



Leadership Profile



EMPLOYER REPORT
For Hiring, Training & Coaching

Kelly Sample

Benchmark: Director



STRENGTHS

A) Leadership strengths related to how Ms. Sample scored:

- **Focused on achieving challenging goals**
 - Self-motivated to reach high goals
 - Has high standards and expectations of themselves and others
 - Focused on completing tasks and reaching objectives
 - Enjoys difficult challenges
- **Open minded and innovative**
 - Open to change and new ideas
 - Able to think in 'big picture' terms
 - Willing to experiment with new tools and methods
 - Good at finding creative solutions to problems
- **Strong numerical reasoning skills**
 - Would not require assistance with problems requiring numerical calculations
 - Would be able to make correct decisions and judgments based on numerical calculations
 - Would be strong at analyzing numerical data
- **Competitive and driven to lead**
 - Confident and self-motivated
 - Sets and reaches difficult goals
 - Enjoys leading others
 - Competitive and driven

POTENTIAL CHALLENGES

B) Potential leadership challenges related to how Ms. Sample scored:

- **Achievement-Focus**
 - Would respond well to being recognized for reaching objectives
 - Would prefer to have challenging goals rather than easy ones
 - May be too self-critical if goals aren't met
 - Would respond well to being encouraged to exceed expectations
- **Preference for Change**
 - Would need variety and change to stay stimulated
 - Should be included in brainstorming or strategizing
 - Would enjoy facing new challenges
 - Will be comfortable adapting to change and taking risks
- **Detail Orientation**
 - Will be conscientious and organized
 - Does not require close supervision
 - Should be given clearly defined responsibilities, goals and targets
 - Will maintain high quality standards
- **Outgoingness**
 - Should have more tasks that involve interacting with others than independent work
 - Will likely share thoughts and ideas
 - May need prompting at times to share thoughts and ideas
 - Should be given the opportunity to interact with new people

Achievement-Focus - Ms. Sample scored on the Right Side of the Contented vs. Achievement-Focused dimension.

This dimension measures the degree to which a person is focused on achieving challenging goals. High scoring individuals are focused on achieving challenging goals and completing their objectives at a high performance level.

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

- Tell me about a time when you felt that you weren't challenged enough in your job. What was the situation and how did you handle it?
- Tell me about a time when you really had to push yourself to achieve a difficult goal. What was the goal and how did you reach it?

Preference for Change - Ms. Sample scored on the Mid Right Side 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 it is required but will still remain practical in their problem solving approach.

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

- Tell me about a time when you had to do a tedious task or set of tasks. What was the situation and what did you do?
- 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?

Detail Orientation - Ms. Sample scored on the Mid Right Side of the Spontaneous vs. Regimented dimension.

This dimension measures the degree to which a person is conventional, rule abiding and detail-focused. Mid Right scoring individuals are comfortable following rules and processes but can also be flexible, improvising and adaptive to change.

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

- Give me an example when you weren't satisfied with the quality of your work but you didn't have the time or resources to complete it properly. Describe the situation in detail.
- Give me an example of a time when you had to plan and organize something complex. What was the situation and what was the result?

Outgoingness - Ms. Sample scored on the Mid 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.

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?
- Give me an example of when your listening skills played a key role in achieving an objective. Describe the situation in detail.

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.

Ms. Sample's primary traits:

Achievement-Focused

Open-minded

Regimented

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

Summary of Ms. Sample's results:



Ms. Sample's Validity Category:

Acceptable

If the validity category is "Caution":

- Interpret the results above with caution
- Verify results with interview and reference questions



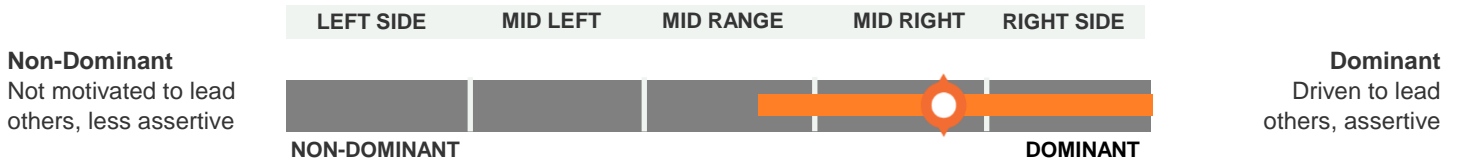
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Represents this person's results. The mid point of each dimension reflects the average score of all working adults.

