

# LSP-R™ selection report

LEADERSHIP SKILLS PROFILE – REVISED™



Report for:  
Sam Sample  
June 29, 2025



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### **Executive Summary**

Three summary scores are presented for Sam Sample: Overall Leadership Performance, Interpersonal Leadership Effectiveness, and Task Orientation.

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### **Competency Scores**

A profile of Sam Sample's performance on several leadership competencies sorted by score.

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### **Broad Leadership Skills Categories**

A presentation of Sam Sample's competency scores grouped within 4 broad leadership skills categories.

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### **Detailed Analysis**

A detailed analysis of Sam Sample's predicted performance on each LSP-R competency, including: a competency definition, a description of their expected level of performance, and a set of statements describing factors that determine their level of performance. Results are presented from highest to lowest scoring within each competency category.

## WELCOME

Sam Sample recently completed the Leadership Skills Profile-Revised (LSP-R) assessment. This report presents Sam Sample's results and provides information to help guide the decision making process.

## ABOUT THE LSP-R

The LSP-R is a unique, empirically based assessment that uses a collection of personality traits to predict performance on competencies critical to effective leadership.

## THE LSP-R SELECTION REPORT

This interpretive report helps the reader understand how specific aspects of Sam Sample's personality, behavior, and style affect the candidate's anticipated leadership performance.

## KEEP IN MIND

Because of the candid descriptions used in this report, it should not be shown to Sam Sample. This report is confidential and should not be placed in general personnel files or in other locations where unauthorized persons might access it.

## CONSIDER GENERAL ACCURACY

All data and interpretations in this report are based on professionally supervised statistical studies of the personality and performance of executives and managers in a wide variety of organizations. There is substantial evidence supporting the general accuracy of this report. Nevertheless, it should be recognized that 100 percent accuracy is not attainable in predicting human behavior.

## FOCUS ON THE MOST RELEVANT RESULTS

Some statements will be more applicable to the respondent than will others. Where multiple interpretations and explanations are present, all explanations are helpful, but some will be more important than others. This will depend on the individual's particular situation and the requirements of the candidate's position.

## LOOK FOR OVERALL PATTERNS

Occasionally, some interpretations of the individual's behavior might appear to conflict with others. These apparent inconsistencies are usually due to the imprecision of language, or to nuances of meaning attached to related aspects of personality. Try to focus on the overall pattern of results, rather than on single interpretations.

## EVALUATE RELATIVE TO THE POSITION

Evaluate an individual's strengths and weaknesses in terms of position requirements. It will be helpful to weigh each statement of expected performance in terms of how important it is to job performance and the organization.

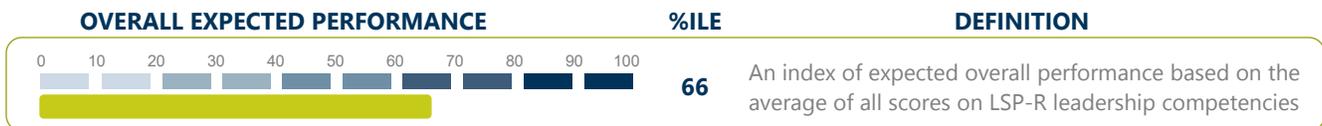
## EVALUATE RELATIVE TO OTHER DATA SOURCES

It is also recommended that you consider the information presented in this report within the context of other candidate data (i.e., structured interviews, aptitude testing, past performance, etc.).

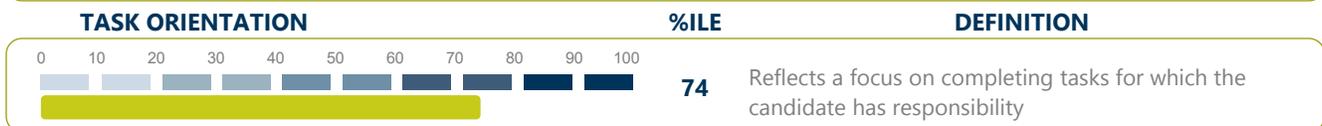
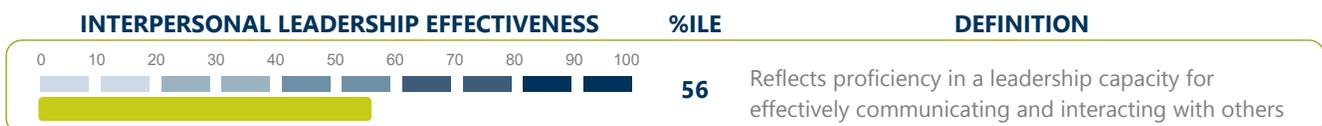
## NOTE THE PERCENTILE SCORING

All scores in this report are expressed in terms of percentiles, which differ from percentages. Percentiles compare an individual's expected performance with that of a large group of senior managers and executives. By definition, a score at the 50<sup>th</sup> percentile is average. For more information on percentiles and how to properly interpret this report, please refer to the LSP-R manual.

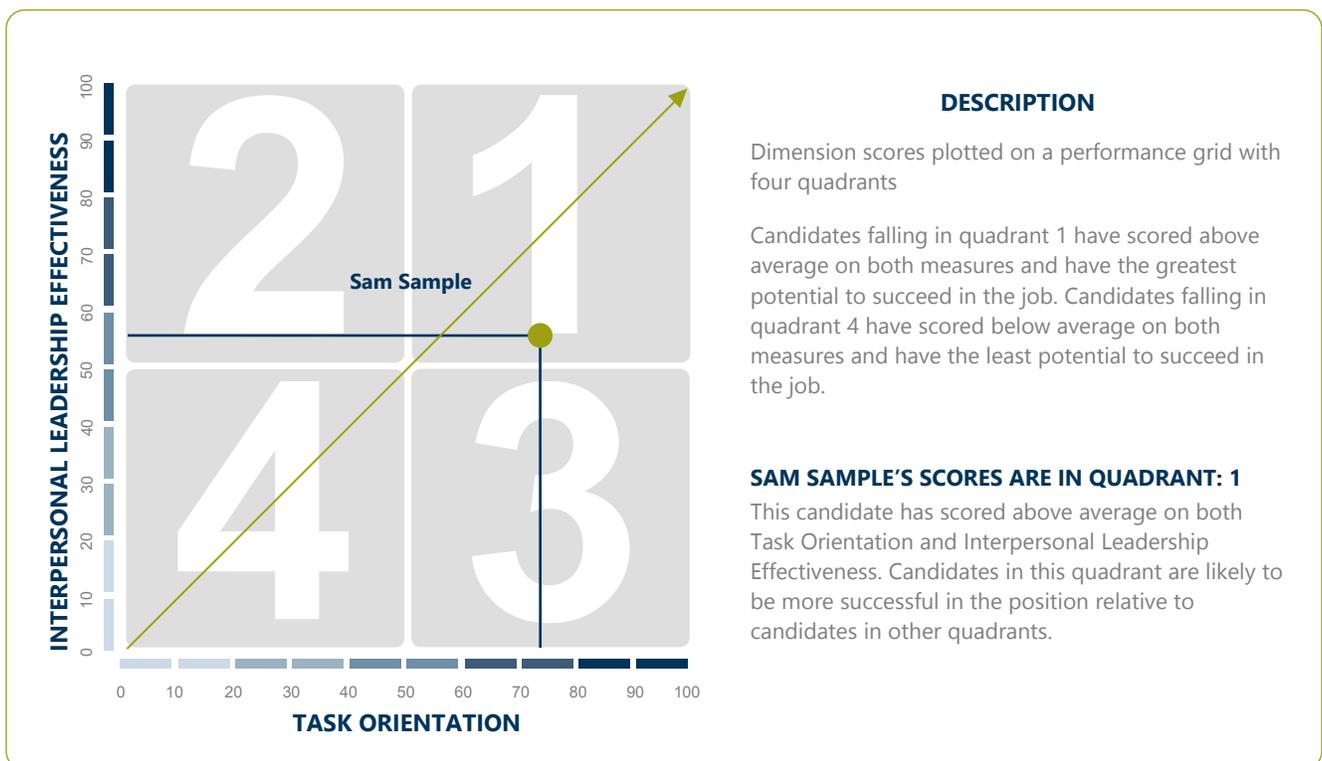
## OVERALL PERFORMANCE



## DIMENSION PERFORMANCE



## PERFORMANCE GRID



LEADERSHIP COMPETENCY	%ILE	DEFINITION	PAGE
<b>Technical Orientation</b>	95	Demonstrating technical proficiency or expertise acquired through education, training, or experience.	15
<b>Desire to Learn</b>	88	Embracing new challenges and the opportunity to learn, as well as demonstrating the motivation to grow and develop by responding positively to constructive feedback.	37
<b>Open-Mindedness</b>	88	A willingness to consider new ideas and approaches, as well as input from others.	36
<b>Assuming Responsibility</b>	84	The willingness to step forward and take charge of a difficult situation, without being asked to do so.	50
<b>Decisiveness</b>	83	The ability to make clear-cut and timely decisions with the appropriate amount of information.	16
<b>Communication</b>	82	Keeping direct reports and superiors informed about decisions, events, and developments that affect them.	24
<b>Ambition</b>	80	Demonstrating a desire for increased influence and promotion in the organizational hierarchy.	38
<b>Prioritizing</b>	79	The ability to quickly identify critical tasks and manage time accordingly to complete these tasks without getting distracted by less important matters.	17
<b>Business Acumen</b>	78	Demonstrating good judgment and business sense as well as the ability to understand business operations, market trends, the competition, and the bottom-line.	18
<b>Inspirational Role Model</b>	78	The ability to set a positive and inspirational example for direct reports to follow.	51
<b>Productivity</b>	78	Accomplishing an above average quantity and quality of work.	39
<b>Strategic Planning</b>	76	The ability to establish a long-range direction for the organization or unit, set broad goals that align with the direction, and identify the means to reach those goals.	52
<b>Short-Term Planning</b>	71	Establishing short-term goals and objectives for direct reports and for the work unit, and developing action steps to achieve them.	53

