

CONFIDENTIAL
Assigned On: 01/02/07

This Report Was Specially Prepared For:

Brent South

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Management Profiler

Introduction

The Management Profiler is a tool for gathering constructive information on your managerial skills or competencies from you. It is the beginning of both a special communication process with your employer or potential employer and a developmental process for you.

The Management Profiler is unique in that it focuses on specific, job-related skills required for one's success as a manager, rather than just on issues such as style. Its emphasis on practical skills leads to clear suggestions about what you can start doing, stop doing, and continue doing to enhance your management effectiveness.

You often may have wished for this type of assessment of your skills without ever really expecting to get it. You may be feeling some anxiety along with your anticipation concerning the results. That's a normal reaction. Knowing the purpose, background, and benefits of the MANAGEMENT PROFILER will help you put aside any doubts you may have and concentrate on getting the most out of this experience. The MuRF Development Guide will help you interpret your MANAGEMENT PROFILER report and formulate a training and development plan. MuRF Systems also provides a training and development series known as Excellence In Management to assist you in your personal development.

The Management Profiler asked that you give frank and specific responses. This kind of response is unusual in itself. All too often, we provide the responses that we think others want to hear. This has been your opportunity to be honest and to gain greatly from the experience.

Regardless of your initial reactions, use the information to understand more fully how your management practices can benefit from additional development. Work to understand the practical implications of your strengths and weaknesses. Remember that people behave according to what they believe is true. Changing old habits may be just as important as improving your skills. Review this information with an open mind realizing that no survey or assessment is 100% accurate and is only as good as the information provided.

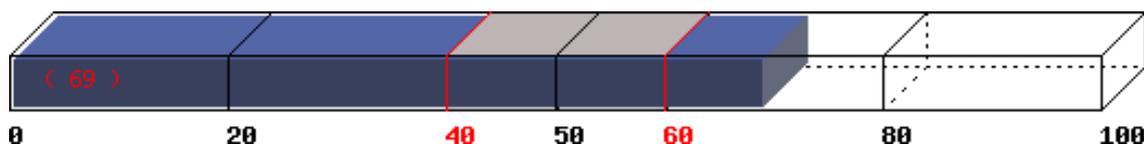
Executive Report

Competency Details

Interpersonal Understanding And Point Of View

The ability to get along with, to develop trusting relations with, and to communicate effectively with others comprises a set of skills that has long been central to the task of management. Taken as a whole, this set of interpersonal communication competencies deals with the managers' ability to establish warm, empathic, nondirective, trusting relations with subordinates.

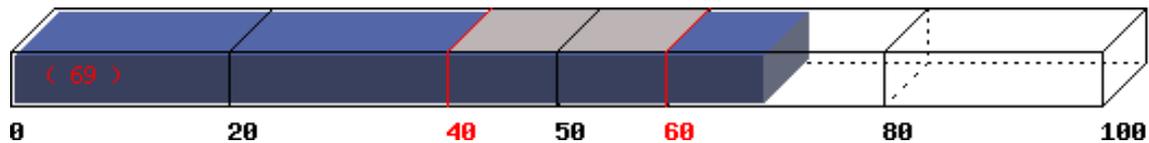
Brent identifies with the other person's point of view and is able to grasp the other person's feelings clearly. He seems to be somewhat unflappable and appears to be a good listener. People will seek out Brent when they need to talk about problems which they may be having within the work context. At times, he may tend to identify too much with the other person's feelings. This may not be a typical trait, but it could appear under certain situations. Brent will tend to be more people-oriented and less task-oriented at times, but probably not to the detriment of meeting production goals.



Time Management And Organization

An important part of focusing on results is working out what to focus on! You may be smart. You may be talented. You may have big dreams and lots of energy. But, if you are not focused and organized and if you do not manage your time properly, every day on your job will be a struggle, and you will achieve much less than you should!

Brent has a sense of order in his life. He feels that he has control over most areas of his life. He seldom has a problem with time management issues. He will tend to be on time for appointments and would feel uncomfortable if he were late for anything. Brent may have the tendency to spend too much time organizing things or obsessing about things' being unorganized. He may have trouble functioning in an environment that is disorganized or working around people who are not well-organized. He may not function well in a confused environment and will attempt to organize that environment better. Brent may not do well in situations that do not have clear-cut and well-defined goals and will attempt to establish such parameters.



