



14.12.2025

Behavioral Profile Report

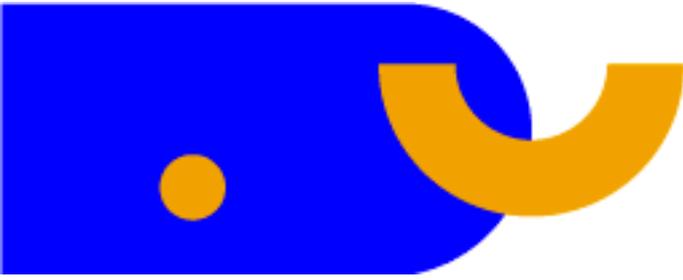
Maggie Larche

This Report is a product of PDA International. PDA International is the leading provider of applied behavioral assessments for the selection, management and development of talent.

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Introduction

PDA Assessment is a reliable, scientifically validated instrument that has been developed to understand and describe people's behavior.

On the basis that the form is completed by following and respecting the guidelines, this report will make it possible to find the description of how this person generally reacts to different situations, challenges, and commitments that can arise in a day to day life.

This evaluation provides a complete analysis of the behavioral profile and reasons for making decisions. On occasions, it must be taken into account that it is possible to adapt and modify behaviors, enhancing or inhibiting the natural tendencies.

In this report, information can be found about those behaviors that are most typical and characteristic of the behavioral style and main motivators.

From PDA International, please take time to read this report, making an effort on identifying those features of the behavioral style that has had a positive impact and has been positive, as well as the characteristics that, on different occasions, have complicated and negatively affected the path to success.



Consistency Indicator



Consistent

The information in the report is "coherent and consistent" and is therefore valid for interpretation and a sound basis for decision making.

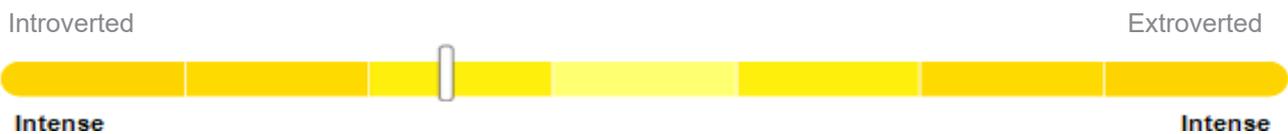
PDA Chart

R Risk Axis



Maggie is a direct, assertive, and competitive person who will take the initiative and push to achieve the objectives. Complex challenges are challenging for this person and will be willing to take risks. Maggie will not have major inconveniences when confronting others in pursuit of achieving the goals.

E Extroversion Axis



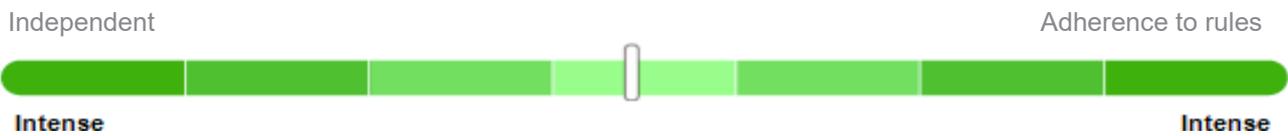
Maggie is a somewhat reserved person, discreet and of few words. There are no major difficulties relating and interacting with others. This person might prefer to work individually or in small groups.

P Patience Axis



Maggie is a dynamic and spontaneous person who enjoys change and a certain diversity in responsibilities. Can get bored if daily life does not include some variety.

N Conformity to Norms Axis



According to each situation, Maggie is a person who will choose to what extent will adjust to the pre-established rules and procedures. Sometimes will feel more secure consulting and adjusting to procedures and, in other situations, will prefer to act on intuition more autonomously and independently.

S Self-Control Axis



Maggie tends to be sentimental and emotional. Sometimes includes and demonstrates feelings and emotions when making decisions and managing teams.

It is important to understand that not all the characteristics described in this report will be brought out simultaneously and in the same intensity. The person is more likely to see only some of these features. The more extreme each axis is scored, the more evident the behavior will be and the more characteristic it will be in the professional profile of the person.

