



THOMAS SPORT PPA: Roman Fosti

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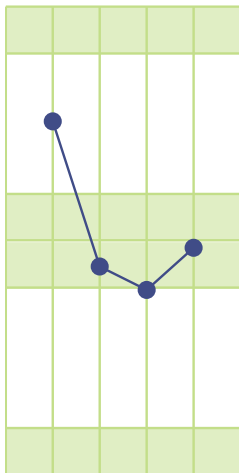
Your behavioural PPA report is provided by Thomas International Sport and Thomas International Ltd.

There is more to success than skill and ability - your behavioural style is just as important. The Thomas PPA provides a reliable insight into how you perform your role as a manager, coach or athlete. It enables you to understand your potential strengths and limitations in relation to your role and what motivates you. The report identifies your preferred working style and may help you to understand the behaviours that are likely to deliver success in your role.

When reading your report, please think of yourself in your sporting role as a manager, coach or athlete.

PERSONAL STYLE

D I S C



Roman Fosti is results oriented and continually seeks new horizons. Being extremely self-reliant, there is a preference to solve problems and find solutions without assistance. Roman Fosti is relatively free of the constraining influences of the group and is able to by-pass convention. There is a tendency for direct and forceful behaviour, even bluntness. Roman Fosti is capable of making shrewd decisions.

While under normal circumstances he is capable of co-operating and working with others, there is a tendency towards individualism. Roman Fosti, though certainly aggressive, is rarely belligerent. Challenge and opportunity for creativeness is important. There may be a tendency for him to be somewhat self-centred, which could result in a lack of understanding toward others.

Roman Fosti has very high self-expectations and may be self critical when he doesn't reach his goals. Roman Fosti may not be very sympathetic and could come across as uncaring. Roman Fosti can work with detail if a result depends upon it but may dislike it. Wherever possible, he will delegate these duties rather than follow through himself. Roman Fosti expects respect from others.

DESCRIPTIVE WORDS

Self-starter, individualistic, direct, logical, authoritative, restless, driving, independent, critical, energetic, alert, strong-willed and self-assured.

GENERAL CHARACTERISTICS

- A self-starter with drive to achieve.
- Forceful and direct in approach.
- Ambitious by nature.
- Questions the status-quo and ventures into the unknown.
- Enjoys challenging assignments.
- Seeks the opportunity for advancement.
- Prefers to act without consensus and consultation.

- A hard taskmaster.
- Active, mobile and alert.
- May be unsympathetic towards non-producers.
- May become bored with routine, repetitive or highly detailed work.
- May rule by fear.
- Could overstep prerogatives.
- Can become restless and impatient if things do not happen quickly enough.
- May be opinionated and do things his way.
- May take risks without evaluating the likely consequences of his action.

TO MAXIMISE ROMAN FOSTI'S POTENTIAL

- Be prepared to negotiate goals, timescales and commitment on a one-to-one basis.
- Allow him freedom to act without referral.
- Provide challenging assignments.
- Provide administrative support.
- Minimise day-to-day people-problem-solving.
- Give him direct answers.

RESPONSIBILITIES LIKELY TO BE APPROPRIATE TO ROMAN FOSTI

- Having the authority to make decisions.
- Directing for results.
- Challenging the status quo and venturing into the unknown.
- Accepting ever-changing responsibilities which are free from routine and repetitive work
- Being given the authority to take unprecedented action.
- Carrying out tasks and taking responsibility where there is a strong emphasis on achievement and profitability.
- Being given goals and objectives and allowed to get on with the job.

PERSONAL LEADERSHIP STYLE

Roman Fosti is likely to be an assertive and forceful leader best suited to roles in managing and directing change, systems and strategic activities. He is likely to have entrepreneurial tendencies and to accept responsibility and authority. However, he may find listening to others challenging at times, which may frustrate his colleagues.

His leadership potential will also depend on aspects of his emotional awareness and level of fluid intelligence.

Likely Leadership Strengths

- Goal oriented
- Possesses a sense of urgency
- Ability to take and implement tough decisions
- Sets, monitors and controls objectives
- Can handle difficult people and situations
- A self-starter

Potential Leadership Limitations

- May not always communicate effectively
- May lack self-awareness
- May be too forthright in his approach
- Could lack patience when dealing with others
- May handle conflict in an overly forceful manner

General Communication

Roman Fosti's communication style will generally be direct and to the point. This may be seen as positive to people who like to know where they stand with him; however, it may be slightly daunting to others who are more reserved and reflective. He may tend to 'tell' rather than 'discuss' and may not always actively listen to others. Roman Fosti is unlikely to elaborate in his communications and impart only what he considers important to be known.

