



# Leadership Profile



## **PARTICIPANT REPORT** For Self- Coaching

**Jane Sample**

July 20, 2017



## STRENGTHS

### A) Leadership strengths related to how you scored:

- **Conventional and practical**
  - You're practical and realistic
  - You adhere to using proven methods
  - You can stay focused on repetitive tasks
  - You're comfortable focusing on details
- **Satisfied with how things are**
  - You're flexible with goals and plans
  - You have realistic expectations
  - You're generally satisfied with how things are
  - You're not highly demanding
- **Flexible and able to improvise**
  - You're not bound by rules or tradition
  - You're willing to take risks
  - You easily adapt to change
  - You're able to improvise
- **Comfortable with social interaction**
  - You're communicative and friendly
  - You're outgoing but not overly attention-seeking
  - You're approachable and willing to listen
  - You likely prefer a mix of independent and collaborative tasks

## POTENTIAL CHALLENGES

### B) Potential leadership challenges related to how you scored:

- **Detail Orientation**
  - You may need to be given clear goals but be allowed to decide how to reach them
  - You may prioritize 'big picture' tasks over detailed tasks
  - You may not enjoy detailed work
  - You'll likely follow the most efficient route to achieving objectives
- **Openness to Change**
  - You may strictly adhere to guidelines and policies
  - You may need extra time to adapt to change
  - You may need to know the reasons for change
  - You may need reassurance when you're required to take risks
- **Self-Motivation**
  - You may need to set realistic, reachable goals
  - You would likely be motivated by group collaboration
  - You may find it challenging to consistently maintain a high level of performance
  - You may be uncomfortable with goals that are hard to reach
- **Verbal Reasoning**
  - You may need assistance solving complex problems requiring logic and reasoning
  - You may need input from others to make correct judgments from complex written information
  - You would benefit from extra coaching and training on complex problem solving



### 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 seven 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 your work-relevant characteristics. It is important to remember, however, that these results should not be used as the sole factor when making an employment-related decision and should always be considered in the context of all available information about your fit to a specific role and work environment.

### Your primary traits:

Conventional

Spontaneous

Contented

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

### Summary of your results:

	LEFT SIDE	MID LEFT	MID RANGE	MID RIGHT	RIGHT SIDE	
<b>Non-Dominant</b> Not motivated to lead others, less assertive						<b>Dominant</b> Driven to lead others, assertive
<b>Contented</b> Modest expectations and objectives						<b>Achievement-Focused</b> Motivated to reach challenging goals, high expectations of oneself
<b>Reactive</b> Sense of urgency and reactive to stress and pressure						<b>Calm</b> Even-tempered, calm when working under pressure
<b>Reserved</b> Task focused; does not have a strong need for social interaction						<b>Outgoing</b> Comfortable with social interaction and talkative
<b>Direct</b> Straightforward and direct						<b>Empathetic</b> Sensitive to the needs of others and tactful
<b>Spontaneous</b> Flexible and improvising						<b>Regimented</b> Rule abiding and detail-focused
<b>Conventional</b> Practical and prefer predictability						<b>Open-minded</b> Imaginative, open to change, curious and creative

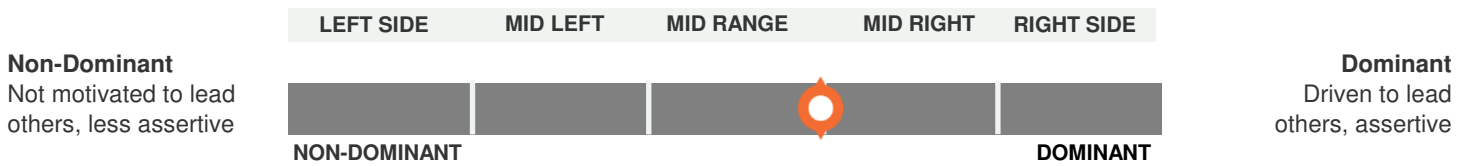


The marker represents your results. The average results of working adults is at the middle point of each dimension.

