



AVA MFE Report for Graham Cohen

Date: 11/29/2012



M F E

MANAGING FOR EXCELLENCE

for: Graham Cohen

Date: 11/29/2012



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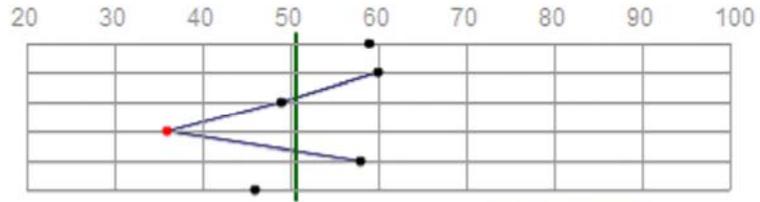
Date: 11/29/2012

Job Title: None Assigned
AVA RAW C DQ

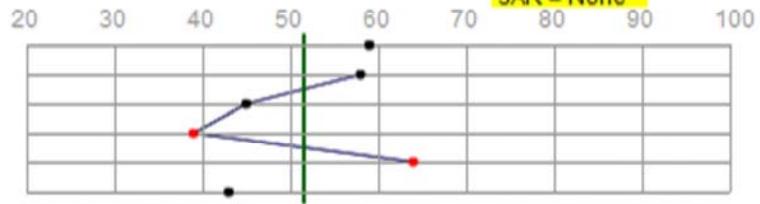
Assessment Date: 11/29/2012

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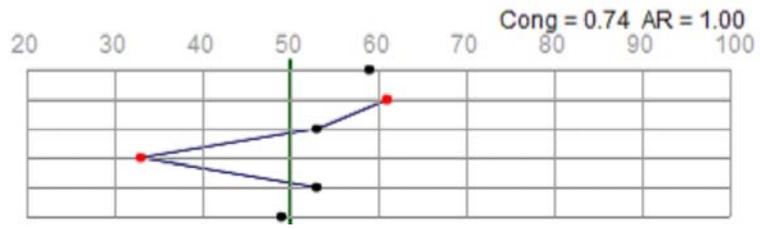
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Self Description: on the next page



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I prefer autonomous work, but am able to work as a functional member of a team. I have more interest in the project if I am sole owner.

I look around me for the resources to do the job. I'm fast and thorough. I keep quality in mind, but also push hard to finish the project. Once i'm done with a project i like to move on and have a hard time revisiting completed items (repairs, maintenance, updates etc)

I'm very empathetic with those around me, but expect results, especially when promised to me. If there is emotion in the room, i'm the first to feel it. If someone is feeling left out, i'm normally the includer that brings them back into the mix.

I enjoy strategy meetings and building complex plans for approaching a topic. After a decision is made and we have a plan that makes sense, I don't like to dwell on it and continue to ask/answer questions.

I'm not lazy... and tend to group other, inactive associates as such. I like working with my hands and mind together to achieve new ideas with a creative touch. I can't stay in one work medium for too, too long without a change. Hobbies come and go as well as projects at work. I like my job because of the varied assignments and the new areas I must access to research what we're building. When researching I use a very analytical approach. I need data to make decisions. The questions and concerns tend to make the projects bigger and bigger. I normally collect all the data I can - usually too much - before I am able to make a good decision and eliminate non-issues. Only then am I able to whittle down the scope of the project and start to focus. I give new people in my life full trust when I meet them. As soon as things start to change, the trust level begins to dwindle. After trust is lost, i'm rarely able to allow them full access again and usually cut ties with that person. I am dedicated to my family and the friendships I have built up over the years. They are the stalwarts in my life i work aggressively to support, cultivate and protect. They are also who I go to when I need help.



BEHAVIORAL DESCRIPTORS

Your response to the AVA identified the following words that most likely describe you. Review these words. Think about situations where these behaviors are effective and other situations where they are less effective. Which behaviors are likely to help you or hinder you in the attainment of your goals?

- Intense
- Commanding
- Apprehensive
- Excitable
- Outspoken
- Meticulous
- Spontaneous
- Enthusiastic
- Sensitive
- Worrisome
- Fastidious
- Impatient
- Inconsistent
- Initiating
- Time-management oriented
- Monitoring



EXPECTED BEHAVIORS

Your response to the AVA identified a number of expected behaviors. Review these descriptions. Think about situations where these behaviors are effective and other situations where they are less effective. Which behaviors are likely to help you or hinder you in the attainment of your goals?

