**LSP**
Leadership Skills Profile

# LSP
## Leadership Skills Profile

## LSP Focus

Leadership Selection & Development

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# Leadership Skills Profile - Focus

Report for: **Sam Sample**
**May 11, 2025**

## Introduction

You recently completed the **Leadership Skills Profile (LSP)**. The LSP measures a series of competencies important for effective performance in leadership and management roles. This Focus report presents your **Top 10 Personal Strengths** and **Top 10 Development Opportunities**, and provides customized development feedback and tools and techniques to help you establish your development goals.

The LSP Focus Report is divided into 3 sections:

- The **Leadership Skills Snapshot** lists your Top 10 Leadership Strengths and your Top 10 Development Opportunities.

- Your **Personal Enhancement Plan** provides tools and techniques to help you create a development plan that will keep you motivated and on track for success.

- The **Leadership Skill Definitions** and **Development Feedback** define the leadership competencies that comprise your Top 10 Leadership Strengths and Top 10 Development Opportunities, and provide customized insight into how your personality may be affecting your leadership performance.

## Before getting started, remember...

Given the complexity of human behavior, it is impossible to predict leadership performance with 100% accuracy. While some of the results in this report may at first appear unrepresentative of your character, realize that the feedback most likely applies to you, at least under certain circumstances. For any results that you find surprising, try gathering additional perspectives by discussing them with trusted others.

# The Leadership Skills Snapshot

The Leadership Skills Snapshot presents your Top 10 Leadership Strengths and your Top 10 Development Opportunities and includes the following:

- **Definitions** for each of the leadership competencies

- your standing on each leadership competency (i.e., whether it was a **Personal Strength** or a **Development Opportunity**)

- a page reference to customized **Development Feedback**

## Symbol Guide

**Personal Strengths**: Leadership dimensions with this symbol represent your top leadership scores or areas where you have the most natural talent. Leverage these strengths to improve your leadership performance.

**Development Opportunities**: We refer to leadership dimensions in this range as areas of competence. These dimensions have the most potential to become personal strengths and are where you should focus your development efforts.

# Leadership Skills Snapshot

## Personal Strengths

| Leadership Competency | Definition | Standing | Feedback Page |
|---|---|:---:|:---:|
| Sensitivity | *Showing a supportive, considerate, sensitive, and caring attitude toward the needs, concerns, moods, agendas, interests, and aspirations of others.* | ☑ | p.11 |
| Inspirational Role Model | *The ability to set a positive and inspirational example for subordinates to follow.* | ☑ | p.12 |
| Social Astuteness | *The ability to accurately read and respond diplomatically to organizational trends and norms, as well as effectively deal with organizational politics.* | ☑ | p.14 |
| First Impression | *The ability to create a positive impact through social confidence, sincerity, dress, and verbal fluency.* | ☑ | p.16 |
| Motivating Others | *Showing enthusiasm and providing encouragement, recognition, constructive criticism, and coaching to subordinates.* | ☑ | p.19 |
| Organizational Spokesperson | *Serving as figurehead and spokesperson for one's unit, and effectively promoting and defending the interests of one's subordinates.* | ☑ | p.21 |
| Achievement and Motivation | *Demonstrating the motivation to work hard, be successful, achieve difficult goals, and complete challenging tasks.* | ☑ | p.23 |
| Interpersonal Relations | *Relating to others in an outgoing, friendly, warm, and personable manner in order to establish and maintain effective interpersonal relationships.* | ☑ | p.25 |
| Persuasiveness | *The ability to sell others on ideas, approaches, products, and services.* | ☑ | p.26 |
| Flexibility | *The ability to adapt one's style or approach in order to adjust to changing circumstances or to achieve an objective.* | ☑ | p.28 |

# Leadership Skills Snapshot (continued)

## Development Opportunities

| Leadership Competency | Definition | Standing | Feedback Page |
|---|---|---|---|
| Listening | *Taking the time to listen to others' questions, concerns, and viewpoints, identifying the relevant information, and conveying it to the other person.* | ⬆ | p.29 |
| Monitoring and Controlling | *Checking on the performance of subordinates, giving them personalized feedback, and taking disciplinary action when necessary.* | ⬆ | p.30 |
| Analytical Orientation | *Demonstrating a preference for problems requiring precise, logical reasoning, and showing an ability to dissect and understand complex, multifaceted problems.* | ⬆ | p.31 |
| Objectivity | *The ability to maintain a realistic perspective and keep personal biases to a minimum.* | ⬆ | p.32 |
| Delegation | *Delegating responsibility and authority to subordinates and giving them discretion in determining how to do their work.* | ⬆ | p.33 |
| Technical Orientation | *Demonstrating technical proficiency or expertise acquired through education, training, or experience.* | ⬆ | p.33 |
| Dependability | *The ability to be counted on to meet commitments and deadlines.* | ⬆ | p.34 |
| Communication | *Keeping subordinates and superiors informed about decisions, events, and developments that affect them.* | ⬆ | p.36 |
| Thoroughness | *The ability to attend to detail and develop a comprehensive approach to problems.* | ⬆ | p.36 |
| Self-Discipline | *The ability to resist impulse, maintain focus, and see a project through to completion.* | ⬆ | p.38 |

# Personal Enhancement Plan

The Personal Enhancement Plan allows you to build on the information provided in the **Leadership Skills Snapshot to create a practical, sustainable development plan.**

## Note About Personal Development and Time Management

- Keep in mind that your personal resources are scarce. This means that you have limited time and energy to devote to your development, and you will likely be forced to give up certain aspirations in favor of others.

- Time constraints make it necessary to prioritize. Prioritizing by focusing on some goals immediately, and saving others for the future, may be the most effective approach to continuous improvement.

- Rather than viewing this exercise as a one-time activity, think of it as the beginning of an ongoing development process with a clear direction that is backed by a realistic plan. Setting concrete timelines will allow you to monitor your progress and successes, and continually update and refine your development program. Entering key dates into your calendar or personal digital assistant (PDA) will help keep you on track for success.

## Instructions for Completing your Personal Enhancement Plan

- Review your **Leadership Skills Snapshot**.

- Flag one or two competencies that you wish to improve in the short term.

- Review the **examples** presented on the following pages to help you establish your own personal development goals.

- Complete the **Development Worksheet** provided on page 8 for each competency that you have flagged for short term development.

- When completing your worksheet, consult the **competency definitions** and your **development feedback** to help you determine specific behaviors and action steps that are critical to demonstrating the competency.

- Once you have accomplished your short term goals, you can begin working on your long term goals. You can continue to use the worksheet provided, or a similar format, to leverage or develop your leadership competencies.

## Example 1: Personal Development Goal

**Core Competency:** *Communication*

**Goal:** *Hold weekly 1 hour meetings to share recent news and project developments with my team*

**Timeline:** *I must hold 8 consecutive meetings on Fridays in May & June to establish this pattern*

## Action Steps

**1. Critical Behaviors**- What I need to do differently to reach my goal

*I need to keep my direct reports better informed about recent decisions, developments, and updates that affect their work and their progress on team projects*

**2. Role Model**- Who do I admire and when is the best time to observe them

*My boss Jill always keeps me "in the know." I will observe & take note during our meeting on Tuesday*

**3. Practice**- How will I apply these critical behaviors on the job

*Keep a spreadsheet of current projects and who is involved, and update it every day. Establish the meeting time on Mondays, send a communication email, and prepare a thorough agenda beforehand*

**4. Feedback**- Identify those who are in the best position to provide feedback & by when

*Jim, Steve, and Ann can let me know if I've kept them in the loop or not. Ask them on Mondays*

**5. Learning**- How will I stay current and enhance my knowledge in this area

*Ask Rick to keep me updated on new technology aimed at helping people stay organized!*

## Expected Outcomes

**1. I will know I've met my goal when:**

*Meetings on Fridays become automatic and others find them productive and informative*