LEADERSHIP COMPETENCY	%ILE	DEFINITION	PAGE
<b>Dependability</b>	70	The ability to be counted on to meet commitments and deadlines.	<a href="#">40</a>
<b>Achievement and Motivation</b>	67	Demonstrating the motivation to work hard, be successful, achieve difficult goals, and complete challenging tasks.	<a href="#">41</a>
<b>Interpersonal Relations</b>	67	Relating to others in an outgoing, friendly, warm, and personable manner in order to establish and maintain effective interpersonal relationships.	<a href="#">25</a>
<b>Active Listening</b>	66	Taking the time to listen to others' questions, concerns, and viewpoints, identifying the relevant information, and conveying it to the other person.	<a href="#">26</a>
<b>Independence</b>	66	The ability to be self-starting and work independently of others when necessary.	<a href="#">42</a>
<b>Organizing the Work of Others</b>	66	Clearly defining roles and responsibilities for direct reports, and letting them know exactly what tasks should be done and what results are expected.	<a href="#">54</a>
<b>Analytical Orientation</b>	65	Demonstrating a preference for problems requiring precise, logical reasoning, and showing an ability to dissect and understand complex, multifaceted problems.	<a href="#">19</a>
<b>Emotional Control</b>	65	Maintaining personal composure during times of stress or pressure, when things are uncertain, or when faced with conflict or disagreement.	<a href="#">43</a>
<b>Vision</b>	65	Seeing the "big picture" in the organization, industry, and economy, and having the ability to communicate in a compelling way a clear sense of the company's ideal future state.	<a href="#">55</a>
<b>Involving Direct Reports</b>	64	Consulting with direct reports, soliciting suggestions, and taking these suggestions seriously.	<a href="#">56</a>
<b>Flexibility</b>	63	The ability to adapt one's style or approach in order to adjust to changing circumstances or to achieve an objective.	<a href="#">44</a>
<b>Integrity</b>	62	Demonstrating a high quality of character including being honest, ethical, trustworthy, and sincere, and effectively representing and respecting company values.	<a href="#">45</a>

LEADERSHIP COMPETENCY	%ILE	DEFINITION	PAGE
<b>Delegation</b>	<b>61</b>	Delegating responsibility and authority to direct reports and giving them discretion in determining how to do their work.	<a href="#">57</a>
<b>Client/Customer Focus</b>	<b>59</b>	Maintaining a service-oriented approach, receptivity to feedback, and positive, trusting, productive relationships to meet the needs and expectations of internal and external customers.	<a href="#">27</a>
<b>Facilitating Teamwork</b>	<b>58</b>	The ability to promote teamwork, cooperation, and identification with the work group.	<a href="#">58</a>
<b>Objectivity</b>	<b>56</b>	The ability to maintain a realistic perspective and keep personal biases to a minimum.	<a href="#">20</a>
<b>Self-Discipline</b>	<b>56</b>	The ability to resist impulse, maintain focus, and see a project through to completion.	<a href="#">46</a>
<b>Organizational Spokesperson</b>	<b>55</b>	Serving as figurehead and spokesperson for one's unit, and effectively promoting and defending the interests of one's direct reports.	<a href="#">59</a>
<b>Emphasizing Excellence</b>	<b>54</b>	Setting challenging goals and high quality standards, and expecting direct reports to perform at their highest level.	<a href="#">60</a>
<b>Self-Esteem</b>	<b>54</b>	Demonstrating a high level of self-worth and self-confidence.	<a href="#">47</a>
<b>Creativity</b>	<b>53</b>	Demonstrating the ability to initiate original and innovative ideas, products, and approaches.	<a href="#">21</a>
<b>Monitoring and Controlling</b>	<b>52</b>	Checking on the performance of direct reports, giving them personalized feedback, and taking disciplinary action when necessary.	<a href="#">61</a>
<b>Risk Taking</b>	<b>52</b>	The willingness to take sound, calculated risks, based on good judgment, in situations where the outcome is uncertain.	<a href="#">22</a>
<b>Attracting Staff</b>	<b>50</b>	The ability to hire and retain staff, and keep turnover at an acceptable level.	<a href="#">62</a>
<b>Formal Presentation</b>	<b>47</b>	The ability to deliver an interesting, informative, and organized presentation.	<a href="#">28</a>

LEADERSHIP COMPETENCY	%ILE	DEFINITION	PAGE
<b>Valuing Diversity</b>	<b>47</b>	Responding to others with dignity and respect and in a way that recognizes and values individual differences.	<b>48</b>
<b>Sensitivity</b>	<b>46</b>	Showing a supportive, considerate, sensitive, and caring attitude toward the needs, concerns, moods, agendas, interests, and aspirations of others.	<b>29</b>
<b>First Impression</b>	<b>44</b>	The ability to create a positive impact through social confidence, sincerity, dress, and verbal fluency.	<b>30</b>
<b>Negotiation</b>	<b>43</b>	The ability to negotiate outcomes that further the interests of the organization, and when possible, also further the interests of opposing groups.	<b>31</b>
<b>Social Astuteness</b>	<b>40</b>	The ability to accurately read and respond diplomatically to organizational trends and norms, as well as effectively deal with organizational politics.	<b>32</b>
<b>Work/Life Balance</b>	<b>40</b>	Maintaining a healthy and productive balance between work responsibilities and life outside of work.	<b>49</b>
<b>Operating Upwards</b>	<b>37</b>	The ability to comfortably interact with senior management using their language, understanding their perspective, and responding at their level.	<b>33</b>
<b>Persuasiveness</b>	<b>36</b>	The ability to sell others on ideas, approaches, products, and services.	<b>34</b>
<b>Thoroughness</b>	<b>32</b>	The ability to attend to detail and develop a comprehensive approach to problems.	<b>23</b>
<b>Developing/Coaching Others</b>	<b>30</b>	Supporting the development and career goals of direct reports through work assignments, ongoing developmental discussions, and feedback.	<b>63</b>
<b>Conflict Management</b>	<b>28</b>	The ability to mediate and resolve conflicts and disagreements in a manner best for all parties involved.	<b>35</b>
<b>Motivating Others</b>	<b>26</b>	Showing enthusiasm and providing encouragement, recognition, constructive criticism, and coaching to direct reports.	<b>64</b>

LSP-R competencies can be classified into four broad leadership skills categories:

## COGNITIVE SKILLS

The leadership behaviors in this category emphasize decision making and problem solving abilities.

- Analytical Orientation
- Creativity
- Objectivity
- Prioritizing
- Thoroughness
- Business Acumen
- Decisiveness
- Risk Taking
- Technical Orientation

## INTERPERSONAL SKILLS

The leadership behaviors in this category relate to working effectively and cooperatively with people and maintaining positive interpersonal relationships.

- Active Listening
- Communication
- Interpersonal Relations
- Formal Presentation
- Operating Upwards
- Sensitivity
- Client/Customer Focus
- Conflict Management
- First Impression
- Negotiation
- Persuasiveness
- Social Astuteness

## PERSONAL QUALITIES

The leadership behaviors in this category reflect the traits and personal characteristics that facilitate success in a leadership role.

- Achievement and Motivation
- Desire to Learn
- Emotional Control
- Independence
- Open-Mindedness
- Self-Discipline
- Valuing Diversity
- Ambition
- Dependability
- Flexibility
- Integrity
- Productivity
- Self-Esteem
- Work/Life Balance

## SENIOR LEADERSHIP SKILLS

The leadership behaviors in this category are important to an organization's operational activities and strategic direction.

- Assuming Responsibility
- Delegation
- Emphasizing Excellence
- Inspirational Role Model
- Monitoring and Controlling
- Organizational Spokesperson
- Short-Term Planning
- Vision
- Attracting Staff
- Developing/Coaching Others
- Facilitating Teamwork
- Involving Direct Reports
- Motivating Others
- Organizing the Work of Others
- Strategic Planning

# LSP-R Selection

## BY CATEGORY cognitive skills

**Cognitive Skills:** The leadership behaviors in this category emphasize decision making and problem solving. Behaviors include the leader’s analytical skills and technical proficiency, and the ability to demonstrate creativity and objectivity in working through problems, decisions, and risks.

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<b>Technical Orientation</b>	95	Demonstrating technical proficiency or expertise acquired through education, training, or experience.	<a href="#">15</a>
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<b>Thoroughness</b>	32	The ability to attend to detail and develop a comprehensive approach to problems.	<a href="#">23</a>

# LSP-R Selection

# BY CATEGORY interpersonal skills

**Interpersonal Skills:** The leadership behaviors in this category include working effectively and cooperatively with people and maintaining positive interpersonal relationships. Behaviors in this category include the leader's communication and negotiation skills, sensitivity to others, openness to suggestions, and the ability to manage others' impressions.

LEADERSHIP COMPETENCY	%ILE	DEFINITION	PAGE
Communication	82	Keeping direct reports and superiors informed about decisions, events, and developments that affect them.	24
Interpersonal Relations	67	Relating to others in an outgoing, friendly, warm, and personable manner in order to establish and maintain effective interpersonal relationships.	25
Active Listening	66	Taking the time to listen to others' questions, concerns, and viewpoints, identifying the relevant information, and conveying it to the other person.	26
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Conflict Management	28	The ability to mediate and resolve conflicts and disagreements in a manner best for all parties involved.	35

# LSP-R Selection

## BY CATEGORY personal qualities

**Personal Qualities:** The leadership behaviors in this category reflect the traits and personal characteristics that facilitate success in a leadership role. These qualities include demonstrating ambition, dependability, self-confidence, and the ability to adapt to new situations and remain composed.

