



Leadership Profile



PARTICIPANT REPORT For Self- Coaching

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August 19, 2018



STRENGTHS

A) Leadership strengths related to how you scored:

• 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

• Strong sense of urgency

- You show a sense of urgency
- You're self-aware
- You're quick to react to stress and pressure
- You take tasks seriously

• Competitive and driven to lead

- You're more comfortable leading than following
- You're confident
- You enjoy leading others
- You're able to take charge

• Cooperative and personable

- You're honest and direct
- You strive to maintain good relations with others
- You are comfortable voicing unpopular opinions
- You're seen as cooperative and friendly but still able to voice your opinions

POTENTIAL CHALLENGES

B) Potential leadership challenges related to how you scored:

• Detail Orientation

- You prefer to have autonomy on how you reach goals and objectives
- You may prioritize 'big picture' projects over detailed tasks
- You may prefer to stray away from detailed work
- You'll likely follow the most efficient route to achieving objectives

• Stress Tolerance

- Your team may feel your stress and be affected negatively
- You may have challenges managing your stress levels in front of your team
- You may be too critical of yourself and your team
- You may become frustrated by goals you think are unreachable

• Directness

- You may focus on data or facts more than people issues
- You may appear forthright to employees who are sensitive
- You may have to learn to tactfully provide frank opinions
- You may need to improve how you resolve interpersonal conflict

• Outgoingness

- You may talk more than listen at times
- You may not always think ideas through before sharing them with your team
- You may be tempted to delegate independent tasks
- You may prefer to solve problems by discussion rather than reflection

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:

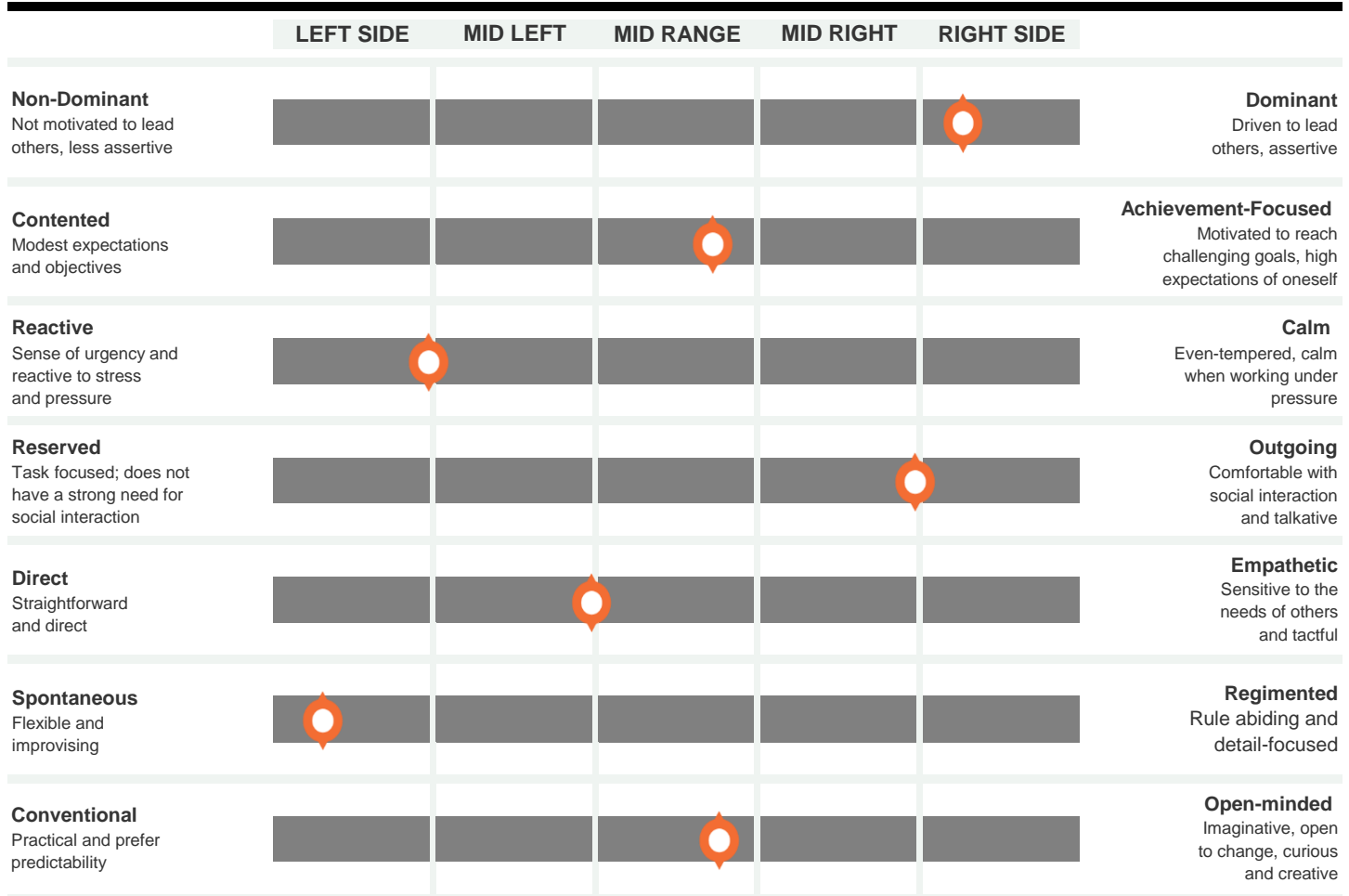
Spontaneous

Dominant

Reactive

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

Summary of your results:



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 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 you scored:

- As a leader, you're more comfortable taking charge than following
- You're confident
- You enjoy leading others

Job-Fit Considerations – You 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 you scored:

- You prefer to take charge and be the decision maker which may not always be conducive to teamwork and collaboration. Take the time to involve others in your decision making and planning process.
- You may quickly become bored or frustrated if you aren't able to take charge in situations. Remind yourself to stay open and receptive to the ideas and instructions of others.

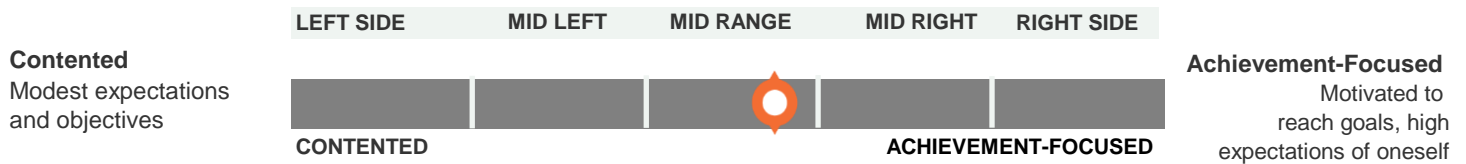
Culture-Fit Considerations - You would fit best into an organizational culture that:

- Recognizes leaders who go the extra mile
- Promotes from within
- Invests in its future leaders
- Rewards employees who take charge

Suggested questions to ask employers to further assess "fit"

- How many people in management positions have been promoted from within the organization?
- What is the career path for people who excel in this job?

Dimension 2: Contented vs. Achievement-Focused



Ms. 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 you scored:

- As a leader, you're motivated to excel
- You're able to meet others' standards and expectations
- You're willing to stretch to meet lofty goals
- You have reasonable expectations of yourself and others

Job-Fit Considerations – You 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 you scored:

- As a leader, you may find it challenging at times to consistently meet others' expectations. Don't be afraid to ask for help, delegate and set realistic deadlines for yourself and others
- You may be uncomfortable with goals that are very difficult to reach. Try to motivate yourself to step outside your comfort zone at times; that's where the growth happens.

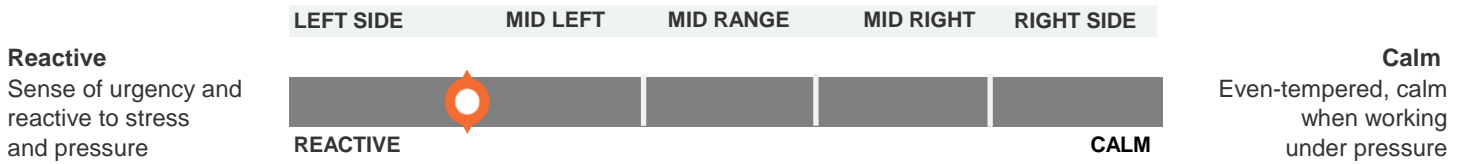
Culture-Fit Considerations - You would fit best into an organizational culture that:

- Rewards employees who do good work
- Expects employees to meet realistic standards
- Sets reachable goals

Suggested questions to ask employers to further assess "fit"

- How would you describe someone who is a good performer in this job?
- How demanding are the main responsibilities of this job?