Behavioral Descriptors

Based on the responses, this report has identified those words that describe the behavioral trends which are most apparent in the behavioral profile. Below is a list of the words that could specifically be used to describe the person being analyzed. This natural style of behavior is described as:

- **Safe**
- **Decisive**
- **Inquisitive**
- **Competitive**
- **Energetic**
- **Reserved**
- **Eager**
- **Persistent**
- **Determined**
- **Steady**
- **Dynamic**
- **Entrepreneur**
- **Bold**
- **Suspicious**
- **Impatient**

Natural Profile Description

This section allows for a broad vision and understanding about the natural behavior of this person. From this description, it will be possible to have a deeper understanding of how this person responds to the needs required to solve problems, face new challenges, exert influence, adapt to changes, respond to rules and procedures imposed by others, as well as the ability to regulate impulses and emotions.

Maggie is a firm, direct and determined person who will be happy to display authority when necessary. Looks ahead and competes to achieve goals. Acts proactively and goes looking for things instead of waiting for them to happen, taking risks to achieve goals. Can be perceived as a curious person with a wide variety of interests. Behaves in a logical, intelligent, and direct way when it comes to solving problems. Maggie does not withdraw when facing difficult situations but likes to face them.

Behaves competitively and is motivated by challenges and the freedom to act. Enjoys and celebrates the successes. Is motivated by having the authority and power to act autonomously. Maggie enjoys the earned prestige and recognition.

Generally wants to make changes to improve the established by challenging the status quo. This person prefers an ever-changing, unusual, and adventurous environment. Likes to contribute new ideas and find answers. This change agent behavior will make Maggie conceive plans and undertake many projects simultaneously. Will make an effort to carry out plans and projects.

Maggie has a global vision and does not focus on small details. Feels a curiosity to know the origins and causes of situations and problems. Maggie is a reflective person who likes to analyze and evaluate problems in depth with probably a wide range of interests. Maggie exhibits an analytical and creative style in approaching problem-solving.

When interacting with people, Maggie will be forceful and express in a direct and demanding way. When dealing with conflict or confrontation, will behave assertively and directly. Works well autonomously, especially when managing projects, designing plans, or creating strategies.

Will feel more comfortable and prefers to work in a small group of people, rather than being exposed to large groups.

Can tolerate stress and discomfort. Seeks to generate new experiences, adventures, or business opportunities and is persistent in the face of barriers or obstacles. Being independent, Maggie likes to rely on skills, knowledge, and experiences. For that reason, this person will prefer to play a role that requires to function in unique and unprecedented situations in which there is a need to find original solutions through logical and objective analysis of the facts, providing space to achieve the results individually.

Needs pressure to obtain results, but at the same time freedom to act within the general guidelines of the organization.

Being a very competitive person, Maggie will actively seek control and authority in every situation. In general, it will be stressful for this person to give up control to someone else and can sometimes react in a confrontational and argumentative way.



Leadership style

Regardless of the position or role that is performed, all people manifest an individual style of Leadership. This describes the way in which they cope with the need or responsibility of having to lead others. The chapters on Communication and Influence, Decision Making and Team Management Style describe and allow a broad vision and understanding of this person's leadership style.

Maggie displays authority in a direct, firm and decisive way. Leading with a strong results orientation and a natural tendency to look forward. Achieves the objectives proactively and decisively. Shows a tendency to take risks to achieve goals and an orientation towards results in a determined and firm way, confronting if the situation requires it, being responsible, and taking on challenges. Displays authority directly and sets high standards when it comes to goals and timelines, expecting others to meet them. Efficiently use of the resources available and will look for a way to achieve profitable results that have a positive impact on the organization.



