



Leadership Skills Profile

Name: Sam Sample
Company: Fictitious Corp.

Date: June 28, 2007



LSP

Leadership Skills Profile

Sample LSP Developmental Report



Advancing the Science of Human Assessment since 1967.

Leadership Skills Profile: Developmental Report

Report for: **Sam Sample**
June 28, 2007

Introduction

The Leadership Skills Profile (LSP) is a unique, empirically based assessment tool that uses several personality traits to predict performance on 42 dimensions critical to effective leadership. This developmental report provides detailed feedback that will allow you to identify your personal strengths, as well as areas where growth and development may be beneficial.

The LSP Developmental Report contains five major sections:

- The [Leadership Skills Snapshot](#) illustrates your standing on the full spectrum of leadership dimensions measured by the LSP.
- Your [Personal Strengths Chart](#) lists your strongest leadership dimensions to help you leverage them to your advantage.
- Your [Core Areas for Development](#) chart highlights your leadership skills with the highest scores that are not currently included in your [Personal Strengths Chart](#).
- Your [Personal Workbook](#) provides tools and techniques that will allow you to formulate a leadership development plan that will keep you motivated and on track for success.
- The [Leadership Skill Definitions](#) and [Developmental Feedback](#) describe each dimension and provide customized insight on how your personality may be affecting your leadership performance.

Before Getting Started, Remember...

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

Leadership Skills Snapshot

- The [Leadership Skills Snapshot](#) shows your standing on each of the 42 leadership dimensions measured by the LSP. The dimensions are ranked from highest to lowest according to your scores on each, meaning that the higher the leadership skill is positioned in the table, the higher your score on that dimension.

- The [Leadership Skills Snapshot](#) includes:
 - a list of the 42 leadership dimensions,
 - your standing on each dimension, and
 - a page reference to your customized [Developmental Advice](#).

Symbol Guide



[Personal Strengths](#): You received a high score on leadership dimensions with this symbol. Remember, the higher the leadership dimension is ranked in the chart, the stronger your performance on that dimension.



[Developmental Opportunities](#): Your Developmental Opportunities include the leadership dimensions where you received a moderate to low score. With some effort, the Developmental Opportunities that are higher in the chart have the potential to become strengths. The leadership dimensions toward the bottom of the chart may not be worthwhile developing unless they are critical to your performance as a leader.

Leadership Skills Snapshot

Leadership Dimension	Personal Strengths	Developmental Opportunities	Definition/ Feedback Page
<i>*Social Astuteness</i>	☑		17
<i>*Creativity</i>	☑		15
<i>*Conflict Management</i>	☑		20
<i>Flexibility</i>	☑		56
<i>Decisiveness</i>	☑		98
<i>Analytical Orientation</i>	☑		55
<i>Open-Mindedness</i>	☑		28
<i>Technical Orientation</i>	☑		56
<i>Communication</i>	☑		61
<i>Risk Taking</i>	☑		56
<i>First Impression</i>	☑		98
<i>Interpersonal Relations</i>	☑		55
<i>Sensitivity</i>	☑		29
<i>Negotiation</i>	☑		48
<i>*Self Discipline</i>		⬆	24
<i>*Thoroughness</i>		⬆	22
<i>*Objectivity</i>		⬆	21
<i>Persuasiveness</i>		⬆	43
<i>Listening</i>		⬆	32
<i>Achievement/Motivation</i>		⬆	34
<i>Independence</i>		⬆	55
<i>Self-Esteem</i>		⬆	31
<i>Emotional Control</i>		⬆	55
<i>Dependability</i>		⬆	31
<i>Ambition</i>		⬆	28
<i>General Leadership Effectiveness</i>		⬆	56
<i>Assuming Responsibility</i>		⬆	98
<i>Vision</i>		⬆	55
<i>Emphasizing Excellence</i>		⬆	28
<i>Organizational Spokesperson</i>		⬆	56
<i>Subordinate Involvement</i>		⬆	61
<i>Facilitating Teamwork</i>		⬆	56
<i>Inspirational Role Model</i>		⬆	98
<i>Short-term Planning</i>		⬆	55
<i>Strategic Planning</i>		⬆	29
<i>Organizing the Work of Others</i>		⬆	48
<i>Delegation</i>		⬆	71
<i>Monitoring and Controlling</i>		⬆	37
<i>Attracting Staff</i>		⬆	83
<i>Formal Presentation</i>		⬆	43
<i>Productivity</i>		⬆	32
<i>Motivating Others</i>		⬆	34

*Included in sample report

Personal Strengths Chart

- The [Personal Strengths Chart](#) lists a maximum of 10 leadership dimensions where you received a high score. This chart allows you to focus on your strongest leadership skills.
- Use the [Personal Strengths Chart](#) to determine the strengths that you can leverage to improve your performance as a leader.