LEADERSHIP COMPETENCY	%ILE	DEFINITION	PAGE
<b>Open-Mindedness</b>	88	A willingness to consider new ideas and approaches, as well as input from others.	<a href="#">36</a>
<b>Desire to Learn</b>	88	Embracing new challenges and the opportunity to learn, as well as demonstrating the motivation to grow and develop by responding positively to constructive feedback.	<a href="#">37</a>
<b>Ambition</b>	80	Demonstrating a desire for increased influence and promotion in the organizational hierarchy.	<a href="#">38</a>
<b>Productivity</b>	78	Accomplishing an above average quantity and quality of work.	<a href="#">39</a>
<b>Dependability</b>	70	The ability to be counted on to meet commitments and deadlines.	<a href="#">40</a>
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<b>Work/Life Balance</b>	40	Maintaining a healthy and productive balance between work responsibilities and life outside of work.	<a href="#">49</a>

# LSP-R Selection

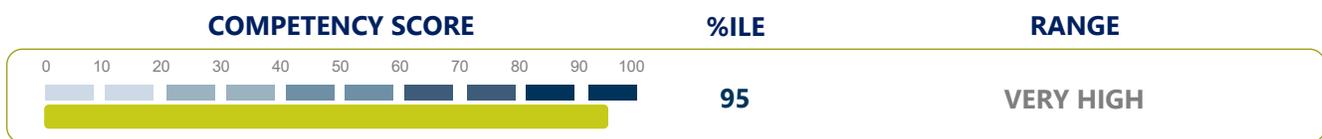
# BY CATEGORY senior leadership skills

**Senior Leadership Skills:** The leadership behaviors in this category are important in the day-to-day operations of an organization. These behaviors involve setting clear objectives, planning and initiating structure, communicating performance expectations and priorities as well as monitoring employee and team progress toward long-term goals. In addition to managing performance, behaviors in this category include the ability to attract, select, and retain quality employees.

LEADERSHIP COMPETENCY	%ILE	DEFINITION	PAGE
Assuming Responsibility	84	The willingness to step forward and take charge of a difficult situation, without being asked to do so.	50
Inspirational Role Model	78	The ability to set a positive and inspirational example for direct reports to follow.	51
Strategic Planning	76	The ability to establish a long-range direction for the organization or unit, set broad goals that align with the direction, and identify the means to reach those goals.	52
Short-Term Planning	71	Establishing short-term goals and objectives for direct reports and for the work unit, and developing action steps to achieve them.	53
Organizing the Work of Others	66	Clearly defining roles and responsibilities for direct reports, and letting them know exactly what tasks should be done and what results are expected.	54
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Attracting Staff	50	The ability to hire and retain staff, and keep turnover at an acceptable level.	62
Developing/Coaching Others	30	Supporting the development and career goals of direct reports through work assignments, ongoing developmental discussions, and feedback.	63
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## TECHNICAL ORIENTATION

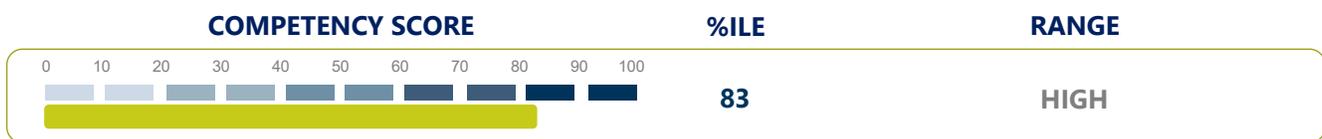
Demonstrating technical proficiency or expertise acquired through education, training, or experience.



- In general, Sam appears to enjoy their work. As such, Sam is unlikely to become discouraged by small, inevitable setbacks, and is typically motivated to acquire the necessary skills to excel in a technical role.
- Sam tends to display great respect for formal policies and is likely to follow even trivial rules. As a result, Sam is likely to be highly motivated to develop their technical expertise in order to stay well-informed of current standards and "best practices".
- Sam aspires to accomplish difficult tasks and strives for excellence. Their high standards and readiness to put forth a high level of effort means that they are likely to find solutions to barriers that stop them from achieving challenging goals. Subsequently, Sam will likely be motivated to learn new or difficult skills/material, which could be beneficial in a complex or changing job.

## DECISIVENESS

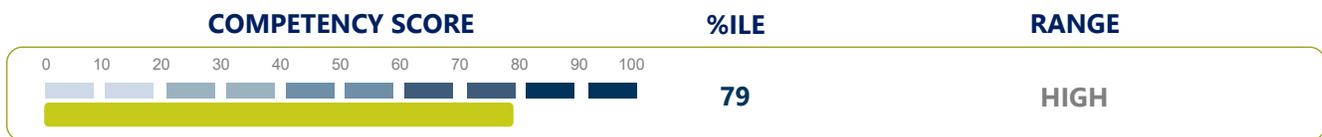
The ability to make clear-cut and timely decisions with the appropriate amount of information.



- Sam's influential nature may allow them to easily assume a leadership role. Their ability to influence and persuade others can enhance the efficiency of the decision making process.
- Sam's general feeling of satisfaction with their work may make it easy for them to trust their own judgment when making decisions. This should facilitate timely and productive decision making.
- Sam appears to be motivated to maximize organizational effectiveness by setting high standards and aspiring to accomplish difficult goals. Accordingly, Sam does not hesitate to efficiently evaluate information to determine a course of action.
- Sam tends to be socially confident and self-assured, and is unlikely to be easily intimidated by others. This may allow Sam to approach colleagues to get necessary information and sell others on the merits of their ideas. As such, Sam will find it rather easy to make timely and clear-cut decisions.
- Sam is composed and patient. Their ability to remain calm in stressful and difficult situations enhances their ability to make clear-cut and timely decisions that will benefit the organization.

## PRIORITIZING

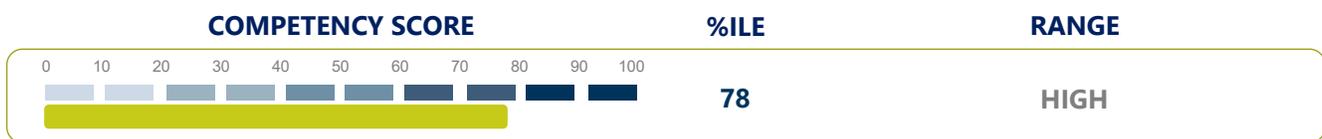
The ability to quickly identify critical tasks and manage time accordingly to complete these tasks without getting distracted by less important matters.



- Sam is able to effectively manage their work environment in a tidy and organized manner. This orderly approach helps them to track tasks and manage time effectively. Not only does Sam complete tasks on time, but they prioritize their projects such that they devote more attention to important tasks.
- Sam's purposeful and self-controlled nature suggests they will identify critical tasks, plan their schedule accordingly, and avoid distractions.

## BUSINESS ACUMEN

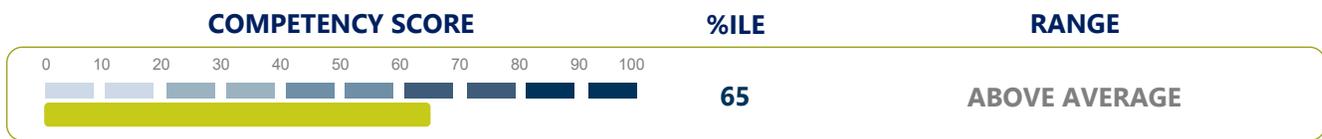
Demonstrating good judgment and business sense as well as the ability to understand business operations, market trends, the competition, and the bottom-line.



- It appears that Sam has a wide range of interests and is curious about new activities and topics. As a result, they are likely to keep their knowledge of the competition or market trends up-to-date, and this should enhance their ability to make good business decisions.
- Sam may set challenging goals and work hard to achieve those goals. As a result, when Sam learns new information about the competition or market trends they are likely to devise competitive strategies or seek out new growth opportunities even if they require hard work.
- Because Sam is motivated to learn about intellectual topics and likes to synthesize ideas, they are likely to develop a high level of understanding of business operations and greater market trends that influence their organization.
- Sam tends to thoroughly deliberate on important tasks. As such, they are likely to apply their knowledge of the business and market trends to their work.

## ANALYTICAL ORIENTATION

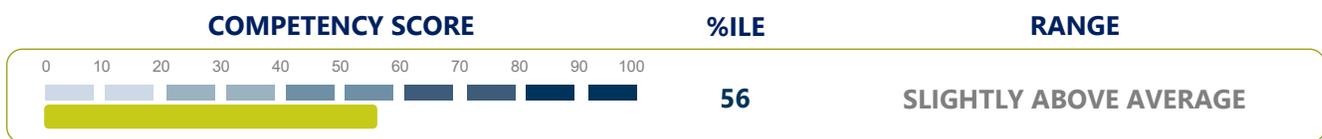
Demonstrating a preference for problems requiring precise, logical reasoning, and showing an ability to dissect and understand complex, multifaceted problems.



- Sam's sense of curiosity and desire to learn likely encourages them to dissect and analyze issues in order to get to the heart of the problem.
- Sam acts with deliberation and carefully thinks over issues and decisions. These qualities are a great asset when trying to examine and reason through complex, multifaceted problems.