#### Disclaimer:

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



### Ms. 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 you scored:

- You're a cooperative team member
- You're able to work well independently
- You're comfortable taking charge if necessary
- You're able to lead others if necessary

#### Job-Fit Considerations – You would fit best into a role that:

- Emphasizes collaboration with others
- Involves occasional leadership tasks
- Involves working with a cooperative team
- Doesn't require being closely monitored

#### Coaching/developmental areas related to how you scored:

- You may be dissatisfied in a role that is primarily managing others
- You may be uncomfortable if you have to be highly assertive on a frequent basis

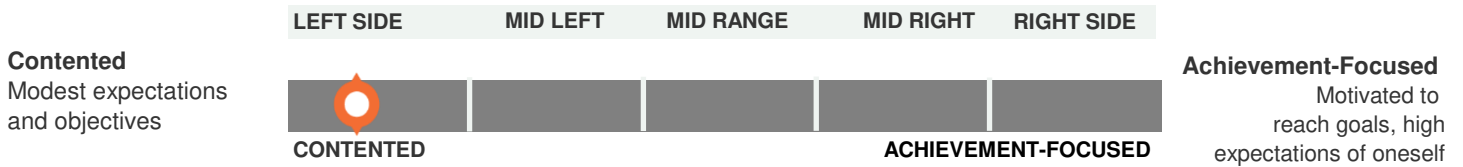
#### Culture-Fit Considerations - You would fit best into an organizational culture that:

- Has a healthy balance between cooperation and independence
- Is open to ideas and input from all team members
- Values the contributions of all employees

#### Suggested questions to ask employers to further assess "fit"

- How much of this job involves directing others?
- How does the work culture emphasize collaboration between co-workers?

## Dimension 2: Contented vs. Achievement-Focused



### Ms. 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 you scored:

- You're flexible with goals and plans
- You have realistic expectations
- You're generally satisfied with how things are
- You're not highly demanding

#### Job-Fit Considerations – You would fit best into a role that:

- Has modest expectations for job performance
- Has realistic goals
- Doesn't involve working under pressure to achieve difficult objectives
- Doesn't require continuous improvement

#### Coaching/developmental areas related to how you scored:

- You may find it challenging to consistently maintain a high level of performance
- You may be uncomfortable with goals that are hard to reach

#### Culture-Fit Considerations - You would fit best into an organizational culture that:

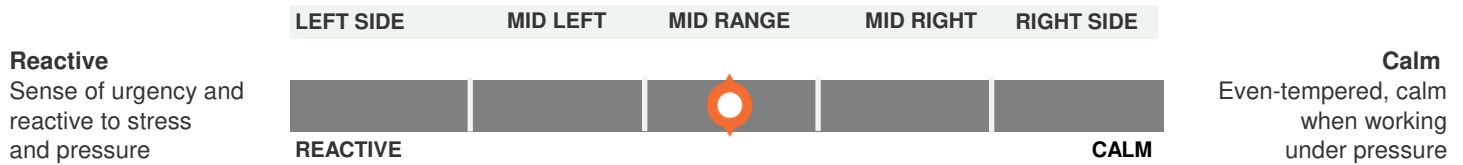
- Has realistic expectations for employee performance
- Doesn't set unreachable goals
- Doesn't put too much pressure on employees to perform

#### Suggested questions to ask employers to further assess "fit"

- How difficult is the day to day work?
- How demanding are the main responsibilities of this job?



### Dimension 3: Reactive vs. Calm



#### Ms. 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 you scored:

- You're able to handle stress and pressure well
- You're self-aware
- You're seen by others as balanced and stable
- You're receptive to feedback

#### Job-Fit Considerations – You would fit best into a role that:

- Has a mix of high and low stress pressure tasks
- Is demanding and challenging but not too stressful
- Gives you a balanced workload
- Has realistic performance expectations

#### Coaching/developmental areas related to how you scored:

- You may appear nonchalant to others because you are usually calm
- You may not always convey a sense of urgency with tasks

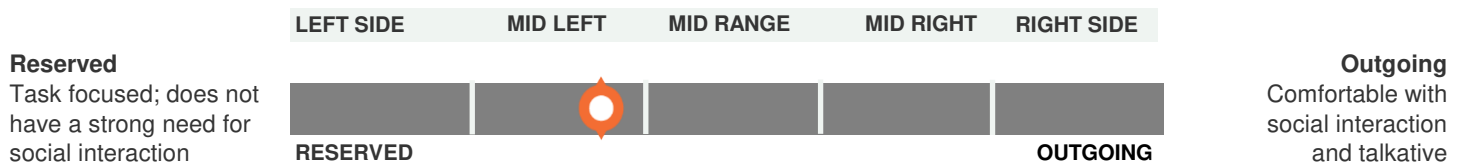
#### Culture-Fit Considerations - You would fit best into an organizational culture that:

- Respects and supports work/life balance
- Sets reachable goals and targets
- Has leadership that does not over-react to minor issues or threats

#### Suggested questions to ask employers to further assess "fit"

- What are the high-pressure tasks involved in this job, if any?
- What are the measured objectives in this job? How many people in the role meet or exceed them?

