



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:

	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

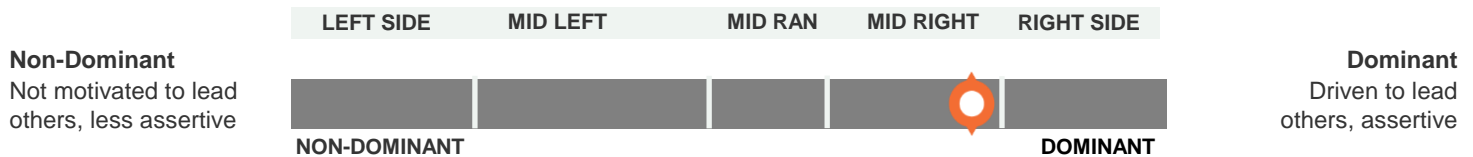


The marker represents your results. The average results of working adults is at the middle point of each dimension.

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



Mr. Sample scored in the Mid Right of the Non-Dominant vs. Dominant dimension.

This dimension measures the degree to which a person is driven to take charge and lead others. Mid Right 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.

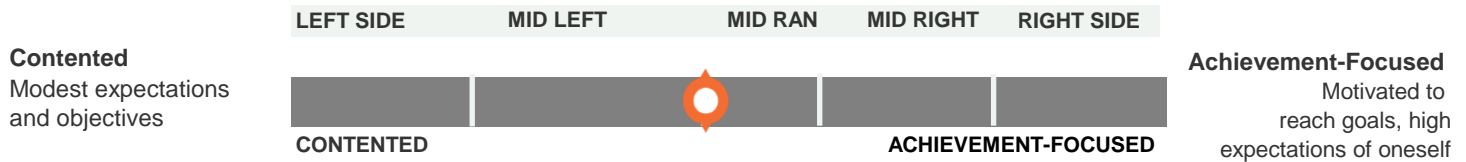
Culture-Fit Considerations - You would fit best into an organizational culture that:

- 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



Mr. 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:

- You're able to meet realistic goals and reasonable standards
- You're able to stay on-track and reach your objectives
- 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.

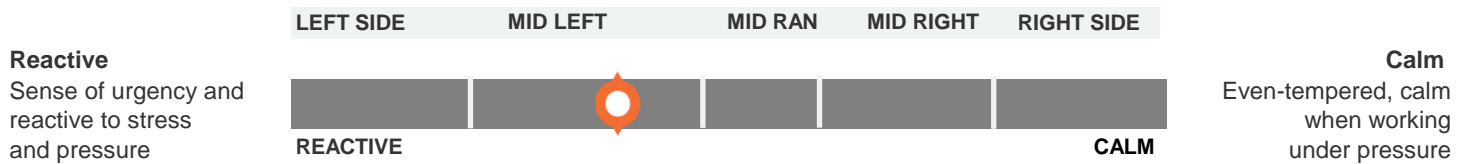
Culture-Fit Considerations - You would fit best into an organizational culture that:

- 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



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.

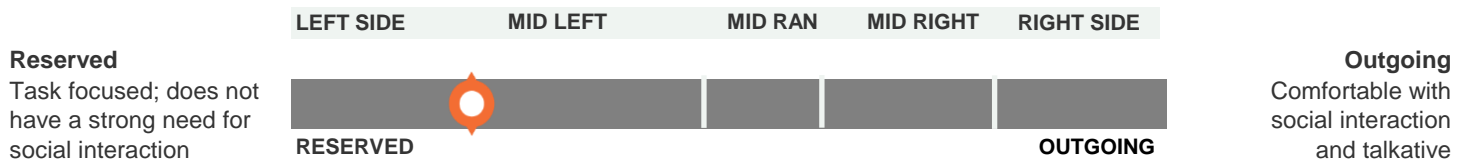
Culture-Fit Considerations - You would fit best into an organizational culture that:

- 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 4: Reserved vs. Outgoing



Mr. 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. Left Side 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:

- As a leader, you don't need a lot of interaction with others to get things done
- You're able to focus and work independently
- You don't seek attention

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

- Allows focus on independent projects
- Doesn't involve too much team or group work
- Doesn't focus on interaction with unfamiliar people or the public
- Lets you focus on your work without being interrupted

Coaching/developmental areas related to how you scored:

- You may be highly focused on tasks or projects and avoid interactions with unfamiliar people
- Be sure to speak up during meetings to voice your ideas and opinions. You may be too selective in when you decide to do this.