## OBJECTIVITY

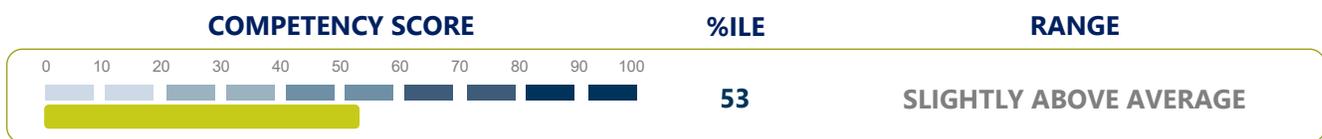
The ability to maintain a realistic perspective and keep personal biases to a minimum.



- Sam welcomes information and feedback from others. They understand that information from a number of sources can be valuable and is willing to evaluate this information fairly. These tendencies likely increase their ability to make unbiased decisions.
- Sam's responses indicate that they tend to value honesty and truth, and will follow their conscience in thought and action. A strong moral compass will drive Sam to seek clear and true information by maintaining an objective eye unlikely to be clouded by personal bias.
- Deliberate, prudent people, such as Sam, are careful to maintain a realistic perspective and to carefully weigh the pros and cons of a decision before acting. Accordingly, Sam is likely to settle on an objective decision that is free from personal bias and favoritism.
- Sam tends to be even-tempered and calm. They rarely expresses hostility and do not let emotions cloud their viewpoint. As a result, Sam tends to look at issues from an impartial standpoint.
- Sam's results indicate that they are an open-minded and non-judgmental individual. They accept people without judging them and avoids speaking negatively about others. These characteristics give Sam the ability to maintain a realistic perspective and keep personal biases to a minimum.

## CREATIVITY

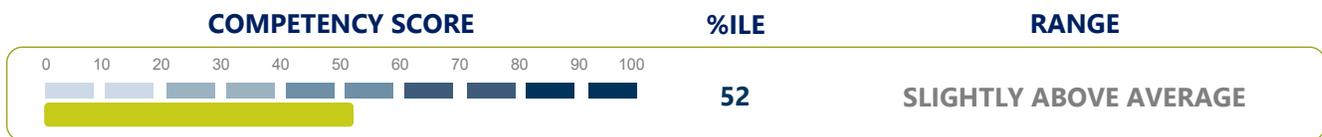
Demonstrating the ability to initiate original and innovative ideas, products, and approaches.



- A preference for new and different experiences may lead Sam to incorporate novel approaches into the generation of new ideas. Sam's willingness to test new techniques rather than sticking with tried-and-true ones can help to foster creativity and original insight since they are able to pull inspiration from a multitude of experiences.
- Sam appears willing to put forth the effort required to achieve excellence, which likely includes finding new and original approaches to dealing with problems.
- Sam tends to have an intellectual curiosity that may stimulate creative thinking through a desire to probe and explore various alternatives.
- Individuals who tend to be socially confident and self-assured, like Sam, often feel assured in their abilities to create new ideas and innovations. People tend to respond favorably to Sam's original ideas because they are drawn in by their self-confidence.

## RISK TAKING

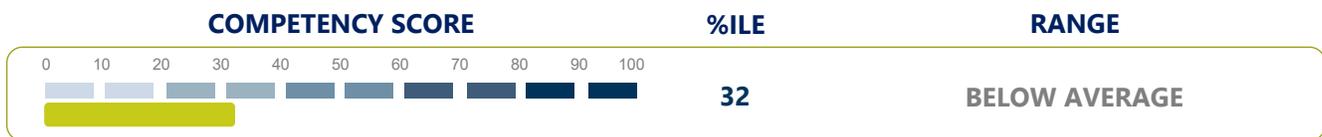
The willingness to take sound, calculated risks, based on good judgment, in situations where the outcome is uncertain.



- Individuals who are confident in their abilities, such as Sam, are not likely to second-guess their decisions and are usually willing to take risks if necessary to advance project goals. They are likely confident and can easily defend their decisions and choices.

## THOROUGHNESS

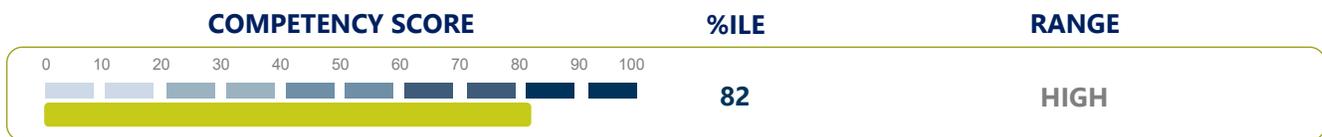
The ability to attend to detail and develop a comprehensive approach to problems.



- Sam's results suggest that they may not have a natural tendency to pay attention to details and are willing to let small flaws or mistakes pass. This may interfere with Sam's ability to critically review their work, notice important details, and take a systematic, comprehensive approach to project planning.

## COMMUNICATION

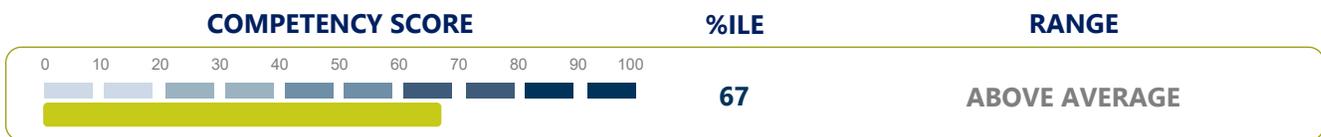
Keeping direct reports and superiors informed about decisions, events, and developments that affect them.



- Sam seems to be organized and methodical. Because of their ability to keep track of important information, Sam is likely to be effective at informing others of policy changes, occurrences, and decisions made in the organization.
- According to their scores, Sam is disposed to impart information to those with whom they work. This keeps colleagues informed of Sam's thoughts and activities, as well as conveying information that others will find relevant to their own activities and interests.
- Sam tends to make careful plans before embarking on a course of action. Because they tend to think things through, they are likely to be an effective communicator, who shares only the most pertinent information using the most suitable method.

## INTERPERSONAL RELATIONS

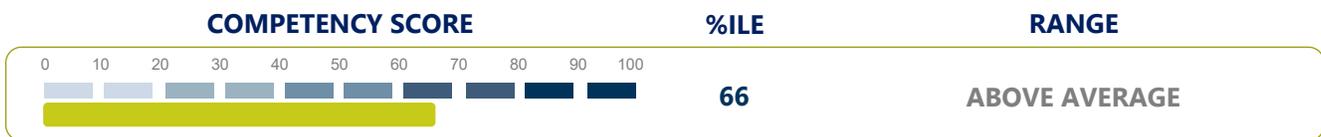
Relating to others in an outgoing, friendly, warm, and personable manner in order to establish and maintain effective interpersonal relationships.



- Sam is likely to be accommodating, easy to get along with, and have a tendency to avoid conflict. As a result, they may find it relatively easy to build and maintain meaningful interpersonal relationships with coworkers and, in turn, be perceived as approachable and friendly.
- Sam is open and accepting of the feedback and input of others. This likely allows them to have warm, friendly interactions with staff, and to form positive, lasting relationships.
- Sam's self-assurance and poise likely draws others to them. This contributes to Sam's ability to create and maintain interpersonal relationships.
- In general, Sam enjoys being with people and typically makes an effort to win friendships and maintain associations with others. Personable individuals, like Sam, naturally seek out positive business relationships.

## ACTIVE LISTENING

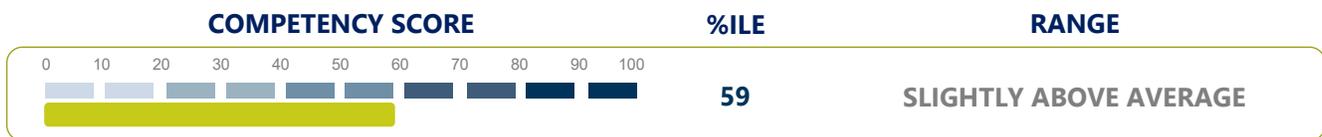
Taking the time to listen to others' questions, concerns, and viewpoints, identifying the relevant information, and conveying it to the other person.



- Sam is naturally attentive and interested in learning about a diversity of topics. Thus, they are usually motivated to listen to others, particularly to gain a better understanding of different perspectives.
- Sam tends to be open to the comments, concerns, and questions of staff. Sam is not easily upset or offended by open feedback, and is willing to improve on any personal shortcomings that are brought to their attention.

## CLIENT/CUSTOMER FOCUS

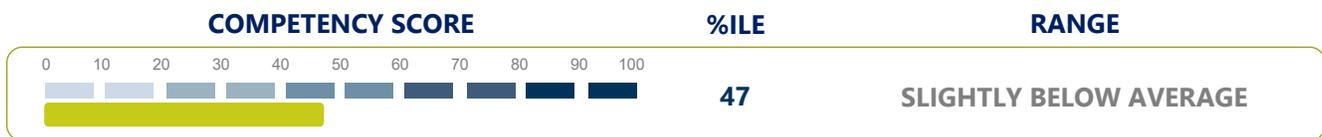
Demonstrating a service-oriented approach, remaining open to feedback, and maintaining positive, trusting, productive relationships in order to meet the needs and expectations of internal and external customers.



- Sam is an accommodating individual, which can help their positive interactions with clients. Their willingness to reach a compromise will help them create productive relationships with clients and customers.
- Sam tends to handle complaints effectively and is not easily offended by criticism. These qualities assist with their ability to remain open to feedback and maintain positive client-focused relationships.
- Because Sam is sociable and values interpersonal relationships, they will likely establish a rapport with clients that will help to develop positive and trusting relationships.
- Sam is a very calm and even-tempered individual. They find it easy to regulate their emotions and responses to others, even in frustrating situations.

