

LSP-R

LEADERSHIP SKILLS PROFILE – REVISED

focus report



Report for:
Sam Sample
February 3, 2021



The LSP-R is a scientifically-validated assessment that uses a collection of personality traits to predict performance on competencies critical to effective leadership in your position.

This report presents your results and provides tools and techniques to help you develop your leadership competencies.

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Snapshot

Presents your results in descending order from strengths to development opportunities, and the myZONE competencies that represent your best opportunities for development

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Focus Activities

A series of brief activities to narrow your myZONE competencies to a myFOCUS competency for development

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Taking Action

Guides you through identifying actions and enhancing awareness to aid in competency development

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Customized Content

Personalized, detailed feedback for each competency

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myRESULTS

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The competencies shaded in blue are competencies that represent your most immediate opportunities for development. They are areas where you likely demonstrate a degree of skill, providing a strong foundation for development. Focusing development efforts on these competencies is likely to result in your myZONE competencies becoming strengths in the future.

myRESULTS

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myZONE

LSP-R Focus

FOCUS ACTIVITY myFOCUS

OVERVIEW

Choose your development priorities from a combination of your myZONE competencies and those competencies at the bottom of your profile. Determine your focus based on your interests, needs, and greatest influence on development. These priorities make up your myFOCUS competencies.

Validate your myFOCUS competencies against other performance indices to identify competencies that have multi-source supporting evidence. Indicate [✓] the competencies that have also been identified in other assessment contexts. Mark [★] the competencies that have the most checkmarks.

myFOCUS COMPETENCIES	COLLEAGUES e.g., 360-degree assessments	SUPERVISORS e.g., performance appraisals	EXPERIENCES e.g., work history, past successes	★
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

OVERVIEW

Narrow the focus to my3 by evaluating the marked [★] competencies against your preferences.

In the spaces provided, enter the three competencies you would like to develop most based on **PERSONAL INTEREST**, your sense of **NEED/URGENCY**, and that you think would have the **GREATEST INFLUENCE** on your performance as a leader.

my3 COMPETENCIES



LSP-R Focus

FOCUS ACTIVITY myFOCUS

OVERVIEW

Evaluate your my3 against a set of organizational and job criteria to identify those competencies you will have the resources to develop and leverage in your work.

Fill in your my3 competencies in the table below. Indicate [✓] the criteria that are met by each. Total the number of checkmarks per competency.

Enter the myFOCUS competency that has the highest total in the space provided.

my3 COMPETENCIES		COMPETENCY 1:	COMPETENCY 2:	COMPETENCY 3:
IMPACT Does this competency facilitate...?	YOUR GOALS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	TEAM GOALS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	LONG-TERM STRATEGY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OPPORTUNITIES Are there opportunities for this competency to be ...?	DEMONSTRATED	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	PRACTICED	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	LEVERAGED	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SUPPORT Is there support in the form of...?	RESOURCES/TOOLS/TRAINING	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	ROLE MODELS/MENTORS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	FEEDBACK PROCESSES	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DEMAND Is there a demand for this competency in my...?	ORGANIZATION	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	INDUSTRY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	PROFESSION	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TOTAL		<input type="text"/>	<input type="text"/>	<input type="text"/>

myFOCUS COMPETENCY

HELPFUL HINT

- Anticipate potential challenges that might interfere with your ability to leverage or develop certain competencies at this time.

LSP-R Focus

TAKING ACTION myPLAN

OVERVIEW

In the space provided below, enter your myFOCUS competency and indicate corresponding actions or behaviors that you will STOP, START, and CONTINUE. Plan how you will engage in each behavior, and set a goal for when you'd like to have each completed.

myFOCUS:

STOP:

What

How

When

START:

What

How

When

CONTINUE:

What

How

When

LSP-R Focus

TAKING ACTION making it stick

OVERVIEW

Once you have had an opportunity to complete your plan, you can evaluate the results and start reinforcing your newly acquired behaviors.

myFOCUS:

What have I learned from completing myPLAN?

What were the benefits and rewards that emerged from pursuing myPLAN?

How has myPLAN leveraged or enhanced my leadership competency?

EXERCISE 1:

Identify the rewards you seek from enhancing your performance on this competency.

EXERCISE 2:

Identify situations where this competency is most relevant or arises most frequently.

EXERCISE 3:

Identify ways you will increase opportunities to demonstrate these competencies.

OVERVIEW

In the pages that follow, customized feedback is provided that can provide insight into how your personality may be affecting your leadership. The structure of the feedback consists of two components.

- a** Relationship and Implications: how an underlying personality trait and the leadership competency are connected and the potential effect of the combination on performance
- b** Guidance: what you can do to improve your competency performance