Team management style

- Maggie leads in a firm, confident and determined way, displaying authority in a direct way. Is demanding and sets high standards when it comes to goals and quality.
- At times Maggie's style may seem somewhat aggressive, as this person focuses more on goals than on human relationships within the team.
- Delegates responsibilities by trusting the people in the team and will expect a lot from them. Will be very picky about the results. If Maggie's confidence is let down or the expectations are not met, can take corrective action while losing sight of the effect it may have on others.
- Will be interested in developing people Maggie sees having potential by deploying excellent mentoring.
- Because of Maggie's impatient style, can sometimes neglect the team's needs when it comes to relationships.



Decision-Making

This indicator allows to know the style with which decisions are made when certain information is available. All decisions follow a standard process that can be described as a closed circuit that begins with awareness of a problem, followed by recognizing it and defining it. Subsequently, possible alternatives and their consequences are analyzed. Once the alternatives have been identified, each one is evaluated, considering the advantages and disadvantages of each one. This analysis takes place within a specific context and is based, on the one hand, on the equation of expected gains and losses (example, time-cost relationship) and, on the other, on previous experiences and what we have learnt from them. Finally, the solution is selected from the alternatives that were evaluated and chosen, in order to implement them.

- Will be more effective in making strategic rather than operational decisions.
- Will make decisions with a certain tendency to take risks and will take responsibility for the decisions made.
- Can make unpopular decisions if it is in pursuit of results.
- May give the impression of impulsiveness when making decisions decisively and quickly; however, before making a decision, will consider the implications, advantages, and disadvantages of the decision made.
- Faced with complex decisions, Maggie seeks to reduce the difficulty and propose creative solutions.





Influence and communication

- Maggie's communication style is characterized by being frank, sincere, and direct. Will communicate the relevant points and tend to the brevity and pragmatism as much as possible. Maggie is opinionated and communicates them clearly without seeking consensus. Will focus more on the big picture than the details.
- Finds it easy to handle objections or argue opinions or points of view. However, at times, this direct and upfront way of communicating can be perceived as somewhat aggressive.
- On some occasions, at first, Maggie may seem somewhat distant to interlocutors; however, this person knows how to function in different professional circles both internally and externally.
- At times, due to the somewhat dominant tendency, Maggie can make some interlocutors uncomfortable whose communication style is not so direct.



How to allow Maggie to reach the full potential

This section describes essential aspects to consider when helping develop this person's full potential. The points described below are based on this person's natural style of behavior. They are essential to be taken into account by everyone who hopes to lead Maggie and help achieve this person's maximum potential, maintaining motivation and providing effective coaching, as well as for those who work together with this person as part of a team.

- Maggie is results-oriented, which is why this person finds motivation in ambitious challenges that involve competing. Will be motivated by challenges where this person can assume responsibilities with decision-making power and freedom to act.
- It is important that the type of responsibilities assigned to Maggie within the area of expertise are varied, since routine and the lack of challenges can generate boredom and significantly lower performance.
- Maggie will need to know the role in each project and the expectations placed on this person to understand the place and the scope of responsibility and authority. May feel uncomfortable under permanent control. Will like to make decisions and assume responsibility for them.
- Maggie feels comfortable when communication is formal and with structured and clear information. Therefore, for effective communication, it is necessary that the communication channels and areas of influence are well defined and that interlocutors are concrete and express clearly.
- Maggie will have no problem working within a small team, although prefers to work from the periphery of the group, providing counsel and advice in the area of expertise. It is important to encourage this person to participate in discussions of a practical and meaningful nature, prioritizing mutual respect.
- Feels motivated to receive recognition for contributions, good performance, and knowledge. Within a team, this person will seek to demonstrate experience and knowledge and be a reference for peers.

It is important to always bear in mind that this person's potential lies in the ability to compete and solve problems in a practical way, as well as to provide a logical vision to the problems that arise in the organizational framework.

Strengths that can be Overused

This section describes some of the behavioral style tendencies that could eventually turn into weaknesses. They are clearly positive aspects of this person's style of behavior, but, at times, they could be counterproductive if not moderated or attended to.

- By focusing on results, Maggie can overlook the need to connect with people.
- By having a global and systemic view, this person can give incomplete answers to detailed questions. In the desire to make things happen, Maggie can move too fast for people who are more methodical and who need more time.
- By focusing on results, can announce conclusions without explaining the reasons. Maggie's assertive style can, on some occasions, lead to a confrontational or argumentative interaction.
- Can use an overly competitive style in situations where a cooperative relationship would work better.
- Can show disapproval when others don't achieve the expected results.



