LSP
Leadership Skills Profile

Report for:
Sam Sample
April 14, 2024

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Selection Report

Leadership Selection & Development

SIGMA ASSESSMENT SYSTEMS INC.

Advancing the Science of Human Assessment since 1967.

Leadership Skills Profile - Selection Report

Report for: **Sam Sample**
April 14, 2024

Introduction

This interpretive report helps the reader understand how specific aspects of Mr. Sample's personality, behavior, and style affect his anticipated leadership performance. Because of the candid descriptions used in this report, it should not be shown to Mr. Sample. This report is confidential and should not be placed in general personnel files or in other locations where unauthorized persons might access it.

The LSP report contains four major sections: (a) an executive summary featuring three summary scores, (b) a profile of the 42 leadership competencies sorted by score, (c) a set of profiles of the 42 leadership competencies sorted into broad managerial skill categories, and (d) a detailed analysis of Mr. Sample's predicted performance on each of the 42 competencies. For each leadership competency, the report contains a definition, a description of Mr. Sample's expected level of performance, and a set of statements describing the particular factors in his personality, interpersonal style, and method for organizing work that determine his level of performance on that leadership skill or competency.

All of the 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. Accordingly, 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, depending on the individual's particular situation and the requirements of his position. Some of the comments may appear to be excessively negative, but it is important to remember that a manager is usually not called upon to engage in activities requiring every skill analyzed in this report and that each position will emphasize a different pattern of leadership skills.

Occasionally, some interpretations might appear to be in conflict with others for related skills. 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 interpretations, rather than on single interpretations.

When reviewing an individual's strengths and weaknesses, they should be evaluated 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 to the organization. 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.).

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LSP-SR Executive Summary

This page provides an overview of Mr. Sample's results. It begins with a chart based on the sum of all 42 leadership competencies. A second chart divides Mr. Sample's overall results into two broad dimensions, his ***Interpersonal Leadership Effectiveness***, and his ***Task Orientation*** (his focus on completing the tasks for which he has responsibility). Finally, Mr. Sample's scores on these two broad dimensions are plotted on a performance grid with ***Interpersonal Leadership Effectiveness*** as the vertical axis and ***Task Orientation*** as the horizontal.

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

Overall Expected Leadership Performance

	Percentile	Low 0 10 20 30 40 50 60 70 80 90 100 High
Overall Leadership Performance	**94**	

The percentile score is the percentage of persons in a comparison group of managers and executives receiving a lower test score. A percentile score of 50 is average.

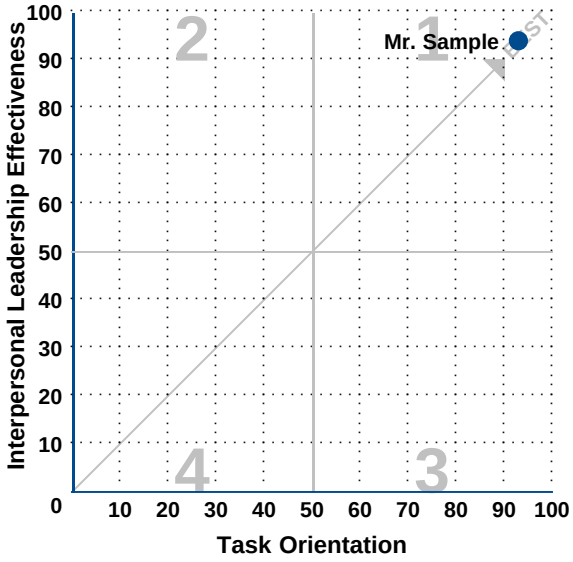
Interpersonal Leadership Effectiveness and Task Orientation

	Percentile	Low 0 10 20 30 40 50 60 70 80 90 100 High
Interpersonal Leadership Effectiveness	**94**	
Task Orientation	**93**	

The percentile score is the percentage of persons in a comparison group of managers and executives receiving a lower test score. A percentile score of 50 is average.

Performance Grid

Explanation: *Candidates falling in quadrant 1 have scored above average on both measures and have the greatest potential to succeed in the job role. Candidates falling in quadrant 4 have scored below average on both measures and have the least potential to succeed in the job role.*



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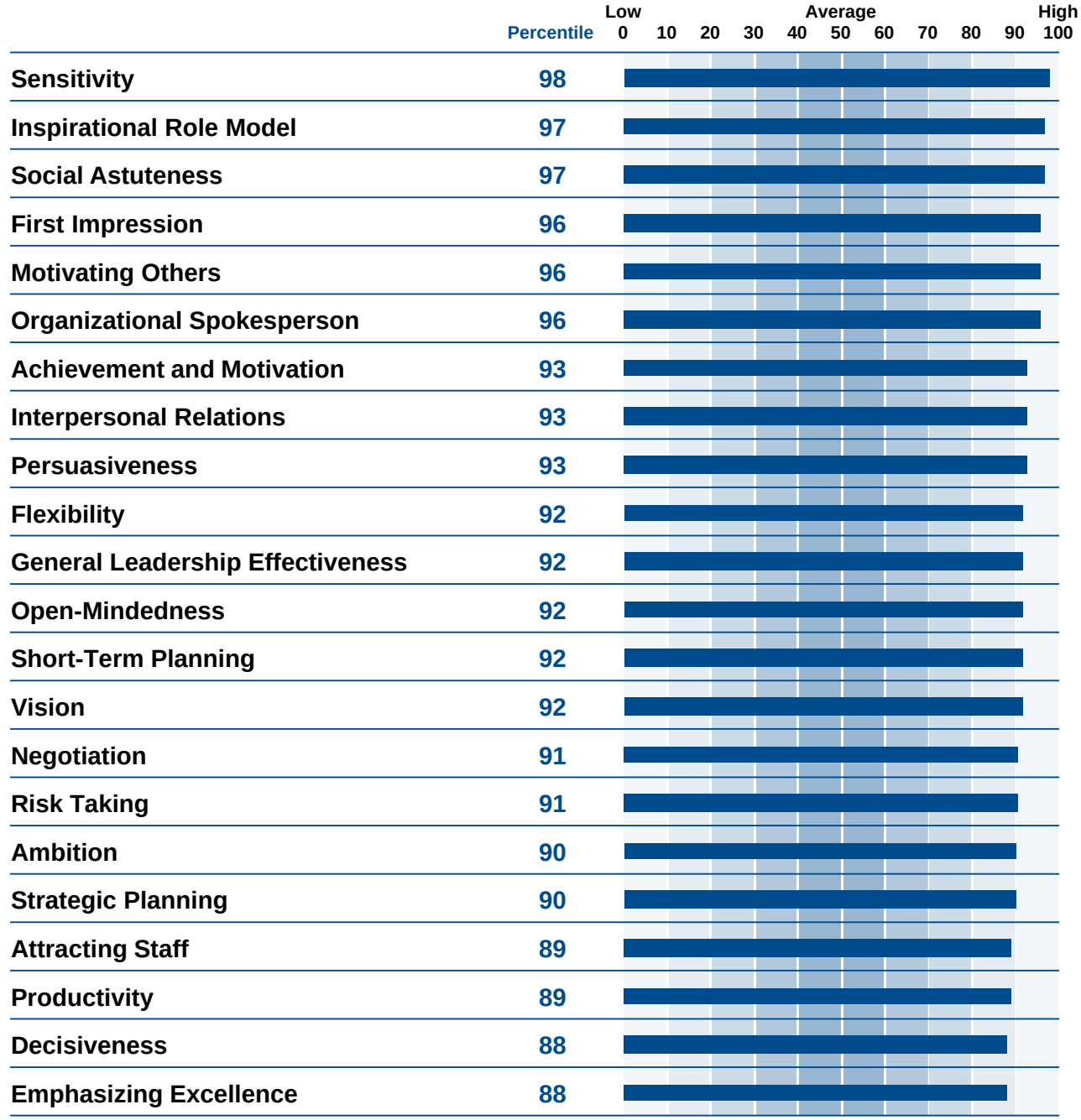
LSP-SR Scores

The profile below lists Mr. Sample's scores on all 42 leadership competencies. This profile has been sorted by percentile score, allowing you to quickly identify this person's predicted strengths and development opportunities.



	Percentile
Sensitivity	98
Inspirational Role Model	97
Social Astuteness	97
First Impression	96
Motivating Others	96
Organizational Spokesperson	96
Achievement and Motivation	93
Interpersonal Relations	93
Persuasiveness	93
Flexibility	92
General Leadership Effectiveness	92
Open-Mindedness	92
Short-Term Planning	92
Vision	92
Negotiation	91
Risk Taking	91
Ambition	90
Strategic Planning	90
Attracting Staff	89
Productivity	89
Decisiveness	88
Emphasizing Excellence	88

The percentile score is the percentage of persons in a comparison group of managers and executives receiving a lower test score. A percentile score of 50 is average.