Leadership Dimension	Definition	Feedback Page
<i>*Social Astuteness</i>	The ability to accurately read and respond astutely and diplomatically to organizational trends, norms, as well as to deal effectively with organizational politics.	17
<i>*Creativity</i>	The ability to initiate original and innovative ideas, products, and approaches.	15
<i>*Conflict Management</i>	The ability to mediate and resolve conflicts and disagreements between others, and to resolve conflicts between oneself and others, in a manner best for all parties involved.	20
<i>Flexibility</i>	Ability to change and modify one's style or approach in order to adjust to changing circumstances or to attain an objective.	56
<i>Decisiveness</i>	The ability to make clear-cut and timely decisions with the appropriate amount of information.	98
<i>Analytical Orientation</i>	Analytic Orientation reflects an intellectual style whose focus is on dissecting and understanding complex, multifaceted problems, identifying relevant information and getting to the source of the issue. Persons rated high on analytical orientation prefer dealing with problems of a non-interpersonal nature, particularly those requiring precise, logical reasoning.	55
<i>Open-Mindedness</i>	Willingness to consider new ideas and approaches, as well as input from others.	28
<i>Technical Orientation</i>	Specific proficiency or expertise acquired through education, training, or experience. Engineers, computer scientists, and persons employed in the physical sciences and technology are among those receiving high scores in technical orientation.	56
<i>Communication</i>	Keeping subordinates and superiors informed about decisions, events, and developments that affect them.	61
<i>Risk Taking</i>	The willingness to take sound, calculated risks, based on good judgment, in situations where the outcome is uncertain.	56

*Included in Sample Report

Core Areas for Development

- The [Core Areas for Development](#) chart lists the 10 leadership dimensions with the highest scores *that were not in your [Personal Strengths Chart](#)*. With some development, these leadership dimensions have the potential to become valuable strengths.

Leadership Dimension	Definition	Feedback Page
<i>*Self Discipline</i>	Ability to negotiate outcomes, which further the interests of the organization, and when possible, also further the interests of opposing groups.	24
<i>*Thoroughness</i>	The ability to attend to detail and develop a comprehensive approach to problems.	22
<i>*Objectivity</i>	Ability to maintain a realistic perspective and keep personal biases to a minimum.	21
<i>First Impression</i>	Ability to create a positive impact through social confidence, sincerity, dress and fluency with verbal concepts.	98
<i>Interpersonal Relations</i>	The ability to relate to others in an outgoing, friendly, warm, and personable manner enabling the person to enter into and maintain, over time, effective interpersonal relationships with others.	55
<i>Sensitivity</i>	The extent to which the individual is supportive, considerate, sensitive, and truly cares about the needs, concerns, moods, agendas, interests, and aspirations of others.	29
<i>Negotiation</i>	Ability to negotiate outcomes, which further the interests of the organization, and when possible, also further the interests of opposing groups.	48
<i>Persuasiveness</i>	Ability to sell others on ideas, approaches, products, and services.	43
<i>Listening</i>	Ability to attend closely to the verbal communication of others, picking out the relevant information, conveying it to the other person, and understanding the message.	32
<i>Achievement/Motivation</i>	The energy and motivation to work hard, strive to be successful, attain ambitious goals, and complete difficult tasks.	34

*Included in Sample Report

Leadership Skills Profile: Developmental Report

Personal Workbook

Workbook for: **Sam Sample**
June 28, 2007

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Next Steps

Once you have reviewed your [Leadership Effectiveness Index](#), [Leadership Skills Snapshot](#), [Personal Strengths Chart](#), and [Core Areas for Growth](#), you can initiate a practical and sustainable developmental plan. The [Personal Workbook](#) builds on the information already provided and explains how to maximize your gains from the LSP Developmental Report.

Note About Personal Development and Time Management

- Throughout the development process, an important point to keep in mind is that your personal resources are scarce. This means that you have limited time and energy to devote to your development, and that you will likely be forced to give up certain aspirations in favor of others.
- Time constraints also make it necessary to prioritize. Prioritizing by focusing on some goals immediately, and saving others for the future, may be the most effective approach to continuous improvement.
- Rather than viewing this exercise as a one-time activity, think of it as the beginning of an ongoing developmental process with a clear direction that is backed by a realistic plan. This necessitates concrete timelines that allow you to systematically monitor your progress and successes, and to continually update and refine your developmental program. Entering key dates into your calendar or personal digital assistant (PDA) will help keep you on track for success.

Overview

- 1) The [Personal Strengths to Leverage Worksheet](#) builds directly from your [Personal Strengths Chart](#). This section provides tools and techniques that will help you leverage your strengths to their maximum potential.
- 2) Your [Core Areas for Development](#) chart lists your strongest leadership dimensions *that were not included in your [Personal Strengths Chart](#)*. Refer to the Core Areas for Development chart to complete the [Developmental Prospects Worksheet](#), and to implement a developmental plan that will make you a stronger candidate for the position for which you are being considered.