Current Situation

This section helps to have a clear perspective of the changes that are taking place in this person's style of behavior. It describes what aspects of this person's natural style are being modified in an effort to adapt to Maggie's perception of the requirements in the current situation.

Based on the commitment to results and objectives, this person can adopt a style so direct and competitive that, at times, less confrontational people may perceive Maggie as someone with arrogant or authoritarian behavior.



Decision-Making

This analysis indicates that in Maggie's natural style there is a tendency to make decisions taking a certain level of risk. Naturally, Maggie will not have major inconveniences in deciding despite not having all the information available, simply taking the facts within reach as a basis for making decisions. This person perceives that the current situation does not require major changes to the "Decision Making" style.



Energy Balance

This analysis suggests that Maggie perceives having more energy available than what the current situation requires. Maggie feels that there could be more value added to Maggie's management than the current situation allows. This could lead to a certain level of demotivation.



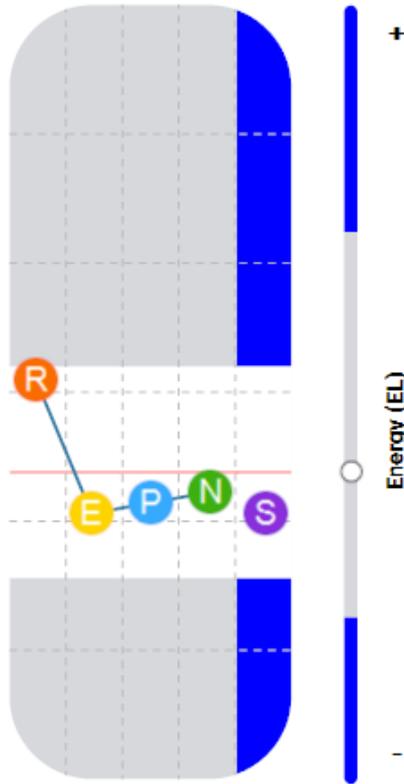
Behavioral Changes

This analysis suggests that Maggie is currently making some adjustments, showing that this person can adapt and is somewhat flexible. Maggie would not have a hard time adapting behavior-wise, although some resistance may be shown at times.

This report is related to behavioral characteristics only. Success in any specific role, position or situation will depend on multiple factors, such as skills, experience and personal circumstances, in addition to being given the ideal development schemes such as integration, motivation, coaching, etc.

Behavioral Profile Chart

NATURAL



Energy (EL)

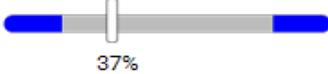
R E P N S

Profile	100	28	33	39	27
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AI	75%	42%	44%	46%	42%

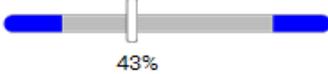
Decision-Making



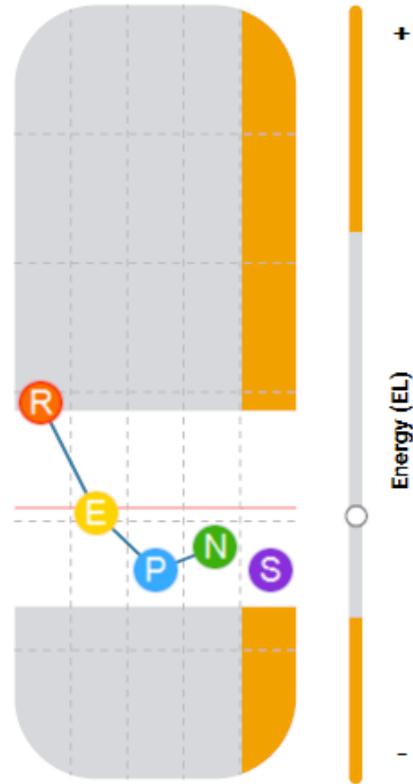
Profile Intensity



Energy



ROLE



Energy (EL)