myRESULTS REVISITED

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DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your results suggest that you appear to enjoy your work. As such, you are unlikely to become discouraged by small, inevitable setbacks, and are typically motivated to acquire the necessary skills to excel in a technical role. Your positive attitude toward work means that you also tend to be motivated to acquire technical proficiency in areas that are new to you.
 - Try to impart this positive approach to your direct reports. If you successfully motivate them to learn about new technical concepts and skills you will likely foster a culture that supports technical progress, development, and innovation.
-
- Your results indicate that you typically display great respect for formal policies and are likely to follow even trivial rules. As a result, you may be highly motivated to develop your technical expertise so that you may stay well-informed of current standards and "best practices".
 - Be aware that although company policies are meant to guide your behavior, they may become outdated and not reflect what is best for your organization. As you develop your technical proficiency, be sure to evaluate your organization's current standards and address any concerns you may have with upper management.
-
- Your results suggest that you strive for excellence and aspire to complete difficult tasks. Your ambition and ability to put forth a high level of effort means that you are likely to find solutions to barriers that interfere with your ability to complete challenging tasks. These tendencies suggest that you are motivated to learn new or difficult technical skills/material.
 - Leverage these skills in others by setting a positive example. Set challenging but attainable goals that help you work towards developing your technical skills, and reward others for doing the same.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- A preference for novel experiences and a willingness to try new things may lead you to embrace new learning opportunities. Leaders who tend to explore new ways of doing things are often motivated to pursue personal development goals through continued learning. This can help you to embrace new challenges and leverage insights for your future endeavors.
 - It is important to also recognize expertise that currently exists within your team. Sometimes it may be advantageous to defer to others in an attempt to reduce duplicated efforts when resources may be limited.
-
- Your results suggest you are attentive, curious, and interested in learning about many different topics. As a result you are likely to demonstrate a strong desire to learn about new topics in the workplace and grow as a leader.
 - Be mindful that your tendency to be interested in many different topics can spread your attention thin. While a wide knowledge base is wonderful, you should also possess a degree of specialization. Try to pick two or three key topic areas to prioritize and use your additional knowledge base to supplement these areas.
-
- Your results indicate that you are achievement oriented, meaning you try to achieve excellence and work toward long-term goals. It follows that you have a high desire to learn as learning can foster achievement. This drive for accomplishment combined with growth likely helps you produce superior results.
 - Occasionally, you may take on learning opportunities that surpass your ability and this may impact your success at work. Try to remember that you need to be realistic; otherwise your ambition may actually set you up for failure.
-
- Your results indicate that you are not upset or angered by criticism. As a result you are likely to respond positively to and be willing to learn from constructive feedback. This is generally a positive quality and will help you to make the most of the feedback you receive.
 - It's important to appraise feedback and not accept it unconditionally. If you disagree with certain feedback consider the source and ask someone else for a second opinion.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- You like to understand many areas and enjoy intellectual stimulation. It follows that you will have an innate desire to learn at work. This will help your effectiveness as a leader. After all, one of the best predictors of job performance is job knowledge.
- Your intellectual curiosity may cause you to spend time learning new skills or trends that are less relevant to your job. Try to focus and be sure that the time you spend acquiring new knowledge is time well spent.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Individuals who are open to change often look for and place value on new ideas that can reshape the way they work. Leaders who enjoy variety and new experiences prioritize trying new approaches over routine, meaning their work can often be in flux.
 - While new ideas can have positive impacts in the workplace, remember that too much change can result in instability and uncertainty. Consider asking others where they feel their work can be improved, and elicit ideas on how to do so. This allows employees to participate in creating change in their work, while keeping most of their job stable and predictable. Allow time between change initiatives for employees to adjust to the new approaches before introducing any more ideas.
-
- Your results suggest that you are cooperative and friendly by nature. Your amiable disposition likely makes it easier for your staff to approach you with new and innovative ideas and suggestions which can greatly benefit the organization.
 - Your tendency to avoid conflict may result in you becoming overly concerned with maintaining a harmonious work environment. However, there are times when you need to critically evaluate your staff's suggestions and possibly reject them. While it is important to remain open to new ideas, it is also important to fairly appraise their merit to ensure that you and your team are producing good quality work. Take time to critically review the work of your team and provide feedback where appropriate.
-
- Your responses indicate that you are open to the opinions and input of others. This openness may allow you to consider new ideas and approaches generated by your staff.
 - While this can be a positive approach to some situations, remember to apply discretion and use your own judgment when necessary. Where needed, gather information from others. This is a useful source of information, and can further your relations with your coworkers. Then, integrate these suggestions with your own knowledge, experience, and instincts to make your final decisions.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your responses indicate that you tend to enjoy being a leader, and gravitate toward roles that allow you to direct and influence other people. This tendency makes it likely that you would voluntarily step up in situations requiring someone to take charge.
 - This willingness to assume responsibility is admirable. However, be aware that sometimes you should not, and cannot, be the best person in charge. Recognize that, even though others may not have stepped forward, this doesn't mean that they are not motivated or lack the ability to help resolve the situation. Give others the opportunity to take charge of situations, especially in cases where another's knowledge or skills in a certain area may make them better suited to handle the task at hand.
-
- You appear to be driven to excel. You tend to willingly take charge and assume additional responsibilities.
 - Watch that your ambitious tendencies don't cause you to look down on others who don't share your aspirations or drive. Also, make sure that you are helping team members find their own personal success. Reward them when they make positive contributions to team projects and emphasize their unique strengths.
-
- Your results suggest you are willing to work long hours and tend to be committed to tackling difficult tasks. Your perseverance and patience sets an example for your direct reports to do the same. Employees may perceive your determination as genuine interest in the work which you are involved with, and this may inspire your direct reports to take interest in completing their work as well.
 - Just remember not to take on more than you can handle, and to ask for help when you need it. Also, taking breaks and not working overtime more than you need to is necessary to avoid burnout.
-
- Because you are usually confident in dealing with others, you might find it relatively easy to step up and deal with a challenge "head on."
 - Even though you may naturally assume a leadership role, you must be careful not to ignore others' suggestions or limit their opportunities to contribute and refine your solutions. Consider all perspectives when making decisions and never assume that you have all the answers.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your influential nature often leads you to spontaneously assume leadership roles. These qualities can help facilitate the efficiency of the decision making process. Your readiness to step into leadership roles likely helps you to make favorable decisions in a timely manner.
- Others may view your willingness to lead as intimidating or authoritative. Be sure to balance the need for timely decisions with an awareness that good decisions are supported by honest and open feedback from others. Be careful not to overlook the ideas or opinions of others, especially when their feedback would contribute to effective decision making. Recognize that it might be more productive at times to take a less directive approach. Try to give your staff the time to consider all the facts and the autonomy to come to their own conclusions.

- Your results suggest that you are generally satisfied with work. This may make it easy for you to trust your own judgment and stay focused on making timely and productive decisions that will benefit your team and your organization.
- Be careful not to let your positive feelings about your job interfere with your objectivity. Remember that you may need to make tough decisions once in a while, so be prepared to handle these situations tactfully and professionally. When making tough calls, gather information from others to ensure you fully understand the situations. Try not to rely on your judgment alone when your decisions will impact the work or lives of others.

- You appear to be genuinely motivated to maximize organizational effectiveness by setting high standards and aspiring to accomplish difficult goals. Accordingly, you probably do not hesitate to make clear-cut and appropriate decisions.
- Due to your tendency to set high standards for yourself and others, you may sometimes want to oversee decisions that do not necessarily involve you. Try stepping back from the decision making process. Instead of involving yourself during an ongoing project, set a time to review the project once all deadlines and milestones have passed. This way, you give your team the opportunity to make their own decisions, while still leaving yourself the chance to provide feedback to others that will guide their decision-making in the future.

- You tend to be socially confident and self-assured, which means that you may find it relatively easy to make tough decisions that others might be hesitant to make. Your confident nature implies that you can easily approach colleagues to get the information you need and allows your staff and others to feel reassured about your decisions.
- Overconfidence can obscure issues that can be important to the decision making process. Ensure you gather enough facts to make an appropriate decision. Ask others for advice, and be sure to consider their opinions, especially when their instincts contradict your own. Try to consider both the positive and potential negative consequences of any decision before you make it.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your results shows that you have a composed and easygoing nature. This makes it easy for you to remain calm in stressful and difficult situations when tough decisions need to be made quickly.
- Be aware that your relaxed approach may not effectively set the tone for important matters. At times, the quality and efficiency of the information gathering process, and the resulting decision can be enhanced by adopting an approach that communicates a sense of urgency and importance regarding the issue at hand.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your responses indicate that you seem to be organized and methodical. Because of your ability to keep track of important information, you are likely to be effective at informing others of policy changes, occurrences, and decisions made at work. In addition, you tend to be thorough in your communications and ensure that you do not miss any details.
 - There are times when a more concise summary is preferable since you might run the risk of clouding the main message with irrelevant details. Critically review your communications before sharing to ensure that the main message shines through loud and clear.
-
- According to your scores, you are disposed to impart information to those with whom you work. Not only do you keep colleagues informed of your thoughts and activities, you also convey information that they will find relevant to their own activities and interests.
 - You tend to communicate work information openly, therefore it is important to focus on key information, and be careful not to step on toes by sharing information that may originate from, and be more appropriately passed on by, another individual. Always consider your audience before sharing information.
-
- You tend to make careful plans before embarking on a course of action. Because you tend to think before acting, you are likely to be an effective communicator who shares only the most pertinent information in an efficient manner. When you communicate information, you are usually careful that your information is accurate and you tend to assess the most suitable method of communication.
 - Be sure you don't deliberate too much when deadlines are looming and information is needed to make timely decisions. Ask trusted coworkers for their opinions rather than delaying over small details.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your results indicate that you are inclined to direct the behavior of others and may naturally assume a leadership position. These attributes can help you gain influence and recognition, since a moderate level of assertiveness is important for achieving positions of greater responsibility.
- Be aware that while these tendencies can positively impact your ability to influence others, in excess they may be perceived as controlling. Be intelligent about your strategies for securing coworker support. Subtle tactics may help you obtain a position of greater influence because coworkers might prefer a respectful, collaborative style. Try not to insist that things always be done your way – other methods can be just as effective.

- You tend to work hard to achieve your goals. As a result, you likely strive for increased influence and advancement in your organization.
- A singular focus on your own accomplishments can sometimes run counter to the responsibilities of a leader. Try not to become overly preoccupied with collecting a string of personal successes in your rise to the top – you will likely receive praise and respect if you encourage and motivate your staff to find their own personal success. A tendency to work for "the greater good" will show that you are interested in the success of the company instead of simply trying to further your own agenda.