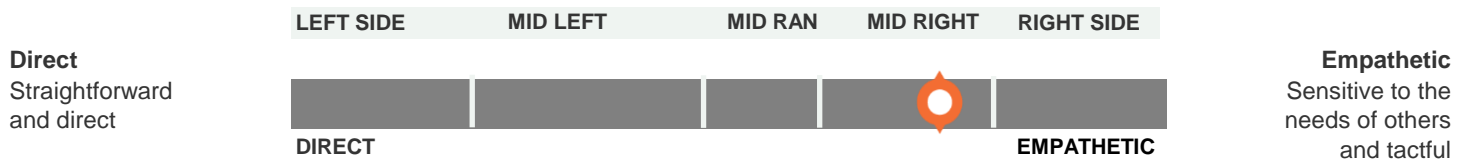
Culture-Fit Considerations - You would fit best into an organizational culture that:

- Encourages independent work
- Recognizes the contributions of employees who work 'behind the scenes'
- Respects that some people are more reserved than others

Suggested questions to ask employers to further assess "fit"

- How many of the tasks in this job are completed independently versus working with others?
- How are employees who work 'behind the scenes' recognized and shown that they are valued?

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.

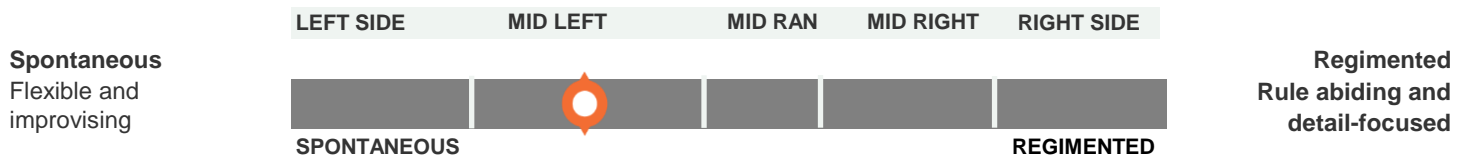
Culture-Fit Considerations - You would fit best into an organizational culture that:

- 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.

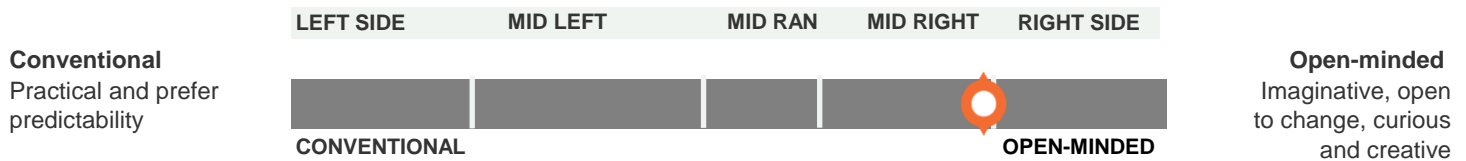
Culture-Fit Considerations - You would fit best into an organizational culture that:

- 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

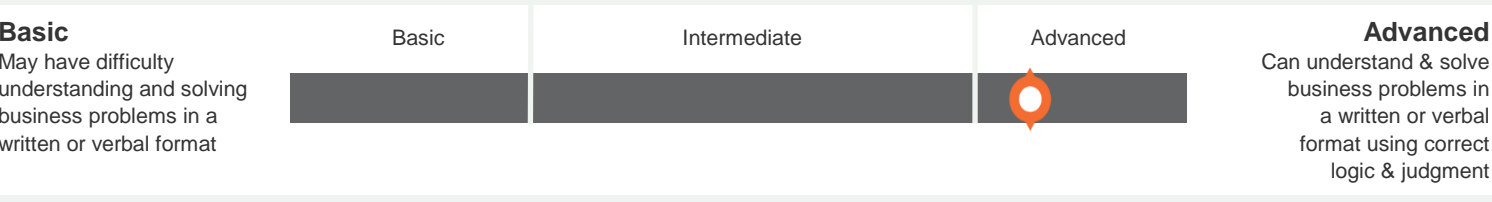
This section is a summary of Business Reasoning abilities calculated from the assessment you completed.