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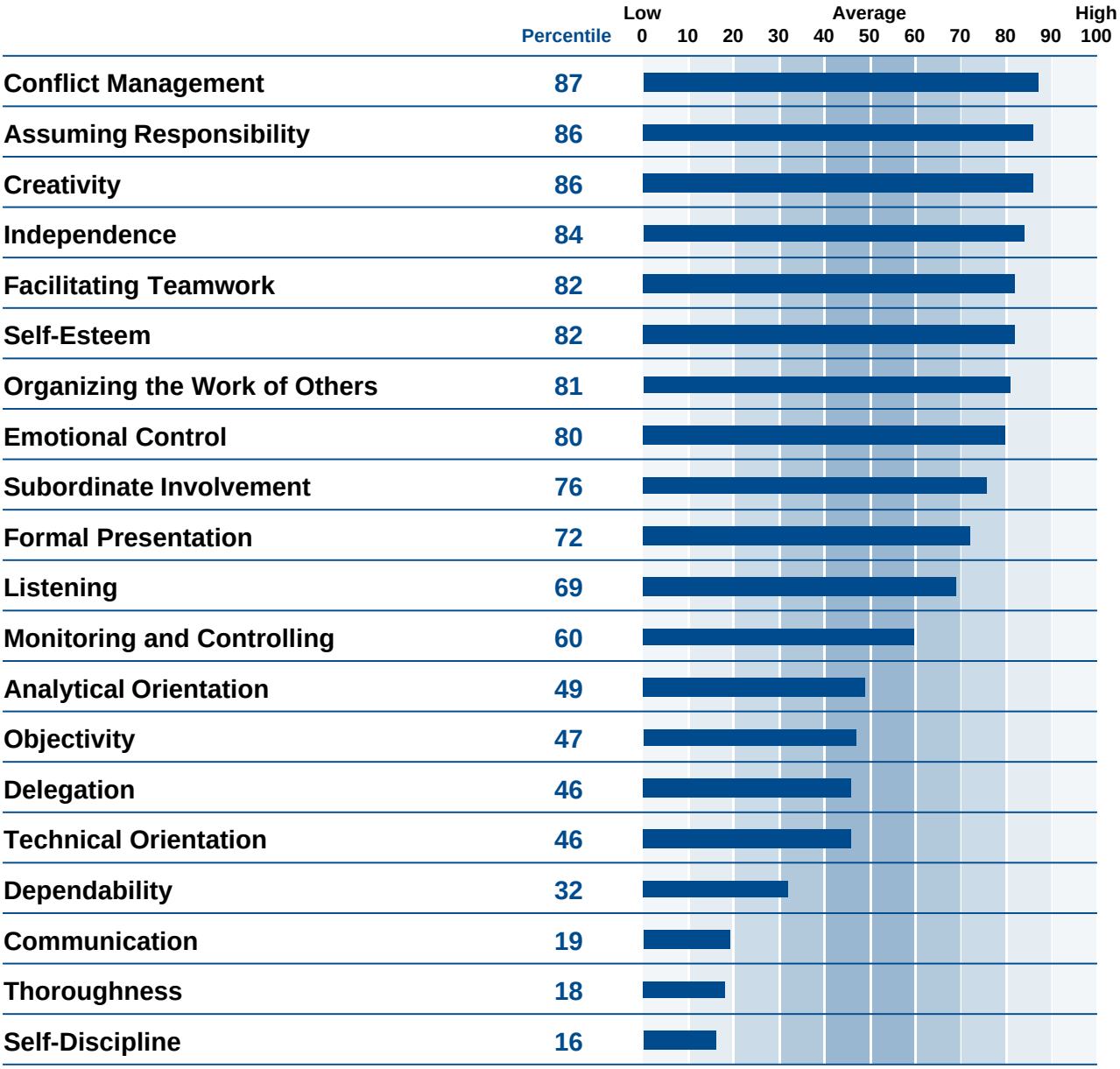
LSP-SR Scores (continued)



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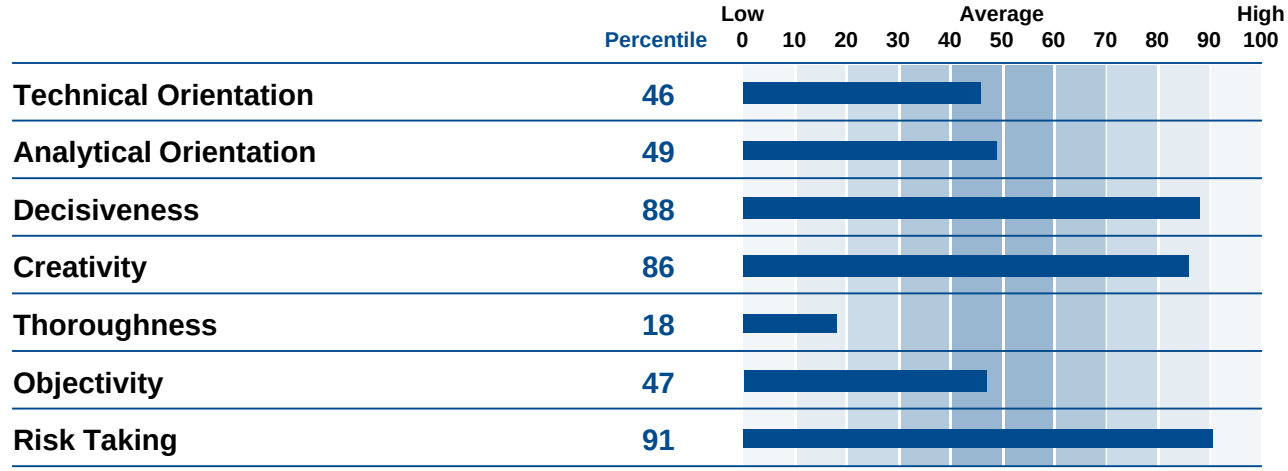
LSP-SR Scores By Category

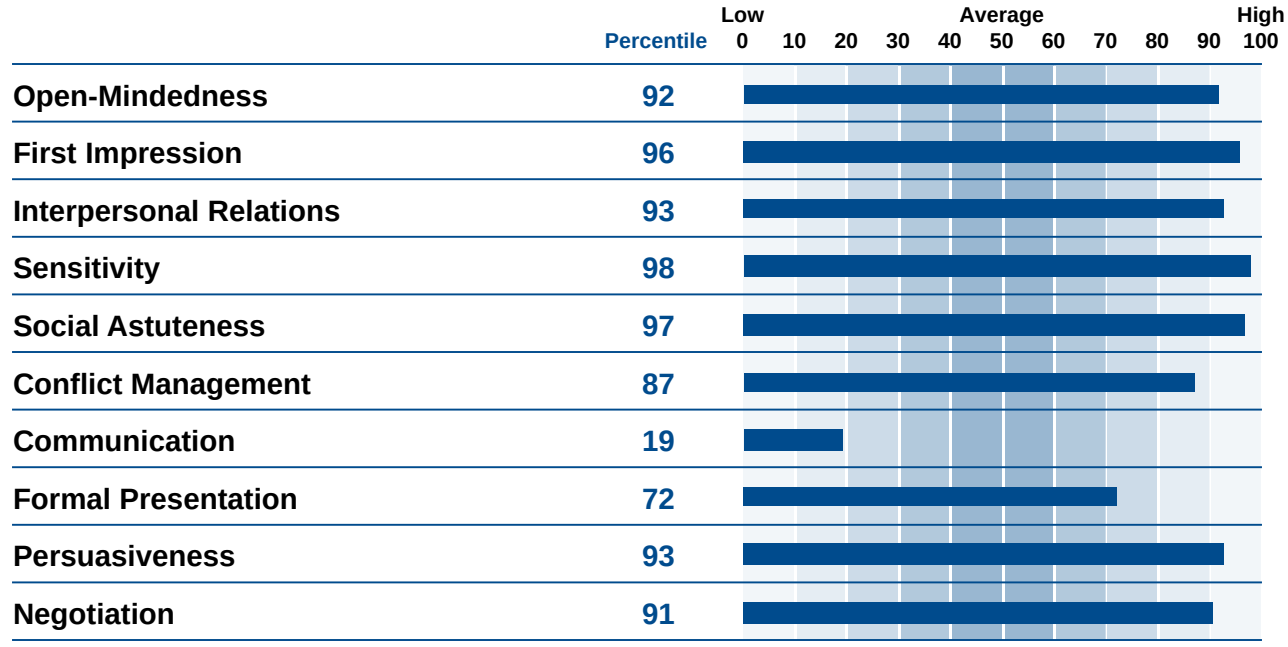
The profiles below divide Mr. Sample's scores into broad managerial skill categories. Use each profile to examine this person's predicted performance on related leadership aspects. Detailed information about the candidate is presented in the next section in the same order as these profiles.

Cognitive Managerial Skills



The percentile score is the percentage of persons in a comparison group of managers and executives receiving a lower test score. A percentile score of 50 is average.

Interpersonal Managerial Skills



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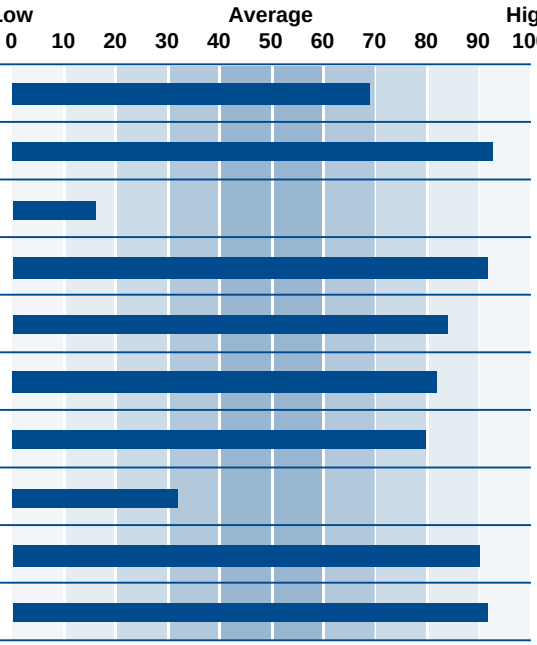
LSP-SR Scores By Category (continued)

Personal Managerial Qualities

	Percentile	Low 0 10 20 30 40 50 60 70 80 90 100 High
Listening	69	
Achievement and Motivation	93	
Self-Discipline	16	
Flexibility	92	
Independence	84	
Self-Esteem	82	
Emotional Control	80	
Dependability	32	
Ambition	90	
General Leadership Effectiveness	92	



The percentile score is the percentage of persons in a comparison group of managers and executives receiving a lower test score. A percentile score of 50 is average.