**2. Others who will benefit from this and the changes they will notice:**

*Jim, Steve, Ann, and Jill will no longer have to take it upon themselves to stay in the loop; they will be able to work independently because I have promptly shared information, roles, and expectations*

## Example 2: Personal Development Goal

**Core Competency:**　*Achievement and Motivation*

**Goal:**　*Teach my direct reports how to formalize & document short- and long-term goals in order to increase accountability & help them establish meaningful, relevant rewards for reaching their goals*

**Timeline:**　*Establish monthly meetings with Jim, Steve, and Ann to review their progress. It may take 6 months or so to establish this pattern. Re-evaluate goals & timelines in January*

## Action Steps

**1. Critical Behaviors**- What I need to do differently to reach my goal

*Leverage my strengths by sharing my knowledge & experience on how to document goals & accomplishments and how to stay motivated and engaged in your work*

**2. Role Model**- Who do I admire and when is the best time to observe them

*My mentor Peter, who shared his wisdom with me. Meet with him for lunch on Tuesday to get advice*

**3. Practice**- How will I apply these critical behaviors on the job

*Define my goals in writing, use them as a teaching tool, establish monthly meetings to check in*

**4. Feedback**- Identify those who are in the best position to provide feedback & by when

*My direct reports (Ann, Jim, Steve) can let me know if I've helped them (after each monthly meeting)*

**5. Learning**- How will I stay current and enhance my knowledge in this area

*Do some research on goal setting and achievement, read relevant management journals & new books*

## Expected Outcomes

**1. I will know I've met my goal when:**

*My direct reports "check off" their short-term goals and show me they've achieved a long-term goal*

**2. Others who will benefit from this and the changes they will notice:**

*This should motivate the whole team to work harder and deliver exceptional results*

## Development Worksheet

### Core Competency:

### Goal:

### Timeline:

### Action Steps

**1. Critical Behaviors**- What I need to do differently to reach my goal

**2. Role Model**- Who do I admire and when is the best time to observe them

**3. Practice**- How will I apply these critical behaviors on the job

**4. Feedback**- Identify those who are in the best position to provide feedback & by when

**5. Learning**- How will I stay current and enhance my knowledge in this area

### Expected Outcomes

**1. I will know I've met my goal when:**

**2. Others who will benefit from this and the changes they will notice:**

# Leadership Skills Profile - Focus

- **Leadership Skill Definitions**
  *Definitions of Leadership Competencies for your Top 10 Personal Strengths and Top 10 Development Opportunities*

- **Development Feedback**
  *Your Customized Development Feedback*

# Sensitivity

Showing a supportive, considerate, sensitive, and caring attitude toward the needs, concerns, moods, agendas, interests, and aspirations of others.

## Development feedback:

- You tend to be a warm and caring person who is regarded as approachable and sympathetic. You likely identify closely with other people and their problems, and value close emotional ties with others. These traits may lead others to see you as sensitive and supportive. Remember that, in addition to attending to people's needs and feelings, managers must meet commitments and accomplish mundane tasks and objectives. Try to maintain this fine balance.

- You appear to have a patient, even-tempered disposition, which likely contributes to your reputation for being considerate of others. These qualities will help you appease others, diffuse conflicts, and listen carefully to both sides of the story. Your staff may come to you with their problems since you likely demonstrate a patient understanding of workplace issues and concerns. It is important to recognize that there may be situations where firmness is warranted. You can combine your consideration of others' needs with firm goals and objectives in order to enhance efficiency with the daily flow of work activities.

- Your results suggest that you are highly focused on your work and dedicated to accomplishing important goals and objectives. As such, you tend to have a good understanding of the agendas, interests, and motivations of your colleagues and direct reports, and are typically willing to support them in achieving their goals. Try to maintain a balance between staying involved and avoiding the tendency to micromanage or closely monitor the affairs of your staff.

- You tend to be aware of how your comments and behavior affect others. This likely facilitates your ability to effectively convey a warm and sensitive image. Keep in mind that there might be a fine line between being diplomatic and unclear or vague about what you're asking for, so be sure to keep others abreast of new developments and expectations when you delegate tasks or deliver performance feedback.

# Inspirational Role Model

The ability to set a positive and inspirational example for subordinates to follow.

## Development feedback:

- Caring for those in need of coaching and assistance is a trait often associated with positive role models. You appear to be sensitive to the needs of others and willing to offer support and sympathy to co-workers, which in turn, will provide them with a source of guidance and inspiration. Recognize when to draw the line between providing constructive guidance and devoting too much time and energy to issues that are affecting your direct reports. Instead of sacrificing yourself for others, acknowledge the importance of reserving time to focus on your own priorities. It may be best for all involved if you empower your staff to deal with their own issues and give them the lead role on problems that may be affecting their work.

- You tend to be self-confident, secure, and unencumbered by self-doubt in most social situations. These qualities allow you to set a positive example that others can believe in and follow. Although this strong presence can typically inspire others and command respect, it's still important to stay grounded, as you could run the risk of being perceived as over-confident. By actively seeking feedback from others, you will come across as accountable for your actions and willing to listen to and accept constructive criticism.

- You tend to be absorbed in and dedicated to your work. This sense of purpose and commitment likely sets a positive example for others. Showing genuine interest and commitment to your work can create the context for goal achievement and task accomplishment in the workplace. Devote the same intensity to team efforts as you do to your own priorities and responsibilities, and your staff may become motivated to match your level of commitment to group projects. Provide team members with sufficient recognition and praise to encourage them to remain dedicated to their work.

- You tend to present the group with a clear set of appealing values and ideals to rally around. These values may resonate with your direct reports, which in turn, serve to motivate and inspire them. However, some people may not identify with traditional values and customs, as this could stifle their creative motivation. Try to recognize that there are probably some policies and approaches that may be outdated and it may not be necessary to follow these to the letter. Remember to suggest new ways of doing things to stimulate those who may prefer a challenge or a change of pace.

## Inspirational Role Model (continued)

- Your tendency to enjoy being the center of attention may lead others to perceive you as outgoing and charismatic. Charismatic leaders draw others in with their charm and wit, and they are often effective at motivating others by setting a positive example in the workplace. This may be because they are inclined to take "center stage" and capture the attention of an audience. However, there may be times when your dramatic tendencies could be counterproductive, such as when you are trying to convey an important message. Don't always do things for the benefit of getting a reaction out of others; you can also inspire your direct reports by providing support and recognition for their achievements.

- You tend to seek out the advice, support, and opinions of others. As a result, you tend to be informed about others' needs and wants, which in turn, may contribute to your ability to rally the team around a common set of goals. Your consultation with others also shows that you value their opinions and contributions. As such, they may be inspired to do whatever it takes to support team goals and objectives. Although you may enjoy the interdependency inherent in team roles, make sure team members do not feel overwhelmed by appeals for support and assistance. Leave them time to focus on their own work, and wait for scheduled team meetings to solicit their advice.

- You tend to be tactful, diplomatic, and skilled at persuading others to achieve a particular goal. You can typically use your strong interpersonal skills to inspire and influence others. These are important traits for a leader to possess; your shrewd, sophisticated style likely commands attention and effectively motivates and inspires staff members. Remember that part of your job is to set a positive example for staff members to follow. Make sure that people don't see you as trying to advance your own personal interests at the expense of others. If one of your direct reports is instrumental in achieving an important milestone, publicly recognize his or her contribution and try not to let important accomplishments go unnoticed.

- Your venturesome spirit likely motivates co-workers to join you in the pursuit of challenging goals. Your confidence in the face of uncertainty is likely inspiring to others, and creates a positive learning environment. Staff members probably feel comfortable following your lead, even if they are not natural risk-takers themselves. This can help them learn your strategies and methods for informed risk taking. You may even inspire them to take on an unexpected challenge. Remember that certain risks can have an influence on many people - take calculated risks that will bring payoffs to those invested.