Personal Strengths Chart

Leadership Dimension	Definition/ Feedback Page
<i>Social Astuteness</i>	19
<i>Creativity</i>	17
<i>Conflict Management</i>	22
<i>Decisiveness</i>	31
<i>Analytical Orientation</i>	25
<i>Thoroughness</i>	76
<i>Sensitivity</i>	56
<i>Negotiation</i>	61
<i>Achievement/Motivation</i>	34
<i>Independence</i>	76

Core Areas for Development

Leadership Dimension	Proficiency	Definition/ Feedback Page
<i>Conflict Management</i>	<input checked="" type="checkbox"/>	56
<i>Open-Mindedness</i>	<input checked="" type="checkbox"/>	74
<i>Technical Orientation</i>	<input checked="" type="checkbox"/>	47
<i>Risk Taking</i>	<input checked="" type="checkbox"/>	34
<i>First Impression</i>	<input checked="" type="checkbox"/>	55
<i>Interpersonal Relations</i>	<input checked="" type="checkbox"/>	28
<i>Self Discipline</i>	<input checked="" type="checkbox"/>	26
<i>Thoroughness</i>		24
<i>Objectivity</i>		23
<i>Persuasiveness</i>		98

Personal Strengths to Leverage

- Begin by reviewing your [Personal Strengths Chart](#). The leadership skills listed in that chart are the dimensions where you received the highest scores. In other words, they are strengths that you can leverage to maximize your leadership performance.
- Learning to emphasize and leverage your strengths is particularly key to your overall effectiveness as a leader. In the [Personal Strengths to Leverage Worksheet](#), fill in the strengths that you would like to develop across a distinct set of time periods. Limit your focus to approximately two strengths at any given time to avoid over-committing yourself.

Worksheet Headings and Definitions

Time Period: Write specific dates next to the Short Term (current goals), Medium Term (goals to work on after Short Term targets are reached) and Long Term (goals to work on after Medium Term targets are reached) time periods that specify when you expect to complete a given developmental phase. Write these key dates into your personal planner or PDA to monitor your progress.

Strength: List the strengths that you wish to develop, but remember to be realistic. It may be difficult to work on five or ten leadership skills simultaneously, and such a broad approach is not likely to result in attainable goals. Instead, identify approximately two leadership behaviors to work on immediately, and place the others in the Medium or Long Term categories.

Essential Behaviors: Specify the *behaviors* that appear to be critical to demonstrating effective use of a given strength. The [Leadership Skill Definitions](#) will help identify the relevant behaviors.

Action Steps: List the action steps that will help you leverage this strength. These steps should be clear and concrete, and should identify specific strategies for demonstrating the behaviors essential to the leadership dimension. Consult the [Developmental Feedback](#) for customized guidance on determining the techniques you can incorporate.

Feedback Raters: Identify the parties that will be in the best position to provide feedback concerning your mastery of the leadership dimension in question, and seek their feedback after the relevant time period. Examples of feedback raters include peers, leaders, direct/indirect reports, coaches, and clients.

Done?: Check off the leadership dimensions once you have carried out the action steps and are ready to begin the next developmental phase.

Personal Strengths to Leverage Worksheet

Following the example below, fill in the strengths that could be leveraged to improve your performance as a leader. Refer to the [Personal Strengths Chart](#) to choose the leadership dimensions to include.

Time Period	Strength	Essential Behaviors	Action Steps	Feedback Raters	Done ?
Short Term	1. Social Astuteness	Reading organizational norms and responding appropriately. Being diplomatic with others.	<ul style="list-style-type: none"> - Try not to always be the center of attention; listen attentively to others' requests - Help my direct reports achieve their own personal successes 	<ul style="list-style-type: none"> - Peers - Direct reports - Clients 	
	2. Creativity	Attend to creative ideas that could enhance current products and methods.	<ul style="list-style-type: none"> - Don't repress my spontaneity. Use it to explore alternatives that could save me time in the future. - At the same time, I need to stay organized by using my PDA and updating my filing system. 	<ul style="list-style-type: none"> - Myself - Leader 	
On Deck/ Medium Term	3. Conflict Management	Resolving conflicts between others, or between myself and others, in a way that helps all parties move forward.	<ul style="list-style-type: none"> - Let each person present his or her point of view – do not interrupt them. - I do a good job of remaining calm, but I need to occasionally be more assertive when intervening in a dispute. 	<ul style="list-style-type: none"> - Peers - Direct reports 	
	4.				
Long Term	5.				
	6.				

Developmental Prospects

- Consult the [Core Areas for Development](#) chart to see your standing on your strongest leadership dimensions that were not included in your [Personal Strengths Chart](#). Attending to these [Developmental Prospects](#) will increase your ability to leverage them in the future.

- Begin by choosing two leadership dimensions per time period. You can then establish action steps that describe how you will refine your [Developmental Prospects](#) into strengths you can take advantage of. The [Leadership Skill Definitions](#) and [Developmental Advice](#) are useful tools for completing the worksheet.

Developmental Prospects Worksheet

Following the example below, fill in the [Developmental Prospects](#) that you want to improve. Refer to the [Core Areas for Development](#) chart to choose the leadership dimensions to include, or, select other qualities from the [Leadership Skills Snapshot](#) that you feel are important to performing well in your position.

