



## Mentoring and Coaching

Personal feedback for

**John Doe, ABC Company**

27 August, 2013



# How others perceive me

PERSONAL FEEDBACK FOR

John Doe

## INTRODUCTION

### Background of Feedback Instruments

In 1980, Personal Awareness Systems, Inc. (Persona) developed an instrument, the "How Other People Perceive Me" Matrix, to measure how people communicate. Persona's Dr. Donald Shepherd used principles of semantic differential as described by Dr. Charles Osgood (The Measurement of Meaning, University of Illinois, 1953) to create the instrument that produces the feedback you are about to receive.

Development of the word pairs used to measure behavior included: feedback from six psychologists, analysis of 200 word pairs, factor analysis and normative studies. Since 1980, the instrument has been translated currently into 33 languages and used in training programs in over 50 countries worldwide, creating a database of over a million of people. Persona continues to validate accuracy of the "How Other People Perceive Me" Matrix through ongoing studies.

The Matrix feedback includes measurement from respondents of three aspects of your overall Social Style: communication style, empathy, and interpersonal flexibility. In addition you receive a Gameplan which is a practical application in the form of a step-by-step process for dealing with a real person you need to be effective.

1. **Communication Style** is a description of how respondents perceive your actions. They choose adjectives that best describe you on two behavioral scales: dominant/unassuming and expansive/contained. When taken together, the two scales break down into four major communication styles: Facilitating, Promoting, Controlling, and Analytical. Your specific style is included within one of these styles. You can also be combinations of styles. The style selected feedback (one of 64 possible), is like a movie of your life. Any group of respondents on average will see you nearly the same, if not exactly the same, Communication Style. Most respondents will see the same or similar patterns in your behavior. There is no good or bad in Communication Styles. It is OK to be who you are! It is what has worked for you. However, your style does have an impact on how effective and persuasive you are with other people.
2. **Role Applications.** Your feedback has also been tailored to your major work function or role on pages seven and eight of your feedback. You will see pages describing "best practices" of your Communication Style. You will also read about your strengths and challenges based on your style and job role as one of the following: Manager, Leader, Negotiation and Salesperson.
3. **Styles Summary page.** The last page of your feedback is a style and matrix summary page. You can use this page as a quick refresher and reference guide.

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4. **Empathy** is a description of the degree of empathy you project as seen by your respondents. They choose adjectives that best describe you on a scale from limited to broad projection of empathy. Empathy measures the degree to which you project understanding and acceptance of another person's feelings and thinking. Respondents have placed you in one of four positions on the empathy scale: limited projection, low moderate projection, high moderate projection and broad projection. Results of the empathy measurement are used in two ways: 1) to provide a description of your level of empathy and, 2) to describe the impact of this level on your Social Style. For example, a person who is very task oriented and projects a broad level of empathy will show interest in people and has the ability to let them know he or she is in touch with their feelings. On the other hand, a task oriented person with a limited projection of empathy is perceived as not interested in, or unable to understand, the feelings and concerns of others. Empathy projection is a possible growth area.
5. **Flexibility** is a description of the degree of interpersonal flexibility you project as seen by your respondents. They choose adjectives that best describe you on a scale from limited to broad flexibility. Flexibility measures the degree you are perceived to adjust your actions to meet the needs of others. Your respondents placed you at one of four levels: limited, low moderate, high moderate or broad. Flexibility is like a snapshot of your life. The picture captures how you are seen by these specific respondents at one point in time. Another group of people might see you at a different level of flexibility, depending on whether you are doing a good or poor job of meeting their interpersonal needs. Flexibility is another potential growth area. It helps us achieve our goals.

Taken together, feedback on these three aspects of your Social Style -- communication style, empathy and flexibility -- will help you:

- Understand "how people perceive me" and what this means in terms of improving communication.
- Understand the role of interpersonal flexibility and empathy in relating to others.
- Achieve the ability to build trust by creating win/win situations and long-term relationships.
- Create a problem-solving image geared to satisfying others' needs, and avoid being seen as manipulative.
- Quickly recognize and interpret difficult (for you) communication styles and deal with those people accordingly.

This feedback promotes valuable self-discovery. You learn about your impact on others, your weak and strong points in building trust, and what behaviors to avoid and to capitalize upon.