- Your results indicate that you tend to feel confident and comfortable in social situations. Your ability to engage others and form important relationships likely contributes to your opportunities for advancement.
- Be sure to keep in mind the value of modesty. While it is natural to feel pride in producing quality work, let your accomplishments speak for themselves. There can sometimes be a fine line between being perceived as self-assured versus arrogant.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your responses indicate that you are able to effectively manage your work environment in a tidy and organized manner. This orderly approach helps you track tasks and manage time effectively in order to complete all necessary tasks. As such, you are likely to identify your most important tasks and complete those duties first.
 - Remember that others may not adhere to the same level of organization as you do. It may be helpful to encourage direct reports to implement a similar approach to their own work, thereby fostering a tidy environment where everyone is aware of which tasks take priority over others.
-
- You are a thoughtful individual and find it easy to control yourself. You tend to think about issues and decisions carefully before acting. This suggests that you think through your course of action at work, and, when combined with your ability to control yourself, this enables you to complete key tasks while avoiding distractions.
 - There will be times when a critical task arises unexpectedly and requires you to spontaneously change your plans or order of priority. Being well-prepared and well-informed will enable you to act more quickly and spontaneously when you encounter a sudden change of plans. Though you may have a carefully pre-determined course of action laid out, you can also account for possible contingencies and keep feelers out for indicators that change may be coming.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- It appears that you have a wide range of interests and are curious about new activities and topics. As a result, you are likely to stay up-to-date on market trends and what the competition is doing. This knowledge likely enhances your ability to make good business decisions.
- Be careful not to let your diverse interests carry you too far afield of the situation at hand when you are trying to solve a specific problem. Strive for depth in addition to breadth to inform your decisions.

- Your results suggest you like to set challenging goals for yourself and work hard to achieve goals. As a result when you learn of new information regarding the competition or market trends that could affect your organization you may excel at devising competitive strategies or seeking out new growth opportunities.
- Your ambition is an asset to your organization, but remember to seek help from others on difficult tasks. Gaining insights from others can introduce you to a new perspective that you may have overlooked.

- Your results suggest you are motivated to learn about many different areas and like to synthesize what you've learned using a rational thought process. These qualities will likely help you to develop a high level understanding of your organization's strategic priorities and important market trends. In addition, you can apply your knowledge to solving complex problems.
- There may be times when a rational analysis of a problem leads to more than one possible solution. In these circumstances you may feel uncomfortable relying on intuition. Try to trust in your knowledge and abilities and recognize that at times logic may not be sufficient.

- Your results suggest that you avoid making hasty or spontaneous decisions. Your careful consideration often results in good judgment on your part. As such, your careful deliberation allows you to apply your business knowledge to tasks and problems.
- It is important that your careful deliberation does not lead you to hesitate to act. Trust your well-developed knowledge and judgment when decisions need to be made quickly.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your satisfaction with your work contributes to a positive attitude that sets a positive example. Expressing your satisfaction with team accomplishments and your staff members' contributions may be the first step toward inspiring coworkers to find satisfaction in their own work.
- Help others outline a development plan that will keep them focused on continuous improvement and personal growth. Share your own strategies with your direct reports, but also encourage them to find out what works for them. Set timelines for goal achievement and regularly follow up on progress.

- Your responses indicate that you set a positive example for employees to follow, and that your performance may help inspire others in their own work. You set the standard for others and can lead by example.
- Remember that being an example for others means that all the behaviors you engage in have the potential to influence the behaviors of others. Think carefully before you act, considering not only the accomplishment of your own tasks and goals, but how this behavior will be perceived, interpreted, and replicated by others.

- Your direct reports are likely to view you as inspirational because of your tendency to strive for excellence, take on challenging assignments, and maintain high standards.
- Be aware that your desire for excellence may lead to resentment or self-doubt in your direct reports if they feel like their best efforts are never good enough. Take care to give praise and ownership over key parts of projects to your direct reports to maintain their trust and goodwill.

- Your results indicate that you tend to be a trustworthy individual who values honesty. Others are likely to view you as an inspirational example to model their own behavior after due to your strong moral convictions.
- Although these qualities can stimulate similar behavior among your direct reports, it is important to also maintain realistic expectations of others. Try to avoid reprimanding others who may fail to live up to your high moral standards. Inspiring others means supporting them when they falter.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

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

DEFINITION

Accomplishing an above average quantity and quality of work.

FEEDBACK

■ Relationship and Implications

● Guidance

- Generally, you tend to feel satisfied with your job, which could include aspects such as relationships with coworkers and direct reports, working conditions, recognition, opportunities for advancement, and control of work activities. This satisfaction likely contributes to your motivation to be productive, especially if you are not distracted by negative thoughts and feelings about your work and environment.
- Although you are satisfied with your job, be aware that your productivity may in part be dependent on the productivity of others. Be considerate and non-judgmental of others' sources of dissatisfaction, and where possible, try problem-solving or offering assistance.

- As an individual, you likely feel responsible for keeping any promises you make. Your tendency to fulfill your responsibilities and keep your word likely encourages you to fulfill your work-related duties on or ahead of time.
- Be mindful that your sense of responsibility could lead you to take on too much and leave you no time for yourself and your other duties. Take a step back from your work from time-to-time and look for opportunities to delegate to others, which will allow others a chance to step up, learn, and demonstrate their capability. Make a habit of looking over your roster of tasks to determine which items would benefit most from your effort and productivity.

- You tend to be achievement-oriented and motivated to strive for excellence. This tendency to exhibit a determined work ethic lends itself well to accomplishing an above average quantity and quality of work.
- Your desire to succeed and overcome challenges at work should not compromise other aspects of your life. Remember to take time to enjoy your life outside of work and set aside some free time to do what you most enjoy. Balance is key – create a work environment for your staff that combines just the right amount of healthy competition with cooperation and teamwork.

- You tend to persevere or “push through” in order to accomplish difficult tasks and solve problems. Your persistence in working on projects for extended periods of time without distraction may contribute to your productivity.
- Be aware that your tendency to get caught up in seeing a task to completion could be taking time from other priorities. Make sure to prioritize your tasks appropriately in order to avoid spending too much time on trivial issues. Take breaks from your work to interact with team members and refresh your mind once in a while, as you might find that you return to your work with even more energy after short breaks.

DEFINITION

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.

FEEDBACK

■ Relationship and Implications

● Guidance

- Your results indicate that you tend to be receptive to things that are new and different, and welcome change. This suggests that you are open to considering novel or unconventional approaches. This should elevate your ability to develop long-term plans for your unit or organization that are backed by effective goals and processes.
- While new ideas and approaches are exciting, bear in mind that conventional methods are often in place because they are effective and efficient to implement, and thus should not be completely dismissed but rather considered against new alternatives. Things that have an element of the unknown or uncertain require critical evaluation from many different angles to gauge feasibility, adequacy, and clarity before incorporating them into the vision.

- Individuals who strive for excellence, like yourself, appreciate the need to stay abreast of new developments and challenges. This likely has a positive impact on your ability to stay on top of long-term industry trends and external threats to the organization, which facilitates long-term planning.
- You may be so driven that it becomes difficult for you to "let go" of an idea or project that you have devoted so much effort into developing. This may present a problem when you must adjust your long-range goals to suit changing circumstances. Try to remain open-minded about the future and stay flexible to accommodate unexpected shifts and trends. Sometimes, it can be necessary to relinquish some accomplishments in order to achieve a more meaningful future outcome.

