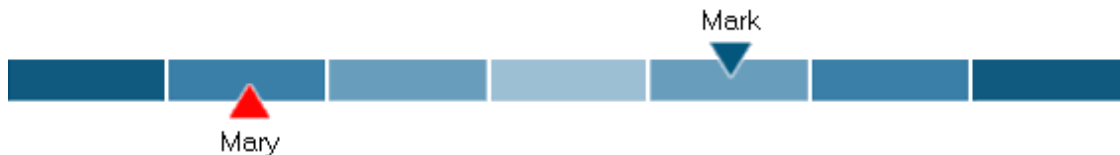
- When Mark has to correct or make a suggestion to Mary, he should do it in a kind manner, recognizing and mentioning first the positive aspects and then making a recommendations or suggestions as to what could be improved.

## Self-Control Axis



Emotional

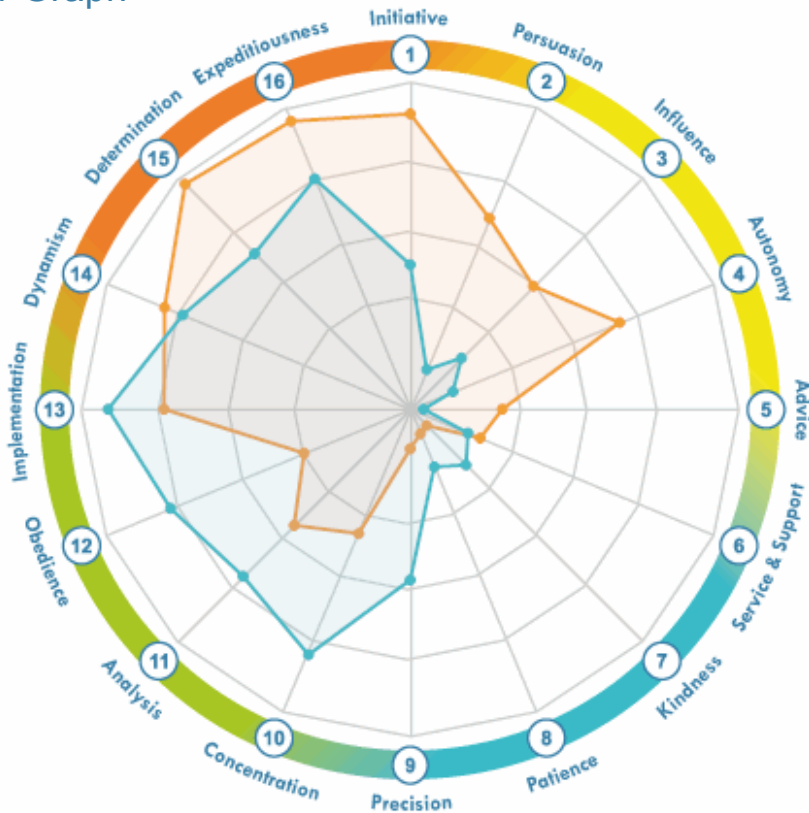
Rational



- Keep in mind that Mark is more thoughtful, controlled and rational than Mary, characterized by a more spontaneous and emotional style.
- Mark needs to be careful not to impose his own principles to Mary.
- It is important that Mark understands that he can question the ideas and proposals of Mary, but never make fun of or humiliate her.
- It will help Mark to have a more simple approach, by not being so rational.



## Behavioral Radar Graph



■ Mark Newsome  
■ Mary Smith

- 1 Initiative:** The person is integrative and has an extroverted interest in people. He/she has the ability to earn the respect and trust of various types of people. He/she is proactive, creative and dynamic in its focus on results.
- 2 Persuasion:** This person is sociable and makes a good impression with most people for his/her warmth, understanding and compassion. He/she works with and through people to get the job done. This individual is oriented towards results in a creative way. He/she persuades and strives to please and convince others.
- 3 Influence:** This person is by nature very sociable and friendly in his/her approach towards others. He/she prefers to work with and through people to complete tasks and assignments. This individual has an optimistic view and focuses on teamwork results, applying his/her influence and interpersonal skills.
- 4 Autonomy:** This person is self-assured, confident and independent. He/she prefers to develop his/her own thoughts and opinions and ideally do things "his/her way". This individual is oriented towards results in an independent way and deciding according to his/her own criteria and without waiting for the opinions of others.
- 5 Advice:** This person is a good communicator who accepts the opinions of others and is willing to listen. He/she adopts a friendly, persuasive, courteous style and develops in a friendly and accommodating way. This individual is oriented to results in a friendly way, working in team, promoting a harmonious environment. He is patient and creative. It's good teammate and coach.
- 6 Service & Support:** This person tends to be patient, calm and balanced in almost every situation, even in situations of "pressure." He/she may be somewhat reluctant to show his/her concerns and frustrations. He/she is oriented to results in a helpful way, listening and analyzing information.
- 7 Kindness:** This person possesses great skills to perform in administrative and specialized positions. This individual is diplomatic in his/her approach and is tactful in his/her approach to others. He/she is oriented to the results in a patient, kind and friendly way, avoiding confrontation.
- 8 Patience:** This person devotes time to others, is a good listener and has a high degree of empathy towards people. He/she is patient, considerate and kind. He/she is generous, pleasant and compassionate. This individual is oriented to the results in a patient and consistent way, and takes the time that is necessary.
- 9 Precision:** This person more comfortable and efficient when working in structured and well defined environments and situations. This individual is cautious in his/her approach to problems and decisions. He/she is precise and careful in his/her focus on results.
- 10 Concentration:** This person is a precise thinker and an assiduous worker who prefers to follow procedures in both his/her work and private life. He/she is a perfectionist and does not want to make any mistakes in his/her work, so he/she is analytical, precise and orderly. This individual focuses on, and follows procedures in his/her orientation to results.
- 11 Analysis:** This person has a marked tendency toward management and toward specialization. He/she is highly reliable, very disciplined and precise. He/she is oriented toward results evaluating the information and facts and progressing in a logical, systematic and orderly way.
- 12 Obedience:** This person hates to commit mistakes or errors in his/her work. He/she is interested in the details of the job or assignment. This individual tries hard to do his/her job perfectly. He/she is oriented to results in a consistent manner and safely analyzing the information available and following procedures.
- 13 Implementation:** This person is meticulous and precise with an innate dynamism for problem solving. He/she has considerable curiosity for the causes of problems. This individual can have a wide range of interests. He/she is oriented toward results, studying and solving difficult problems as well as taking decisions based on logic.
- 14 Dynamism:** This person is cordial, intense and impatient. He/she is eager to please. He/she strives to start things, goes ahead and obtain results as quickly as possible. This individual is oriented to results in a dynamic way and promotes change, adapting himself/herself quickly to new situations.
- 15 Determination:** This person is someone that looks ahead and competes to achieve their goals. Heshes goes in search of things rather than waiting for them to happen. This person takes risks to achieve his/her goals. He/she is oriented toward results in a certain and firm way, confronting if necessary, taking responsibility and assuming challenges.
- 16 Expeditiousness:** The person is expeditious with an urgent and impatient desire to produce quick results. He/she enjoys the variety in his/her work. He/she is oriented to the results in a dynamic and competitive way and takes decisions fast.