



Leadership Profile



EMPLOYER REPORT

For Hiring, Training & Coaching

Kelly Sample

August 19, 2018





STRENGTHS

A) Leadership strengths related to how Kelly Sample scored:

• 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

• Outgoing and socially uninhibited

- Comfortable initiating social interaction
- Can quickly build relationships with coworkers and customers
- Comfortable being the center of attention
- Is naturally outgoing, open and communicative

• Competitive and driven to lead

- Confident and self-motivated
- Sets and reaches difficult goals
- Enjoys leading others
- Competitive and driven

• Cooperative and personable

- Honest and direct
- Seen as cooperative
- Will be comfortable voicing opinions
- Will strive to maintain good relations with others

POTENTIAL CHALLENGES

B) Potential leadership challenges related to how Kelly 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

• 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

• Numerical Reasoning

- 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

• Directness

- Can handle negative information
- Not likely to take constructive criticism personally
- May not feel comfortable facing interpersonal conflict
- Will likely want supportive relationships with co-workers

Detail Orientation - Kelly 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?

Verbal Reasoning - Kelly Sample scored in the a Basic with a percentile rank of 1.

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?

Numerical Reasoning - Kelly Sample scored in the a Basic with a percentile rank of 1.

This dimension measures the ability to correctly solve business problems presented in a numerical format by making the appropriate calculations and judgments. Low scoring individuals may have difficulty understanding and solving business problems requiring calculations.

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

- Describe an especially complex number-related problem that you faced in the past. What alternatives did you consider? What was your solution?
- Tell me about a particularly challenging time when you were asked to analyze numerical data and then make recommendations. What process did you use to draw your conclusions?

Directness - Kelly Sample scored on the Mid Left Side of the Direct vs. Empathetic dimension.

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

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

- Tell me about a time when you had to be assertive in order to get something done. What did you do and what was the result?
- Tell me about a time when you helped a co-worker who was experiencing personal problems. What was the situation, what actions did you take, and what were the results?



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.

Kelly Sample's primary traits:

Spontaneous

Dominant

Reactive

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

Summary of Kelly Sample's results:

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

Kelly 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



Kelly Sample scored in the Right Side of the Non-Competitive vs. Dominant dimension.

This dimension measures the degree to which a person is driven to take charge and lead others. Right side scoring individuals tend to be ambitious and focused on influencing others. They prefer to take charge and assume a leadership role.

Positive characteristics related to how Kelly Sample scored:

- Confident and self-motivated
- Sets and reaches difficult goals
- Enjoys leading others
- Driven to take charge

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

- Provides the ability to take charge and lead
- Has the responsibility of managing a team or managing important projects/initiatives
- Involves decision making responsibilities
- Provides adequate freedom and resources to accomplish tasks quickly

Coaching/developmental areas related to how Kelly Sample scored:

- Would be most comfortable when having decision making ability
- Would be most satisfied when able to make independent decisions

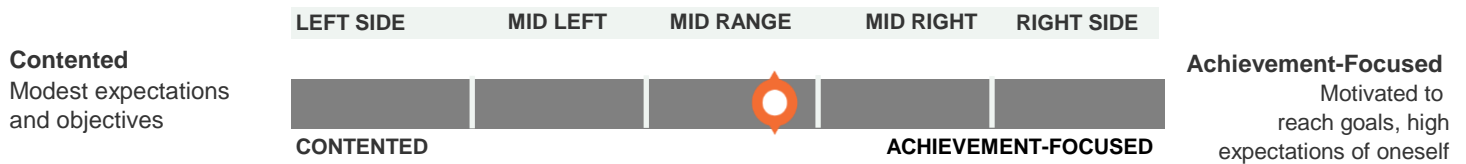
Management considerations for leading Kelly Sample:

- Can be given the authority to manage people or projects
- Will not prefer to be managed or monitored closely
- Will likely prefer to have a high degree of autonomy
- 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



Kelly Sample scored in the Mid Range of the Contented vs. Achievement-Focused dimension.