- You are generally motivated to explore topics in great depth. Your reflective and inquisitive nature may help you gain the understanding and insight needed to develop sustainable long-term plans that support a clear strategic vision. Because you may enjoy reflecting thoroughly on ideas, you likely have no trouble developing well thought out and engaging long-term plans to motivate your team.
- Remember to keep your main priorities within reach – it is sometimes easy to get lost in complex thought and lose sight of a project's overall purpose or objective. It may help to clearly outline these priorities and make sure they are linked to the long-range plan.

- Your results suggest you tend to be thoughtful and ponder issues carefully before acting. These qualities likely increase your motivation and ability to explore and gather all the necessary information you need to generate a feasible, realistic company vision and the means to achieve them.
- Your inclination to be restrained might keep you from considering more creative and abstract ideas or from sharing them with colleagues. Don't be afraid to express ideas before editing them – doing so will encourage your staff to do the same and could result in the development of something great.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- You are generally happy with your work, suggesting that you enjoy and take pride in the work that your unit completes. It follows that you may engage in regular short-term planning to ensure that your unit is successful. Moreover, your positive attitude to your work and planning is likely to be contagious, and your direct reports may follow suit.
- From time to time, you may experience periods of dissatisfaction with your work. When this occurs, make an effort to continue your focus on short-term planning to help your unit stay productive.

- Your results suggest you tend to prefer order. This means you are often methodical, tidy, and put effort into keeping materials highly organized. It is likely that you will encourage short-term planning within your unit to maintain order and ensure projects progress according to plan.
- It is important to recognize that if you insist on imposing order at all times you may be perceived as inflexible. If your direct reports do not do things exactly as you would like, try to be accepting as long as they are still following clear plans. Your reports will likely work harder for you if you give them the freedom to work in the way that is most comfortable to them.

- Your results suggest you are a thoughtful decision-maker who tends to consider issues carefully before deciding on a course of action. It follows that you are likely to create and adhere to thorough short-term plans within your unit in order to achieve long-term goals. Short-term plans, and a careful adherence to the plans, are important for measuring, pacing, and forwarding a project.
- Try to resist the urge to deliberate and ponder through decisions when a faster process would be sufficient. You may find it helpful to give yourself a limited period of time to come to a decision so that progress is not delayed.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- You have a tendency to take an organized, methodical approach to completing your work. As a result, coworkers perceive you as someone they can trust to get work done effectively and on time.
- Do not let your preference for order take up valuable time that could be better spent working on your assignments. Even the most well-organized project can stall if you fail to make progress. If this is a challenge for you, try setting a timer to limit the time spent tidying. Allow yourself to organize until the timer goes off, at which point you can shift your attention towards task completion.

- You tend to be responsible and dependable and can be counted on to meet deadlines and commitments.
- Others may try to take advantage of your capable nature by having you take over some of their responsibilities and work. As a leader, you need to make sure that your direct reports take responsibility for their work, instead of micromanaging and taking on all their responsibilities yourself.

- You aspire to accomplish difficult tasks and maintain high standards for yourself and others. Others feel they can depend on you to meet your obligations and deadlines.
- As a leader, you can motivate and set an example for your followers. However, try not to let your achievement orientation put too much pressure on your followers. Remember that many employees are not as advanced in their careers as their leaders and are therefore still building their skills. Even those employees who are highly motivated may not have the required experience to be as productive as you expect them to be.

- You tend to think carefully before acting. This tendency likely allows you to focus on one thing at a time, thereby making it more likely that you will follow through on your commitments.
- By encouraging these tendencies in others, you can help to foster an environment where work is completed in a planful manner. Help others practice patience and deliberation on important tasks by identifying those inputs that compete for their attention. Are there steps that you can take as a team to minimize these distractions? Perhaps this means encouraging coworkers to send questions in emails, rather than quickly stopping by one another's offices. This can help to reduce the urge to jump to another task by instead encouraging others to respond when they have the time available.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- You appear to be comfortable with responsibility and can be relied upon to honor your commitments. This constancy should augment your capacity to pursue and successfully execute challenging endeavors.
 - Do not let your motivation to achieve run amok and lead you to over-commit. With your inherent sense of responsibility, you may find yourself pushing too hard to meet your obligations, and risk jeopardizing your well-being, work quality, and work relationships in pursuing a single-minded focus. Before saying "yes" to additional responsibilities, take time to consider your current commitments. How much time do you have available to dedicate to this new project? Will it draw your attention away from any of your existing priorities? If so, what are the consequences of this? If, after considering your current workload, you feel capable of taking on a new challenge, then proceed; but if not, recognize that saying "no" is an acceptable response as well.
-
- You tend to be driven and goal-directed. You likely pursue your objectives with a certain degree of intensity and purpose. As such, you typically demand a high level of excellence in your work.
 - Try to apply some of your own motivational strategies when managing others, but when doing so, make sure you adjust your strategies to account for different levels of direct report motivation. Also, avoid setting your expectations at a level that could be stressful to others.
-
- You tend to be persistent and do not give up easily when faced with challenging tasks and goals. This likely means that you demonstrate the motivation to work hard, be successful, and to achieve difficult goals.
 - As a leader, your work is likely to be dependent on the work of others and accomplishing difficult goals often requires sustained effort from the entire group. Be sure to check in with your team and consider how you can help to motivate those who may be struggling to keep up. Doing so will help to ensure that everyone is making progress towards the same goal.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- In general, you appear to be accommodating, easy to get along with, and tend to avoid conflict. As a result, you likely find it relatively easy to build and maintain meaningful interpersonal relationships with coworkers. This tendency means that others are likely to perceive you as approachable and friendly.
- Be aware that your desire to be considerate and avoid friction may, at times, impact your ability to be honest and straight-forward with others. Remember that establishing trust is often part of establishing meaningful relationships. As such, it is important to not only be friendly and personable with others, but to also respectfully offer your honest opinion when necessary.

- Your results suggest you are a friendly and open person. You tend to accept the feedback and constructive criticisms of others, and this open communication style allows you to form lasting positive relationships with staff and coworkers.
- Be sure you are able to distinguish between constructive and unfair feedback, and respond appropriately to each. Remember, you are acting as a role model for how staff should interpret and react to feedback, but that does not mean you should ignore blatant personal attacks.

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

- You appear to enjoy being with people and typically make an effort to win friendships and maintain social networks. Personable and social individuals, like yourself, naturally seek out opportunities to connect with business contacts. This likely has a positive impact on others.
- Be aware that placing a heavy emphasis on relationships can result in neglecting specific daily tasks. Set aside time each day where you can work quietly, without interruptions on your core tasks. Indicate your unavailability by blocking off time in your calendar, silencing your phone or email, and closing your office door. This will allow you to fully focus on your tasks in the moment while also providing you guilt-free time later to foster your business relationships.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your results indicate that you are attentive and interested in many different topics. These qualities likely help when listening to the questions, concerns, and perspectives of those around you, and others likely perceive you as a good listener.
- Be careful not to let your curiosity lead you away from a focus on the feelings of the person you are speaking with, particularly if someone is sharing something sensitive in nature.

- Your responses indicate that you are willing to listen to the comments, concerns, and questions of staff. This openness to feedback makes it likely that you will listen to the viewpoints of others. You are also likely to reciprocate with relevant information.
- Continue to set a positive example for your team to follow by reinforcing the importance of remaining open to feedback from others. Foster an environment among your team where input is valued as an opportunity for growth and development, rather than as a personal attack that is meant to disparage others.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your results suggest you are a steady and reliable person who strives to meet your obligations to others. As a result you are likely to demonstrate high levels of initiative and work well independently.
- Try to balance your tendency to take on responsibilities with an awareness of when it is possible to delegate work to others so that you do not become overworked.

- You tend to maintain high standards and are typically willing to work hard to accomplish difficult goals. Your apparent desire to be successful may be a strong impetus to independent task accomplishment.
- Try not to become narrowly focused on personal success, to the exclusion of meeting team objectives. You can still be perceived as a self-starter while working toward team goals if you take the lead on important projects, delegate project roles, and foster collaboration. Make it a personal challenge to discover what motivates your staff.