# Social Astuteness

The ability to accurately read and respond diplomatically to organizational trends and norms, as well as effectively deal with organizational politics.

## Development feedback:

- Your responses suggest that you tend to listen to advice offered by co-workers and associates, which likely contributes to your reputation as someone who is socially astute and sensitive to organizational dynamics. Because of your tendency to willingly accept social obligations, others likely trust that you attend to organizational trends, norms, and changes. Be careful not to take participative management and subordinate involvement to an extreme. At times, the effective leader must take sole responsibility for a decision.

- You tend to be hard working and aspire to accomplish difficult goals. You likely recognize that behaving in a diplomatic, socially attentive manner is integral to achieving your objectives. Your tendency to engage in political behavior, paired with the motivation to read and respond astutely to others, will likely benefit your team's performance. Remember that good leaders are not always preoccupied with collecting a string of personal successes, but rather helping others to find their own success. In order to do this, try modifying your approach to suit the personality and style of each staff member.

- You appear to value close ties with others and tend to enjoy interacting with people. This likely allows you to adopt a diplomatic and tactful interpersonal style that promotes positive relationships within the workplace. Your direct reports probably feel that you understand them, as well as organizational norms and trends that affect the work environment. Remember that having a natural inclination to get close to people carries the risk of over-involvement; try to avoid creating a conflict of interest between friendship and business roles.

- You tend to be an entertaining individual who knows how to win the attention of others and keep a crowd interested. This ability to play to the interests of others likely helps you promote the agenda of your work group and deal effectively with organizational politics. Make sure you know when to hold back on your dramatic, showy tendencies. There may be times when it is more important to stay "behind the scenes" by listening attentively, reading others' reactions, and taking a subtle approach to managing organizational politics.

## Social Astuteness (continued)

- You appear to enjoy taking a chance and exposing yourself to situations with an element of risk. Adventurous and bold individuals, like yourself, tend to be skilled at reading and responding to organizational trends and norms, as this helps them achieve the necessary support to successfully navigate risky ventures. Try to be diplomatic and show respect for all sides of a situation - if you are thinking of pursuing a risky venture, be sure to consider whether your teammates will feel it is worth the gamble.

- Your responses indicate that you tend to be confident, composed, and self-assured in social situations. This style likely helps you deal effectively with others and exert influence on behalf of your direct reports when necessary. Remember that even the most socially confident and skilled individuals can miss cues or misinterpret words or intentions. When you feel you may have misunderstood someone or misread a shift in team dynamics, be upfront and ask team members directly. They will likely appreciate your efforts to understand their perspective.

- You appear to have an appreciation for conventional customs and beliefs, which likely helps you understand the importance of adhering to organizational norms. In turn, you are probably able to effectively navigate the political climate. Your traditional views may be reassuring to those who share them, but may suppress or discourage those who take a more liberal stance. Rather than simply dismissing perspectives that differ from your own, make an effort to accommodate others' viewpoints. This approach will enhance your ability to deal with others with tact and diplomacy.

- Your tendency to be diplomatic, charming, and socially perceptive likely makes you an astute observer of political trends within the organization. Thus, you likely know how to leverage your influence in order to further the goals of your team or unit. Try to consider how your behavior may come across to others so as not to be perceived as manipulative. Remember to put yourself in others' shoes, stay genuine in what you say and do, and always try to consider the other person's position.

- You typically like to collaborate with others and seek co-workers' input and support. Your direct reports likely appreciate the chance to contribute. This can be beneficial for building relationships, and can help you capitalize on organizational politics and trends. In addition to seeking others' input, work on developing an internal support structure. Listen to your own intuition and trust your own judgment. Part of understanding others' behavior lies in self-awareness and a curiosity about human behavior in general.

## Social Astuteness (continued)

- People who strive to portray themselves in a positive light are generally perceived as socially astute. Your apparent concern with self-presentation and personal reputation are important components of social intelligence. You are likely aware of how and when to adjust your behavior to accommodate changing situations and interpersonal demands. Remember that when modifying your behavior in response to different situations, it's important to strike a balance between using engaging, yet factual dialogue.

- You appear to be a sympathetic, caring person who provides assistance to others when they are in need of helpful guidance or support. Your capacity to show consideration and responsiveness to others' needs should help you stay connected with organizational trends and avoid politically damaging conflicts. Your caring nature may, at times, prevent you from using influence tactics with staff and colleagues. Remember that persuading and influencing others is an important part of forming critical business deals and relationships.

- Your responses indicate that you tend to be mild-mannered, calm, and even-tempered. This conciliatory approach likely helps you patiently read others' reactions and respond in a way that prevents you from making enemies or taking unpopular stands. Be aware that there may be some situations in which becoming "riled up" may set the tone for expressing certain ideas and encouraging others to take action. Learn how to effectively regulate your expression to get the most out of direct reports.

# First Impression

The ability to create a positive impact through social confidence, sincerity, dress, and verbal fluency.

## Development feedback:

- You appear to enjoy being the center of attention and engaging in behavior that wins the notice of others. Colorful, entertaining people, like yourself, tend to make memorable first impressions. If your position requires that you act as spokesperson for your unit, you will likely be able to make a strong impact. However, when meeting new colleagues and professional contacts, be sure to balance your enjoyment of being the center of attention with time spent listening and getting to know the other person.

## First Impression (continued)

- Your results suggest that you are generally motivated to convey a positive image of yourself and monitor how your behavior affects others. As a result, you tend to be adept at creating a positive first impression. Try not to be so concerned about making a good impression that you can't just be yourself. Remember to be genuine when getting to know others, as people may pick up on a lack of sincerity.

- Dependable and responsible individuals, like yourself, tend to feel a strong obligation to be honest and upright. As such, you are probably highly regarded by others, which helps create a positive first impression. However, be aware that for every situation where right and wrong behaviors are clear, there are others with ambiguities. When meeting someone for the first time, don't be too quick to pass judgment - it takes diverse personalities to create a dynamic and creative team.

- Your responses indicate that you tend to be adventurous and bold. You likely capture the attention of others, thereby creating a positive first impression. Having a sense of adventure can also serve to engage and inspire others. Keep in mind that although your willingness to take risks may give you a dynamic and even exciting image, it may also make new or inexperienced employees feel nervous or unsure about your ability to lead the group. Be aware that what you perceive as a reasonable risk may seem reckless or dangerous to someone else. Share your rationale for pursuing a risky venture when speaking with people that are new to your style.

- Your results suggest that you are typically involved and dedicated to your work. Your reputation for hard work and commitment to the job contributes to your ability to create a positive impact on new acquaintances and business contacts. However, when meeting people for the first time, try talking about lighter issues that are not directly related to your job. Demonstrating a well-rounded interest in many topics will help to make a personal and memorable connection with others.

- You appear to be socially astute and able to accurately read others' intentions and expressions. This quality, coupled with a savvy, sophisticated, and persuasive style likely contributes to your ability to create a good first impression. Others likely appreciate your socially appropriate and engaging conversational skills. Make sure you keep an open mind and avoid rushing to make judgments about people you have just met. First impressions may not always be accurate. Once you have drawn people in with your social wit, make sure you follow through with your promises in order to maintain a lasting impact.

## First Impression (continued)

- You appear to be a socially confident individual who shows presence and self-assurance in interpersonal situations. You probably find it easy to create a positive first impression with others. This quality can be especially effective in roles that involve being a spokesperson for your organization or unit, as it likely helps you express yourself clearly and with conviction. However, be sure to preserve a healthy sense of humility and try not to let your high self-esteem manifest itself as arrogance. To guard against this possibility, maintain a quiet confidence in your ability to lead others.

- Your responses indicate that you tend to easily connect with others and put forth extra effort to win friendships. These qualities help you create a positive impression on others. As such, your direct reports likely enjoy working with you and you are likely effective at attracting top talent. Try not to become too concerned with making friendships and forming close bonds with co-workers. Although your friendly nature may contribute to your popularity, others may see you as being overly eager to please. This may cause certain people to lose respect for you, even though they may like you personally.