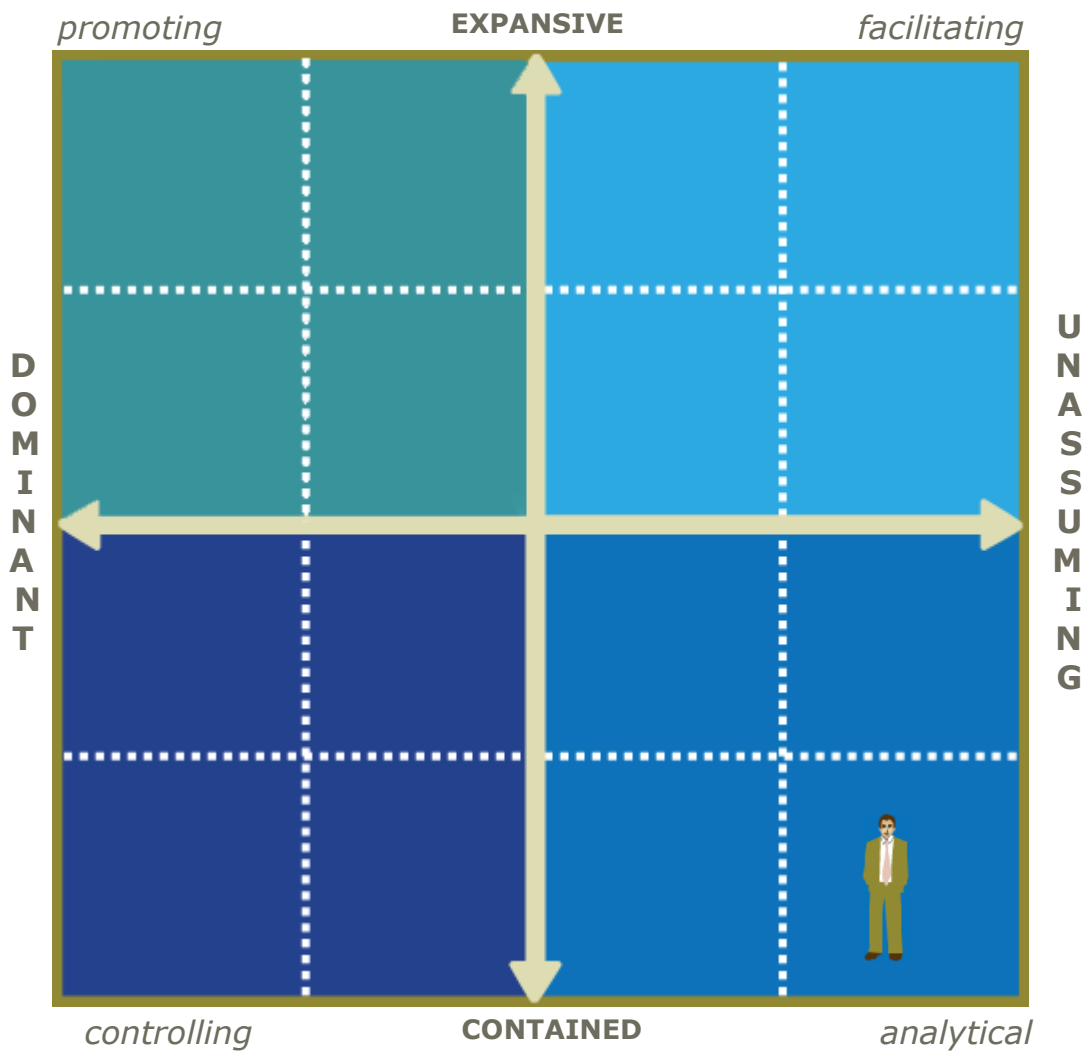
**Gameplan/Application** In addition to your Social Style feedback, you will receive a "Gameplan": a "computer developed customized communication strategy." The Gameplan guides you through a six-step communication strategy for building trust with the person you choose in your prework. The communication strategy is based on your Social Style and your assessment of the Communication Styles of the person you choose as someone you either have difficulty communicating with or wish to communicate better. It reinforces skills acquired during the workshop and provides a robust process for influencing, motivating or leading. Additional Gameplans on other people can be made available online. Please contact [persona@personaglobal.com](mailto:persona@personaglobal.com).

