



## TenStep Supplemental Paper

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### Personal Profile Analysis

Today, with most organizations working in teams, the success of an organization depends more on the effectiveness of these teams than on anything else. A team's effectiveness is in turn related to the individual employees' job performances and their interpersonal relationships. Therefore, it is necessary for organizations to understand every employee's approach to his/her work and that of others.

The Personal Profile Analysis (PPA) system is the most popular tool to accomplish this and is used by a majority of organizations. It gives an insight into the candidate's ability to handle a job. However, it can also be applied to every aspect of human relations at the workplace.

Originally devised by Dr. William Marston, it is based on the premise that people will exhibit four basic characteristics:

- Dominance
- Influence over others
- Steadiness
- Compliance

PPA is basically a self-assessment test wherein the person indicates in the questionnaire which attributes describe him/her most and least. This helps to analyze how the individual would cope with the work environment and his/her approach to work. However, this is not a measure for understanding actual behavior. It can be used to reveal behavioral drivers and explain individual needs.

PPA can help individual employees become more aware of their personal preferences. It also helps them understand the preferences of other team members, enabling them to break through these differences and work to strengthen interpersonal relationships, creating a dynamic and successful team.

The advantage of PPA is that it is easy to administer and analyze after simple training. In fact, it requires approximately fifteen minutes to administer it.