Dimension 3: Reactive vs. Calm



Ms. 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 you scored:

- As a leader, you show a sense of urgency
- You're quick to react to stress and pressure
- You take tasks and responsibilities seriously

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

- Doesn't require you to handle too much on-the-job stress
- Allows you to be open with your opinions
- Gives you a balanced workload
- Requires being proactive to be successful

Coaching/developmental areas related to how you scored:

- As a leader, it's important for you to keep your cool when leading others through stressful times. Otherwise, you may come across as tense and critical. Take some time to center yourself and re-prioritize actions when you're feeling tense.
- You may take on more responsibilities than you can handle at times. Be sure to ask your staff for help when you need it and to delegate tasks.

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

- Emphasizes a healthy work-life balance
- Is openly appreciative of employees' contributions
- Has leadership that openly communicates and values constructive criticism

Suggested questions to ask employers to further assess "fit"

- How is a healthy work-life balance encouraged and supported?
- How are employees' contributions rewarded?

Dimension 4: Reserved vs. Outgoing



Ms. 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 you scored:

- In your role as a leader, you'll initiate social interaction
- You can be outgoing, colorful and charismatic
- You're comfortable being the center of attention
- You quickly build relationships

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

- Requires you to initiate contact with unfamiliar people
- Involves limited independent work
- Lets you collaborate with others often
- Lets you focus on communicating and building relationships

Coaching/developmental areas related to how you scored:

- You may perform better in projects with more group involvement. Make sure to stay focused on tasks during independent projects by limiting distractions in your environment.
- You may prefer collaboration to completing tasks independently. Remember that as a leader, there will be times where you are expected to lead initiatives.

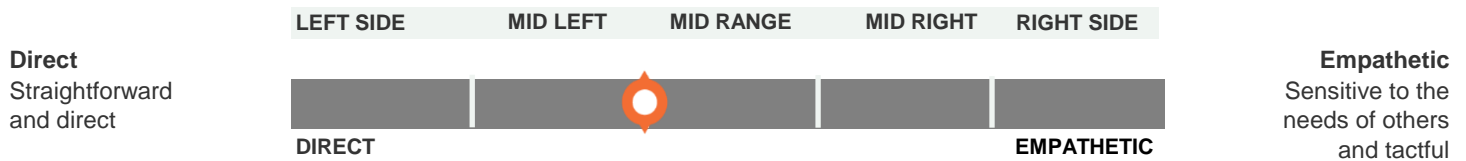
Culture-Fit Considerations - You would fit best into an organizational culture that:

- Is friendly, open and social
- Knows how to have fun while working
- Emphasizes the importance of open communication

Suggested questions to ask employers to further assess "fit"

- How much of this job would involve meeting new people?
- What would the split be between tasks completed independently versus interacting with others?

Dimension 5: Direct vs. Empathetic



Ms. 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 you scored:

- You're honest and direct in your leadership style
- You strive to maintain good relations with your team
- You are comfortable voicing unpopular opinions
- You can be cooperative when needed

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

- Lets you be direct and forthright when you need to be
- Lets you focus on both concrete issues and people issues
- Doesn't often involve being exposed to negative feelings and conflict
- Allows an opportunity to provide constructive criticism

Coaching/developmental areas related to how you scored:

- Emotionally sensitive people may see your leadership style as too frank and direct at times. Make sure to revise your delivery with different groups of people to avoid misunderstandings or conflict.
- As a leader, you may be uncomfortable dealing with people who are upset or angry. Remember that this is part of your role, and that your team needs to feel comfortable approaching you with issues and requests.

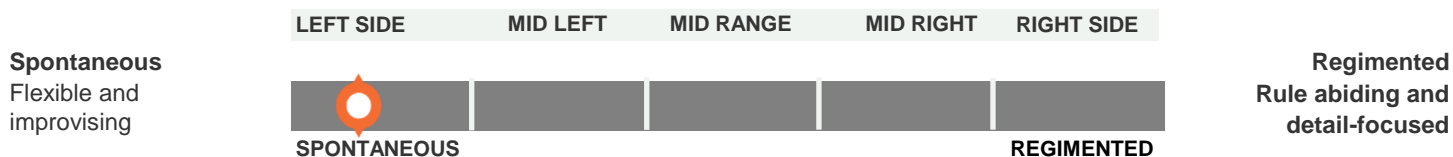
Culture-Fit Considerations - You would fit best into an organizational culture that:

- Encourages frank dialogue and constructive criticism
- Handles interpersonal conflict in a constructive way
- Assigns equal importance to people issues and concrete issues

Suggested questions to ask employers to further assess "fit"

- What does the organization do to help maintain good employee morale and engagement?
- Would you describe the team that I would work with in this job as supportive and helpful?