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



Ms. 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. 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 Ms. Sample scored:

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

Job-Fit Considerations – Ms. 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 Ms. 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 Ms. 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



Ms. Sample scored in the Right Side of the Contented vs. Achievement-Focused dimension.

This dimension measures the degree to which a person is focused on achieving challenging goals. High scoring individuals are focused on achieving challenging goals and completing their objectives at a high performance level.

Positive characteristics related to how Ms. Sample scored:

- Self-motivated to reach high goals
- Has high standards and expectations of themselves and others
- Focused on completing tasks and reaching objectives
- Enjoys difficult challenges

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

- Provides rewards for self-motivation and hard work
- Requires consistently meeting high standards
- Involves struggling to reach challenging goals
- Provides recognition for delivering high quality results

Coaching/developmental areas related to how Ms. Sample scored:

- May need to be challenged and fully utilized to be engaged in work
- May become frustrated when personal goals or expectations are not met

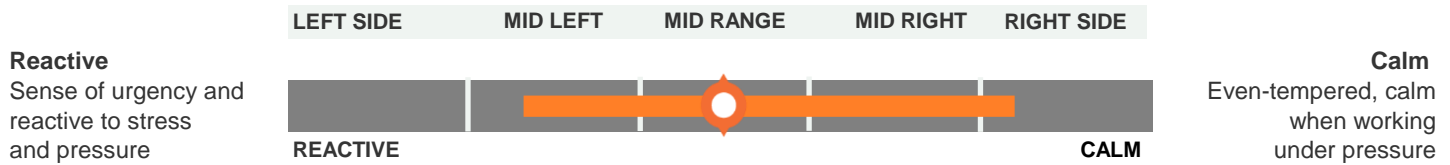
Management considerations for leading Ms. Sample:

- Would respond well to being recognized for reaching objectives
- Would prefer to have challenging goals rather than easy ones
- May be too self-critical if goals aren't met
- Would respond well to being encouraged to exceed expectations

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

- Tell me about a time when you felt that you weren't challenged enough in your job. What was the situation and how did you handle it?
- Tell me about a time when you really had to push yourself to achieve a difficult goal. What was the goal and how did you reach it?

Dimension 3: Reactive vs. Calm



Ms. Sample scored in the Mid Range of the Reactive vs. Calm dimension.

This dimension measures the degree to which a person is calm and tolerant of stress and pressure. Mid Range scoring individuals are able to remain composed and calm but can also be expressive. They have a moderate sense of urgency with their work.

Positive characteristics related to how Ms. Sample scored:

- Able to handle stress and pressure
- Self-aware
- Seen as balanced and stable
- Receptive to feedback

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

- Has a mix of high and low stress tasks
- Is challenging
- Has a balanced workload with a variety of tasks
- Has realistic performance expectations

Coaching/developmental areas related to how Ms. Sample scored:

- May prefer to think through possible solutions before acting
- May not always display a sense of urgency because of natural calmness

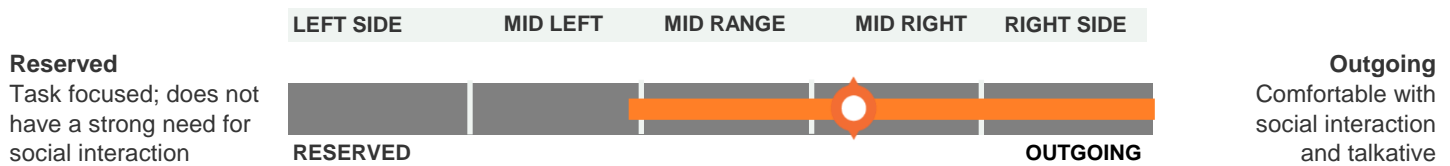
Management considerations for leading Ms. Sample:

- Can handle demanding tasks and projects
- Able to perform under stress and pressure
- Should be given ambitious but reachable goals and targets
- Will likely not appreciate management over-reacting to minor issues or threats

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

- Tell me about a time when you had so many demands on you that you were unable to complete them all? What was the situation and how did you respond?
- Give me an example of a time when you demonstrated a sense of urgency in order to resolve an issue or problem. What were the circumstances and what actions did you take?

