



Leadership Profile



EMPLOYER REPORT
For Hiring, Training & Coaching

Jane Sample

July 20, 2017



STRENGTHS

A) Leadership strengths related to how Jane Sample scored:

• Conventional and practical

- Would follow a practical and realistic approach
- Will adhere to using proven methods
- Able to stay focused while doing repetitive tasks
- Comfortable focusing on details

• Satisfied with how things are

- Undemanding
- Flexible with goals and plans
- Has modest expectations
- Generally satisfied with how things are

• Flexible and able to improvise

- Not bound by rules or tradition
- Easily grasps the 'big picture'
- Able to improvise
- Able to quickly adapt to new processes

• Comfortable with social interaction

- Prefers a mix of independent and collaborative tasks
- Sociable but not attention-seeking
- Approachable and willing to listen
- Comfortable interacting with new people

POTENTIAL CHALLENGES

B) Potential leadership challenges related to how Jane Sample scored:

• Detail Orientation

- Should be given clear goals but be allowed to decide how to reach them
- Should be given a mix of 'big picture' and detailed tasks
- Will easily see 'the big picture'
- Would be comfortable with constant change

• Openness to Change

- Can be counted on to adhere to guidelines and policies
- May need extra time to adapt to change
- Will benefit from knowing the reasons for change
- May need reassurance when required to take risks

• Self-Motivation

- Would respond well to being recognized for good work
- Would benefit from learning clear standards for work quality
- Would respond best to realistic, reachable goals
- Would be motivated by group collaboration

• Verbal Reasoning

- May need assistance solving day-to-day scenarios requiring logic and reasoning
- May need input from others to make correct judgments from complex written information
- Would benefit from extra coaching and training on complex problem solving

Detail Orientation - Jane Sample scored on the Left Side of the Spontaneous vs. Regimented dimension.

This dimension measures the degree to which a person is conventional, rule abiding and detail-focused. Left Side scoring individuals prefer to improvise and be flexible rather than focusing on details, planning and following set methods and processes.

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a situation when you were required to closely follow process or routine but you felt that following it might actually hold you back. How did you handle the situation?
- Give me an example of a time when you had to be detail-focused in order to complete a task successfully. What did you do and what were the results?

Openness to Change - Jane Sample scored on the Left Side of the Conventional vs. Open-minded dimension.

This dimension measures the degree to which a person is curious, imaginative and creative. Left Side scoring individuals prefer following standard methods of completing tasks and are typically uninterested in new ideas without a practical application.

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a time when you had to adapt to a drastic or rapid change at work. What was the change and what did you do to adapt to it?
- Have you recently pursued any opportunities to improve your skills? How did you learn about these opportunities? What actions did you take to pursue them?

Self-Motivation - Jane Sample scored on the Left Side of the Contented vs. Achievement-Focused dimension.

This dimension measures the degree to which a person is focused on achieving challenging goals. Left side scoring individuals are satisfied with how things currently are and are have modest expectations about what they will achieve.

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Give me an example of a time when you had to put in extra effort at work to complete a task or project. What was the situation, what did you do and what was the result?
- Tell me about a job you had that you felt was very demanding. Describe the situation and how you felt about it at the time.

Verbal Reasoning - Jane Sample scored in the a Basic with a percentile rank of 3.

This dimension measures the ability to correctly solve business problems presented in a written verbal format using correct logic and judgment. Low scoring individuals may have difficulty understanding and solving business problems in a written verbal format.

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a particularly challenging time when you were asked to analyze written material and then make recommendations for improvement. What process did you use to draw your conclusions?
- Describe a complex document that you had to read and understand. What was the document? How did you apply what you learned?

Introduction

This report is a summary of strengths and areas for coaching and development based on responses to the items in the assessment. The report is focused around six main dimensions addressing different aspects of your workstyle. Keep in mind as you read the report that right side scores are not better than left side scores. There are positive and negative implications for both right side and left side scores, although certain scores are more preferable for certain roles.

