

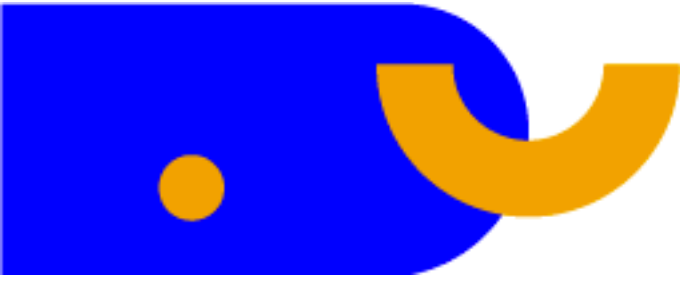


01.03.2022

Behavioral Profile Report

Honor Rahman

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.



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 this report is coherent and consistent. Therefore, it is valid for interpretation and offers a solid basis for making decisions.

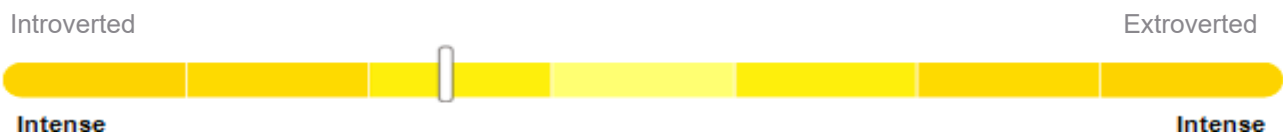
PDA Chart

R Risk Axis



Honor is a generally friendly and close person. There is a preference not to take too many risks. This person is mainly motivated by environments and situations free of tension and confrontations. Can be competitive in some specific situations.

E Extroversion Axis



Honor 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



Honor is a person who is generally alert. Can respond positively to changes as well as tolerate a certain routine. Although Honor likes variety and change, these should preferably be planned.

N Conformity to Norms Axis



Honor is a methodical, exact person who enjoys order and well-defined contexts. This person is motivated by compliance with rules and policies and likes well-defined structures. Honor is a detail-oriented person with tendencies towards perfection and precision. Being open to the ideas of others, courteous and cooperative are characteristic.

S Self-Control Axis



Honor is an emotional and sentimental person who will generally be guided by personal feelings and emotions when making decisions. When managing teams, this person shows, exposes and shares feelings as well.

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:

- Peaceful
- Exact
- Accurate
- Retailer
- Stick to the rules
- Logical
- Serious
- Inquiry
- Methodical
- Demanding
- Critical
- Realistic
- Diligent

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.

Honor is a precise, exact and meticulous person who seeks perfection when approaching work or delegated responsibilities. To do this, this person will seek to establish a certain order and develop policies and procedures that allow having a systemic vision of the environment. Before approaching any project or responsibility, Honor will need to know or develop a detailed action plan, establish all the phases of the project, the methodologies and procedures that will be followed, and the indicators with which the project's success will be measured. Can easily work with data or manage complex projects. With a careful style and a penchant for detail, Honor also enjoys taking on responsibilities and projects of a varied nature. There are possibilities to learn or develop new skills and abilities and achieve maximum efficiency. Analyzing problems and situations thoroughly and in detail is motivating. This person likes to reflect on things. Uses logical and analytical skills to answer complex and challenging problems.

Honor works most efficiently and comfortably in structured, clear, and unambiguous situations with a systematic, methodical, and disciplined style. Due to high self-demand and demand from others, Honor can sometimes be perceived as too detail oriented.

Having a skeptical and serious style by nature, Honor does not trust others easily and is likely to be a bit distant in initial encounters. Tends to wonder the why and how of things.

Honor is a somewhat introverted person and needs time to develop relationships that will always be based on mutual trust. Will not feel comfortable in large groups and will prefer to work individually or in small groups. This person creates direct, transparent, and equitable relationships, both with superiors and team members.

Tends to have a careful and conservative style. Behaves objectively towards others and will always try to make unbiased judgments or evaluations. At times, Honor may appear defiant or unpolitical in style, putting personal vision first. By adhering to order, process, and method, this person can sometimes appear rigid and inflexible. It can be difficult to change Honor's mind, especially if there is no logical and rational explanation for the change.