Dimension 4: Reserved vs. Outgoing



Ms. Sample scored in the Mid Right 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 Ms. Sample scored:

- Able to quickly build relationships with co-workers and customers
- Comfortable initiating social interaction
- Is naturally open and communicative
- Comfortable being the center of attention if required

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

- Involves communicating and building relationships
- Requires interacting with familiar and unfamiliar people
- Involves limited independent work
- Has a component of collaborating with others

Coaching/developmental areas related to how Ms. Sample scored:

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

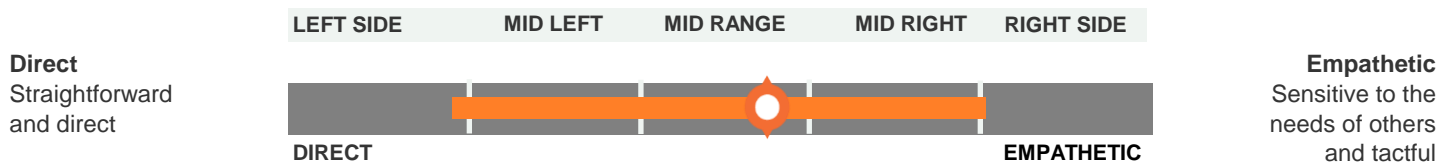
Management considerations for leading Ms. Sample:

- Should have more tasks that involve interacting with others than independent work
- Will likely share thoughts and ideas
- May need prompting at times to share thoughts and ideas
- 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?
- Give me an example of when your listening skills played a key role in achieving an objective. Describe the situation in detail.

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 Range 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 Ms. Sample scored:

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

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

- Doesn't involve constantly being exposed to negative feelings and conflict
- Focuses on both concrete and people issues
- Involves helping others
- Involves being empathetic and sensitive to the needs of others

Coaching/developmental areas related to how Ms. Sample scored:

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

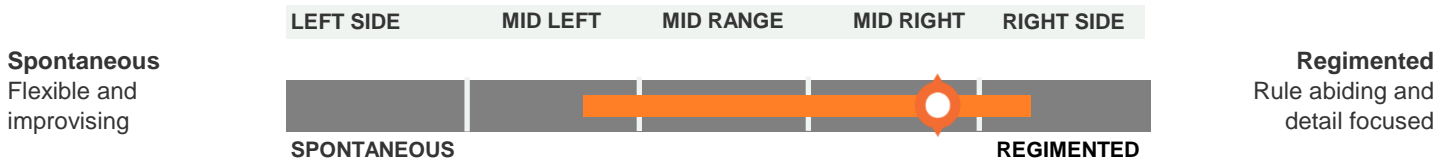
Management considerations for leading Ms. Sample:

- May be too flexible with difficult people
- May not feel comfortable facing interpersonal conflict
- Will likely want supportive relationships with co-workers
- May need encouragement to be direct and forthright

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



Ms. Sample scored in the Mid Right of the Spontaneous vs. Regimented dimension.

This dimension measures the degree to which a person is conventional, rule abiding and detail-focused. Mid Right scoring individuals are comfortable following rules and processes but can also be flexible, improvising and adaptive to change.

Positive characteristics related to how Ms. Sample scored:

- Prefers organization and structure
- Process and detail-oriented
- Rule-conscious
- Conscientious and dependable

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

- Requires getting details right
- Involves planning and organizing
- Has consistent goals and measures of success
- Has expectations and objectives that are clear

Coaching/developmental areas related to how Ms. Sample scored:

- At times, may prefer to focus on the details rather than on the "big picture"
- May respond to stressful or unusual situations by planning and organizing

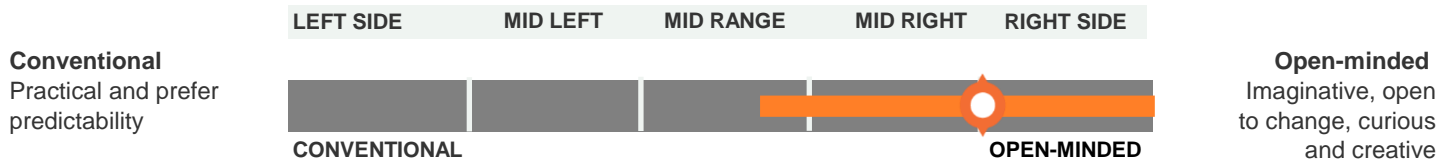
Management considerations for leading Ms. Sample:

- Will be conscientious and organized
- Does not require close supervision
- Should be given clearly defined responsibilities, goals and targets
- Will maintain high quality standards

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

- Give me an example when you weren't satisfied with the quality of your work but you didn't have the time or resources to complete it properly. Describe the situation in detail.
- Give me an example of a time when you had to plan and organize something complex. What was the situation and what was the result?

Dimension 7: Conventional vs. Open-minded



Ms. Sample scored in the Right Side 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 it is required but will still remain practical in their problem solving approach.