- Your results suggest that you are generally self-controlled and even-tempered. These tendencies probably set people's minds at ease, and leave positive impressions on business associates and co-workers. Remember that, when meeting new people, it may be necessary to be enthusiastic and charismatic to get them "charged up" about an idea or a business deal. This should help ensure that they don't mistake your calm tendencies for indifference or disinterest.

- You appear to be a complex thinker who is likely seen as insightful and interesting. Your style often captures the interest of others and typically helps you make a good first impression. Your direct reports likely see you as someone who will always be ready and willing to reflect deeply before sharing your valuable opinions and advice. Remember that others may not appreciate critical thought as much as you do, and some people may need time to digest complicated information. Make sure you don't lose patience with those who find it difficult to understand and follow your train of thought.

# Motivating Others

Showing enthusiasm and providing encouragement, recognition, constructive criticism, and coaching to subordinates.

## Development feedback:

- Your sense of responsibility to others and your strong set of clear principles tend to provide a source of motivation for team members who are looking for something to believe in. Team members likely admire your tendency to behave honestly and ethically. Your sense of responsibility to promote the development and growth of your direct reports may help you realize how important it is to frequently provide them with encouragement, recognition, and constructive criticism. However, consider that you may, at times, demand too much of your staff. Focus on their personal achievements and reward a "personal best." Discourage competition among co-workers and try not to judge those who do not meet your initial expectations.

- You tend to be warm, personable and likely enjoy being around other people. Because of your people skills and positive relationships with others, you are likely able to effectively inspire and motivate your team. Your natural predisposition to preserve positive, rewarding interpersonal relationships likely helps you deliver constructive criticism in a way that is easy for the group to understand and accept. By making personal connections with your direct reports, you may feel comfortable to freely communicate your expectations in a way that encourages them to feel valued and well-informed on matters affecting their work environment.

- You tend to seek support and advice from others and may be inclined to reciprocate by encouraging, motivating, and supporting your staff members in their pursuit of work-related goals. You probably value open communication and sharing of ideas. Because you are willing to give the floor to others, team members are typically motivated to work cooperatively. Make sure you balance your tendency to seek advice from others with occasionally taking charge and making an executive decision on behalf of the team.

- You typically demonstrate the tact and social intelligence necessary to be a good leader, offer constructive criticism, and motivate people to work hard for the organization. You tend to be skilled at persuading others to achieve their goals and are likely intuitive, clever, and diplomatic. These skills probably allow you to effectively motivate and coach your direct reports. Remember that, in certain circumstances, social intelligence can be applied to manipulate people - always be vigilant about objectives that appear to further your own self-interests. Focus on motivating and leading others to achieve their personal goals.

## Motivating Others (continued)

- You tend to be self-assured and poised in social situations. Your positive influence and social presence may motivate employees and inspire confidence in your ability to lead the team. Make sure you let your direct reports have the spotlight when deserved. Although your social confidence may be necessary to gain attention and respect from others, you may, at times, be denying employees their chance to stand out or speak up. Your direct reports will likely want to perform their best for you if you show confidence in their ability, but remain modest enough to let them take credit for accomplishments you help them achieve.

- Your caring and helpful manner likely puts your direct reports at ease and provides the encouragement, support, and guidance needed to achieve goals. When you put forth the extra effort to show sympathy and a genuine interest for others' needs, they will likely feel motivated to perform to their highest ability. Keep in mind that you could get wrapped up in others' personal or emotional problems. Try to detach yourself from relationships with individuals who take more than they give, as this could interfere with your ability to motivate the team as a whole. When it seems appropriate to do so, try to distance yourself from direct reports who consume too much of your time.

- Your vibrant, expressive, and exciting demeanor is likely to get employees fired up. This dramatic approach can instill the enthusiasm and motivation needed to rally the team around a common goal. However, there may be certain situations where this motivational style will be less effective, and a subtle, more supportive style might serve to inspire direct reports on a deeper level. Practice your one-on-one motivational strategies, which might include providing individual recognition and constructive feedback when coaching your direct reports.

- By identifying closely with other people, you may be able to gain their trust and develop an understanding of what motivates them. You can then use this information and knowledge to show employees how their goals are compatible with those of the organization. Although staff members probably respect that you genuinely care about their needs and personal objectives, you run the risk of trying to appease others at the expense of meeting commitments and obligations. Try to remain objective when it may be necessary to advance project work. Remember to avoid favoritism or bias towards certain employees or situations.

- Your daring, venturesome behavior likely generates enthusiasm among staff members and motivates them to take informed risks in order to reach their goals. They probably look forward to discovering what you will think of next to inspire them. However, there may be a fine line between taking an informed versus an uninformed risk. Try to maintain stability by seeking the advice of co-workers when weighing the costs and benefits of a risky move. By including employees in important decisions, they will likely be willing to work hard to meet objectives, and might also feel less anxious about the state of their work environment.

# Organizational Spokesperson

Serving as figurehead and spokesperson for one's unit, and effectively promoting and defending the interests of one's subordinates.

## Development feedback:

- You are generally motivated to strive for excellence in pursuit of your goals. This likely helps you represent the team in a positive way and obtain the best outcome for your unit. Because you may respond favorably to competition, you may also be motivated to surpass other departments in terms of gaining status and recognition for your team, and acquiring extra resources that will give you a clear advantage over the competition. However, you might not always know when to draw the line and recognize when you may have misrepresented your team. Make sure you are clear on the facts prior to publicly representing your team's position.

- Your social confidence and self-assurance in group situations likely allows you to project a confident image. Others may see you as a credible, skilled lobbyist and team advocate who is able to effectively negotiate rewards for your team or organization. You are probably aware that if you present a confident image when requesting better conditions or when promoting team accomplishments, others may be more receptive to the urgency and importance of your requests. Remember not to go to the bargaining table too frequently or too assertively. Raise only the most important points, or you will risk losing the attention of your listeners.

- You typically assist others whenever possible and tend to have a nurturing and sympathetic interpersonal style. Your ability to sympathize with others' needs may make it easy for you to relate to them and represent their best interests. Because of these tendencies, your direct reports likely look to you as their spokesperson and expect you to rally support on behalf of the team. Keep in mind that there will be times when you'll have to put aside your personal feelings in order to make objective decisions or "lay down the law" and encourage employee productivity.

- A flair for the dramatic and a desire to be noticed by others likely allows you to serve as figurehead for your team or organization. Because you seem to enjoy being the center of attention, and you have an ability to engage an audience, you are likely a good candidate for serving as the unit's spokesperson. Although an engaging style will likely improve your chances of getting what you want, an overly dramatic style might be counterproductive. To be taken seriously during important business meetings, it may help to lower your tone or voice and slow down your speech.

## Organizational Spokesperson (continued)

- People like yourself, who tend to care about the impression they leave with others, are quite capable of presenting a favorable image of the organization. As such, you are likely an effective organizational spokesperson and team advocate. You tend to know just the right words to use in order to get your point across and create a positive impression of your department or team. By continuing to make a strong effort to portray yourself, your teammates, and your department in a favorable light, you will likely earn respect and substantial benefit or rewards on behalf of the team. Although you may feel that you are accurately portraying yourself and the unit, beware of the negative consequences associated with bragging. Know when to "rest your case" and allow someone else to take the floor.

- You frequently look to others for ideas and support, which may help you get to know them and develop a good understanding of their work styles. This insight should allow you to serve as an effective organizational spokesperson. However, keep in mind that there will be times when you need to provide independent judgments and evaluations. It may sometimes appear inefficient or unprofessional if you cannot offer a perspective without first gaining support and approval from others.