Honor does not have an authoritarian style by nature; however, can use power by relying on rules and policies. Can work well independently in solving problems and developing strategies and work plans. Honor will avoid situations that create conflicts with others and will likely forfeit personal positions to avoid interpersonal frictions. Tends to be a cooperative person but doesn't always need social contact. Can be efficient in work teams, in small groups, and person-to-person relationships.

Will feel motivated by carrying out specialized projects, either as a member of a team or leading it. Honor's authority must be based primarily on technical experience.

Honor's general approach is cautious and conservative, preferring to analyze different

situations in depth and evaluate the alternatives available before deciding. To avoid mistakes, this person will not hesitate to consult possible doubts with the closest people.



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.

Honor has a direct leadership style oriented to meet the highest quality standards. Self-critical and demanding with others. Questions the status quo. Honor is a perfectionist and takes risks, but always controlled and after evaluating all the available alternatives. Guides the team closely, providing them with ongoing support.



Influence and communication

- Will prefer a formal communication style. Honor's style, which can sometimes seem distant, plus an orientation towards rules and procedures, can be somewhat complex for more informal or less technical interlocutors.
- A strong tendency towards logic and structure characterizes Honor's communication style.
- Can easily convince and influence others by providing ideas and solutions based on innovative processes, methodologies, and technical knowledge. Will exercise authority using logic and technical expertise.
- In contexts that involve negotiating agreements, will feel more comfortable in rather small circles, where relationships based on mutual trust can be created.
- The continuous search for excellence, perfection and orientation towards the ideal solution, can create tension in situations that require a certain urgency.
- Emphasizes the quality and logical structure of communications, both in form and content.
- Communicates in a serious and precise manner.
- Exposes ideas based on evidence. Sometimes can focus on data that is more suited to personal goals, ignoring other valid information that strays from the ultimate purpose.



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.

- Making decisions, Honor relies on logic and process.
- Honor is a reflective, thoughtful person with little tolerance for ambiguity or error.
- Possesses a cautious and conservative style and, before making a decision, will collect and analyze the available data.
- Being very self-demanding and in order to avoid making mistakes, Honor will analyze the risks to make sure that the decision taken is the best possible alternative.
- Will take time and seek consistency and order in the information before making a decision.
- Will evaluate the possible alternatives based on the information provided by third parties and previous experience, making an exhaustive analysis.
- When making decisions that impact the team, Honor may seem distant but will always follow method and comparison, maintaining a natural tendency to objectivity.
- Will struggle between the urgency to make a decision and the need for certainty and to analyze all the options, which can generate a certain tension.



Team management style

- Honor's leadership style focuses more on solving problems and developing new methodologies, approaches and processes than on creating relationships with the team or/and collaborators. For this reason, will not show so much interest in motivating the collaborators through a personal approach, but will look for the objective facts. At times may appear insensitive to the emotional needs and reactions of collaborators. Due to the logical and structured style, this person will seek to develop in the team the capacity for systemic thinking and searching for new improvement methods.
- Will be a very strict and demanding person and will have no problem communicating the expectations to the team, collaborators or peers, relying on the established norms and processes. At times, may become frustrated with people perceived as not being serious or who do not comply with established rules and procedures.
- When it comes to delegating responsibilities, may be somewhat reluctant, so before delegating, will analyze in detail the skills and experiences of the team/collaborators and then supervise them closely, maintaining control at all times.

Sales Style

This section will allow to have a broad vision and understanding about of this person's style when identifying, creating and developing business opportunities, divided into 3 chapters: Opening, Negotiation and Closing styles as well as this person's Relational style.



Opening

- The approach to clients will be cautious, evaluating and preparing to face possible scenarios from opening to closing.
- When approaching clients, Honor will take care of all the details and provide the necessary information and objective data about the service/product.
- Relies on the deep knowledge of the product to gain the trust of the interlocutors.
- In the commercial speech, Honor will provide the sales argument focusing on the value of the product/service in an objective way and without exaggeration, allowing this person to gain the customer's trust.
- Will be more efficient in presentations with clients who have a technical or specialized inclination.
- Will focus on creating long-term value agreements with clients.
- Honor's commercial style will be rather consultative and focused on the particular needs of each client.