Summary of your results:

Verbal Reasoning Ability	Numerical Reasoning Ability
Advanced	Advanced

Detailed Results

VERBAL REASONING ABILITY

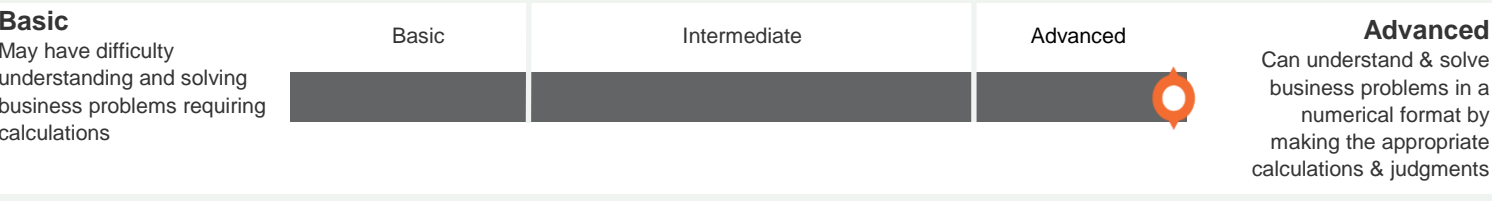


You have an Advanced understanding of verbal reasoning with a percentile rank of 81.

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

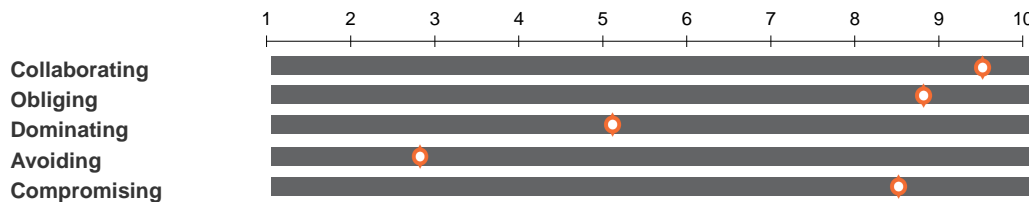
Obliging

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

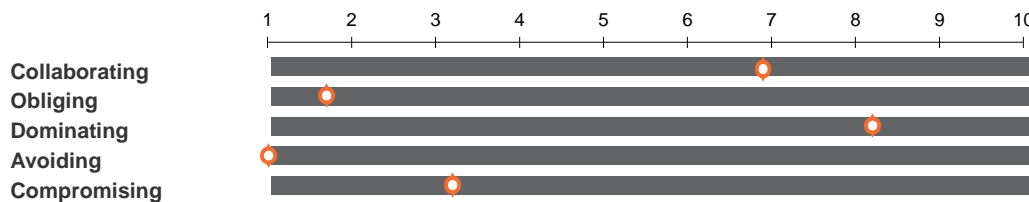
Collaborating

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

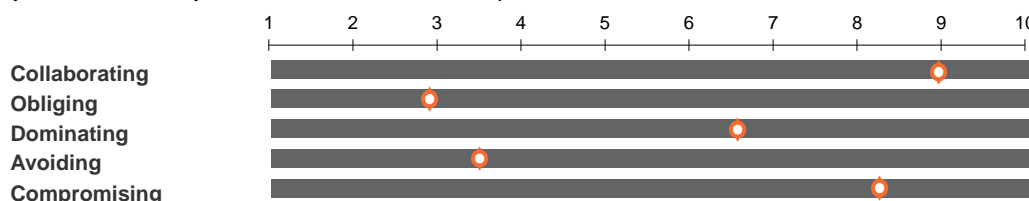
Compromising

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.

SOLUTIONS



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Workstyle & Performance Profile (WPP) reveals each participant's workstyle, strengths, and areas for improvement. The WPP results can be used for hiring, training, and performance management. Specialized reports available for Sales, Insurance and Retail.

** Employer and Participant reports*



Work Values & Attitude (WVA) assessment contains predictive analytics on integrity, responsibility, coachability, positive attitude, aggression, and open communication. The WVA report can help increase employee engagement, productivity, customer satisfaction, profitability, and more.

** Employer report*



Safety Quotient™ (SQ) helps identify the high-risk personality traits (impulsiveness, distractibility, rule-resistance, irritability, etc.) that lead to human error and preventable incidents. Specialized report for Safety Leaders available.

** Employer and Participant reports*



Driver Safety Quotient™ (DSQ) helps companies understand a driver's likelihood of crashes, near misses, traffic violations, property damage, and more. The DSQ™ helps ensure a safer roadway for everyone.

** Employer and Participant reports*

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