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### COMMUNICATION STYLE



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### **COMMUNICATION STYLE**

*These are the results of the computerized analysis of the way this person was perceived by the 3 people selected to answer the questionnaires. It's accuracy should be between 80 and 85%. This does not mean that this person is viewed by all people in the same manner nor that the individual's "self-perception" will conform completely with the write-up. Only in rare cases will they completely correspond.*

He is seen by others as possessing a strong ANALYTICAL SOCIAL STYLE which is oriented towards things and/or concepts rather than people. Seemingly cool and detached, he very often is perceived by others as being unemotional, aloof, and unfeeling. This, along with his LIMITED PROJECTION of EMPATHY, adds to his image as a man who is almost totally concerned with the details and the minutia of tasks. No detail, no matter how small, escapes his attention. He is seen by others as being thorough and very precise in dealing with technical matters. When dealing with people, most view him as being businesslike to a fault.

He often finds himself misreading people; not understanding why they behave as they do. Their behavior, to him, is often illogical. Often he feels that people are too variable and unpredictable. This gives him an uncomfortable feeling when with them. This feeling only adds to others' perception of him as being aloof. This tends to make him appear asocial, which reinforces his preference for working alone on projects which require a minimum of interaction with others.

His passion for, and attention to, detail makes him a valuable adjunct for checking out any fine print with precision and care. He can, however, be inundated with data from which he finds it difficult to extricate himself. This is doubly meaningful as it is with some difficulty that he differentiates the important from the unimportant.

"Look before you leap" is his byword. He prefers to act with deliberation, restraint and only after checking all possible options. Because of his cautious deliberation many people see him as being rather slow in making decisions. Others would call him indecisive. However, his opinions on task issues are generally valued as they often appear to be based on objective reasoning and not emotions. Few would see him as a manager capable of solving "people problems."

Because of his passion for details, he prefers working in structured situations where rules determine how everything should be handled. This rigid adherence to regulations cause him to be viewed as a bureaucrat by many people, but is of worthy assistance in dealing with administrative matters.

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He can become more effective in dealing with people by learning to "bend" a little when applying rules. This will serve to dampen his appearance of being cynical concerning human nature which often can work to his detriment when dealing with people.

On the other hand, he is usually viewed as being a "person of his word" who is most likely to do what he says he will do. This is particularly true when it comes to handling material things. Because of his persistence, sticking too doggedly to his own values, he is usually not thought of as a good team member. However, it is this very quality which makes the group "think twice" before making a decision.

In terms of "TRUST BUILDING" his strength is definitely his RELIABILITY. His strong sense of duty literally compels him to get things done on time. However, his limited projection of Empathy combined with his apparent weakness in Trust Building (Openness) are definitely areas that must be worked on if he is to be more effective in motivating and dealing with the "people side" of any task.

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### **MANAGERIAL PRACTICES**

Research shows that good managers consistently and effectively use the practices listed below. They work to improve their weaknesses and continually try to maintain balance among the six categories.

On the following pages are general descriptions of a manager's strengths and weaknesses, based on the four primary Social Styles, and related to the management practices. The descriptions are not intended to specifically describe you. You may have developed different strengths and learned skills to offset weaknesses.

#### **Defines and targets tasks and activities to accomplish a job.**

- Organizes department to accomplish specific goals.
- Assigns responsibilities and accountabilities.
- Provides training in job skills.

#### **Establishes and communicates standards.**

- Establishes specific standards with employees.
- Negotiates standard levels to be achieved.
- Provides tools and training to meet standards.

#### **Measures performance and gives performance feedback.**

- Establishes process for measuring performance.
- Observes and measures performance.
- Gives corrective feedback on performance.

#### **Sets and communicates goals.**

- Sets challenging and difficult performance goals.
- Negotiates level of goal attainment with employees.

#### **Gives positive reinforcement.**

- Finds opportunities to give positive reinforcement.
- Balances corrective feedback with positive reinforcement.
- Rewards employees for innovation.

#### **Coaches employees to correct performance deficiencies.**

- Builds warm relationships with employees.
- Encourages employees to find and correct errors.
- Criticizes the process rather than people.



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### **MANAGER**

#### *Analytical Style*

##### *Strength*

##### **Defines and targets tasks and activities to accomplish a job.**

- Clearly and thoroughly describes steps to achieve a goal.
- Provides detailed description of responsibilities.
- Creates systems to track progress toward goals.

##### **Establishes and communicates standards.**

- Analyzes job activities and sets specific standards.
- Sets standards based on desired quality.
- Presents standards in an organized and clear manner.