- Your results suggest that you tend to be curious, analytical, and motivated to understand many areas of work and knowledge. You may prefer to work independently, as you typically like to reflect on problems and think through solutions by yourself.
- You may find it enjoyable to delve into the intricacies of a problem, however, consider whether there is a practical payoff for the time invested. If you find your team becoming stalled on execution due to your intellectual curiosity, consider how you can leverage your inquisitive nature for personal development pursuits instead.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your results suggest you are well-organized and dislike clutter or chaos. As such, you are likely to enjoy and excel at organizing the work of others. It is probable that you develop detailed project plans for your direct reports. Although this is often a necessary task for leaders, be cautious of "micromanaging" your team. Ensuring everyone is clear as to their responsibilities is great, but dictating how each task must be done can often stall progress and discourage direct reports.
 - Try sharing enough detail so that expectations are clear, but avoid overloading. Encourage direct reports to ask questions if they would like further detail.
-
- You tend to be thoughtful and act with deliberation when making decisions. Your patient and reflective approach likely helps you to organize the work required of your direct reports. Providing a carefully considered, detailed plan to direct reports can provide them with a clear understanding of what tasks are needed and what results are expected, supporting their performance and your goals.
 - Make sure that you don't "over deliberate". Spending longer than needed to make decisions or to communicate with your direct reports can be a waste of time and resources. For example, if they have successfully completed a similar task in the past they likely need less direction the second time around. Under these circumstances, trust in the skills of your team and dedicate your time to more important projects.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your apparent sense of curiosity and desire to learn likely encourages you to discover what makes things work. This tendency allows you to synthesize and dissect the relevant information in order to get to the heart of the problem.
 - Staff may appreciate that you gather the necessary background information and take it upon yourself to understand complex issues. However, be careful not to get distracted by purely intellectual challenges, or spend too much time looking for a perfect solution. You may run the risk of overlooking a more grounded and obvious answer. Make sure to maintain a balance between the time you invest in a problem and the practical solutions that you generate.
-
- Your tendency to act with deliberation and avoid spontaneity helps you work your way through examining and identifying the relevant information in order to get to the heart of the problem.
 - Staff may appreciate your thoughtfulness and reflection and it might encourage them to exhibit the same behavior. This will allow you to deliver the best possible solutions. Keep in mind that sometimes too much attention to detail can stall progress on a project without much added benefit or product quality. Set deadlines for project milestones and do your best to adhere to them, even if it means taking a more high-level approach to some tasks.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your results indicate that you tend to receive criticism well and are generally accepting of the opinions of others. As such, you are likely to maintain your composure when faced with challenging situations. This is an important skill to share with your direct reports
- Try to teach your team to approach challenging situations as learning opportunities and to avoid immediate gut-reactions, which are often negative. You can help by giving feedback in positive ways. Try to provide specific points for improvement, rather than making blanket statements about performance.

- You likely have a steady, controlled style, which helps you avoid saying or doing things that you might later regret. As a result, others likely see you as composed and emotionally stable during times of stress or pressure.
- Although you may prefer to think through things before making a decision, this may not always be possible. Try to identify those times when thorough deliberation may be too costly and instead attempt to make educated, quicker decisions.

- Your results indicate that you tend to be calm, contented, and easy-going. This likely helps you avoid conflicts with coworkers and tolerate stressful work situations. In fact, others may even admire your composure.
- Try to recognize that occasionally thinking about the consequences of negative outcomes may help you put a different spin on issues or enlighten you to possibilities you hadn't considered. In order to avoid complacency, always try to consider all angles of a problem to make sure you don't overlook any important points.

- You tend to be calm and even-tempered when faced with unpredictable circumstances, and are successful at controlling your emotions or frustration.
- While your direct reports likely appreciate your calm demeanor, don't let this stop you from getting energized and enthusiastic, or from showing your displeasure to others. Sometimes it may be warranted to be firm with your opinions or in conversations with underachievers. Try to balance your relaxed disposition with discipline and praise where needed.

DEFINITION

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.

FEEDBACK

■ Relationship and Implications

● Guidance

■ You tend to enjoy leading and influencing others. You are likely skilled at communicating your organization's vision and goals to your direct reports in a compelling manner.

● When communicating the strategic vision with your direct reports, try not to be overbearing. Instead, encourage them to understand how their role within the organization can help it to achieve its goals.

■ Your results indicate that you tend to be accepting of change. As such you are likely open to the fact that organizations often need to make changes to remain on top of industry trends.

● Remember that although it is important to keep pace with an evolving industry, change is not always good. When considering adjustments to your organization's vision, consider if they are appropriate within the organizational and economic climate in which you are working. Evaluate and invest more heavily in those changes which will help your organization in the long run.

■ Your tendency to pursue challenging goals and strive for excellence may encourage you to focus on developing a compelling, long-term vision of the future.

● While you are typically able to make consistent progress toward distant goals, not everyone will show the same level of drive and achievement as you do. Make it a personal challenge to find ways to customize strategies and approaches that align with staff members' learning styles and strengths. By tailoring your approach, you may find ways to inspire others to see personal relevance and significance in your organizational vision.

■ Your responses suggest that you are intellectually curious. As a result, you are motivated to gain an in-depth knowledge about many things pertaining to your organization, such as the greater economic conditions and the characteristics of the industry. This knowledge helps you understand the organization's vision and goals.

● Ensure you have developed the communication skills needed to complement your high-level understanding of the organization and greater industry so that you can inspire others with the company's vision.

DEFINITION

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.

FEEDBACK

■ Relationship and Implications

● Guidance

- You tend to be socially confident and skilled at presenting your ideas to others. As such, you may be able to present your vision of the company's future in a way that is appealing and interesting to others, and that will inspire staff to identify with your long-term plan.
- Don't forget to recognize that others may have valuable insights as well. Stay receptive to the ideas of others – multiple perspectives can add further depth and stability to your vision. In addition, team members are more likely to adopt your strategic direction when they have had an opportunity to provide input.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- You tend to be open to compromise and receptive to the opinions of others. This tendency should facilitate direct report involvement since your team likely feels you welcome their suggestions and input.
 - Be aware that there may be times when you will need to show a strong reaction in order to get your staff to critically evaluate their own ideas and submissions. A willingness to challenge your direct reports and prompt them to think through the logic and possible outcomes will show that you take their suggestions and contributions seriously.
-
- You tend to be open to receiving feedback and are not threatened by criticism. This tendency should facilitate direct report involvement since your team likely feels comfortable approaching you with their suggestions and input.
 - Keep in mind that not all feedback is valuable or appropriate. Reflect on the feedback direct reports give you, assessing clarity, truth, and usefulness. Make adjustments where possible, but understand that some feedback does not require action. It is up to you to evaluate feedback and act accordingly.
-
- Your tendency to easily connect with others contributes to your friendly, amicable style. You are typically ready and willing to consult with your direct reports and actively solicit their suggestions and ideas. Since you tend to readily accept people and easily maintain associations and friendships, others likely feel comfortable approaching you, which facilitates their involvement in the workplace.
 - Make sure you take note of staff concerns and follow through in a timely manner. Acknowledging suggestions and feedback is important but it is equally important to take action and follow up.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Leaders who enjoy trying new approaches in their work are often able to remain flexible in the face of changing circumstances. They can adjust their work style and adopt new methodologies to ensure they reach their objectives.
- Remember, new approaches aren't necessarily better for your organization. Carefully consider how the new methodology will address problems faced in your unit before creating wide-spread change.

