



Leadership Profile



PARTICIPANT REPORT For Self- Coaching

Kelly Sample

September 6, 2018



STRENGTHS

A) Leadership strengths related to how you scored:

• Strong numerical reasoning skills

- You would not require assistance with problems requiring numerical calculations
- You would be able to make correct decisions and judgments based on numerical calculations
- You would be strong at analyzing numerical data

• Open minded and innovative

- You're open to change and new ideas
- You're good at finding creative solutions to problems
- You're a strategic thinker
- You're willing to take risks

• Reserved and task-focused

- You don't need a lot of interaction with others
- You're able to focus and work independently
- You have good listening skills
- You don't seek attention

• Sensitive and empathetic

- You're seen as helpful and considerate
- You prefer to avoid conflict when possible
- You're empathetic and understanding
- You're focused on cooperation and team efforts

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

• Reserved

- You may hesitate to share your thoughts and ideas in a group setting
- You may not give praise to your team for work well done
- You may be hesitant to communicate openly
- You prefer to have independent work as a significant component in your role

• Self-Motivation

- You may need a reminder to set realistic, reachable goals for yourself and your team
- You would likely be motivated by group collaboration
- You may find it challenging at times to consistently meet others' expectations
- You may be uncomfortable with goals that are very difficult to reach

• Preference for Change

- You may need variety and change in order to remain engaged
- You seek to be included in team brainstorming or strategizing
- You may over-analyze situations or problems
- Your desire for change and prevents you from recognizing potential risks

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:

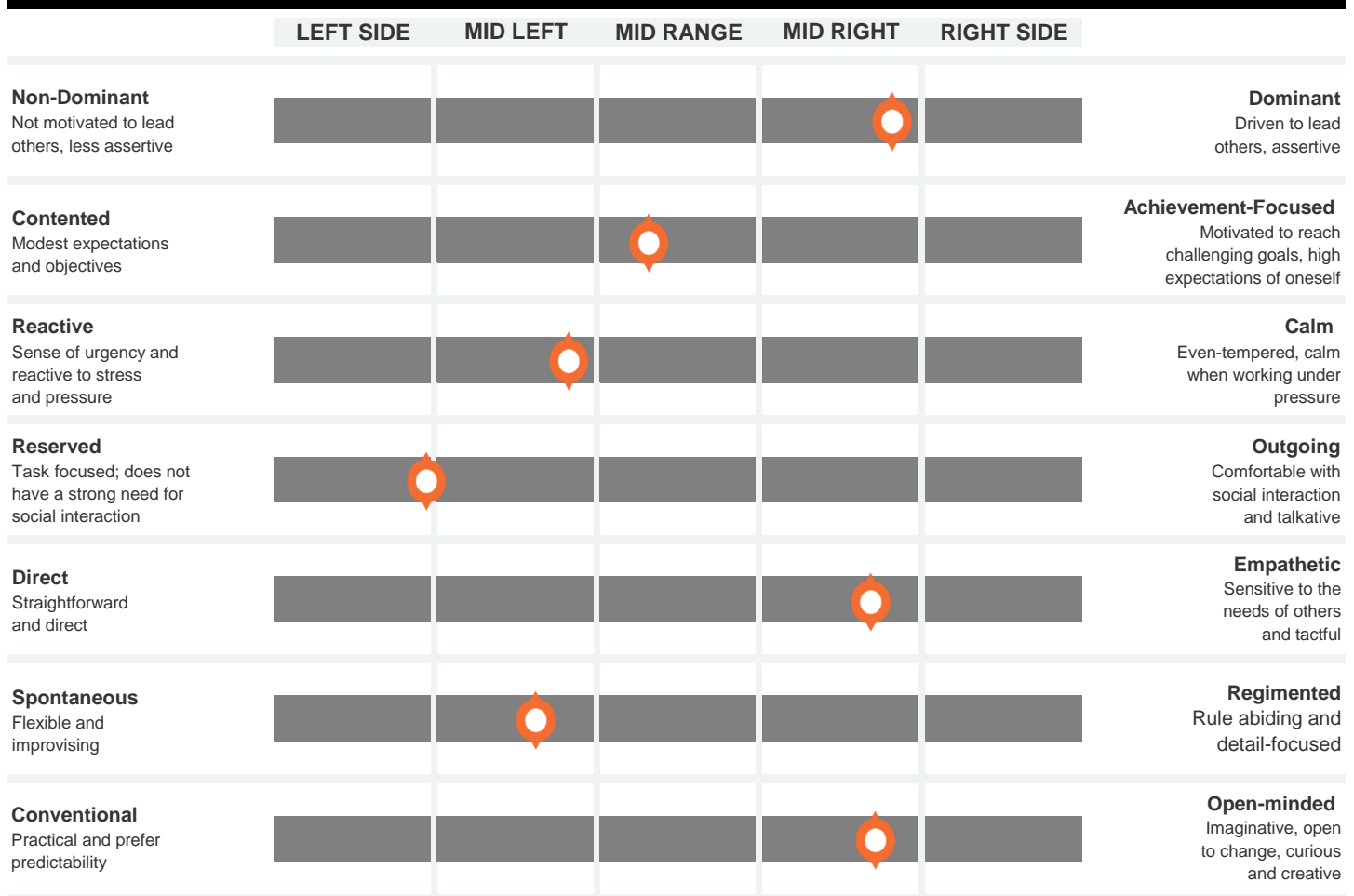
Reserved

Open-minded

Dominant

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

Summary of your results:

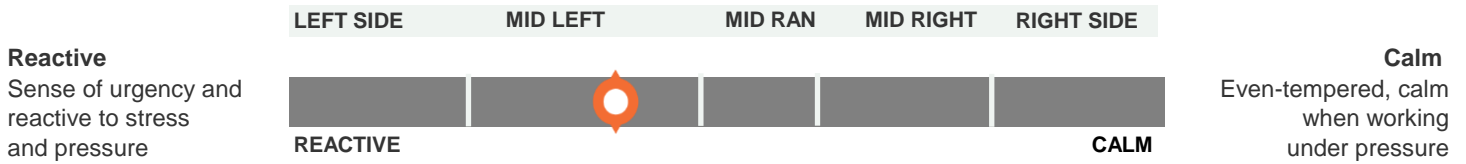


The marker represents your results. The average results of working adults is at the middle point of each dimension.

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 3: Reactive vs. Calm



Mr. 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. Mid Left 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're usually able to handle the stress and pressure of your responsibilities well
- You're seen by your team as balanced and stable
- You're open to feedback and coaching

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:

- 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 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 and to delegate tasks that can be taken on by others.

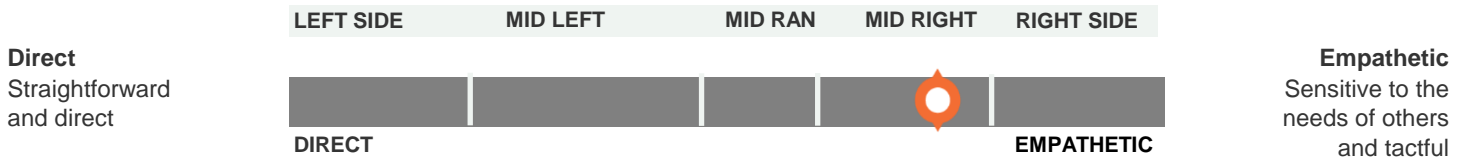
Culture-Fit Considerations - You would fit best into an organizational culture that:

- 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 5: Direct vs. Empathetic



Mr. Sample scored in the Mid Right of the Direct vs. Empathetic dimension.

This dimension measures the degree to which a person seems sensitive and empathetic. Mid Right scoring individuals are seen as cooperative and agreeable but can be forthright and direct in situations where they feel it is necessary.

Positive characteristics related to how you scored:

- You're seen as a helpful and considerate leader
- You prefer to avoid conflict in your team when possible
- You're empathetic and understanding with those you manage
- You're focused on cooperation and team efforts

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

- Involves tasks where you help others
- Doesn't involve being exposed to negative feelings and conflict
- Requires you to be empathetic and sensitive to the needs of others
- Doesn't require you to be blunt and direct

Coaching/developmental areas related to how you scored:

- As a people-focused leader, you may be overly concerned with the needs and request of your team and may spend too much time trying to please others
- You may be uncomfortable dealing with people who are upset or angry. Remember, a big part of your role as a leader involves managing people issues and managing conflict.