The results in this report are based on research conducted with samples of working adults and can be expected to represent the candidate's work-relevant characteristics. It is important to remember, however, that these results should not be used as the sole factor when making a hiring decision and should always be considered in the context of all available information about the candidate's fit to a specific role and work environment.

Jane Sample's primary traits:

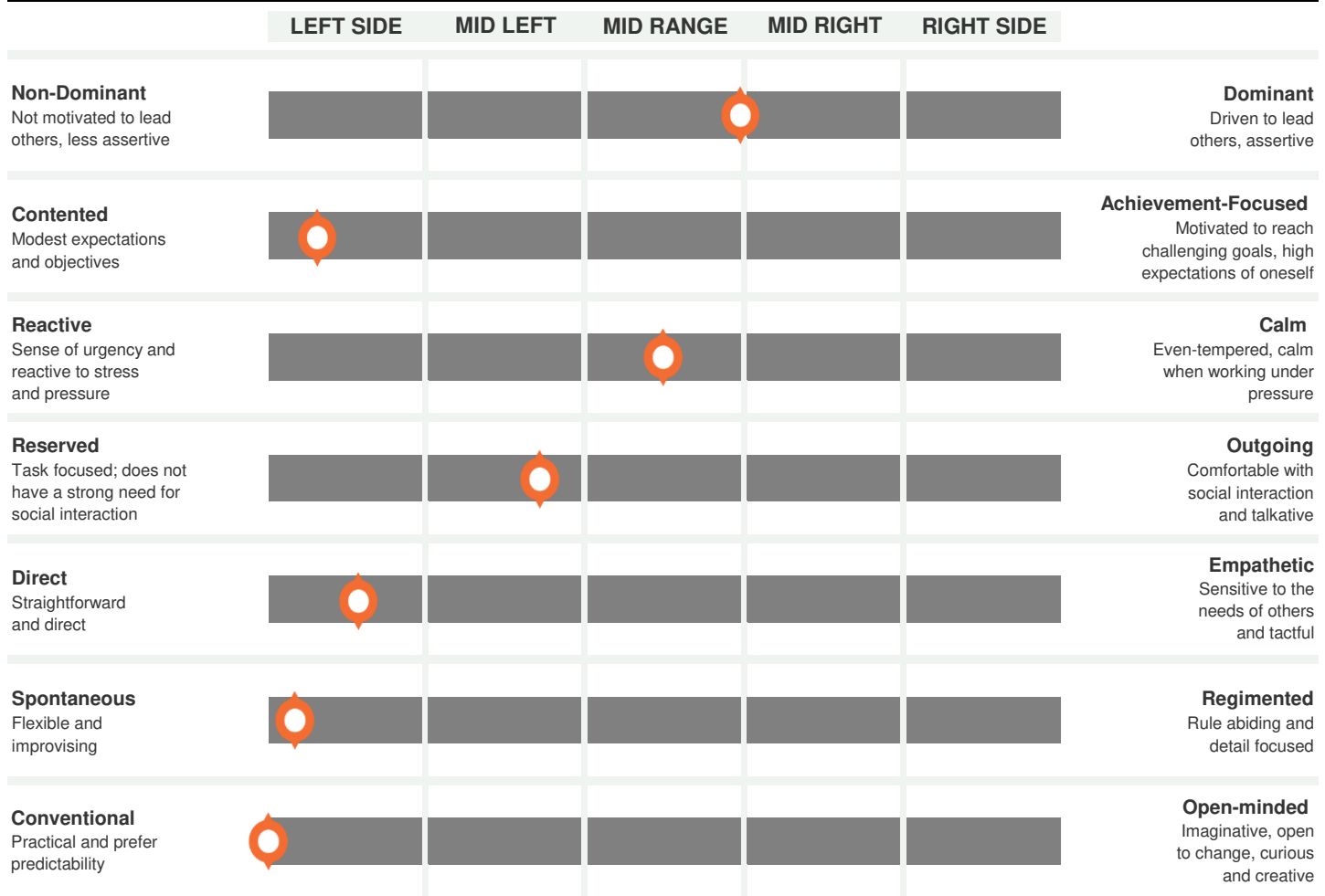
Conventional

Spontaneous

Contented

These are the most extreme scores from the personality profile below.