Negotiation and Closing style

- To close the sale, this person will not put pressure on customers, but will use technical expertise and advisory vision to get the sale.
- It will probably take time to finish the closing process.
- It will be easier for Honor to work with technical or specialist profiles, with whom this person can discuss and even refute objections.
- Will have an easier time working with existing clients than developing the market.
- Honor's sales technique will be based more on knowledge of the product/service and detection of customer needs rather than on persuasion and influence techniques.



Relational style

- This person is responsible, disciplined, and high service-oriented, ensuring efficient customer service.
- This person's in-depth product knowledge, high-quality standards, and attention to detail will be key to gaining customer's trust.
- The relationship with the client will be the main source to close commercial agreements and maintain an excellent relationship with them.



How to allow Honor 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 Honor 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.

- To develop Honor's full potential, it is necessary to provide a stable and consistent work environment, where the structure and direction for the responsibilities and projects assumed are sustained and predictable. It is important to assign responsibilities and projects that are challenging and are not too repetitive.
- Since Honor acts following rules and procedures, it is important that this person previously knows the scope of the responsibilities, the projects assigned, and the objectives to be achieved. If objectives are not clear, sometimes, because of the eagerness to find the exact result, Honor can feel frustrated.
- Will appreciate being provided with projects where Honor can apply analytical thinking in order to improve processes, which requires experience and significant technical knowledge more than those that require people management. Will be especially motivated by those projects that require a lot of concentration, managing a large amount of data and information with precision, quality and accuracy and their subsequent analysis.
- To make Honor feel more comfortable and enhance the analytical skills, it will be convenient to provide this person with a harmonious work environment and without confrontation, where Honor can work individually or in small teams. This person must find a space of trust where it is possible to express doubts freely and propose solutions.
- Is not motivated by power for the mere fact of representing authority, but will seek to be a reference and recognized among colleagues for this person's knowledge in the area of specialization, business vision, values, and quality of the work.
- Will appreciate being given consistent and meaningful feedback frequently to ensure performance is adequate and values straightforward, formal, and detailed communication.
- Should have in mind that it is possible that due to high demand on the quality of the work, Honor may spend more time than necessary on details and other aspects of little relevance.

It is important to always bear in mind that this person's potential lies in analytical capacity and specialization, with a focus on achieving high-quality work standards.

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.

- The desire to have the facts and the need to get everything right could hinder the decision-making process and lead to delays.
- The fear of appearing incompetent can inhibit proactive behaviors and risk-taking.
- Honor has a strong left brain (analytical) influence so it will require more effort to interact with people who use the right brain (emotional/intuitive) more.
- Can be very self-critical and overly demanding with collaborators. The drive for perfection can be such that it could sometimes create tension in the team.
- Sometimes, by focusing so much on the obvious logic of a plan or proposal, Honor may underestimate the importance of building relationships with different people on the team or organization.
- It is possible that due to high self demands on the quality of the work, this person can spend more time than necessary on details and other aspects of little relevance.
- Due to a high orientation to the process and formal style of relating, this person can sometimes be perceived as distant.
- When confronted with a mistake or the wrong choice, Honor can look for more data to support the case instead of acknowledging the mistake.
- Can provide more information than is actually required in an effort to be comprehensive and accurate.
- Wanting to adhere to the system may exceed in the application of policies, procedures, and standards.



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 Honor's perception of the requirements in the current situation.

Honor feels that a more direct and competitive style must be adopted. This means that this person may be being more assertive and, at times, more dominant.

Honor may be perceiving that a somewhat more dynamic and urgent style to do things must be adopted. This person may feel like there isn't enough time to get things done. At the same time, Honor feels that there are more topics to be handled simultaneously.



Decision-Making

This analysis indicates that Honor's natural style is to be a cautious person when making decisions. Strives to make the correct decisions by analyzing all the available information, consulting with others, and using more and better information to decide with greater specificity. Following the intention to do things right, Honor would prefer not to move forward with a decision unless all the information available is at hand. Despite this, Honor perceives that more risks must be taken to be successful in the current situation, currently changing the Decision-Making style and adopting a somewhat more risky and direct behavior. It is interpreted that Honor currently feels decisions have to be made more proactively without consulting the policies so much before deciding.