This dimension measures the degree to which a person is focused on achieving challenging goals. Mid-range scoring individuals are able to complete their objectives and tasks but may not expect to achieve highly challenging goals.

Positive characteristics related to how Kelly Sample scored:

- Motivated to fulfil responsibilities
- Able to meet others' standards and expectations
- Able to complete tasks and reach objectives
- Has modest expectations of themselves and others

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

- Requires meeting realistic standards and expectations
- Rewards employees who do good work
- Requires effort and self-motivation
- Has realistic, reachable goals

Coaching/developmental areas related to how Kelly Sample scored:

- May occasionally find it challenging to consistently meet others' expectations
- May need encouragement with goals that are very difficult to reach

Management considerations for leading Kelly Sample:

- Would respond well to being recognized for good work
- Would benefit from occasional reminders for work quality standards
- Would respond best to being given reachable goals
- Would be motivated by group collaboration

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

- Tell me about a time when you faced a challenge that required an exceptional amount of self-motivation to overcome. Please describe the situation and your actions in detail.
- Tell me about a time when you had to motivate yourself to accomplish something difficult. What was the situation and how did you motivate yourself?

Dimension 3: Reactive vs. Calm



Kelly Sample scored in the Mid Left of the Reactive vs. Calm dimension.

This dimension measures the degree to which a person is calm and tolerant of stress and pressure. Left Side scoring individuals are emotionally expressive and have a strong sense of urgency. They are often seen as tense and reactive to stress.

Positive characteristics related to how Kelly Sample scored:

- Shows a sense of urgency
- Self-aware
- Reactive to stress and pressure
- Takes tasks seriously

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

- Requires being proactive to be successful
- Allows for being open with emotions and opinions
- Has a mix of high and low stress tasks
- Gives a balanced workload

Coaching/developmental areas related to how Kelly Sample scored:

- May become upset or discouraged when things do not go well
- May be tense or self-critical

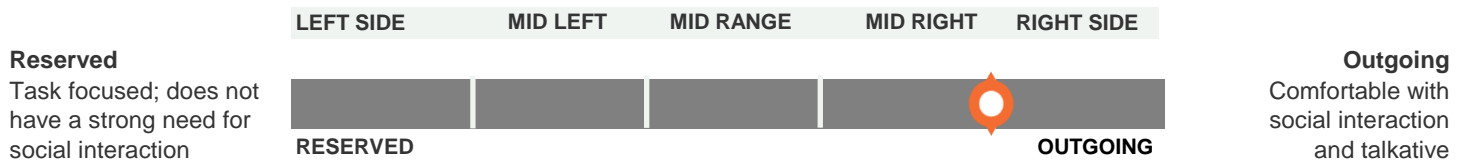
Management considerations for leading Kelly Sample:

- Should be given ambitious but reachable goals and targets
- Should be monitored to make sure that stress levels are not too high
- Would benefit from positive feedback
- Would likely be open to hearing suggestions for performance improvement

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

- Tell me about a time when you were particularly overwhelmed with your responsibilities at work. What strategies did you use to deal with this pressure?
- Stress can often decrease our job effectiveness. Tell me about a particularly stressful situation that could have affected your performance at work if you had let it. How did you cope with the stress?

Dimension 4: Reserved vs. Outgoing



Kelly Sample scored in the Right Side of the Reserved vs. Outgoing dimension.

This dimension measures the degree to which a person enjoys and is comfortable with social interaction. Mid Right scoring individuals are seen as friendly and comfortable interacting with others, but are not typically seen as highly outgoing.