- Your results suggest you have a friendly and cooperative nature. As a result, you are often willing to adjust your approach to accommodate others. This may be especially advantageous when you are working with direct reports, as you are likely to adapt your leadership style to each individual's needs.
- Be careful not to become more of a friend than a leader. If you become too accommodating, people might take advantage of your flexibility. Set reasonable but firm boundaries with your coworkers, and ensure both your team and your staff adhere to these limits.

- Your pattern of responses indicate that you are often willing to listen to constructive feedback and to act upon it. This ability is important in times of organizational change, where your previous actions may be less effective or may no longer apply.
- Remember to critically think about any feedback you receive. While feedback is valuable, not all can or should result in adaptive changes. Use your best judgment to act on feedback that will result in improvements or positive outcomes while reconsidering advice that may have more negative consequences.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your responses indicate that you are inclined to follow the rules and standards of your organization. This behavior means you not only uphold the values of the organization, but that you can address ethical dilemmas with integrity.
 - When following the rules is either difficult or met with resistance, remember that you are a role model for your employees. Be sure to act in such a way that your team can learn from and use as an example in their own work.
-
- Your results indicate you value being honest and ethical. Your strong sense of right and wrong likely compels you to demonstrate a high degree of integrity.
 - In the face of dishonest behavior from others, you may become discouraged or come to feel that your good actions do not change anything. Try to remember that you are setting a positive example and influencing those around you as well as the culture of your organization.
-
- Your results suggest you are thoughtful, restrained, and think carefully before acting. Because of this, you are unlikely to express negative or tactless comments to others or conduct yourself inappropriately in the heat of the moment. As a result others can count on you to represent your organization with care and integrity.
 - Be aware that you may gain a reputation for being overly serious, inflexible, and methodical. Recognize there are sometimes less-involved ways to proceed that can still uphold standards. If required to respond quickly, seek input from others to help guide your decisions and actions. When appropriate, don't be afraid to take a more relaxed approach to work and have some spontaneous (i.e., less constrained) interactions with others.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your results suggest you think before acting. This likely helps you to delegate to your direct reports because you take the time to think through how each individual can contribute to the overall goals of the organization.
- Be aware that at times faster decision-making may suffice, saving time and effort. Continually stay apprised of the activities and abilities of your team. A clear understanding of each direct report's work roster and strengths can help you make faster, accurate decisions when there is a task that must be assigned quickly.

DEFINITION

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.

FEEDBACK

■ Relationship and Implications

● Guidance

- You tend to be accommodating, which can help you in your interactions with clients. Leaders who are willing to reach a compromise are more able to form positive, productive relationships with their clients.
 - Remember that when you interact with clients, you are acting as a representative of your organization. Be careful not to become so accommodating that your company doesn't benefit from its clients. Always keep the goals of your organization in mind when dealing with clients, balancing friendliness with the interests of your organization. Work with clients to find win-win solutions. Communicate openly and positively when compromise is required if you cannot accommodate all their requests.
-
- You tend to handle complaints effectively and are not easily offended by criticism. These qualities assist with your ability to remain open to feedback. Being open to and incorporating feedback into your practices will facilitate the maintenance of positive client-focused relationships.
 - You may occasionally interact with clients who are rude or overly critical, and they may take up excessive resources as a result. When a client is very critical, consider if their concerns are legitimate before making concessions and spending more time on trying to meet their needs.
-
- Your results suggest you are sociable and value interpersonal relationships. Thus, you are likely to establish a rapport with clients that will help you to develop positive and trusting relationships. It is likely that clients trust you and provide you with honest assessments of their needs. This helps you deliver client-focused solutions.
 - You may at times emphasize the social aspect of your client-relationships too much and this may cause you to inefficiently use your time. Because of your level of interpersonal skill, you are able to maintain positive relationships with less time and effort compared to others. Recognize that past a certain point, the decreasing gains of relationship building may come at a cost of other productivity gains. It might help to track your activities and understand the proportion of time you devote to the social aspect of relationship building as opposed to other client service activities.
-
- You are a calm individual who is able to regulate your emotional responses, even in frustrating situations. This placid demeanor is useful when dealing with customers, especially when a long-term relationship is desired.
 - Just remember that although maintaining calm is important when dealing with customers, a little firmness can go a long way in preventing others from taking advantage of you. Avoid setting unrealistic expectations early on that may lead others to exploit your good-nature in the future.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your results suggest you are accommodating and amicable when working with others, and are easy to get along with. In general, these qualities promote harmony in team environments by making others feel comfortable and by minimizing divisions within the team.
 - You may tend to allow your desire to avoid conflict prevent you from addressing problematic issues. This may lead to a seeming appearance of team harmony on the outside, but inside there could be discontent and dissatisfaction that has the potential to threaten the team's sense of identification and mutual purpose. Sometimes, difficult conversations are necessary to gain closure and common understanding so the team can move forward. Consider what conflicts you might currently be avoiding and the impact they are having on your team's performance. Make a commitment to addresses these conflicts one at a time, starting with the situation you feel most comfortable with.
-
- You tend to enjoy interacting with others, and your friendly, approachable style likely contributes to your effectiveness as a team leader. You probably find that experiences are enriched when you are able to share them with others. This is a valuable trait for a team leader to possess as it likely enables you to gain the team's support, facilitate cooperation, and foster collaboration and identification with team objectives.
 - Be aware that a tendency to form close personal ties with others can sometimes blur the lines between friendship and business relationships. Don't let others take advantage of you. Remember that as the leader of the team, it may be necessary to capture the attention of the group and re-focus their efforts on team objectives.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your responses indicate that you are accepting of feedback and information from others. This information likely aids in your ability to make fair, informed, objective decisions.
 - Keep in mind that being accepting of feedback does not mean all feedback is fair. Evaluate feedback using your best judgment, and only consider that which is of high quality and relevance.
-
- Your results indicate that you tend to value honesty and truth. Your dedication to remaining ethical and trustworthy likely drives you to seek out information to ensure you are making a fair, unbiased decision.
 - Remember that the truth is complicated, especially in interpersonal situations. Trying to find a solution to problems that fall in a moral grey area may cause you to delay, allowing problems to grow. When decisions that use your judgment are required, reflect on the information you have available. Think through the implications of your decision, including how it will impact those involved. Use your strong moral compass to help you come to a decision.
-
- You tend to be a deliberate, prudent person and you are typically careful to maintain a realistic perspective and methodically weigh the pros and cons of a decision before acting. Accordingly, you are likely able to settle on an objective decision that is free from personal bias or favoritism.
 - This objective process means that you tend to make an effort to arrive at the best possible decision for you and your coworkers. Remember that there will be times when decisions need to be made quickly, meaning that you may have to give up some deliberation in order to meet a deadline. In these situations, set yourself a timeframe in which to gather and ponder information, and after this deadline passes, use the information you have and your best judgment to make a decision.
-
- Your results suggest that you are even-tempered, calm, and rarely express hostility. As a result, you tend to make logical decisions, without experiencing strong emotional reactions. Because you don't let your emotions cloud your viewpoint, you are able to look at issues from an impartial standpoint.
 - It is important to recognize that there may be situations where it is useful to express your displeasure, so others can best respond to your concerns. Try to learn when and how to express your emotions tactfully, as doing so could prevent a few small mistakes from escalating into a larger problem.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your results indicate that you are open-minded, non-judgmental, and refrain from speaking negatively about others. This gives you the ability to maintain a realistic perspective and keep personal biases to a minimum.
- Be aware of instances where you are tolerating substandard performance from your staff. High standards need not be incompatible with being open-minded and unprejudiced. Use your non-judgmental approach to talk about subpar performance from others. Remaining calm while also staying fair and fact-based about where their performance needs improvement can create a productive environment where coworkers are given a fair chance to grow and develop their skills.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your results suggest that you are methodical, disciplined, and prefer to keep materials well organized. Having a work space that is free from clutter may help you to avoid distractions and focus your attention on completing important tasks.
- There may be instances where you are asked to jump into a project already in progress and you may feel disorganized. In these instances, it can be important to acknowledge the scope of the work and the timeframe in which it needs to be done. Consider what the best use of your time is. While you may prefer to take a step back and get organized, the overall progress of the project may depend on your immediate input.