Summary of Jane Sample's results:



Jane Sample's Validity Category:

Acceptable

If the validity category is "Caution":

- Interpret the results above with caution
- Verify results with interview and reference questions

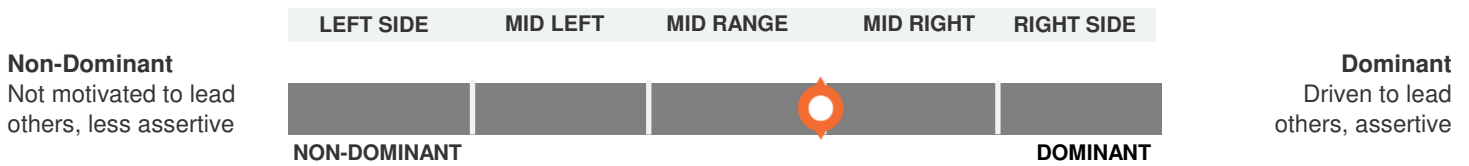


The marker represents this person's results. The average results of working adults is at the middle point of each dimension.

Disclaimer:

We cannot predict the occurrence of specific incidents, but only the probability that people will engage in behaviors that increase the likelihood of incidents. These assessment results should always be considered in the context of all available information about a person; do not use this as the sole factor for making employment-related decisions.

Dimension 1: Non-Dominant vs. Dominant



Jane Sample scored in the Mid Right of the Non-Competitive vs. Dominant dimension.

This dimension measures the degree to which a person is driven to take charge and lead others. Mid-range scoring individuals can lead and influence others but are also comfortable as individual contributors.

Positive characteristics related to how Jane Sample scored:

- A cooperative team member
- Comfortable taking charge if necessary
- Able to collaborate well with others
- Able to direct others if necessary

Job-Fit Considerations – Jane Sample would fit best into a role that:

- Emphasizes collaboration with others
- Involves occasional leadership tasks
- Involves working with a cooperative team
- Does not require being closely monitored

Coaching/developmental areas related to how Jane Sample scored:

- May be uncomfortable being highly assertive
- May prefer a mix of hands-on work and leading others

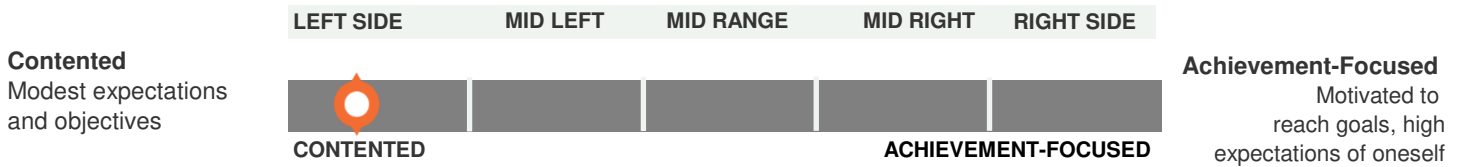
Management considerations for leading Jane Sample:

- Can be given the responsibility of directing others
- Will likely have a cooperative leadership style
- May be uncomfortable being a 'tough' manager when required
- Would benefit from coaching on leadership skills

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Give me an example of a time when you had to be firm and assertive in order to negotiate a solution with a customer or co-worker. What was the situation and how did you handle it?
- Tell me about a particularly challenging time when you had to influence or convince someone to do something in order to reach your objective. What was the situation and what did you do?

Dimension 2: Contented vs. Achievement-Focused



Jane Sample scored in the Left Side of the Contented vs. Achievement-Focused dimension.

This dimension measures the degree to which a person is focused on achieving challenging goals. Left side scoring individuals are satisfied with how things currently are and are have modest expectations about what they will achieve.