Energy Balance

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



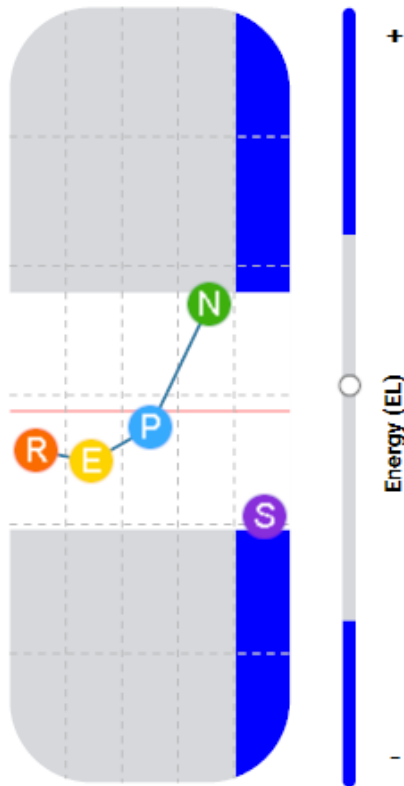
Behavioral Changes

This analysis suggests that Honor is modifying the behavior, therefore showing that Honor is flexible, certainly adaptable and would not have significant inconveniences in modifying the natural style of behavior in order to adapt to the requirements of the role or situation.

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



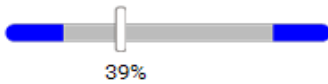
Energy (EL)

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Profile	32	26	42	100	0
#	8	7	11	10	7
AI	43%	42%	47%	76%	24%

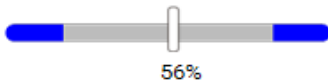
Decision-Making



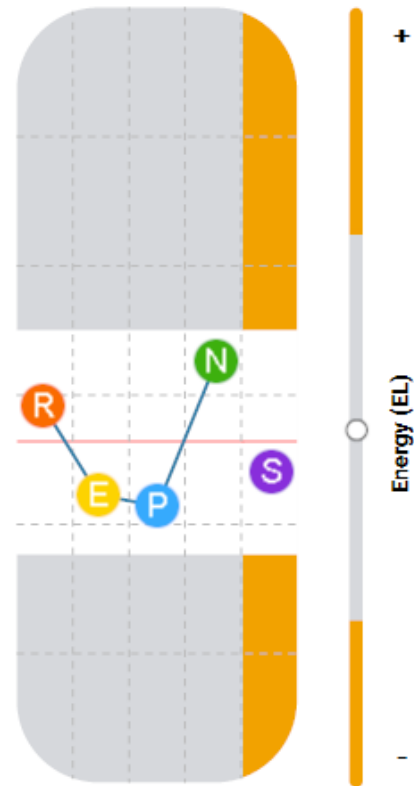
Profile Intensity



Energy



ROLE



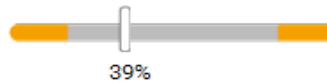
Energy (EL)

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Profile	73	17	10	100	31
#	10	5	8	8	9
AI	56%	41%	37%	69%	45%

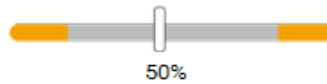
Decision-Making



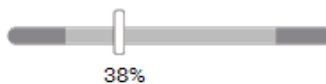
Profile Intensity



Energy



Energy Balance



Profile Modification



Form Time



Self Description

I find it a challenge to talk about myself!

From a work perspective, I earned a reputation for integrity, trust, perseverance, and a deep commitment to client relationships by getting to know each client well. My clients would openly share what they were experiencing at home, at work and what challenges they were having with their staff. I was very proud of my client relationships. I would take the time to get to know each one and their different experiences. My style is values-based and purpose-driven; I am authentic and genuine with a warm and kind presence. My values are Curiosity, Inclusion, Wellness, Learning, and Growth.