Positive characteristics related to how Ms. Sample scored:

- Open to change and new ideas
- Able to think in 'big picture' terms
- Willing to experiment with new tools and methods
- Good at finding creative solutions to problems

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

- Requires finding creative solutions to problems
- Allows for innovation and developing new ideas
- Involves exposure to new ideas
- Allows some decisions to be made based on intuition

Coaching/developmental areas related to how Ms. Sample scored:

- May need a lot of variety in tasks to remain stimulated
- May over-analyze situations or problems at times

Management considerations for leading Ms. Sample:

- Should be given the opportunity to try new approaches to tasks
- Should be included in brainstorming or strategizing
- Would enjoy facing new challenges
- Will be comfortable adapting to change and taking risks

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

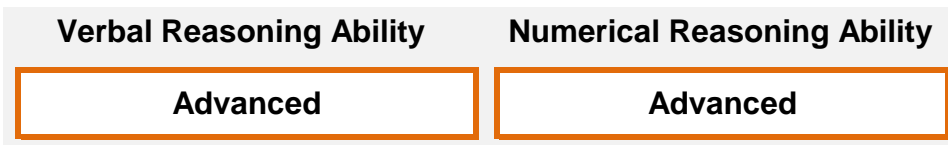
- Tell me about a time when you had to do a tedious task or set of tasks. What was the situation and what did you do?
- Give me an example of a time when you needed to be creative or innovative in order to complete a task or objective. What was the situation and how did you respond?

Business Reasoning Defined

This is a summary of Business Reasoning abilities calculated from the assessment you completed. When reviewing results:

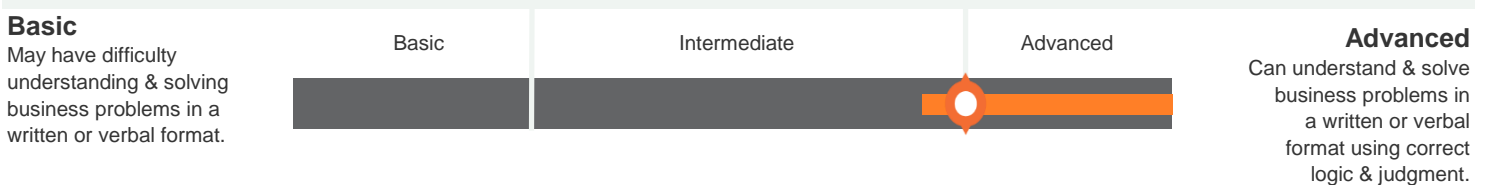
- 1) Consider the participant's position
- 2) Consider the level of business reasoning complexity required for success

Summary of Ms. Sample's results:



Detailed Results

VERBAL REASONING ABILITY



Ms. Sample has an Advanced understanding of verbal reasoning with a percentile rank of 75.

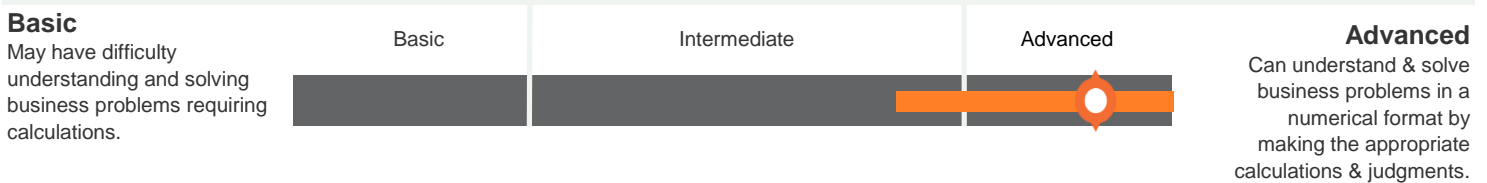
Job Performance Considerations:

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

Suggested Interview Questions to Determine 'Fit':

- Describe a time when there was a complex document that you had to understand and then make recommendations based on your understanding. What was the situation and what was the result of your recommendations?

NUMERICAL REASONING ABILITY



Ms. Sample has a Highly Advanced understanding of numerical reasoning with a percentile rank of 90.

Job Performance Considerations:

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

Suggested Interview Questions to Determine 'Fit':

- 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?