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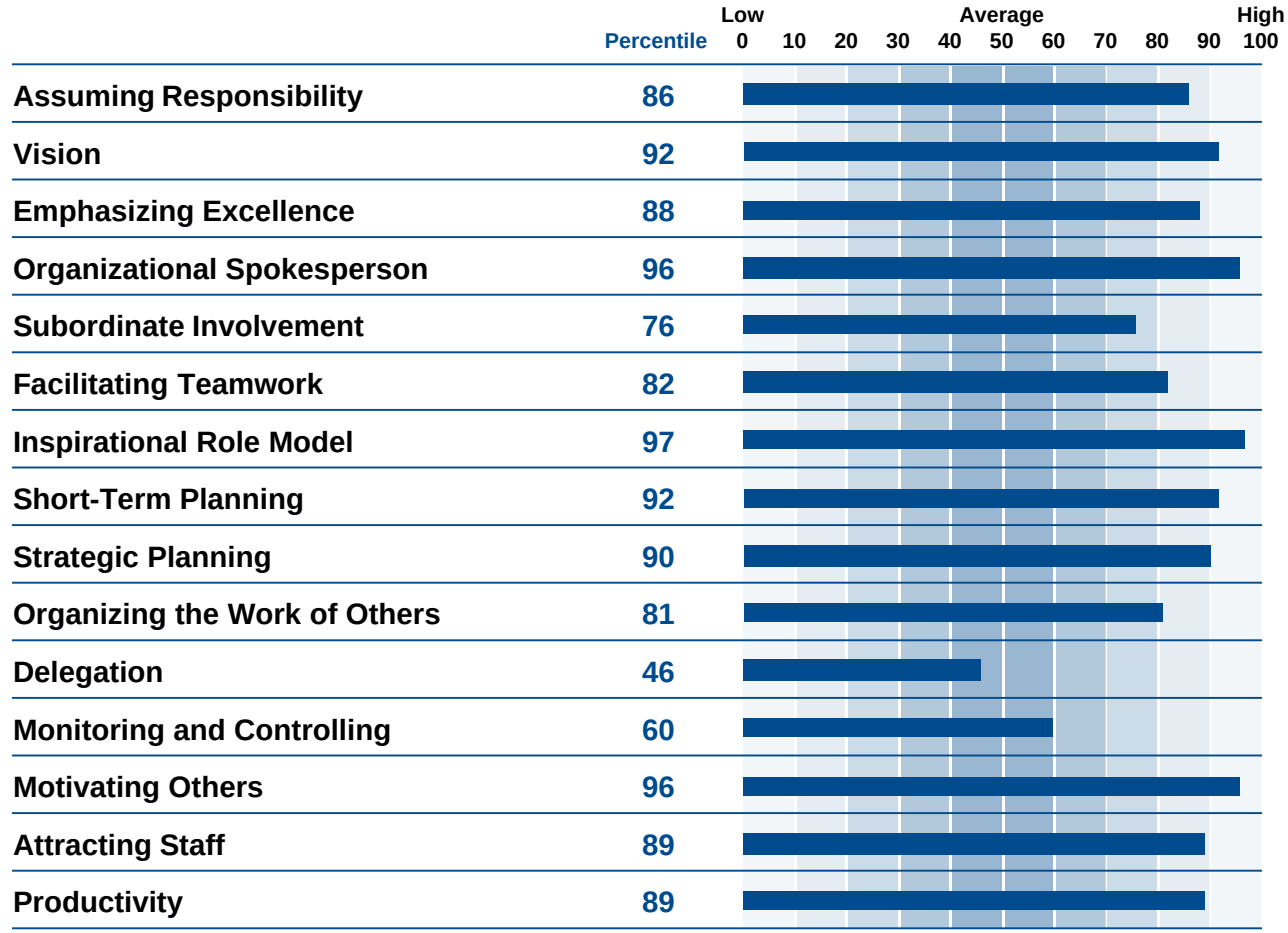
LSP-SR Scores By Category (continued)

Teamwork, Supervision, Planning & Productivity



	Percentile
Assuming Responsibility	86
Vision	92
Emphasizing Excellence	88
Organizational Spokesperson	96
Subordinate Involvement	76
Facilitating Teamwork	82
Inspirational Role Model	97
Short-Term Planning	92
Strategic Planning	90
Organizing the Work of Others	81
Delegation	46
Monitoring and Controlling	60
Motivating Others	96
Attracting Staff	89
Productivity	89

The percentile score is the percentage of persons in a comparison group of managers and executives receiving a lower test score. A percentile score of 50 is average.

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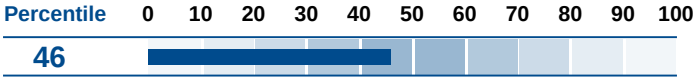
LSP-SR Detailed Analysis

Cognitive Managerial Skills

Technical Orientation

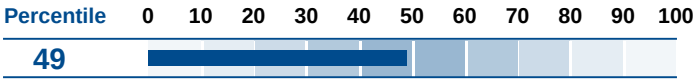


Demonstrating technical proficiency or expertise acquired through education, training, or experience.

*Mr. Sample's expected performance for TECHNICAL ORIENTATION is in the **SLIGHTLY BELOW AVERAGE** range.*

- Mr. Sample's tendency to use his social skills to persuade and influence others may lead him to focus on interpersonal issues rather than spending adequate time on technical issues and developments.
- Because Mr. Sample may not be sufficiently satisfied with some aspects of his work, he could have difficulty concentrating and remaining focused on technical issues.

Analytical Orientation



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

*Mr. Sample's anticipated level of ANALYTICAL ORIENTATION is in the **SLIGHTLY BELOW AVERAGE** range.*

- Individuals like Mr. Sample, who tend to be dissatisfied with some aspects of their jobs, may not be inclined to apply the skills and knowledge needed to effectively solve job-related problems. As a result, Mr. Sample may not perform optimally when analyzing complex issues.
- Mr. Sample seems to prefer a systematic and organized approach to problem solving, which may cause him to become absorbed in the details. This tendency could affect his ability to evaluate a broad range of options in arriving at the best solution.

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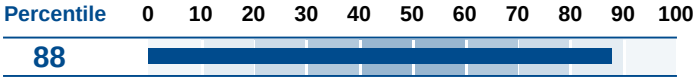
Decisiveness

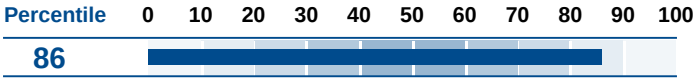


The ability to make clear-cut and timely decisions with the appropriate amount of information.

*Mr. Sample's DECISIVENESS score is in the **HIGH** range.*

- This person tends to seek input from others when making decisions. Encouraging team members to provide input will enhance others' perception of Mr. Sample as a valued team player and leader, and strengthen his ability to make tough decisions that are beneficial for the organization.
- Mr. Sample appears to be motivated to maximize organizational effectiveness by setting high standards and aspiring to accomplish difficult goals. Accordingly, he does not hesitate to make clear-cut and timely decisions that will benefit the organization.

Creativity



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

*Mr. Sample's expected level of CREATIVITY is in the **HIGH** range.*

- Mr. Sample appears willing to put forth the effort required to achieve excellence, which likely includes finding new and original approaches to dealing with problems.
- People like Mr. Sample, who tend to be dramatic and witty, likely enjoy being the center of attention. As a result, they are typically not afraid to promote their creative and innovative ideas.
- Spontaneous and uninhibited individuals, like Mr. Sample, tend to be creative at work. This is because they allow their thoughts to flow freely rather than over-analyzing a problem before voicing their opinion.
- This person appears to value advice and support from others, which likely leads him to share his ideas with team members in order to get their input. This may permit further refinement of ideas and provide an avenue for Mr. Sample to productively apply his creative talents in the workplace.
- Mr. Sample may have a talent for presenting ideas in a favorable manner, which makes it more likely that his original, inventive ideas will be accepted by the organization.
- Mr. Sample tends to have an intellectual, thoughtful approach to solving problems. This tendency likely assists him in developing creative solutions because he is able to draw on his in-depth knowledge of complex issues.

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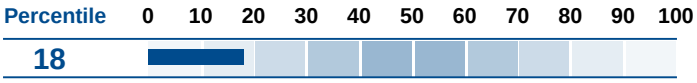
Creativity (continued)

- Mr. Sample appears to be willing to take a chance and expose himself to situations with uncertain outcomes. As such, he may be motivated to explore creative options and take the necessary risks involved in trying out a new and untested method or approach.
- Individuals who tend to be socially confident and self-assured, like Mr. Sample, often find it easy to present their ideas to others. People tend to respond favorably to his original ideas because they are drawn in by his self-confidence.
- Mr. Sample appears to have a supportive and nurturing interpersonal style. Warm, helpful people, like Mr. Sample, are usually eager to initiate creative solutions that will benefit other members of the organization.
- Mr. Sample tends to have an intellectual curiosity that may stimulate creative thinking through a desire to probe and explore various alternatives.

Thoroughness



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

*Mr. Sample's anticipated level of THOROUGHNESS is in the **LOW** range.*

- Mr. Sample tends 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 Mr. Sample's ability to concentrate on the details when completing his work.
- Mr. Sample appears to be an active, energetic person who may not feel as if he is doing his job unless he is constantly busy. This tendency might interfere with his ability to focus on the nuances of a particular job and take the time needed to complete projects in a thorough manner.
- Daring and venturesome people, like Mr. Sample, tend to take chances and may favor uncertainty. Although it is important to take a risk in some situations, impetuous and spontaneous people may overlook important details.
- Individuals who tend to be self-assured in their interactions with others, such as Mr. Sample, are more likely to focus on presenting their ideas confidently rather than worry about making small mistakes. Consequently, they may spend little time thoroughly checking and reviewing their work.
- Mr. Sample appears to be outgoing and sociable. However, it can be difficult for people who are very sociable to stay focused on their work. This may negatively affect Mr. Sample's ability to attend to important details.
- Mr. Sample tends to enjoy being around other people. In an effort to spend more time interacting with others, he may neglect specific details of his work or take a hasty, unplanned approach to tackling problems.

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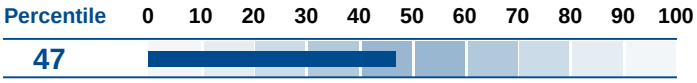
Thoroughness (continued)

- Individuals who tend to be impulsive and spontaneous, like Mr. Sample, may be prone to move forward with a project without considering the details that create a comprehensive plan of action.
- In general, Mr. Sample appears to have an adventurous and bold style and enjoys the thrill of dangerous activities. People with these characteristics can find it difficult to meticulously attend to the finer points of a problem.
- Mr. Sample's lenient "live and let live" approach may cause him to overlook essential details and be somewhat tolerant of substandard work.