Positive characteristics related to how Jane Sample scored:

- Undemanding
- Flexible with goals and plans
- Has modest expectations
- Generally satisfied with how things are

Job-Fit Considerations – Jane Sample would fit best into a role that:

- Has modest expectations for job performance
- Has goals that are fairly easily reached
- Doesn't involve working under pressure to achieve difficult objectives
- Doesn't require continuous self-improvement

Coaching/developmental areas related to how Jane Sample scored:

- May find it challenging at times to maintain a high level of performance
- May need encouragement with goals that are challenging

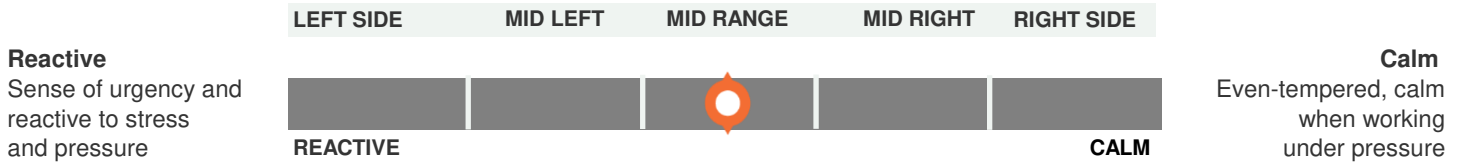
Management considerations for leading Jane Sample:

- Would respond well to being recognized for good work
- Would benefit from learning clear standards for work quality
- Would respond best to realistic, reachable goals
- Would be motivated by group collaboration

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Give me an example of a time when you had to put in extra effort at work to complete a task or project. What was the situation, what did you do and what was the result?
- Tell me about a job you had that you felt was very demanding. Describe the situation and how you felt about it at the time.

Dimension 3: Reactive vs. Calm



Jane Sample scored in the Mid Range of the Reactive vs. Calm dimension.

This dimension measures the degree to which a person is calm and tolerant of stress and pressure. Mid Range scoring individuals are able to remain composed and calm but can also be expressive. They have a moderate sense of urgency with their work.

Positive characteristics related to how Jane Sample scored:

- Able to handle stress and pressure
- Self-aware
- Seen as balanced and stable
- Receptive to feedback

Job-Fit Considerations – Jane Sample would fit best into a role that:

- Has a mix of high and low stress tasks
- Is challenging
- Has a balanced workload with a variety of tasks
- Has realistic performance expectations

Coaching/developmental areas related to how Jane Sample scored:

- May prefer to think through possible solutions before acting
- May not always display a sense of urgency because of natural calmness

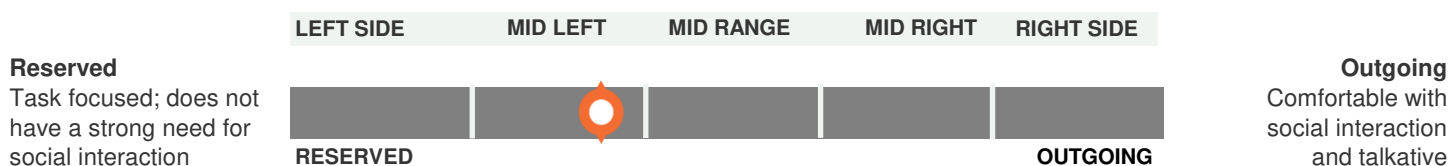
Management considerations for leading Jane Sample:

- Can handle demanding tasks and projects
- Able to perform under stress and pressure
- Should be given ambitious but reachable goals and targets
- Will likely not appreciate management over-reacting to minor issues or threats

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a time when you had so many demands on you that you were unable to complete them all? What was the situation and how did you respond?
- Give me an example of a time when you demonstrated a sense of urgency in order to resolve an issue or problem. What were the circumstances and what actions did you take?

Dimension 4: Reserved vs. Outgoing



Jane Sample scored in the Mid Left of the Reserved vs. Outgoing dimension.