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

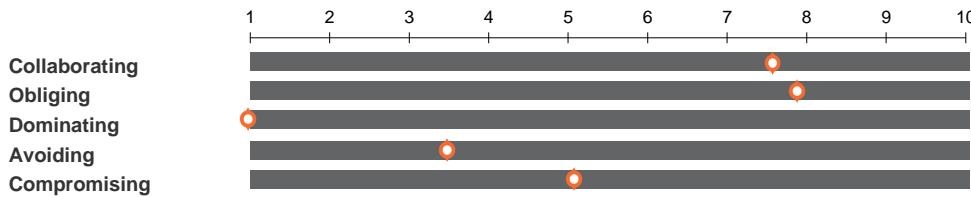
The marker  represents this participant's results compared to a research sample of managers

Scores range between 1-10 with the average range between 3.5-7.5 and a midpoint of 5.5.

With Supervisors



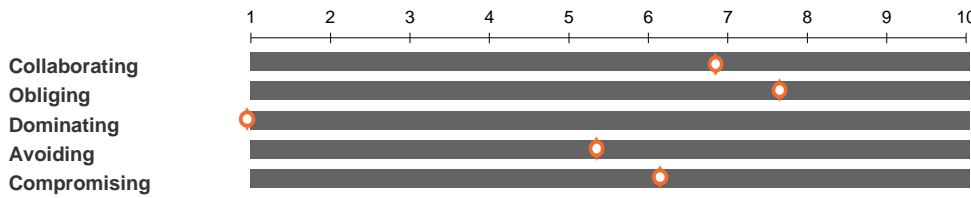
With supervisors or people she reports to, her primary or preferred conflict management style is 'Obliging'. This means that Ms. Sample would most likely let the other party get what they want to resolve a conflict or disagreement. Her second most preferred conflict management style with her supervisors is 'Collaborating'. This indicates that Ms. Sample would also try to find a "win-win" solution where both parties can achieve their objectives.



With Direct Reports



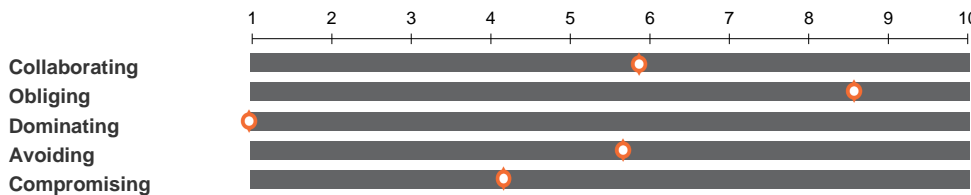
With direct reports, her primary or preferred conflict management style is 'Obliging'. Based on this, Ms. Sample would most likely let direct reports get what they want to resolve a conflict, issue or disagreement. Her second most preferred conflict management style with her direct reports is 'Collaborating'. This indicates that Ms. Sample would also try to find a way for both parties to get what they want, when possible.



With Peers



With her peers, her primary or preferred conflict management style is 'Obliging'. This shows that Ms. Sample would most likely let the other party get what they want resolve a conflict or disagreement with peers. Her second most preferred conflict management style with her peers is 'Collaborating'. This indicates that Ms. Sample would also try to find a "win-win" so both all parties get what they want without having to make concessions.



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.

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OUR CORE BUNDLE: Included in the Standard Unlimited-Use Subscription.



Attitude-Values-Personality (AVP) report provides a snapshot of workstyle, work values, and safety risks, all from one short survey. Choose a one-page summary of results, or a detailed combination report highlighting key personality strengths, challenges, suggested interview questions and coaching tips to better assess job fit for both hiring and development.

**The AVP includes any combination of WPP, WVA & SQ/DSQ*



Workstyle & Performance Profile (WPP) reveals each participant's workstyle, strengths, and areas for improvement. The WPP can be used for hiring, training, performance management, succession planning, and more.

**Participant report available*



Work Values & Attitude (WVA) assessment uncovers an individual's values and personal standards for behavior to help assess whether they are a cultural fit for your organization. The WVA measures conformity, responsibility, positivity, and more.

**Participant report available*



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

**Participant report available*



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

**Participant report available*

ADD-ON SOLUTIONS: Included in the Standard Unlimited-Use Subscription.



Cognitive Ability (CQ):
Tests language comprehension, numerical calculation ability, and spatial reasoning.



English Proficiency (EP):
Measures English language competencies, including writing, vocabulary, and typing accuracy.

PREMIUM SOLUTIONS: Included in the Premium Unlimited-Use Subscription.



Leadership Profile (LP):
Helps hire, train, and develop an organization's most valuable assets - its leaders. The LP identifies leadership style, business reasoning ability, and conflict management approach.

**Participant report available*

OTHER SOLUTIONS: Ask us for details. Additional fees may apply.



360 Degree Leadership Review



Safety Culture Survey



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