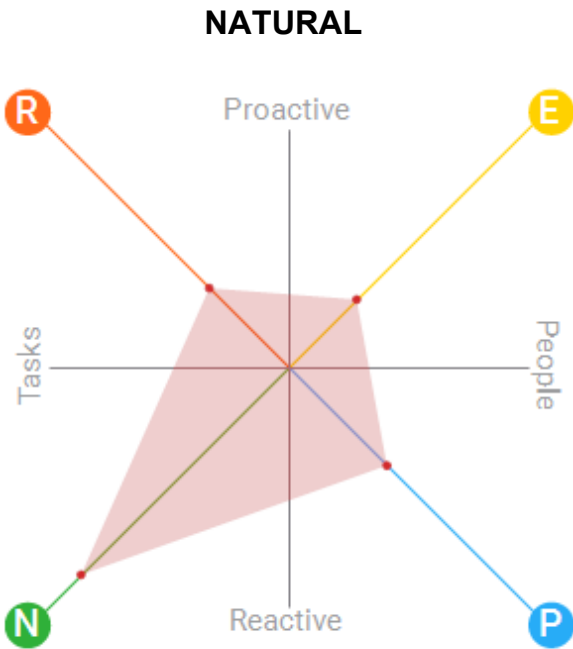
My previous roles include Manager, Recruitment and Retention with Human Resources at Dalhousie University, and several positions with RBC Royal Bank of Canada, I have an MBA from Saint Mary's University, an undergrad from Cape Breton University, a Certificate in Process Improvement from Dalhousie, and a Talent Management Certificate from the HR Academy, and am actively pursuing her CHRP. I serve on the Board of Directors and Policy Committee with TeamWork Cooperative. My role with Dalhousie ended late October, and it caused a fundamental shift in my life and how I see myself. A number of months later, I am less stressed, and more excited about the future than I have been in a long time. Although at times worried about a paycheck once my salary continues ends.

My communication style is mixed and adaptable as I am highly aware of my audience and how I show up. However, this is sometimes a hiccup for me - as this leaves me with a feeling of perfectionism and performance. It takes me a little while to trust someone, and once I do, my true communication style will appear, which is clear and direct. Otherwise, I may appear more casual and indecisive. At times, I may fight imposter syndrome.

Although they can be challenging at times, I am close to family, both mine and my Partner's. They are an anxious group, which can influence my life and how I feel and react. I am constantly working on boundaries and healthy habits. I enjoy the company of friends, although I don't have a specifically defined circle as that is evolving as I as a person change.



PDA Radar Chart

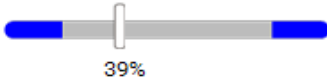


	R	E	P	N	S
Profile	32	26	42	100	0
AI	43%	42%	47%	76%	24%

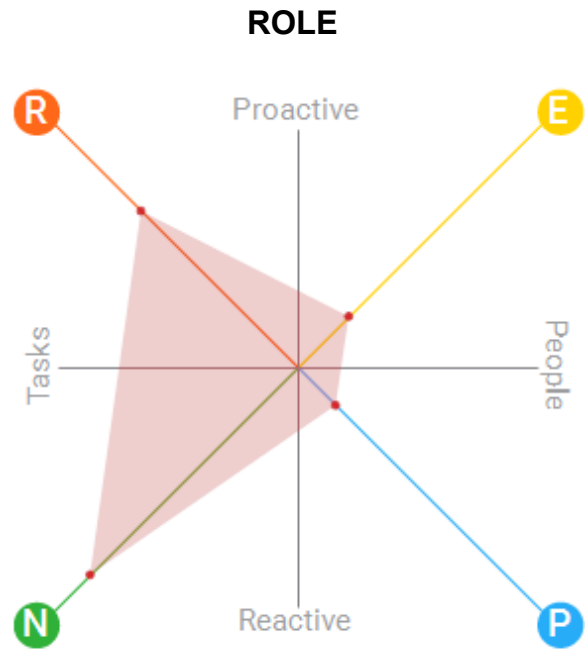
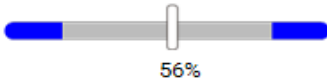
Decision-Making



Profile Intensity



Energy

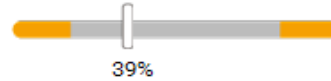


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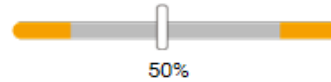
Decision-Making