## FORMAL PRESENTATION

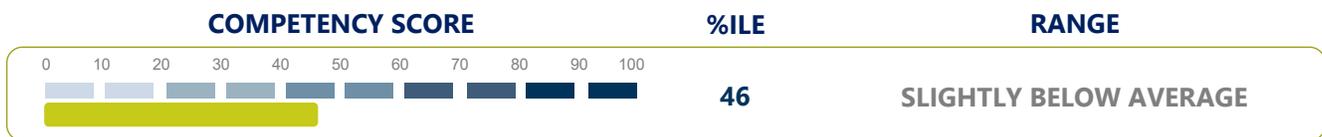
The ability to deliver an interesting, informative, and organized presentation.



- This individual tends to avoid the limelight and might appear ill-at-ease before an audience. Reserved and somewhat self-restrained presenters, like Sam, may fail to make a lasting impact or sufficiently engage an audience.

## SENSITIVITY

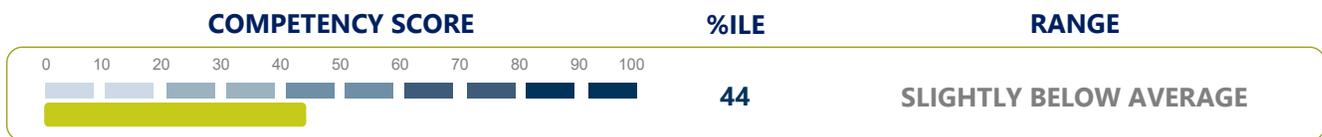
Showing a supportive, considerate, sensitive, and caring attitude toward the needs, concerns, moods, agendas, interests, and aspirations of others.



- Sam's results suggest they are not naturally sensitive or sympathetic to the concerns of others, and as a result may be perceived negatively by others.

## FIRST IMPRESSION

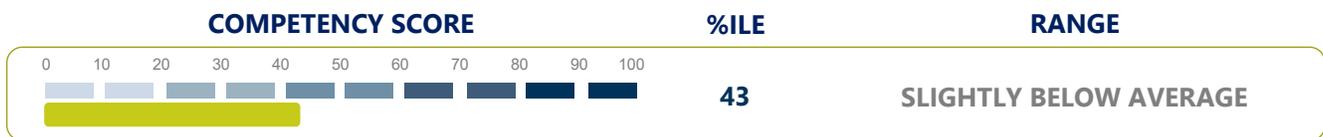
The ability to create a positive impact through social confidence, sincerity, dress, and verbal fluency.



- Because Sam tends to avoid the attention of others and may be somewhat reserved when meeting strangers, they might find it difficult to convey a good first impression.

### NEGOTIATION

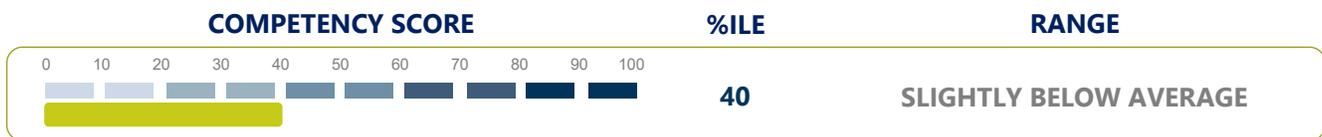
The ability to negotiate outcomes that further the interests of the organization, and when possible, also further the interests of opposing groups.



- Skilled negotiators tend to use persuasive tactics to open people to listening and to bring them around. Sam does not tend to exhibit this type of savvy, and as a result, may find it difficult to be flexible in adopting a diplomatic or assertive role as the situation requires.

## SOCIAL ASTUTENESS

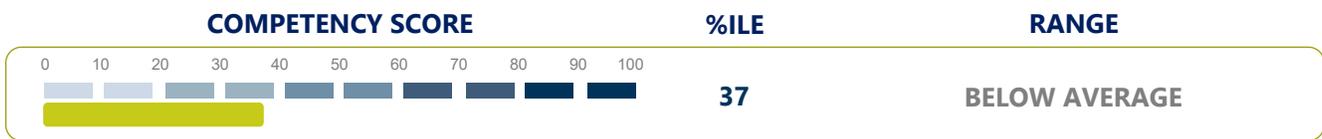
The ability to accurately read and respond diplomatically to organizational trends and norms, as well as effectively deal with organizational politics.



- This individual prefers to speak frankly rather than selecting their words in an attempt to sway others. Because Sam does not tend to adapt their approach to their audience in order to talk people around, they may lack the ability to read people and situations for the purposes of effectively navigating organizational politics.

## OPERATING UPWARDS

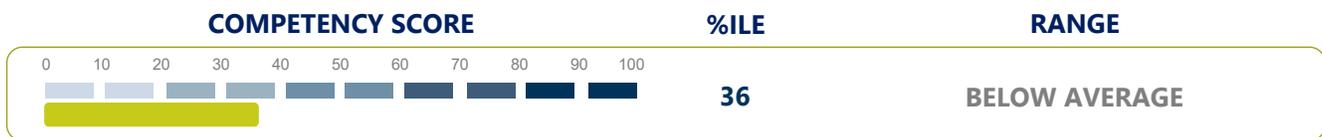
The ability to comfortably interact with senior management using their language, understanding their perspective, and responding at their level.



- Sam appears to be extremely shy. As such, Sam may avoid attracting attention, and may attempt to go unnoticed by upper management, even if they are meeting or exceeding performance standards.

## PERSUASIVENESS

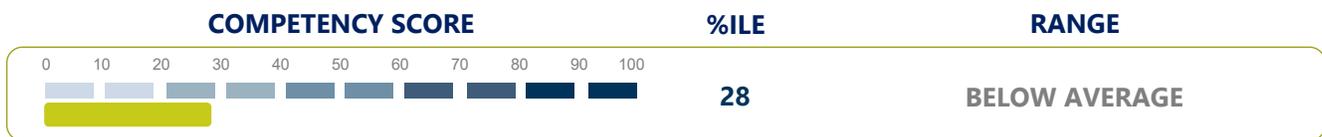
The ability to sell others on ideas, approaches, products, and services.



- This person might feel uncomfortable when attention is focused on them. Under these conditions, Sam tends to be somewhat restrained in words or actions, which may inhibit their ability to persuasively sell ideas to others.

## CONFLICT MANAGEMENT

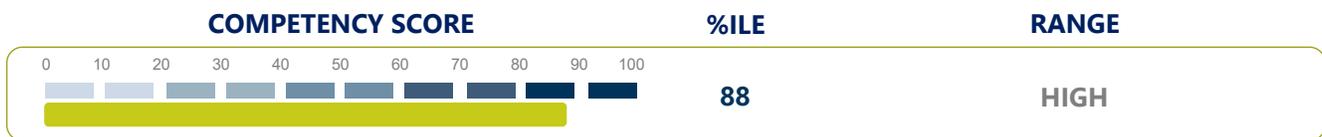
The ability to mediate and resolve conflicts and disagreements in a manner best for all parties involved.



- This individual tends to speak in a direct manner that may at times seem tactless. This seeming insensitivity may make it challenging for Sam to persuade and influence others to effectively manage conflict.

## OPEN-MINDEDNESS

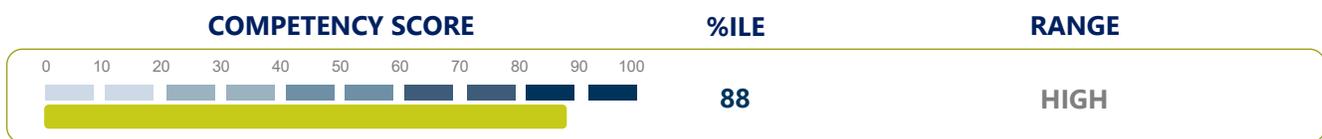
A willingness to consider new ideas and approaches, as well as input from others.



- An appreciation of variety and change means Sam values input and suggestions from others.
- By nature, Sam is friendly and cooperative. This likely makes their staff comfortable approaching them with new and innovative ideas and suggestions.
- Sam tends to be open to the input of others. They understand that the feedback of others can be a useful source of new information and ideas.

## DESIRE TO LEARN

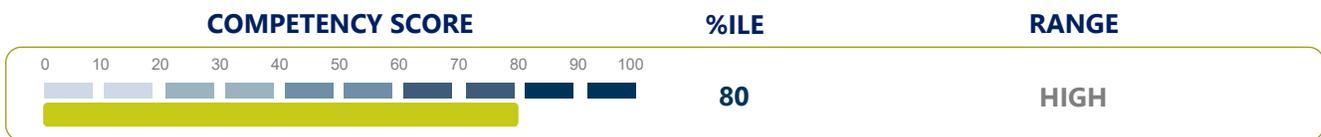
Embracing new challenges and the opportunity to learn, as well as demonstrating the motivation to grow and develop by responding positively to constructive feedback.



- A preference for novel experiences and a willingness to try new things may lead Sam to embrace new learning opportunities. This tendency to explore new ways of doing things may lead them to be motivated to pursue personal development goals through continued learning.
- Sam tends to be attentive, curious, and interested in learning about many different things. As a result they are likely to demonstrate a desire to learn about new topics in the workplace and to grow as a leader.
- Sam is generally achievement oriented, meaning they try to achieve excellence and work toward long-term goals. It follows that Sam will have a high desire to learn since it will likely help them produce superior results.
- Because Sam is not angered or upset by criticism they are likely to respond positively to constructive feedback, allowing them to grow from such observations.
- Sam is motivated to understand many different areas and enjoys intellectual stimulation. It follows that they will be inclined to seek out new learning opportunities at work.