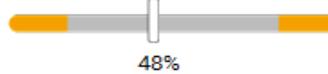
R E P N S

Profile	100	47	21	32	21
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AI	81%	49%	35%	42%	35%

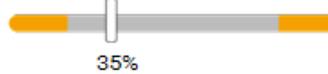
Decision-Making



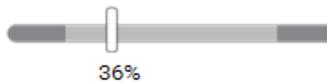
Profile Intensity



Energy



Energy Balance



Profile Modification



Form Time

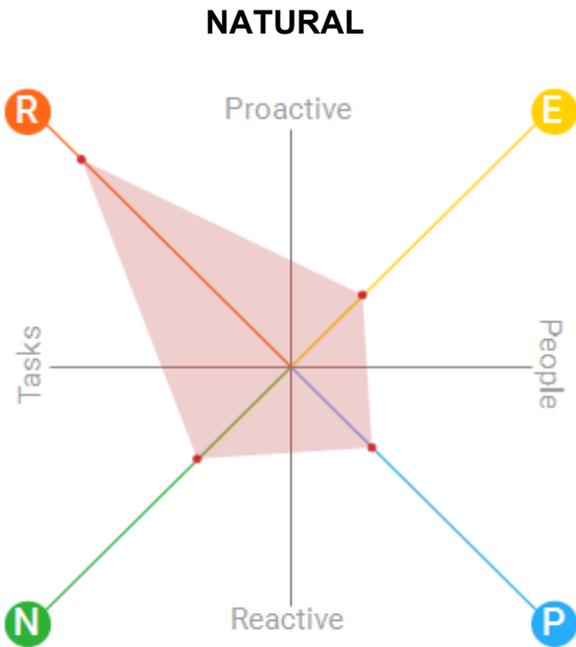


Self Description

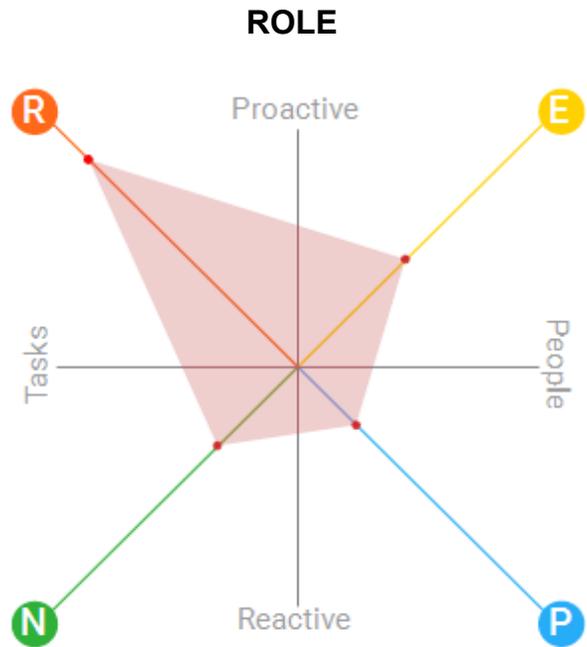
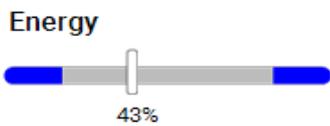
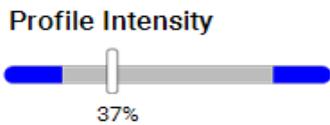
I am a determined, ethical, fair leader who likes to hear all sides and tries to weigh up each side of the argument, then put forward what I feel is a balanced proposal. I love working in teams and can see that each team-member has an important role. However, I am relatively intolerant of people who I feel do not step up to their roles, or who may be lazy or disinterested. I like trying to engage people, but am a bit anxious when it comes to confronting strong personalities who have different agendas to mine. I am quite deferential to people who portray themselves as more powerful than me. I am challenged by hostile personalities, without a clear strategy to deal with these people. I tend to avoid confrontations or arguments. Despite this, I feel that I am a good arbitrator amongst my colleagues when conflict arises between them.