- Your results suggest that you are willing to take on and tend to follow-through on your responsibilities. This dependability and steadiness enhances your ability to apply the effort and concentration necessary to see projects through to completion.
- These qualities may sometimes need to be tempered, as they can lead to burnout as a result of taking on too much and focusing on execution to the exclusion of all else. From time to time, step back and consider whether you are too locked into a project, and if so, how you can "pump the brakes" a little in order to focus more on your own needs and other priorities.

- You are a capable individual who aspires to complete what you set out to accomplish. You enjoy attaining excellence and will put forth extra effort to achieve it. As a result, you tend to succeed at staying focused and seeing projects through to completion.
- Be aware of when you may be taking on too much. It could be difficult to stay focused when you are trying to complete a myriad of tasks. Remember to take time to prioritize your work. Consider both the importance and urgency of each task and focus attention where it is needed most first.

- You tend to work long hours tirelessly and patiently. These qualities likely help you to stay focused on the task at hand and see projects through to completion.
- Remember to conserve your resources for critically important tasks so that you do not wear yourself out on less important ones. Take regular breaks to ensure your work stays of high quality.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- You tend to deliberate on important decisions and have a focused, steady approach to work. This likely leads to thoughtful and prudent work habits. As such, you generally have no trouble resisting impulse and maintaining the necessary discipline to see projects through to completion.
- Remember that distractions are likely to arise and although it is important to not let these derail your work, it is also important that they are not ignored. When distractions occur, take note. Record the event in your task list and set an intention to return to the situation at a later time. This will help to ensure that important issues are not missed or forgotten, while continuing to make progress on your current task.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your results suggest that you are satisfied with your job. This likely enables you to represent your unit in a sensible, practical, and effective way. Because you tend to feel stimulated at work, you will likely be motivated to proactively and consistently present your department or unit in a positive way. This can have a positive effect on others' views of their own work and their team.
- Be aware that representatives who are content with their surroundings may assume their direct reports are similarly satisfied. When lobbying on behalf of team members and promoting their interests, don't hesitate to ask them for ideas and suggestions about potential improvements to their work environment that you might have overlooked.

- You are generally motivated to strive for excellence in pursuit of your goals. This likely helps you represent the team in a positive way and obtain the best outcome for your unit.
- Note that while there is value in being motivated to surpass other departments in terms of gaining status, recognition, and resources for your team, this should not come at the expense of accurately representing your team. Be aware of how your desire to achieve success may contribute to personal bias. Make sure you have a clear understanding of the true situation before publicly advocating for your team.

- Your social confidence and self-assurance in group situations likely allows you to project a confident image. Others may see you as a credible, skilled lobbyist and team advocate who is able to effectively negotiate rewards for your team or organization.
- You are probably aware that if you present a confident image when requesting better conditions or when promoting team accomplishments, others may be more receptive to the urgency and importance of your requests. Consider practicing your message with your team. Gather their feedback to ensure you are representing their interests accurately.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your results indicate that you tend to be achievement-oriented, and as a result, are likely able to set challenging goals and expect the highest level of performance from yourself. You typically also expect those around you to meet high performance standards.
- Keep in mind that others may have different sources of motivation than you do. Before solidifying your performance expectations, try to learn different ways to motivate your direct reports and tailor your strategies and expectations accordingly. Be sure to make an effort to praise others on a job well done.

- You tend to make careful, deliberate, and rational decisions. This tendency likely helps you and your direct reports achieve a high level of performance.
- There may be occasions when taking the time to come up with a well-formed, detailed plan of action is unnecessary and impedes progress. One of the skills you can teach your direct reports is when to use careful planning and when to act quickly to make the most of opportunities.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- You tend to be comfortable with people and are likely highly regarded for your social skills and abilities. Others generally perceive you as poised and self-confident.
- While this confidence likely helps you to emanate executive presence, remember that a sense of modesty is also a valuable attribute for a leader to possess. In order to prevent high self-esteem from escalating to arrogance, try to stay rooted to your personal belief system and step back to re-evaluate your motives from time to time. Listen to others' perspectives and defer to their knowledge and expertise when the situation calls for it.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your preference for new and different experiences may lead you to incorporate novel approaches into the generation of new ideas. Leaders who are open to change, like yourself, are often willing to test new techniques rather than sticking with tried-and-true methods. This can help to foster creativity and original insight since you are able to pull inspiration from a multitude of experiences.
- Although your varied experiences can lead to divergent thinking, remember that your direct reports can be an excellent source of new ideas. By making a conscious effort to ask others how they would view the situation, you can help to bring a new frame-of-reference to your work.

- You appear willing to put forth the effort required to achieve excellence, which likely includes finding new and original approaches to dealing with problems. You typically also emphasize and reinforce excellence and creativity in the work of others.
- This is desirable in a leader, but be careful how you frame your feedback on others' ideas. You don't want to stifle or discourage the expression of creativity. When providing feedback to staff, try to begin and finish on a positive note and remember to acknowledge and reinforce the strengths of their position whenever you have to reject an idea or proposal.

- You tend to have an intellectual, analytical thinking style. This intellectual curiosity likely stimulates creative thinking through a desire to probe and explore various alternatives.
- Be careful not to get distracted by a purely intellectual challenge or embark on a search for the perfect solution. Although it may be fun to delve into the intricacies of a problem, sometimes you must ask yourself if there is a practical payoff for the time invested. It may help to limit the amount of time you spend researching new and creative solutions so you can spend more time implementing the project plan and completing the work involved.

- You tend to be confident and self-assured, which may mean you feel assured in your abilities, and can apply these abilities to creating new ideas and innovations. You also likely feel comfortable sharing these ideas with those around you.
- People tend to respond favorably to your original ideas because they are drawn in by your self-confidence. Sometimes socially confident people can be so skilled and self-assured when presenting new concepts that they convince others to support ventures that may not be practical or feasible. Make sure you are not using manipulative tactics to persuade others to endorse your innovative suggestions – ensure that your ideas are realistic by considering whether they will have a positive impact on team and organizational objectives.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your results suggest you take a consistent and well-organized approach to work. This likely enables you to effectively monitor and evaluate your direct reports' performance.
- Because you are so well-organized and systematic you may be discouraged with direct reports who are less methodical than you. Try not to focus on differences in process. The most important thing is that your direct reports are producing consistently strong results.