Time Period	Developmental Prospect	Essential Behaviors	Action Steps	Feedback Raters	Done ?
Short Term	1. Self Discipline	Resisting impulses and diligently seeing projects to completion	- I need to procrastinate less by making my goals clear and following a detailed action plan for reaching my goals. - I'm going to commit to sticking to established deadlines and rewarding myself for doing so.	- Myself - Leader	
	2. Thoroughness	Attending to details and taking a comprehensive, elaborate approach to solving problems.	- I need to increase my task focus, because currently, talking to others around the office is interfering with getting down to work. - I need to reign in my tolerance of subordinates' varied approaches to their job so I can ensure consistent product quality.	-Myself - Peer - Direct reports	
On Deck/ Medium Term	3. Objectivity	Keep personal biases to a minimal and remain objective.	- I need to make decisions based on what's best for productivity instead of what will make people happy. - To avoid over-emphasizing worst-case scenarios, I should gather a variety of perspectives on an issue before making a decision.	- Direct reports - Leader - Peers	
	4.				
Long Term	5.				
	6.				

Leadership Skills Profile: Developmental Report

Definitions of Leadership Dimensions

Customized Developmental Advice for Mr. Sam Sample

 **CREATIVITY**

Definition: The ability to initiate original and innovative ideas, products, and approaches.

Developmental Advice:

- 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 manager. However, 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 subordinates, try to begin and finish on a positive note and remember to acknowledge and reinforce the strengths of their position whenever you must reject an idea or proposal.
- You tend to be dramatic and witty, and likely enjoy being the center of attention. As a result, you are typically not afraid to promote your creative and innovative ideas. Balance this tendency to gravitate toward the spotlight with occasionally staying in the background and simply working to facilitate team performance. Consider yourself a coach or a guide who quietly motivates others to realize their creative potential.
- Your results indicate that you tend to be spontaneous and uninhibited, which likely contributes to your creativity at work. This is because you typically allow your thoughts to flow freely rather than over-analyzing a problem before voicing your opinion. However, remember that some situations and solutions require careful deliberation in order to be properly implemented. When an idea comes to mind, make sure it satisfies a few basic requirements that you have established beforehand, such as whether it aligns with and supports the objectives of the project.
- You tend to have a somewhat unsystematic and disorganized style, and may feel that excessive order and regulation stifles your creativity. This approach is consistent with a creative thinking pattern and an inclination to generate new ideas. Since creative ideas sometimes occur at unpredictable times, you likely want to create an environment in which ideas are given the opportunity to thrive. While the ability to come up with a number of different solutions to problems is an asset, you may need to practice being more decisive about choosing between options. Try putting a reasonable time limit on decision-making and remember to respect others' need for schedules and structure.
- You appear to have a carefree and playful attitude at work and this likely helps you think openly and creatively about problems. You also tend to encourage and stimulate a high-spirited environment that can inspire creativity in subordinates. However, be sure to balance your playful attitude with consistent and informed decision-making. Once the creative ideas have been generated and you have chosen a course of action, you must set an example by doing some serious goal-directed work.



CREATIVITY (CONTINUED)

- You appear to value receiving advice and support from others, which likely leads you to share your ideas with team members in order to get their input. This may permit further refinement of ideas and allow you to productively apply your creative talents in the workplace. While it is a good idea to seek out input from your team, be careful not to let yourself become too dependent on them. Sometimes leaders need to generate creative solutions and make tough decisions without any help from others.
- You tend to have a talent for presenting ideas in a favorable manner. You probably have a convincing style and a talent for putting a positive spin on your ideas so that others will accept and endorse them. This may demonstrate to subordinates the importance of presenting creative ideas with conviction. However, be aware that sometimes your ideas will be resisted by others. Make sure you recognize when you've reached the point where you may have to stop promoting an idea that has not received enough support from other members of your team.
- Your results indicate that you tend to have an intellectual, thoughtful approach to solving problems. This tendency likely assists you in developing creative solutions because you are able to draw on your in-depth knowledge of complex issues. Others may like to discuss their ideas with you, since you tend to offer a unique perspective. Remember to be clear, thorough, and patient when explaining your ideas to subordinates and colleagues, in case they find it difficult to quickly grasp new concepts and ideas.
- Your imaginative and inventive thinking style likely helps you generate creative, unique solutions to business problems. Your innovative approach is likely valued by both your team and your clients. Keep in mind that creativity is a valuable talent as long as it is supplemented by serious analysis and evaluation. Not every idea will "fly", so avoid wasting others' time by first testing and critically evaluating your own ideas before presenting them to your team.
- Your results suggest that you appear to be willing to take a chance and expose yourself to situations with uncertain outcomes. As such, you may be motivated to explore creative options and take the necessary risks involved with trying out a new and untested method or approach. Remember that sometimes the best solution is at your fingertips; think carefully before you discard a tried-and-true approach in favor of a creative, yet potentially risky, alternative.
- You tend to be socially confident and self-assured, which means that you often find it easy to present your ideas to others. 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 subordinates 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.

 **CREATIVITY (CONTINUED)**

- Your results suggest that your apparent satisfaction and positive outlook on work likely provides a solid foundation for advancing creative ideas and for inspiring others' confidence in these ideas. If you tend to feel satisfied with your job, you likely facilitate job satisfaction in your subordinates and care about the development and success of the organization as a whole. Try to foster a culture of innovation by consistently conveying the message to subordinates that they are welcome to contribute their unique ideas during both structured meetings and spontaneous discussions.
- Your results indicate that you likely have a supportive and nurturing interpersonal style. Warm and helpful people are usually eager to initiate creative solutions that will benefit other members of the organization. Leaders who are nurturing and supportive also tend to facilitate positive interactions among team members, which in turn, can promote an environment that supports creativity. One caution to remember is that in business you must always balance sensitivity to others with task accomplishment.
- 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 actual work involved.