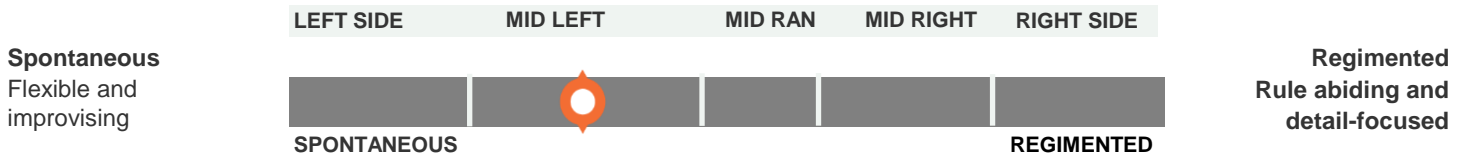
Culture-Fit Considerations - You would fit best into an organizational culture that:

- Makes an effort to ensure that leaders feel appreciated
- Encourages cooperation and strong interpersonal relationships
- Gives priority to people issues
- Makes helping others a primary goal

Suggested questions to ask employers to further assess "fit"

- What does the organization do to help maintain good employee morale and engagement?
- What aspects of this job involve helping others?

Dimension 6: Spontaneous vs. Regimented



Mr. Sample scored in the Mid Left of the Spontaneous vs. Regimented dimension.

This dimension measures the degree to which a person is conventional, rule abiding and detail-focused. Mid Left 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.

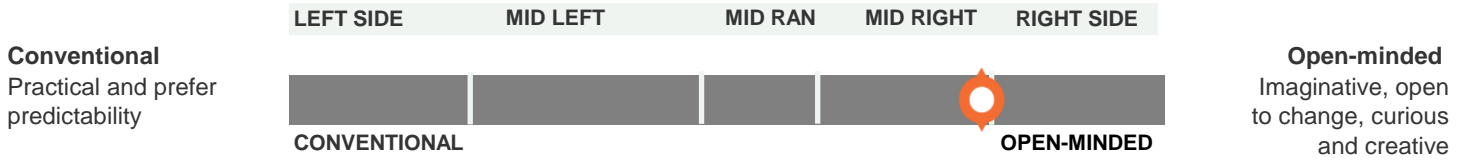
Culture-Fit Considerations - You would fit best into an organizational culture that:

- 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



Mr. Sample scored in the Mid Right of the Conventional vs. Open-minded dimension.

This dimension measures the degree to which a person is curious, imaginative and innovative. Mid Right 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 a big picture leader who is open to change and new ideas
- You're good at finding creative solutions to problems
- You're a strategic thinker
- You're willing to take risks

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

- Allows you to think strategically
- Requires you to find 'out of the box' solutions to problems
- Lets you be innovative and develop new ideas
- Allows you to make some of your decisions based on intuition

Coaching/developmental areas related to how you scored:

- You may over-analyze situations or problems. Try to stay on track and not let yourself get distracted with multiple things at once. Focus on one or two things at a time
- Check-in with yourself regularly and notice when you're starting to lose your focus. This is your trigger to switch up your tasks and responsibilities, so you can be more efficient.

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

- Is regarded as an innovator in their field
- Values and promotes creativity
- Quickly adapts to change
- Takes risks

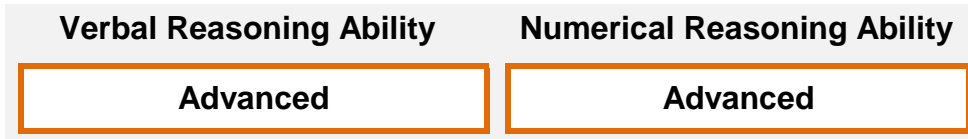
Suggested questions to ask employers to further assess "fit"

- How much change would there be in this job on a day-to-day basis?
- Would the workload in this job be predictable or unpredictable?

Business Reasoning Defined

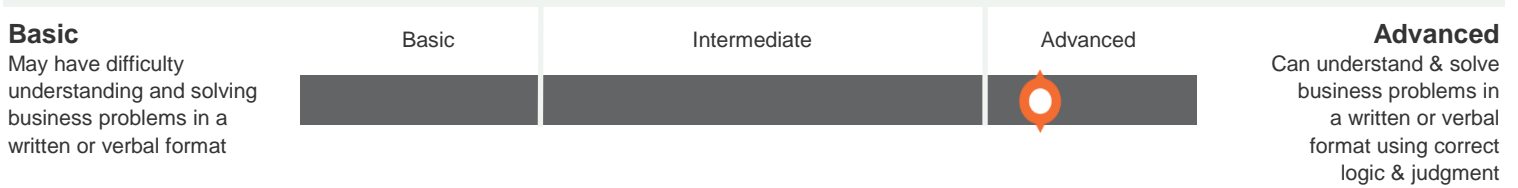
This section is a summary of Business Reasoning abilities calculated from the assessment you completed.