- Your results suggest you are a thoughtful person who tends to deliberate before taking action. As a result you are likely to deliver feedback to your direct reports that is well-thought out and constructive. If disciplinary action is required you are not likely to undertake it without thinking the consequences through beforehand. As a result, others are likely to respect your prudent approach.
- Your restraint can be problematic if you take a "wait and see" approach to evaluating progress on key projects. There may be times when you need to act somewhat spontaneously and immediately to ensure a positive outcome. Sometimes, in order to gain the time to deliberate over a course of action, you first need to act quickly to halt behaviors or actions that may be going in the wrong direction or about to lead to errors.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- You appear to be a person who is confident in your abilities, and not likely to second guess your judgment and decisions. Confident individuals are generally more willing to take risks to advance project goals or the status of the work unit, and can easily defend their decisions and choices. Due to your confident nature, your direct reports are also likely to feel more comfortable about taking risks as a team when you are leading the initiative.
- Be certain to consider all of the facts when making decisions; do not assume that you are always correct. Take the time to consult with others and fine-tune your solutions before committing to a plan.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your results suggest that you enjoy your work. This may motivate you to find ways to engage existing staff and to create an environment that attracts talented job candidates. Your satisfaction with your job may spill over to affect others, especially when you are vocal about your experiences. This may also help you attract the best candidates and to inspire your existing direct reports to achieve the same level of satisfaction in their work.
 - It is important to recognize that your level of satisfaction may lead you to focus on the positive aspects of your job. However, research shows that giving applicants a realistic preview of the job they are applying for can help to reduce turnover since they are aware of both the positive and negative aspects of the job before they accept an offer. Be sure to solicit feedback from team members so that you can present an accurate picture of the work environment.
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- Your results suggest you tend to be persistent and don't give up quickly on difficult problems. When recruiting and selecting employees these qualities are likely to improve the quality of your hires because you are able to stay focused on finding the best candidates.
 - There may be times when your persistence can be detrimental. For example, if you are having trouble finding the right candidate it may take you longer than others to accept that a given strategy isn't working. Try to recognize when your energy is being misdirected so that you can make the most of your considerable stamina.
-
- Your results indicate you are accepting of others and avoid making quick judgments when meeting someone new. These qualities are likely to help you make unbiased decisions when recruiting, screening, and hiring employees.
 - Your tolerant nature could mean that you give too much credence to the explanations of a job candidate with a history of poor performance. Remember that the best predictor of future success and performance is past performance. Look for evidence of performance and ability from multiple sources and indicators that can point to a demonstrated track record, whether positive or in need of improvement.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your pattern of responses indicates that you may be the type of person who prefers not to call attention to yourself. If you tend to be more of a listener than a talker, you may have difficulty making an impact on an audience or creating excitement about an idea or topic. This may be because your preference to avoid attention may cause you to appear ill-at-ease before an audience.
- If you are somewhat reserved by nature, consider taking a course on public speaking. Increased confidence in your presentation skills may help offset your discomfort with being in the spotlight.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your results suggest you can be opinionated, and may identify closely with those who share your beliefs while also rejecting the perspectives of those different from you. This may cause staff members to feel that you do not respect or value them for who they are. Over time, this can lead to high employee turnover, low morale, and a lack of innovation in your organization.
- When others share an opinion or information that you don't agree with or understand, refrain from immediately expressing criticism. Instead, ask questions so that you can learn more and show that you are receptive to new ideas and differences.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your responses indicate you may not be naturally inclined to provide sympathy and help to others. As a result people may view you as uncaring and avoid approaching you with their concerns.
- By demonstrating support for the needs of others you will foster goodwill in your coworkers and direct reports. You can work towards being perceived as more approachable by developing active listening skills. In your next meeting, try to spend more time listening than speaking. Ask people clarifying questions to show you are listening and want to understand their perspective. Consideration towards coworkers doesn't need to come at the cost of performance.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- You tend to avoid the attention of others and may be reserved and reticent when meeting new people. This can make it difficult to convey a good first impression.
- For leadership and other highly public positions, making a good impression is an important skill that helps you build credibility for yourself and your organization. When meeting others for the first time, make an effort to step out of the shadows and carry your share of the conversation. It is difficult to create a positive first impression if you consistently hold back and don't say anything.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Skilled negotiators tend to use persuasive tactics to open people to listening and to bring them around. Your results suggest you prefer to speak to people plainly and directly. As a result of an absence of such influential finesse, you may find it difficult to be flexible in adopting a diplomatic or assertive role as the situation requires.
- When negotiating on behalf of your team, it is important to achieve the best outcome possible. This often involves trying to understand the other party's point of view and adjusting your approach accordingly. Try to avoid sending cues when you feel alarmed at a proposition or thrilled that the discussion is leaning in your favor. Present a "poker face" when necessary to advance your interests.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- You prefer to speak frankly rather than selecting your words in an attempt to sway others. Because you do not tend to adapt your approach to your audience, you may find it challenging to size up people and situations in a way that enables you to effectively navigate organizational politics. Being able to accurately gauge others is a valuable form of information. This can tell you what the other person is feeling, thinking, and on a broader level help you to read the mood and tone of a group. An awareness of nuance can help a person recognize times when tact and diplomacy might be necessary.
- As a starting point, try to pay more careful attention to others, including seeing if you can read between the lines of what they are actually saying, observing their non-verbal cues, getting confirmation from others about their interpretation. Complement this with trying to soften your speech by being less blunt.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your results show that you get caught up in your work responsibilities and place a lot of emphasis on your life at work. This may come at the cost of recreational and social activities. Remember that recreational pursuits are necessary to keep stress at manageable levels and prevent burnout.
- Start planning some of your time outside of work for recreational activities that you enjoy (e.g., invite a friend for dinner, join a club, take up a hobby, etc.). If you work longer than scheduled hours, try reducing the hours and use the time for non-work pursuits.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your results indicate that you are rather shy. You are often unwilling to draw attention to yourself, even when you succeed at work. As such, you tend to be uncomfortable interacting with others, including upper management. Effective leaders are often able to communicate their direct reports' concerns to upper management. As such, this is an important skill to develop.
- To start, you may find it helpful to prepare some talking points. Write out two or three topics so that you can more confidently interact with upper management. As you become more comfortable you will need less preparation.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your responses indicate that you tend to avoid the spotlight and may feel uncomfortable when attention is focused on you. Under these conditions, you tend to be somewhat restrained in words and actions, which may inhibit your ability to persuasively sell ideas to others.
- Remember that an effective leader is able to motivate others to adopt certain behaviors or new techniques. Although you may prefer to avoid giving formal presentations, consider using informal conversations, meetings, and casual office drop-ins as opportunities to explain your ideas or products, or motivate behavior change.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your results suggest that you 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 your ability to critically review your work, attend to detail, and take a methodical, comprehensive approach to project planning.
- As a leader, it is certainly necessary to pay attention to the big picture and your vision for the company. However, rigor requires a degree of thoroughness. Proper documentation can keep information at hand for you to reference. Having someone with a high attention to detail and high standards review and provide feedback on your work can supplement your skillsets.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your responses indicate that you have little patience. As such, you may find coaching and developing others trying on your patience. You may be unwilling to accept the mistakes and failures that are inevitable when employees attempt to learn and develop new skills. Be mindful of the fact that failures and mistakes are not delays, but rather an expected part of coaching. A mentor's role is to provide patient, understanding guidance to employees.
- Practice deep breaths if you find yourself getting frustrated during a coaching session. Remember that small mistakes during coaching can prevent large mistakes after the fact. Take each setback for what it is – a learning opportunity.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your forthright style of speaking may at times seem tactless and insensitive to others. This lack of finesse may make it challenging for you to persuade others to your way of thinking. An inability to influence others can impede your ability to resolve conflicts, as you may struggle to get each party to buy into your suggestions and observations.
- If you tend to lack polish in your interactions, you might benefit from reflecting on your style to recognize and understand aspects that may not be effective when trying to persuade others. Look for ways to soften and rework your comments in ways that enhance the appeal of your message while acknowledging each party's perspectives, needs, and interests.

DEFINITION

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

FEEDBACK

■ Relationship and Implications

● Guidance

- Your results indicate you are often frank and sometimes curt, which can make it difficult for you to motivate others. Your direct nature can sometimes be seen as tactless, which is likely to dampen any intended encouragement or recognition you offer to direct reports.
- Motivating others often requires the delivery of constructive criticism. Offering such advice needs to be done in a supportive, compelling manner so that the information is heard, appreciated, and acted upon rather than disregarded.



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