Presentation Style

Roman Fosti is usually both effective and efficient in placing the benefits of his subject before his audience. He may take some time to "warm up" his audience, although once he is into the core of the subject he is likely to present in a logical, formal and confident style. He may have a tendency to under-prepare in terms of the theoretical/technical features which may lead to him brushing aside questions. He/she may not provide enough detail for some members of his audience, however if he is adaptable and socially aware, he may include sufficient detail.

Decision Making Style

Roman Fosti's decisions are likely to be based on his perceived way of achieving the most effective and/or profitable goal. He is likely to be decisive and confident in making decisions on his own and he will not generally be deterred by risk or consequences to himself. He may tend to act before he has all the available information and could also have a tendency to rely on his own experience and 'gut-feel'. This can be beneficial when decisions have to be made quickly, with little or no information. However, if information is available, he may neglect to consider it fully before committing to a course of action which may, at times, result in mistakes being made.

He may be reluctant to change his decision unless it is proved to be unprofitable, however his level of adaptability may have an effect on this.

Meeting Deadlines and Time Management

Roman Fosti is likely to enjoy working under time pressure and to be effective at ensuring his team meets deadlines, although the quality of work delivered will tend to be directly related to how important he perceives the result to be. His profile suggests that his high level of energy, low threshold for boredom, and interest in variety may result in him changing deadlines on a regular basis and, as a result, may frustrate others. Also, he may prefer to be involved in the beginning stages of a project when ideas are required, but this enthusiasm may fade and he may lose interest in ensuring the project is completed fully.

Goal Focus

It is likely that there is a strong drive for Roman Fosti to achieve tasks and objectives and he will tend to put team members under pressure to complete tasks effectively and on time. He is likely to proactively initiate action to meet the expected future needs. However, when attempting to motivate members of his team, he may not realise that other people need different incentives.

Administration

Roman Fosti may find challenges with administrative tasks, although he may input on the design and implementation of

Administration systems. However, he may be inclined to shortcut the system as he can easily become bored with routine, administrative detail and is likely to show frustration if called upon to do it. Natural administrators may as a result question his leadership ability.

Planning and Problem Solving

Roman Fosti's planning style is likely to be best suited to operational and strategic planning rather than tactics. Day-to-day planning may tend to frustrate him and he may become disinterested if required to be heavily involved with detailed and routine planning. However, he will take time to plan if an important result depends upon it.

Roman Fosti's approach to problem solving is likely to be logical and immediate. He may prefer to find solutions quickly in order to be practical and move on to the next task. Assessing his levels of adaptability, impulse control, and ability to reason with information provided could provide additional information on his problem solving style. He may not have the patience required for resolving 'people-problems' which may leave his team with on-going issues.

Ensuring Quality and Accuracy

Roman Fosti will tend to strive to produce work of a high standard when his performance is assessed on it. He may struggle to remain focused on detailed work but will tend to delegate and demand quality and accuracy from colleagues.

Handling Criticism and Aggression

When presented with constructive criticism or faced with rational and substantiated arguments Roman Fosti is likely to be capable of handling aggressive overtures in an understanding and diplomatic manner. However, when confronted with antagonistic situations he may become forceful and will not readily back down when challenged. This may affect the confidence of individuals in his team causing them to avoid challenging him.

TRAINING AND DEVELOPMENT NEEDS

If Roman Fosti is an existing leader within the organisation and the above-mentioned limitations are evident, then we recommend that you consider providing him with the training recommended below, but only if such training has not previously been undertaken.

Communication and Communication Style

Good communicators are not focused on winning but on gaining the understanding, co-operation and commitment of others so that all are successful. Good communicators express themselves clearly and make known their feelings, as well as their ideas and views so that they gain commitment and, above all, focus from shared values.

Roman Fosti may benefit from training which covers the following aspects:

- Success in Communication - Recognition that success comes from a "Win-Win" style of communication;
- Creating Time - Understanding that effective communication needs time;
- Conveying the Message - Effectively expressing views, thoughts and feelings;
- Checking - For clarity of meaning and understanding, setting values, gaining commitment.

Self Awareness

If Roman Fosti is an existing leader within the organisation and the above-mentioned development areas are evident, it may be beneficial providing him with the training recommended below.

People who are competently self-aware know their strengths and limitations and are prepared to modify their behaviour in

order to gain the willing acceptance of others.

Those who are competent in working with and through others are usually open-minded, prepared to listen to and consider others' views, and are generally empathetic. Such people encourage those who may not be fully competent. They enthuse about the ideas of others.

He may benefit from the following training:

- Knowing his strengths and limitations;
- Being aware of his impact on others;
- Considering the action he should take for development as a better leader;
- Self-Assessment - To recognise the effect one can have on others and how to modify for success;
- Communicating with others in order to improve performance;
- Motivating people - encouraging, enthusing and inspiring them;
- Being at ease working with others, individually and in groups or teams.

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