ORGANIZATION ANALYSIS & DESIGN ™

OAD Survey

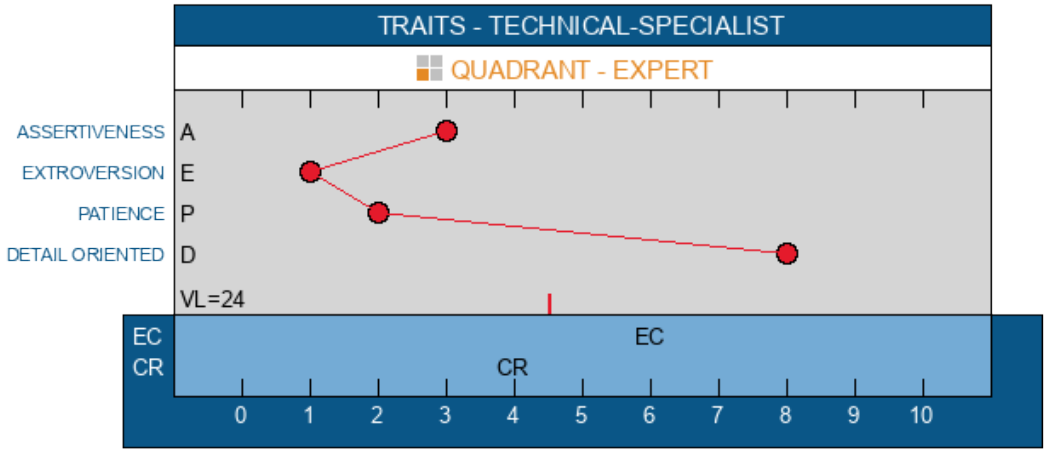
Employee

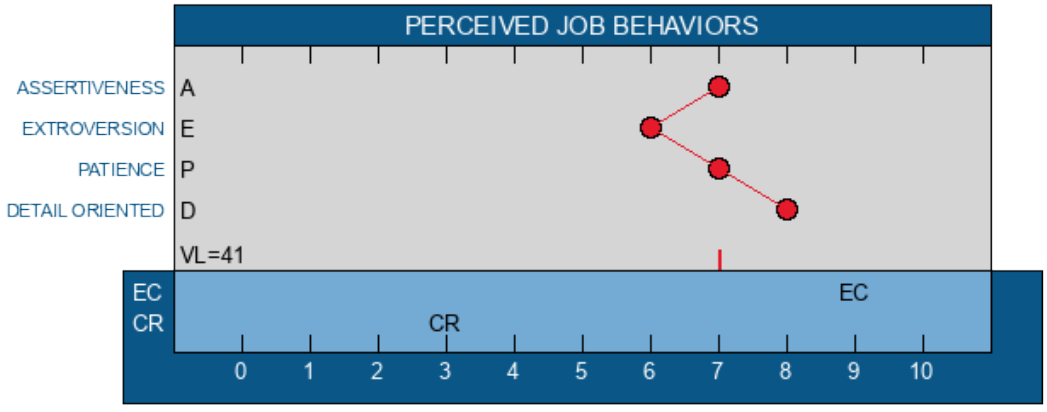
John Sample

Profile

John Sample #2901639

Date completed:	Oct 31, 2023	**Job title:**	Director of Operations
Admin by:	Kevin Johnson	**Job code:**	Manager
Type:	Employee	**Department/Division:**	None
Current position:	Operations	**Company:**	Express Pros Training
Survey taken in:	English (en)	**Location:**	None





Summary

Fairly analytical and technically oriented

Somewhat impatient - likes some variety and change

Ordered and exacting - strong attention to detail and follow-through - excels in a structured work environment

Extremely reserved and technically oriented - controls own work activities extremely closely

Perceives the need to be somewhat more assertive

Perceives the need to be slightly more outgoing and communicative with others

Perceives the need to be somewhat more patient and systematic in response to work responsibilities

Work Environment Needs

An environment that is primarily "technical" in nature - analyzing, quantifying, designing, manufacturing, et al

A work environment characterized by frequent change - tasks, priorities, schedules

To avoid repetitious tasks

The opportunity to adjust own schedule

To be physically mobile

Motivating Needs

Recognition for technical expertise and accomplishments

Recognition for quick responsiveness to unpredictable changes

The opportunity to juggle activities

Traits

This section of the report describes the seven personality traits measured by the OAD Survey. Traits indicate how an individual basically behaves. Peoples' traits influence how they view, manage, and react to their work, the organization, what motivates them, and their potentials. Traits rarely change and, if they do, it is gradual and over a long period of time. Trait change does not respond to management or organizational entreaties or pressures. That is in the dimension of acquired behaviors.

Generally prefers analytical and "technically" oriented types of tasks and projects, such as accounting, data analysis and research, administrative, and control activities involving techniques, machinery, systems, etc.

Initially quiet and shy, this person will hesitate to speak up or venture personal opinions until feeling comfortable with an individual or group. Communicating in a "low key", direct manner with an emphasis on facts, this person does not want to appear disruptive or confrontational.

An individual who likes some variety and change in work activities, but can occasionally focus on tasks that require some patience and a systematic focus. But too much repetition will bore this individual. Is responsive to interruptions and priority changes, can juggle tasks and work fairly well under pressure.