##### **Measures performance and gives performance feedback.**

- Creates systems for measuring performance.
- Gives feedback in scheduled meetings.
- Uses data to communicate feedback.

##### **Sets and communicates goals.**

- Primary performance concern is accuracy.
- Advocates goals based on accumulated data about strengths and weaknesses.
- Focuses on rewards for expertise.

##### **Gives positive reinforcement.**

- Uses notes, memos, electronic mail, as well as individual discussion, to give feedback.
- Rewards employees for being accurate and reliable.
- Uses special privileges to reward performance.

##### **Coaches employees to correct performance deficiencies.**

- Shows respect and concern in coaching employees.
- Expects employees to grow in knowledge and expertise.

##### *Challenges*

##### **Defines and targets tasks and activities to accomplish a job.**

- May not involve others in planning.
- May over-analyze and over-detail job responsibilities.
- May believe too strongly in their plan's accuracy.

##### **Establishes and communicates standards.**

- May set perfectionistic standards.
- May appear unfeeling and abrupt in communicating standards.
- May hold tenaciously to standards proven to be unrealistic.

##### **Measures performance and gives performance feedback.**

- May create elaborate measurement system.
- May give more advice and involve employees too little in actions to improve performance.
- May appear distant, cool and aloof.

##### **Sets and communicates goals.**

- May be perfectionistic in setting goals.
- May overwhelm employees with data.
- May not be attentive to employees' concerns.

##### **Gives positive reinforcement.**

- May appear too informal in giving positive reinforcement.
- May be perceived as critical more often than positive.
- May give too much attention to the task and too little to the person.

##### **Coaches employees to correct performance deficiencies.**

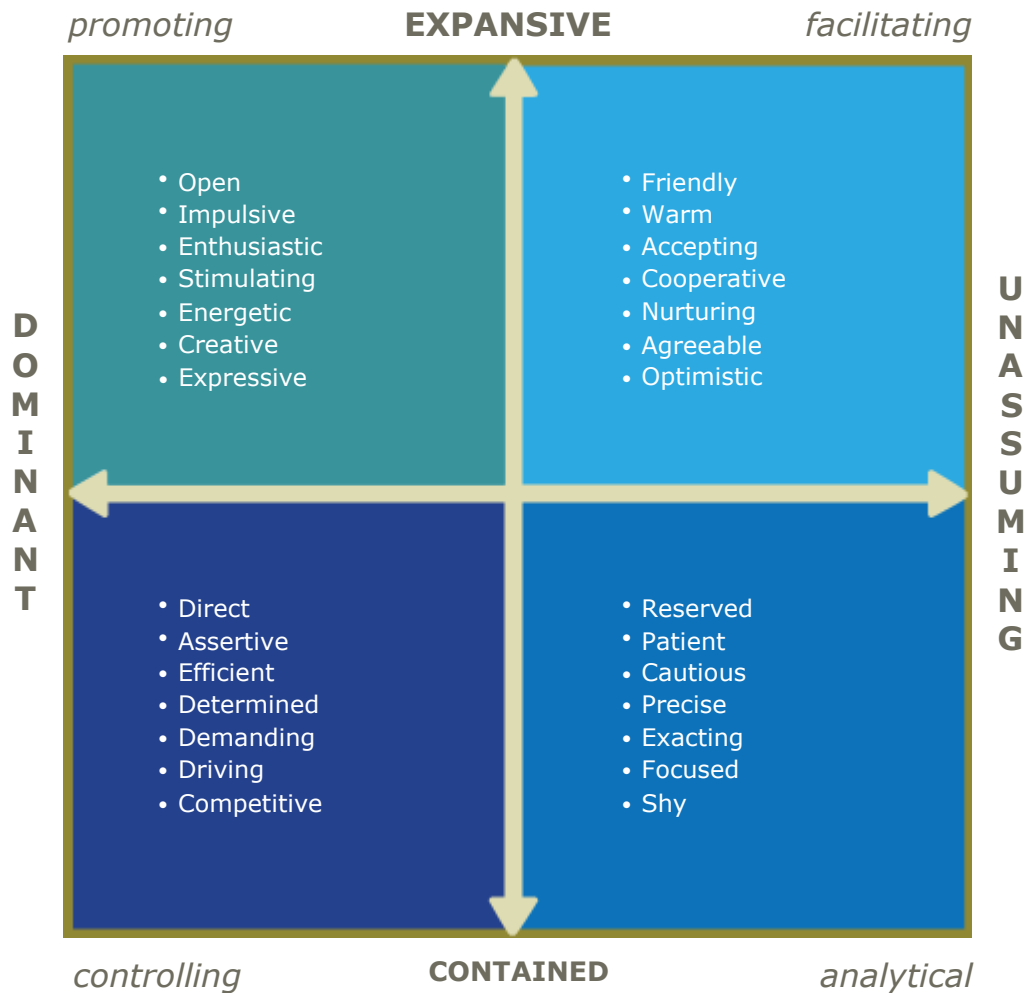
- May be seen as picky and stubborn.
- May appear hesitant and indecisive.