Objectivity



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

*Mr. Sample's OBJECTIVITY score places him within the **SLIGHTLY BELOW AVERAGE** range.*

- Individuals who are less than fully satisfied with their jobs, such as Mr. Sample, could hold a negative bias toward some aspects of their work. These personal biases may spill over to affect his perspective about his job in general.
- Because Mr. Sample tends to see the value in socializing and developing friendships in the workplace, he may occasionally sacrifice his objectivity in order to maintain relationships.
- This person occasionally makes hasty decisions without considering their impact, and might state opinions best kept to himself. His tendency to act or speak before thinking may give others the impression that Mr. Sample tends to let personal biases affect his judgment and decision making.
- Mr. Sample has a tendency to value close emotional ties with others and may express views based more on emotion than reason. As a result, he may appear to favor certain solutions and opinions without making his underlying logic and rationale clear to others.

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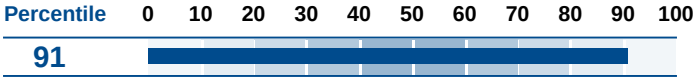
Risk Taking



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

*Mr. Sample's expected level of RISK TAKING performance is in the **VERY HIGH** range.*

- Competitive and ambitious individuals, such as Mr. Sample, will often undertake calculated risks in order to achieve desired results.
- Entertaining and dramatic individuals, such as Mr. Sample, tend to take risks in social situations. This is because they enjoy being the center of attention and may be willing to take a risk in order to gain notice or recognition from others.
- Mr. Sample tends to act on impulse and make decisions quickly. This is typically consistent with someone who likes to take risks. Mr. Sample likely recognizes when it may be necessary to abandon a detail-oriented approach in favor of one that allows him to proceed with a calculated business risk.
- Curious and investigative, Mr. Sample usually makes sure he thoroughly understands problems and situations so that he can take informed risks when dealing with challenging issues.
- Concerned with presenting a favorable image of himself to others, Mr. Sample will likely ensure that he conveys an image of a decisive leader who takes calculated risks based on good judgment.
- Individuals with a wide range of interests, such as Mr. Sample, tend to be motivated to do the necessary background research to take informed risks.
- Mr. Sample tends to be analytical and clever, and typically enjoys pursuing topics in depth, regardless of their difficulty. This intellectual style helps him to research and analyze risks so that decisions are based on sound reasoning.
- Mr. Sample's comfort with others and his tendency to identify with their struggles and accomplishments are helpful qualities for acting in uncertain situations. This is likely because he tends to carefully consider potential risks to others before making an important decision.
- Socially confident individuals, such as Mr. Sample, are not easily influenced by others 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.
- Because Mr. Sample tends to be a team player, he will usually collaborate with others and take reasonable risks to further the goals of the group.
- Mr. Sample is a natural risk taker who does not tend to hesitate to pursue opportunities that involve an element of risk. He may enjoy taking chances and ensuring that his subordinates are able to work in an exciting climate that encourages informed risk taking.

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Risk Taking (continued)

- This individual's social acumen and ability to "read" people likely contributes to his willingness to take informed risks. His social skills may allow him to perceive signals and cues indicating when others will support or disapprove of his potentially risky decisions.

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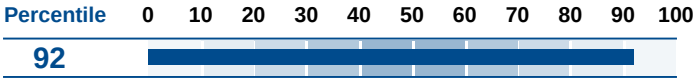
Interpersonal Managerial Skills

Open-Mindedness

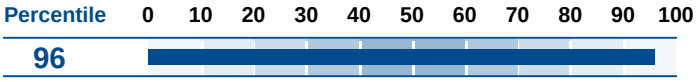


A willingness to consider new ideas and approaches, as well as input from others.

*Mr. Sample's expected level of OPEN-MINDEDNESS is in the **VERY HIGH** range.*

- Individuals like Mr. Sample, who tend to be dramatic, witty, and outgoing, are more likely to be expressive and open to sharing their ideas with others. Similarly, they likely value a wide variety of alternative viewpoints.
- This individual tends to be diplomatic and socially skilled. As a result, Mr. Sample is likely regarded as open-minded because he listens to all sides of the story. He tends to understand the importance of acknowledging others' contributions and showing tact when rejecting a poor suggestion or idea.
- Mr. Sample appears to be socially confident. He tends to be comfortable with his own ideas and is not threatened by critical review of his proposals.
- Mr. Sample's even-tempered approach typically allows him to evaluate others' ideas with composure and poise. These characteristics likely keep him open to alternative perspectives and ideas for workplace improvements.
- Being involved with his work and concerned about the goals of the organization means that Mr. Sample is likely to consider alternative viewpoints in order to find the best solution.
- Individuals like Mr. Sample tend to be motivated by deadlines and often feel a strong sense of urgency and time pressure when it comes to completing their work. Because of this style, Mr. Sample is likely open to suggestions on how to increase productivity and time efficiency in the workplace.

First Impression



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

*Mr. Sample's FIRST IMPRESSION score is predicted to be in the **EXTREMELY HIGH** range.*

- Colorful, entertaining people, like Mr. Sample, tend to make memorable first impressions.
- Mr. Sample is generally motivated to convey a positive image of himself and monitor how his behavior affects others. This likely helps him leave a lasting impression that promotes positive, long-term business relationships.

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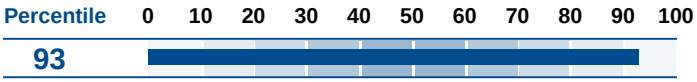
First Impression (continued)

- Dependable and responsible individuals, such as Mr. Sample, tend to feel a strong obligation to be honest and upright. As such, they are often positively regarded by others.
- Mr. Sample's results suggest that he is adventurous and bold. With these characteristics, he is likely to capture the attention of others, thereby creating a positive first impression.
- Mr. Sample's reputation for hard work and commitment to the job contributes to his ability to create a positive impact on new acquaintances and business contacts.
- Socially astute individuals, such as Mr. Sample, tend to be able to accurately read others' intentions and expressions. This quality, coupled with a savvy, sophisticated, and persuasive style, contributes to his ability to create a good first impression.
- Mr. Sample is a socially confident individual who shows presence and self-assurance in interpersonal situations. He probably finds it easy to create a positive first impression.
- People like Mr. Sample tend to easily connect with others and put forth extra effort to win friendships. These qualities help him create a positive impression on others.
- Mr. Sample is generally self-controlled and even-tempered. These tendencies probably set people's minds at ease, and leave positive impressions on business associates.
- Complex thinkers, such as Mr. Sample, are likely to be seen as insightful and interesting. Their style often captures the interest of others and helps them make a good first impression.

Interpersonal Relations



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

*Mr. Sample is expected to demonstrate performance relevant to INTERPERSONAL RELATIONS in the **VERY HIGH** range.*

- Mr. Sample tends to enjoy being the center of attention and winning the notice of others. This socially bold, expressive style may help him develop new acquaintances that have the potential to become useful business contacts.
- Mr. Sample appears to be a socially intelligent individual who is skilled at influencing other people. His social charm and diplomatic style likely make it easy for him to make meaningful personal connections.
- Mr. Sample tends to be quite involved with his work - often to the exclusion of other activities. He likely understands that relating to others at work and maintaining effective relationships will help him better perform his job and accomplish work-related goals.

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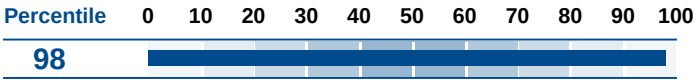
Interpersonal Relations (continued)

- In general, Mr. Sample enjoys being with people and typically makes an effort to win friendships and maintain associations with others. Personable individuals, like Mr. Sample, naturally seek out positive business relationships.
- Mr. Sample is typically even-tempered and able to remain calm in stressful situations. This may prevent him from saying things that offend or frustrate others, and may allow him to maintain productive business relationships over time.
- Mr. Sample tends to be helpful, supportive, and caring toward friends and colleagues. This likely promotes the development of strong interpersonal ties because Mr. Sample is willing to put the needs of the work group above his own.
- Mr. Sample's self-assurance and poise likely draws others to him. This contributes to his ability to create and maintain interpersonal relationships.

Sensitivity



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

*Mr. Sample's predicted score on SENSITIVITY is in the **EXTREMELY HIGH** range.*

- Mr. Sample appears to be a warm and caring person who is regarded as approachable and sympathetic. He likely identifies with people and their problems, and values close emotional ties with others.
- Mr. Sample's patient, even-tempered disposition probably contributes to his reputation for being considerate of others.
- This person seems to be highly focused on his job and dedicated to accomplishing work objectives. As such, Mr. Sample tends to be motivated to acquire important information about the moods, agendas, interests, and aspirations of his colleagues and subordinates.
- Mr. Sample tends to be aware of how his behavior affects others. This allows him to convey the impression that he is sensitive and considerate.

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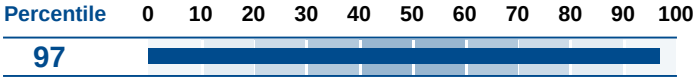
Social Astuteness



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

Mr. Sample's anticipated level of performance on SOCIAL ASTUTENESS is in the ***EXTREMELY HIGH*** *range.*

- Mr. Sample tends to listen to advice offered by coworkers and associates, which likely contributes to his reputation as someone who is socially astute and sensitive to organizational dynamics.
- Mr. Sample is hard working and aspires to accomplish difficult goals. He likely recognizes that behaving in a diplomatic, socially attentive manner is integral to achieving his objectives.
- Mr. Sample tends to value close ties with others and typically enjoys interacting with people. This likely allows him to adopt a diplomatic and tactful interpersonal style that promotes positive relationships in the workplace.
- An entertaining individual, such as Mr. Sample, knows how to win the attention of others and keep a crowd interested. This ability to play to the interests of others likely helps him promote the agenda of his work group.
- Mr. Sample appears to enjoy taking a chance and exposing himself to uncertain situations. Adventurous and bold individuals are likely to take advantage of political agendas, as this will help them exert the necessary influence to achieve their goals.
- This person tends to be confident, composed, and self-assured in social situations. This style likely helps Mr. Sample deal effectively with others and exert influence on behalf of his subordinates when necessary.
- An appreciation for conventional customs and beliefs likely helps Mr. Sample understand the importance of adhering to organizational norms, and in turn, effectively navigate the political climate.
- This person's tendency to be diplomatic, charming, and socially perceptive likely makes him an astute observer of political trends in the organization. Mr. Sample likely knows how to leverage his influence in order to further the goals of his team or unit.
- In general, Mr. Sample likes to collaborate with others and actively seeks coworkers' input and support. This can be beneficial for building relationships, and can help him capitalize on organizational politics and trends.
- People like Mr. Sample, who strive to portray themselves in a positive light and are concerned with self-presentation, are generally perceived as socially intelligent.
- This individual's capacity to show consideration and responsiveness to others' needs should help him stay connected with organizational trends and avoid politically damaging conflicts.