- A willingness to take a chance when faced with uncertain circumstances likely contributes to your ability to be a dynamic and engaging spokesperson. You may have a tendency to "go out on a limb" for your organization and are willing to do what it takes to gain support and recognition from outside parties and business associates. However, when representing and defending others' interests, you may risk losing ground if you make comments or assertions that do not represent the views of your teammates. When promoting or defending others, try writing out your speech or proposal beforehand. This may help you regulate and control the words you choose in order to ensure that you are accurately capturing the position of your co-workers.

- Sophistication and persuasiveness are two traits that may help you in representing the organization and defending the interests of your staff. Your social intelligence likely enables you to accurately read others' reactions and tailor your approach accordingly. Additionally, you are probably able to talk your way in and out of situations. These attributes contribute to your ability to present a tactful and diplomatic image. Some people might be wary of your suave, persuasive approach and your tendency to get what you want. Remember that genuine appeals tend to be most effective at influencing others.

# Achievement and Motivation

Demonstrating the motivation to work hard, be successful, achieve difficult goals, and complete challenging tasks.

## Development feedback:

- Your tendency to take on several different projects at once likely contributes to your reputation as a motivated "go-getter." This tendency to have a number of projects on the go will probably lead your co-workers to see you as someone who is motivated to work hard and attain ambitious goals. As you've probably learned in the past, this impulsive approach makes it more difficult to finish a job or close the deal. If you are being pulled in several different directions at once, it can be tough to find the time and energy to complete all your work. Make sure to "pencil in" time every week so that you can make steady progress on each project you are working on. In the future, think carefully before you accept the responsibility of yet another interesting assignment.

- People who enjoy being noticed by others are often motivated to work hard and be successful. You typically enjoy being the center of attention and performing or speaking in front of a crowd. Others may perceive you as enterprising and motivated since you likely express yourself freely and call attention to your accomplishments. Remember that your role as a leader is that of a guide or coach. Practice staying in the background and simply working to facilitate the team's growth process. Sometimes the most valuable lessons come from subtle guidance that allows others to discover the best course of action on their own.

- Your responses suggest that you tend to have an enterprising nature and a willingness to take calculated risks. This likely contributes to your drive to be successful and achieve difficult goals. To ensure a positive outcome for any project that involves some risk, remember to devote time and energy to monitoring its progress. To increase others' motivation, try assigning them a phase of a project that involves an element of risk. This shows that you trust them to help you with important pieces of the project.

- You tend to be driven, competitive, and goal-directed. You likely pursue your objectives with a certain degree of intensity and purpose. As such, you typically demand a high level of excellence in your work. Try to apply some of your own motivational strategies when managing others, but when doing so, make sure you adjust your strategies to account for different levels of subordinate motivation. Also, avoid setting your expectations at a level that could be stressful to others.

## Achievement and Motivation (continued)

- You likely enjoy social activities and engaging in casual conversations with co-workers. This may help you to communicate effectively with others in order to gather the information needed to complete difficult team projects. However, don't let your sociable nature allow you to become distracted from completing tasks. Set a positive example for others by showing that you are able to focus intently on important projects.

- You tend to seek help and support from others, which likely contributes to your ability to accomplish ambitious goals. This is because you are likely able to build a network of support that can be called upon to help you think through problems and accomplish tasks. However, make sure that others don't see you as overly dependent on their contributions. Part of the image of a strong leader includes the ability to make things happen on your own.

- Your results suggest that you tend to feel a strong sense of involvement in your job and commitment to organizational objectives. As a result, you likely focus a lot of energy on striving for excellence. Although your work may be inherently motivating to you, others may not share your enthusiasm. Try to consider what might motivate others, such as working conditions, resources, or opportunities for social interaction. Identify the preferences of direct reports and implement changes that will serve to enhance their involvement in their own work.

- You may be preoccupied with planning, sticking to schedules, and meeting work deadlines. You likely possess a sense of urgency about getting things done on time. This tends to help you stay organized and on track for reaching important milestones and achieving ambitious goals. However, make sure you don't sacrifice quality for quantity, and try to stay "in tune" with staff member needs. Schedule time into each day to check the quality of your work and establish meeting times for direct reports to share their concerns and raise important issues.

- You tend to be concerned about making a positive impression. As a result, you likely strive to maintain your reputation as a hard worker who is successful in achieving your objectives. You likely recognize the benefit of describing yourself favorably when representing your unit or organization. However, avoid overstating your successes and accomplishments since others will likely see through any attempt to convey an exaggerated image that is inaccurate or fabricated.

# Interpersonal Relations

Relating to others in an outgoing, friendly, warm, and personable manner in order to establish and maintain effective interpersonal relationships.

## Development feedback:

- You appear to enjoy being the center of attention and engaging in behavior that wins the notice of others. This socially bold, expressive style may help you easily and comfortably approach new business contacts and turn them into acquaintances. An engaging style may also promote strong interpersonal relationships with others. Be careful that your desire to amuse or entertain does not interfere with creating an image of a dependable and competent leader.

- You appear to be a socially intelligent individual who is skilled at influencing other people. Your social charm and diplomacy likely make it easy for you to develop meaningful personal connections with co-workers and colleagues. Keep in mind that there is a fine line between being diplomatic and being unintentionally deceptive by telling others what you think they want to hear. Be careful not to damage your credibility by stretching the truth. Use your social intelligence wisely by staying "in tune" with others and attempting to relate to them in a warm and friendly manner.

- Your responses indicate that you tend to be quite involved with your work - often to the exclusion of other activities. You likely understand that relating to others at work and maintaining relationships enhances your own productivity and ability to accomplish team goals. If you find your common interests with staff are primarily centered on your work, try to broaden your perspective and talk to co-workers about issues unrelated to your work. This could give you a better sense of their personal strengths, interests, and motivations.

- You appear to enjoy being with people and typically make an effort to win friendships and maintain social networks. Personable and social individuals, like yourself, naturally seek out opportunities to connect with business contacts. This likely has a positive impact on others. Be aware that placing a heavy emphasis on relationships can result in neglecting specific daily tasks. Ideally, of course, one should be able to devote time to both, but within the constraints imposed in a business setting, it often comes down to priorities. Ask yourself whether you are striking a balance between your need for people and the need to get things done.

- You tend to be even-tempered and able to remain calm in stressful situations. This trait makes it unlikely that you will undermine important relationships by saying things that may offend or frustrate others. As such, you probably maintain productive business relationships over time. Be aware that there are some situations where expressing your displeasure is necessary, such as preventing others from taking advantage of you or accurately conveying your feelings on an important matter.

## Interpersonal Relations (continued)

- You tend to be helpful, supportive, and caring toward friends and colleagues. This likely promotes the development of strong interpersonal ties, because you are perceived as someone who is willing to put your own interests on hold in favor of managing relationships. Encouraging positive interpersonal connections will likely improve a manager's credibility and popularity. Remember to balance your kindness with fairness and objectivity. Provide direct reports with guidance, constructive counseling, and independence to support their growth and development.

- Your results suggest that you tend to be self-assured and poised. This style contributes to your ability to create and maintain effective interpersonal connections. Be aware that confident people can overwhelm and even intimidate those who are less secure. Make sure you empower direct reports by giving them opportunities to contribute to the team effort. Encouraging team members to speak their minds and helping them implement their creative ideas will allow them to develop confidence in their own abilities.

# Persuasiveness

The ability to sell others on ideas, approaches, products, and services.

## Development feedback:

- You may have a tendency to speak and act freely, without deliberating or second-guessing. Your uninhibited and spontaneous style may create a "buzz" around your ideas and approaches, which in turn, may help you engage and persuade co-workers and potential clients. This free-thinking style can also contribute to a climate where staff members are motivated to share their own ideas. However, be careful about pursuing approaches that are not well thought out. Spend some time planning and thinking about key issues and potential obstacles before you try to sell your ideas to others.

- Your pattern of responses suggests that you are likely concerned with creating a positive impression on others. You seem to have a knack for presenting yourself and your proposals in a favorable light, which helps in persuading others to view your ideas and suggestions as appealing and desirable. You likely understand the benefits of tailoring your approach, the language you use, and your presentation style to your audience. Try to always be genuine in your attempts to persuade others.