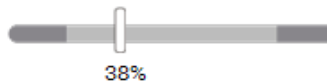
Profile Intensity



Energy



Energy Balance



Profile Modification

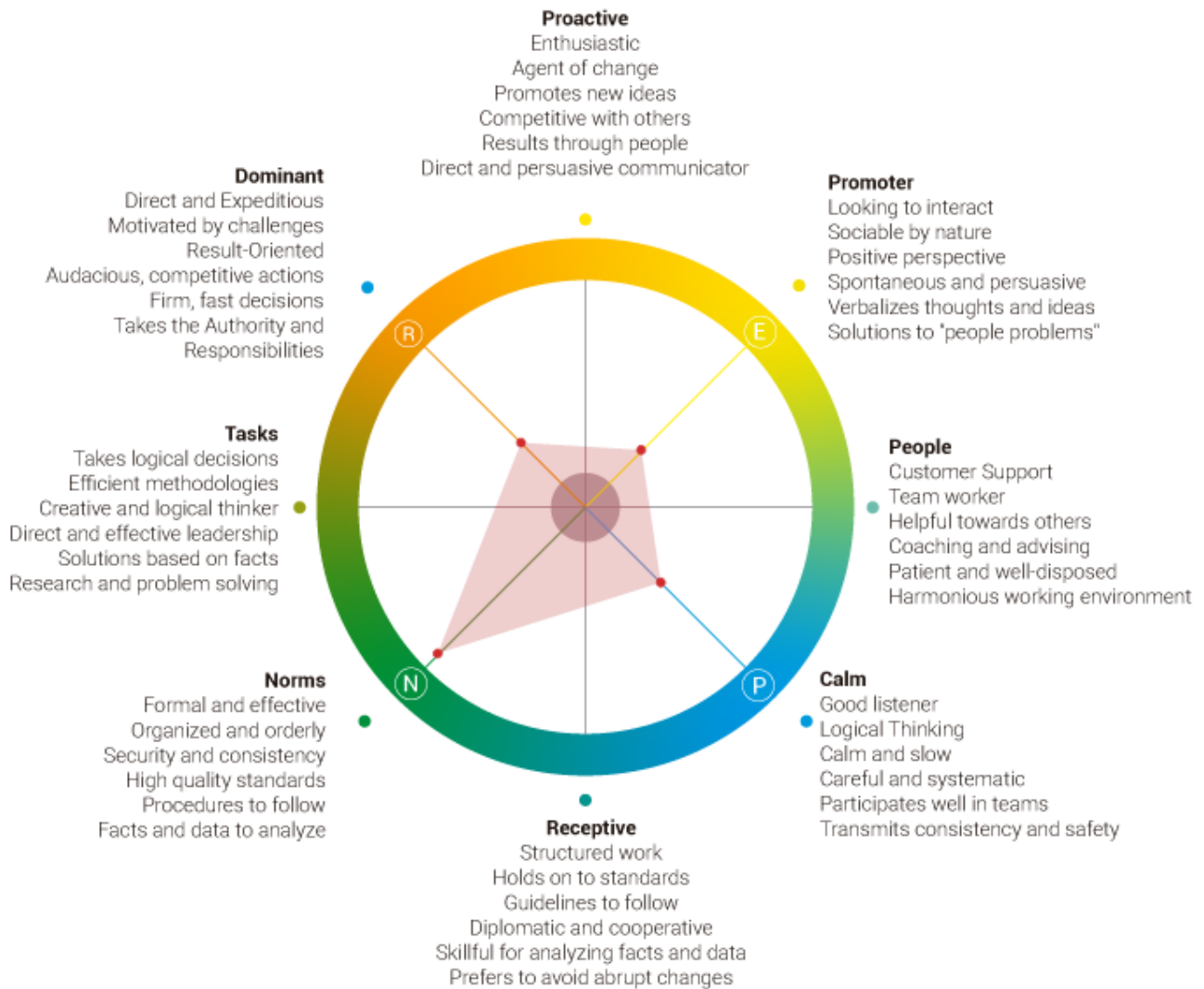


Form Time

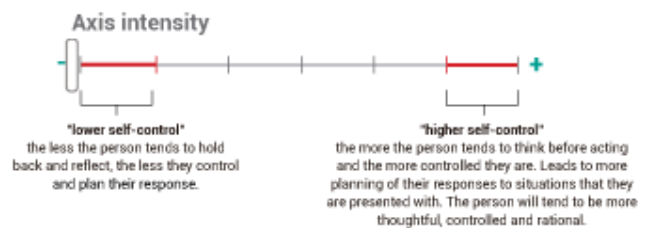


● Honor Rahman

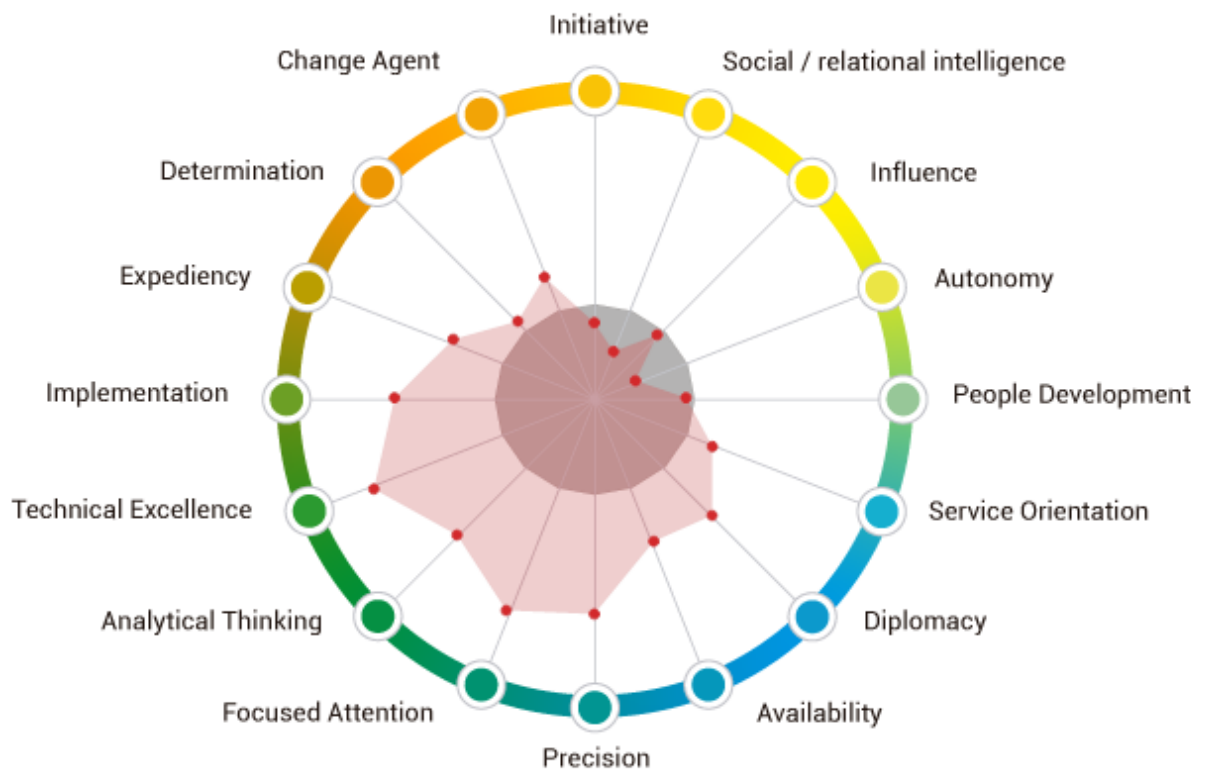
PDA Wheel Chart



	R	E	P	N	S
Profile	32	26	42	100	0
AI	43%	42%	47%	76%	24%



Behavioral Radar Chart



- **Initiative**
Natural tendency to anticipate and propose novel actions. It is the permanent attitude of acting when the occasion arises, without waiting for orders or instructions, seeking and creating opportunities, solving situations and problems. It is the tendency to anticipate and act by activating ties and relationships, earning the respect and trust of various types of people whom are impacted and influenced to achieve results.
- **Social / relational intelligence**
Natural tendency to communicate and interact efficiently with others managing social diversity, making these relationships a channel for the achievement and strategic alignment of the organization's objectives. A natural inclination is shown to generate, establish, maintain and enhance value relationships through an adequate flow of communication between the members of the group or the organization, using the different codes and channels that are required in each case.
- **Influence**
Natural tendency to influence and impact others by creating commitment and building consensus. Describes an optimistic outlook that is results-oriented working with and through people, appearing sociable, friendly and influential.
- **Autonomy**
Natural tendency to focus on results safely, independently and with self-confidence, identifying opportunities in different situations. A disposition is shown to take advantage of available resources (time, people, financial resources), provide solutions and undertake challenges assuming at all times the responsibility and consequences of one's actions.
- **People Development**
Natural tendency to help others, support people and work teams in their development and improvement on a daily basis. It is the proneness to put the focus on people, driving collaboration, motivating and challenging for continuous learning and development. An ability is shown to promote a harmonious environment, of mutual understanding, cordial and complementary, promoting inclusive solutions and cultivating shared responsibility.