Summary of your results:



Detailed Results

VERBAL REASONING ABILITY

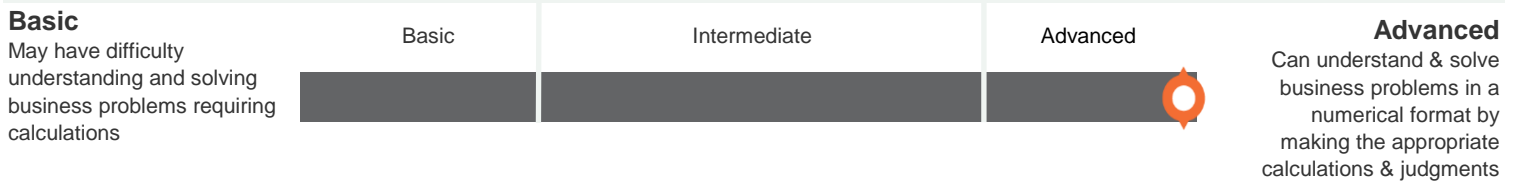


You have an **Advanced** understanding of verbal reasoning with a percentile rank of **81**.

Job Performance Considerations

- You would not need assistance solving day-to-day scenarios requiring logic and reasoning
- You would be able to make correct judgments from written information
- You would be a good contributor to solving team challenges

NUMERICAL REASONING ABILITY



You have a **Highly Advanced** understanding of numerical reasoning with a percentile rank of **99**.

Job Performance Considerations

- You would not require assistance with problems requiring numerical calculations
- You would be able to make correct decisions and judgments based on numerical calculations
- You would be strong at analyzing numerical data

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

Collaborating

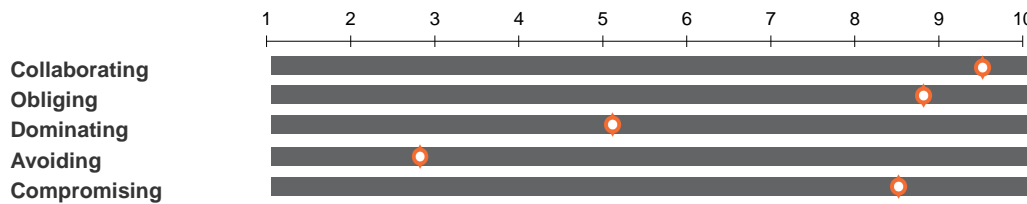
Obliging

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

This means that you would most likely try to find a "win-win" solution where both parties can achieve their objectives.

Your second most preferred conflict management style with your supervisors 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 Direct Reports

Dominating

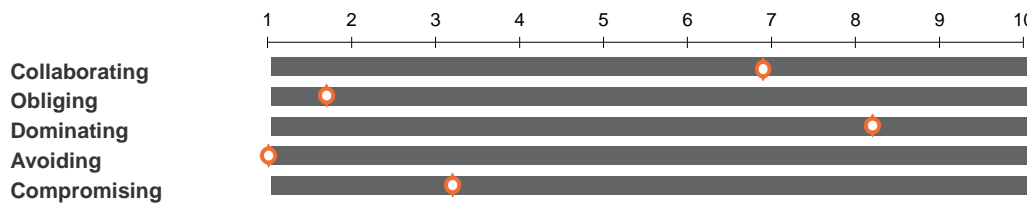
Collaborating

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

Based on this, you would most likely be firm and directive to quickly and decisively resolve issues or challenges with direct reports.

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

This indicates that you would also try to find a way for both parties to get what they want, when possible.



With Peers

Collaborating

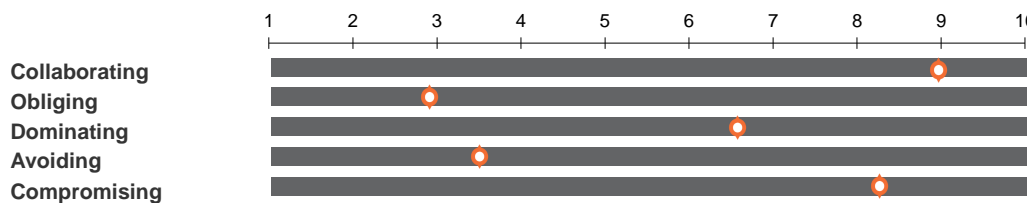
Compromising

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

This shows that you would most likely try to find a "win-win" so all parties get what they want without having to make concessions.

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

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



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.