Cognitive Skills

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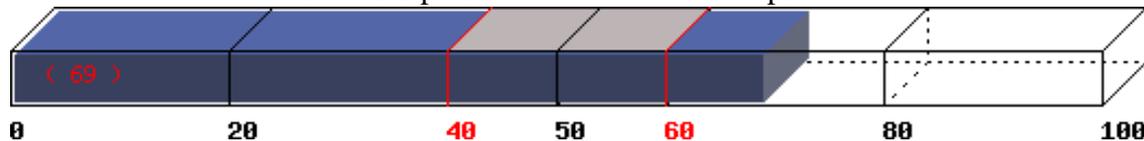
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Brent obtained a score that fell within the top 15% of the standardized test population. This would suggest that he is likely to possess cognitive skills well within the above-average range of the comparison population and would indicate that he would be able to apply his cognitive abilities effectively in a management position. A score of this strength would imply that he has learned from his experiences as well as from formal educational opportunities. Under normal circumstances, Brent would be considered to be a bright individual and, from a cognitive skills point of view, to be able to accomplish most of the things which he may attempt.

Management Practices

Some management theories have proposed that the way in which a manager interacts with superiors, peers, and, especially, subordinates depends on the manager's philosophy regarding cause-and-effect relationships in human behavior. The manager who assumes that subordinates generally cannot be trusted will select a cluster of management practices that, in that manager's thinking, will compensate best for or capitalize on those perceived characteristics of subordinates. This manager may attempt to maintain control through close supervision, demands for strict adherence to rules, and threats of punishment. On the other hand, a different management style assumes that people are motivated to obtain mastery over their worlds and to experience feelings of self-respect, self-fulfillment, and self-actualization in addition to their search for external gratification. These values-driven management practices affect how managers and leaders interact with employees and are a driving factor in policy and decision making. While no single management style is best and while a manager's style may change depending upon the situation, having an understanding of an individual's preferred management style

can aid in a larger understanding of the person. Brent seems to have a limited knowledge about how to motivate employees, but he will tend to motivate by using policy, rules, and his authority. He is likely to involve employees in the decision-making process at least some of the time without relinquishing his authority or responsibility and without sacrificing productivity. There may be times that Brent may tend to lack faith in people's ability to be honest, to be trustworthy, or to have a desire to work. He appears to be more task-oriented than people-oriented at times. Brent can be considered to be a manager who will see the needs for motivating people and for getting the production out to be of almost equal value, but he will tend to be oriented more toward production than relationships.



Leader Behavior

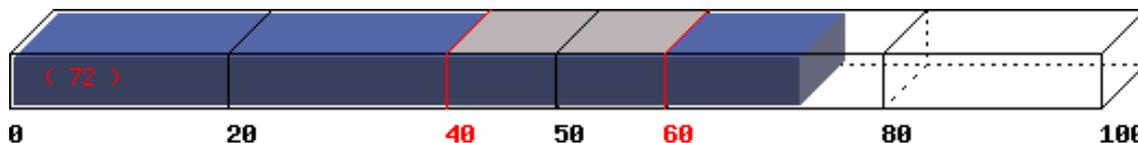
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Representation [Speaks and acts as the representative of the group]

As a leader in a work group, the leader has the expectation of representing the group to many outsiders. Outsiders such as upper management, other group leaders and others who provide resources that the work group needs. Being able and willing to speak for the group and act in the best interest of the group is the responsibility of the leader.

Brent has expressed a strong opinion that he feels very comfortable speaking for and representing the work group to others such as upper management, other groups inside and outside the organization and

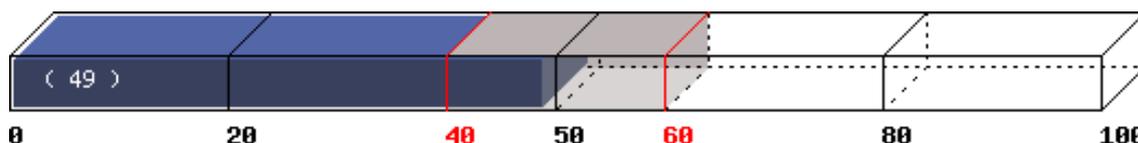
the group as a whole. This management trait is important in as much as the work group must have certain resources and recognition in order to accomplish group goals and feel like a cohesive group. Brent appears to feel strongly that he is the spokesperson for the work group he heads. This leadership trait enhances the likelihood that the group will be productive, feel loyal to each other, have group cohesion and work toward common goals.



Demand Reconciliation [Reconciles conflicting demands and reduces disorder to system]

Conflict is a major source of risk and stress for members of any work group. Deal with it effectively and both the risk and stress are minimized and hence productivity improved. Handle it inappropriately and a conflict may escalate to a dangerous level threatening the individual, others nearby, productivity and quality and exposing the organization itself to potential liability.