- **Service Orientation**
Natural tendency to identify, understand and manage the needs of all stakeholders: teams, clients, suppliers, etc. with the desire to offer solutions with excellence in treatment and generating positive experiences. It describes a tendency to solve different situations, guaranteeing the solution with a helpful, patient, calm and balanced style, even in situations of pressure.
- **Diplomacy**
Natural tendency to be kind and gentle, as well as perceive, share or infer in the feelings, thoughts and emotions of others, understanding the different points of view. It is the tendency to have a diplomatic approach to others, orienting to results in a patient, friendly and cordial way, avoiding confrontation.
- **Availability**
Natural tendency to spend time with others, to show openness and disposition to the other, with a high capacity for listening and achieving a satisfactory degree of empathy with other people. It describes someone with a patient and considerate style, demonstrating to be a generous and compassionate person, consistently focusing on results and taking time.
- **Precision**
Natural tendency to an analytical, cautious, systematic and detailed approach to problems and decisions, with a precise and careful method. This person shows comfort and efficiency in well-defined and structured situations and environments.
- **Focused Attention**
Natural tendency towards focused attention, regardless of the context, in order to obtain and manage relevant information efficiently. It is the preference to follow procedures in a precise and orderly manner, concentrating on details and making an effort to avoid mistakes in one's approach to the result.
- **Analytical Thinking**
Natural tendency to advance in problem solving by applying a differential diagnosis, evaluating its possible causes and looking for different behaviors among the causes, decomposing the complex problem into simpler parts, testing and discarding hypotheses. It measures if someone is trustworthy in their approach, disciplined, precise and if they are oriented to the results analyzing, collecting information and the facts to advance in a logical, systematic and orderly way.