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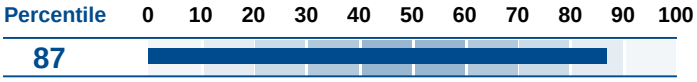
Social Astuteness (continued)

- Mr. Sample appears to be mild-mannered, calm, and even-tempered. This conciliatory approach likely helps him patiently read others' reactions and respond in a way that prevents him from making enemies or taking unpopular stands.

Conflict Management

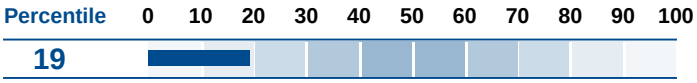


The ability to mediate and resolve conflicts and disagreements in a manner best for all parties involved.

*The expected level of performance on CONFLICT MANAGEMENT for Mr. Sample places him in the **HIGH** range.*

- Results indicate that by nature, Mr. Sample seems to be clever and socially perceptive. These qualities help him mediate and resolve conflicts because he is quick to notice and understand others' moods, motivations, and intentions.
- Mr. Sample appears to be even-tempered, calm, and unlikely to get caught up in emotionally charged situations. This demeanor may assist him in offering a clear, insightful perspective that is essential for resolving conflict.
- Mr. Sample is typically willing to "go out on a limb" to generate ideas that help resolve disputes. He may not be inclined to settle for the safest or easiest solution, which may help ensure that all parties walk away satisfied.

Communication



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

*Mr. Sample's predicted COMMUNICATION score is in the **LOW** range.*

- Energetic individuals, like Mr. Sample, would rather focus on starting new projects instead of sitting down with coworkers to keep them up-to-date on project developments.
- Mr. Sample tends to persevere on projects, even in the face of great difficulty. He may become so immersed in his own work that he forgets to keep others informed about projects, deadlines, and events.

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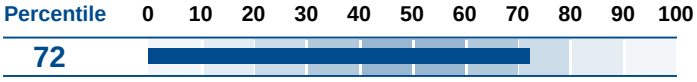
Formal Presentation

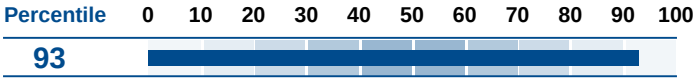


The ability to deliver an interesting, informative, and organized presentation.

*Mr. Sample's FORMAL PRESENTATION score is in the **ABOVE AVERAGE** range.*

- This person tends to be regarded as socially intelligent. This can help Mr. Sample gauge the needs and interest-level of the audience to tailor his presentation style and content accordingly.
- Mr. Sample's preference for taking risks enables him to express unexpected ideas and interpretations to an audience. This will likely increase their level of interest.
- His depth of coverage, perceptive analysis, and willingness to present material from a variety of perspectives gives Mr. Sample's formal presentations a richness and insight that is appreciated by the audience.
- This person's showmanship and relish for being the center of attention likely stimulates his audience. Mr. Sample tends to be able to deliver an interesting presentation that is, at times, entertaining and dramatic.

Persuasiveness



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

*Mr. Sample's level of performance on the dimension of PERSUASIVENESS is expected to be in the **VERY HIGH** range.*

- Because Mr. Sample tends to speak freely and spontaneously, he may have an ability to persuade others and create a "buzz" around his ideas and approaches.
- Mr. Sample has a knack for presenting himself and his proposals in a favorable light, which helps in persuading others to view his ideas and suggestions as desirable.
- Mr. Sample appears to be sensitive to the effects of his behavior on others. He is likely able to monitor and, if necessary, adjust his communications in order to persuade others to support his ideas.
- Mr. Sample may be persuasive in part because he truly enjoys others' attention. His dramatic and engaging style likely encourages his direct reports to pay attention to his ideas and approaches.
- Mr. Sample likely displays a strong presence in most social situations. His level of self-confidence may allow him to sell products and convince others to endorse his ideas and solutions.
- Mr. Sample is competitive and can be demanding in terms of meeting his objectives. These characteristics likely provide him with the motivation and drive to sell his ideas and convince others to adopt his way of thinking.

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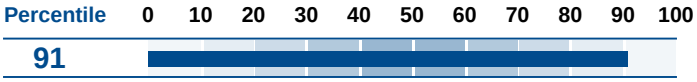
Persuasiveness (continued)

- Mr. Sample tends to be willing to take risks in order to influence others. This suggests that he is confident in his ideas, which can persuade others to support his suggestions and proposals.
- Mr. Sample recognizes that he needs others' support to move his ideas forward. By making his direct reports feel important and valued, they will likely be ready and willing to support his cause.

Negotiation



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

The expected level of performance for Mr. Sample in NEGOTIATION places him in the ***VERY HIGH*** *range.*

- Mr. Sample tends to be cooperative, warm, and friendly. These qualities help establish an atmosphere of friendliness and warmth that facilitates smooth negotiation.
- Mr. Sample tends to rely on the advice and reassurance of others. A willingness to depend on others for support may facilitate the initiation and maintenance of collaborative relationships. This, in turn, can contribute to a negotiation process that furthers the interests of all parties.
- Mr. Sample is usually focused on getting the job done well and typically works hard to achieve important goals. These qualities suggest that he is strongly motivated to negotiate outcomes that will help him accomplish his objectives.
- Negotiators often need to present their ideas and proposals in a manner that generates excitement and buy-in. Mr. Sample appears to be capable in this area, which likely facilitates his ability to negotiate a successful outcome.
- Mr. Sample appears to be willing to take a risk when necessary in order to reach the best solution. In negotiation situations, this could be helpful for resolving competing perspectives.
- Results suggest that Mr. Sample demonstrates a strong presence in most social situations. This self-assurance likely helps him argue convincingly for his objectives and achieve desired results.
- In general, Mr. Sample is an insightful and socially savvy person who can be charming and diplomatic, or assertive and forceful, as the negotiation process requires.
- Mr. Sample is likely able to maintain his poise and composure during stressful negotiations. This tendency allows him to focus on formulating persuasive, logical arguments that serve to further stakeholders' interests.

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Negotiation (continued)

- Because this individual tends to be expressive, outgoing, and enjoys receiving attention from others, he usually feels confident during negotiations. This should allow Mr. Sample to effectively argue his position, especially since he tends to thrive in the spotlight.

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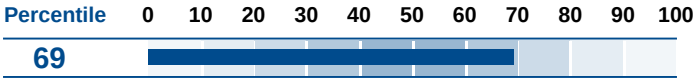
Personal Managerial Qualities

Listening

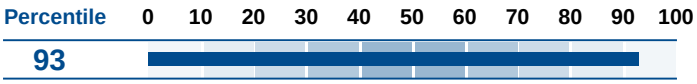


Taking the time to listen to others' questions, concerns, and viewpoints, identifying the relevant information, and conveying it to the other person.

*Mr. Sample's score on LISTENING places him in the **ABOVE AVERAGE** range.*

- Because Mr. Sample tends to remain composed and even-tempered, he is likely seen as a patient listener who is able to attend closely to important messages and understand the main objective.
- Mr. Sample is highly involved in his work. Since work-related matters are likely important to him, he tends to listen closely to subordinates, pick out the relevant information from a message, and accurately convey this message to others.

Achievement and Motivation



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

*The expected level of performance for Mr. Sample on ACHIEVEMENT AND MOTIVATION places him in the **VERY HIGH** range.*

- Mr. Sample's tendency to get excited about and take on several different projects at once likely contributes to his reputation as a motivated "go-getter."
- People who enjoy being noticed by others, like Mr. Sample, are often motivated to work hard and be successful. Others will likely see him as enterprising and motivated because he tends to call attention to his personal accomplishments.
- Mr. Sample's enterprising nature and willingness to take calculated risks contributes to his drive to be successful and achieve difficult goals.
- This person tends to be driven, competitive, and goal-directed. He tends to pursue his objectives with a certain degree of intensity and sense of purpose. As such, Mr. Sample likely demands a high level of excellence in his work.
- Mr. Sample enjoys social activities and engaging in casual conversations with coworkers. This may help him acquire the information that is necessary to complete difficult tasks.
- His willingness to seek help and support from others likely contributes to his ability to accomplish ambitious goals. This is because Mr. Sample is able to build a network of support to help him think through problems and accomplish tasks.

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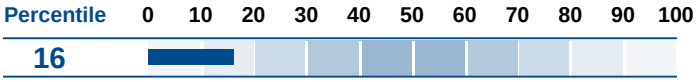
Achievement and Motivation (continued)

- Mr. Sample appears to possess a strong sense of involvement in his job and a commitment to organizational objectives. As a result, he likely devotes a lot of attention toward achieving his goals.
- Mr. Sample possesses a sense of urgency about getting things done on time. This may help him stay motivated and driven to reach important milestones and ambitious goals.
- Mr. Sample tends to be concerned about making a positive impression on others. As a result, he likely strives to maintain his reputation as a hard worker who is successful in achieving his objectives.