## Persuasiveness (continued)

- You appear to be sensitive to the effects of your behavior on others. As such, you are likely able to monitor and, if necessary, adjust your communications in order to persuade others to support your ideas. You are likely perceived as someone who is skilled at promoting new methods and ideas because you tend to accurately "read" staff members' reactions and tailor your approach accordingly. Make sure that you are always using your interpersonal skills and insight appropriately. Try not to stretch the truth or make unrealistic promises.

- You seem to enjoy being the center of attention and entertaining others. You are likely persuasive because you truly enjoy others' attention and strive to be noticed in a crowd. Your dramatic and engaging style may encourage your staff to pay attention to your ideas and approaches. However, in some cases, your ability to persuade might involve being able to listen deeply to people's concerns about your proposals and ideas. Try to remember that your showmanship can only take you so far. You must back up your words with a sound promise to deliver quality products and follow through with concrete plans to achieve team goals.

- Your responses indicate that you likely demonstrate a strong presence in most social situations and you tend to be self-assured and socially confident when dealing with others. Your level of social confidence may allow you to effectively sell your ideas or products. Don't forget that high self-confidence can sometimes be misinterpreted by direct reports as an inflated sense of self-importance. To avoid alienating colleagues and employees, it may be prudent to defer to their knowledge or expertise when it seems as though they could offer a unique perspective.

- Your pattern of responses suggests that you have a competitive nature and strive to accomplish difficult or challenging goals. These qualities likely provide you with the motivation and drive to sell your ideas and influence others to adopt your way of thinking. However, sometimes being driven to achieve your objectives can cause you to become insensitive to the needs and feelings of your direct reports. In order to sell your ideas, you need to be aware of others' motivations and agendas and be able to align your own interests with theirs.

- You appear to be willing to take risks in order to influence others. This may show that you are confident in your ideas, which can instill confidence in staff, and in turn, help convince them to endorse new ideas, products, and services. However, be aware that certain approaches or strategies are simply too risky. Don't put your team in a compromising situation; instead, choose your battles wisely and only move forward with promoting a risky endeavor once you have received support from upper management.

## Persuasiveness (continued)

- You tend to have a knack for convincing others that you need their support. This means that you are likely effective at persuading others, as staff tend to feel ready and willing to help when they feel important and valued. It is critical to have a network of cooperative and collaborative peers to depend on for support. While it is advisable to seek out the advice of colleagues who can give you the support you need, be careful not to let yourself become too dependent on others. Use those around you as a sounding board for your own unique ideas and innovations, and don't be afraid to use strong influence tactics to push the initiatives that you really believe in.

## Flexibility

The ability to adapt one's style or approach in order to adjust to changing circumstances or to achieve an objective.

## Development feedback:

- Projects that have an element of unpredictability may appeal to you. Thus, it is not surprising that you tend to show flexibility in accepting risk when necessary. While it is likely beneficial to be open-minded, don't be too quick to take on a risky venture without thinking through the consequences. Ask a trusted colleague for a second opinion when you are unsure whether to proceed. An outside perspective might shed some light on potential complications or unforeseen costs.

- Your responses suggest that you tend to be self-assured, socially confident, and comfortable dealing with new situations. This is likely because you tend to feel competent enough to handle a challenge. This tendency may allow you to easily modify your approach when you are presented with an obstacle. Make sure to always objectively evaluate a situation or ask for advice from direct reports on decisions that will affect them. Also, remember the importance of maintaining a healthy sense of humility, as this helps keep you grounded and your mind open to new possibilities.

- Your responses suggest that you tend to be concerned about and involved in your work. As such, you are more likely to respond cooperatively to change because you tend to keep yourself informed about background information and underlying reasons for the change. While commitment and dedication to your work is important, be sure to consider how your work involvement may be affecting other areas of your life. Try to maintain a balance between your work and your personal life. Stability in your personal life can help you deal with disruption and change in the workplace.

Flexibility (continued)

- You appear to be an outgoing person who enjoys being the center of attention and entertaining a crowd. As such, you are likely able to change and modify your style in order to adjust to different audiences, roles, and other changing circumstances. Although you tend to be effective at engaging the attention of others, there may be times when it would be beneficial to temper your dramatic tendencies in order to focus on a task or project. Being able to modify your style and adapt to change is important as long as it is paired with the determination to follow through with your plans.

- Your results suggest that you are likely a calm, imperturbable person who copes effectively with everyday frustrations. This may allow you to deal with various challenges and to change directions without becoming frustrated or rattled. Your composure may also be a positive influence on others during stressful times. During times of change, do your best to provide enough structure for staff to easily adjust to changed circumstances. Make sure others do not misconstrue your tolerance as passivity; try to deal proactively with change in order to anticipate problems before they occur.

- Your results suggest that you are diplomatic and socially intelligent. You tend to be skilled at influencing others and flexible enough to adjust your approach to suit the situation. This style allows you to sell change initiatives in a way that generates cooperation and buy-in from others. Keep in mind that your effectiveness in securing cooperation depends on your ability to be honest about the implications of a change and manage expectations accordingly.

## Listening

Taking the time to listen to others' questions, concerns, and viewpoints, identifying the relevant information, and conveying it to the other person.

Development feedback:

- You tend to be composed and even-tempered, and are likely seen as a patient listener who is able to attend closely to the verbal communication of others, pick out the relevant information, and understand the message. Your calm tendencies likely inspire the trust of team members, who typically feel that you have heard their concerns. However, be sure to act on the important information that's received - after hearing a complaint, create an action plan to deal with the situation. Make it a personal goal to follow up with requests within 24-48 hours.

## Listening (continued)

- You tend to be highly involved in your work. Work-related matters are likely important to you, and as such, you tend to listen closely to staff members, pick out the relevant information from a message, and accurately convey this message to others. Your colleagues and direct reports may feel as though they can approach you with virtually any problem because they know you'll be interested. Make sure you don't become immersed in problems that fall outside your expertise. In such cases, it may be more productive to refer people to others who can address their questions more efficiently.

# Monitoring and Controlling

Checking on the performance of subordinates, giving them personalized feedback, and taking disciplinary action when necessary.

## Development feedback:

- You seem to have a well-organized, systematic approach to record keeping and performance evaluation. This likely facilitates your ability to monitor and regulate the productivity levels of your direct reports. Although you usually make effective use of your time, your disciplined habits could border on perfectionism and cause you to dwell on trivial points instead of focusing on the big picture. If you tend to be meticulous, you might focus solely on behaviors that don't correspond with your own preferred approach, and you might forget to recognize positive behaviors. Once you have a system in place that works effectively, try not to nit-pick and fuss over specifics. Trust yourself and focus on providing constructive feedback.

- You tend to appreciate the support of others and likely prefer to seek others' viewpoints. Your tendency to focus on teamwork probably keeps you in close contact with co-workers, which may enable you to accurately evaluate their performance. However, if you are intent on seeking the approval of others, you might neglect to provide discipline and honest feedback for suboptimal performance. Try developing a plan of action to deal with staff members who violate the rules. Develop your own strategy without seeking the opinion of others. This may help you gain the confidence you'll need to feel comfortable disciplining direct reports who cross the line.

- You are typically willing to accept and follow company rules and policy. You may therefore be adept at keeping your finger on the pulse of the organization and monitoring the performance of each team member. Although you tend to respect the needs and preferences of employees when monitoring individual performance, your colleagues could lose respect for you if you avoid setting rules and guidelines when it becomes clear that someone needs to take charge. Try researching new approaches and taking responsibility for your decisions so you can be confident in leading your team to success.