- Shows creativity born of a compelling need for change and improvement of the status quo
- Adapts easily to changing situations or new tasks
- Exhibits impatient, restless behavior and reacts quickly to stimuli, while often showing short bursts of high activity
- Shows dissatisfaction with routine situations; dislikes situations that are too confining
- Shows little consistency in day-to-day behavior
- May be extremely sensitive to personal censure and criticism
- Moves quickly from task to task and can keep a number of projects going at any one time
- Will often react spontaneously to events
- Often develops many ideas and solutions in response to issues and problems



BEHAVIORAL OVERVIEW (Page 1)

This section provides a narrative description of your natural behavioral style. Review the description. Think about situations where these behaviors are effective and other situations where they are less effective. Which behaviors are likely to help you or hinder you in the attainment of your goals?

Graham is an impatient individual; he wants to get things started quickly, to move quickly through his work, and to attain results quickly. He has a strong sense of urgency. Graham likes to be deeply involved in his work, will "juggle" many tasks and projects at any one time, and will usually try to fit a lot of activities into the time he has available. Graham will probably show intense, periodic bursts of great effort and activity. He likes to be "on the go".

Graham becomes bored fairly easily, especially in situations he sees as confining, limiting, and routinized. He is often dissatisfied with the status quo; he likes to improve upon current methods, systems, processes, and results. Graham will show this "change agent" behavior in a very wide range of situations. Graham has good potential to think in innovative and creative ways.

Graham prefers to have a lot of variety in the situations he finds himself in, the tasks he performs, and the problems he deals with. He adapts easily and quickly to changing tasks, problems, situations, and people.

Graham will show a high degree of nervous energy and drive in his behavioral style. He is a restless, intense, urgent, fast-moving, and hard-driving individual. Graham will show a good deal of initiative in areas of importance to the organization. He is an emotional, enthusiastic, and spontaneous individual.

Graham likes to face and deal with difficult work challenges. He is a competitive individual who wants to "win" in any competitive situation. He wants to be successful in his work.



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BEHAVIORAL OVERVIEW (Page 2)

Graham is outgoing, energetic, enthusiastic, spontaneous, and charismatic. Most people will respond positively to him. His charisma, confidence, enthusiasm, and drive lead him to be effective in convincing and persuading others to his point of view. Graham will be able to react quickly and positively to others' comments, questions, and objections.

When Graham is feeling upset or frustrated, he can show a less friendly and outgoing side to his interpersonal style.

Graham is able to work well on his own on planning, thinking, and problem-solving activities. Graham is able to analyze issues and problems, think reflectively, and reach sound conclusions after a careful analysis of data and information. He will be effective at handling details at times, while at other times his fast-paced nature can lead him to "gloss over" details.

As a decision-maker, Graham can be fast-moving and spontaneous, especially when on familiar ground. In less familiar situations, he may hesitate or delay making a decision. This will be stressful for him.

Graham may feel stressed by a lack of action or indecision, too much routine work, work delays, and too many long-term projects to deal with. Graham may respond by becoming very impatient and short-tempered, by making impulsive decisions, and by giving up out of frustration.



LEADERSHIP STYLE

When leading or directing the activities of others, you will use a distinctive leadership style. Review the description of your leadership style. Think about situations where these leadership behaviors are effective and other situations where they are less effective. Which leadership behaviors are likely to help you or hinder you in the attainment of your goals?

- Emphasizes the need to get immediate results, sometimes without regard to the long-term consequences
- Gets things done quickly, keeping the pressure on others and possibly creating a tense work environment
- Leads in a fast-paced, responsive, emotional, and sometimes inconsistent style
- At times is critical of subordinates and at other times is very friendly and supportive
- Possibly causes frustration among subordinates because of constant changes in direction, concepts, and ideas
- Impatient with those who don't get their work done in a timely manner
- Follows up with subordinates to ensure that the work gets done
- Acts as a "change agent" kind of leader
- Typically communicates in a clear and direct way



IDEAL ENVIRONMENT

This section describes the ideal environment to motivate you; and which is likely to lead to increased effectiveness and job satisfaction on your part. Review these ideal conditions. Highlight those of greatest importance to you and add any other conditions that you find motivating. Review your current environment and identify which conditions are present and which are missing. Which conditions are likely to help you or hinder you in the attainment of your goals?