- **Technical Excellence**
Natural tendency to focus on results consistently and safely, analyzing available information, following procedures and seeking harmony and excellence, in order to achieve solutions aligned with the organizational development. It is the tendency to manifest a critical and demanding approach to different situations, being interested in compliance with methods and procedures that ensure quality and avoid error.
- **Implementation**
Natural tendency to bring preliminary thinking to fruition and to execute or implement a plan, method, idea, model, or policy to do something or solve a problem. It implies a prior strategy, a method and its execution, displaying dynamism and under a context of rules and procedures. It involves an approach to problems in a meticulous and curious way, studying, analyzing and making decisions based on logic.
- **Expediency**
Natural tendency to respond with a sense of urgency and to make things happen. It is the tendency to be fast and flexible, responding positively to diversity and change, even when times are pressing.
- **Determination**
Natural tendency to look forward, with a proactive and decisive style to achieve one's goals. It implies confidence and courage when making decisions. It manifests a tendency to take risks to achieve goals and an orientation towards results in a determined and firm way, confronting if necessary, taking responsibility and taking on challenges.
- **Change Agent**
Natural tendency to be the engine of change, propose transformations, generate a context where new ideas and alternatives are debated and valued and the status quo is questioned. Ability to react flexibly to barriers and difficulties. It is the tendency to pay attention to the environment, the social and organizational context in order to propose changes and improvements that have a positive impact.

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.



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.