 **SOCIAL ASTUTENESS**

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

Developmental Advice:

- Your responses suggest that you tend to listen to advice offered by co-workers and associates, which likely contributes to your reputation as someone who is socially astute and sensitive to organizational dynamics. Because of your tendency to willingly accept social obligations, subordinates likely trust that you attend to organizational trends, norms, and changes. Be careful not to take participative management and subordinate involvement to an extreme. At times, the effective leader must take sole responsibility for a decision.
- You tend to be hard working and aspire to accomplish difficult goals. You likely recognize that behaving in a diplomatic, socially attentive manner is integral to achieving your objectives. Your tendency to engage in political behavior, paired with the motivation to read and respond astutely to others, will likely benefit your subordinates and team performance. Remember that good leaders are not always preoccupied with collecting a string of personal successes, but rather helping others to find their own success. In order to do this, try modifying your approach to suit the personality and style of each subordinate.



SOCIAL ASTUTENESS (CONTINUED)

- You appear to value close ties with others and tend to enjoy interacting with people. This likely allows you to adopt a diplomatic and tactful interpersonal style that promotes positive relationships in the workplace. Your subordinates likely feel that you understand them, as well as organizational norms and trends that affect the work environment. Remember that having a natural inclination to get close to people carries the risk of over-involvement; try to be careful to avoid a conflict of interest in terms of friendship and business roles.
- You tend to be an entertaining individual who knows how to win the attention of others and keep a crowd interested. This ability to play to the interests of others likely helps you promote the agenda of your work group. Make sure you know when to hold back on your dramatic, showy tendencies when it may be more important to stay "behind the scenes" and focus on listening attentively, reading others' reactions, and taking a subtle approach to managing organizational politics.
- You appear to enjoy taking a chance and exposing yourself to uncertain situations. Adventurous and bold individuals are likely to take advantage of political agendas. They may become skilled at reading and responding to organizational trends and norms, as this will help them exert the necessary influence to achieve their goals. Try to be diplomatic and show respect for all sides of a situation - if you are thinking of pursuing a risky venture, be sure to consider whether your teammates will feel it is worth the gamble.
- Your responses indicate that you tend to be confident, composed, and self-assured in social situations. This style likely helps you deal effectively with others and exert influence on behalf of your subordinates when necessary. Remember that even the most socially confident and skilled individuals can miss cues or misinterpret words or intentions. When you feel you may have misunderstood someone or misread a shift in team dynamics, be upfront and ask subordinates directly. They will likely appreciate your motivation to understand what goes on behind the scenes.
- You appear to have an appreciation for conventional customs and beliefs, which likely helps you understand the importance of adhering to organizational norms, and in turn, effectively navigate the political climate. Accordingly, your traditional views may be reassuring to those who share them, but may be de-motivating to those who take a more liberal stance. Rather than simply dismissing perspectives that differ from your own, take some time to understand and learn about alternative viewpoints. This approach will enhance your ability to deal with others with tact and diplomacy.
- You are generally satisfied with your job, which means that rather than being preoccupied with sources of dissatisfaction, you are able to attend to others' needs and agendas. This likely provides you with valuable information about the political climate of the organization and how you can enhance your sphere of influence. You typically make an effort to understand what motivates subordinate behavior and what contributes to organizational politics. Take this one step further, and try to encourage your subordinates to also be attuned to organizational trends, norms, and the subtle behavioral cues of clients and co-workers.



SOCIAL ASTUTENESS (CONTINUED)

- Your tendency to be charming, diplomatic, and socially perceptive likely makes you an astute observer of political trends in the organization. Thus, you likely know how to leverage your influence in order to further the goals of your team or unit. Try to consider how your behavior may come across to others so as not to be perceived as manipulative. Remember to put yourself in others' shoes, stay genuine in what you say and do, and always try to consider the other side of the story.
- You typically like to collaborate with others and seek co-workers' input and support. Your subordinates likely appreciate the chance to contribute. This can be beneficial for building relationships, and can help you capitalize on organizational politics and trends. In addition to seeking others' input, work on developing an internal support structure. Listen to your own intuition and trust your own judgment. Part of understanding others' behavior lies in self-awareness and a curiosity about and interest in human behavior in general.
- People who strive to portray themselves in a positive light are generally perceived as socially astute. Your apparent concern with your self-presentation and your reputation is an important component of social intelligence. You are likely aware of how and when to adjust your behavior to accommodate changing situations and interpersonal demands. Remember that when adjusting your behavior to different situations, it's important to strike a balance between using engaging, yet factual dialogue.
- You appear to be a sympathetic, caring person who provides assistance to others when they are in need of helpful guidance or support. Your capacity to show consideration and responsiveness to others' needs should help you stay connected with organizational trends and avoid politically damaging conflicts. Your caring nature may, at times, prevent you from using influence tactics with subordinates and colleagues. Remember that persuading and influencing others is an important part of forming critical business relationships.
- Your responses indicate that you tend to be mild-mannered, calm, and even-tempered. This conciliatory approach likely helps you patiently read others' reactions and respond in a way that prevents you from making enemies or taking unpopular stands. Be aware that there may be some situations in which becoming "riled up" may set the proper context for expressing ideas and encouraging others to take action. Learn how to effectively modulate your expression to get the most out of subordinates.