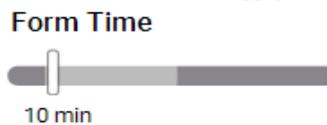
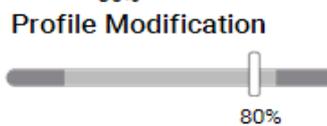
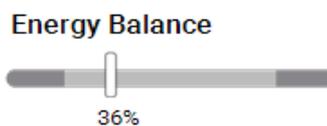
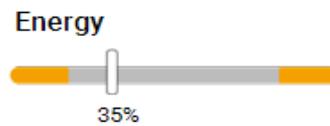
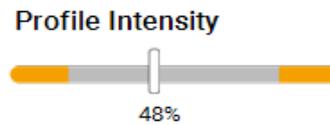
PDA Radar Chart



	R	E	P	N	S
Profile	100	28	33	39	27
AI	75%	42%	44%	46%	42%

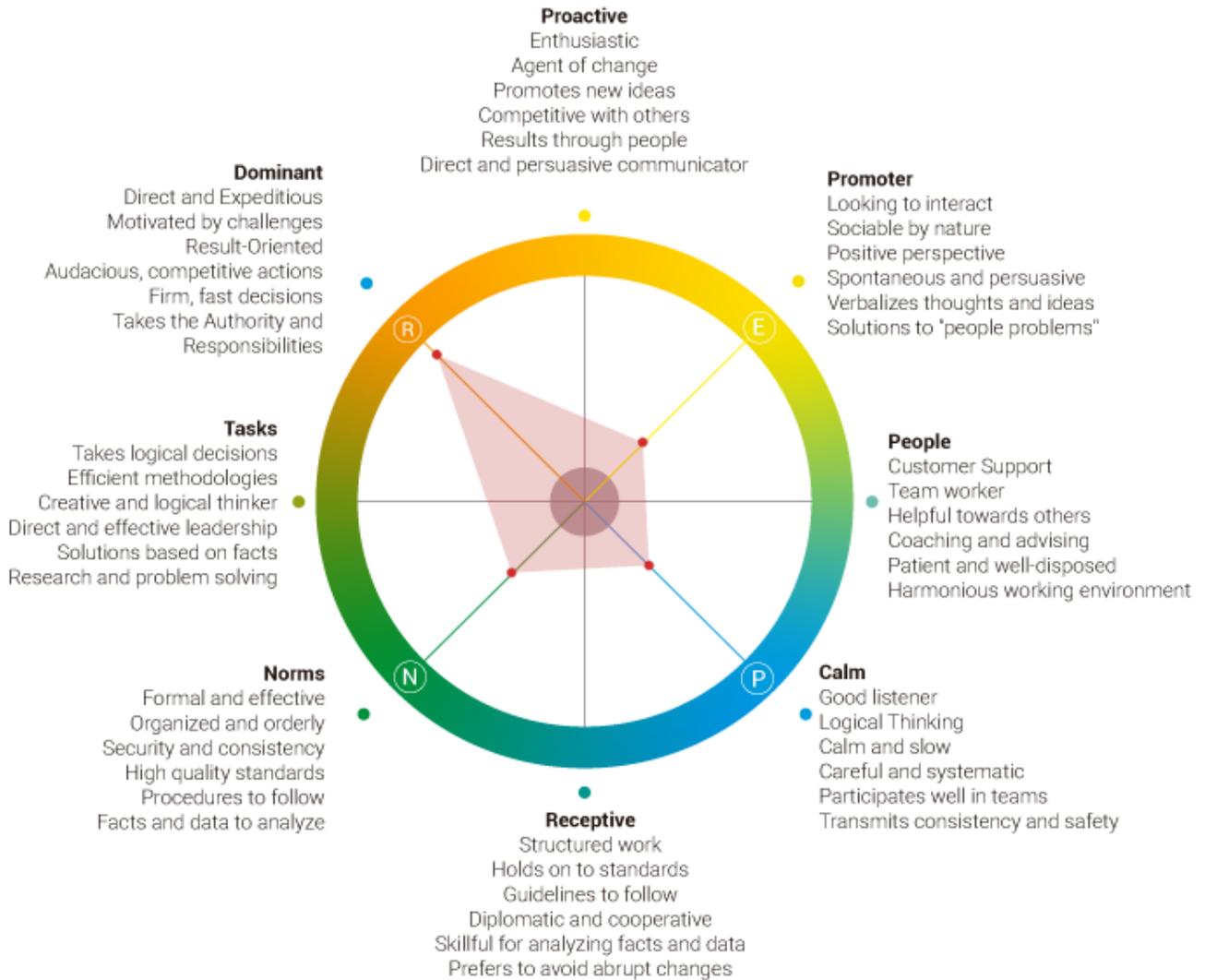


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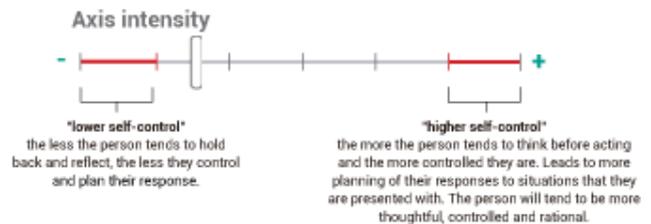


