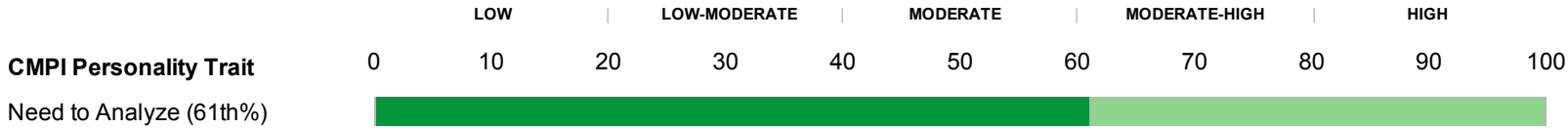


Need to Analyze

COACHING REPORT (NON-SALES POSITION)

PROFILE FOR ARYA SAMPLE
DATE APRIL 7, 2021
SECTION 6 OF 12



General Statement

While many employees rely on their experience and intuition to make decisions, employees who have higher scores on *Need to Analyze* rely more on concrete facts and figures. This leads to what some managers call "analysis paralysis" where the employee spends too much time analyzing or researching extraneous information that is not related to the problem at hand. They typically enjoy analyzing and organizing more than they enjoy spontaneity. This is especially the case where the employee's previous experience involved analytical job duties such as finance, accounting, or research that requires *Need to Analyze* and thorough preparation. *Note: scores 80% or higher on Need to Analyze intensify these comments.*

Strengths

Employees who have higher scores on *Need to Analyze* are typically more organized and efficient when performing job duties, especially where the details are most important (such as with finance or accounting). Unlike most employees, there are times when they actually enjoy preparing reports and keeping track of their activities and documenting the results. They are typically quite effective planners who make sure all their "ducks are in a row" before they proceed to seek a solution. While some employees may be spontaneous decision-makers, employees with higher scores on *Need to Analyze* prefer to have all the facts before making a decision.

Challenges

Employees who have a higher score on *Need to Analyze* can fail to prioritize the job duties that lead to the highest levels of success. They will believe that the facts and figures are more important than the purpose or the solution. They can spend too much time preparing and not enough time actually performing the more important job duties. When management asks for a progress report, they will usually spend more time on the explanation than the results of their efforts. They'll project their personal need for more information into the manager's intentions and often overwhelm the manager with too much detailed information when the manager is expecting only a brief, bottom-line response. This problem becomes more of a concern if their *Intensity/Drive* is below 40% (see Personality Traits in this report to see if this statement applies). In addition, this problem is compounded by a high level of intelligence (not measured by this questionnaire).

Coaching Tips

If the employee has previous experience in a career that required detailed analysis, extensive preparation, or research, management should understand this challenge from the beginning and communicate the potential problem to the employee. Management should initially attempt to monitor how much time is spent preparing, organizing, and analyzing information that may not be relevant. In addition, management should review the employee's list of priorities relating to each project on a regular basis to make sure they are focusing on the most effective job duties and solutions. When it comes to progress reports, employees should understand the importance of focusing on the results and backing into supporting information (that may not be as important to management). Simply ask them, "*What is the bottom line relating to this project's primary purpose?*"