## AMBITION

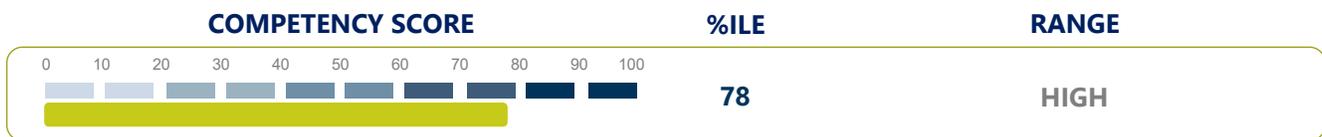
Demonstrating a desire for increased influence and promotion in the organizational hierarchy.



- Sam is likely to naturally assume positions of leadership and responsibility. This tendency will help Sam gain influence and recognition, and increase the likelihood that they will take on greater roles within the organization.
- Sam tends to work hard to achieve their goals. As a result, Sam likely strives for increased influence and advancement at work.
- Sam's social presence and self-assured style make it easy for them to gain the confidence of others. These qualities contribute to their ability to secure positions of influence within the organization.

## PRODUCTIVITY

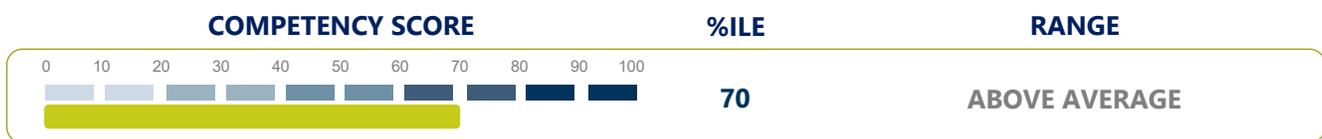
Accomplishing an above average quantity and quality of work.



- Sam appears to feel satisfied with their job, which likely motivates them to be productive at work.
- Because Sam follows through on their commitments and can be relied on to keep promises, they are likely to meet or exceed their work-related responsibilities.
- Sam is likely achievement-oriented and motivated to strive for excellence. This tendency lends itself well to accomplishing an above average quantity and quality of work.
- Sam's persistence in working on projects for extended periods of time without distraction may contribute to their productivity.

## DEPENDABILITY

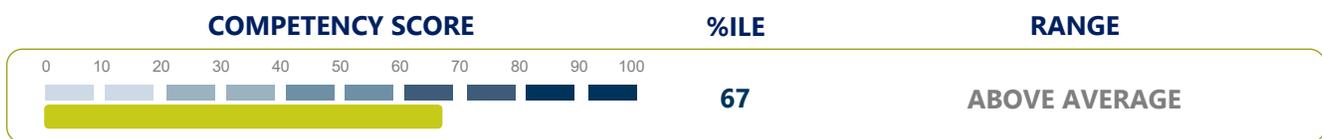
The ability to be counted on to meet commitments and deadlines.



- Sam's tendency to be organized and detail-oriented suggests that they are an individual who can be counted on to meet objectives and deadlines.
- Sam's responses suggest that they are a responsible and dependable individual. As such, they can be trusted to complete work assignments on time.
- Sam appears to be a capable individual who accomplishes their work and attains their goals. As a result, Sam is a very dependable individual.
- This individual tends to think carefully before acting. This may allow Sam to prioritize effectively and to work on one thing at a time, which helps keep jobs on schedule.

## ACHIEVEMENT AND MOTIVATION

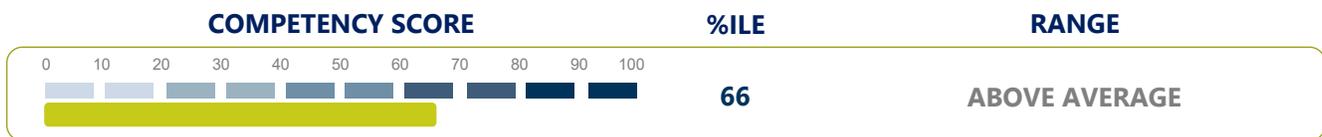
Demonstrating the motivation to work hard, be successful, achieve difficult goals, and complete challenging tasks.



- Sam tends to be comfortable with responsibility and can be relied upon to honor their commitments. This constancy should augment their capacity to pursue and successfully execute challenging endeavors.
- This person tends to be driven and goal-directed. Sam tends to pursue their objectives with a certain degree of intensity and sense of purpose. As such, they likely demand a high level of excellence in their work.
- Sam's results suggest that they are persistent and do not give up quickly when faced with challenging tasks, which are qualities that help them to achieve difficult goals.

## INDEPENDENCE

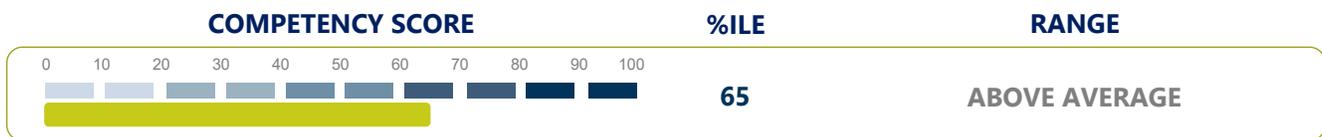
The ability to be self-starting and work independently of others when necessary.



- Sam is reliable, conscientious, and feels a strong sense of duty to others. As a result, Sam is likely to take charge of projects and work well independently.
- Sam tends to maintain high standards and is willing to work hard to accomplish difficult goals. Their desire to be successful may be a strong impetus for independent work habits.
- Sam tends to be curious, analytical, and motivated to understand many areas of work and knowledge. Sam is likely able to work independently, generally preferring to reflect on problems before bringing them to the attention of the team.

## EMOTIONAL CONTROL

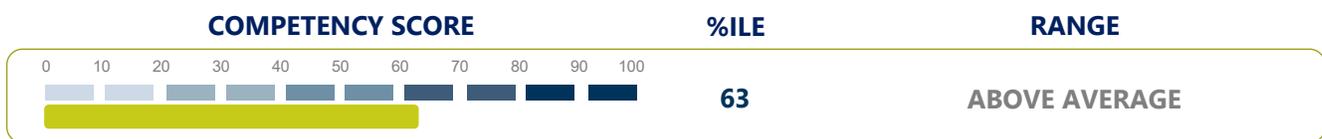
Maintaining personal composure during times of stress or pressure, when things are uncertain, or when faced with conflict or disagreement.



- Sam tends to maintain their composure when faced with challenging situations. They are likely to successfully manage their emotional responses to others during times of conflict.
- Sam's steady, controlled style helps them to avoid saying or doing things that they might later regret. As a result, others likely see Sam as composed and emotionally stable.
- A calm, contented, and easy-going manner helps Sam avoid stress and conflict with coworkers.
- Sam tends to be agreeable and calm, even in unpredictable situations. They are emotionally stable and successful at controlling their frustration at work.

### FLEXIBILITY

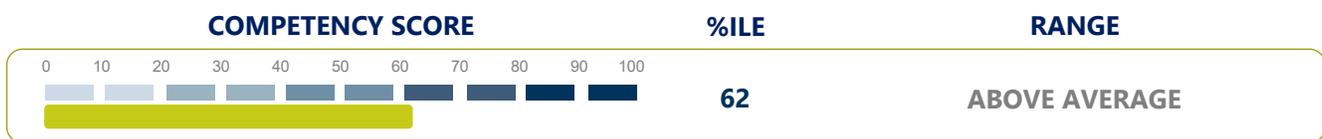
The ability to adapt one's style or approach in order to adjust to changing circumstances or to achieve an objective.



- Given Sam's interest in trying new methodologies and approaches at work, they are likely able to remain flexible in the face of changing circumstances.
- In general, Sam is a friendly and cooperative individual. Their sociable and harmonious nature likely enhances their ability to adapt their approach to changing circumstances.
- Sam is likely to be open and willing to change behaviors to adapt to new situations. They can effectively integrate feedback about their performance to keep up with changing work demands.

## INTEGRITY

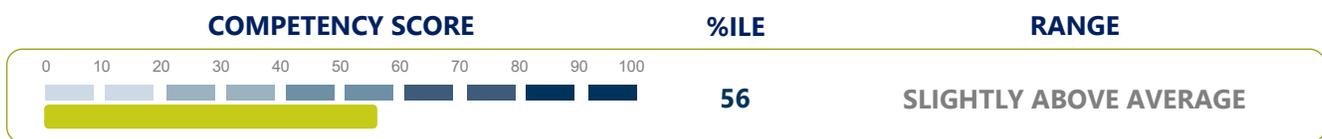
Demonstrating a high quality of character including being honest, ethical, trustworthy, and sincere, and effectively representing and respecting company values.



- Sam can be trusted to follow the rules set by their organization. They demonstrate a high level of integrity by not only respecting the rules, but also by enforcing them with their direct reports.
- Because Sam tends to value honest and ethical behavior, they are likely to naturally demonstrate a high degree of integrity.
- Sam is reflective, restrained, and thinks carefully before acting. As a result they are unlikely to express negative or hurtful comments to others and are likely to be seen as a thoughtful and prudent leader.

## SELF-DISCIPLINE

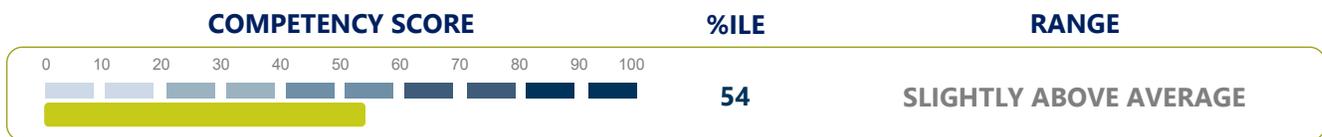
The ability to resist impulse, maintain focus, and see a project through to completion.