● Maggie Larche

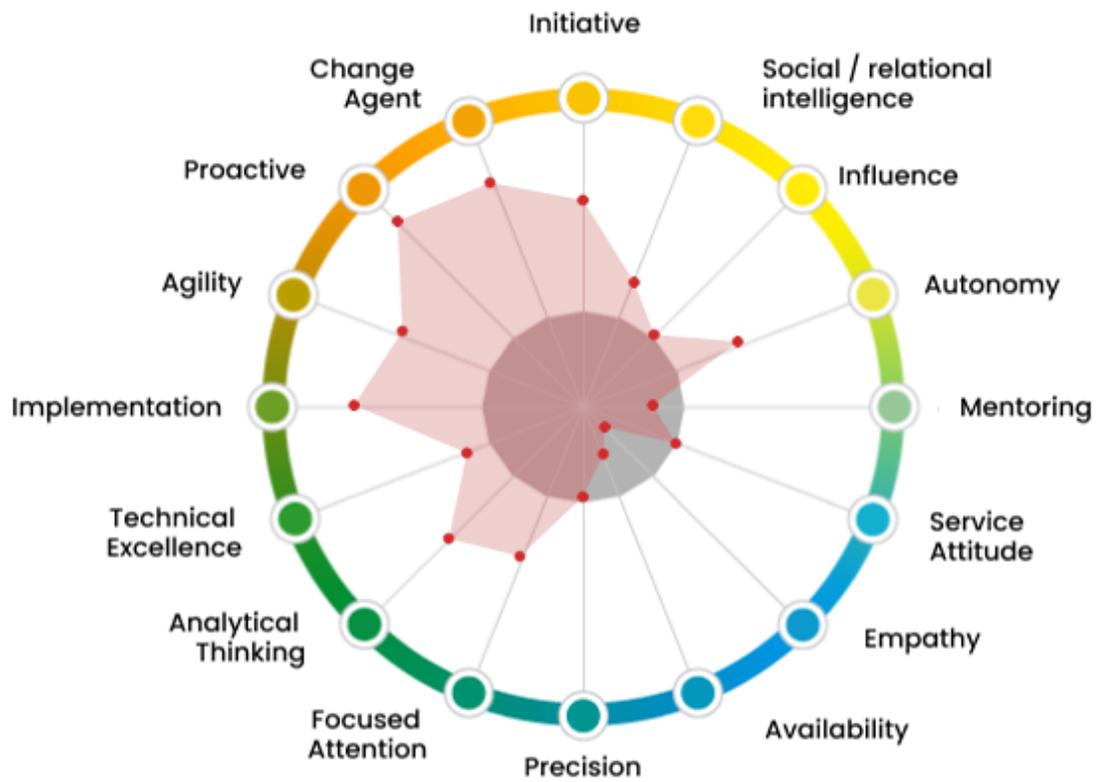
PDA Wheel Chart



	R	E	P	N	S
Profile	100	28	33	39	27
AI	75%	42%	44%	46%	42%



Behavioral Radar Chart



- Initiative**
Natural tendency to anticipate and propose novel actions.
- Social / relational intelligence**
Natural tendency to communicate and relate efficiently with others using the different codes and channels that each case requires.
- Influence**
Natural tendency to influence and impact people by creating commitment and building consensus.
- Autonomy**
Natural tendency to be results-oriented, confident, independent and self-reliant.
- Mentoring**
Natural tendency to put the focus on people, driving collaboration, motivating and challenging for continuous learning and development.
- Service Attitude**
Natural tendency to identify, understand and manage the needs of all stakeholders with a willingness to offer solutions.
- Empathy**
Natural tendency to be kind and gentle, as well as to perceive share or infer the feelings, thoughts and emotions of others.
- Availability**
Natural tendency to show openness and willingness to others with a high capacity to listen, achieving a deep degree of empathy.
- Precision**
Natural tendency to analytical, cautious and detailed approach to problems with a precise method.
- Focused Attention**
Natural tendency to follow procedures through analysis, precision and order.
- Analytical Thinking**
Natural tendency to evaluate information and facts, to process in a logical, systematic and orderly manner.
- Technical Excellence**
Natural tendency to detail projects, focused on the fulfillment of steps and the analysis of available information.
- Implementation**
Natural tendency to take a preliminary thought to concreteness and to execute or implement a plan, method, idea or model to solve a problem.
- Agility**
Natural tendency to respond with a sense of urgency and make things happen.
- Proactive**
Natural tendency to look forward, with a proactive and decisive style to achieve their goals.
- Change Agent**
Natural tendency to be an engine of change, proposing transformations, generating a context of debate where new ideas and alternatives are valued.

Behavioral Trends

IMPORTANT: Under optimal conditions, the vast majority of individuals may be capable of performing adequately in any of the following competencies. "Optimal conditions" is used to signify a work environment in which several of the following conditions are present: good leadership, motivation, recognition, support and training, among many others. We understand that workplace conditions are not always optimal...