- Offers the opportunity to complete a variety of tasks within clear-cut deadlines
- Recognizes the preference for work assignments where monitoring and follow-up are critical job demands
- Places emphasis on flexibility and the need to change things
- Provides timely and appropriate feedback, acknowledging that this individual has a tendency toward self-criticism
- Recognizes the need to show initiative and proactive behavior
- Offers the freedom to speak freely and openly
- Allows for a high degree of control over the work environment
- Provides a lot to do in a fast-paced work atmosphere
- Provides clear expectations as to what constitutes good performance



HIGHLIGHTS OF PERSUASIVE STYLE

This section describes how you are likely to influence and persuade others to accept your point-of-view. Review this description. Think about situations where these persuasive behaviors are effective and other situations where they are less effective. Which persuasive behaviors are likely to help you or hinder you in the attainment of your goals?

- Uses an intense, dynamic, energetic and fast-moving approach
- Is enthusiastic, spontaneous and impatient
- Uses his energy, self-confidence and charismatic approach to "sell" people on his ideas and plans
- Works more in terms of the "big picture" than the details
- Wants to move quickly through his presentation
- Is articulate and verbally facile
- Will respond quickly, positively and articulately to audience questions, comments and objections
- Adapts easily and effortlessly to different audiences, people and social situations
- May focus mostly on "selling himself" and minimize the use of data and facts
- May rely too much on "gut feelings" and "quick thinking" to guide a presentation rather than using an analytical and organized approach



GAINING COMMITMENT

This section describes how you are likely to gain commitment from others you are trying to persuade. Review these behaviors. Think about situations where these behaviors are effective and other situations where they are less effective. Which behaviors are likely to help you or hinder you in the attainment of your goals?

- Tries to gain commitment by using a positive, enthusiastic and spontaneous approach
- May be "too enthusiastic" with those who prefer a logical, fact-driven and business-like approach
- May avoid dealing with complicated questions by responding with general, positive assurances
- May promise more than can be delivered in his desire to convince others
- Welcomes objections and rarely admits to not having an answer



STRENGTHS THAT CAN BE OVERUSED

Ironically, strengths can become weaknesses when overused or used in inappropriate circumstances. Review these potential weaknesses. Highlight those that are likely to hinder the achievement of your goals. These represent the greatest opportunity for improvement.

- In focusing on results, may overlook the relationship needs of people
- In desire to make things happen, may move too fast for the more methodical individual
- In focusing on results, may announce conclusions without patiently explaining the reasons
- In his desire to move quickly, may not always listen closely to people
- In pursuit of work variety and change, may "spread himself too thin," ignore important details and neglect to follow-up
- In pursuit of fast results, may "push" people too hard and too fast
- In pursuit of fast results, may become upset and irritable if things don't move at a fast enough pace
- Creative and insightful approach may lead to under-utilization of analytical and research approaches to problem-solving



COACHING TIPS

Based on your natural behavioral style, there are a number of effective and productive ways to manage, supervise or coach you. Review these coaching tips. Highlight those tips that are more likely to help you achieve your goals. Review them with your supervisor or manager.

- Emphasize the need for consistency and method when managing others
- Allow for two-way dialogue, creative brainstorming, and time to verbalize feelings and thoughts
- Realize that status, social recognition, and positive interactions with people are important
- Showcase person's talent and make the person look good to the group or organization
- Help "tone down" enthusiastic style when dealing with reserved, task-oriented people
- Provide assistance to help person deal with conflict and give negative information in a direct and firm manner
- Help develop person's listening skills
- Recognize person's need to move very quickly to get the job done
- But, also, help him to "slow down" at times when he is moving too quickly for other people to keep up with
- Recognize the person's tendency to become bored quickly, especially with routine or repetitive tasks
- Whenever possible, allow him to use his "change agent" profile to improve things
- Recognize the need to have a great deal of variety in his work
- Recognize person is able to be very persuasive and influential in relating to people



AVA Orientation for Graham Cohen

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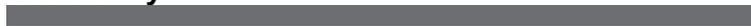
Vectors 76165

1 2 3 4 5 6 7 8 9

Assertiveness



Sociability



Calmness



Conformity



Conscious Restraint



Orientation							
Activity Level:	Responsive	Active	Energetic	Dynamic	Hyper		
Morale:	Discouraged Sat	Striving	Inspired	Unrealistic			
CR:	Unlikely	Possible	Probable	Dir	Probable	Possible	Unlikely
DR:	Significant	Strong	Pronounced	Very Pronounced	Extreme		



AVA Management Competencies of Graham Cohen

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This section gives a bar graph view on the ease at which Graham's natural behavior style can perform the listed tendencies. This does NOT mean that Graham cannot perform a tendency as experience and training can overcome the natural tendency. Tendencies listed at the top of the report, with longer bar graphs are easier (natural) for this behavior style, tendencies with shorter bars (deliberate) require more effort to perform.