- Sam is a methodical and disciplined individual. These traits may enable them to stay focused on their work and to resist distractions.
- This individual's results suggest a willingness to take on and follow-through on responsibilities. Sam's dependability and steadiness enhances their ability to apply the effort and concentration to see projects through.
- Sam has the ability to work towards distant goals and the aspiration to accomplish difficult tasks. Sam's self-discipline makes it likely that they will stay focused when faced with challenges.
- Sam does not give up quickly on problems and is willing to work long hours to complete their duties. Sam's tireless nature likely helps them stay focused and to see tasks through.
- This individual's focused, steady approach to work leads to thoughtful and prudent work habits. Sam generally has little trouble resisting impulse and maintaining the necessary self-discipline to complete projects.

## SELF-ESTEEM

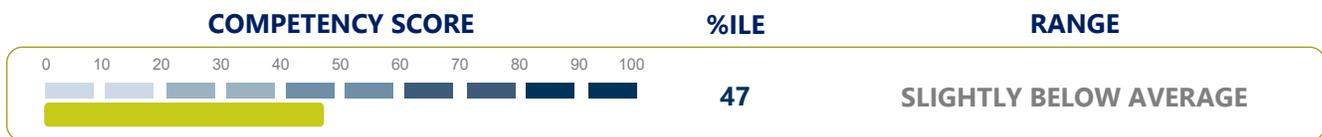
Demonstrating a high level of self-worth and self-confidence.



- Sam appears to be comfortable with people and may be highly regarded for their social skills and abilities. Others generally perceive such people as poised and self-confident.

## VALUING DIVERSITY

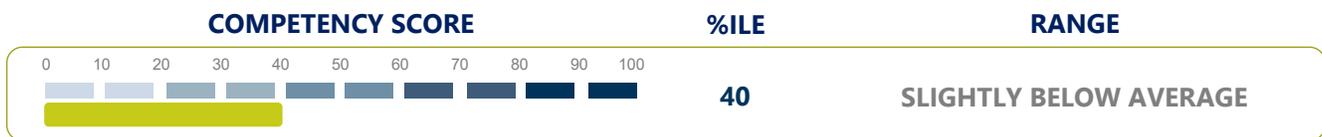
Responding to others with dignity and respect and in a way that recognizes and values individual differences.



- Sam's results suggest they are opinionated, and may be prone to rejecting those who have different beliefs or backgrounds from theirs. As a result, Sam's staff may feel that they do not respect or value others for who they are.

## WORK/LIFE BALANCE

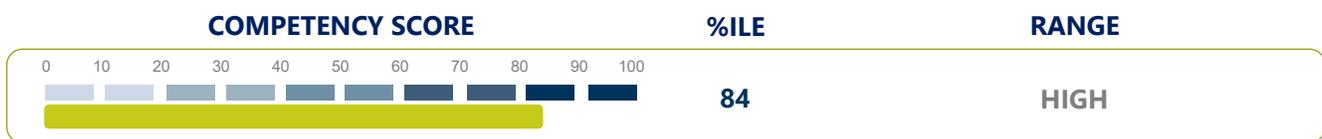
Maintaining a healthy and productive balance between work responsibilities and life outside of work.



- Because Sam is preoccupied with their work they are unlikely to make time for recreational or social activities.

### ASSUMING RESPONSIBILITY

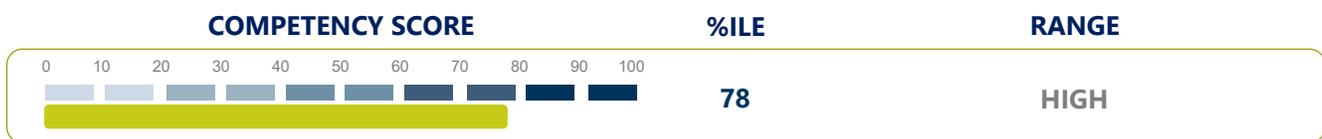
The willingness to step forward and take charge of a difficult situation, without being asked to do so.



- Sam tends to take charge and may assume a leadership role when interacting with others. Sam's tendency to seek out situations where they can direct and influence others makes it likely that they would voluntarily step up in circumstances where someone needs to take charge.
- This person appears to be driven to excel. Sam will likely not hesitate to move to the foreground, take control, and assume extra responsibility.
- Sam is willing to work long hours and tends to be committed to tackling difficult tasks. Sam's perseverance and patience may set an example for their direct reports to do the same.
- Sam is usually confident in dealing with others, making it easier for Sam to step up to a challenge.

## INSPIRATIONAL ROLE MODEL

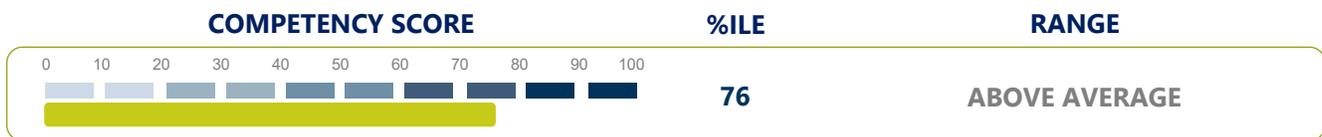
The ability to set a positive and inspirational example for direct reports to follow.



- Through their satisfaction with work, Sam is likely to convey a positive attitude that sets a positive example for others.
- Sam inspires employees through the positive example they set in their own work. Their performance sets the standard in their unit, and this model encourages others to reach this standard in their own work.
- Because Sam strives for excellence, takes on challenging assignments, and maintains very high standards, their direct reports may view them as an inspirational leader.
- Sam tends to be a trustworthy individual who values honesty. As such, others are likely to view them as an inspirational example to model their own behavior after.
- Sam tends to be self-confident, secure, and unencumbered by self-doubt in most social situations. These qualities allow them to demonstrate a positive example that others can believe in and follow.

## STRATEGIC PLANNING

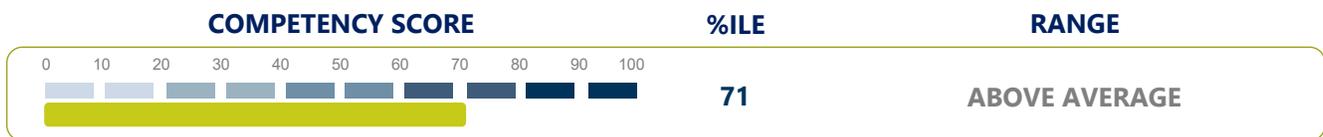
The ability to establish a long-range direction for the organization or unit, set broad goals that align with the direction, and identify the means to reach those goals.



- This individual tends to be receptive to things that are new and different, and welcomes change. This should elevate Sam's ability to develop long-term plans for their unit or organization that are backed by effective goals and processes.
- Individuals who strive for excellence, such as Sam, appreciate the need to stay abreast of new developments and challenges. This likely has a positive impact on their ability to stay on top of long-term industry trends and external threats to the organization.
- Sam is generally motivated to explore topics in great depth. Their reflective and inquisitive nature may help them gain the understanding and insight needed to develop sustainable long-term plans that support a clear strategic vision.
- Sam's results suggest they are planful, thoughtful, and only act after thinking issues through carefully. These qualities likely increase their motivation and ability to explore and gather all the necessary information needed to create a feasible and realistic company vision and the means to achieve it.

### SHORT-TERM PLANNING

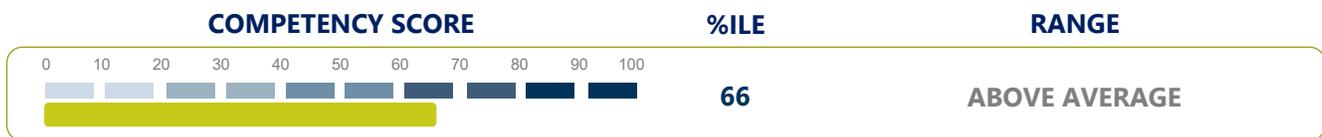
Establishing short-term goals and objectives for direct reports and for the work unit, and developing action steps to achieve them.



- Generally happy with their work, Sam is likely to be motivated to ensure that work gets done and may regularly engage in short-term planning.
- Sam is methodical, tidy, and consistent in their habits. As a result they will likely encourage short-term planning for themselves and their direct reports.
- Sam tends to consider issues carefully before making decisions. It follows that they are likely to develop or adhere to thoughtful short-term plans and ask their team to do the same.

## ORGANIZING THE WORK OF OTHERS

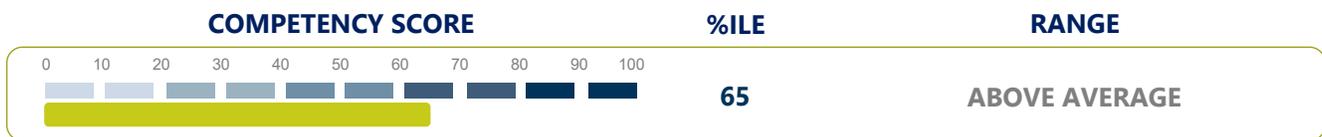
Clearly defining roles and responsibilities for direct reports, and letting them know exactly what tasks should be done and what results are expected.



- Sam's results suggest they dislike clutter and chaos. As such, they are likely to create and follow clear plans for how to organize the work of their direct reports.
- Sam acts with deliberation and ponders issues carefully when making decisions. Their patient and reflective approach helps them to clearly convey the results expected to direct reports.