This dimension measures the degree to which a person enjoys and is comfortable with social interaction. Mid Left scoring individuals have a lower need for social interaction. They are typically reserved and prefer to focus completing tasks.

Positive characteristics related to how Jane Sample scored:

- Prefers a mix of independent and collaborative tasks
- Sociable but not attention-seeking
- Approachable and willing to listen
- Comfortable interacting with new people

Job-Fit Considerations – Jane Sample would fit best into a role that:

- Has a mix of independent and collaborative tasks
- Doesn't primarily involve interacting with unfamiliar people
- Involves tasks completed with a small group
- Doesn't require constantly being the focus of attention

Coaching/developmental areas related to how Jane Sample scored:

- May not seek recognition for performance
- May not enjoy tasks or events with unfamiliar people

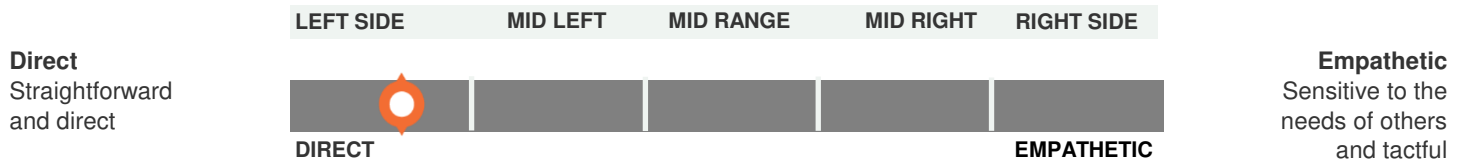
Management considerations for leading Jane Sample:

- Should have independent work as a job component
- Should be encouraged to share thoughts and ideas
- May not highlight or seek attention for work well done
- May need encouragement to initiate relationship building with unfamiliar people

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a time when you voiced your opinion although it was uncomfortable to do so. Describe the situation in detail.
- Give me an example of a time when you were in a situation where communicating with someone was challenging. What was the situation and how did you handle it?

Dimension 5: Direct vs. Empathetic



Jane Sample scored in the Left Side of the Direct vs. Empathetic dimension.

This dimension measures the degree to which a person seems sensitive and empathetic. Left Side scoring individuals are seen as forthright and direct and are more interested in completing tasks than they are in developing interpersonal relationships.

Positive characteristics related to how Jane Sample scored:

- Will likely be a straightforward and frank communicator
- Focused on completing tasks
- Comfortable voicing unpopular opinions
- Comfortable handling interpersonal tension

Job-Fit Considerations – Jane Sample would fit best into a role that:

- Allows being direct and forthright
- Requires assertiveness
- Allows an opportunity to provide constructive criticism
- Focuses on both concrete issues and people issues

Coaching/developmental areas related to how Jane Sample scored:

- May focus on completing tasks more than people issues
- May be seen as too forthright by highly sensitive people

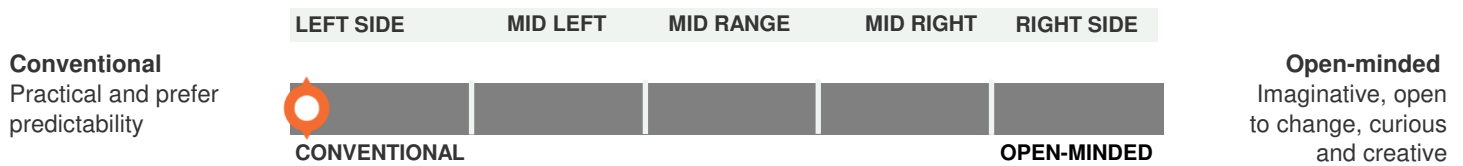
Management considerations for leading Jane Sample:

- Should be encouraged to provide frank opinions and constructive criticism
- Will not shy away from interpersonal conflict
- Can handle negative information
- Not likely to take criticism personally

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a time when you needed to make someone feel comfortable and at ease. How did you approach the situation?
- Sometimes customers or co-workers make unreasonable requests. Describe a time when someone made an especially unreasonable request to you. How did you handle this situation?