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## COMMUNICATION STYLE SUMMARY



	Promoting	Facilitating	Controlling	Analytical
Basic Needs:	to be recognized	to be accepted	to achieve	to be right
Influences Others:	by social skills	by friendship	by getting results	by logic
Makes Decisions:	intuitively	reluctantly	realistically	carefully
Reacts to Stress:	by attacking	by agreeing	by enforcing	by withdrawing
Builds Trust:	with openness	with support	with congruence	with reliability
Motivated by:	praise	acceptance	winning	responsibility
Needs to Improve:	self-discipline	decisiveness	humility	initiative
Uses Time:	over-committed & often late	has time for everyone	efficient & effective	slowly & sequentially

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### **Respondents**

1. Amy Chan
2. David Cook
3. Elizabeth Hall
4. Mary Smith
5. William Lee





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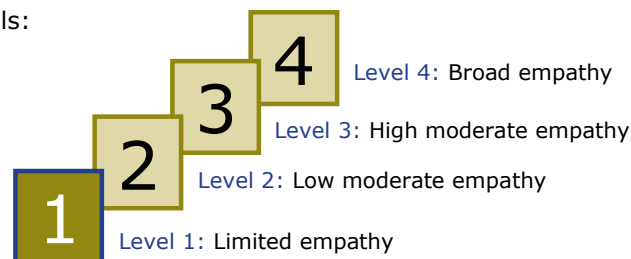
### EMPATHY

Empathy means having the ability to project to others that you are aware of, and attentive to, their feelings. It is the ability to put yourself into their place; to see and feel things from their perspective. Essentially it is respecting their individuality, recognizing their feelings and projecting that you understand, or want to understand them.

Persons who exhibit empathy generally are perceived as sincerely interested in getting to know others. They tend to listen well, responding not only to content, but to the feelings behind it. They try to learn more about another's thinking and the logic behind that thinking. Empathy does not require that you agree or become involved with their feelings. An empathic person is able to separate his or her feelings from those of another.

Those perceived as being empathic are usually more accepting of differences in people and tend to be perceived as being concerned and trustworthy. In contrast, persons who are unable to project empathy may be perceived as self-centered and unlikely to become emotionally involved with others.

PERSONA views the ability to project empathy on four levels:



Your feedback shows:

#### Empathy Level 1

At this level, respondents to your questionnaires tended to see you as focused primarily on your own thoughts and feelings; a LIMITED PROJECTION OF EMPATHY. You were perceived as a person who does not project interest in others either verbally or with body language. Depending on your Social Style, you may be perceived as being quiet and unapproachable, or argumentative and ready to debate an issue. In either case, you tend to avoid trying to understand others from their unique point of view. You may in fact like people, but when it comes to understanding them from their perspective, your tendency is to believe they should see and feel things differently, perhaps as you would see them. You can increase your effectiveness with others by focusing on them, sincerely listening to them, and accepting their feelings and thinking as reality for them.







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### **FLEXIBILITY**

#### **Interpersonal Flexibility is:**

- the ability to adjust your behavior in order to meet another person's needs;
- doing something that doesn't come naturally to be appropriate to the situation at hand. For example, to express or withhold feelings; to be quiet when you would like to talk. For a Promoting Style person, this may mean using a lot of energy to keep quiet. Or, to speak when you would usually say little (for an Analytical Style person).

Social Style is relatively constant as most people see the same general patterns of your behavior. This is not true with flexibility. The results depend upon the 3 people used as references. Flexibility is the ability to gain social endorsement from others. Each of your references evaluated how much they endorse you. Two key factors determine the amount of endorsement others give you: the impact of your behaviors on them and the degree to which they see you working to make your relationship mutually beneficial.