Positive characteristics related to how Kelly Sample scored:

- Is naturally outgoing, open and communicative
- Can quickly build relationships with co-workers and customers
- Comfortable being the center of attention
- Will initiate social interaction

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

- Has a focus on communicating and building relationships
- Requires initiating contact with unfamiliar people
- Involves limited independent work
- Involves collaboration with others

Coaching/developmental areas related to how Kelly Sample scored:

- May prefer collaboration to completing tasks independently
- May perform better with more group involvement

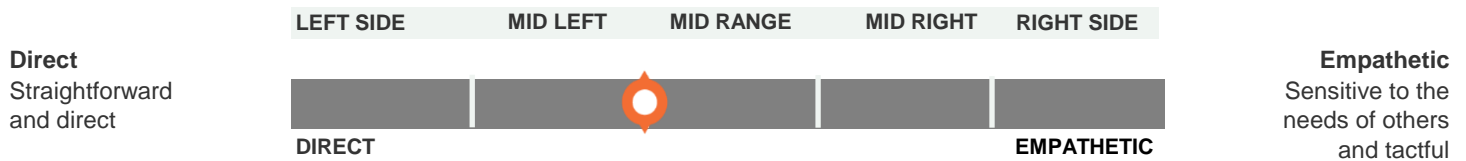
Management considerations for leading Kelly Sample:

- Should have more tasks that involve interacting with others than independent work
- Will likely share thoughts and ideas openly
- May not always think ideas through before sharing them
- Should be given the opportunity to interact with new people

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

- 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?
- Tell me about a time when you decided to work on a task independently when you would have rather involved others. What was the situation and what was the result?

Dimension 5: Direct vs. Empathetic



Kelly Sample scored in the Mid Range of the Direct vs. Empathetic dimension.

This dimension measures the degree to which a person seems sensitive and empathetic. Mid Left 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 Kelly Sample scored:

- Honest and direct
- Seen as cooperative
- Will be comfortable voicing opinions
- Will strive to maintain good relations with others

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

- Focuses on both concrete and people issues
- Doesn't involve constantly being exposed to negative feelings and conflict
- Allows an opportunity to provide constructive criticism
- Allows being direct and forthright

Coaching/developmental areas related to how Kelly Sample scored:

- May feel uncomfortable openly disagreeing with others
- May be uncomfortable dealing with people who are upset or angry

Management considerations for leading Kelly Sample:

- Can handle negative information
- Not likely to take constructive criticism personally
- May not feel comfortable facing interpersonal conflict
- Will likely want supportive relationships with co-workers

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

- Tell me about a time when you had to be assertive in order to get something done. What did you do and what was the result?
- Tell me about a time when you helped a co-worker who was experiencing personal problems. What was the situation, what actions did you take, and what were the results?

Dimension 6: Spontaneous vs. Regimented



Kelly 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 Kelly Sample scored:

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

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

- Has a mix of detailed and 'big picture' work
- Has an element of variety and unpredictability
- Doesn't primarily focus on performing repetitive tasks
- Has some flexibility in how tasks are completed

Coaching/developmental areas related to how Kelly Sample scored:

- May prefer to focus on 'big-picture' issues
- Will likely follow the most efficient route to achieving objectives

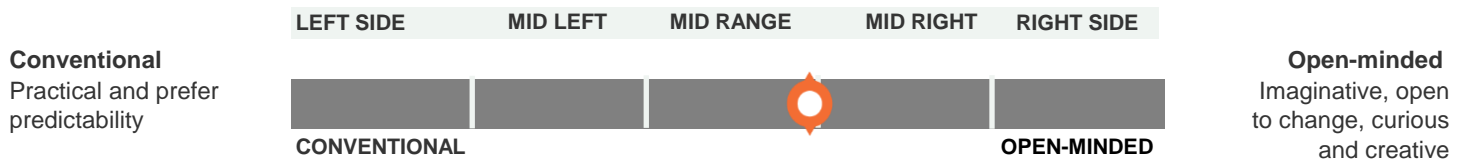
Management considerations for leading Kelly Sample:

- 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

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?

Dimension 7: Conventional vs. Open-minded



Kelly Sample scored in the Mid Range of the Conventional vs. Open-minded dimension.

This dimension measures the degree to which a person is curious, imaginative and innovative. Mid Range scoring individuals can be creative and imaginative when it is required but will still remain practical in their problem solving approach.