Self-Discipline



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

*Mr. Sample's SELF-DISCIPLINE score is in the **LOW** range.*

- Individuals who tend to be adventurous and bold, like Mr. Sample, may find it difficult to resist the impulse to engage in exciting activities. This tendency may lead Mr. Sample to lose focus or become disinterested when completing routine projects.
- People like Mr. Sample, who enjoy solving complex problems and who may become impatient with oversimplification often get caught up in the brainstorming phase, rather than remain focused on moving a project forward.
- One needs to show a certain degree of caution and conservatism to maintain focus. Mr. Sample's preference for exciting and potentially risky opportunities may not be consistent with this style.
- Self-assured and socially confident individuals, such as Mr. Sample, may be prone to overextend themselves and take on more than they can reasonably handle. This tendency may limit Mr. Sample's ability to focus exclusively on individual projects.
- Highly sociable individuals, such as Mr. Sample, can become easily distracted by idle conversations. He may lack the self-discipline to resist an opportunity to socialize, which can interfere with the timely completion of his work.
- Mr. Sample typically prefers to surround himself with people and tends to form close personal connections and friendships. He may become easily distracted from a task because of his preference for social interaction over diligently completing his work.
- Mr. Sample appears 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 his ability to focus on a job or task.
- This individual may enjoy entertaining others and capturing their attention. This can be a source of distraction for coworkers and may prevent Mr. Sample from exercising the self-discipline necessary to remain focused on the job.

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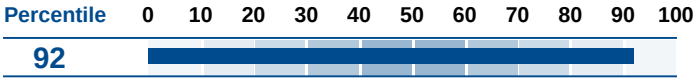
Self-Discipline (continued)

- Mr. Sample's tendency to openly accept others' opinions and suggestions may sometimes cloud his own views and prevent him from maintaining the focus necessary to see a project through to completion.

Flexibility

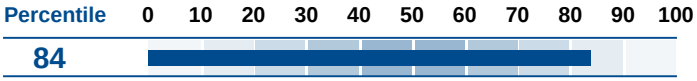


The ability to adapt one's style or approach in order to adjust to changing circumstances or to achieve an objective.

*Mr. Sample's expected performance level on FLEXIBILITY places him in the **VERY HIGH** range.*

- Projects that have an element of unpredictability may appeal to Mr. Sample. It is not surprising that he tends to show flexibility when faced with uncertainty or risk.
- Self-assured and socially confident individuals, such as Mr. Sample, tend to feel comfortable dealing with new situations. This is likely because they feel well-equipped to handle a challenge.
- Individuals like Mr. Sample, who are concerned about and involved in their work, are more likely to respond appropriately to change since they tend to be well-informed about organizational trends and new developments.
- Mr. Sample is an outgoing person who likely enjoys being the center of attention and entertaining a crowd. As such, he is likely able to change and modify his style in order to adjust to different audiences, roles, and other changing circumstances.
- Mr. Sample tends to be a calm, rational person who copes effectively with everyday frustrations. This may allow him to deal with various challenges and to change directions without becoming frustrated or rattled.
- Mr. Sample appears to be diplomatic and socially intelligent. He is likely skilled at persuading others and flexible in adjusting his approach to suit the situation.

Independence



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

*The INDEPENDENCE score for Mr. Sample indicates that he is expected to perform in the **HIGH** range.*

- Mr. Sample tends to maintain high standards and is willing to work hard to accomplish difficult goals. His desire to be successful may be a strong impetus for independent work habits.

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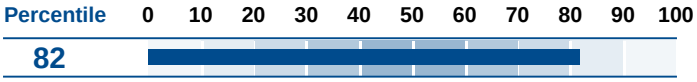
Independence (continued)

- Mr. Sample tends to be curious, analytical, and motivated to understand many areas of work and knowledge. He is likely able to work independently, as he typically likes to reflect on problems before bringing them to the attention of the team.
- This individual is the kind of leader who is self-starting in terms of rounding up others to achieve objectives. Mr. Sample gets things moving by organizing people into teams and convincing them that he is relying on their assistance and support.
- Mr. Sample tends to be ready and willing to take risks and expose himself to situations with uncertain outcomes. Accordingly, he is likely to feel comfortable in a work role that emphasizes autonomy.

Self-Esteem



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

*The projected level of performance for Mr. Sample on SELF-ESTEEM places him in the **HIGH** range.*

- People such as Mr. Sample, who have the ability and motivation to present themselves in a favorable light, are often seen by others as self-confident.
- Mr. Sample appears to be comfortable with people and may be highly regarded for his social skills and abilities. Others generally perceive such people as poised and self-confident.
- This person is a highly motivated individual who strives to accomplish challenging goals. This tends to be interpreted by others as a sign of confidence.
- Mr. Sample tends to readily share ideas and confide in others, and likely expects others to confide in him. He probably has the confidence and self-assurance needed to organize subordinates and work effectively as part of a team.
- This individual may enjoy leaving things to chance on occasion. The result may be an inclination to confidently enter into uncertain situations or venture optimistically into uncharted waters.

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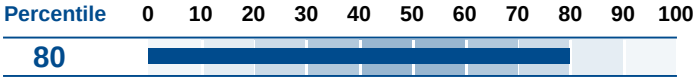
Emotional Control

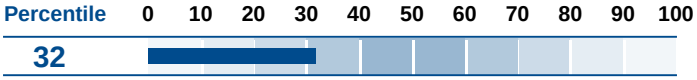


Maintaining personal composure during times of stress or pressure, when things are uncertain, or when faced with conflict or disagreement.

*The expected level of performance by Mr. Sample on EMOTIONAL CONTROL is in the **HIGH** range.*

- A calm, contented, and easy-going manner helps Mr. Sample avoid stress and conflict with coworkers.
- Mr. Sample appears to be even-tempered and tends to remain calm when faced with unpredictable situations. Naturally, he is often successful at controlling his feelings and frustrations at work.
- Mr. Sample tends to be motivated by deadlines and feels a sense of urgency to complete his work. These qualities may enhance his ability to cope with tight timelines because he may not experience the stress associated with procrastination and disorganized planning.
- Mr. Sample tends to be quite involved and preoccupied with his job. Placing a high priority on his work obligations helps him to be seen as a stable, productive, corporate citizen.
- Mr. Sample's results suggest that he is insightful, understands people, and avoids indiscreet comments. Even under intense pressure, he is typically diplomatic, tactful, and courteous to others.
- This individual is generally not one to voice strong unconventional opinions, which suggests self-control, a clear set of values, and a somewhat conservative demeanor.

Dependability



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

*Mr. Sample's DEPENDABILITY score is in the **BELOW AVERAGE** range.*

- Mr. Sample tends to enjoy abstract thought and solving complex problems. As a result, he may occasionally overcomplicate issues, which could delay the completion of projects according to schedule.
- This person's tendency toward risky behavior may lead him to prefer the thrill of a daring venture to more mundane tasks that are required for the timely completion of projects. Because of Mr. Sample's adventurous nature, others may question his dependability.

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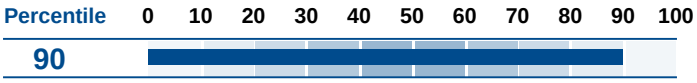
Dependability (continued)

- Mr. Sample tends to be impulsive and spontaneous. This may cause him to move in several different directions at once, making it difficult for him to complete projects on time. As a result, his coworkers may feel they cannot depend on him.
- Mr. Sample's tendency to be open to new ideas and to welcome opposing opinions means that he may get distracted by potentially irrelevant information, which in turn, may make it difficult to meet commitments and deadlines in a timely fashion.
- A propensity to take chances, without taking the necessary precautions and allowing enough time to thoroughly complete his work, could lead others to question Mr. Sample's ability to meet commitments.
- Mr. Sample's tendency to believe that he is unlikely to make mistakes and can talk his way out of any situation may lead others to question his dependability. He may be more concerned with his social status at work than meeting daily obligations.

Ambition



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

*The anticipated level of performance on AMBITION for Mr. Sample is in the **VERY HIGH** range.*

- Results suggest that Mr. Sample is active, spirited, eager, and able to stay focused on his work for long periods of time. These traits are typical of people who seek additional responsibilities and pursue advanced roles within an organization.
- This person frequently seeks the advice and reassurance of other people. Mr. Sample may have a strong desire to please others, which is consistent with someone who is ambitious and wishes to advance within the company.
- Mr. Sample presents a favorable image of himself to coworkers. This may be conducive to attaining a position of higher status within the organization.
- Because Mr. Sample tends to enjoy an element of risk and does not usually opt for the safe approach, he is likely comfortable with the risks associated with added responsibility.
- Mr. Sample tends to actively communicate his sense of urgency in achieving goals and meeting deadlines, which can lead others to see him as motivated to pursue promotions and additional responsibilities.
- Mr. Sample tends to be competitive and works hard to achieve his goals. As a result, he likely strives for increased influence and advancement at work.
- Because Mr. Sample typically enjoys the company of others, he can draw on his friendships and associations to further his goals and increase his influence within the organization.

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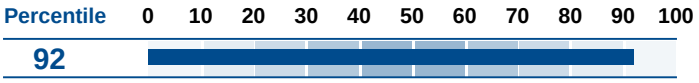
Ambition (continued)

- Mr. Sample's social presence and self-assured style make it easy for him to gain the confidence of others. These qualities contribute to his ability to secure positions of influence within the organization.
- Mr. Sample's tendency to explore topics in great depth and to strive to solve complicated problems likely improve his chances of securing a position of increased responsibility.
- Mr. Sample appears to enjoy being the center of attention. Being outgoing and noticeable projects a "go-getter" attitude that is often associated with ambitious people.
- Mr. Sample enjoys socializing with others, which can help him build networks and personal contacts. His tendency to be outgoing and extroverted likely helps him gain influence and advance his career.

General Leadership Effectiveness



Influencing and guiding the behavior of others in a certain direction by providing motivation, coaching, and support.