## Monitoring and Controlling (continued)

- Because you may be inclined to hold traditional values and adhere to conventional standards, you typically maintain fair and consistent benchmarks for evaluating performance and taking corrective action when team members' behavior is unacceptable. People who understand and share your traditional views may appreciate your values, however, you may come across as strict or rigid in your beliefs to those who take a more laissez-faire approach. Remember not to judge others' performance based on congruence of their values with yours. Keep in mind that although some people might take a different approach to handling problems, the end result is what is important.

# Analytical Orientation

Demonstrating a preference for problems requiring precise, logical reasoning, and showing an ability to dissect and understand complex, multifaceted problems.

## Development feedback:

- Your results indicate that you tend to be dissatisfied with aspects of your job. As a result, you may not be inclined to acquire or apply the skills and knowledge needed to effectively solve job-related problems. Even if your job isn't completely satisfying, try not to let it affect your desire to dig deeper and learn more about complex problems. You need to show others that you care about getting to the source of the issue. In fact, you may find that getting to the bottom of a particular problem may reveal the source of your potential feelings of dissatisfaction. Do a little extra research and ask a few more questions - you might gain a deeper understanding about specific problems as well as general workplace issues.

- You appear to prefer a systematic and organized approach to problem solving, which may cause you to become absorbed in the details. This tendency may affect your ability to evaluate a broad range of options in arriving at the best solution to a problem. You may need to adopt a more unstructured thinking style to evaluate the merit of some creative approaches that might not always be the result of a logical order or sequence. Remember that relying on standardized processes and protocols will not always uncover the source of an issue.

# Objectivity

The ability to maintain a realistic perspective and keep personal biases to a minimum.

## Development feedback:

- You appear to be less than fully satisfied with certain aspects of your job. Be careful not to let these feelings spill over to affect your perspective about your job in general. Chances are, there are some positive aspects to your work - it would be beneficial to separate those work issues that are actually presenting a problem from those that you enjoy. Put your biases aside and do what is best for the welfare of your team or unit. When making decisions, try to put yourself in others' shoes so you can better understand their perspective.

- You appear to have a sociable manner and a tendency to develop friendships in the workplace. This may mean that you occasionally sacrifice your objectivity in order to maintain relationships. Remember that sometimes you will have to make decisions that others won't like. Try to maintain a friendly, yet professional relationship with others.

- You may occasionally make hasty decisions without considering their impact, and might sometimes state opinions best kept to yourself. A tendency to act or speak before thinking may give others the impression that you let personal biases affect your judgment and decision making. In order to avoid jumping to conclusions or missing important details, consult with others who may be able to help you evaluate your decision-making process and identify any potential biases.

- Your results indicate that you have a tendency to value close emotional ties with others and may express views based more on emotion than reason. As a result, you may appear to favor certain solutions and opinions without making your underlying logic and rationale clear to others. Your goal should be to clearly explain the reasoning behind your decisions. This approach will enhance buy-in among direct reports, colleagues, and clients. Be sure to use all of the information at hand to maintain an unbiased perspective.

## Delegation

Delegating responsibility and authority to subordinates and giving them discretion in determining how to do their work.

### Development feedback:

- You may often feel rushed to get things done in a timely manner. Your preoccupation with deadlines may prevent you from delegating responsibility to others, who may prefer to follow more flexible timelines. Although you may not always feel comfortable allowing direct reports discretion in how they organize their work, you must make time to properly organize tasks and responsibilities for others. It may be helpful if you set aside time at the beginning of each week to isolate high priority projects and assign tasks and duties according to team members' varied strengths, interests, and current work load.

- Individuals who are dissatisfied with certain aspects of their jobs, like yourself, may want to avoid delegating work to others because it makes them feel like the bearer of bad news. Alternatively, a satisfied supervisor may see delegation as a learning opportunity for team members that he or she is happy to provide. Recognize that many people can be more productive when they have a number of projects on the go, as it forces them to attend to priorities, schedules, and timelines. Ask direct reports if they feel like they have enough work to keep them engaged and busy. Delegate responsibility to others by matching a specific role or task to the person who is best able to handle the challenge.

## Technical Orientation

Demonstrating technical proficiency or expertise acquired through education, training, or experience.

### Development feedback:

- You likely invest time and attention in using your social skills to persuade and influence others. This can lead you to focus on interpersonal issues rather than spending adequate time on technical issues and developments. Even if you find the technical side of things less interesting than projects and tasks with an interpersonal aspect, be sure to schedule time to attend to the technical aspects of your job, as these are important for keeping things running smoothly at work.

## Technical Orientation (continued)

- You may not be sufficiently satisfied with some aspects of your job. As a result, you may have difficulty concentrating and remaining focused on technical issues. If your job consists of some activities that you dislike, try to delegate these tasks when possible. You may have a colleague or subordinate who is more technically-oriented and who enjoys these types of assignments. If this is not the case, try asking for assistance to help familiarize yourself with some of the background information and technical developments that are relevant to your job.

# Dependability

The ability to be counted on to meet commitments and deadlines.

## Development feedback:

- You tend to enjoy abstract thought and solving complex problems. As a result, you may occasionally overcomplicate issues, which could delay completing projects according to schedule. Try to temper your complex thinking when it seems more important to settle on a decision and move forward to the next phase of a project. Use your analytical skills during the brainstorming phase, but refrain from pursuing topics in great depth when immediate action is required to advance project goals.

- Your tendency toward risky behavior may lead you to prefer the thrill of a daring venture to more mundane tasks that are required for the timely completion of projects. Because of your adventurous nature, others may question your dependability. It might be in your best interest to limit your risk taking to times when there is an appropriate balance between a risk and the potential reward, so as not to make any costly mistakes or damage your reputation. Satisfy the thrill-seeker in you by engaging in risky behavior outside of the work environment. Take up an exciting, new hobby or sporting activity.

- You tend to be impulsive and spontaneous. This may cause you to move in several different directions at once, making it difficult for you to complete projects on time. As a result, your co-workers may feel they cannot depend on you. Practice patience and deliberation on important assignments. Try to stay focused on one major project at a time. You may find that impulsive tendencies decrease significantly when you prioritize important projects and stick to the project plan.

## Dependability (continued)

- Your tendency to be open to new ideas and to welcome opposing opinions means that you may get distracted by potentially irrelevant information, which in turn, may make it difficult for you to meet commitments and deadlines in a timely fashion. Try to set consistent, objective standards for meeting commitments - set a deadline and encourage your direct reports to send you feedback within a specified period of time. Remember that sometimes you will have to go against popular demand to fulfill requests from senior management. Try to be transparent about your purpose and plan of action in an effort to minimize misunderstandings or disappointments.

- You are likely not afraid to take a risk. A propensity to take chances, without taking the necessary precautions and allowing enough time to thoroughly complete your work, could lead others to question your ability to meet commitments. When taking a risk, you may not be able to foresee all possible repercussions, whether positive or negative, and this could delay progress in reaching your goals. A dependable leader will only take risks that have a high chance of paying off and that do not compromise project deadlines.

- You tend to believe that you are unlikely to make a mistake and can usually talk your way out of any situation. You may be more concerned with your social status and reputation at work than meeting daily obligations, which could lead others to question your dependability. Be sure to back up your promises and assertions with a firm action plan and relevant examples of success. If you state that you have effectively dealt with a problem in the past, be prepared to prove its successful resolution and its application to the current problem. Make sure that you only make promises that you know you will be able to keep.

# Communication

Keeping subordinates and superiors informed about decisions, events, and developments that affect them.

## Development feedback:

- Your results suggest that you are an energetic person who does not tire easily. Energetic, restless individuals would rather focus on starting new projects instead of sitting down with co-workers to keep them up-to-date on project developments. Remember that managers provide a crucial link in the upward and downward flow of information in organizations. Be sure to set aside some time to communicate with staff - you might find it easier and more time efficient to "bundle" important issues and then address them collectively at meetings or during group announcements.