Dimension 7: Conventional vs. Open-minded



Jane Sample scored in the Left Side of the Conventional vs. Open-minded dimension.

This dimension measures the degree to which a person is curious, imaginative and creative. Left Side scoring individuals prefer following standard methods of completing tasks and are typically uninterested in new ideas without a practical application.

Positive characteristics related to how Jane Sample scored:

- Would follow a practical and realistic approach
- Will adhere to using proven methods
- Able to stay focused while doing repetitive tasks
- Comfortable focusing on details

Job-Fit Considerations – Jane Sample would fit best into a role that:

- Involves following established processes and making quick decisions
- Focuses on applying practical solutions to problems
- Involves building upon others' ideas
- Doesn't require a lot of creativity or innovation

Coaching/developmental areas related to how Jane Sample scored:

- Will likely prefer to stick to established approaches to completing tasks
- May need time to adapt to rapid or drastic change

Management considerations for leading Jane Sample:

- Can be counted on to adhere to guidelines and policies
- May need extra time to adapt to change
- Will benefit from knowing the reasons for change
- May need reassurance when required to take risks

Interview Questions: Suggested questions to probe into this area to assess 'fit':

- Tell me about a time when you had to adapt to a drastic or rapid change at work. What was the change and what did you do to adapt to it?
- Have you recently pursued any opportunities to improve your skills? How did you learn about these opportunities? What actions did you take to pursue them?

Business Reasoning Defined

This section is a summary of Business Reasoning abilities calculated from the assessment you completed. When reviewing results:

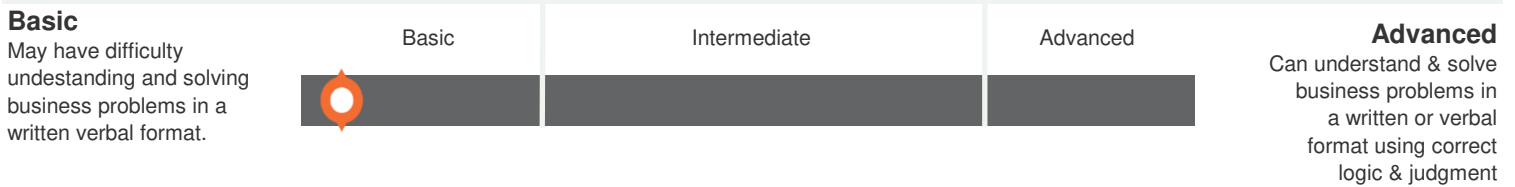
- 1) Consider the participant's position
- 2) Consider the level of business reasoning complexity required for success

Summary of Jane Sample's results:

Verbal Reasoning Ability	Numerical Reasoning Ability
Basic	Basic

Detailed Results

VERBAL REASONING ABILITY



Jane Sample has a **Basic** understanding of verbal reasoning with a percentile rank of 3.

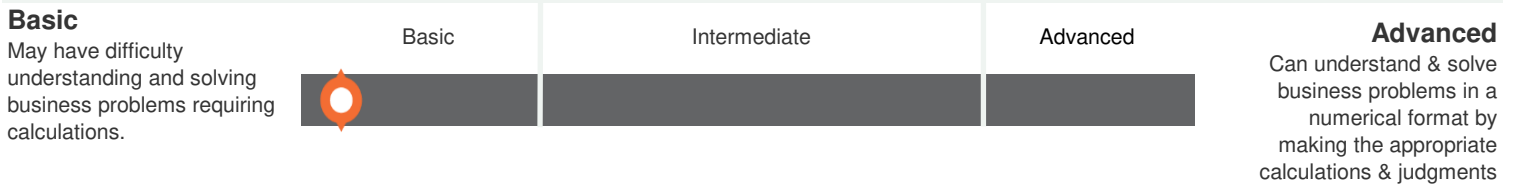
Job Performance Considerations

- May need assistance solving day-to-day scenarios requiring logic and reasoning
- May need input from others to make correct judgments from complex written information
- Would benefit from extra coaching and training on complex problem solving

Suggested interview questions to determine 'Fit':

- Tell me about a time when there was complex document that you found very challenging to read and understand. Describe the situation in detail.