Brent seems to have a good grasp of the role of leader in terms of conflict resolution. Conflicts arise from demands being placed on individual members as well as the group, from within the group between members, as well as outside the group. Reconciling various demands placed upon the group is an important part of leader behavior and Brent appears to possess such skill in this area as to be effective.

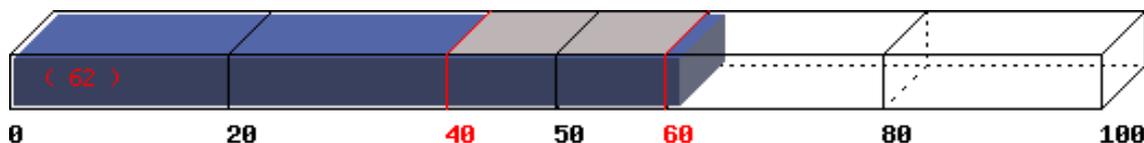


Tolerance of Uncertainty [Is able to tolerate uncertainty and postponement without anxiety or upset]

Change is an inevitable part of any business setting and leading people during times of change (uncertainty) is an important quality of management (leadership) behavior. An effective leader replaces uncertainty, fear and doubt with purpose, courage and trust. Purpose provides clear direction in the face of uncertainty. It is the energetic leader that pulls people together and points them in a similar direction.

Brent appears to have a great deal of tolerance for uncertainty and postponement without becoming anxious or upset. This is an important leader behavior in business environments that have a great deal of

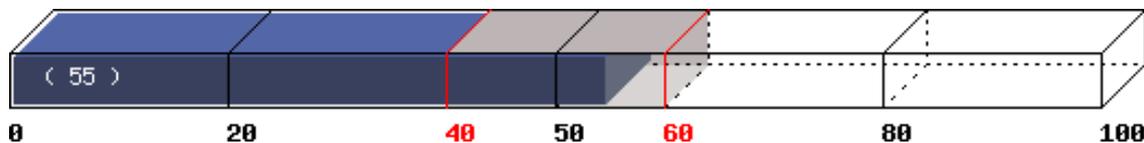
change in the business cycle. This consistent and predictable behavior can bring great stability to the group being led.



Persuasiveness [Use persuasion and argument effectively; exhibits strong convictions.]

Effective leadership is interpersonal persuasiveness (influence), exercised in a situation, and directed, through the communication process, toward the attainment of a specified goal or goals.

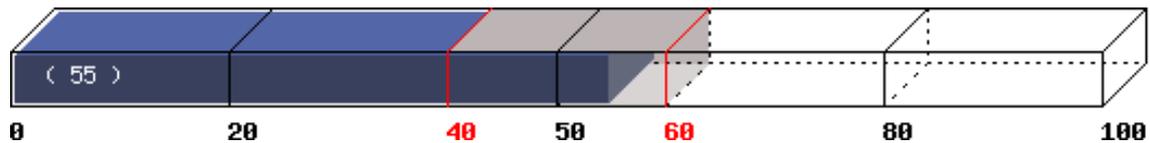
Brent has indicated that he feels that he uses persuasion and argument effectively. One reason for this is that Brent may exhibit strong convictions which support his position and argument. This in turn provides for an effective use of persuasion and influence over the group, its members and others who have resources needed by the group.



Initiation of structure [Clearly defines own role, and lets followers know what is expected.]

Leadership is a process of giving purpose (meaningful direction) to collective effort, and causing willing effort to be expended to achieve specific purposes and goals.

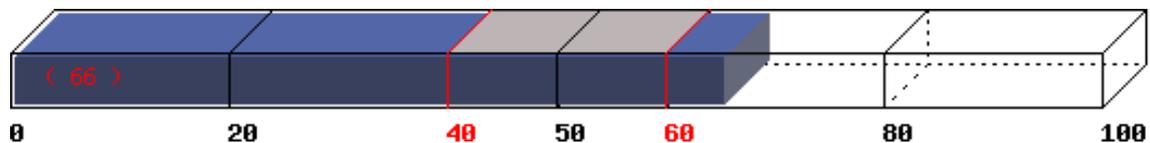
Brent has indicated that he/she has a clear understanding of his own role and the roles of the various members of the group. Brent appears to be able to initiate and maintain structure within the group to ensure clear work boundaries. By clearly defining various roles within the group, it lets followers know what is expected of group members and helps to define relationships. Brent appears to be able to fulfill this requirement with little problem.



Tolerance of Freedom [Allows followers scope for initiative, decision, and action.]