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 in your leadership
- 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:

- As a leader, your preference is to focus on the big picture rather than the details of a project. Make sure to double check your work or have a trusted member of your team review things before you submit them.
- You'll likely follow the most efficient route to achieving objectives. Make sure you're not rushing or overlooking important details.

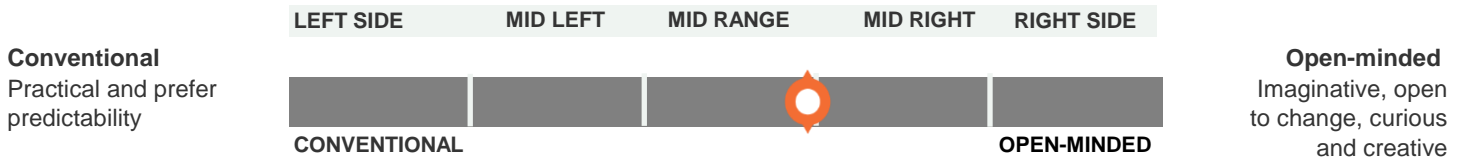
Culture-Fit Considerations - You would fit best into an organizational culture that:

- 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 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 required but will still remain practical in their problem solving approach.

Positive characteristics related to how you scored:

- You're practical in your leadership style but can be innovative when necessary
- You enjoy contributing to strategic planning
- You're able to build on others' ideas

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

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

Coaching/developmental areas related to how you scored:

- You may stick to traditional approaches to problem solving. Try to be open to new concepts and ideas that could benefit your team's efficiency and productivity.
- You may be initially resistant to rapid or drastic change. Make sure to ask questions if you have reservations about a change, instead of automatically rejecting new ideas.

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

- Is progressive and open to new ways of doing things
- Is practical but values innovation and creativity
- Adapts well to change
- Takes measured risks

Suggested questions to ask employers to further assess "fit"

- How much change and variety is there in this job?
- Is the organization well-established or is it relatively new?

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

Compromising

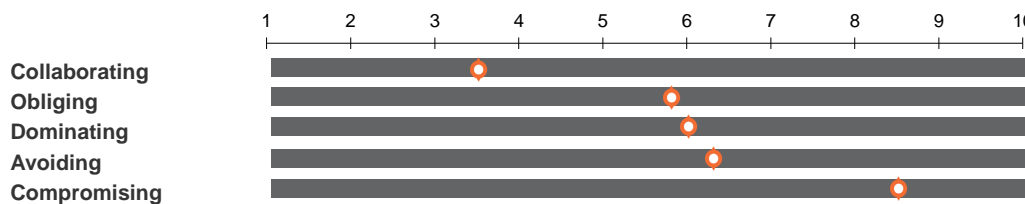
Avoiding

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

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

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

This indicates that you would also try to avoid conflicts or disagreements, or delay dealing with them, when possible.



With Direct Reports

Obliging

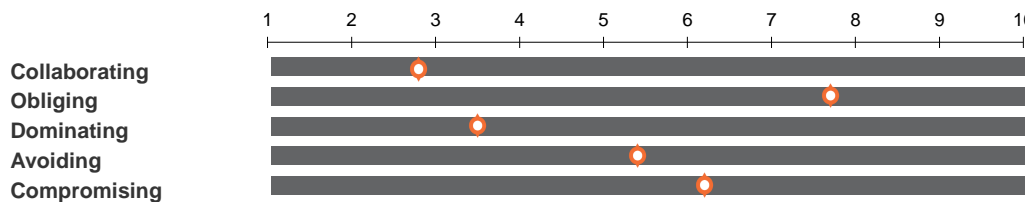
Compromising

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

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

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

Compromising

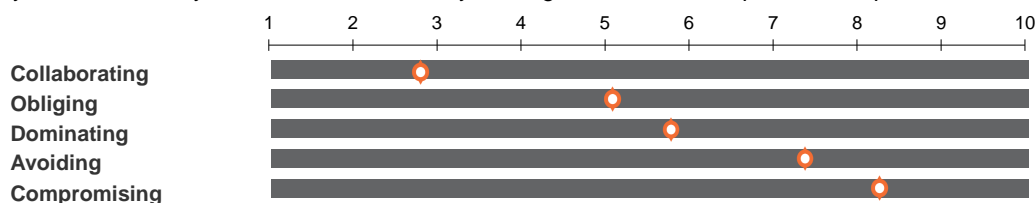
Avoiding

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

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

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

This indicates that you 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 and should not be used as the sole factor for making employment-related decisions.