NUMERICAL REASONING ABILITY



Jane Sample has a **Basic** understanding of numerical reasoning with a percentile rank of 3.

Job Performance Considerations

- May need assistance making numerical calculations
- May avoid or abandon solving complex numerical problems without help
- Would benefit from extra training and coaching on making numerical calculations

Suggested interview questions to determine 'Fit':

- Describe an especially complex number-based problem that you faced in the past. What alternatives did you consider? What was your solution?

Conflict Management Styles Defined

Collaborating - Works to find a 'win-win' solution where both parties reach their objectives.


Obliging - Resolves conflict by 'giving in' and letting the other party have its way.

Dominating - Resolves conflict by directing the other party to accept his/her position.

Avoiding - Chooses to avoid conflict rather than face it directly.

Compromising - Resolves conflict by 'meeting in the middle' where both parties lower their demands.

Scores Explained

The marker  represents this participant's results compared to a research sample of managers

Scores range between 1-10 with the average range between 3.5-7.5 and a midpoint of 5.5.

With Supervisors

Avoiding

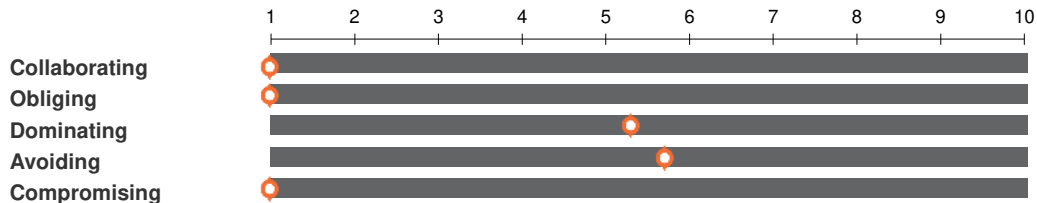
Dominating

With supervisors or people they reports to, their primary or preferred conflict management style is 'Avoiding'.

This means that Jane Sample would most likely try to avoid conflict or delay dealing with it whenever possible.

Their second most preferred conflict management style with their supervisors is 'Dominating'.

This indicates that Jane Sample would also be able to be firm and assertive when resolving conflicts or disagreements.



With Direct Reports

Avoiding

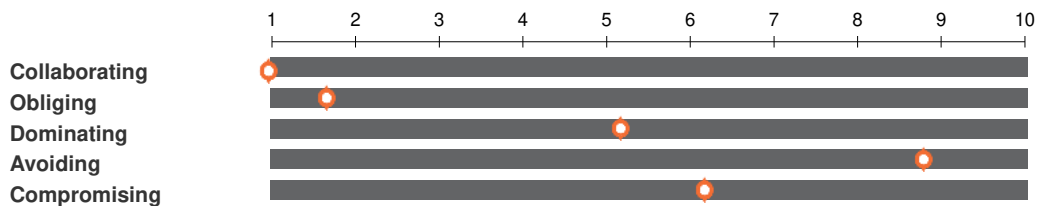
Compromising

With direct reports, their primary or preferred conflict management style is 'Avoiding'.

Based on this, Jane Sample would most likely try to avoid conflict or delay dealing with conflict with direct reports, when possible.

Their second most preferred conflict management style with their direct reports is 'Compromising'.

This indicates that Jane Sample would also try to find a "middle ground" solution where both parties make concessions to resolve the issue.



With Peers

Dominating

Obliging

With their peers, their primary or preferred conflict management style is 'Dominating'.

This shows that Jane Sample would most likely be firm and directive when trying to resolve conflicts or disagreements.

Their second most preferred conflict management style with their peers is 'Obliging'.

This indicates that Jane Sample would also be willing to let the other party get what they want to resolve a conflict or disagreement with peers.