 **CONFLICT MANAGEMENT**

Definition: The ability to mediate and resolve conflicts and disagreements between others, and to resolve conflicts between oneself and others, in a manner best for all parties involved.

Developmental Advice:

- Your results indicate that by nature, you seem to be clever and socially perceptive. These qualities likely help you mediate and resolve conflicts because you are typically quick to notice and understand others' moods, motivations, and intentions. When mediating disputes, be sure to let each person summarize their point of view, without comment or interruption from others. Even if you feel you can anticipate how someone is likely to respond, it is important that you contain your reactions and opinions as the mediator. Your role is to provide an unbiased, objective perspective once all the facts have been presented.
- Your results indicate that you tend to be even-tempered and calm during stressful events. You are unlikely to get caught up in emotionally charged situations. This demeanor may assist you in offering a clear, insightful perspective that is essential for resolving conflict. Although you do not generally express aggressive feelings, from time to time you may need to assertively intervene in order to diffuse a heated argument. One of your roles as a mediator is to bring the intensity back down to a level that is manageable and allows productive discussion to ensue.
- You appear to enjoy taking chances on ventures that others may find risky. You are typically willing to "go out on a limb" to generate ideas that help resolve disputes. You may not be inclined to settle for the safest or easiest solution, which may help ensure that all parties walk away satisfied. However, try to avoid coming to hasty decisions; take the time to weigh the pros and cons of each potential resolution in order to ensure that taking a chance on a unique plan of action will not "backfire" when applied to the actual situation.
- You appear to be satisfied with your work. This likely provides you with the motivation to resolve conflicts and disagreements. You probably try to promote a culture where everyone feels satisfied with their work environment. Although you may not enjoy intervening in others' disputes, you likely realize that there are times when a third party must be involved to ensure that the conflict resolution process is fair. A fair mediation process should help maintain a positive organizational culture.

 **OBJECTIVITY**

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

Developmental Advice:

- Your results suggest that you do not usually become preoccupied with deadlines or time pressures. This could potentially detract from your ability to maintain a realistic perspective when managing project deadlines. If you do not typically feel pressured to adhere to deadlines and schedules, you may spend a good portion of your time and energy socializing and connecting with others, at the expense of keeping on top of priorities and obligations. Try to remain vigilant about project timelines and your team's progress toward deadlines. The inability to meet projected deadlines can damage your relationships with clients and your superiors. Remember to devote at least as much energy to completing projects on time as you do spending time getting to know the people you work with.
- You appear to have a sociable manner and a tendency to develop friendships in the workplace. This may mean that you occasionally sacrifice your objectivity in order to maintain relationships. Remember that sometimes you will have to make decisions that others won't like. Try to maintain a friendly, yet professional relationship with subordinates.
- Your results indicate that you may have a tendency to worry and become anxious about work-related matters. As a result, you may be susceptible to being influenced by your emotions or overemphasizing the "worst-case scenario". This could impair your ability to make balanced, objective judgments at work. Simply be aware that feelings of anxiety can skew your perception, so try not to make any serious decisions or sweeping generalizations when you fear that your mood or frame of mind could be affecting your judgment. You can try to prevent your worries from distorting your business judgment by looking at issues from different perspectives in order to gain a clearer picture of the situation.
- You may occasionally make hasty decisions without considering their impact, and might sometimes state opinions best kept to yourself. A tendency to act or speak before thinking may give others the impression that you tend to let personal biases affect your judgment and decision-making. In order to avoid jumping to conclusions or missing important details, consult with others who may be able to help you evaluate your decision-making process and identify any potential biases.
- Your results indicate that you have a tendency to value close emotional ties with others and may express views based more on emotion than reason. As a result, you may appear to favor certain solutions and opinions without making your underlying logic and rationale clear to others. Your goal should be to clearly explain the reasoning behind your decisions. This approach will enhance "buy-in" among subordinates, colleagues, and clients. Be sure to use all of the information at hand to maintain an unbiased perspective on important business decisions.



OBJECTIVITY (CONTINUED)

- You tend to have other priorities and concerns aside from your work role. While balance can be good, too much emphasis on non-work related concerns can be distracting and may interfere with your ability to objectively weigh the relative merits of an issue. Also, if you feel detached from your work, this can prevent you from making objective decisions relating to subordinates' job roles, responsibilities, and compensation. Try to pay more attention to workplace affairs. Be sure to be vigilant about subordinates' progress and performance and take the time to listen to their concerns. Consider taking more of an active role at meetings - take notes and organize the facts as you go. This should help you make objective decisions later on.



