



# 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 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:

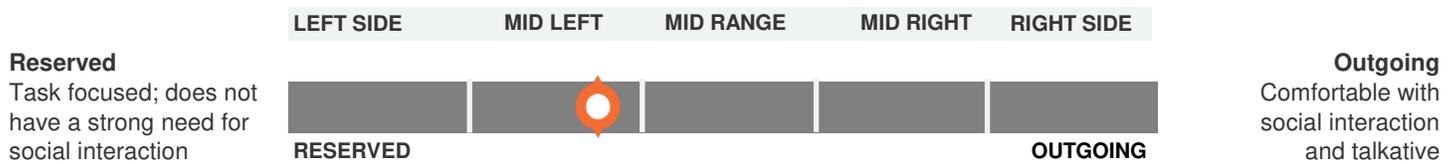
- Has realistic expectations for employee performance
- Doesn't set unreachable goals
- Doesn't put too much pressure on employees to perform

#### 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 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?







## 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

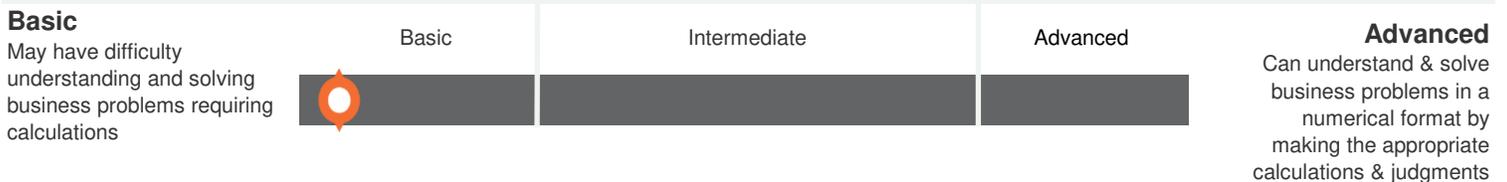


You have a **Basic** understanding of verbal reasoning with a percentile rank of 3.

#### 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**

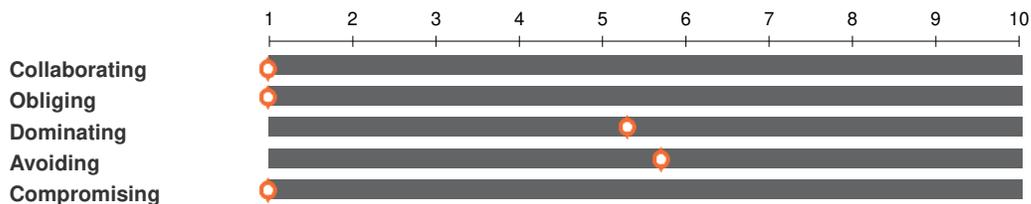
**Dominating**

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**

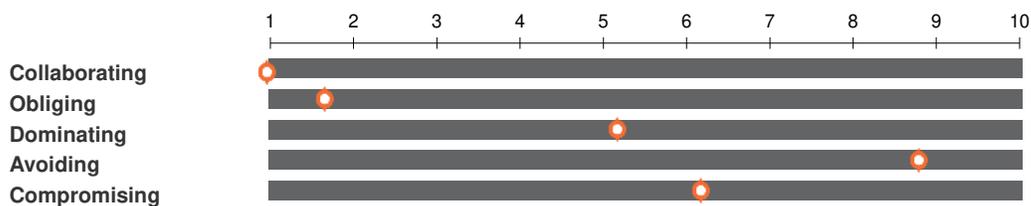
**Compromising**

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.