*Mr. Sample is expected to demonstrate performance relevant to GENERAL LEADERSHIP EFFECTIVENESS in the **VERY HIGH** range.*

- Like most effective leaders, Mr. Sample is socially skilled, sophisticated, and polished. As such, he is typically a shrewd negotiator who is effective at persuading others to follow his lead.
- When interacting with others, Mr. Sample displays the confidence and poise necessary to effectively lead others and motivate them to pursue their goals.
- Mr. Sample tends to be a venturesome and enterprising leader. This likely allows him to take informed risks without wasting too much time, which may encourage subordinates to take calculated risks in their own work.
- Mr. Sample's outgoing, attention-seeking disposition should make him a natural leader, as one expects a leader to occupy "center stage" when directing and motivating subordinates.
- Individuals who place a premium on interpersonal interaction and teamwork, like Mr. Sample, tend to be participative leaders. They often solicit feedback from teammates, promote team unity, and make sure that everyone has a chance to voice their opinion.

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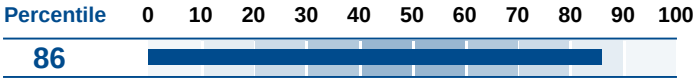
Teamwork, Supervision, Planning & Productivity

Assuming Responsibility



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

*The expected level of performance in ASSUMING RESPONSIBILITY for Mr. Sample is in the **HIGH** range.*

- This person appears to be competitive and driven to excel. Mr. Sample will likely not hesitate to move to the foreground, take control, and assume extra responsibility.
- His efforts to maintain associations with others may help Mr. Sample stay "in the loop" with coworkers and colleagues. This makes it easier to take charge and influence others because Mr. Sample is likely to gain their trust and respect.
- Mr. Sample tends to enjoy the company of others and actively seeks out friendships and associations. A sociable nature likely assists him in taking charge and assuming responsibility on team projects.
- Mr. Sample's tendency to act on the spur of the moment can be beneficial in situations where someone must take control.
- When placed in unstructured situations that involve an element of risk, Mr. Sample will not likely be afraid to assume responsibility and take initiative.
- A preference for teamwork can facilitate this individual's willingness to assume a leadership position. Because of his desire to collaborate and share ideas, he may be inclined to take on a dominant role in the team.
- Mr. Sample is usually confident in dealing with others, making it easier for him to step up to a challenge.
- Mr. Sample enjoys being the center of attention. Therefore, he may be inclined to take charge without being asked to do so because this is likely to draw extra attention his way.
- Individuals who are concerned about presenting a favorable impression of themselves, such as Mr. Sample, may be willing to "step up" and take initiative since this is typically seen as desirable by managers and supervisors.

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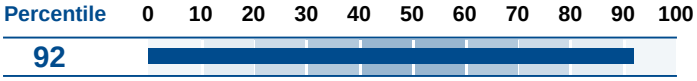
Vision



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.

*Mr. Sample's predicted VISION performance is in the **VERY HIGH** range.*

- Mr. Sample's tendency to have an entertaining and engaging interpersonal style facilitates his ability to present subordinates with a compelling vision that they can believe in.
- Mr. Sample's social savvy and ability to influence others helps him promote his vision and rally the group around a common goal.
- Mr. Sample appears to be socially confident and skilled at presenting his ideas to others. As such, he may be able to present his vision of the company's future in a way that is appealing and interesting to others.
- Mr. Sample's tendency to pursue challenging goals and strive for excellence may encourage him to focus on developing a compelling long-term vision of the future. His tendency to work toward distant goals may motivate others to support him in his pursuits.
- This person appears to be highly involved in his work and focused on long-term organizational objectives. This dedication likely allows Mr. Sample to develop and refine his vision for the company.
- Mr. Sample tends to take informed risks based on sound reasoning. Such individuals may enjoy proposing visionary goals and probing creative ideas that may lead to new and exciting organizational strategies.
- His quick-thinking, spontaneous style can help Mr. Sample openly express compelling ideas and visions for the future direction of the company.
- Mr. Sample tends to encourage and support others in their efforts to succeed. This is because he likely recognizes the importance of promoting the company vision and supporting employees' efforts to achieve it.
- Mr. Sample tends to confide in others and frequently seeks out support for his opinions and ideas. He likely communicates his organizational vision to others to solicit their approval. Consequently, he tends to have long-term aspirations that are shared by his peers.
- People like Mr. Sample, who typically "put their best foot forward" and present their ideas in a positive light, can effectively communicate a compelling vision by emphasizing the strong points and downplaying the negative ones.
- Mr. Sample can be thoughtful and analytical, and likely takes advantage of opportunities to learn. This may help him probe for new insight to develop a clear picture of the future and form a compelling organizational vision that resonates with others.

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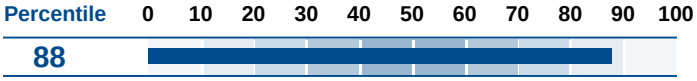
Emphasizing Excellence

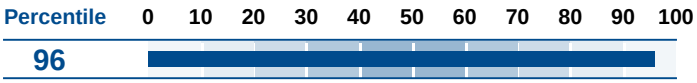


Setting challenging goals and high quality standards, and expecting subordinates to perform at their highest level.

*Mr. Sample's level of performance on the EMPHASIZING EXCELLENCE dimension is in the **HIGH** range.*

- Mr. Sample tends to be nurturing and caring. He likely encourages subordinates to focus on excellence, high standards, and goal achievement by providing them with sufficient coaching and guidance to help them reach their objectives.
- Mr. Sample's concern for excellence may be rooted in his vision of what is possible. Mr. Sample appears to be willing to risk occasional setbacks in order to explore ways to improve the quality of existing methods, products, and services.
- People like Mr. Sample, who tend to enjoy teamwork and seek out help and support from others, often do so because of their desire to do the best possible job. Mr. Sample likely recognizes the value of emphasizing excellence to his subordinates and teammates.
- Achievement-oriented individuals, such as Mr. Sample, are likely to expect particularly high levels of performance from themselves and from others.
- Mr. Sample's commitment to excellence may be predicated partly on his desire to make a good impression on others.
- Mr. Sample tends to easily identify with others' experiences and feelings. He is likely to set appropriate, yet challenging goals for subordinates, and provide the necessary guidance and feedback to help them grow.

Organizational Spokesperson



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

*As an ORGANIZATIONAL SPOKESPERSON, Mr. Sample projected level of performance is in the **EXTREMELY HIGH** range.*

- Mr. Sample is generally motivated to strive for excellence in pursuit of his goals. This likely helps him represent the team in a positive way and obtain the best possible outcome for his unit.
- His social confidence and self-assurance in group situations likely allows him to project a confident image. Others may see Mr. Sample as a credible, skilled lobbyist and team advocate.

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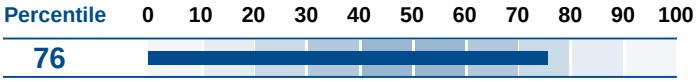
Organizational Spokesperson (continued)

- Mr. Sample assists others whenever possible and has a nurturing and sympathetic interpersonal style. His ability to identify with subordinates' needs may make it easy to relate to them and represent their best interests.
- A flair for the dramatic and a desire to be noticed by others likely allows Mr. Sample to serve as figurehead for his organization. He can effectively engage an audience when promoting and defending the interests of his team.
- People who present themselves well, such as Mr. Sample, are quite capable of painting a favorable image of the organization. As such, Mr. Sample is likely to be an effective organizational spokesperson and team advocate.
- Mr. Sample frequently looks to coworkers for ideas and support, which may help him get to know his peers and develop a good understanding of their work styles and strengths. This insight should allow him to serve as an effective organizational representative.
- A willingness to take a chance when faced with uncertain circumstances likely contributes to Mr. Sample's ability to be a dynamic and engaging spokesperson.
- Sophistication and persuasiveness are two traits that may help Mr. Sample in representing the organization and defending the interests of his subordinates. His social intelligence likely enables him to accurately read others' reactions and tailor his approach accordingly.

Subordinate Involvement



Consulting with subordinates, soliciting suggestions, and taking these suggestions seriously.

*The level of expected performance on SUBORDINATE INVOLVEMENT for Mr. Sample places him in the **ABOVE AVERAGE** range.*

- This person's tendency to connect with others likely facilitates interpersonal interactions. Mr. Sample is typically ready and willing to consult with subordinates and solicit their suggestions and ideas.
- Mr. Sample's self-confident nature and tendency to feel comfortable in front of others may indicate that he does not usually feel threatened by others' suggestions and input. This makes him likely to involve coworkers in the decision-making process.
- This person tends to be patient and even-tempered. Mr. Sample's subordinates likely feel comfortable approaching him with their suggestions and input.

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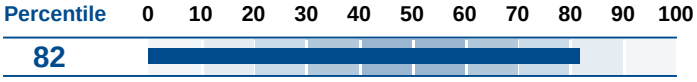
Facilitating Teamwork

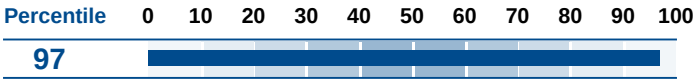


The ability to promote teamwork, cooperation, and identification with the work group.

*The projected level of performance for Mr. Sample at FACILITATING TEAMWORK is in the **HIGH** range.*

- This person is likely an effective team builder, in part, because he is willing to seek out the help of others. This likely allows fellow team members to feel confident in their ability to contribute something unique and valuable to the group.
- Mr. Sample is generally quick to "offer a helping hand" and tends to nurture and guide subordinates' development. This likely increases his effectiveness in team-based environments that rely on interdependency between team members.
- Mr. Sample tends to be confident when dealing with others. He probably does not hesitate to offer constructive feedback and suggestions that further the goals of the team.
- Mr. Sample may possess the qualities of a good team leader because he enjoys interacting with others. This likely enables him to gain support from his direct reports and facilitate cooperation and identification with team goals.

Inspirational Role Model



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

*Mr. Sample's anticipated level of performance as an INSPIRATIONAL ROLE MODEL is in the **EXTREMELY HIGH** range.*

- Caring for those in need of coaching and assistance is a trait often associated with positive role models. Mr. Sample tends to have a nurturing and sympathetic style that is likely regarded by others as a source of guidance and inspiration.
- Mr. Sample tends to be self-confident, secure, and unencumbered by self-doubt in most social situations. These qualities allow him to demonstrate a positive example that others can believe in and follow.
- Mr. Sample seems to be absorbed in and dedicated to his work. His sense of purpose and commitment likely sets a positive example for others.
- Mr. Sample tends to present subordinates with a clear set of appealing values and ideals to rally around. These values may resonate with others, which in turn, serve to motivate and inspire them.
- His tendency to enjoy being the center of attention may lead others to perceive Mr. Sample as outgoing and charismatic. Charismatic leaders are often effective at motivating others and setting a positive example in the workplace.