### VISION

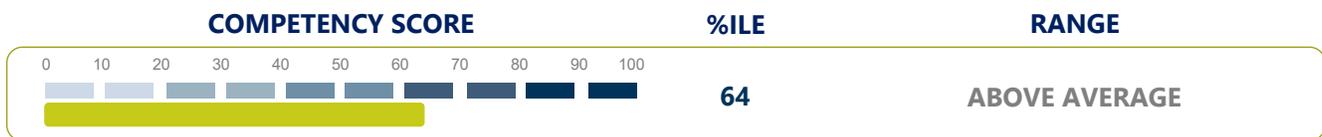
Seeing the "big picture" in the organization, industry, and economy, including having a clear sense of the company's ideal future state and communicating this to others in a compelling way.



- Sam enjoys leading and influencing others, and excels at expressing their opinion. Sam may relish the opportunity to share the organization's vision with direct reports and will likely do this in a compelling manner.
- Sam enjoys variety in their work, and is likely open to necessary changes needed for an organization to keep up with current industry and economic trends.
- Sam's tendency to pursue challenging goals and strive for excellence may encourage them to focus on developing a compelling long-term vision of the future. Their tendency to work toward distant goals may motivate others to support Sam in their pursuits.
- Sam's intellectual curiosity likely motivates them to develop an in-depth understanding of the organization, its industry, and its economy.
- Sam appears to be socially confident and skilled at presenting their ideas to others. As such, Sam may be able to present their vision of the company's future in a way that is appealing and interesting to others.

## INVOLVING DIRECT REPORTS

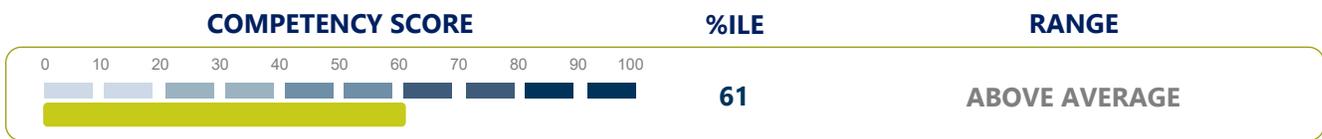
Consulting with direct reports, soliciting suggestions, and taking these suggestions seriously.



- This person tends to be open to compromise and receptive to the opinions of others. Sam likely welcomes suggestions and input from their direct reports.
- This person tends to be open to receiving feedback and is not threatened by criticism. Sam's direct reports likely feel comfortable approaching them with suggestions and input.
- This person's tendency to connect with others likely facilitates interpersonal interactions. Sam is typically ready and willing to consult with direct reports and solicit their suggestions and ideas.

### DELEGATION

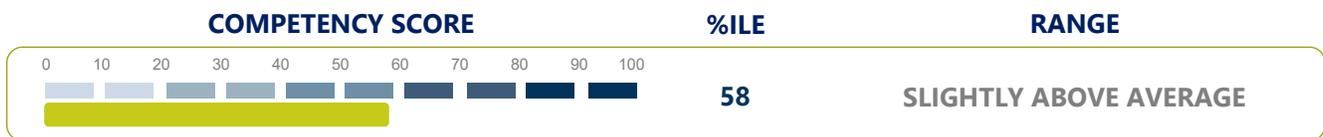
Delegating responsibility and authority to direct reports and giving them discretion in determining how to do their work.



- Sam's tendency to think before acting and follow a plan likely helps them to do a good job of delegating to their staff.

### FACILITATING TEAMWORK

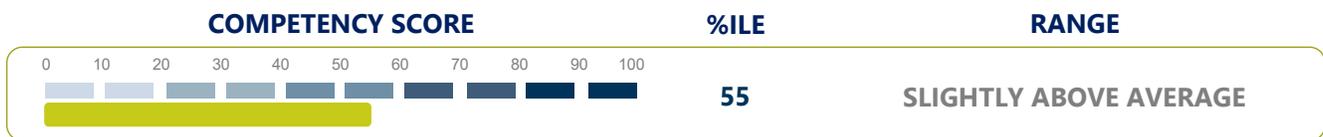
The ability to promote teamwork, cooperation, and identification with the work group.



- This individual's accommodating and amicable tendencies when working with others likely promotes a sense of teamwork and cooperation with those around Sam.
- Sam may possess some of the qualities of a good team leader because they enjoy interacting with others. This likely enables Sam to gain support from their direct reports and to facilitate cooperation and identification with team goals.

### ORGANIZATIONAL SPOKESPERSON

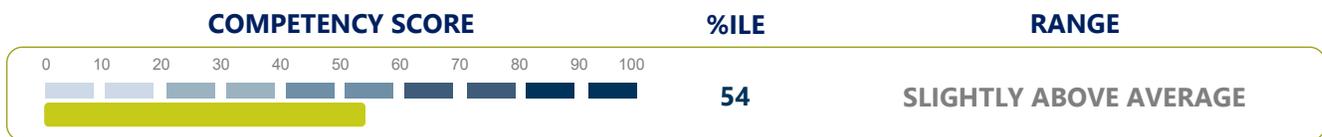
Serving as figurehead and spokesperson for one's unit, and effectively promoting and defending the interests of one's direct reports.



- This person tends to be satisfied with their work. This likely enables Sam to represent their unit in a sensible, practical, and effective way.
- Sam is generally motivated to strive for excellence in pursuit of their goals. This likely helps them represent the team in a positive way and obtain the best possible outcome for their unit.
- Sam's social confidence and self-assurance in group situations likely allows them to project a confident image. Others may see Sam as a credible, skilled lobbyist and team advocate.

### EMPHASIZING EXCELLENCE

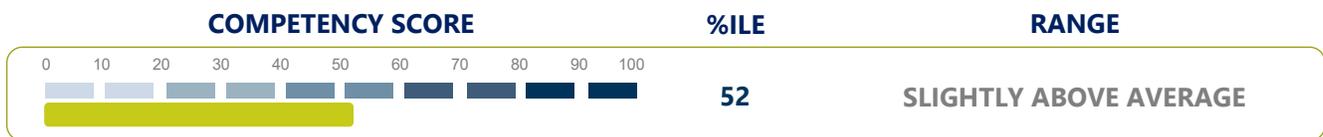
Setting challenging goals and high quality standards, and expecting direct reports to perform at their highest level.



- Achievement-oriented individuals, such as Sam, are likely to expect particularly high levels of performance from themselves and from others.
- Sam tends to make careful, deliberate, and rational decisions. This tendency may produce consistent outcomes that support their ability to produce excellent results and/or encourage excellence from direct reports.

### MONITORING AND CONTROLLING

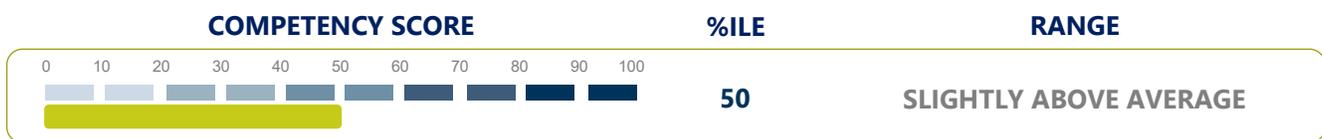
Checking on the performance of direct reports, giving them personalized feedback, and taking disciplinary action when necessary.



- Sam's consistent and well organized approach to work makes it likely that they will be able to effectively monitor and evaluate their direct reports' performance.
- Sam tends to think before acting. As a result they are likely to deliver feedback to direct reports that is well-thought out and constructive. Further, Sam is likely to make sure that any disciplinary action required is not undertaken hastily.

### ATTRACTING STAFF

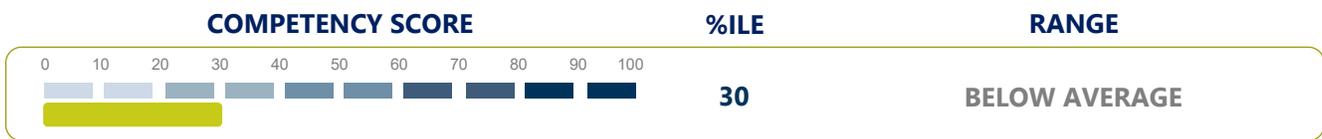
The ability to hire and retain staff, and keep turnover at an acceptable level.



- Sam likely enjoys their work. This may motivate them to find ways to engage existing staff and to create an environment that attracts talented job candidates.
- Sam's results suggest they are persistent and don't give up quickly on problems. These qualities are likely helpful for recruiting, screening, and interviewing candidates.
- Because Sam is accepting of others and avoids making quick judgments when meeting someone new, they are likely to be highly effective at basing hiring decisions on a candidate's suitability for the job in an unbiased manner.

### DEVELOPING/COACHING OTHERS

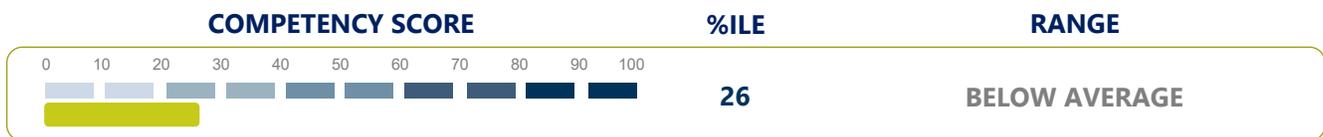
Supporting the development and career goals of direct reports through work assignments, ongoing developmental discussions, and feedback.



- Sam's results suggest that they are not a particularly patient person. Consequently, they may react negatively to the mistakes and delays that are encountered during coaching.

### MOTIVATING OTHERS

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



- Sam's results indicate that they are often frank and sometimes curt, which can make it difficult for them to motivate others.

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