THOROUGHNESS

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

Developmental Advice:

- You tend to have an entertaining and dramatic interpersonal style. Although there is certainly a place for a charismatic, high profile leader, a focus on engaging and amusing others may interfere with your ability to concentrate on the details when completing your work. In addition, you may sometimes neglect to listen carefully to others who may have valuable suggestions or essential instructions to pass along. Remember that subordinates may harbor ill feelings if they feel their requests and suggestions are being ignored. Try to display a task-centered focus instead of a person-centered focus from time to time, to ensure that you are catching small mistakes and remaining vigilant about the small details involved in a project. If you follow others' instructions carefully, you may impress them with your thoroughness and attention to detail.
- Your results indicate that you may refuse to go along with the crowd and might not worry about pleasing others by following instructions to the letter. This may lead you to overlook the fine details and move forward without thoroughly considering others' opinions. Although it can be important to be willing to "go against the grain" in order to challenge existing rules and procedures, it is still critical that you listen to what others need, and pay attention to details and instructions so that you satisfy your colleagues' requests. This might involve taking extra time to review important documents thoroughly, and recognizing when it might be more efficient to grant others' requests even though you may not see eye to eye with their method or opinion.
- You appear to be an active, energetic person. High-energy people often feel as if they are not doing their job unless they are constantly busy. This tendency might interfere with your ability to focus on the nuances of a particular job and take the time needed to complete projects in a thorough manner. Keep in mind that this could be frustrating to subordinates who may be relying on you to patiently review their work or add the finishing touches to an important project. After each step of a project has been completed, take a few minutes to review the completed work to make sure you or your subordinates haven't omitted any important details.

 **THOROUGHNESS (CONTINUED)**

- Your results indicate that you tend to be creative and inventive and may find that a detail-oriented, meticulous approach exhausts your creative energy. As a result, you may neglect attending to detail in favor of exercising your innovative side. Creativity is a valuable talent as long as it is supplemented by sufficient attention to detail that may be necessary to carry out project plans and assignments. It may be productive for you to delegate those tasks that involve an eye for detail to others who may have developed a skill for editing documents and who follow a comprehensive approach to handling problems. This should leave you more time to generate innovative solutions to problems.
- You appear to be daring and venturesome, tend to take chances, and may favor uncertainty. Although it is important to be willing to take risks in some situations, impetuous and spontaneous people may overlook important details. In any job, there will be routine tasks and maintenance – be aware that these tasks are still important, and schedule some time each day to deal with them efficiently. This might involve scanning documents and project plans with a critical eye. Remember that if you don't take the necessary precautions in double-checking your work, your risky venture could fail to deliver the results you were hoping to achieve.
- You appear to be self-assured in your interactions with others. As a result, you may be more likely to focus on presenting your ideas confidently rather than worry about making small mistakes. Consequently, you may spend little time thoroughly checking and reviewing your work. This can give subordinates the wrong impression about your expectations for quality assurance and your commitment to following a comprehensive, detailed approach to projects and assignments. Be sure to consider all of the facts when making decisions, and take the time to consult others and fine-tune your solutions.
- Your results suggest that you tend to be outgoing and sociable, which is a positive quality in a leader. Your subordinates likely see you as friendly and good-natured. However, it can be difficult for people who are very sociable to stay focused on their work. This may negatively affect your ability to attend to important details. Be aware of this, and attempt to remove distractions, by taking steps such as closing your door, and putting your telephone on voicemail. Try to give yourself time to complete tasks thoroughly and accurately. When you are feeling more focused than usual, take this opportunity to attend to the small details of a project.
- Your results indicate that you do not typically feel pressured by deadlines. This casual approach to time pressures and schedules may interfere with your ability to attend to the necessary details required to stay on top of your obligations. Remember that for many positions there are unexpected, urgent deadlines. When these arise, be sure that you have the capacity to marshal your resources to make every minute count in reaching expected project goals. This may involve delegating the project planning and detail-oriented tasks to someone who is best able to handle this challenge.
- Your results suggest that you may not have a natural tendency to be orderly and organized. This may interfere with your ability to critically review your work, attend to detail, and take a systematic, comprehensive approach to project planning. As a leader, it is important to pay attention to the big picture and your vision for the company. However, it is still very important to stay committed to a plan. Try to spend some time each day going over the specifics and attending to project details. Review documents, prepare checklists, and update your timetable. Challenge yourself to find costly errors and make sure you have someone proof your work.



THOROUGHNESS (CONTINUED)