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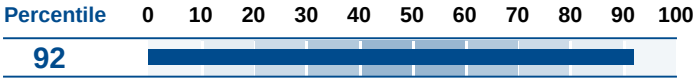
Inspirational Role Model (continued)

- It appears as though Mr. Sample works cooperatively and seeks the advice and opinions of his teammates. Accordingly, he may be able to effectively inspire others to support the team's goals and objectives.
- In general, Mr. Sample tends to be tactful, diplomatic, and skillful at persuading others to achieve a particular goal. He can typically use his strong interpersonal skills to inspire and influence others.
- Mr. Sample's venturesome spirit likely motivates coworkers to join him in the pursuit of challenging goals. His confidence in the face of uncertainty is likely inspiring to others, and probably contributes to a positive learning environment.

Short-Term Planning

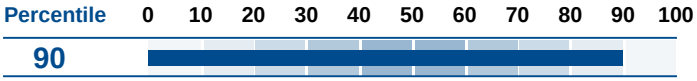


Establishing short-term goals and objectives for subordinates and for the work unit, and developing action steps to achieve them.

*Mr. Sample is expected to demonstrate performance relevant to SHORT-TERM PLANNING at the **VERY HIGH** range.*

- A strong sense of duty and responsibility to others may lead Mr. Sample to plan carefully to ensure his subordinates are equipped with clear action steps that will help them accomplish short-term goals.
- This individual is typically quite organized. Since he tends to keep on top of his own priorities, Mr. Sample probably finds it relatively easy to structure subordinates' work and help them reach their own short-term goals.
- Since Mr. Sample is inclined to seek advice and input from others, he is likely able to build realistic, feasible project plans for his subordinates.
- Mr. Sample's willingness to follow rules and accept his obligations likely helps him set reasonable and appropriate short-term goals and objectives for subordinates.

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.

*Mr. Sample's projected level of performance in STRATEGIC PLANNING is in the **VERY HIGH** range.*

- Competitive individuals, such as Mr. Sample, appreciate the need to stay abreast of new developments and challenges. This likely has a positive impact on his ability to stay on top of long-term industry trends and external threats to the organization.

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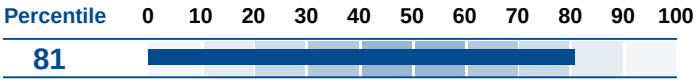
Strategic Planning (continued)

- Mr. Sample often seeks the advice and opinions of others. This can put him in a better position to foresee long-term organizational trends, developmental opportunities, or potential threats to the stability of the company.
- Mr. Sample is generally motivated to explore topics in great depth. His reflective and inquisitive nature may help him gain the understanding and insight needed to come up with sustainable long-term plans that support a clear strategic vision.
- Mr. Sample's results suggest he has a tendency to act on impulse. This may enhance his ability to identify an engaging organizational vision, as he is likely to spontaneously generate intriguing ideas about the long-range direction of the company.
- Daring individuals, such as Mr. Sample, may become excited or motivated by strategic plans and visions that have an element of uncertainty attached to them.

Organizing the Work of Others



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

*Mr. Sample's predicted score for ORGANIZING THE WORK OF OTHERS is in the **HIGH** range.*

- Mr. Sample tends to adhere to conventional policies and standards in the workplace. This style likely facilitates his ability to clearly define roles and responsibilities for subordinates as laid down by the organization.
- Mr. Sample typically prefers to "follow the rules" and tends to willingly accept corporate policies and guidelines. As a result, he likely relays this important information to subordinates by clearly defining organizational responsibilities and expectations.
- By confiding in and appealing to subordinates for their advice and opinions, Mr. Sample is likely able to gain insight into their preferences and strengths. This may help him openly discuss and clarify roles, responsibilities, and expectations.
- Mr. Sample takes a systematic and organized approach to his work, which likely means he is willing and able to help others adopt similar structure and order in their work.

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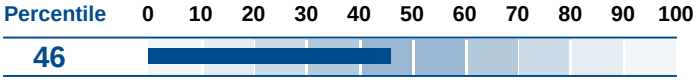
Delegation

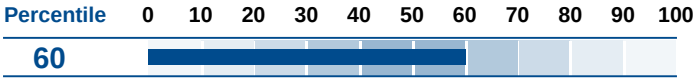


Delegating responsibility and authority to subordinates and giving them discretion in determining how to do their work.

*The expected performance level on DELEGATION places him in the **SLIGHTLY BELOW AVERAGE** range.*

- Mr. Sample may often feel rushed to get things done in a timely manner. His preoccupation with deadlines may prevent him from delegating responsibility to others who prefer to follow more flexible timelines.
- Individuals who are dissatisfied with certain aspects of their jobs, such as Mr. Sample, may want to avoid delegating work to others because it makes them feel like the bearer of bad news. Alternatively, a satisfied leader may see delegation as a learning opportunity for subordinates that he is happy to provide.

Monitoring and Controlling



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

*The expected level of performance for Mr. Sample at MONITORING AND CONTROLLING is in the **ABOVE AVERAGE** range.*

- He typically has a well-organized, systematic approach to record keeping and performance evaluation. This style is conducive to effectively monitoring and regulating the productivity levels of subordinates.
- Mr. Sample's tendency to seek support and input from others is likely to keep him in close contact with coworkers. As a result, he may be well-positioned to evaluate their performance and provide helpful, corrective feedback.
- This individual is typically willing to accept and follow company rules and policies. Mr. Sample may therefore be adept at keeping his finger on the pulse of the organization and monitoring the performance of each team member.
- Because Mr. Sample tends to hold traditional values and adhere to conventional standards, he may be more inclined to rely on fair and consistent benchmarks for evaluating performance and taking corrective action.

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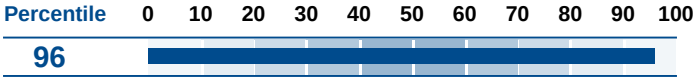
Motivating Others



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

Mr. Sample's anticipated level of performance at MOTIVATING OTHERS is in the ***EXTREMELY HIGH*** *range.*

- Mr. Sample's sense of responsibility to others and his strong set of clear principles tend to provide a source of inspiration for others who are looking for something to believe in.
- This individual tends to be warm and personable and likely enjoys being around other people. As a result of his people skills and positive associations with others, Mr. Sample is likely able to effectively inspire and motivate subordinates.
- Mr. Sample tends to seek support and advice from others and may be inclined to reciprocate by encouraging, motivating, and supporting his subordinates in the pursuit of work-related goals.
- Mr. Sample demonstrates the tact and social intelligence necessary to be a good leader, offer constructive criticism, and motivate people to work hard for the organization.
- Mr. Sample tends to be self-assured and poised in social situations. His positive influence and social presence may motivate subordinates and inspire them to feel confident in his ability to lead the work group to success.
- Mr. Sample's caring and helpful manner likely puts subordinates at ease and provides the encouragement, support, and guidance needed to achieve goals.
- Mr. Sample's vibrant, expressive, and exciting demeanor is likely to get subordinates fired up. This dramatic approach can instill the enthusiasm and motivation needed to rally the team around a common goal.
- By identifying closely with other people, Mr. Sample may be able to gain their trust and develop an understanding of what motivates them. He can then use this information to show employees how their goals are compatible with those of the organization.
- Mr. Sample's daring, venturesome behavior likely generates enthusiasm among subordinates and motivates them to take informed risks in order to reach their goals.

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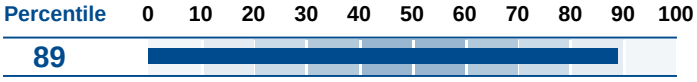
Attracting Staff

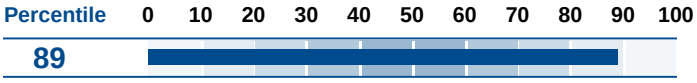


The ability to hire and retain staff, and keep turnover at an acceptable level.

*The projected level of performance of Mr. Sample on ATTRACTING STAFF places him in the **VERY HIGH** range.*

- Mr. Sample's tendency to follow through on commitments and obligations helps him project a professional image on behalf of the organization. This likely helps to attract and retain quality employees.
- Because Mr. Sample tends to be sympathetic and attentive to the needs of others, he may inspire subordinates to remain loyal and stay with the organization. This may also create a favorable impression among potential recruits.
- Mr. Sample tends to enjoy the company of others and finds it relatively easy to make personal connections. As such, he probably has no trouble attracting and retaining top talent.
- Mr. Sample tends to actively seek input, feedback, and advice from others. Because he likely knows how to make others feel important and valued, it may be easy for him to attract and retain top talent.
- This person's dramatic and expressive interpersonal style may captivate current employees and attract desirable job candidates to the organization.
- People like Mr. Sample, who tend to project a favorable image of themselves and the organization, are likely to impress job applicants and create a positive climate for current employees.
- Mr. Sample tends to be self-assured and confident when dealing with others. This strong social presence lends itself well to effectively attracting and retaining top talent.
- Mr. Sample's friendly, sociable nature is likely appealing to subordinates and attractive to job candidates.

Productivity



Accomplishing an above average quantity and quality of work.

*The projected level of performance of Mr. Sample on PRODUCTIVITY places him in the **HIGH** range.*

- Mr. Sample 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.

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Productivity (continued)

- His persistence in working on projects for extended periods of time without distraction may contribute to Mr. Sample's productivity.
- Mr. Sample may pride himself on sticking to schedule and is often motivated by deadlines. Since he tends to be concerned about using his time efficiently, he is likely very productive at work.
- Mr. Sample tends to be involved in and dedicated to his work. This characteristic lends itself well to delivering quality work in a timely manner.

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