- Your pattern of results suggests that you tend to persevere on projects, even in the face of great difficulty. Although this trait is often an asset, you could become so immersed in your own work that you forget to keep others informed about projects, important decisions, deadlines, and events. Remember that part of your role is to keep upper management and key stakeholders informed regarding progress on relevant projects. You must also remember that team members have personal lives and problems that may be distracting them. Take it upon yourself to track progress and keep everyone informed about the status of project plans.

# Thoroughness

The ability to attend to detail and develop a comprehensive approach to problems.

## Development feedback:

- You tend to have an entertaining and dramatic interpersonal style. Although there is certainly a place for a charismatic, high profile leader, a focus on engaging and amusing others may interfere with your ability to concentrate on the details when completing your work. In addition, you may sometimes neglect to listen carefully to others who may have valuable suggestions or essential instructions to pass along. Make a conscious effort to stay focused on information related to the task or project at hand, in order to ensure that you are catching small mistakes and remaining vigilant about important details. If you follow others' instructions carefully, you may impress them with your thoroughness and attention to detail.

## Thoroughness (continued)

- You appear to be an active, energetic person. High-energy people often feel as if they are not doing their job unless they are constantly busy. This tendency might interfere with your ability to focus on the nuances of a particular job and take the time needed to complete projects in a thorough manner. Keep in mind that this could be frustrating to those who may be relying on you to patiently review their work or add the finishing touches to an important project. After each step of a project has been completed, take a few minutes to review the completed work and ensure that you or your staff haven't omitted any important details.

- You appear to be daring and venturesome, tend to take chances, and may favor uncertainty. Although it is important to be willing to take risks in some situations, impetuous and spontaneous people may overlook important details. In any job, there will be routine tasks and maintenance – be aware that these tasks are still important, and schedule some time each day to deal with them efficiently. This might involve scanning documents and project plans with a critical eye. Remember that if you don't take the necessary precautions in double-checking your work, your risky venture could fail to deliver the results you were hoping to achieve.

- You appear to be self-assured in your interactions with others. As a result, you may be more likely to focus on presenting your ideas confidently rather than worry about making small mistakes. Consequently, you may spend little time thoroughly checking and reviewing your work. This can give staff the wrong impression about your expectations for quality assurance and your commitment to following a comprehensive, detailed approach to projects and assignments. Be sure to consider all of the facts when making decisions, and take the time to consult others and fine-tune your solutions.

- Your results suggest that you tend to be outgoing and sociable, which is a positive quality in a leader. Your direct reports likely see you as friendly and good-natured. However, it can be difficult for people who are very sociable to stay focused on their work. This may negatively affect your ability to attend to important details. Be aware of this, and attempt to remove distractions, by taking steps such as closing your door, and putting your telephone on voicemail. Try to give yourself time to complete tasks thoroughly and accurately. When you are feeling more focused than usual, take this opportunity to attend to the small details of a project.

- You tend to enjoy being around other people. In an effort to spend more time interacting with others, you may neglect specific details of your work or take a hasty, unplanned approach to tackling problems. Ideally, of course, one should be able to devote time to both work tasks and work relationships, but within the constraints imposed in a business setting, it often comes down to your priorities and obligation to ensure that everything in your department runs smoothly. Take some time to assess whether you're striking a balance between your need for social interaction and the need to get things done. You can cut down on socializing by simply re-evaluating the frequency with which you initiate casual conversations with others.

## Thoroughness (continued)

- Your results indicate that you tend to be impulsive and spontaneous, which could mean that you are prone to move forward on a project without creating a comprehensive plan. Try to spend some time thinking or talking through the details of a plan, before taking action. Choose a trusted colleague to help you review the details, and plan the necessary steps that will separate the important tasks of a project into distinct milestones. This may help you account for all the crucial elements that need to come together to create the final product.

- You tend to have an adventurous and bold style and you typically enjoy the thrill of dangerous activities. People with these characteristics can have a tendency to "bulldoze" their way through difficulties rather than meticulously attend to the finer points of a problem. Although it may not be your natural tendency, try to spend some time attending to the details of a project or assignment, rather than jumping in with little regard for the consequences.

- You appear to have a lenient, "live and let live" approach, which may cause you to overlook essential details and be somewhat tolerant of substandard work. You likely let direct reports have their say and may even encourage them to openly express their dissent. Your willingness to accept opposing ideas, like any positive quality, can be carried too far. As a leader, it is critical for you to practice quality control, as the onus is on you to ensure that your staff are presenting a polished product or service to clients and stakeholders. Be sure to make your expectations clear and stay on top of reviewing others' work in order to maintain high quality standards.

# Self-Discipline

The ability to resist impulse, maintain focus, and see a project through to completion.

## Development feedback:

- Your responses suggest that you tend to be adventurous. You may find it difficult to resist the impulse to engage in exciting activities. This tendency may lead you to lose focus or become disinterested when completing routine projects. Remember that effective leaders are typically able to motivate others to complete challenging team goals. You can be the adventurous innovator, but make sure you display the self-discipline to keep team efforts focused on the task at hand.

## Self-Discipline (continued)

- Your responses suggest that you typically enjoy solving complex problems and you may become impatient with oversimplification. As such, you can get caught up in the brainstorming and planning phase, rather than remain focused on moving a project forward. At times, you may need to refrain from exploring topics in great depth in order to meet a project deadline. Try to remember that every solution does not necessarily have to be original and complicated in order to serve its intended purpose.

- One needs to show a certain degree of caution and conservatism to maintain focus. Your apparent preference for exciting and potentially risky opportunities may not be consistent with this style. Try to remember that staff look to you for guidance, so it's important to set a good example in terms of when it is appropriate to take a risk, and when it is more important to resist an impulse and simply maintain the current course. If you set appropriate guidelines and rules for how to proceed with taking a risk, others will likely have greater success when tackling their own risky, but potentially profitable ventures.

- Your responses suggest that you tend to be self-assured and socially confident. As a result, you may be prone to overextend yourself and take on more than you can reasonably handle. This tendency may interfere with your ability to focus exclusively on individual projects, and you may move forward without considering the potential difficulties that could arise. Try to resist the impulse to jump ahead or rush through projects. If you can learn to maintain focus, balanced judgment, and self-discipline, you will likely have a positive influence on the work habits of others.

- You appear to be highly sociable and tend to value positive relationships with others. As such, you may sometimes become distracted by idle conversations. This could lead others to perceive you as lacking the self-discipline to resist an opportunity to socialize, which can interfere with the timely completion of your work. If you want direct reports to show self-discipline and diligence, then you must also display these work habits. Establish a culture where hard work is the norm, and let people know when social events are permitted in the workplace.

- You typically prefer to surround yourself with people and can easily form close personal connections and friendships. You may become distracted from a task if you prefer social interaction over diligently completing your work. Try using opportunities to socialize as a reward for completing tasks. Make sure to use your productive time wisely, and try to avoid distractions in order to focus on getting the job finished before the deadline.

## Self-Discipline (continued)

- You tend to act on the "spur of the moment" and appear to be rather impulsive. This may lead to difficulties in prioritizing and a propensity to jump from one task to another, which could interfere with your ability to focus on a job or task. Try to resist impulses and distractions, and make sure to think through an idea before you act on it. An ability to show restraint and self-discipline will go a long way toward gaining others' respect and dedication to team projects.

- You may enjoy entertaining others and capturing their attention. Unfortunately, this can be a source of distraction for co-workers and may prevent you from exercising the self-discipline necessary to remain focused on the job. There are times when you must show persistence and determination at work. Try not to distract others from completing their own work – encourage productivity by being a reliable and disciplined coach and mentor.

- Your responses suggest that you tend to openly accept others' opinions and suggestions. However, these tendencies could sometimes cloud your own views and prevent you from maintaining the focus necessary to see a project through to completion. Try to find a balance - it will be difficult to get anything accomplished if you try to accommodate all requests and preferences. Some ideas, regardless of how interesting they may seem, need to be set aside in favor of meeting deadlines and reaching a decision.