- You tend to enjoy being around other people. In an effort to spend more time interacting with others, you may neglect specific details of your work or take a hasty, unplanned approach to tackling problems. Ideally, of course, one should be able to devote time to both work tasks and work relationships, but within the constraints imposed in a business setting, it often comes down to your priorities and your duty to ensure that everything in your department runs smoothly. Take some time to assess whether you're striking a balance between your need for people's company and the need to get things done. You can cut down on socializing by simply re-evaluating the frequency with which you initiate casual conversations with others.
- Your results indicate that you tend to be impulsive and spontaneous, which could mean that you may be prone to move forward with a project without considering the details that create a comprehensive plan of action. Try to spend some time thinking or talking through the details of a plan, before taking action. Choose a trusted colleague to help you review the details and plan the necessary steps that will separate the important tasks of a project into distinct milestones. This may help you account for all the crucial stages and factors that will come together to create the final product.
- You tend to have an adventurous and bold style and you typically enjoy the thrill of dangerous activities. People with these characteristics can have a tendency to "bulldoze" their way through difficulties rather than meticulously attend to the finer points of a problem. Although it may not be your natural tendency, try to spend some time attending to the details of a project or assignment, rather than jumping in with little regard for the consequences.
- You appear to have a lenient, "live and let live" approach, which may cause you to overlook essential details and be somewhat tolerant of substandard work. You likely let subordinates have their say and may even encourage them to openly express their dissent. Your willingness to accept opposing ideas, like any positive quality, can be carried too far. As a leader, it is critical for you to practice quality control, as the onus is on you to ensure that your subordinates are presenting a polished product or service to clients and stakeholders. Be sure to make your expectations clear and stay on top of reviewing others' work in order to maintain high quality standards.



SELF-DISCIPLINE

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

Developmental Advice:

- You have a tendency to procrastinate and take an unstructured or somewhat disorganized approach to your work. This may make it difficult for you to focus on the task at hand or see a project through to completion. If you fail to meet your obligations, your subordinates could lose faith in your ability to keep track of your priorities. Try setting project goals and detailed plans in order to structure your time wisely. Reward yourself only after you've reached important milestones, as this may help you stay focused on seeing projects through to completion.

 **SELF-DISCIPLINE (CONTINUED)**

- Your responses suggest that you tend to be bold and adventurous. You may find it difficult to resist the impulse to engage in exciting activities. This tendency may lead you to lose focus or become disinterested when completing routine projects. Remember that effective leaders are typically able to motivate subordinates to complete challenging team goals. You can be the adventurous innovator, but make sure you display the self-discipline to focus team efforts on the task at hand.
- Your results suggest that you may do many things “just for fun”. Your tendency to have a carefree, playful attitude may, at times, prevent you from taking your duties and obligations seriously. This may distract you from focusing on your work and from having the self-discipline to see a project through to completion. Remember, your behavior sets the standard for subordinates – if you want to encourage productivity, then you must show self-discipline and demonstrate this behavior yourself.
- Your responses suggest that you typically enjoy solving complex problems and you may become impatient with oversimplification. As such, you can get caught up in the brainstorming phase, rather than remain focused on moving a project forward. At times, you may need to refrain from exploring topics in great depth in order to meet a project deadline. Try to remember that every solution does not necessarily have to be original and complicated in order to be effective.
- One needs to show a certain degree of caution and conservatism to maintain focus. Your apparent preference for exciting and potentially risky opportunities may not be consistent with this style. Try to remember that subordinates look to you for guidance, so it's important to set a good example in terms of when it is appropriate to take a risk, and when it is more important to resist an impulse and simply maintain the current course. If you set appropriate guidelines and rules for how to proceed with taking a calculated risk, others will likely have greater success when tackling their own risky, but potentially profitable ventures.
- Your responses suggest that you tend to be self-assured and socially confident. As a result, you may be prone to overextend yourself and take on more than you can reasonably handle. This tendency may negatively affect your ability to focus exclusively on individual projects. It is possible that you may move forward with a project without considering potential difficulties that could arise. Try to resist the impulse to jump ahead or rush through projects. If you maintain focus, balanced judgment, and self-discipline, you will likely have a positive influence on the work habits of others.
- You appear to be highly sociable and tend to value positive relationships with others. As such, you may sometimes become distracted by idle conversations. This could lead others to perceive you as lacking the self-discipline to resist an opportunity to socialize, which can interfere with the timely completion of your work. If you want subordinates to show self-discipline and diligence, then you must also display these work habits. Establish a culture where hard work is the norm, and set the context for when social events are permitted in the workplace.



SELF-DISCIPLINE (CONTINUED)

- You typically prefer to surround yourself with people and can easily form close personal connections and friendships. You may have a tendency to become distracted from a task because of your preference for social interaction over diligently completing your work. Try using opportunities to socialize as a reward for task completion. Make sure you use your productive time wisely, and try to avoid distractions in order to focus on task completion and meeting important deadlines.
- You tend to enjoy acting on the “spur of the moment” and appear to be rather impulsive. This may lead to difficulties in prioritizing and a propensity to jump from one task to another, which could interfere with your ability to focus on completing your work. Try to resist impulses and distractions and make sure to think through an idea before you act on it. An ability to show restraint and self-discipline will go a long way toward gaining subordinates’ respect and dedication to team projects.
- You may be preoccupied with entertaining others and capturing their attention. However, this can be a source of distraction for co-workers and may prevent you from exercising the self-discipline necessary to remain focused on the job. There are times when you must show persistence and determination at work. Try not to distract others from completing their own work – encourage productivity by being a reliable and disciplined coach and mentor.
- Your responses suggest that you tend to openly accept others’ opinions and suggestions. However, these tendencies could sometimes cloud your own views and prevent you from maintaining the focus necessary to see a project through to completion. Try to find a balance - it will be difficult to get anything accomplished if you try to accommodate all requests and preferences. Some ideas, regardless of how interesting they may seem, need to be set aside in favor of meeting deadlines and reaching a decision.