An ordered and exacting person with a strong sense of duty, who tries to be exact and correct with all assignments. Very detail-oriented, will be very conscientious and thorough. Excels in work environments where clear guidelines, policies, and precedents exist. Seeks to develop and demonstrate a high level of skill and knowledge with job tasks, but depends upon external direction and guidance when dealing in new or uncertain areas. Needs structure surrounding job activities, and can become unsettled where there is ambiguity or the perception of risk or criticism.

A sensitive person who perceives any criticism of work or skills to be personal criticism. Alternatively, recognition and praise are highly motivating and reinforcing.

Most effective in an environment built upon harmony and cooperation. Dislikes tension or confrontation, and will seek the support of others when faced with tense situations.

An extremely reserved and guarded individual who communicates with others in a closed and somewhat reluctant manner - a very private individual. Most comfortable with highly quantitative, detailed, and factual types of work assignments. Skeptical of ideas which are outside of personal experience - needs to see personal proof before accepting them.

This individual can employ some creativity or innovation with his or her responsibilities. Fairly comfortable with and receptive to many conceptual or abstract views and ideas. Depending on temperamental make-up, he or she may apply some creativity toward something new or refining an existing product or service. Actual exhibited creativity will be enhanced or compromised by education, experience, skills, and intelligence - dimensions not measured by the OAD Survey.

Inclined to be a controlled individual who does not usually or easily share personal feelings or emotions. Usually handles problems and issues with a sense of detachment and logic while placing own and others` feelings secondary.

With a less than average degree of behavioral versatility, this person is most effective in job positions where his or her basic temperament (Traits) closely align with the job requirements. This

individual finds it fairly difficult to behave out of character in response to differing work environments or personalities. Sustained exposure to these differing environments can be stressful and difficult to sustain.

Perceived Job Behaviors

This section of the report describes Perceived Job Behaviors - the way the individual sees and responds to his or her job demands, management, the work climate, and the organizational culture and structure. Analyzing Job Behaviors of this individual and all members of a department provide an understanding of the reality of that area of operations. Do their perceptions coincide with management expectations? Are developing job behaviors relevant and contributing to performance? Are the behaviors counterproductive? Does management know? The organization can only affect behaviors, not traits. It is this section which provides information on individual or collective behavioral necessities and realities. The first step is to understand them, the next to manage them.

This person perceives the need to be a little more assertive and exhibit more self-confidence and decisiveness with others or work assignments. This may be due to having increased authority over others or taking on more responsibility for own work.

There is a perception that a moderate effort to be outgoing, more open and communicative with others is necessary. This is usually the result of an individual having some job responsibilities that entail persuading or motivating others.

In adapting to the job this person feels that the natural sense of urgency and impatience has to be somewhat toned down - that he or she has to exercise more patience. This is often in response to some job tasks being repetitive or marked by little variety and change.

This person views the job as requiring somewhat less of an emphasis on detail or handling assignments in a very structured way. Often this is in response to attempting to be more flexible with others, be more delegative, or perceiving that using various approaches to problems and assignments are more productive.

This person perceives to approach problems and tasks with very concrete types of thinking and analysis, and little consideration for the abstract or conceptual. He/she does not see the need to be experimental with work activities.

This person perceives that the work activities and environment require a very logical, objective, and clinical approach. Personal and others` emotions are seen as impediments to job performance.

This individual perceives that his or her current position requires a more than average degree of behavioral flexibility and adaptability to differing personalities, situations, and work pressures . The work environments change fairly frequently requiring awareness and the ability to modify or accentuate behaviors in order to be responsive and effective.

This person may feel overextended in his/her position. The job responsibilities may often require significantly more behaviors or application of traits than the individual possesses. Eventually this can cause frustration and, later, poor morale.

Work Environment & Motivating Needs

This section of the report describes the types of work environments where an individual is most comfortable and, consequently, potentially most productive. These considerations alone will not necessarily motivate the person. Motivation is a two-tier process.

First, a setting that is not discouraging or counter-productive to work efficiency and success. For example, a job that requires systemization and predictability (say, accounting, production, or customer service) that is disorganized or subject to frequent change or pressure will result in poor morale regardless of how many "rewards" offered. Most people will worker harder and longer for more money, but if they feel they are constantly pushing a boulder uphill, productivity will deteriorate.

Environmental needs are both constant and shifting. Disorganized, poorly trained, or badly managed environments can be considered constants. Shifting needs, however, are dependent on internal and external factors. People who need a job but have little or no opportunities for advancement, job change, finding another job that pays better, or even finding another job will put up with a lot. People who need a flexible schedule, or the medical or retirement benefits, or other personal considerations will stay on, but not necessarily be highly motivated.

External factors can be a recessionary economy. People will think less about being motivated and more about just keeping a job. Conversely, an expanding economy allows people to "shop" benefits with raised expectations.

Beyond basic survival (food on the table) most motivators are intrinsic - feelings the individual holds about him- or herself in the context of their work. The most powerful motivators are a sense of personal achievement and recognition by others of the person`s achievements. Definitions of achievement vary by temperaments and drives. Skilled specialists derive satisfaction from the application of their skills. Venturesome generalists derive satisfaction through success in ambiguous or risky activities. Each individual`s definition of achievement or satisfaction is just as legitimate as another`s. Acknowledgement by one`s peers, superiors, and subordinates has consistently proven to have the greatest influence on morale, self-esteem, and productivity.