Leadership revolves around vision, ideas, direction, and has more to do with inspiring people as to direction and goals than with day-to-day implementation. A leader must be able to leverage more than his or her individual capabilities. He must be capable of inspiring other people to do things without actually sitting on top of them with a checklist.

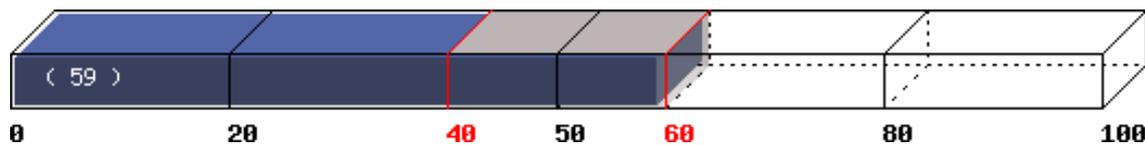
Brent has responded to a group of questions that suggests that he usually allows followers the scope for initiative, decision-making and actions without his direct involvement. This would suggest that Brent has tolerance for freedom of individual members within the group for which he is responsible. This leader behavior will tend to provide for inspiration and motivation of the group to function as a unit. It would also free Brent to follow-up on other issues of leadership important to productivity, quality and group efficiency.



Role Assumption [Actively exercises the leadership role rather than surrendering leadership to others]

As shared earlier, leadership is the art of mobilizing others to want to struggle for shared aspirations. Leadership is that process in which one person sets the purpose or direction for one or more other persons. Then this lead person gets them to move along together with him or her and with each other in that direction with competence and full commitment. This requires that the leader must not surrender the position of leadership to others.

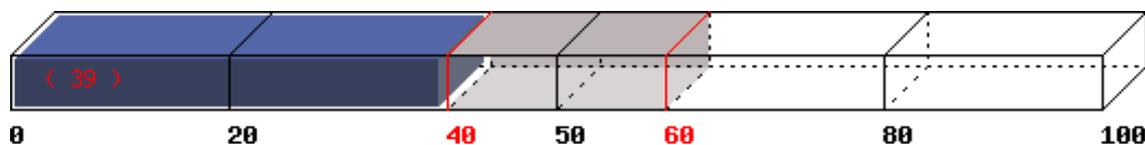
Brent appears to be reporting that he actively exercises the leadership role rather than surrendering leadership to others. The active exercise of the leadership role helps to build group cohesion, clear boundaries, and leaves not doubt among the followers.



Consideration [Regards the comfort, well-being, status, and contributions of followers.]

In times of crisis, people become sensitive to the adequacy of their leadership. If they have confidence in the leader, they are willing to assign more than usual responsibility to the leader. However, if they lack that confidence, they are less tolerant of the leader than usual. This level of perceived adequacy is developed through the consideration the leader projects toward the followers.

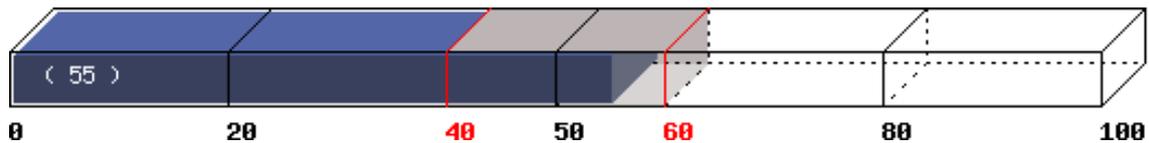
Brent seems to understand the need for having a regard for the comfort, well-being, status, and contribution of followers. However, there maybe times when Brent does not hold this position with as much consistency as needed. A high level of regard for the well-being and status of followers engenders a higher level of tolerance toward Brent as leader. These factors will generally result in a higher degree of group motivation, a sense of loyalty and an increased dedication toward goals.



Production Emphasis [Applies pressure for productive output.]

As stated earlier in this report, an emphasis on productivity with sensitivity toward people is an important aspect to effective management. It also plays a role in effective leadership. An effective leader needs to be able to balance these two organizational requirements.

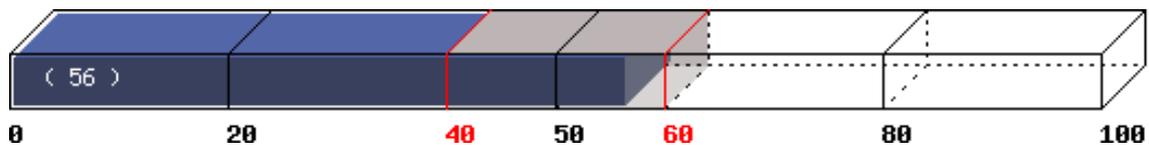
Brent appears to have found this balance effectively. He appears to be able to apply appropriate pressure for productive output without sacrificing relationships.