## Dimension 4: Reserved vs. Outgoing



### Ms. 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 on completing tasks.

#### Positive characteristics related to how you scored:

- You're communicative and friendly
- You're outgoing but not overly attention-seeking
- You're approachable and willing to listen
- You likely prefer a mix of independent and collaborative tasks

#### Job-Fit Considerations – You would fit best into a role that:

- Involves 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 you scored:

- You may be reluctant to voice your ideas and opinions
- You may not seek recognition for your performance

#### Culture-Fit Considerations - You would fit best into an organizational culture that:

- Is friendly, open and social
- Encourages both hard work and fun
- Emphasizes the importance of open communication

### Suggested questions to ask employers to further assess "fit"

- How much of the work in this job is completed independently versus working with others?
- How much of this job involves meeting new people?

## Dimension 5: Direct vs. Empathetic



### Ms. 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 you scored:

- You're a straightforward and direct communicator
- You're focused on completing tasks
- You're comfortable voicing unpopular opinions
- You don't feel obligated to please others

#### Job-Fit Considerations – You would fit best into a role that:

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

#### Coaching/developmental areas related to how you scored:

- You may focus on completing tasks more than people issues
- You may appear critical or forthright to people who are sensitive

#### Culture-Fit Considerations - You would fit best into an organizational culture that:

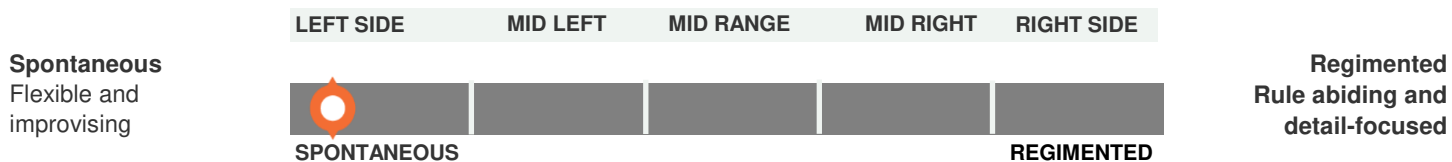
- Is focused more on achieving its objectives than people issues
- Considers disagreement and criticism to be constructive
- Encourages frank dialogue and open exchange of opinions

#### Suggested questions to ask employers to further assess "fit"

- Does the work culture encourage open dialogue and exchange of opinions?
- Are managers open to receiving input and constructive criticism from employees?



## Dimension 6: Spontaneous vs. Regimented



### Ms. Sample scored in 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.

#### Positive characteristics related to how you scored:

- You're not bound by rules or tradition
- You're willing to take risks
- You easily adapt to change
- You're able to improvise

#### Job-Fit Considerations – You would fit best into a role that:

- Lets you focus on big-picture issues and strategies, not details
- Doesn't require you to be highly organized or structured
- Lets you decide how you want to do your own work
- Needs you to be flexible and improvise

#### Coaching/developmental areas related to how you scored:

- You may not enjoy detailed work
- You'll likely follow the most efficient route to achieving objectives

#### Culture-Fit Considerations - You would fit best into an organizational culture that:

- Does not expect strict adherence to set processes and procedures
- Doesn't micro-manage employees
- Has minimal bureaucracy

#### Suggested questions to ask employers to further assess "fit"

- How closely would I be managed? How much autonomy would I have in this job?
- How much planning and organizing are involved in this job?