Adherence to Rules and Guidelines

This competency measures an individual's ability in terms of adherence to policies and control, responding in accordance with appropriate rules and guidelines.



Attention and Listening

This competency measures the "listening and receptivity" skills in an individual. Patience, tolerance and time for others.



Competitive Orientation to Results

This competency measures an individual's skill in being results-oriented by means of a direct and competitive style, accepting some challenges and using confrontation, when necessary.



Customer Service, Attention and Support

This competency measures an individual's skill in terms of customer service and the ability to provide service in a polite, attentive and consistent style.



Dynamism and Sense of Urgency

This competency measures an individual's skill in responding to challenges that require diversity, change and variety when time is of the essence.



Implementation

This competency measures orientation toward tasks. An individual's ability to manage and coordinate tasks in adherence to the appropriate standards and procedures.



Persuasion and Extroversion

This competency measures an individual's skill in terms of interpersonal relationships and the capacity to relate by means of an extroverted, sociable and persuasive style.



Precision - Quality

This competency measures an individual's skill regarding tasks that require precision, quality and detail. Continued follow-up through completion.



Proactive and Independent

This competency measures "proactivity" toward tasks as well as people. It involves the skills of persuasion and motivating others, while pursuing challenges that require creativity and independence.



Strategic Orientation to Results

This competency measures an individual's skill in being results-oriented by means of a determined and consistent style, creating strategies, minimizing risks and avoiding confrontation.



It is extremely important and useful to identify an individual's Natural Behavioral Profiles in order to predict how much effort these competencies will require, that is, whether the individual will be able to display them naturally, spontaneously and effortlessly or whether they will require a greater effort because they are not natural to the individual. For example, a "naturally impatient and restless" individual will have to make a greater effort in the "Analytical Skills" competency, while the "Sense of Urgency" competency will be a natural skill and will therefore require the least effort.