#### **Levels of Flexibility**

Persona views interpersonal flexibility on four levels: limited, low moderate, high moderate and broad. Limited flexibility indicates that a person can function well as long as he/she is with people who share his/her value system, beliefs, prejudices, principles, or work philosophies. Broad flexibility refers to the ability to function with interpersonal skill in a variety of settings. The more flexible one is, the easier it is for him/her to adapt their behavior to varying circumstances. The less flexible one is, the more energy one must expend to adjust one's behavior. Any Social Style can perform at any flexibility level.

Broad flexibility is not an unqualified "good." It works better to act flexibly when it is necessary to function effectively with, and to gain the cooperation of, a wide variety of people. On the other hand, there are problems with high flexibility. For example, the highly flexible person might be too willing to be influenced, too ready to please, and not able to meet his/her own needs when appropriate.

#### **Importance of Interpersonal Flexibility**

There is no "best" Social Style. Your style is simply a description of how others experience your behavior; both your strengths and weaknesses. On the other hand, flexibility is evaluative in the sense that others judge the extent to which you meet their needs (based on their perceptions).

Flexibility can be increased through awareness, training, and practice. Broad flexibility will make you more successful in dealing with people in all aspects of your life: work, family, social. You need not compromise your principles to broaden flexibility. You need only to be more skillful in the way you express and act on those principles.

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### **FLEXIBILITY**

#### **How Flexibility is Measured**

Flexibility measures the extent you are seen as:

1. **Open to change.** This behavior is described in terms of "open to changing course" or "changing your mind" or "open to differences." Interpersonal change, rather than task change, is what is indicated here.
2. **Meeting mutual needs.** When acting flexibly, a person looks for win/win solutions, not win/lose. Flexibility means helping the other person succeed as well. It is important to lower your expectation that the other person will meet your needs. Flexibility means you are moving into their world without expecting them to move into yours. It is more likely that they will respond in kind when you meet their needs; however, changing their response cannot be the motivation for your behavior.
3. **Being adaptable.** Adaptability means fitting into the surroundings and changing your behavior when necessary to be appropriate to different settings. Flexibility usually indicates fairly well-developed social skills.
4. **Focusing on others.** Focusing on the other person is essential to being perceived as flexible. Flexible people behave in a manner that reduces interpersonal tension.
5. **Having a variety of interests.** A flexible person is interested in many things, interested in new things, and willing to risk new ways of thinking, feeling, and behaving.
6. **Not locked into their Social Style.** For example, a person with a Controlling Communication Style who is flexible will soften their approach with a person who has a Facilitating Style. They will put the brakes on their natural desire to move quickly to the task, and be more personal and personable in their conversation. A person with an Analytical Style will pick up their pace with a person who has a Promoting Style. They will restrain their natural inclination to give lots of detail, and will simplify and show enthusiasm.
7. **Willing to compromise.** A flexible person tends to compromise, rather than always "stand on their principles," and makes tentative rather than absolute statements.
8. **Able to deal with ambiguity.** A flexible person can function well in, or at least is not unduly disturbed by, an atmosphere of ambiguity, whereas a less flexible person prefers to have things "nailed down."

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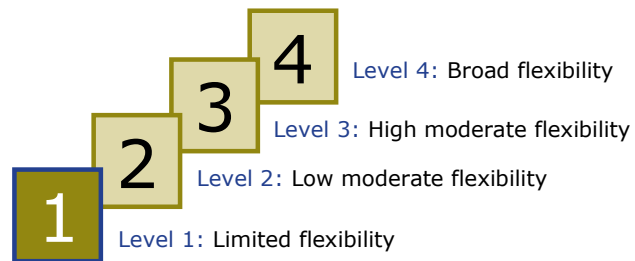
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## **FLEXIBILITY**

Flexibility is herein defined as the ability to adapt one's behavior to better fit the circumstances or situations in relation to the needs of others. This may require exerting a great deal of energy if someone is of another communication style.

The more flexible one is, the easier it is for him/her to adapt their behavior to the circumstances. The less flexible one is, the more energy one must expend to adjust one's behavior.

PERSONA views interpersonal flexibility on four levels:



Your feedback shows:

### **Flexibility Level 1**

At this level, the people answering your questionnaires tended to see you as being somewhat limited in meeting their style needs. You were most likely viewed as being rather unresponsive, fixed in your opinions, unbending, and interpersonally non-negotiable. If you wish to improve your flexibility, you should concentrate on what others are saying rather than on what you are going to say.