Predictive Accuracy [Exhibits foresight and ability to predict outcomes accurately]

If leadership is to be pro-active, it requires vision. This vision is a shared image of a desirable outcome that is predicted, shaped and defined by the leader and the followers. However, vision itself is not enough. In order to get others -- followers -- to move in the direction of the desired outcome (the vision), the leader must also be able to communicate that outcome, predict it accurately and the followers must be motivated to follow.

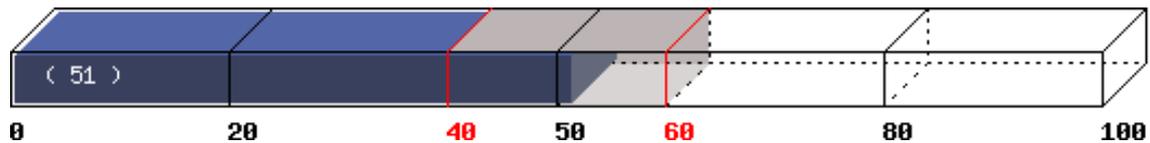
Brent has reported that he feels that he exhibits foresight and the ability to predict outcomes accurately. This trait is important in order to build confidence with the followers.



Integration [Maintains a closely-knit organization; resolves inter-member conflicts.]

For a group to be effective there has to be a common, shared group purpose and a common, equally-shared group endeavor. This is group integration and part of the responsibility of the leader. An effective group leader maintains a closely-knit organization; resolves inter-member conflicts and maintains effective communication.

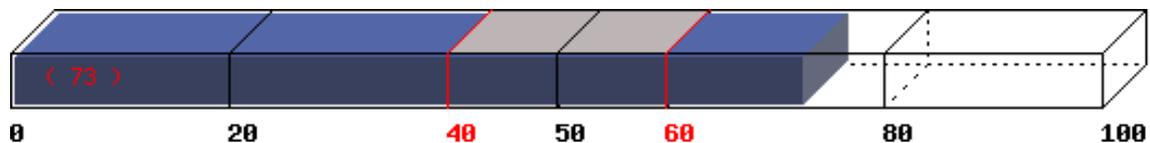
Brent appears to be able to bring about group integration, cohesion, and to resolve inter-member conflicts effectively.



Superior Orientation [Maintains cordial relations with superiors; has influence with them; is striving for higher status.]

Another view of leadership is one of interpersonal influence, exercised in a situation, and directed, through the communication process, toward the attainment of a specified goal or goals. This means that a leader needs to be able to access the resources his or her group members need in order to be successful. To accomplish this, an effective leader must maintain cordial relations with his or her superiors; develop and possess influence with them and is constantly striving for higher status for the benefit of the group.

Brent has indicated that he possesses the skill of superior orientation. That is to say, Brent feels that he has the skills needed to maintain an effective and productive relationship with his superiors for the benefit of the group goals.



Summary of Leader Talent Behavior

What and who is a leader? The Webster's Dictionary defines leader as a person who by force of example, talents or qualities of leadership plays a directing role, wields commanding influence, or has a following in any sphere of activity or thought. It defines leadership as that ingredient of personality that causes men and women to follow.

The most gifted athletes rarely make good coaches. The best violinist will not necessarily make the best conductor. Nor will the best teacher or nurse necessarily make the best head of the department. So, it's critical to distinguish between the skill of performance and the skill of leading the performance, two entirely different skills.

Enthusiasm, dedication, a good listener and charisma are some of the more important characteristics of leadership. Leaders are seen as good and evil, and take on many personalities and roles, from managers or coaches to world leaders. It is believed that every leader possesses a charisma that provides change and success. Thus, leadership begins with vision, concern and mentorship.

Based on the results of this portion of the Management Profiler and assessing all the results from each section and evaluating all the results from each section assessed in this section, Brent appears to be on his way to becoming a leader. Brent appears to have the desire and will to become an effective leader and already possesses many of the skills needed to be successful at leadership. The following areas may need some additional training and have been identified based on the scores achieved by Brent:

Consideration [Regards the comfort, well-being, status, and contributions of followers.]

Additional Comments

My management style is to create a positive work environment where everyone participates and is treated fairly. I am always open to suggestions and new ideas and am willing to make changes when needed. I have the ability to motivate people and ensure that all work is being done properly and timely.