Positive characteristics related to how Kelly Sample scored:

- Has a realistic problem-solving style
- Practical but can be innovative when necessary
- Able to build on others' ideas
- Can contribute to strategic planning

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

- Involves some element of strategic thinking
- Allows for some innovation and developing new ideas
- Does not involve constant change in goals
- Does not have a main focus on creativity

Coaching/developmental areas related to how Kelly Sample scored:

- May stick to traditional approaches to problem solving
- May be initially resistant to others' ideas that involve rapid or drastic change

Management considerations for leading Kelly Sample:

- May not be highly creative but can build upon others' ideas
- May need to know the reasons behind changes in plans or strategy
- May need time to adapt to significant changes
- May need time to become comfortable with taking risks

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

- Give me an example of a time when you needed to be creative or innovative in order to complete a task or objective. What was the situation and how did you respond?
- Sometimes we're required to change and we're not sure if the change will be beneficial. Tell me about a time when you were skeptical of a change or new idea at work. What was the situation and how did you react?

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

Compromising

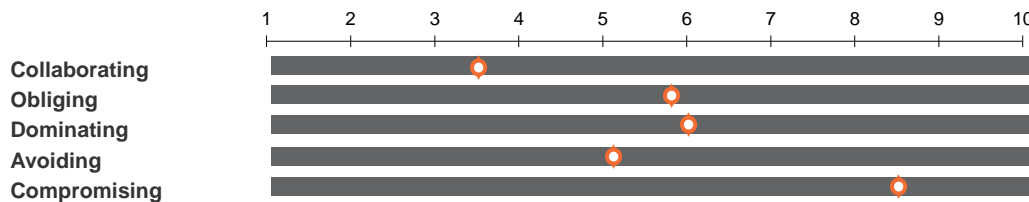
Dominating

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

This means that Kelly Sample would most likely try to find a "middle ground" solution where both parties make concessions to resolve the issue.

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

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



With Direct Reports

Obliging

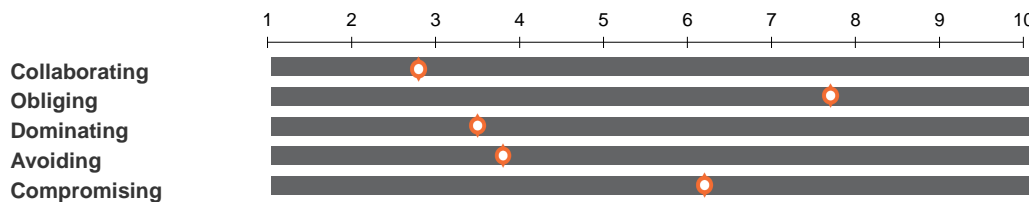
Compromising

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

Based on this, Kelly Sample would most likely let direct reports get what they want to resolve a conflict, issue or disagreement.

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

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



With Peers

Compromising

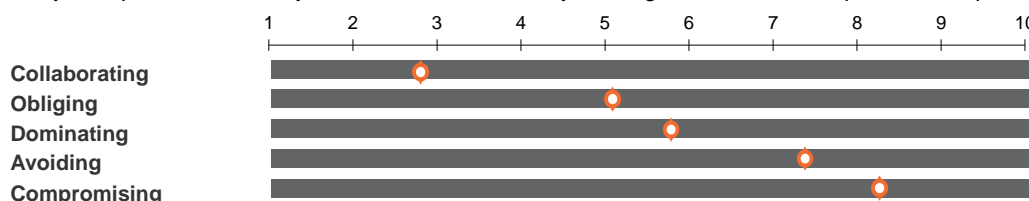
Avoiding

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

This shows that Kelly Sample would most likely try to find a solution where all parties make concessions to "meet in the middle".

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

This indicates that Kelly Sample would also try to avoid conflict or delay dealing with conflict with peers when possible.



DISCLAIMER: These results should always be considered in the context of all available information about a person and should not be used as the sole factor for making employment-related decisions.

SOLUTIONS



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** Employer and Participant reports*



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** Employer and Participant reports*

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