## Dimension 7: Conventional vs. Open-minded



### Ms. 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 you scored:

- You're practical and realistic
- You adhere to using proven methods
- You can stay focused on repetitive tasks
- You're comfortable focusing on details

#### Job-Fit Considerations – You would fit best into a role that:

- Lets you follow established processes and make quick decisions
- Focuses on practical solutions to problems
- Lets you build upon others' ideas
- Doesn't require you to be too creative or innovative

#### Coaching/developmental areas related to how you scored:

- You may prefer to stick to traditional approaches to problem solving
- You may be skeptical of new ideas

#### Culture-Fit Considerations - You would fit best into an organizational culture that:

- Knows what it does best and stays with it
- Does not try to be an innovator
- Has consistent goals and objectives that don't change often

#### Suggested questions to ask employers to further assess "fit"

- How much change would I have to adapt to in this job?
- Is the organization well-established or is it relatively new?

## Business Reasoning Defined

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

### Summary of your results:

Verbal Reasoning Ability	Numerical Reasoning Ability
<b>Basic</b>	<b>Basic</b>

### Detailed Results

#### VERBAL REASONING ABILITY

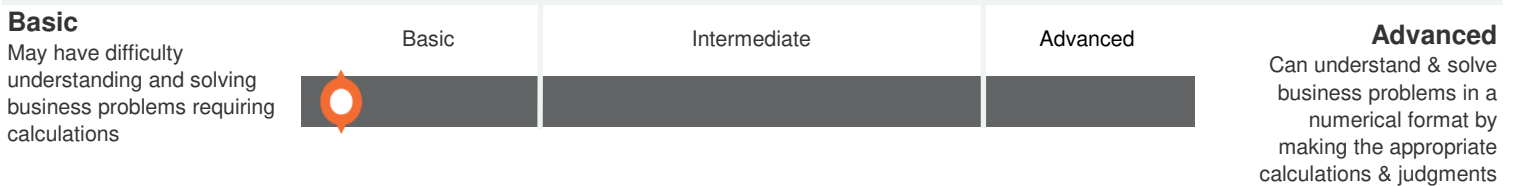


You have a **Basic** understanding of verbal reasoning with a percentile rank of 3.

#### Job Performance Considerations

- You may need assistance solving complex problems requiring logic and reasoning
- You may need input from others to make correct judgments from complex written information
- You would benefit from extra coaching and training on complex problem solving

#### NUMERICAL REASONING ABILITY



You have a **Basic** understanding of numerical reasoning with a percentile rank of 3.

#### Job Performance Considerations

- You may need assistance making complex numerical calculations
- You may be tempted to avoid or abandon solving complex numerical problems without help
- You would benefit from extra training and coaching on making numerical calculations

### 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 your 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**

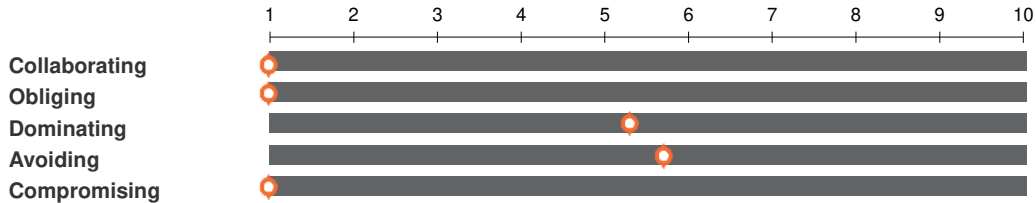
**Dominating**

With supervisors or people you report to, your primary or preferred conflict management style is 'Avoiding'.

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

Your second most preferred conflict management style with your supervisors is 'Dominating'.

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



#### With Direct Reports

**Avoiding**

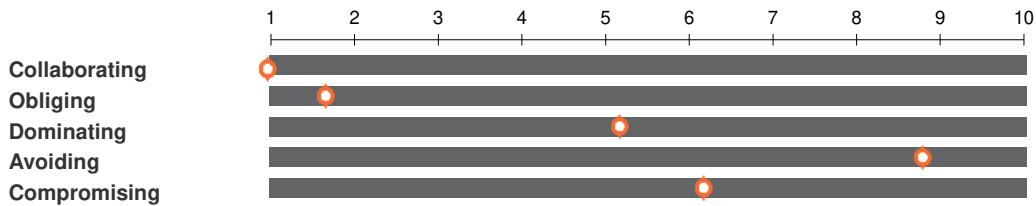
**Compromising**

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

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

Your second most preferred conflict management style with your direct reports is 'Compromising'.

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



#### With Peers

**Dominating**

**Obliging**

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

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

Your second most preferred conflict management style with your peers is 'Obliging'.

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

